

**Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 29 October 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 27 August 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 Signing Authorities Update 5.4 Trustee Recruitment	Attached Attached Attached Attached	KLL GH KLL Chair	Approval 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 17 th December 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 27 August 2026, held at 5.30 p.m. in Mareel and online

Present:

Jamie Manson (JM), Chair, 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), Director of Operations, Shetland Arts
Catriona Macdonald (CM), Director of Creativity and Impact, Shetland Arts

Apologies:

Hannah Hough (HH), Shetland Arts
Malcolm Innes (MI), Shetland Arts
Kerry Larbalestier (KL), Shetland Arts
Michele Kerry (MK), Shetland Arts
Kristofer Wilson (KW), Shetland Arts

Item	Topic	Action
1	Welcome and Apologies JM welcomed everyone to the meeting	
2	Declarations of Interest None	
3	Minutes of Meeting held on 25 June 2026 Approved on the motion of CJ, seconded by JW. <u>Matters Arising:</u> None	
4.1	Management Accounts to June 2026 Noted	
4.2	Operational Issues Noted	
4.3	Performance Monitoring Noted	
4.4	Major Projects Noted	
5.1	Policies	

	<p>Right to Time Off – KL explained the policy had been amended following staff consultation to increase compassionate leave. Approved unanimously.</p> <p>Time Off for Dependents – Approved unanimously</p> <p>Health, Safety & Welfare – KL clarified that the policy was reviewed by our Health and Safety advisor in May 2026. CJ commented that the year of legislation was not included, good practice is that it should be. Agreed it will be back next year so it will be discussed with our advisor to be added next year.</p> <p>KW flagged a job title missing in one section, this will be updated. Unanimously approved subject to the change above.</p> <p>Relocation – CJ queried queries the reasoning for the lower pay bands having less allowance. KLL explained that the employees in lower pay grades rotate more often. The policy was previously only manager and above, it was significantly extended last time it was reviewed to include something for all grades. Unanimously</p>	
5.2	<p>Strategic Risks</p> <p>Safeguarding reviewed and no suggested amendments. JM queried if all the PVG checks had been completed. KLL confirmed they had all been completed.</p>	
6.1	<p>Update from Stakeholders</p> <p>None</p>	
7.1	<p>Key Upcoming Events</p> <p>Noted</p>	
8	<p>Any Other Business</p> <p>JM noted congratulations to the team on being shortlisted for the Town of Culture.</p>	
9	<p>Date of AGM & Next Board Meeting</p> <p>5.30 p.m. Thursday 29 October 2026</p>	

4.1 Management Accounts

5 Months to August 2026

Profit and Loss Accounts



	Actual £	Budget £	Variance £
<u>Income</u>			
Ticket Sales	173,959	152,204	21,755
Education and training income	22,086	38,333	- 16,247
Retail income	17,989	62,863	- 44,874
Food and beverage income	216,126	266,637	- 50,511
Foyer income	53,518	43,935	9,583
Box office commission income	21,168	25,000	- 3,832
Gallery commission	1,400	-	1,400
Hire of rooms and equipment income	55,515	55,162	353
Screen advertising income	4,050	4,167	- 117
Gift Vouchers	- 356	-	- 356
Sponsorship income	-	-	-
Donations received	931	640	291
Grant Funding - Capital	-	-	-
Grant Funding - SIC	-	756	- 756
Grant Funding - SCT	459,375	459,375	-
Grant Funding - Creative Scotland	163,319	264,792	- 101,473
Other Grants - Trusts and foundations	6,000	23,458	- 17,458
Operating lease income - SIC	55,190	55,190	-
Other income & Interest received	48,053	44,592	3,461
Memberships received	5,508	8,333	- 2,825
	<u>1,303,831</u>	<u>1,505,437</u>	<u>- 201,606</u>
<u>Purchases</u>			
Food and beverage purchases	114,667	91,667	- 23,000
Foyer purchases	27,652	23,183	- 4,469
Retail purchases	8,762	35,473	26,711
Direct costs	-	417	417
	<u>151,081</u>	<u>150,740</u>	<u>- 341</u>

