



# Shetland Arts Development Agency

# Monthly Financial Report

January 2015	Current Period			Year-to-Date		
	Actual £	Budget £	Variance £	Actual £	Budget £	Variance £
<b>Profit &amp; Loss Account</b>						
Mareel - Music Hall	14,085	21,272	(7,187) ↓	190,938	217,883	(26,945) ↓
Mareel - Dayime Café Bar	28,513	40,700	(12,187) ↓	404,714	407,000	(2,286) ↓
Mareel - Education	11,833	5,417	6,416 ↑	61,296	54,750	6,546 ↑
Mareel - Film Screenings	28,585	35,791	(7,206) ↓	309,424	357,916	(48,492) ↓
Mareel - Foyer	8,582	13,047	(4,465) ↓	118,121	130,350	(12,229) ↓
Weisdale Mill - Shop	1,104	857	247 ↑	35,608	30,856	4,752 ↑
Weisdale Mill - Café	2,780	1,218	1,562 ↑	59,256	60,908	(1,652) ↓
Weisdale Mill - Exhibition	1,090	750	340 ↑	23,627	8,250	15,377 ↑
Garrison Theatre	0	2,417	(2,417) ↓	10,964	11,630	(666) ↓
Art Development	4,251	417	3,834 ↑	87,365	83,309	4,056 ↑
Westside Cluster	0	0	0 ↑	0	0	0 ↑
<b>Total Sales</b>	<b>100,822</b>	<b>121,886</b>	<b>(21,064) ↓</b>	<b>1,301,313</b>	<b>1,362,852</b>	<b>(61,539) ↓</b>
Mareel - Music Hall	14,621	13,918	(703) ↓	168,359	140,356	(28,003) ↓
Mareel - Dayime Café Bar	26,183	34,881	8,698 ↑	365,556	348,803	(16,753) ↓
Mareel - Education	3,366	5,469	2,103 ↑	45,923	54,693	8,770 ↑
Mareel - Film Screenings	23,562	24,975	1,413 ↑	228,377	249,765	21,388 ↑
Mareel - Foyer	4,224	6,407	2,183 ↑	63,911	64,022	111 ↑
Weisdale Mill - Shop	6,556	4,566	(1,990) ↓	65,112	58,742	(6,370) ↓
Weisdale Mill - Café	3,676	4,534	858 ↑	59,161	62,404	3,243 ↑
Weisdale Mill - Exhibition	2,166	292	(1,874) ↓	23,535	2,625	(20,910) ↓
Garrison Theatre	5,789	7,449	1,660 ↑	45,014	67,848	22,834 ↑
Art Development	18,510	15,783	(2,727) ↓	274,421	314,328	39,908 ↑
Westside Cluster	46	54	8 ↑	807	483	(324) ↓
<b>Total Cost of Sales</b>	<b>108,700</b>	<b>118,328</b>	<b>9,628 ↑</b>	<b>1,340,176</b>	<b>1,364,069</b>	<b>23,893 ↑</b>
Mareel - Music Hall	(536)	7,354	(7,890) ↓	22,579	77,527	(54,948) ↓
Mareel - Dayime Café Bar	2,330	5,819	(3,489) ↓	39,158	58,197	(19,039) ↓
Mareel - Education	8,467	(52)	8,519 ↑	15,373	57	15,316 ↑
Mareel - Film Screenings	5,023	10,816	(5,793) ↓	81,047	108,151	(27,104) ↓
Mareel - Foyer	4,358	6,640	(2,282) ↓	54,210	66,328	(12,118) ↓
Weisdale Mill - Shop	(5,452)	(3,709)	(1,743) ↓	(29,504)	(27,886)	(1,618) ↓
