

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 30 April 2026 at 5.30pm
Venue: Mareel/Teams

Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 26 February 2026		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KLL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Strategic Risks 5.3 Trustee Appointment	Attached Attached Attached	KLL GH Vice Chair	Approval Approval Approval
6	Strategy 6.1 Update from Stakeholders	Attached	GH	Note
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 25 th June 2026 – 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

Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 26 February 2026, held at 5.30 p.m. in Mareel

Present:

Kerry LARBalestier (KL), Shetland Arts, Vice-Chair
 Hannah Hough (HH), Shetland Arts
 Malcolm Innes (MI), Shetland Arts (online)
 Charlotte Jones (CJ), Shetland Arts
 Jackie Williamson (JW), Shetland Arts
 Kristofer Wilson (KW), Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts
 Shona Fullerton, minute taker

Apologies:

Michele Kerry (MK), Shetland Arts
 Jamie Manson (JM), Chair, Shetland Arts

Item	Topic	Action
1	<p>Welcome and Apologies JM was unable to attend the meeting, and Vice-Chair, KLL, took the Chair for the meeting.</p> <p>KL welcomed everyone and introductions were given.</p>	
2	<p>Declarations of Interest None</p>	
3	<p>Minutes of Meeting held on 18 December 2025 Approved on the motion of CJ, seconded by HH.</p> <p><u>Matters Arising:</u> None</p>	
4.1	<p>Management Accounts to December 2025 Noted</p> <p>It was reported that finance training will be provided to Trustees to support their understanding of SADAs accounts at the Trustee workshop on Saturday 7 March 2026. GH to confirm by email.</p>	GH
4.2	<p>Operational Issues Noted.</p>	
4.3	<p>Performance Monitoring</p>	

	<p>(JW entered the meeting at 17:33)</p> <p>GH reported that the team were working on a new way to compare KPIs to target. He added that a staff session is scheduled next week, during which staff will be encouraged to start recording any further data not already captured.</p>	
4.4	<p>Major Projects</p> <p><u>Culture Collective</u> – Confidential update.</p> <p><u>Rebranding</u> – Progress had been delayed due to an issue with the t-shirt delivery. An alternative solution is being explored and should be resolved in time for the end-April launch.</p> <p><u>Town of Culture Bid</u> – Expressions of Interest to be submitted by 31 March. If first stage application is successful, funding of £60,000 would be available to prepare the second stage of the application.</p>	
4.5	<p>Budget 2026/27</p> <p>GH advised that he was hoped to bring an update on Bonhoga at the next meeting.</p> <p>KLL advised that the Commissions budget had been reduced by £20,000 to increase the budget for Venue Technician hours. This left £55,000 for Commissions in the year. KLL confirmed that the Commissions budget was included in Programme Costs – Project.</p> <p>No budget figure had been provided for the Even Here Even Now project.</p> <p>Budget unanimously approved.</p>	GH
5.1	<p>Policies</p> <p>No policies due for review at this time. New policies were in draft and staff would be consulted on these early March 2026.</p>	
5.2	<p>Strategic Risks</p> <p>Noted that the circulated report was numbered 5.3 in error.</p> <p>Trustees were reminded that SADA’s approach to strategic risk would be discussed as part of the Trustee workshop on Saturday 7 March 2026.</p> <p>It was noted that the term WMT used in the report stood for wider management team.</p>	

6.1	<p>Update from Stakeholders Noted</p> <p><u>Creative Scotland</u> – GH explained that his contact with Creative Scotland for advice was in relation to the use of AI in Homemade. A general discussion was held and GH confirmed that a general question around Creative Tools has been added to the entry form for 2026.</p> <p>GH planned to meet the event Curator the following day and would discuss the use of AI and event prizes.</p>	GH
7.1	<p>Key Upcoming Events Noted</p>	
8	<p>Any Other Business None</p>	
9	<p>Date of Next Board Meeting 5.30 p.m. Thursday 30 April 2026</p>	

4.1 Management Accounts 11 Months to February 2026 Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	261,832	263,143	- 1,311
Education and training income	93,223	80,419	12,804
Retail income	25,492	25,329	163
Food and beverage income	409,500	402,767	6,733
Foyer income	81,221	82,164	- 943
Box office commission income	40,130	40,589	- 459
Hire of rooms and equipment income	92,183	92,654	- 471
Screen advertising income	6,581	4,604	1,977
Gift Vouchers	891	1,114	- 223
Sponsorship income	-	-	-
Donations received	1,531	1,385	146
Grant Funding - Capital	19,381	19,381	-
Grant Funding - SIC	-	303	- 303
Grant Funding - SCT	962,500	962,500	-
Grant Funding - Creative Scotland	336,496	330,935	5,561
Other Grants - Trusts and foundations	10,350	12,133	- 1,783
Operating lease income - SIC	121,419	121,419	-
Other income & Interest received	106,979	108,540	- 1,561
Memberships received	7,306	6,428	878
	<u>2,577,015</u>	<u>2,555,807</u>	<u>21,208</u>
<u>Purchases</u>			
Food and beverage purchases	206,213	204,524	- 1,689
Foyer purchases	50,554	49,947	- 607
Retail purchases	15,005	15,908	903
Direct costs	40	40	-
	<u>271,812</u>	<u>270,419</u>	<u>- 1,393</u>

