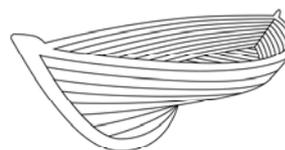


**Shetland Arts Development Agency
Board of Trustees Meeting
Tuesday 28 September 2010 at 6.45 PM
Venue: Shetland Museum and Archives, Lerwick**



Shetland *arts*

**(Pre Board Meeting Trustee Mareel site visit:
Meet in Museum car park promptly at 5:30 PM)**

AGENDA

Item	Description	Report	Item taken by	ACTION
1	Apologies and welcome	Verbal	Chair	Note
2	Minutes of last meeting			
2a	Approval of Board Minute for accuracy – meeting of the 01/07/10	Attached	Chair	Approval
2b	Matters arising that don't appear within the agenda	Verbal	Chair	Discussion
3	Finance and Management			
3a	Management Accounts	Attached	Director	Decision
3b	Directors travel update	Attached	Director	Note/ discussion
3c	Annual Accounts	Previously circulated	Director	Approval
3d	Recruitment	Verbal update	Director	Note
3e	Power of Attorney	Attached	Director	Decision
3f	Endowment for the Arts	Verbal update	Director	Note
	Large Scale Project Updates			
4	Mareel Project			
4.1	Construction update	Verbal – detailed papers available on Basecamp	Director	Note
4.2	Operational update	Verbal – detailed papers available on Basecamp	Director	Note
4.3	Between Weathers	Attached	Director	Approval
5	Dates of future meetings and frequency		Chair	Discussion
5a	SADA Board Meeting: SADA Finance Sub-Group Meeting:		Chair	Confirm dates and venues for future meetings

CLOSED ITEMS

	Closed items from previous minutes matters arising	Report	Item taken by	ACTION
		None	Chair	
A	Westside Cluster Development Finance	Attached	Director	Approval
B	Approval of Mareel identity	Presentation	Director	Approval

Shetland Arts Board Minutes 1st July 2010**Minute of a Meeting of Shetland Arts Development Agency Board of Trustees, held at 6.00pm on Thursday 1st July 2010 at Bonhoga Café, Weisdale Mill****Present:**

Jim Johnston (JJohn), Trustee/Chair, Shetland Arts
 Johan Adamson (JA), Trustee, Shetland Arts (Chair)
 John Dally (JDal), Trustee, Shetland Arts
 John Goodlad (JG), Trustee, Shetland Arts
 Robina Barton (RB), Trustee, Shetland Arts
 Joyce Davies (JDav), Trustee, Shetland Arts
 Leslie Lowes, (LL), Trustee, Shetland Arts
 Mark Burgess (MB), Trustee, Shetland Arts

In Attendance:

Gwilym Gibbons (GG), Director, Shetland Arts
 Lynda Anderson, Office Administrator, Shetland Arts (minutes)

Apologies:

James Sinclair (JS), Trustee, Shetland Arts

Item	Topic	Action
1	Apologies and welcome	
	Mr Johnston welcomed everyone to the meeting.	
2a	Approval of Minute for Accuracy (07/05/10)	
	Mr Burgess needs to be added to the present list in the minutes of 7 th May.	Admin
	Mrs Barton noted that numbered items were missing from 7 th May minutes. Ms Anderson explained that this is because these items were discussed at the meeting of 4 th May, notes of which are included as an appendix to 7 th May minutes.	Admin
	Mrs Adamson noted that paragraph 2 on page 4 should be changed to read 'Mrs Adamson nominated Mrs Barton', rather than 'Mr Goodlad nominated Mrs Barton'.	Admin
	Mrs Barton noted that 'from 6.15pm' does not correspond to the 7 th May meeting and should be removed.	Admin
	Subject to these changes, minutes of 7 th May were approved by Mrs Barton, and seconded by Mr Dally. The notes of 4 th May were approved as an accurate account of discussion.	
3	Finance and Management	
3a	Management Accounts	
	Mr Gibbons presented management accounts. He noted that film income is low, largely due to a lack of good films. He added that this is characteristic of film programming and that Garrison showings are more vulnerable because films are	