Weisdale Mill - Café	(897)	(3,316)	2,419 ↑	95	(1,496)	1,591 ↑
Weisdale Mill - Exhibition	(1,077)	458	(1,535) ↓	92	5,625	(5,533) ↓
Garrison Theatre	(5,789)	(5,032)	(757) ↓	(34,050)	(56,218)	22,168 ↑
Art Development	(14,259)	(15,366)	1,107 ↑	(187,055)	(231,019)	43,964 ↑
Westside Cluster	(46)	(54)	8 ↑	(807)	(483)	(324) ↓
<b>Gross Contribution</b>	<b>(7,878)</b>	<b>3,558</b>	<b>(11,436) ↓</b>	<b>(38,863)</b>	<b>(1,217)</b>	<b>(37,646) ↓</b>
<i>Gross Profit Margin %</i>	<i>(7.8%)</i>	<i>2.9%</i>	<i>(0) ↓</i>	<i>(3.0%)</i>	<i>(0.1%)</i>	<i>(0) ↓</i>
Donations, Trusts, etc	0	417	(417) ↓	5,532	6,667	(1,135) ↓
Revenue Creative Scotland	17,667	17,667	0 ↑	179,667	191,083	(11,417) ↓
Project Funding Creative Scotland	4,101	150	3,951 ↑	34,399	4,500	29,899 ↑
Local Authority Project Funding (SIC)	303	0	303 ↑	4,604	0	4,604 ↑
Other Public Funding	1,046	577	469 ↑	56,428	73,731	(17,303) ↓
SCT Planned Maintenance Funding	2,819	7,206	(4,387) ↓	26,592	71,865	(45,273) ↓
SCT Core Funding	57,994	58,002	(8) ↓	580,031	580,029	2 ↑
<b>Grant Income Received</b>	<b>83,929</b>	<b>84,019</b>	<b>(89) ↓</b>	<b>887,252</b>	<b>927,875</b>	<b>(40,623) ↓</b>
Establishment Costs	28,149	29,279	1,130 ↑	316,888	304,486	(12,402) ↓
Admin & Management	35,717	41,030	5,313 ↑	451,991	413,970	(38,021) ↓
Weisdale Mill / Bonhoga	1,139	4,796	3,657 ↑	16,347	47,972	31,625 ↑
Technical / Facilities	2,988	7,660	4,672 ↑	58,226	76,590	18,364 ↑
Marketing	5,613	6,580	967 ↑	59,214	65,793	6,579 ↑
<b>Total Overhead Costs</b>	<b>73,606</b>	<b>89,345</b>	<b>15,739 ↑</b>	<b>902,666</b>	<b>908,811</b>	<b>6,145 ↑</b>
<b>EBITDA</b>	<b>2,446</b>	<b>(1,768)</b>	<b>(13,561) ↓</b>	<b>(54,277)</b>	<b>17,847</b>	<b>(30,437) ↓</b>
<i>EBITDA Margin %</i>	<i>2.4%</i>	<i>(1.5%)</i>	<i>3.9% ↓</i>	<i>(4.2%)</i>	<i>1.3%</i>	<i>(5.5%) ↓</i>
Westside Cluster - Loan Interest Payable	0	385	385 ↑	2,295	3,875	1,580 ↑
Other Loan - Loan Interest Payable	0	665	665 ↑	80	3,277	3,197 ↑
	0	1,050	1,050 ↑	2,375	7,152	4,777 ↑
Loss on disposal of Hatchery	0			(42,362)		
<b>Net Profit</b>	<b>2,446</b>	<b>(2,818)</b>	<b>5,264 ↑</b>	<b>(99,013)</b>	<b>10,695</b>	<b>(109,708) ↓</b>
<i>Net Profit Margin %</i>	<i>2.4%</i>	<i>(2.3%)</i>	<i>4.7% ↓</i>	<i>(7.6%)</i>	<i>0.8%</i>	<i>(8.4%) ↓</i>