	Actual £	Reforecast £	Variance £
<u>Direct Costs</u>			
Gross wages and salaries - regular	907,371	908,744	1,373
Gross wages - casual	115,612	125,556	9,944
Employers NI	105,264	105,879	615
Employers pension	255,107	255,749	642
Recruitment expenses	3,213	6,284	3,071
Employee/Trustee expenses	-	167	167
Training and protective clothing	9,981	11,749	1,768
Programme costs - project	193,438	215,509	22,071
Marketing costs - project	25,302	22,868	- 2,434
Licences - PRS etc	57,260	57,346	86
Film transport	-	333	333
Hire of equipment	888	789	- 99
	<u>1,673,436</u>	<u>1,710,973</u>	<u>37,537</u>
<u>Overheads</u>			
Travel and subsistence and Entertainment	21,803	24,138	2,335
Rent, Rates and Insurance	92,600	92,669	69
Heat and Light	142,782	142,329	- 453
Operating leases - Rent and Equipment	139,862	137,221	- 2,641
Repairs and maintenance and cleaning	144,195	135,457	- 8,738
Print, postage and stationary	1,983	2,772	789
Telephone and broadband	8,575	8,273	- 302
Computer costs	16,799	17,525	726
Marketing costs - strategic	-	6,046	6,046
Website costs	399	857	458
Subscriptions	3,698	3,107	- 591
Consumables	571	2,617	2,046
Sundry	4	-	- 4
Legal and professional fees	39,867	42,807	2,940
Till differences	99	93	- 6
Bank charges	22,221	24,157	1,936
Loan interest	439	1,439	1,000
	<u>635,897</u>	<u>641,507</u>	<u>5,610</u>
SURPLUS/DEFICIT	<u>(4,130)</u>	<u>(67,092)</u>	<u>62,962</u>

11 Months to February 2026

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		7,547,582
<i>Current Assets</i>		
Stock	22,667	
Debtors	633,519	
Cash at Bank	366,218	
	<u>1,022,404</u>	
<i>Current Liabilities</i>		
Creditors	<u>683,824</u>	
Net Current Assets		338,580
<i>Long term liabilities</i>		
Loans	2,538	
Pensions liability	<u>0</u>	
		2,538
Net Assets		<u><u>7,883,624</u></u>
Capital and Reserves:		
Capital funds		7,539,406
Revenue funds		344,218
Pension liability		<u>0</u>
		<u><u>7,883,624</u></u>

11 Months to February 2026

Movement on Selected Funds



Shetland*arts*

Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	40,070			40,070
Trad Big Band	2,435		(1,860)	575
Culture Collective	25,710		(5,821)	19,889
Recovery fund for Cultural Organisations	142,470			142,470
Corra Foundation	4,146			4,146
Xchange	-			-
Summer of Play	2,972		(2,972)	-
Remembering Together	11,517			11,517
Film Hub Scotland	-			-
Cycle UK	-	19,381	(4,840)	14,541
VACMA	-	6,000	(1,700)	4,300
Total	231,025	25,381	-	239,213

4.2 Operational Issues

April 2026

INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues
- Working Group Updates

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	The group met in April and discussed issues around mental health wellbeing amongst students and access issues around Mareel
Commercial	Director of Operations re-developing this group and it will be launched by the end of June 2026.
Staff Forum	Feedback was given on the policies currently out for consultation and a general discussion was had around staff benefits and perks. Meeting was attended by Michele Kerry.

4.3 Performance Monitoring April 2026

INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Actuals <small>(see footnote 1)</small>	Concerts, Screenings, Exhibition Days							Attendances							Development Sessions							Participations						
	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Q1	Q2	Q3	Jan	Feb	Mar	Q4
Delivered	961	912	851	279	302		581	74,247	50,327	46,535	15,246	15,445		30,691	315	130	132	43	78		121	2,476	1,815	2,022	861	538		1,399
Quarterly Target 23/24	977	977	977				977	52,171	52,500	52,500				52,500	449	449	449				449	3,451	3,451	3,451				3,451
% of Target Delivered	98%	93%	87%				59%	142%	96%	89%				58%	70%	29%	29%				27%	72%	53%	59%				41%
Impact <small>(see footnote 3)</small>	Concerts, Screenings, Exhibition Days							Attendances							Development Sessions							Participations						
	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Q1	Q2	Q3	Jan	Feb	Mar	Q4
Improved quality of life through greater access to creative and social experiences	737	743	637	227	226		453	53,002	37,164	34,456	12,678	11,893		24,571	9	9	10	1	10		11	346	326	241	111	150		261
Improved opportunities through personal and professional transferrable skills	70	96	80	0	18		18	7,889	7,319	4,954	0	900		900	218	46	62	30	61		91	1,136	362	689	227	298		525
Improved confidence to contribute positively through opportunities for self-expression and community involvement	28	85	186	27	46		73	1,852	6,294	14,564	1,878	2,817		4,695	254	84	82	35	53		88	1,534	774	928	284	380		664
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	117	67	50	9	12		21	15,032	3,680	1,393	344	393		737	1	7	7	0	4		4	36	140	207	0	36		36
Improved mental and physical health through more active involvement in creative and social experiences	574	481	355	119	137		256	23,393	13,673	8,378	3,093	3,782		6,875	36	28	23	1	2		3	262	279	241	27	14		41
Improved community resilience through a more diverse creative economy	392	341	360	158	148		306	46,361	31,409	34,058	11,972	10,712		22,684	61	55	46	13	22		35	956	1,012	998	619	130		749