Direct Costs

Gross wages and salaries - regular	500,728	503,321	2,593
Gross wages - casual	43,834	26,884	- 16,950
Employers NI	56,147	60,008	3,861
Employers pension	100,435	104,908	4,473
Recruitment expenses	214	1,375	1,161
Employee/Trustee expenses	-	417	417
Training and protective clothing	6,122	9,167	3,045
Programme costs - project	120,680	140,827	20,147
Marketing costs - project	11,829	9,760	- 2,069
Licences - PRS etc	29,057	30,090	1,033
Film transport	-	832	832
Hire of equipment	680	-	- 680
	<u>869,726</u>	<u>887,589</u>	<u>17,863</u>

Overheads

Travel and subsistence and Entertainment	13,280	13,294	14
Rent, Rates and Insurance	46,721	43,025	- 3,696
Heat and Light	58,136	61,953	3,817
Operating leases - Rent and Equipment	62,474	62,190	- 284
Repairs and maintenance and cleaning	65,795	56,265	- 9,530
Print, postage and stationary	1,686	2,125	439
Telephone and broadband	4,537	3,652	- 885
Computer costs	8,199	9,604	1,405
Marketing costs - strategic	4,181	115	- 4,066
Website costs	154	1,146	992
Subscriptions	3,386	683	- 2,703
Consumables	2,011	3,352	1,341
Sundry	9	-	- 9
Legal and professional fees	28,037	16,658	- 11,379
Bank charges	12,022	15,308	3,286
Loan interest	-	-	-
	<u>310,628</u>	<u>289,370</u>	<u>- 21,258</u>

SURPLUS/DEFICIT

- 27,604	177,738	- 205,342
-----------------	----------------	------------------

5 Months to August 2026

Balance Sheet



	£	£
Tangible Fixed Assets		7,684,724
<i>Current Assets</i>		
Stock	22,667	
Debtors	423,628	
Cash at Bank	280,636	
	<u>726,931</u>	
<i>Current Liabilities</i>		
Creditors	<u>552,533</u>	
Net Current Assets		174,398
<i>Long term liabilities</i>		
Loans	0	
Pensions liability	<u>0</u>	
		0
Net Assets		<u><u>7,859,122</u></u>
<i>Capital and Reserves:</i>		
Capital funds		7,539,406
Revenue funds		319,716
Pension liability		<u>0</u>
		<u><u>7,859,122</u></u>

5 Months to August 2026 Movement on Selected Funds



Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	20,189			20,189
Recovery fund for Cultural Organisations	142,470		(35,875)	106,595
Corra Foundation	4,146			4,146
Discovery Film Club	1,296		(1,296)	-
VACMA	2,100			2,100
Total	171,906	-	- 37,171	134,735

4.2 Operational Issues

October 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
22/10/26	Bike shelter sheeting failed during windy weather.	Production Manager & Support Manager	Supervisor on shift made it safe for the evening, remaining sheeting removed the following day.

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	Meeting held with local activist regarding reasonable adjustments. Options being explored.
Commercial	Meetings being held every two weeks, good conversations happening on how to increase income.
Staff Forum	Meeting held on Friday 16 October, verbal update at the board