Shetland Arts Board Minutes 1st July 2010

	<p>shown only once a month.</p> <p>Mr Gibbons noted that Mareel films will be less susceptible – they will be in digital format, arriving on hard drive and can be kept for longer. This will provide a greater variety of films and more options are around how long they are shown. Films will be shown 7 days a week, 3-5 times a day. We can target specific groups for particular films. Film programming is currently expensive, with 35% going to the distributor.</p> <p>Mr Gibbons noted that nationally, cinema attendances are up. This is a common trend during recession, since cinema is a cheaper form of entertainment.</p>	
3b	<p>Director's Travel Update</p> <p>Mr Gibbons reported that he had travelled away for a number of trips regarding Mareel, in particular to build relationships around marketing. London based company Make Happy, specialising in marketing/social media, were in Shetland yesterday for a Mareel branding workshop.</p> <p>Mrs Barton asked what the Briggait is. Mr Gibbons said this is a building in Glasgow now the home of Wasps Artists Studios.</p> <p>Mr Burgess asked what Plasa is. Mr Gibbons said this stands for Professional Lighting and Sound Association. They hold a tradeshow/conference once a year, where new technologies are released. Mr Gibbons noted that this event, held in September, is perfectly timed to purchase equipment for Mareel.</p>	
3c	<p>Business Plan Review</p>	
3c.1	<p>Mr Gibbons talked through Shetland Arts Business Plan Spring Review 2010. He noted there is a need to develop 18 month strategic priorities towards the end of 2010.</p> <p>Mr Johnston asked for comments on pages 2, 3 and 4 of the business plan. Mrs Barton asked for clarification on IP, referred to on page 3. Mr Gibbons noted that 'intellectual property' represents right to ownership as a means to generating income.</p> <p>Alternative office locations for Shetland Arts staff was discussed.</p>	
3c.2	<p>Mr Burgess noted that 'Endowment for the Arts' scheme still needs to be discussed. Mr Johnston asked that this be added to the next agenda.</p>	Agenda
3c.3	<p>Mrs Barton asked what about the Friends scheme. Mr</p>	

Shetland Arts Board Minutes 1st July 2010

	<p>Gibbons said that Bonhoga Friends scheme has ceased and there is an aspiration to create Shetland Arts Friends scheme, covering Mareel, Garrison and Bonhoga. He added there is a need to look at how this feeds into proposed future governance structure. It is likely that Friends would be members of Shetland Arts, and would receive discounts in return for a membership fee. Mrs Davies suggested a Children's Friendship scheme and sponsor-a-seat scheme for Mareel. Mr Gibbons welcomed these suggestions and noted the scheme will be considered in more depth at a later date.</p>	
3c.4	<p>Mr Gibbons noted that the staff appraisal system is currently under review via Law at Work and has yet to be fully implemented. Mr Johnston carried out Mr Gibbons' appraisal last week.</p> <p>Mr Goodlad asked if Mrs (Kathy) Hubbard undertakes appraisals of Arts Development Officers. Mr Gibbons said yes, and also Events Team. Mr Gibbons noted these arrangements may change with upcoming reorganisation of staff structure in response to Mareel.</p>	
3c.5	<p>Mr Gibbons referred to Staffing Structure Review on page 5 of the Business Plan. As current Director, Mr Gibbons would become Chief Executive Officer (CEO) of the new organisation.</p> <p>Of changes to staff structure, the new post of Head of Finance and Administration is most significant. Mrs Adamson asked if additional money was required for this post. Mr Gibbons replied no, that many of the other posts were originally graded higher. Mrs Davies asked if this would affect pay of existing staff, to which Mr Gibbons replied no.</p> <p>Mr Johnston asked if the Westside Cluster Project Manager Post is time limited. Mr Gibbons replied yes, but that this post is funded at senior management team level.</p> <p>Mrs Adamson asked about single status. Mr Gibbons replied that there is no requirement but there is a need to protect against unfair pay claims. Mr Gibbons is currently working with Law at Work on this.</p>	
3c.6	<p>Mr Goodlad asked if there are any financial implications from the proposed staffing structure. Mr Gibbons said there are two posts that funding has not been identified for: 1) Digital Content Officer and 2) Fundraising, donor and sponsorship Officer. Mr Gibbons is currently exploring ways to fund the Digital Content Officer, and has spoken to the Charitable Trust regarding the Fundraising Offer to propose a 3 yr fixed term post.</p>	