1: Attendances are the number of people who attend concerts, screenings or exhibitions. Participations are the number of times people take part in development sessions

2: Our activity is planned and measured against the 'Social Outcomes' (SOs) listed under the Impact heading - each event, session or project has two priority SO, and the table above cumulatively captures these priority SOs

4.4 Major Projects

April 2026

INTRODUCTION

This report details the following

- Significant projects completed
- Updates on short term projects
- Listing of medium and long term projects

SIGNIFICANT PROJECTS COMPLETED

Date	Title	Intention	Outcome
20/4/26	New Website	Improve the customer journey	Website launched 20/4/26
20/4/26	Rebranding	Develop and launch a contemporary brand for SADA	New brand launched 20/4/26
28/2/26	Adoption of integrated AI strategy	To maximise the efficiencies and cost savings that AI can deliver.	Policy adopted.

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Meetings held with Creative Scotland and Scottish Government. Further meetings planned for the end of April
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Awaiting update from SIC.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Updated included in separate paper.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Updated included in separate paper.

Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Working on work plan for health and safety advisor visit in May 2026.
VACMA	Small grants for Visual Arts and Craft Makers	Verbal update at Meeting
Shetland Noir 2026	An international crime writing festival hosted by Ann Cleeves and Marsali Taylor	Days passes on sale. Sales very positive.
Yesplan Review	To review the use of Yesplan and implement changes to make it more useful/relevant for users.	New project plan for the review completed and initial survey issued to staff team.
Town of Culture Bid	To lead on a submission of the EOI by 31 March 2026 for Lerwick under the Shetland Partnership banner.	EOI submitted, outcome expected in July.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium Term	Reopening of Bonhoga	Launch of refreshed facility, steering group being established

5.1 Policies

April 2026

INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Pay & Pension	1	Pay Scales updated for the pay award.
Sexual Harassment Prevention	2	Language updates as previously requested.
Equality, Diversity & Inclusion	3	No change.

POLICY REGISTER

Policy Name	Date for Review	Notes
Statutory Right to Time Off	16/12/2025	Further work ongoing.
Absence Management	16/12/2025	Further work ongoing.
Equality, Diversity and Inclusion	19/12/2025	Included as Appendix 3.
Children, Young and Vulnerable Adults	27/02/2026	Will be taken to June meeting
Conflicts of Interest	25/04/2026	Will be taken to June meeting
Time off for Dependents	27/04/2026	Will be taken to June meeting
AI	18/06/2026	
Health, Safety and Welfare	26/06/2026	
Pay and Pension	26/06/2026	Included as Appendix 1.
Relocation	28/06/2026	
Data Protection	30/10/2026	

Sick Pay	19/12/2026	
Adoption, Maternity and Paternity	27/02/2027	
Social Media Policy	27/02/2027	
Recruitment	25/04/2027	
Capability	25/04/2027	
Appraisal	26/06/2027	
Stress	27/06/2027	
Expenses	28/08/2027	
Disciplinary	29/08/2027	
Flexible Working	29/08/2027	
Procurement	30/10/2027	
Anti- Harassment, Bullying and Victimisation	31/10/2027	
Menopause	31/10/2027	
Whistleblowing	31/10/2027	
Environmental	19/12/2027	
Smoke Free	19/12/2027	
Training and Trips	27/02/2028	
Social Media	27/07/2028	
Home & Hybrid Working	28/08/2028	
Alcohol and Drugs	28/08/2028	
Communications	31/10/2028	
Breastfeeding	31/10/2028	
Children in the Workplace	18/12/2028	
Volunteering	29/08/2029	
Fire	In development	
Lone Working	In development	
Sexual Harassment Prevention	In development	Included as Appendix 2.

Appendix 1 – Pay and Pension Policy

Purpose

This policy and the pay structure outlined below are intended to provide fairness and transparency with regard to how SADA manages employees' basic pay and pay reviews. It also sets out details of pension entitlement.

Scope

This policy and the pay structure applies to all trustees, employees and to the following casual positions:

- Customer Service Supervisor
- Technician
- Lecturer

For all other casual positions a spot rate is applied. Spot rates are set annually taking into account market rates, job evaluation scores and the pay range for the grade the role sits within. Occasionally this spot rate will sit above the pay range for the grade, but this will only be the case where the job market requires a higher salary to be paid and this can be evidenced and justified.

The pay structure applies to all employees regardless of age, sex, marital or civil partner status, pregnancy or maternity, sexual orientation, gender reassignment, race, religion or belief, or disability.

Trustee Pay Procedures

Trustees do not receive remuneration for their role. They may claim any reasonable expenses incurred in the fulfilment of the role.