4.3 Performance Monitoring

October 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	Jul	Aug	Sep	Q2	Q1	Jul	Aug	Sep	Q2	Q1	Jul	Aug	Sep	Q2	Q1	Jul	Aug	Sep	Q2	
	Delivered	957	266	318		584	64,028	13,440	21,987		35,427	258	23	46		69	3,366	365	508		873
	Quarterly Target 26/27	1,027				1,027	54,370				54,370	363				449	2,599				3,451
	% of Target Delivered	93%				57%	118%				65%	71%				15%	130%				25%
Impact <small>(see footnote 3)</small>	Concerts, Screenings, Exhibition Days					Attendances					Development Sessions					Participations					
	Q1	Jul	Aug	Sep	Q2	Q1	Jul	Aug	Sep	Q2	Q1	Jul	Aug	Sep	Q2	Q1	Jul	Aug	Sep	Q2	
Improved quality of life through greater access to creative and social experiences	847	249	304		553	54,404	13,195	21,552		34,747	29	2	4		6	631	69	65		134	
Improved opportunities through personal and professional transferrable skills	15	2	3		5	968	85	259		344	127	4	27		31	1,185	65	286		351	
Improved confidence to contribute positively through opportunities for self-expression and community involvement	69	3	1		4	6,035	158	80		238	174	11	36		47	1,706	144	360		504	
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	68	7	13		20	1,823	105	153		258	5	0	1		1	174	0	2		2	
Improved mental and physical health through more active involvement in creative and social experiences	368	134	144		278	10,033	4,383	4,336		8,719	65	10	11		21	973	99	99		198	
Improved community resilience through a more diverse creative economy	513	123	158		281	51,278	8,867	17,239		26,106	74	9	9		18	1,282	202	125		327	

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

October 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

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.	Recruitment completed for associate artists and advocates. Roll out being planned for other local authorities.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	No Update
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Update included in separate paper.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Update included in separate paper.
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	New risk assessment tool has been released by SafetyNest, awaiting training and then all risk assessments will be redone through the new tool.

VACMA	Small grants for Visual Arts and Craft Makers	7 applications received. Panel sits early November.
Yesplan Review	To review the use of Yesplan and implement changes to make it more useful/relevant for users.	Survey issued to staff for completion. Closing date 31 st October 2026.
Town of Culture Bid	Shortlisted and now moving to full bid.	See separate report
Reopening Bonhoga	Launch of refreshed facility.	Work ongoing, now scheduled for January 2027.
AI Scaling project	The use of the huge amount of customer data we hold to better inform cinema programming	Initial work with Insight and HIE AI scaling team

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention

5.1 Policies

October 2026

INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Children, Young and Vulnerable Adults	1	To follow - Complete update based on new legislation. Reviewed by Safer Shetland Group.
Risk Management	2	New policy

POLICY REGISTER

Policy Name	Date for Review	Notes
Children, Young and Vulnerable Adults	27/02/2026	Included as Appendix 1
Data Protection	30/10/2026	Significant update in progress, planned to issue for consultation Mid November 2026.
AI	25/12/2026	
Adoption, Maternity and Paternity	27/02/2027	
Social Media Policy	27/02/2027	
Recruitment	25/04/2027	
Capability	25/04/2027	
Equality, Diversity and Inclusion	30/04/2027	
Pay and Pension	30/04/2027	
Sick Pay	25/06/2027	
Conflicts of Interest	25/06/2027	

Appraisal	26/06/2027	
Stress	27/06/2027	
Health, Safety and Welfare	27/08/2027	
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	
Sexual Harassment Prevention	30/04/2028	
Absence Management	25/06/2028	
Social Media	27/07/2028	
Relocation	27/08/2028	
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	
Right to Time Off	27/08/2029	
Time off for Dependents	27/08/2029	
Volunteering	29/08/2029	
Fire	In development	
Lone Working	In development	

Risk Management	In development	Included as Appendix 2
-----------------	----------------	------------------------

Appendix 1 – Children, Young and Vulnerable Adults

To follow – Awaiting feedback from Protection in the Community group who provided the policy, on the comments from Trustees.

Appendix 2 – Risk Management

1. Policy statement

Shetland Arts Development Agency recognises that risk is an inherent part of delivering its charitable objectives, operating public venues, supporting creative activity, employing staff, managing assets and working with funders, audiences, participants, artists and communities.

The purpose of this policy is not to remove all risk. Shetland Arts will take considered and proportionate risks where this supports its charitable purposes, artistic ambition, financial sustainability and public benefit. However, risks must be identified, assessed, managed, monitored and reported in a clear and consistent way.

