

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 30 October 2025 at 5.30pm
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 28 August 2025		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 AGM	Attached Attached Attached	KLL GH GH	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 18 th December 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



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Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 28 August 2025, held following the AGM held at 5.30 p.m. in Mareel

Present:

Jamie Manson (JM), Chair, Shetland Arts
Malcolm Innes (MI), Shetland Arts
Hannah Hough (HH), Shetland Arts
Charlotte Jones (CJ), Shetland Arts
Michele Kerry (MK), Shetland Arts (online)
Kristofer Wilson (KW), Shetland Arts

In Attendance:

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

Apologies:

Kerry Larbalestier, Shetland Arts
Jacky Williamson, Shetland Arts

Item	Topic	Action
1	Welcome and Apologies JM welcomed everyone to the meeting and advised that recently appointed trustee Shona Miller had resigned.	
2	Declarations of Interest None	
3	Minutes of Meeting held on 26 June 2025 Referring to the second paragraph under Item 1, KLL apologised for an oversight and advised that this needed to be amended to reflect the statement at Item 5.3. Subject to that amendment, the minutes were approved on the motion of HH, seconded by CJ. <u>Matters Arising:</u> None	KLL
4.1	Management Accounts to June 2025 Noted	
4.2	Operational Issues <u>Access & Inclusion</u> – This working group had been on hold due to restructuring, but it had now been re-established with membership from operations, marketing, admin, education and learning.	

	<p><u>Staff Forum</u> – Reps had requested a postponement of their next meeting to allow them to speak to staff in person during a training day as they found they had more response through this route. The meeting schedule may be altered to facilitate this in future.</p>	
4.3	<p>Performance Monitoring HH noted that attendances was significantly higher than anticipated. This was as a result of strong cinema attendance but it was noted that with good summer weather, this may not be maintained at the same level.</p>	
4.4	<p>Major Projects <u>Culture Collective</u> – Application made for Interim funding to end of March.</p> <p><u>Yesplan Review</u> – Responding to a query from CJ, KLL advised that the organisation had been using this software since Covid but different people used it in different ways. The review should streamline processes and maximise benefits from the software.</p> <p><u>Travel Know How Scotland</u> – This project was being led by Shetland Islands Council and had 9 partners. Staff would complete commuting information and GH hoped this would highlight inadequacies in public transport options for those working in the night-time economy. There was also the potential to partner with other rural areas.</p>	
5.1	<p>Policies <u>Expenses</u> – Overnight rates had been increased for Edinburgh and Inverness in line with those for London as it was being found that Premier Inn style accommodation was not available in those cities at the current rate.</p> <p>The policy was unanimously approved.</p> <p><u>Alcohol & Drugs</u> – Following some discussion on referrals/staff on referrals and information within the Additional Information section, it was agreed that KLL would rework the wording and bring the policy back to the next meeting.</p> <p><u>Home & Hybrid Working</u> – approved.</p>	KLL
5.2	<p>Strategic Risks – Lack of Governance KW had some queries on how holding regular Board meetings reduced the frequency and severity of the risk.</p> <p>It was agreed that as there were a number of new trustees that Strategic Risks should be discussed informally at the next information session.</p>	

5.3	Appointment of Auditor It was noted that the Lerwick office of RSM UK was being transferred to Scholes Chartered Accounts, including all the staff who undertake the external audit for Shetland Arts. KLL advised that when the organisation had gone out to tender in the past for the provision of this service, there had been no interest from other companies. She would be putting audit services out to tender for a partner organisation in the next few months and that would give an indication of what interest there might be for the future. In the meantime, it was agreed to appoint Scholes Chartered Accounts as auditor for an initial one year period on the motion of KW, seconded by CJ.	
6.1	Update from Stakeholders Noted	
7.1	Key Upcoming Events Noted	
8	Any Other Business None	
9	Date of Next Board Meeting 5.30 p.m. Thursday 30 October 2025	