Pay Grade Allocation

All jobs at Shetland Arts are evaluated by a job evaluation committee using the Croner job evaluation scheme. Jobs are allocated to one of six grades based on the resulting score and each grade has a pay range.

If an employee feels that their role is not in the correct pay grade, they can request for their role to be re-evaluated by a job evaluation committee. This committee will be made up of one member of the leadership team plus two other staff from different levels within the organisation. All will be trained in the use of the Croner system. Unless there is a significant change to an employee's job description, a request to re-evaluate a role can only be made once every 12 months.

New employees

New employees will normally enter the structure at the bottom of the pay range. Only when relevant experience, skill or knowledge can be demonstrated and documented will employees enter the structure at a higher level.

Staff Pay Procedures and Progression

Annual Cost of Living Uplift

Each year the CEO will consider whether to make an annual pay award to the staff body as a whole. Considerations will take into account minimum wage or National Living Wage increases, Shetland Arts' performance and other factors such as the economic and industry climate and Shetland Arts' strategy. The annual pay award, if given, will normally be applied in April each year.

The Remuneration Committee of the Board of Trustees will meet annually to consider any pay award to be made to the CEO which is then approved by the board as a whole.

Other Pay Increases

There is no automatic progression through a pay grade or performance related pay awards available at Shetland Arts however additional pay awards may be awarded under the following circumstances:

- An employee has taken on significant additional duties either permanently or temporarily. It is the responsibility of the employees' line manager to inform the employee if additional duties agreed will result in increased pay.
- An employee has undertaken significant job-related training or gained significant additional experience in their role. Length of service on its own will not entitle an employee to a pay award.

All pay awards must be proposed by the employees' line manager and approved by the CEO. In discussion with the CEO, the relevant budget holder must be able to demonstrate that there is sufficient budget available to fund the proposed pay award prior to any discussion with the employee.

Pension Entitlement

All employees and workers of Shetland Arts have the opportunity to be involved in a pension scheme depending on how they are engaged by Shetland Arts.

Contracted Employees

All contracted employees automatically become members of the Shetland Local Government Pension Scheme. The contribution rates for this are set by the pension body and staff will be notified of the rate at the time of employment and of any changes.

Casual staff

All casual staff are offered membership of the NEST pension scheme at the time they start their work for SADA. Staff will only be automatically entered into this scheme if they reach the pay levels required for auto enrolment.

Pay Structure

Grade	Pay Range	Roles within grade
6	£77,625 - £87,975	Chief Executive
5	£51,750 - £62,100	Director of Creativity and Impact Director of Operations
4	£33,153 - £41,600	Creative Project Manager Operations Manager Education & Outreach Manager Finance Manager Production Manager Retail & Bonhoga Manager Sales and Marketing Manager Support Manager
3	£29,676 - £35,152	Admin Officer Cinema Technician Crowd Safety Assistants Customer Service Supervisor Finance Officer Instructor Lecturer Maintenance Technician Marketing Officer Technician
2	£26,450 - £30,814	Finance Assistant - Income Junior Technician
1	Living Wage £25,877.80	Cleaner Customer Services Assistant Marketing Assistant

Appendix 2 – Sexual Harassment Prevention Policy

Introduction

Shetland Arts is committed to providing a working environment free from sexual harassment and ensuring all staff are treated, and treat others, with dignity and respect. This policy therefore aims to foster a safe, respectful, and harassment-free work environment for all staff and sets out measures that are taken to achieve these aims.

Shetland Arts recognise that sexual harassment can occur both in and outside the workplace, such as on business trips, or at work-related events or social functions, or on social media.

As an employer, Shetland Arts recognise the importance of taking steps to do its utmost to prevent sexual harassment and victimisation of all staff, in accordance with the law. Therefore, Shetland Arts will take active steps to assess its working practices, to anticipate how conduct amounting to sexual harassment may occur within the workplace, with the aim of helping to prevent the sexual harassment and victimisation of all staff.

Anyone who is a victim of, or witness to, sexual harassment is encouraged to report it in accordance with this policy. This will enable Shetland Arts to take appropriate action and provide support.

Sexual harassment or victimisation of any member of staff, or anyone they come into contact with during the course of their work, is unlawful and will not be tolerated. Sexual harassment can result in legal liability for both the business and the perpetrator, whether they work for Shetland Arts or are a third party outside of its control.

This policy applies to all staff of Shetland Arts, and applies in all settings, whether that be in person, online, or during any work-related social events, business events or trips etc.

This policy will cover all areas of the business including any travel.

Shetland Arts will commit to review this policy at regular intervals, to ensure that the policy remains effective for the organisations needs, and up to date in line with any legal changes.

What is sexual harassment?

The Equality Act 2010 defines sexual harassment as unwanted conduct of a sexual nature which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. This definition covers a wide range of behaviours, including:

Unwelcome sexual advances

Inappropriate touching

Sexual jokes or comments

Displaying sexually explicit images

Any other conduct of a sexual nature that fits the criteria above.