Shetland Arts Board Minutes 1st July 2010

	<p>Mr Johnston asked if we are committed to these posts, or if they could be deleted if no funding could be found. Mr Gibbons said that we are not committed but that it is late in the day to make changes to this structure.</p> <p>Mrs Barton asked what is meant by a zero hours contract. Mr Gibbons replied this mean means no obligation to give them work.</p> <p>Mr Gibbons noted that Arts Development Officers could have the option of secondary specialism. Mr Gibbons will add a note to the Business Plan explaining these secondary roles.</p> <p>Mr Burgess asked if the Head of Programming will support Arts Development and Mareel. Mr Gibbons said that this post will work on Mareel, Garrison and Bonhoga – specialising in music programming. Arts Development Officers will not be actively involved in programming. Mr Gibbons added that the main focus will be on commercial/financial income.</p> <p>Mr Gibbons added that there is a matrix on Mareel showing where Arts Development Officers link in. Mr Burgess noted that this may create diversion of ADOs to commercial focus. Mr Gibbons noted that this is right or we will lose out. Mr Burgess asked if this is then a conscious redirection of the organisation. Mr Gibbons said yes, and that we are better placed than most for this. He acknowledged there will be anxiety around this.</p> <p>Mr Burgess asked how this will affect decision on income-making choices. Mr Gibbons replied that there will be internal discussion about how to programme the venue. Mr Johnson noted that there are different audiences to cater for. Decisions around event options may at times need to be explored as a Board.</p> <p>Mr Gibbons noted there are social enterprises opportunities around the posts of digital content officer and graphic designer.</p>	GG
3c.7	<p>Mr Gibbons referred to the Proposed Recruitment Schedule for Shetland Arts from 08/07/10 to 04/02/11. Mr Johnston suggested deciding on trustees to be on Interview Panel for Management Team positions.</p> <p>Mrs Adamson asked who the external advisor will be. Mr Gibbons suggested David Williams who knows the organisation well. Mr Johnston nominated Mrs Adamson for Head of Finance and Admin Interview Panel. Mr Johnston will sit on Head of Operations Interview Panel, and Mr Lowes on</p>	

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	Head of Programming Panel.	
4	Mareel Project	
4.1	Construction Update	
	<p>Mr Gibbons reported that Mareel construction is on time, and on budget. The building is expected to be wind and watertight by mid-late August. The first layer of external cladding is now going on. First electrical fixtures are being installed. The project is progressing well.</p> <p>Mr Gibbons added that as each month passes, big risks to contingency significantly drop. Contingency last month was at 2.8%.</p>	
4.2	Operations Update	
	<p>Mr Gibbons reported that progress is being made on development of a brand/logo for Mareel. Yesterday, a workshop was held with a London based company marketing company, Make Happy. The 12 attendees at the workshops included members of Shetland Arts staff, Neil Henderson from Economic Development, Mrs Barton as trustee, and Andy Steven From Promote Shetland. This workshop was used to generate ideas to inform Make Happy Designers. Mrs Barton reported that lots of ideas were generated and that the workshop was interesting and challenging.</p>	
5	Dates of future meetings	
5.1	<p>Mr Dally asked if 19th August date for the next Board could be changed to 18th August to enable him to attend. All agreed. Mr Johnston suggested this meeting be combined with a site visit to Mareel and suggested Shetland Museum & Archives as a meeting venue. All agreed.</p> <p>Next SADA Board Meeting – Wednesday 18th August 2010, 6pm, at Shetland Museum & Archives.</p>	
5.2	<p>Mr Johnston noted that a replacement for Mr (George) Smith is required for SADA Finance Sub-Committee meetings. Mr Dally volunteered.</p> <p>Next SADA Finance Sub-Committee – at Toll Clock Office. Time to be arranged.</p>	
5.3	The meeting closed at 7.50 pm.	
6.0	AOB	
6.1	<p>Mr Johnston invited Mr Lowes to summarise his recent Basecamp discussions around technologies that could be relevant to Mareel Operations planning.</p> <p>Mr Lowes reported that internet TV will be next move forward</p>	

Shetland Arts Board Minutes 1st July 2010

	<p>in TV technology, where TV can also be used to access the web. Mr Lowes noted that this could offer many opportunities for Mareel by broadcasting events online. Events promoted could be accessed from anywhere in the world. In the long term, could offer advertising to help generate income. Mr Lowes noted that Mareel must be equipped for this.</p>	
6.2	<p>Mr Johnston noted that Mr Rick Nickerson has resigned as cultural spokesperson following the decision to charge for music lessons in Shetland. Mr Gibbons has thanked Mr Nickerson for his input to Shetland Arts.</p>	

