

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 28 August 2025 at 6.00pm
Venue: Mareel/Teams



Shetland *arts*

Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 26 June 2025		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached To Follow Attached	KLL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Strategic Risks 5.3 Appointment of Auditor	Attached Attached Attached	KLL GH KLL	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 30 th October 2025 – 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 June 2025, held at 5.30 p.m. in Mareel

Present:

Jamie Manson (JM), Shetland Arts (Chair)
Chris Gadsby (CG), Shetland Arts
Hannah Hough (HH), Shetland Arts
Malcolm Innes (MI), Shetland Arts (via VC)
James Johnson (JJ), Shetland Arts
Kerry Larbalestier (KL), Shetland Arts (via VC)
Catriona MacDonald (CM), Shetland Arts (via VC)
Shona Miller (SM), Shetland Arts (via VC)
Kristofer Wilson (KW), Shetland Arts (via VC)

In Attendance:

Shona Fullerton (SF), minute taker
Graeme Howell (GH), Chief Executive, Shetland Arts
Charlotte Jones (CJ) (Observer)
Kerry Llewellyn (KLL), Director of Operations, Shetland Arts
Jackie Williamson (JW) (Observer)

Apologies:

Michele Kerry (MK), Shetland Arts
Susan Mail (CG), Shetland Arts

Item	Topic	Action
1	<p>Welcome and Apologies</p> <p>JM welcomed everyone to the meeting and gave a special welcome to the SM, KW, CJ and JW who were attending the meeting for the first time.</p> <p>JM advised that SM and KW were prospective Trustees and a vote would be taken on their recruitment at the meeting under item 5.3. JW and CJ were prospective Trustees and were in attendance as observers at the meeting and would not participate in discussions or voting. A vote on their recruitment would take place at the board meeting in August 2025.</p> <p>Introductions were given by all.</p>	
2	<p>Declarations of Interest</p> <p>None.</p>	
3	<p>Minutes of Meeting held on 25 April 2025</p> <p>The minutes were approved on the motion of JJ, seconded by CG.</p> <p><u>Matters Arising:</u></p> <p>None.</p>	

5.3	<p>Trustee Recruitment</p> <p>It was agreed that this item be brought forward to enable the vote on the 4 new trustees to be taken. Two KW and SM would join now with the terms of JW and CJ starting on 28 August 2025.</p> <p>All prospective Trustees temporarily left meeting while voting took place.</p> <p>Following consideration and recommendation by the Nominations Panel, Trustees agreed to appoint KW, SM, JW and CJ as Trustees.</p> <p>The new Trustees and two observers were welcomed back to the meeting and were advised on the appointments.</p>	
4.1	<p>Management Accounts to end April 2025</p> <p>KLL reported that the Commercial Group was on pause for a further two months due to changes with staffing.</p>	
4.2	<p>Operational Issues</p> <p>Noted.</p>	
4.3	<p>Performance Monitoring</p> <p>The report was not yet available and would be circulated by email when ready. Information would also be provided on the recent changes to reporting.</p>	KLL
4.4	<p>Major Projects</p> <p><u>Even Here, Even Now</u> – GH advised he had met with Creative Scotland that day and it was looking positive that funding for the project may be available up to March 2026. He added it was also looking positive that funding from the Scottish Government could be available from April 2026.</p> <p><u>Islands Deal Knab Project Strand</u> – GH clarified that the abbreviation FBC, used in the report, stands for Full Business Case.</p>	
5.1	<p>Policies</p> <p><u>Health, Safety and Welfare</u> – KLL advised that SM previously had an issue regarding the policy, but her concerns had now been addressed, and she had withdrawn her comments. KLL advised that no changes had been made to the policy since it was last considered by Trustees.</p> <p>The policy was unanimously approved.</p> <p>KW commented that he had a lot of questions relating to the policy but would defer commenting until he was more informed. It was agreed that KW would discuss this with GH outwith the meeting and the policy would be reviewed again in the future.</p>	