4.1 Management Accounts

5 Months to August 2025

Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	117,427	130,690	(13,263)
Education and training income	50,476	51,948	(1,472)
Retail income	16,499	19,170	(2,671)
Food and beverage income	250,870	232,262	18,608
Foyer income	44,128	46,359	(2,231)
Box office commission income	17,695	18,943	(1,248)
Hire of rooms and equipment income	52,003	42,852	9,151
Screen advertising income	1,527	2,538	(1,011)
Gift Vouchers	- 531	- 403	(128)
Sponsorship income	-	-	-
Donations received	595	547	48
Grant Funding - Capital	-	-	-
Grant Funding - SIC	-	303	(303)
Grant Funding - SCT	437,500	437,500	-
Grant Funding - Creative Scotland	149,544	149,982	(438)
Other Grants - Trusts and foundations	-	4,833	(4,833)
Operating lease income - SIC	55,190	55,190	-
Other income & Interest received	49,267	46,156	3,111
Memberships received	2,808	4,671	(1,863)
	<u>1,244,998</u>	<u>1,243,541</u>	<u>1,457</u>
<u>Purchases</u>			
Food and beverage purchases	116,565	118,092	1,527
Foyer purchases	26,931	28,803	1,872
Retail purchases	13,971	16,402	2,431
Direct costs	40	40	-
	<u>157,507</u>	<u>163,337</u>	<u>5,830</u>

Direct Costs

Gross wages and salaries - regular	414,890	424,466	9,576
Gross wages - casual	51,998	59,372	7,374
Employers NI	45,868	46,705	837
Employers pension	149,451	151,098	1,647
Recruitment expenses	1,893	4,719	2,826
Employee/Trustee expenses	-	167	167
Training and protective clothing	4,956	7,441	2,485
Programme costs - project	74,911	93,034	18,123
Marketing costs - project	8,351	8,998	647
Licences - PRS etc	30,100	30,589	489
Film transport	-	333	333
Hire of equipment	279	233	(46)
	<u>782,697</u>	<u>827,155</u>	<u>44,458</u>

Overheads

Travel and subsistence and Entertainment	9,336	11,664	2,328
Rent, Rates and Insurance	42,826	42,852	26
Heat and Light	55,147	54,394	(753)
Operating leases - Rent and Equipment	64,664	62,829	(1,835)
Repairs and maintenance and cleaning	56,984	51,266	(5,718)
Print, postage and stationary	1,248	1,653	405
Telephone and broadband	4,061	3,706	(355)
Computer costs	8,010	8,648	638
Marketing costs - strategic	-	46	46
Website costs	399	857	458
Subscriptions	1,549	1,450	(99)
Consumables	175	2,058	1,883
Sundry	4	-	4
Legal and professional fees	18,114	13,497	(4,617)
Till differences	141	63	(78)
Bank charges	11,838	11,360	(478)
Loan interest	275	1,165	890
	<u>274,771</u>	<u>267,508</u>	<u>(7,263)</u>

SURPLUS/DEFICIT

30,023	(14,459)	44,482
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5 Months to August 2025

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		7,314,174
<i>Current Assets</i>		
Stock	22,667	
Debtors	683,496	
Cash at Bank	343,304	
	<u>1,049,467</u>	
<i>Current Liabilities</i>		
Creditors	<u>434,381</u>	
Net Current Assets		615,086
<i>Long term liabilities</i>		
Loans	11,481	
Pensions liability	<u>0</u>	
		11,481
Net Assets		<u><u>7,917,779</u></u>
Capital and Reserves:		
Capital funds		7,539,406
Revenue funds		378,373
Pension liability		<u>0</u>
		<u><u>7,917,779</u></u>

5 Months to August 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		(2,972)	-
Remembering Together	11,517			11,517
Film Hub Scotland	-			-
VACMA	-			-
Total	231,025	-	-	10,653
				220,372

4.2 Operational Issues

October 2025

INTRODUCTION

This report details the following

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

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Front line staffing challenges have returned with the end of the summer break.	CEO, DoO, OM	Decision made to close the café for the majority of November. It will be open for events. Recruitment ongoing and looking positive.

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	A meeting was held on 2nd October. Key issues <ul style="list-style-type: none">• Safe space requirements• Informal messaging groups connected to education and learning• Risk assessments for students with specific needs
Commercial	Not met due to the restructure.
Staff Forum	A meeting was held on 9 th October 2025 and Kerry Larbalestier attended as the Trustee rep. The staff reps fed back on the staff perks discussion they had at the staff training day. The Leadership

	<p>Team will take these away for consideration and feedback within 6 weeks.</p> <p>It was also agreed to amend the timing of the staff rep meetings. They are currently set to fit the board cycle however the reps would prefer if they fit the staff training day cycle. This change was agreed with the understanding it may mean things take longer due to timing.</p>
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4.3 Performance Monitoring October 2025

