

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 |
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| 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 shown only | |

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| | <p>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 Gibbons said that Bonhoga Friends scheme has ceased and there is an</p> | |

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| | <p>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> | |
| <p>3c.4</p> | <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> | |
| <p>3c.5</p> | <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> | |
| <p>3c.6</p> | <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> <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</p> | |

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| | <p>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 Head of Programming Panel.</p> | |
| 4 | Mareel Project | |
| 4.1 | Construction Update | |
| | Mr Gibbons reported that Mareel construction is on time, and on | |

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| | <p>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 | <p>Operations Update</p> <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 | <p>Dates of future meetings</p> | |
| 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 | <p>The meeting closed at 7.50 pm.</p> | |
| 6.0 | <p>AOB</p> | |
| 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 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</p> | |

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| | Mareel must be equipped for this. | |
| 6.2 | 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. | |

CLOSED ITEMS HAVE BEEN REMOVED FROM THIS PUBLIC MINUTE