Set out below are some examples of different circumstances where sexual harassment has been deemed to have occurred:

Appendix 2 – Sexual Harassment Prevention Policy

Example 1

The conduct need not be sexually motivated, only sexual in nature:

A worker alters a pornographic image by pasting an image of a colleague's face on to it. They then send it to their other colleagues, causing them to ridicule them. There was no sexual motivation behind this act, but the use of the image is sexual in nature.

Example 2

Sexual interaction that is invited, mutual or consensual is not sexual harassment because it is not unwanted. However, sexual conduct that has been welcomed in the past can become unwanted:

A worker has a brief sexual relationship with their supervisor. The worker tells the supervisor that they think it was a mistake and do not want the relationship to continue. The next day, the supervisor grabs the worker's bottom, saying 'Come on, stop playing hard to get'. Although the original sexual relationship was consensual, the supervisor's conduct after the relationship ended is unwanted conduct of a sexual nature.

Example 3

The worker is treated less favourably because they were submitted to or rejected the unwanted conduct

In the previous example, the worker responds to the supervisor's behaviour by saying, 'Get off me, I'm not playing hard to get!' After that, the supervisor starts to make things more difficult for the worker, giving them more work to do than others and being more critical of their work. The supervisor is treating the worker less favourably because they rejected their unwanted conduct.

Under this type of harassment, it may be the same person who is responsible for the initial unwanted conduct and the subsequent less favourable treatment, or it may be two (or more) different people.

Example 4

Continuing with the previous example, the supervisor informs their line manager, who they are friendly with, about the rejection by the worker, the line manager feels sorry for the supervisor, thinking that the worker 'led him on'. When the worker applies for a promotion, the line manager rejects their application, saying that 'they can't be trusted'. This opinion is based on their rejection of the supervisor. The line manager's actions also amount to less favourable treatment because of the worker's rejection of the supervisor's unwanted conduct.

What is Victimisation?

Victimisation includes subjecting a person to a detriment because they have done, or are suspected of doing or intending to do, any of the following protected acts:

Bringing proceedings under the Equality Act 2010.

Giving evidence or information in connection with proceedings under the Equality Act 2010.

Doing any other thing for the purposes of or in connection with the Equality Act 2010.

Alleging that a person has contravened the Equality Act 2010.

Victimisation may include, for example:

- Denying someone an opportunity because it is suspected that they intend to make a complaint about sexual harassment.
- Excluding someone because they have raised a grievance about sexual harassment.
- Failing to promote someone because they accompanied another staff member to a grievance meeting.
- Dismissing someone because they gave evidence on behalf of another staff member at an employment tribunal hearing.

Appendix 2 – Sexual Harassment Prevention Policy

What is third party harassment?

Third-party harassment occurs where a person is harassed or sexually harassed by someone who does not work for the same employer, but with whom they have come into contact during the course of their employment. Third-party harassment could include, for example, unwelcome sexual advances from a client, customer or supplier visiting the employer's premises, or where a person is visiting a client, customer or supplier's premises or other location in the course of their employment.

The law requires employers to take reasonable steps to prevent sexual harassment by third parties as well as any staff employed or otherwise engaged by Shetland Arts, and so like with its internal expectations of staff, this policy is equally applicable to any third party that Shetland Arts works with, and Shetland Arts will hold any third-party to the same high standards concerning its stance on sexual harassment.

Shetland Arts will take active steps to try to prevent third-party sexual harassment of staff. These may include warning notices to customers or recorded messages at the beginning of telephone calls.

If any third-party harassment of staff occurs, Shetland Arts will take steps to remedy any complaints and to prevent it happening again. These may include warning the harasser about their behaviour, banning them from our premises, reporting any criminal acts to the police, and sharing information with other branches of the business.

Similarly, any sexual harassment by a member of staff against a third party will be investigated and may lead to disciplinary action up to and including dismissal.

How can employees complain about sexual harassment?

If an employee believes they have been subjected to sexual harassment in any form, whether that be by a colleague or a third party, or likewise an employee has witnessed sexual harassment of another, then the employee is strongly urged to report this. This will enable investigation, and allow for any necessary action to be taken, whilst providing support as necessary.

Shetland Arts operates an open-door policy meaning in the event you wish to raise an issue or complaint concerning sexual harassment, employees should have confidence that all managers are there to talk to and provide support. Regardless of a manager's position or seniority, employees are encouraged to speak to whichever individual they feel most comfortable raising it with and who the employee deems most appropriate to speak to bearing in mind the circumstances, whether this be the relevant direct line manager, or another manager, or director etc.

Raising the issue informally

If an employee is being sexually harassed, the employee should consider whether they feel able to raise the problem informally with the person responsible. Whether this is appropriate or not will depend on the circumstances and the potential seriousness of the situation. Surprisingly it can often be the case that people think of their behaviour as 'banter' and have no idea that it is upsetting or unacceptable and would not have behaved in such a way if they thought this would have made someone feel upset.

If an employee chooses to attempt to address the issue informally, the employee should explain clearly to the person responsible that their behaviour is not welcome or makes the employee uncomfortable which may resolve the issue. If this is too difficult, the employee should speak a member of management who can provide confidential advice and assistance in resolving the issue formally or informally.