	<p><u>Appraisal</u> – KLL reported that the policy had been updated following feedback from staff. No feedback had been received on the updated policy.</p> <p>The policy was unanimously approved.</p> <p><u>Children, Young and Vulnerable Adults</u> – Responding to a question on the changes in regulations from KW, KLL reported that SADA was doing all that was required and was now signed up with Volunteer Scotland to process disclosure checks. In addition, KLL reported that she had joined the Shetland Protection in the Community Group. Trustees were advised that KLL would be in contact with them soon to request ID documents to process their disclosure checks.</p>	
5.2	<p>Strategic Risks Responding to a question from KW regarding a risk matrix, GH and KW agreed to discuss this outwith the meeting.</p> <p>CM asked that the mitigation item 1.5 be included in the Severity rationale statement.</p> <p>The report was unanimously approved.</p>	GH
5.4	<p>Signing Authorities Responding to a question from JJ, KLL confirmed that SADA had finance regulations and signing authorities were include in that document.</p> <p>The report was unanimously approved.</p>	
5.5	<p>Appointment of Vice Chair Vice Chair, CG, would be at the end of his term in office in August 2025 and nominations were sought for a new Vice Chair.</p> <p>HH nominated KL and she accepted the nomination. No other nominations were received.</p> <p>KL was unanimously voted as Vice Chair.</p>	
6.1	<p>Update from Stakeholders <u>Highlands & Islands Enterprise</u> - GH reported that a meeting had been held with the new Lead Officer, Shona Flannigan.</p>	
7.1	<p>Key Upcoming Events Noted.</p> <p>GH highlighted the Holly McNish with Michael Pedersen event taking place on 17 July 2025 to Trustees.</p>	

8	Any Other Business <u>Book Festival</u> – KL asked if a book festival could be considered for 2027/28 and GH agreed to consider. <u>Trustees End of Term</u> – JM thanked JJ and CG for their service as Trustees and extended best wishes to them for the future. These wishes were also extended to SM who was unable to attend the meeting.	GH
9	Date of Next Board Meeting 5.30 p.m. Thursday 28 August 2025	

Meeting closed at 18:10.

4.1 Management Accounts

3 Months to June 2025

Profit and Loss Accounts



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	Actual £	Budget £	Variance £
<u>Income</u>			
Ticket Sales	74,187	83,437	(9,250)
Education and training income	34,348	30,250	4,098
Retail income	9,794	9,194	600
Food and beverage income	144,941	117,268	27,673
Foyer income	26,796	24,739	2,057
Box office commission income	10,610	12,500	(1,890)
Hire of rooms and equipment income	28,980	27,138	1,842
Screen advertising income	38	3,750	(3,712)
Gift Vouchers	- 403	-	(403)
Sponsorship income	-	-	-
Donations received	291	384	(93)
Grant Funding - Capital	-	-	-
Grant Funding - SIC	-	454	(454)
Grant Funding - SCT	262,500	262,500	-
Grant Funding - Creative Scotland	89,726	90,384	(658)
Other Grants - Trusts and foundations	-	5,000	(5,000)
Operating lease income - SIC	33,114	33,114	0
Other income & Interest received	29,006	29,475	(469)
Memberships received	1,338	5,000	(3,663)
	<u>745,266</u>	<u>734,587</u>	<u>10,679</u>
<u>Purchases</u>			
Food and beverage purchases	74,432	45,000	(29,432)
Foyer purchases	17,065	13,260	(3,805)
Retail purchases	12,663	5,609	(7,054)
Direct costs	40	-	- 40
	<u>104,200</u>	<u>63,869</u>	<u>(40,331)</u>

Direct Costs

Gross wages and salaries - regular	269,774	269,738	(36)
Gross wages - casual	38,511	16,264	(22,247)
Employers NI	29,833	29,361	(472)
Employers pension	48,583	57,042	8,459
Recruitment expenses	1,169	825	(344)
Employee/Trustee expenses	-	250	250
Training and protective clothing	4,108	5,000	892
Programme costs - project	49,345	79,727	30,382
Marketing costs - project	5,761	4,856	(905)
Licences - PRS etc	19,215	17,061	(2,154)
Film transport	-	500	500
Hire of equipment	233	-	(233)
	<u>466,532</u>	<u>480,624</u>	<u>14,092</u>

Overheads

Travel and subsistence and Entertainment	6,513	7,976	1,463
Rent, Rates and Insurance	26,508	24,819	(1,689)
Heat and Light	32,722	38,803	6,081
Operating leases - Rent and Equipment	37,953	37,314	(639)
Repairs and maintenance and cleaning	28,480	33,463	4,983
Print, postage and stationary	803	1,275	472
Telephone and broadband	2,270	2,154	(116)
Computer costs	4,806	5,762	956
Marketing costs - strategic	-	69	69
Website costs	399	688	289
Subscriptions	1,160	434	(726)
Consumables	52	3,086	3,034
Sundry	4	-	-
Legal and professional fees	10,466	9,995	(471)
Till differences	63	-	(63)
Bank charges	7,404	5,935	(1,469)
Loan interest	165	1,500	1,335
	<u>159,768</u>	<u>173,273</u>	<u>13,505</u>
SURPLUS/DEFICIT	<u>14,766</u>	<u>16,821</u>	<u>(2,055)</u>