INTRODUCTION

This report details the following

- Key Performance Indicators
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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	961	327	310		637	74,247	17,146	19,142		36,288	315	29	22		51	2,476	380	425		805
Quarterly Target 23/24	977				977	52,171				52,500	449				449	3,451				3,451
% of Target Delivered	98%				65%	142%				69%	70%				11%	72%				23%
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	737	274	249		523	53,002	13,140	13,860		27,000	9	3	3		6	346	94	107		201
Improved opportunities through personal and professional transferrable skills	70	21	27		48	7,889	1,596	2,347		3,943	218	2	11		13	1,136	6	126		132
Improved confidence to contribute positively through opportunities for self-expression and community involvement	28	26	32		58	1,852	1,837	2,600		4,437	254	21	16		37	1,534	155	210		365
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	117	26	10		36	15,032	1,654	154		1,808	1	1	4		5	36	12	66		78
Improved mental and physical health through more active involvement in creative and social experiences	574	173	173		346	23,393	5,731	5,538		11,269	36	9	8		17	262	76	68		144
Improved community resilience through a more diverse creative economy	392	133	125		258	46,361	10,104	13,320		23,424	61	16	2		18	956	250	153		403

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 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 was submitted to CS for interim funding at end of August. Still awaiting outcome.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Presenting to the project board on 14 November on the joint islands strands.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Replacement of Clarks Doors has been completed and the pre contract meeting to discuss Changing Places Toilet timings has taken place.
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 contractor is estimating early practical completion.

Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Ongoing.
VACMA	Small grants for Visual Arts and Craft Makers	This round closes on 21 October – update at the meeting.
Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	Travel survey now closed 47% of staff undertook survey. Process has been of questionable value.
New Website	New more user friendly website	Website launched has been delayed till January
Rebranding	Updated brand for the organisation.	Rebrand launch has been delayed till January.
Shetland Noir 2026	An international crime writing festival hosted by Ann Cleeves and Marsali Taylor	Work ongoing to finalise the panels for the festival.
Fundraising Strategy	To develop and implement a fundraising strategy.	Work underway to complete paper for December board meeting.
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. Start delayed due to tweaks being made to Click Up.

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
Data Protections	1	No change
Alcohol & Drugs	2	Amended to include reference to Shetland Alcohol & Drugs partnership
Procurement	3	No change

POLICY REGISTER

Policy Name	Date for Review	Notes
Data Protection	02/11/2025	
Procurement	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	
Expenses	28/08/2027	
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	
Home & Hybrid Working	28/08/2028	
Alcohol and Drugs	28/08/2028	
Communications	31/10/2028	
Breastfeeding	31/10/2028	
Volunteering	29/08/2029	
Lone Working	In development	
Children in the Workplace	In development	Out for consultation with the staff team
Sexual Harassment Prevention	In development	Out for consultation with the staff team
AI	In development	Out for consultation with the staff team
Fire	In development	

Appendix 1 – Data Protection Policy

Introduction

This document sets out Shetland Arts' policy on the protection of information relating to staff members, workers, contractors, volunteers and interns (referred to as staff members). Protecting the confidentiality and integrity of personal data is a critical responsibility that Shetland Arts takes seriously at all times. Shetland Arts will ensure that data is always processed in accordance with the provisions of relevant data protection legislation, including the General Data Protection Regulation (GDPR).

Key Definitions

- **Data processing** is any activity that involves the use of personal data. It includes obtaining, recording or holding the data, or carrying out any operation or set of operations on the data including organising, amending, retrieving, using, disclosing, erasing or destroying it. Processing also includes transmitting or transferring personal data to third parties.
- **Personal data** is any information identifying a data subject (a living person to whom the data relates). It includes information relating to a data subject that can be identified (directly or indirectly) from that data alone or in combination with other identifiers Shetland Arts possesses or can reasonably access. Personal data can be factual (for example, a name, email address, location or date of birth) or an opinion about that person's actions or behaviour.
- **Sensitive personal data** is a special category of information which relates to a data subject's racial or ethnic origin, political opinions, religious or similar beliefs, trade union membership, physical or mental health conditions, sexual life, sexual orientation, biometric or genetic data. It also includes personal data relating to criminal offences and convictions.

Privacy Notice

This policy, together with the information contained in the table of staff member data appended to the policy, constitutes a privacy notice setting out the information Shetland Arts holds about staff members, the purpose for which this data is held and the lawful basis on which it is held. Shetland Arts may process personal information without staff members' knowledge or consent, in compliance with this policy, where this is required or permitted by law.

If the purpose for processing any piece of data about staff members should change, Shetland Arts will update the table of staff member data with the new purpose and the lawful basis for processing the data and will notify staff members.