Income	Approved Board	Approved SCT		Quarter 1 Apr - Jun	Quarter 2 July - Sept	Variance against estimates £	% of actual quarter income against budget estimates	Remainder between actual income and yr budget	Total
	2010 - 2011 Budget for the Year	2010 - 2011 Budget for the Year	Quarterly Budget estimates	Actual April/May/June	Actual July/Aug/Sept				
Box Office/Programme income	£ 172,350	£ 172,350	32,723	14,642.99	6,654.89	-26,068	45%	£ 157,707	21,297.88
Ancillary Earned Income	£ 276,700	£ 276,700	53,598	29,870.69	41,926.43	-11,672	56%	£ 246,829	71,797.12
Other Earned Income	£ 12,000	£ 12,000	2,500	16,135.02	21,159.66	18,660	645%	£ 4,135	37,294.68
Business Sponsorship	£ 7,100	£ 7,100	5,400	100.00	3,660.00	-1,740	2%	£ 7,000	3,760.00
Trusts, Donations	£ 73,715	£ 73,715	28,900	183.69	18,602.10	-10,298	1%	£ 73,531	18,785.79
Revenue Scottish Arts Council	£ 156,803	£ 156,803	39,201	52,268.00	15,567.00	-23,634	133%	£ 104,535	67,835.00
Project Funding SAC (Voted and Lottery)	£ 70,000	£ 70,000	18,500	6,648.00	201,437.16	182,937	36%	£ 63,352	208,085.16
Local Authority - Project Funding	£ 0	£ 0	0	-5,107.00	-2,595.60	-2,596		£ 5,107	-7,702.60
Other Public Funds	£ 830,959	£ 767,038	20,500	352,444.00	41,338.65	20,839	1719%	£ 478,515	393,782.65
Total Income	£ 1,599,627	£ 1,535,706	£ 201,322	£ 467,185	£ 347,750	£ 146,429	232%	£ 1,132,442	814,935.68

Expenditure	Approved Board	Approved SCT		Quarter 1 Apr - Jun	Quarter 2 July - Sept	Variance against estimates £	% of actual quarter spend against budget estimates	Remainder between actual spend and yr budget	Total
	2010 - 2011 Budget for the Year	2010 - 2011 Budget for the Year	Quarterly Budget estimates	Actual April, May, June	Actual July/Aug/Sept				
All Staff Costs	887,018	873,098	£ 220,775	203,202.87	139,941.05	80,834	92%	£ 683,815	343,143.92
Programme	183,707	155,782	£ 38,946	28,433.03	86,306.89	-47,361	-167%	£ 155,274	114,739.92
Marketing Projects	43,920	26,420	8,255	4,375.94	7,504.00	751	17%	£ 39,544	11,879.94
Marketing (Strategic)	20,000	20,000	3,750	3,215.14	14,475.60	-10,726	-334%	£ 16,785	17,690.74
Education	159,713	159,713	£ 40,429	19,871.57	17,825.38	0	49%	£ 139,841	37,696.95
Project Overheads	0	0	0	470.64	20.93	0		£ 471	491.57
Overheads	305,268	300,693	£ 73,591	69,678.15	86,460.33	86,460	124%	£ 235,590	156,138.48
Other Expenses	0	0	£ 0	36.72	0.00	0	0%	£ 37	36.72
Total Expenditure	1,599,626	1,535,706	385,746	329,284	352,534	0	85%	£ 1,270,342	681,818.24
Total Expenditure	1,599,626	1,535,706	385,746	329,284	352,534	0	85%	£ 1,270,342	
Total Income	1,599,627	1,535,706	201,322	467,185	347,750	146,429	232%	£ 1,132,442	
Net Surplus/Deficit	1	0	-184,424	137,901	-4,784	146,429			

Management A/C	Income		467,185.39	347,750.29				814,935.68
Mareel Capital Costs	Income		1,186,901.30	1,377,840.49				2,564,741.79
	Total Income		1,654,086.69	1,725,590.78				3,379,677.47
Management A/C	Expenditure		329,284.06	352,534.18				681,818.24
Mareel Capital Costs	Expenditure		946,290.31	1,088,115.30				2,034,405.61
	Total Expenditure		1,275,574.37	1,440,649.48				2,716,223.85

Notes to Management Accounts (July – September partial) 2010/11

The figures in the attached report relate to the period July to early September and also show the previous period for comparison. The draft accounts have now been completed and the amended opening balances have been incorporated in these figures.