3 Months to June 2025

Balance Sheet



	£	£
Tangible Fixed Assets		7,184,297
<i>Current Assets</i>		
Stock	22,584	
Debtors	1,062,672	
Cash at Bank	242,092	
	<u>1,327,348</u>	
<i>Current Liabilities</i>		
Creditors	<u>595,024</u>	
Net Current Assets		732,324
<i>Long term liabilities</i>		
Loans	14,100	
Pensions liability	<u>0</u>	
		14,100
Net Assets		<u><u>7,902,521</u></u>
Capital and Reserves:		
Capital funds		7,539,406
Revenue funds		363,115
Pension liability		<u>0</u>
		<u><u>7,902,521</u></u>

3 Months to June 2025

Movement on Selected Funds



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Fund Name	Opening Balance	Income	Expenditure	Closing 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		(1,274)	1,698
Remembering Together	11,517			11,517
Film Hub Scotland	-			-
VACMA	-			-
Total	231,025	-	-	8,955
				222,070

4.2 Operational Issues

August 2025

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	Reestablished for a September meeting. Membership is ops, marketing, admin, education and learning, chaired by the CEO.
Commercial	Not met due to the restructure.
Staff Forum	The staff forum reps requested for the scheduled meeting in August to be postponed to allow them to speak to the staff team in person at the September staff training day regarding staff perks.

4.3 Performance Monitoring August 2025

INTRODUCTION

This report details the following

- Key Performance Indicators
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KEY PERFORMANCE INDICATORS

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Delivered	307	347	307	961	18,472	20,810	34,965	74,247	87	123	105	315	733	874	869	2,476
Quarterly Target 23/24				977				52,171				449				3,451
% of Target Delivered				98%				142%				70%				72%
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Improved quality of life through greater access to creative and social experiences	241	265	231	737	12,310	15,924	24,768	53,002	2	3	4	9	112	150	84	346
Improved opportunities through personal and professional transferrable skills	21	27	22	70	1,638	2,308	3,943	7,889	41	106	71	218	244	526	366	1,136
Improved confidence to contribute positively through opportunities for self-expression and community involvement	15	5	8	28	999	168	685	1,852	63	112	79	254	408	624	502	1,534
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	35	41	41	117	2,772	2,438	9,822	15,032	1	0	0	1	30	0	6	36
Improved mental and physical health through more active involvement in creative and social experiences	186	210	178	574	8,107	6,684	8,602	23,393	19	8	9	36	139	60	63	262
Improved community resilience through a more diverse creative economy	116	146	130	392	10,973	14,098	21,290	46,361	27	9	25	61	341	234	381	956

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

August 2025

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
N/A			

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.	Application being submitted to CS for interim funding at end of August.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Meetings underway, verbal update at the meeting.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Changing Places tender has been accepted, awaiting start date based on lead time for equipment.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Works are ongoing and are progressing well. The new graduate staff member joined on 3 rd August to begin work on the future business plan.
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Full review of COSHH documentation has been undertaken ensuring all

		substances covered.
VACMA	Small grants for Visual Arts and Craft Makers	Next round of VACMA funding opens at the end of August
Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	Meeting on 24 August to onboard SADA to the wider Lerwick travel project
New Website	New more user friendly website	New website copy has been commissioned
Rebranding	Updated brand for the organisation.	Uniform proposals being discussed
Shetland Noir 2026	An international crime writing festival hosted by Ann Cleeves and Marsali Taylor	Festival Launched on Thursday 12 June. 159 noir cards sold (80%) by 19 August. All headliners now announced.
Fundraising Strategy	To develop and implement a fundraising strategy.	Update at September information session
Yesplan Review	To review the use of Yesplan and implement changes to make it more useful/relevant for users.	Initial planning for the project is underway.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium Term	Adoption of integrated AI strategy	To maximise the efficiencies and cost savings that AI can deliver. Training being undertaken and an implementation plan will be developed.
Medium Term	Reopening of Bonhoga	Launch of refreshed facility, steering group being established