Appendix 2 – Sexual Harassment Prevention Policy

Raising a formal complaint

If informal action has not worked, or is not appropriate in the circumstances, and an employee wishes to raise a formal complaint, this should be done so in writing and should set out full details of the conduct in question, including the name of the harasser, the nature of the sexual harassment, the date(s) and time(s) at which it occurred, the names of any witnesses and any action that has been taken so far to attempt to stop it from occurring.

The procedure for progressing any formal complaint will be dealt with in accordance with the formal grievance procedure.

Investigation

Shetland Arts will treat any allegation of sexual harassment or victimisation very seriously and will investigate thoroughly and in a timely manner.

As part of any investigation, aggravating factors will be considered, such as the dynamic of the working relationship between the complainant and any alleged perpetrator, to consider any potential abuse of power or position, over that of a more junior colleague, and this will be considered when determining what level of disciplinary action would be deemed appropriate to sufficiently address this.

If the investigation concludes sexual harassment or victimisation has occurred, and where the harasser is a member of staff, action will be taken to address this which may include updating relevant policies, providing further staff training and/or taking disciplinary action against the perpetrator with serious conduct capable of resulting in dismissal. If this involves the conduct of a third party this may involve warning a customer about their behaviour, banning a customer, reporting any criminal acts to the police or sharing information with other branches of the business.

In the event an employee raises a complaint, this may be put on hold pending the outcome of the disciplinary procedure. Where the disciplinary outcome is that sexual harassment occurred, prompt action will be taken to address it. If the harasser is a third party, such as a customer or other visitor, we will consider what action would be appropriate to deal with the problem.

Whether or not the employees complaint is upheld, Shetland Arts will consider how best to manage the ongoing working relationship between the relevant staff and the person concerned. It may be appropriate to arrange some form of mediation or counselling, or to change the duties, working location or reporting lines of one or both parties.

Any staff member who deliberately provides false information in bad faith, or who otherwise acts in bad faith as part of an investigation, may be subject to action under our Disciplinary Policy. However, an employee will not be disciplined or treated detrimentally because a complaint has not been upheld.

Protecting confidentiality

Shetland Arts will treat any complaint of sexual harassment in confidence, as far as is possible, and if it is found that an employee has been the victim of sexual harassment, Shetland Arts will take steps to stop it continuing or recurring.

As a general principle, the decision whether to progress a complaint is up to the employee, however, Shetland Arts has a duty of care to all staff, and therefore in instances where a complaint of sexual harassment is raised, in line with the duty of care principles, Shetland Arts may be obligated to

Appendix 2 – Sexual Harassment Prevention Policy

investigate this anyway (especially if this is very serious conduct), to ensure such conduct is eradicated. Shetland Arts will however discuss this with the employee and factor in all circumstances.

Confidentiality is an important part of the procedures provided under this policy. Details of the investigation and the names of the person making the complaint, and the person accused will only be disclosed on a "need to know" basis.

Breach of confidentiality may give rise to disciplinary action under Shetland Arts' Disciplinary Policy. If an employee makes a harassment or bullying complaint and does not maintain proper confidentiality at any time during the process, or an employee is interviewed in connection with someone else's complaint and likewise fail to maintain confidentiality, the employee may face action under Shetland Arts' Disciplinary Policy.

When appropriate and possible, where a complaint is upheld, Shetland Arts will advise the complainant of the action that has been taken to address the specific complaint and any measures put in place to prevent a similar event happening again.

Related Policies and Procedures

[Grievance Procedures.pdf](#)

[Anti-Harassment, Bullying & Victimisation Policy.docx](#)

Appendix 3 – Equality, Diversity & Inclusion Policy

Introduction

This policy should be read in conjunction with the Equality, Diversity and Inclusivity Action Plan as part of the Modular Strategic Framework.

Shetland Arts operates in accordance with the Equality Act 2010, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Worker Protection (Amendment of Equality Act 2010) Act 2023, the Fairer Scotland Duty and UK GDPR.

Aims & Objectives

- To create a safe welcoming environment for all
- To provide challenge to discrimination
- To be a safe space for difficult conversations
- To provide equality of outcome across all our activity
- To have a diverse workforce

Equality of outcome means reducing barriers so individuals are not disadvantaged in access, participation, representation, employment progression or cultural leadership.

To deliver these aims & objectives we will

- Provide EDI training to all staff and trustees
- Monitor and report on protected characteristics across employed, zero hours and freelance roles.
- Continue the payment of relocation expenses to all levels in Shetland Arts.
- Use lawful positive action measures where appropriate (Equality Act 2010 s158–159).
- Provide flexible and work from home arrangements where possible
- Pay the Real Living Wage and expect contractors to do the same
- Adopt an accessible pricing policy for all SADA events
- Fairly represent the accessibility of our buildings in literature and online
- Take proactive and reasonable steps to prevent sexual harassment, including third-party harassment.
- Recognise rural, island and socio-economic inequalities in line with the Fairer Scotland Duty.
- Meet our anticipatory duty to make reasonable adjustments for disabled people.

Workforce Policy

Shetland Arts is committed to encouraging equality and diversity among our workforce, and eliminating unlawful discrimination.

The aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

Shetland Arts - in providing goods and/or services and/or facilities - is also committed against unlawful discrimination of customers or the public.

The policy's purpose is to:

- provide equality, fairness and respect for all in our employment, whether temporary, part-time or full-time.

- not unlawfully discriminate because of the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation.
- oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities.
- Take complaints seriously and address them promptly.
- Provide reasonable adjustments for disabled staff and applicants.

Shetland Arts commits to:

- encourage equality and diversity in the workplace as they are good practice and make business sense.
- create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.
- take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of Shetland Arts' work activities.

This commitment includes training managers and all other employees about their rights and responsibilities under the equality policy. Responsibilities include staff conducting themselves to help Shetland Arts provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination.

All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public.

Such acts will be dealt with as misconduct under Shetland Arts' capability procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.

Shetland Arts will undertake to:

- make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of Shetland Arts.
- ensure decisions concerning staff being based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act).
- review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law.
- monitor the makeup of the workforce regarding information such as age, gender, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality and diversity, and in meeting the aims and commitments set out in the equality policy.

Action Plan for Audiences, Participants and Practitioners

The EDI Action Plan aims to ensure that Shetland Arts provides equality of outcome across all our activity. The action plan reflects the organisations social outcomes and contains two categories of targets. Category one is issues of inequality that we can commit resources to changing, category two is issues of inequality that we will track and report on.

Monitoring and Review

- Protected characteristic data will be collected voluntarily and processed securely in accordance with UK GDPR.
- Annual monitoring reports will be presented to Trustees.
- The EDI Action Plan and EDI Policy will be reviewed annually in line with strategic priorities and legal updates.
- The Chief Executive is responsible for implementation; the Board retains oversight responsibility.

Monitoring and Review

Annually the previous year's targets will be reported to the Trustees and relevant stakeholders.

The targets will be reviewed annually for relevance in line with the Modular Strategic Framework, partner priorities and the Shetland Arts workplan.

The EDI Action Plan and EDI Policy will be reviewed annually.

5.3 Strategic Risks February 2026

INTRODUCTION

This report presents the changes and updates to the Risk Register requested by trustees for approval.

DETAIL

Changes made to risks 1 – 2 and 4 – 8 as discussed on the 7/3. These changes have been reviewed by the wider management team.

Risk 3 now incorporates the request for reputation to be stated as a strategic risk. On review the mitigations of the risk were very similar to the existing mitigations for Risk 3. A new mitigation was added around the organisation's active management of Social Media Channels.

Risk 9 Cyber Security has been added and discussed by the wider management team

Risk 10 Safeguarding has been added and discussed by the wider management team

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)		(RFxRS)	
1	Leadership Loss of key leaders or key individuals that the organisation depends upon and cannot be replaced easily.	3	4	12	1.1	Appropriate Pay and T&Cs	Benchmarking	2	3	6	Frequency has reduced because of 1.1 & 1.2 Severity has reduced because of 1.3 & 1.4
					1.2	Training and Welbeing provision	Health Assured App, Performance Development Reviews, Training Request Form				
					1.3	Good national profile to enable recruitment (Trustees & Staff)	Quality of applicants				
					1.4	Critical Process Planning	Succession Planning				
2	Lack of Governance With little or no systems in place to identify & monitor compliance	2	4	8	2.1	Regular formal and informal meetings with key reports	Board Agenda, Minutes of Meetings, Information Sessions	1	3	3	Frequency has reduced because of 2.1 Severity has reduced because of 2.2 & 2.3
					2.2	Complete the SCVO Governance Check Up	Action Plan monitored at Trustee Meetings, Bi Annual Review				
					2.3	Annual Audit	Auditor's Report at AGM				
3	Loss of Reputation and / or stakeholder confidence / trust Risk that an incident or situation creates an environment that confidence is eroded or lost.	2	4	8	3.1	Social Outcomes	Reporting to funders	1	4	4	Frequency has reduced because of 3.1, 3.2, 3.3 & 3.4 Severity has not been reduced
					3.2	Access to specialist comms freelancers	Ongoing relationships				
					3.3	Good informed relationship with stakeholders	Reports to Trustees detailing meetings				
					3.4	Active management of Social Media and public engagement	Replies and offers to meet CEO on Social Media channels				
4	External Impacts Being unable to manage and adapt to societal shocks. e.g. Pandemics, Disruption of International Trade, Significant change of National Political Direction	3	5	15	4.1	Ensure staff structure is flexible	Staff planning / Restructures when needed	2	4	8	Frequency has reduced because of 4.1, 4.2 & 4.3 Severity has been reduced because of 4.4
					4.2	Ensure staff are current in training	Performance Development Reviews				
					4.3	Business Continuity Planning	Business Continuity Plans				
					4.4	Relationship with stakeholders	Reports to Trustees detailing meetings				