Fair Processing of Data

Fair processing principles

In processing staff members' data the following principles will be adhered to. Personal data will be:

- Used lawfully, fairly and in a transparent way;
- Collected only for valid purposes that are clearly explained and not used in any way that is incompatible with those purposes;
- Relevant to specific purposes and limited only to those purposes;
- Accurate and kept up to date;

- Kept only as long as necessary for the specified purposes; and
- Kept securely.

Lawful processing of personal data

Personal information will only be processed when there is a lawful basis for doing so. Most commonly, Shetland Arts will use personal information in the following circumstances:

- when it is needed to perform staff members' contracts of employment;
- when it is needed to comply with a legal obligation; or
- when it is necessary for Shetland Arts' legitimate interests (or those of a third party) and staff members' interests and fundamental rights do not override those interests.

Shetland Arts may also use personal information in the following situations, which are likely to be rare:

- when it is necessary to protect staff members' interests (or someone else's interests); or
- when it is necessary in the public interest [or for official purposes].

Lawful processing of sensitive personal data

Shetland Arts may process special categories of personal information in the following circumstances:

- In limited circumstances, with explicit written consent;
- in order to meet legal obligations;
- when it is needed in the public interest, such as for equal opportunities monitoring [or in relation to Shetland Arts' occupational pension scheme]; or
- when it is needed to assess working capacity on health grounds, subject to appropriate confidentiality safeguards.

Less commonly, Shetland Arts may process this type of information where it is needed in relation to legal claims or where it is needed to protect a staff member's interests (or someone else's interests) and the staff member is not capable of giving consent, or where a staff member has already made the information public. Shetland Arts may use particularly sensitive personal information in the following ways:

- information relating to leaves of absence, which may include sickness absence or family related leaves, may be used to comply with employment and other laws;
- information about staff members' physical or mental health, or disability status, may be used to ensure health and safety in the workplace and to assess fitness to work, to provide appropriate workplace adjustments, to monitor and manage sickness absence and to administer benefits;
- information about race or national or ethnic origin, religious, philosophical or moral beliefs, or sexual life or sexual orientation, may be used to ensure meaningful equal opportunity monitoring and reporting; and

- information about trade union membership may be used to pay trade union premiums, register the status of a protected staff member and to comply with employment law obligations.

Lawful processing of information about criminal convictions

Shetland Arts does not envisage that it will hold information about criminal convictions. If it becomes necessary to do so, Shetland Arts will only use this information where it has a legal basis for processing the information. This will usually be where such processing is necessary to carry out Shetland Arts' obligations. Less commonly, Shetland Arts may use information relating to criminal convictions where it is necessary in relation to legal claims, where it is necessary to protect a staff member's interests (or someone else's interests) and the staff member is not capable of giving consent, or where the staff member has already made the information public.

Shetland Arts will only collect information about criminal convictions if it is appropriate given the nature of the role and where it is legally able to do so. Where appropriate, Shetland Arts will collect information about criminal convictions as part of the recruitment process or may require staff members to disclose information about criminal convictions during the course of employment.

Consent to data processing

Shetland Arts does not require consent from staff members to process most types of staff member data. In addition, Shetland Arts will not usually need consent to use special categories of personal information in order to carry out legal obligations or exercise specific rights in the field of employment law. If a staff member fails to provide certain information when requested, Shetland Arts may not be able to perform the contract entered into with the staff member (such as paying the staff member or providing a benefit). Shetland Arts may also be prevented from complying with legal obligations (such as to ensure the health and safety of staff members).

In limited circumstances, for example, if a medical report is sought for the purposes of managing sickness absence, staff members may be asked for written consent to process sensitive data. In those circumstances, staff members will be provided with full details of the information that sought and the reason it is needed, so that staff members can carefully consider whether to consent. It is not a condition of staff members' contracts that staff members agree to any request for consent.

Where staff members have provided consent to the collection, processing and transfer of personal information for a specific purpose, they have the right to withdraw consent for that specific processing at any time. Once Shetland Arts has received notification of withdrawal of consent it will no longer process information for the purpose or purposes originally agreed to, unless it has another legitimate basis for doing so in law.

Automated decision making

Automated decision-making takes place when an electronic system uses personal information to make a decision without human intervention.

Shetland Arts does not envisage that any decisions will be taken about staff members using automated means, however staff members will be notified if this position changes.

Collection and Retention of Data

Collection of data

Shetland Arts will collect personal information about staff members through the application and recruitment process, either directly from candidates or sometimes from an employment agency or background check provider. Shetland Arts may sometimes collect additional information from third parties including former employers, credit reference agencies or other background check agencies.