5.1 Policies

August 2025

INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Expenses	1	Updates to the value claimable for some items due to inflation.
Alcohol & Drugs	2	No change
Home & Hybrid Working	3	No change

POLICY REGISTER

Policy Name	Date for Review	Notes
Home & Hybrid Working	01/07/2024	Included as Appendix 3
Expenses	30/06/2025	Included as Appendix 1
Alcohol and Drugs	30/06/2025	Included as Appendix 2
Data Protection	02/11/2025	
Procurement Policy	03/11/2025	
Statutory Right to Time Off	16/12/2025	
Absence Management	16/12/2025	
Equality, Diversity and Diversity	19/12/2025	
Children, Young and Vulnerable Adults	27/02/2026	Update to the policy being worked on following changes in regulations.
Conflicts of Interest	25/04/2026	
Time off for Dependents	27/04/2026	

Health, Safety and Welfare	26/06/2026	
Pay and Pension	26/06/2026	
Relocation	28/06/2026	
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	
Disciplinary	29/08/2027	
Flexible Working	29/08/2027	
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	
Communications	31/10/2028	
Breastfeeding	31/10/2028	
Volunteering	29/08/2029	
Portable IT	In development	
Lone Working	In development	
Children in the Workplace	In development	
Fire	In development	

Appendix 1 – Expenses

Introduction

This policy deals with claims for reimbursement of expenses, including travel, accommodation, and hospitality.

This policy applies to all Employees. It does not apply to agency workers, consultants, or self-employed contractors.

This policy does not form part of any Employee's contract of employment and Shetland Arts may amend it at any time.

The Policy in Operation

Shetland Arts will reimburse expenses properly incurred in accordance with this policy. Any attempt to claim expenses fraudulently or in breach of this policy may result in disciplinary action.

Expenses will only be reimbursed if they are:

- submitted to through the Breathe HR system;
- submitted within 3 months of being incurred;
- supported by relevant documents (for example, VAT receipts, tickets, and credit or debit card slips); and
- authorised by the employee's line manager.

Claims for authorised expenses submitted in accordance with this policy will be paid directly into the Employee's bank/building society account via payroll.

Any questions about the reimbursement of expenses should be put to the Employee's line manager before they incur the relevant costs.

Travel Expenses

Shetland Arts will reimburse the reasonable cost of necessary travel in connection with its business. The most economic means of travel should be chosen if practicable and the Employee should use existing Travelcards wherever possible. The following are not treated as travel in connection with Shetland Arts' business:

- travel between the Employee's home and usual place of work;
- travel which is mainly for the Employee's own purposes; and
- travel which, while undertaken on Shetland Arts' behalf, is similar or equivalent to travel between the Employee's home and usual place of work.

Trains

Shetland Arts will reimburse the cost of standard class travel on submission of a receipt with an expenses claim form.

Taxis

Shetland Arts does not expect an Employee to take a taxi when there is public transport available, unless it is cost effective due to a significant saving of journey time or the number of staff travelling together. A receipt should be obtained for submission with an expenses claim form.

Car

Where it is cost effective for an Employee to use their own car for business travel, and they have been authorised to do so, an Employee can claim a mileage allowance on proof of mileage. Details of the current mileage rates can be obtained from the Support Section. The Employee can also claim for any necessary parking costs which must be supported by a receipt or the display ticket.

Shetland Arts will not reimburse penalty fares or fines for parking or driving offences, other than at its discretion in exceptional circumstances.

Air travel

If the Employee is required to travel by plane in the course of their duties they should discuss travel arrangements with their line manager in advance and should be booked directly by Shetland Arts. Flights will only be booked for an employee where they have a valid Shetland Arts Air Discount Scheme Card. Ideally flights should be booked at least one month in advance. To apply for a Shetland Arts Air Discount Scheme Card please contact a member of Support Team.

Shetland Arts will not reimburse penalty fares for missing flights if the employee is at fault.

Ferries

Inter Island Ferries

If the employee is required to travel using the Shetland Islands Council Inter Islands Ferries they must use one of the Shetland Arts ferry cards to pay for this. These can be signed out from a member of the Support Team

Shetland Arts will not reimburse fares paid in cash due to the higher cost associated with this. This is at the discretion of the Chief Executive.