The main points to note are:

Total Net Profit/Loss for period £663,453.62 (positive)

Income

Although the box office income figure at present shows a shortfall, it does not include expected income from Wordplay, Screenplay, the Guitar Festival and films at the Garrison. When the August and September income is received the Garrison film will exceed the budget set. The music target however is not likely to be met and will show a shortfall of around £5,000.

Business Sponsorship/Donations targets still remain a challenge.

Expenditure

September salaries figures still to be received. Expected around £65,000 and will remain under budget.

Strategic Marketing – a large piece on consultative work was undertaken for almost £8,000 with Creative Finance Scotland and a large advert in the Northlink Brochure for almost £2,000 is included in this figure.

Summary:

As stated initially, the total income exceeded the total expenditure to date by £663,453. This has been a very busy period for Shetland Arts with numerous large projects over the summer and their outcomes are in the process of being analysed. The next quarter will be vital in ensuring that our targets and expected income/expenditure figures are being addressed.



Shetland *arts*

To: Board of Trustees – Shetland Arts

28 September 2010

From: Director, Shetland Arts

1. Trips undertaken off island by the Director since last Board Meeting (05 May 2010)

When	Where	Why
22/07/10	Aberdeen	Meeting with B4Films
29/07/10	Edinburgh	Creative Finance Meeting
04/08/10 – 05/08/10	Inverness London	Meeting with HISEZ and Hi-Arts Meetings with Designers, PR Agency, Make Happy
23/08/10 – 28/08/10	Edinburgh London	Meeting Barbara McKissack Meeting Hanna Rudman Meeting B4Films Arts and Business Festival Reception followed by ITC Festival Reception Meeting Make Happy, Warp Records, Jeff Barrett, Frukt, St Magnus Festival Artistic Director (Alasdair Nicolson)
13/09/10- 17/09/10	London	PLASA Trade Fair Meetings with ChilliBean, Margaret Matheson, Clare Coopers and Make Happy
22/09/10 24/09/10	Glasgow	Meeting GHA Cultural Social Enterprise Network Meeting Meeting Nic Wistreich Creative Scotland Board Meeting (TOIL) Meeting B4 Films Meeting Creative Scotland regards Between Weathers Meeting David Williams – Short listing

2. Director planned off island trips

When	Where	Why
30/09/10	Edinburgh	(re)evolver session
08/10/10	Glasgow	Re-think Session
02/11/10 – 04/11/10	Inverness Edinburgh	ERDF Advisory Group Foundation Organisation Day – Creative Scotland
22/11/10 – 23/11/10	Edinburgh	(re)evolver session

3. Recommendations

The Board are asked to note the above report.



Shetland *arts*

To: Board of Trustees – Shetland Arts

28 September 2010

From: Director, Shetland Arts

Power of Attorney

1 Background

This report is presented to initiate the appointment of five Trustees of Shetland Arts (“the Trustees”) as signatories in accordance with the Administrative Regulations.

A previous power of attorney was agreed by the Board on 20 June 2006 and was updated on the 10 September 2008. Five Trustees were appointed at that time of which two have since left. The purpose of the power of attorney is for ease of administration and updates as, otherwise, each trustee will need to sign all legal and contractual documents.

2 Proposal

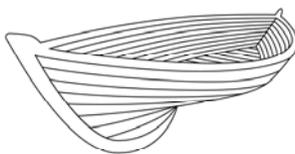
2.1 Section 9.1.6 of the Administrative Regulations requires Trustees to execute a power of attorney appointing 5 Trustees to execute documents for and on behalf of the Trust.

2.2 Further Section 9.1.7 states that any document to be executed for and on behalf of the Trust shall be signed by any 3 of the 5 Trustees.

3. Recommendations

3.1 Trustees are asked to nominate five of their number to be appointed to execute documents for and on behalf of the Trust.

Gwilym Gibbons
28 September 2010



Shetland *arts*

To: Board of Trustees – Shetland Arts

28 September 2010

From: Director, Shetland Arts

Between Weathers the Movie

1. Background

Between Weathers is a feature film due to be shot in Shetland in April, May, June 2011. The movie is gaining considerable national attention given the feel good aspect of the subject matter, the Shetland location in which it will be filmed (specifically Fetlar) and the Social Finance model that Shetland Arts has developed to secure all or part of the IP ownership of the film for Shetland.