This policy should be read alongside the Shetland Arts strategic risk register. The policy sets out how risk is managed; the risk register records the current strategic risks, mitigations, evidence, scoring and rationale.

2. Purpose

This policy aims to ensure that Shetland Arts:

- has clear processes for understanding, assessing and mitigating risk;
- has suitable controls to safeguard people, assets, finances, reputation and charitable purposes;
- supports trustees, senior leaders and managers to make informed decisions;
- understands the difference between acceptable and unacceptable risk;
- maintains financial stability and operational resilience;
- can demonstrate to funders, regulators and stakeholders that risk is actively managed.

3. Scope

This policy applies to:

- the Board of Trustees;
- the Chief Executive;
- the Senior Leadership Team;
- managers and budget holders;
- staff, freelancers and volunteers where their work involves identifying or managing risk;
- all Shetland Arts venues, programmes, services, projects and partnerships.

It covers strategic, financial, operational, governance, compliance, reputational, safeguarding, cyber, estates, climate and external risks.

Day-to-day operational risks may also be managed through separate procedures, including health and safety processes, safeguarding procedures, financial controls, business continuity plans, licensing arrangements, HR policies, IT controls and venue-specific procedures.

4. Principles

Shetland Arts will manage risk in line with the following principles:

1. Risk management is part of good governance and effective leadership.
2. Trustees retain overall responsibility for risk oversight.
3. The Chief Executive is responsible for ensuring that risk management processes are implemented.
4. Managers are responsible for identifying, managing and escalating risks within their areas.
5. Risks should be recorded clearly, with proportionate evidence of mitigation.
6. Risk scoring should be consistent with the existing Shetland Arts risk register.
7. The organisation should distinguish between risk appetite, risk tolerance and unacceptable risk.
8. Risk management should support good decision-making, not create unnecessary bureaucracy.
9. The risk register should remain a live management document, reviewed regularly and updated when material changes occur.
10. Reputational impact should be considered across all risk areas.

5. Risk appetite and tolerance

Shetland Arts recognises that some risk is necessary in order to deliver creative, social and charitable impact.

The organisation's general approach is:

- **Low appetite** for risks that could cause serious harm to children, vulnerable adults, staff, artists, audiences or participants.
- **Low appetite** for risks involving legal breach, licensing failure, fraud, serious financial mismanagement or regulatory non-compliance.
- **Low to moderate appetite** for risks that could significantly damage the organisation's reputation, stakeholder confidence or funder relationships.
- **Moderate appetite** for creative, artistic, partnership and programme risks where these are aligned with charitable objectives and are properly planned.
- **Moderate appetite** for operational change where it improves resilience, sustainability, access, inclusion or financial performance.
- **Higher tolerance** for uncertainty caused by external factors outside the organisation's direct control, provided that mitigation and contingency planning are in place.

Risk appetite may vary by decision. Significant decisions should include a clear consideration of the level of risk being accepted.

6. Risk identification

Risks may be identified through:

- trustee discussions;
- Senior Leadership Team and management meetings;
- financial monitoring;
- venue and operational planning;
- health and safety processes;

- safeguarding reports;
- audit and external assurance;
- funder reporting;
- complaints, incidents and near misses;
- project planning;
- stakeholder feedback;
- changes in law, regulation, funding, workforce, technology, climate or public policy.

Risks should be considered under the headings already used in the Shetland Arts risk register, including leadership, governance, reputation, external impacts, finance, estates, legal/regulation, climate change, cyber security and safeguarding.

7. Risk assessment

Shetland Arts will use the scoring system set out in the current risk register.

Each risk will be assessed by:

- frequency: the likelihood of the risk occurring;
- severity: the likely impact if the risk occurs;
- risk profile: frequency multiplied by severity.
- revised frequency: the likelihood after mitigation;
- revised severity: the likely impact after mitigation;
- revised risk profile: revised frequency multiplied by revised severity.