Other Ferries

If the employee is required to use other ferry services due to travelling with a vehicle this should be authorised by the Chief Executive in advance. This should then be booked by the Support Section.

Accommodation on any overnight ferry will be booked in the cheapest single occupancy room option.

Accommodation and other Overnight Expenses

If an Employee is required to stay away overnight in the course of their duties they should discuss accommodation arrangements with the Support Section in advance. Accommodation will usually be subject to an upper limit per night of £140 (London, Edinburgh and Inverness) or £90 (outside the listed cities).

All accommodation should be booked using the Shetland Arts Premier Inn business account where possible. Other hotels should only be used where reasonable and should be approved by the Director of Operations advance.

Shetland Arts will reimburse reasonable out-of-pocket expenses for overnight stays provided they are supported by receipts as follows:

- breakfast up to a maximum of £12 a day;
- evening meal including non-alcoholic drinks up to £25 a day, and;
- up to £10 for each night spent away from home for incidental expenses eg WIFI access for work use.

Entertaining Customers, Suppliers or Artists

Employees may entertain customers, suppliers or artists only where a proposal and an appropriate budget has been agreed in advance with the Chief Executive. Receipts must be submitted in full with an expenses claim.

Appendix 2 – Alcohol & Drugs Policy

Introduction

This policy deals with difficulties at work caused as a result of an Employee's misuse or dependency upon alcohol or drugs. This policy aims to make clear Shetland Arts' disciplinary rules on these matters and to encourage those with a drugs or alcohol problem to seek help.

The abuse of alcohol or drugs may lead to or contribute to a number of problems at work including:

- an increased risk of accidents;
- poor timekeeping;
- poor absence record; and
- sub-standard quality/quantity of work

The Policy in Operation

This policy applies to all Employees.

The consumption or possession of drugs or alcohol at work, or reporting for duty under the influence of drugs or alcohol, are regarded by Shetland Arts as potential disciplinary offences. Employees suspected of these offences may be subject to suspension with pay while a proper investigation is carried out. Formal disciplinary action may be taken and, in serious cases, Employees may be dismissed without notice and reported to the police.

In some cases, Shetland Arts may refrain from commencing disciplinary proceedings against Employees who have a dependency on drugs or alcohol in order to allow them to seek medical help or counselling.

Procedures

Referrals

Shetland Arts recognises that dependency on alcohol or drugs should be treated sympathetically and fairly. Accordingly, Shetland Arts will encourage individuals with such problems to seek early, voluntary help and assistance, where such problems have been drawn to the attention of Shetland Arts.

As detailed above, Shetland Arts may hold off taking disciplinary proceedings against Employees who have a dependency on drugs or alcohol to allow them to seek medical help or counselling. Where medical help or counselling is obtained as an alternative to disciplinary proceedings, failure to make satisfactory progress in addressing the problem may result in the reinstatement of disciplinary proceedings.

Rules Relating to Alcohol

Notwithstanding the above, all Employees are expected to comply with the following rules, breach of which will be considered as gross misconduct by Shetland Arts and may result in summary dismissal.

- No alcohol is permitted to be drunk during working hours, including breaks.
- No alcohol is to be brought onto Shetland Arts' premises.

- Employees must not attend work whilst under the influence of alcohol. Any Employees who, in Shetland Arts' opinion are unfit to work due to alcohol will be sent home.
- Where alcohol is provided at a work party or function, Employees are expected to drink sensibly. Alcohol will not be viewed as a mitigating factor in any misconduct.
- Where Employee's are at an event and are representing Shetland Arts at that event they should ideally refrain from drinking alcohol. However, if this is not possible, they should have no more than one alcoholic drink.
- Staff members who are in charge of buildings or are supervising other staff members, or are tasked with locking up buildings should be aware of their responsibilities from a health and safety perspective and should not, under any circumstances, drink alcohol.
- Failure to follow these rules may lead to disciplinary action, up to and including dismissal.

Drugs Misuse

The misuse of drugs includes the use of any illegal drugs and the misuse of any prescribed drugs or other substances such as glue or other solvents.

It is a criminal offence to use, possess or deal in any controlled substances and any Employee caught on Shetland Arts' premises or during working hours involved in these activities may be summarily dismissed for gross misconduct. Similarly, any Employee attending work whilst under the influence of drugs may be dismissed for gross misconduct.

Additional Information

Employees with any questions about Shetland Arts' Alcohol and Drugs Policy should contact their line manager in the first instance.