January 2015	Current Period			Current Period		
	Actual £	Budget £	Variance £	Actual £	Budget £	Variance £
<b>Balance Sheet</b>						
Property	12,698,321	13,361,452	(663,131) ↓	12,698,321	13,361,452	(663,131) ↓
Artwork	2,862	2,862	0 ↑	2,862	2,862	0 ↑
Pianos	42,800	42,800	0 ↑	42,800	42,800	0 ↑
Plant & Equipment	488,176	488,176	(0) ↑	488,176	488,176	(0) ↑
Furniture & Fittings	283,078	283,078	(0) ↑	283,078	283,078	(0) ↑
Computers	27,126	27,125	1 ↑	27,126	27,125	1 ↑
Investments	1	1	0 ↑	1	1	0 ↑
<b>Total Fixed Assets</b>	<b>13,542,363</b>	<b>14,205,494</b>	<b>(663,131) ↓</b>	<b>13,542,363</b>	<b>14,205,494</b>	<b>(663,131) ↓</b>
Stock	48,291	48,537	(247) ↓	48,291	48,537	(247) ↓
Trade Debtors	44,706	(1,672)	46,378 ↑	44,706	(1,672)	46,378 ↑
Amount Owed by Subsidiary	388	225	163 ↓	388	225	163 ↓
Other Debtors (Bonds film Distributors)	4,250	4,250	0 ↑	4,250	4,250	0 ↑
Accrued Income & Prepaid Expenditure	116,149	27,318	88,831 →	116,149	27,318	88,831 →
Bank & Cash	91,841	82,016	9,826 ↓	91,841	82,016	9,826 ↓
<b>Total Current Assets</b>	<b>305,625</b>	<b>160,673</b>	<b>144,951 ↑</b>	<b>305,625</b>	<b>160,673</b>	<b>144,951 ↑</b>
Bank Overdraft	0	0	0 ↑	0	0	0 ↑
Trade Creditors	151,006	34,756	(116,251) ↓	151,006	34,756	(116,251) ↓
Accruals & Restricted Income	331,197	364,102	32,905 ↑	331,197	364,102	32,905 ↑
VAT Liability	40,578	33,666	(6,913) ↑	40,578	33,666	(6,913) ↑
Exhibition Sales Control Account	465	613	148 ↑	465	613	148 ↑
Box Office Non SADA Control Account	50,598	(3,165)	(53,763) →	50,598	(3,165)	(53,763) →
Recharges	3,660	1,627	(2,033) ↑	3,660	1,627	(2,033) ↑
Payroll Deductions - Creditors	26,624	35,274	8,650 ↑	26,624	35,274	8,650 ↑
Hatchery Loan - Short Term	7,150	7,150	0 ↑	7,150	7,150	0 ↑
Other Loan	0	8,000	8,000 ↑	0	8,000	8,000 ↑
<b>Current Liabilities</b>	<b>611,278</b>	<b>482,022</b>	<b>(129,256) ↓</b>	<b>611,278</b>	<b>482,022</b>	<b>(129,256) ↓</b>
<b>Net Current Assets / (Liabilities)</b>	<b>(305,653)</b>	<b>(321,349)</b>	<b>274,207 ↑</b>	<b>(305,653)</b>	<b>(321,349)</b>	<b>274,207 ↑</b>
Hatchery Loan - Long Term	91,319	89,028	(2,291) ↓	91,319	89,028	(2,291) ↓
Other Loan - Long Term	0	89,252	89,252 ↓	0	89,252	89,252 ↓
Shetland Islands Council Lease	0	1,100,000	1,100,000 ↑	0	1,100,000	1,100,000 ↑
Pension Fund Deficit	843,000	843,000	0 ↓	843,000	843,000	0 ↓
<b>Long Term Creditors</b>	<b>934,319</b>	<b>2,121,280</b>	<b>1,186,961 ↑</b>	<b>934,319</b>	<b>2,121,280</b>	<b>1,186,961 ↑</b>
<b>Net Assets</b>	<b>12,302,391</b>	<b>11,762,865</b>	<b>539,526 ↑</b>	<b>12,302,391</b>	<b>11,762,865</b>	<b>539,526 ↑</b>
Restricted Capital Fund	13,543,885	12,948,763	595,122 ↑	13,543,885	12,948,763	595,122 ↑
Restricted / Unrestricted Reserves	(295,168)	(351,950)	56,782 ↓	(295,168)	(351,950)	56,782 ↓
Pension Deficit	(843,000)	(843,000)	0 ↓	(843,000)	(843,000)	0 ↓
Capital Surplus for Year to Date	0	0	0 ↓	0	0	0 ↓
Revenue Deficit for Year to Date	(103,326)	9,052	(112,379) ↓	(103,326)	9,052	(112,379) ↓
<b>Net Shareholder Funds</b>	<b>12,302,391</b>	<b>11,762,865</b>	<b>539,526 ↑</b>	<b>12,302,391</b>	<b>11,762,865</b>	<b>539,526 ↑</b>