The current 1–5 scoring model will continue to be used. This policy does not amend the existing scoring methodology.

Risks should be assessed on the basis of reasonable evidence and management judgement. Where there is uncertainty, this should be acknowledged.

8. Mitigation and controls

For each strategic risk, the risk register should identify:

- existing mitigations;
- evidence that the mitigation is in place;
- revised risk score after mitigation;
- rationale for any reduction in frequency or severity.

Mitigations may include policies, procedures, training, insurance, external professional advice, audit, funder reporting, business continuity planning, maintenance contracts, financial monitoring, stakeholder engagement, cyber controls, safeguarding processes and governance reviews.

Controls should be proportionate to the level of risk. High-impact risks should have clear ownership, reporting and evidence.

9. Escalation

A risk should be escalated to the Chief Executive or Chair where:

- the revised risk profile remains high;
- a new strategic risk emerges;
- an existing risk materially increases;
- existing mitigations are no longer effective;
- there is potential serious harm to people;
- there is potential breach of law, regulation, licence condition or funding agreement;
- there is material financial exposure;
- there is significant reputational risk;
- urgent trustee input is required.

Operational incidents should be escalated through the relevant operational procedure. Where an operational issue has strategic implications, it should also be considered for inclusion in the strategic risk register.

10. Roles and responsibilities

Board of Trustees

The Board is responsible for:

- overall oversight of risk management;
- approving this policy;
- reviewing the strategic risk register;
- ensuring that risk is considered in strategic decisions;
- determining whether the organisation's risk exposure is acceptable;
- ensuring that the organisation has adequate systems of control.

Chair of Trustees

The Chair is responsible for:

- working with the Chief Executive to ensure major risks are brought to the Board;
- supporting effective trustee scrutiny of risk;
- ensuring urgent risks can be escalated between scheduled meetings where necessary.

Chief Executive

The Chief Executive is responsible for:

- maintaining an effective risk management process;
- ensuring the strategic risk register is reviewed and updated;
- ensuring senior leaders understand their responsibilities;
- escalating significant risks to trustees;
- ensuring risk is considered in organisational planning and reporting.

Senior Leadership Team

The Senior Leadership Team is responsible for:

- identifying and managing risks within their areas;
- reviewing mitigations and evidence;
- ensuring relevant policies and procedures are implemented;

- reporting changes in risk exposure;
- embedding risk awareness in management practice.

Managers

Managers are responsible for:

- identifying risks in their areas of work;
- following relevant policies, procedures and controls;
- escalating risks, incidents and near misses;
- ensuring staff understand relevant risk controls;
- contributing evidence for mitigations where required.

Staff, freelancers and volunteers

Staff, freelancers and volunteers are responsible for:

- following relevant policies and procedures;
- reporting concerns, incidents, hazards or near misses;
- taking reasonable care to protect themselves, colleagues, participants, audiences, assets and the organisation.

11. Risk register review

The strategic risk register will be reviewed every two months by the Senior Leadership Team and trustees in line with formal meetings of the Trust.

The register should also be reviewed when there is a significant change, including:

- major funding decisions;
- significant financial movement;
- major capital works;
- serious incident or near miss;
- legal or regulatory change;
- major staffing change;
- material cyber, safeguarding, licensing, health and safety or reputational issue;
- significant external event affecting operations.

Updates should not alter the structure of the current risk register unless approved through the appropriate governance route.

12. Reporting

Risk reporting should be clear, proportionate and focused on material issues.

Reports to trustees should highlight:

- new or emerging risks;
- risks where the revised score has changed;
- risks where mitigation is not operating as expected;
- risks requiring trustee decision or direction;
- any high-risk areas where further assurance is required.

Where appropriate, risk reporting may be linked to finance reports, audit reports, health and safety reports, safeguarding reports, project reports, business continuity planning and funder reporting.