Further assistance is available from local agencies for Employees who feel they have a problem with drugs or alcohol. Employees are encouraged to make contact with these agencies. Requests for time off to attend meetings with these organisations will be treated sympathetically by management although please note that, unless the Employee intends to use annual leave to cover such appointments, any time off will be without pay.

Appendix 3 – Home & Hybrid Working Policy

Introduction

Shetland Arts recognises the importance of helping our employees to balance their work and home lives by offering flexible working arrangements. Home or Hybrid working may be appropriate in certain circumstances either occasionally (to respond to specific circumstances or to complete particular tasks) and in some cases on a regular (full or part-time basis). In addition, occasional or temporary homeworking can, in certain circumstances, be a means of supporting employee's with caring responsibilities or accommodating a disability and permanent requests for change should be made under the Flexible Working Procedure.

The aims of this policy are to increase the rate of retention, reduce absence, attract new talent, promote work-life balance and reduce stress and travel costs. In supporting our employees with providing flexible working this will also improve Shetland Art's efficiency, productivity and competitiveness. There are two types of homeworking to consider:

Home: working from home on a permanent, temporary or occasional basis.

Hybrid: working an agreed combination from your home and Shetland Arts premises on a permanent, temporary or occasional basis.

This policy sets out how Shetland Arts will deal with requests for homeworker or hybrid working, and the conditions on which homeworker or hybrid working will be allowed or in some circumstances required. If you are allowed or required to work from home at any time you must comply with this policy.

This policy does not form part of any employee's contract of employment and Shetland Arts may amend it at any time.

Temporary, occasional home or hybrid working arrangements

There are a number of circumstances in which the ability to work from home on an occasional or temporary basis may be of benefit to you and Shetland Arts and you should set out clearly the reasons for making a request such as:

- when a child, elderly relative or dependent becomes unwell or arrangements for their care breaks down at short notice. It should be noted that per our Time-Off for Dependents Policy there is no expectation to work.
- when, despite being fit to work, travelling to the office is difficult (for example, due to recovery from an injury such as a broken leg).
- when public transport has been disrupted (for example by the weather or by a strike, that affects your travel arrangements).
- when a quiet, uninterrupted work environment will assist in dealing with a backlog of administrative tasks or in writing reports to a deadline,
- during any period when you are unable to work from the office such as during severe weather or global pandemic etc.

In the above circumstances working at home can be authorised, at the discretion of your line manager where, in their opinion:

- you have work that can be undertaken at home;
- you have the required equipment to work from home; and

- working at home is cost-effective and any increase in work that may be passed to your colleagues as a result is kept to a minimum.

Your line manager will liaise with the Support department to confirm arrangements.

In the event that you are suffering from a mild illness but are well enough to work we may allow you to work from home during your illness e.g. if you are suffering from mild symptoms associated with a contagious disease. This is in order to protect the health and safety of your colleagues and to prevent the spread of infections within the workplace. However, we reserve the right to require you to attend the office on another day when you might otherwise work from home.

If you are unwell, per our absence policy, there is no expectation on you to work.

In addition, if circumstances affect our ability to allow you to come into the workplace because of, for example, Government restrictions and/or H&S requirements, we may require you to work from home.

Permanent home or hybrid working arrangements

If appropriate, you can make a flexible working request under our Flexible Working Policy for a permanent change to homeworking or hybrid working, which will be considered on its merits. However, not all roles or jobs are suitable for homeworking.

You may want to vary your working arrangements so that you may work from home permanently or for a fixed period, or you may wish to work from home for all (home) or part of your working week (hybrid). Any request to work from home must meet the needs of the business as well as your needs.

A permanent request for homeworking or hybrid working is unlikely to be approved, if:

- you need to be present in the office to perform your job (for example, because it involves a high degree of personal interaction with colleagues or third parties or involves equipment that is only available in the office).
- your most recent appraisal identifies any aspect of your performance as unsatisfactory.
- your line manager has advised you that your current standard of work or work production is unsatisfactory.
- you have an unexpired warning, whether relating to conduct or performance.
- you need supervision to deliver an acceptable quality and/or quantity of work.

If you wish to apply to work from home you will need to be able to show that you can:

- a. work independently, motivate yourself and use your own initiative
- b. manage your workload effectively and complete work to set deadlines
- c. identify and resolve any new pressures created by working at home and
- d. adapt to new working practices including maintaining contact with your line manager and colleagues at work.