Shetland Arts has formed a partnership with B4Films to add value to the concept. In affect Shetland Arts is echoing the ambition of the islanders in the movie who seek to keep ownership of their island. This life/ fiction relationship is something that as proved very attractive to film makers, actors and the media. The idea that profit from the movie will aid film development in Shetland has also captured the imagination of all involved.

The plan is for Shetland Arts to raise 'social investment' through the sale of stakes in the film at £500 each with every stakeholder receiving an Associate Producer credit. Subject to the success of the film all stakeholders will receive their investment back after release and the film has turned a profit. In addition the major social return on this investment will be a legacy of ownership of the film. Profit from film will fund future film development including support for Mareel and location filming in Shetland. Stakeholders may also be able to take advantage of the various tax breaks in relation to film investment in the UK.

Another dimension of Shetland Arts' interest in the movie is the intention that all post production activity, including recording of the soundtrack will be undertaken within Mareel. The provision of space for this activity will form part of Shetland Art's investment in the movie and has the potential to generate significant returns both in terms of cash and publicity for the venue.

Shetland Arts is now finalising the formal aspects of the partnership with B4Films and the mechanism for securing the IP of the movie and related activity.

2. Summary of the movie

The Isle of Fustra with it's breath-taking landscape, warm community and a strong sense of tradition, was once known as the Jewel of the Shetland Isles, but with it's population dwindling into single figures, this little jewel has lost it's sparkle. But there's one man who believes it can still shine brightly. A man who remembers a time when laughter and music rang out from these empty cottages, where every Saturday the village hall was jammed with people singing and dancing and on Sunday the church would be fit to burst. This was the Fustra Thomas knew and loved...the Fustra he longs to get back.

When a romantic notion causes Thomas to write a video blog about Fustra, he gets a little carried away. Allowing nostalgia to get the better of him he writes about a community where life is simple, crime free and the rat race a million miles away. As well as writing of a time gone by Thomas inadvertently lets slip that a rare and presumed extinct bird has just passed his window. Before he knows it people from all over the place start descending on the island, arriving on boats and

chartered planes. When the visitors quickly discover that what Thomas promised them isn't altogether real, Thomas realizes it would have been wise to consider first the incredible power of the Internet

...because when Charles Mowat Manningtree, looking for a prime location for his most ambitious development to date, comes across Thomas's Fustra blog on the net, he realizes he's struck gold and sets his sights on turning this picturesque island into the ultimate destination for the rich and pampered.

Just as the disillusioned and angry visitors decide to about turn and leave Fustra, the weather closes in and traps everyone, including Charles, on the tiny island in the middle of the Atlantic, and it's during his stay on Fustra that Charles discovers the isle holds the key to his past, present and future. He came here to make his fortune, but instead finds he has opened a can of worms that will truly shake his world, making him ask the question: Did he find Fustra or did Fustra find him?

Between Weathers is a modern day David and Goliath story set against the stunning and magical backdrop of Shetland, where a disappearing way of life is fought for tooth and nail, against a corporate giant unable to see beyond the dollar signs. Between Weathers is a heart-warming feel good tale that just goes to prove...money can't buy you love

3. The Partnership

In order that Shetland Arts can fully engage in the Between Weathers project with minimal risk the proposal is that Shetland Arts forms a Limited Liability Partnership with B4Films to deliver the movie. Between Weathers LLP will be the formal agreement between the two lead partners. Other partners who have a significant stake in the movie may come on board at a latter date. The LLP effectively limits each partner's potential loss to their respective level of investment in the project which can be a combination of time and/ or money. The LLP will also take out a bond to cover the eventuality of the film not being completed to provide security to investors.

4. Mareel Community Interest Company

In order to secure the intellectual property of the movie an asset lock is required. This ensures that the ownership of the movie cannot be transferred from the Shetland community, providing confidence for investors in the 'social finance' stake they may have invested in.

Mareel CIC will be a legal entity in its own right set up to trade in IP and related activity with an aim to generate income that can be re invested in IP or donated to Shetland Arts Development Agency (the Charity) to support arts development across Shetland.

5. Recommendation

1. Shetland Arts form a Limited Liability Partnership (LLP) with B4Films to deliver the Between Weathers project
2. Shetland Arts forms a new body called Mareel CIC with three named directors, 2 from the Board of Shetland Arts and 1 to be the Director of Shetland Arts or his successor. The articles of the CIC to be formally agreed by the Board of Shetland Arts at a future meeting to be specially convened in November 2010.

Appendix:

Social Investment in film model