13. Assurance

Shetland Arts will seek assurance that risk controls are operating effectively through appropriate mechanisms, including:

- internal management review;
- external audit;
- specialist professional advice;
- insurance review;
- governance review;
- health and safety advice;
- safeguarding processes;
- cyber security arrangements;
- contract monitoring;
- funder reporting;
- trustee scrutiny.

The level of assurance required should be proportionate to the level of risk.

14. Relationship with other policies and documents

This policy should be read alongside relevant Shetland Arts policies and documents, including but not limited to:

- Strategic Risk Register;
- Business Continuity Plans;
- Finance policies and procedures;
- Health and Safety arrangements;
- Safeguarding policies and procedures;
- Children, Young and Vulnerable Adults Policy;
- Immediate Concerns Procedure;
- PVG Reporting Form;
- Flexible Working Policy;
- Asset Management Plan;
- IT and cyber security arrangements;
- Licensing procedures;
- Fundraising Strategy;
- Insurance documentation;
- Governance review action plans.

15. Review of this policy

This policy will be reviewed at least every three years, or earlier if there is a significant change in legislation, governance expectations, organisational structure, risk exposure or operational practice.

5.2 Strategic Risks

October 2026

INTRODUCTION

This report reviews risk 1 Leadership

DETAIL

There are no changes proposed by the Leadership Team.

Appendix 1

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				

Frequency				
Score	Descriptor	Guidance		
5	Extremely Likely	Is expected to happen in most circumstances. 80-100% likely to happen in the next five years.		
4	Very Likely	Will probably happen at some time. 60-79% likely to happen in the next five years.		
3	Likely	Might happen at some time. 40-59% likely to happen in the next five years		
2	Unlikely	Conceivable it could happen. 20-39% likely to happen in the next five years.		
1	Extremely Unlikely	Could happen in exceptional circumstances. 0-19% likely to happen in the next five years/		

Severity				
Score	Descriptor	Guidance		
5	Extremely Severe	Organisation will fail 100% of the time		
4	Very Severe	Organisation will fail without proper management 70% of the time		
3	Severe	Organisation will fail without proper management 35% of the time		
2	Minor	Organisation will fail without proper management 10% of the time		
1	Extremely Minor	Organisation unlikely to fail		

5.3 Signing Authorities October 2026



INTRODUCTION

This report contains an updated signing authorities schedule for approval by the board.

DETAIL

A review of the signing authorities schedule has taken place and an amendment has been made to allow the Director of Creativity and Impact to sign artist performance contracts as negotiating the terms of these is part of their role.

The board are asked to approve the new authorities schedule attached as Appendix 1.

Updated 20 October 2026															Appendix 1
Office Post → Requiring Approval ↓ Task		Trustees - authorised signatory	Chief Executive	Director of Operations	Director of Creativity ad Impact	Creative Project Manager	Education & Outreach Manager	Operations Manager	Support Manager	Production Manager	Finance Manager	Retail & Bonhoga Manager	Sales & Marketing Manager	Customer Service Supervisor	
Purchase Order - Goods and Services		✓ 6	✓ 5	✓ 4	✓ 3	✓ 2	✓ 2	✓ 2	✓ 2	✓ 2	✓ 2	✓ 2	✓ 2	✓ 1	
PAYROLL FORMS															
Timesheets (including overtime)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	
Expenses Claim Forms		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	
Notification of Start/Termination of Employment		✓	✓	✓	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Employee Transfer Change in Hours/Grade		✓	✓	✓	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Change to Employee Circumstances		✓	✓	✓	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Extension to Temporary Work Arrangement		✓	✓	⚡	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Notification of Sickness		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	
Annual Leave/TOIL		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	
Compassionate Leave Requests		✓	✓	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Employment contract		✓	✓	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Venue Hire/Artist Performance contract		✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Freelancer contracts		✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Contracts for supply of products/services		✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Grant Offer Letters		✓	✓	⚡	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	
BANKING															
Internet Banking Access		✓	✓	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	
VAT															
HM Revenue & Customs On-line User		✗	✗	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	
Cheque/Bank Payment Signatories:															
Up to £5,000 8		✓	✓	✓	✓	✗	✗	✗	✗	✗	✓	✗	✗	✗	
Over £5,000 9		✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Bank Transfers		✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	
Notes															
1		Authorised to commit expenditure on food and beverage purchases up to £500													
2		Authorised to commit expenditure on good and service up to £1,500 per order on relevant budget.													
3		Authorised to commit expenditure on goods and services up to £5,000 per order on relevent budgets. In the absence of the Chief Executive and Director of Operations authorised to commit expenditure on goods and services up to £5,000 for any department.													
4		Authorised to commit expenditure on good and services up to £5,000 per order. In absence of the Chief Executive authorised to commit expenditure on goods and services up to £15,000 per order													
5		Authorised to commit expenditure on goods and services up to £15,000 per order.													
6		Authorised to commit expenditure on goods and services over £15,000 per order.													
8		Cheques up to £5,000 to be signed by two officers of Shetland Arts, one to be the CEO or HoS unless not possible.													
9		Cheques over £5,000 to be signed by one trustee and one office of SADA.													