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)		(RFxRS)	
5	Finance Unexpected shortfall in funding or income to deliver against medium term plans	3	5	15	5.1	Diversity of Core Funding	Core Funding received from SCT and CS	2	4	8	Frequency has been reduced because of 5.1 & 5.4 Severity has been reduced because of 5.2 & 5.3
					5.2	Able to raise project funding from alternative sources	New fundraising strategy adopted, working with external consultants to identify opportunities				
					5.3	Focus on traded / commercial income	Income graphs discussed and interrogated fortnightly by WMT				
					5.4	Ensure funding is claimed in a timely fashion	Minutes taken of quarterly funding reviews with managers				
6	Estates Large unexpected and unmanageable estates issues	3	5	15	6.1	Proactive Asset Management	Asset Management Plan / Minutes from contract meetings	2	4	8	Frequency has been reduced because of 6.1 & 6.2 Severity has been reduced because of 6.3
					6.2	Regular & Reactive Maintenance	Various Maintenance Contracts (e.g. Ness and Kone)				
					6.3	Sufficient Insurance	Insurance Meetings and Certificates				
7	Legal/Regulations Breach of legal or licencing conditions	3	5	15	7.1	Trained Staff	Personal Licence Training	2	5	10	Frequency has been reduced because of 7.1, 7.2, 7.3 & 7.4 Severity has not been reduced
					7.2	Use of professional advisors	Neathouse - Employment Law Worknest - Health and Safety				
					7.3	Use of auditors	Auditor's Report at AGM				
					7.4	Proactive relationship with licencing body	Communications with SIC				
8	Climate Change Unable to provide cores services for an extended period	3	4	12	8.1	Use of Hybrid Working	Flexible Working Policy	3	4	12	Frequency has not been reduced as any impact we can have will not be sufficient to create change Severity has not been reduced as any impact we can have will not be sufficient to create change
					8.2	Use of online meetings with partners	Fortnightly islands meetings				
					8.3	Invest in facilities to reduce carbon useage	SCT Capital Grants Scheme				
					8.4	Carbon budgeting	Introduce from April 2026				
9	Cyber Security Loss of organisational data, ransomware attacks, or IT failure disrupting operations and damaging reputation.	3	5	15	9.1	Use of robust infastructure and safeguards	SLA with SIC ICT Two factor authentication on systems	1	5	10	Frequency has been reduced because of 9.1, 9.2 & 9.3 Severity has not been reduced
					9.2	Use of web based tools where appropriate e.g. Monad, Web Hosting	Agreements with suppliers				
					9.3	Reminders about cyber security, phishing emails etc in SADA news	Copies of SADA News				
	Safeguarding Failure to adequately safeguard children or vulnerable adults involved				10.1	Clear PVG policies in place	Children, Young and Vulnerable Adults Policy Immediate Concerns Procedure PVG Reporting Form				

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)		(RFxRS)	
10	children or vulnerable adults involved in Shetland Arts' activities results in harm to individuals and significant reputational, legal, and financial damage to the organisation.	2	5	10	10.2	PVG checks and safer recruitment practices	PVG checks carried on staff recruited to nominated jobs	1	4	4	Frequency has been reduced because of 10.1, 10.3 & 10.4 Severity has been reduced because of 10.1 & 10.2
					10.3	Staff training and clear reporting processes	Staff training days				
					10.4	Designated Safeguarding Lead	Director of Creativity and Impact				

Frequency			Severity		
Score	Descriptor	Guidance	Score	Descriptor	Guidance
5	Extremely Likely	Is expected to happen in most circumstances. 80-100% likely to happen in the next five years.	5	Extremely Severe	Organisation will fail 100% of the time
4	Very Likely	Will probably happen at some time. 60-79% likely to happen in the next five years.	4	Very Severe	Organisation will fail without proper management 70% of the time
3	Likely	Might happen at some time. 40-59% likely to happen in the next five years	3	Severe	Organisation will fail without proper management 35% of the time
2	Unlikely	Conceivable it could happen. 20-39% likely to happen in the next five years.	2	Minor	Organisation will fail without proper management 10% of the time
1	Extremely Unlikely	Could happen in exceptional circumstances. 0-19% likely to happen in the next five years/	1	Extremely Minor	Organisation unlikely to fail

5.3 Trustee Recruitment April 2026

INTRODUCTION

This report details the following

- Individuals proposed for re-appointment for a second term as Trustee.

PROPOSED TRUSTEES

Name	Panel	Details	Recommendation
Jamie Manson	N/A	Jamie reached the end of his first term of appointment on 27 April 2026 and Trustees are required to reappoint.	Reappoint

6.1 Updates from Stakeholders

April 2026

INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Confirmation of funding for 26/27 received
Shetland Charitable Trust	Confirmation of funding for 26/27 received
Highlands and Islands Enterprise	N/A
Shetlands Islands Council	N/A

7.1 Key Upcoming Events April 2026

EVENT DETAILS

Date	Title	Venue
7 May 2026, 1pm	Soup and a Show - Adam Guest	Mareel
4 June 2026, 1pm	Soup and a Show - Alex Garrick-Wright presents: His Cabinet of Comedy Curios	Mareel
19 June 2026, 7:30pm	Shetland Story Slam	Mareel
6 June 2026, 7:30pm	The Malachy Tallack Band present 'That Beautiful Atlantic Waltz'	Mareel
16 Apr – 21 May 2026	Just Sing!	Mareel
2 May – 31 May 2026	From the Land	Mareel