To be considered for permanent homeworking or hybrid working you must submit a written request under the Flexible Working Procedure to your line Manager. Your application must state:

- the reasons for your request.
- why you consider your job to be suitable for homeworking and how you meet the criteria for homeworking as set out above.

- you should state the date from which you wish the arrangements to start and, if you wish to work from home for a fixed period, the date on which you want the arrangements to finish. You should try to give as much notice as possible and, in any event, make your application at least eight weeks before your proposed start date so that your request can be considered.
- whether you wish to work from home for all (home) or part of your working week (hybrid) and, if only part, which days you propose to work from home.
- how you would organise your work from home including how you would ensure the security of confidential documents and information, where appropriate.
- the extent to which you could be available to come into the workplace on days you are proposing to work from home if needed, for example to cover if colleagues are off sick, to cope with high or unexpected levels of work or to attend meetings or training days.
- if different from your current hours of work, the hours of work that you propose will apply when you are working at home.
- how you envisage maintaining contact with your line manager, and how your work will be set and progress monitored.

It may assist your application for homeworking if you first discuss your proposal with your line manager informally. This may identify potential problems with your application, such as a need to be in the workplace on occasions you had not considered, which your application can then address.

In considering your application your line manager may invite you to a meeting to discuss your proposals in line with the Flexible Working Procedure. If your request is refused Shetland Arts will give you written reasons explaining why and you will then have the opportunity to appeal the decision under the Flexible Working Policy. Shetland Arts may also ask for you to agree to a home visit by the Health and Safety Officer in order to carry out a H&S Risk Assessment, install or service Shetland Arts equipment, or to reclaim Shetland Arts equipment on termination of your homeworking arrangement.

If your application for homeworker or hybrid working is accepted the agreed arrangements will be recorded in writing and may be subject to a trial period. On the completion of the trial period your line manager will meet with you to review the arrangements and if appropriate reasonable amendments or agree the arrangement can continue indefinitely without change.

Conditions and Rules relating to Homeworker and hybrid working

Any terms on which it is agreed that you may work from home either on a temporary or permanent basis will include the following:

- You are required to work your contractual hours when working from home in the same way you would if working from Shetland Arts premises. You are also responsible for ensuring that you take your rest breaks as detailed in your Contract.
- You are required to have a quiet working environment free from distractions to allow you to fully concentrate on your work during working hours.
- We reserve the right to terminate the homeworking arrangements, for example if your role changes such that homeworker or hybrid working is no longer suitable, subject to giving you reasonable notice.
- You will be subject to the same performance measures, processes and objectives that would apply if you worked on Shetland Arts premises.
- If you receive an unsatisfactory rating in your appraisal or are subject to a written warning for any reason your homeworking arrangements may be terminated immediately and you will be expected to return to work on Shetland Arts premises.

- Your line manager will remain responsible for supervising you, they will regularly review your homeworker or hybrid working arrangements and take steps to address any perceived problems. They will also ensure that you are kept up to date with circulars and information relevant to your work.
- You agree to attend the office or other reasonable location for meetings, training courses or other events which you are expected to attend. You understand that when you do attend the office, you may have to hot desk or share a desk with someone else.
- Working from home may affect your home and contents insurance policy, mortgage, lease or rental agreement. It is your responsibility to make any necessary arrangements with your personal insurers, bank, mortgage provider or landlord before commencing homeworking.

Equipment

If you are permanently based at home for all or part of the working week Shetland Arts will provide any equipment that it considers you reasonably require to have, to work from home, which will remain the property of Shetland Arts. Shetland Arts will make all necessary arrangements for and bear the cost of installing, maintaining and removing the equipment from your home. Where equipment is provided you must:

- use it only for the purposes for which it has been provided;
- take reasonable care of the equipment and use it only in accordance with any operating instructions and our policies and procedures; and
- make it available for collection by Shetland Arts or on its behalf when requested to do so.

If you are temporarily based at home or occasionally work from home Shetland Arts may not provide equipment to enable you to work from home. Any personal equipment that you are authorised to use for work purposes must comply with the Data Protection Policy and other terms as agreed with your Manager. You will remain responsible for your own equipment. Shetland Arts will not be liable for any loss, damage, repair or replacement of any personal equipment.