5.4 Trustee Recruitment October 2026

INTRODUCTION

This report details the following

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

RECRUITMENT PROCESS

Three applications were received however one applicant withdrew from the process on the day of the scheduled interviews. Interviews were conducted on 10 September, followed by a short session in which the Nominations Panel met to deliberate and choose which of the candidates would be invited to join the Board as a Trustee.

In reaching its recommendations, the Nominations Panel considered the composition of the Board of Trustees in terms of representation from professional and creative backgrounds.

The appointment of two new Trustees will ensure the composition of the Board of Trustees remains balanced, with a diverse mix of skills and experiences that ensure a wide range of perspectives are taken into account in future decision-making.

PROPOSED TRUSTEES

Name	Panel	Details	Recommendation
Hannah Hough	N/A	Hannah reaches the end of her first term of appointment on 2 November 2026 and Trustees are required to reappoint.	Reappoint
Pete Bevington	Jamie Manson Malcolm Innes Jacky Williamson	Pete brings extensive practical experience of the creative sector, community engagement and operational delivery within the third sector in Shetland. His 30-year journalism career, including co-creating the Shetland News website, demonstrates experience in communication, critical analysis and challenging information constructively. The	Appoint

		Panel felt that Pete would bring strong local knowledge, established community connections and a pragmatic, delivery-focused perspective to the Board.	
Chris Wild	Jamie Manson Malcolm Innes Jacky Williamson	The Panel were impressed with Chris' specialist expertise in creative placemaking, community engagement and cultural research, alongside an established understanding of Shetland Arts through his collaborative doctoral research with the organisation between 2022 and 2025. His interest in developing creative opportunities for young people and connecting Shetland's cultural heritage with contemporary creative practice would be a valuable addition to the Board.	Appoint

6.1 Updates from Stakeholders

October 2026



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	New EOI process for next round of core funding opened on 21 October
Shetland Charitable Trust	2026 Peerie Gathering, taking place on Tuesday 17 November
Highlands and Islands Enterprise	No Update
Shetlands Islands Council	No Update

7.1 Key Upcoming Events August 2026



EVENT DETAILS

Date	Title	Venue
Till 1 Dec 2026	Salvage - A 21st Century Fair Isle Chair	Mareel
Sun 1 Nov 2026	Shetland Story Slam	Mareel
Fri 6 Nov 2026	Deiseil: Dancing in time	Mareel
Sat 7 Nov 2026	Amy Laurensen: New Voices	Mareel
Sun 22 Nov 2026	Other Worlds Drawing Workshop with Aimee Labourne	Mareel
Sun 22 Nov 2026	Marjolein Robertson: Lein	Mareel
Tue 24 Nov 2026	Student Night	Mareel
Sat 5 Dec 2026	People's Emergency Briefing	Mareel
Sun 6 Dec 2026	Laura Cortese & Romeo Stodart	Mareel