## **General Manager Board Report**

Date 24/03/2015

### **Estates**

- Bonhoga
- Mareel
  - Written report re balcony has been chased.
  - Heineken Venue Bar and Dispensers, confirmed to be installed in the last week of April
  - Air condition filters are being replaced
- Garrison
  - Current pricing £104.16+VAT including all staffing and box office facilities – the price hasn't changed since 2007.
  - New proposed pricing structure (all plus VAT)
    - £120 for 3 hours including a tech
    - £240 for a whole day including a tech
    - £18 per hour for a second tech
    - +5% of Box Office for shows
- Booth
- Other

### **Programming**

- Scottish ensemble residency – proposed to run Feb – May, building towards their 2016 residency in July
- Monthly storytelling sessions planned to start in May
- Them Beatles Friday 5 June
- Shetland Jazz Festival
  - Tommy Smith 6 June
  - Eddie Reader 12 & 13 June
- Conversations ongoing regarding the development of a Scandinavian exhibition/visual arts partnership
- Shetland Youth Theatre invited to Inverness to take part in NT Connections Festival 2015

## Numbers

Measure	Feb 15	Jan 15	Dec-14
Concerts / Screenings / Exhibition days	338	351	318
Audience attendances	12,502	13,735	18,349
Development Sessions	180	156	103
Participations	1546	1,475	1,280
Partners engaged (local, national and international)	29	37	42

## Funding

- Creative Scotland
  - Supported the marketing manager interviews
  - 1<sup>st</sup> quarterly review meeting 25 March
- Shetland Charitable Trust
  - Next heads of trust meeting 2 April
- Other
  - CCSkills funding for a technical theatre apprentice (£6K) needs to be committed by may
  - Non statutory training budget from HiE extended till Dec 2015
  - DigiScotland 12 week internship in digital marketing being explored

## Board Recruitment

Date 22 March 2015

Prepared By Graeme Howell

### **Current Position**

- 8 trustees
- Admin Regs stipulate a minimum of 10 and a maximum of 13
- Trustees serve for a 3 year term
- Nothing in Regs that stipulate number of terms a trustee can serve
- Chair and Vice chair are the only recognised roles
- Two trustees terms come to an end in December 2015

### **Proposal**

- Aim to recruit at least 6 new trustees by Dec 2015
- Key roles that need to be filled
  - Chair
  - Legal
  - Creative Practitioner
  - Industry specific
  - Sponsorship
- Advertise for new trustees at three points in year (if required)
  - April 2015
  - July 2015
  - October 2015
- Advertise in the following places, as well as using existing trustee networks
  - A&B Scotland Board Bank
  - Shetland Times
  - SADA website
- Respondents to adverts to provide the following information
  - Any existing directorships
  - Any potential conflicts as defined in the Admin regs
  - Why they want to be a Director
  - What they feel they can offer to the furtherance of the organisation
- Candidates approached to join the board to provide the following information
  - Any existing directorships
  - Any potential conflicts as defined in the Admin regs
- Prospective candidates then to meet with the Chair, General Manager and 1 other board member to discuss the role of a trustee and provide relevant documentation
- Candidates that are still interested and of interest to the trust to be invited to observe the next meeting of the trust

- If all are still in agreement, candidate to be invited to the join the trust.

### **Items for discussion**

- Some boards are now producing Job Descriptions/Person Specs for trustees, either in general form or for specific roles – e.g. legal, HR
- Frequency of meetings. Currently membership of the SADA board requires a lot of meetings for ordinary trustees. I would suggest that from April we revert to a bi monthly meeting schedule with appropriate subcommittees being formed that meet monthly or as required
  - Finance – Chair, Treasurer, one other trustee
  - Sponsorship – three trustees with connections
- Board training – I know Lorraine has been trying to organise something but we need to get a date sorted
- Induction – how do we want to induct new board members
- Annual away day to review strategy and performance with Senior Management Team
- Response to OSCR letter