Shetland Arts are not responsible for the associated costs of you working from home including the costs of heating, lighting, broadband, electricity or phone calls. However you should check and make your own personal claim to HMRC, if you are entitled to a deduction against your taxable income, for certain household expenses and/or travel costs.

Data Security and Confidentiality

All equipment and information must be held securely. You should take all necessary steps to ensure that private and confidential material is kept secure at all times. Your line manager must be satisfied that all reasonable precautions are being taken to maintain confidentiality of materials and personal data in accordance with the Data Protection Policy at all times.

You may only use equipment which has been provided by or authorised by Shetland Arts. You agree to comply with the instructions given relating to software security and to implement all updates to equipment as soon as you are requested to do so.

If you discover or suspect that there has been an incident involving the security of information relating to Shetland Arts, clients, customers or anyone working with or for Shetland Arts, you must report it immediately to your Manager.

Health and Safety

When working at home you must comply with the same health and safety duties as other employees working on Shetland Arts premises. You must take reasonable care of your own health and safety and that of anyone else in your home who might be affected by your actions and omissions. You must attend and/or complete the relevant health and safety training/courses and undertake to use all equipment safely.

Shetland Arts retains the right to conduct risk assessments and to check your home work areas for health and safety purposes. The need for such inspections will depend on the circumstances including the nature of the work undertaken.

You must not have meetings in your home with clients or customers and you must not give clients your home address or personal phone number.

You must ensure that your working patterns and levels of work both over time and during shorter periods are not detrimental to your health and wellbeing.

You must use your knowledge, experience and training to identify and report any health and safety concerns to your line manager immediately.

Request to return to work in the office

If you want to terminate your homeworker or hybrid working arrangement, you must notify your manager in the first instance. Shetland Arts will only be able to accommodate your request if there is sufficient office space and equipment for you to return to .

Change in circumstances

You must inform Shetland Arts of any significant domestic changes that may impact on your ability to work from home such as a change of address so that your hybrid working arrangements can be reassessed.

If Shetland Arts considers homeworking is no longer suitable due to your ability to perform or subject to a change in business needs this may result in Shetland Arts bringing your homeworking or hybrid working arrangements to an end.

5.3 Strategic Risks

August 2025



INTRODUCTION

This report reviews Strategic Risk 2 Lack of Governance.

DETAIL

No change has been made to this risk.

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)	
2	Lack of Governance With little or no systems in place to identify & monitor compliance	2	4	8	2.1	Regular meetings with key reports	Board Agenda, Minutes of Meetings	1	2	2	Frequency has reduced because of 2.1 Severity has reduced because of 2.2 & 2.3
					2.2	Work through Scottish Governance Code	Task lists generated				
					2.3	Achievement of Good Governance Award	Kitemark Achieved				

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 Appointment of Auditor August 2025



INTRODUCTION

This report asks the Trustees to approve the following:

- The appointment of Scholes Chartered Accountants as the external auditors for the organisation.

DETAIL

The Lerwick office of RSM UK is being transferred to Scholes Chartered Accountants from 5th September 2025. This includes all the staff who undertake the external audit for Shetland Arts. As a client of the Lerwick office, the audit of Shetland Arts will also transfer to Scholes from 5th September 2025 should the Trustees be happy to transfer the external audit to Scholes.

There were currently not plans to tender the external audit as the staff and Trustees have been happy with the service from RSM and when the market was last tested there were only two interested parties. It is not felt that the market has changed since then.

The Trustees are requested to approve the appointment Scholes Chartered Accounts as auditor for an initial one-year appointment.

6.1 Updates from Stakeholders August 2025



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Review of CS underway, CEO attended consultation meeting.
Shetland Charitable Trust	Chairs meeting being set up for September
Highlands and Islands Enterprise	No Update
Shetlands Islands Council	No Update

7.1 Key Upcoming Events

August 2025



EVENT DETAILS		
Date	Title	Venue
29 – 30 August	Blazin' Fiddles	Carnegie Hall / Mareel
5 – 7 September	Salt	Mareel
6 – 7 September	Homemade	Mareel
13 – 14 September	Ideas Jukebox	Mareel
13 – 14 September	Maya and the Whale	Mareel
21 September	Rachel Sermanni	Mareel
26 – 27 September	Spælimenninir	Carnegie Hall / Cullivoe Hall
27 September	The Rugged Island: A Shetland Lyric (1933)	Mareel
1 / 8 November	Shetland Story Slam Workshop	Mareel