The table of staff member data appended to this policy relates to information which is collected at the outset of employment. From time to time, Shetland Arts may collect additional personal information in the course of job-related activities throughout the period of employment. If Shetland Arts requires to obtain additional personal information, this policy will be updated or staff members will receive a separate privacy notice setting out the purpose and lawful basis for processing the data.

Retention of data

Shetland Arts will only retain staff members' personal information for as long as necessary to fulfil the purposes it was collected it for, including for the purposes of satisfying any legal, accounting, or reporting requirements. Details of retention periods for different aspects of personal information are set out in the table of staff member data appended to this policy.

When determining the appropriate retention period for personal data, Shetland Arts will consider the amount, nature, and sensitivity of the personal data, the potential risk of harm from unauthorised use or disclosure of personal data, the purposes for which the personal data is processed, whether Shetland Arts can achieve those purposes through other means, and the applicable legal requirements.

In some circumstances Shetland Arts may anonymise personal information so that it can no longer be associated with individual staff members, in which case Shetland Arts may use such information without further notice to staff members. After the data retention period has expired, Shetland Arts will securely destroy staff members' personal information.

Data Sharing and Security

Data security

Shetland Arts has put in place appropriate security measures to prevent personal information from being accidentally lost, used or accessed in an unauthorised way, altered or disclosed. Details of these measures are available upon request. Access to personal information is limited to those staff members, agents, contractors and other third parties who have a business need to know. They will only process personal information on Shetland Arts' instructions and are subject to a duty of confidentiality. Shetland Arts expects staff members handling personal data to take steps to safeguard personal data of staff members (or any other individual) in line with this policy.

Data sharing

Shetland Arts requires third parties to respect the security of staff member data and to treat it in accordance with the law. Shetland Arts may share personal information with third parties, for example in the context of the possible sale or restructuring of the business. Shetland Arts may also need to share personal information with a regulator or to otherwise comply with the law.

Shetland Arts may also share staff member data with third-party service providers where it is necessary to administer the working relationship with staff members or where Shetland Arts has a legitimate interest in doing so. The following activities are carried out by third-party service providers: pension administration, IT services and HR advice.

Staff Member Rights and Obligations

Accuracy of data

Shetland Arts will conduct regular reviews of the information held by it to ensure the relevancy of the information it holds. Staff members are under a duty to inform Shetland Arts of any changes to their current circumstances. Where a Staff member has concerns regarding the accuracy of personal data held by Shetland Arts, the Staff member should contact the Head of Organisational Support to request an amendment to the data.

Staff member rights

Under certain circumstances, staff members have the right to:

- Request access to personal information (commonly known as a “data subject access request”).
- Request erasure of personal information.
- Object to processing of personal information where Shetland Arts is relying on a legitimate interest (or those of a third party) to lawfully process it.
- Request the restriction of processing of personal information.
- Request the transfer of personal information to another party.

If a staff member wishes to make a request on any of the above grounds, they should contact the Chief Executive in writing. Please note that, depending on the nature of the request, Shetland Arts may have good grounds for refusing to comply. If that is the case, the staff member will be given an explanation by Shetland Arts.

Data subject access requests

Staff members will not normally have to pay a fee to access personal information (or to exercise any of the other rights). However, Shetland Arts may charge a reasonable fee if the request for access is clearly unfounded or excessive. Alternatively, Shetland Arts may refuse to comply with the request in such circumstances.

Shetland Arts may need to request specific information from the staff member to help confirm their identity and ensure the right to access the information (or to exercise any of the other rights). This is another appropriate security measure to ensure that personal information is not disclosed to any person who has no right to receive it.

Compliance with this Policy

Shetland Arts’ responsibility for compliance

The Chief Executive is tasked with overseeing compliance with this policy. If staff members have any questions about this policy or how Shetland Arts handles personal information, they should contact the Chief Executive. Staff members have the right to make a complaint at any time to the Information Commissioner's Office (ICO), the UK supervisory authority for data protection issues.

Data security breaches

Shetland Arts has put in place procedures to deal with any data security breach and will notify staff members and any applicable regulator of a suspected breach where legally required to do so. Details of these measures are available upon request.

In certain circumstances, Shetland Arts will be required to notify regulators of a data security breach within 72 hours of the breach. Therefore, if a staff member becomes aware of a data security breach it is imperative that they report it to the Chief Executive immediately.

Privacy by design

Shetland Arts will have regard to the principles of this policy and relevant legislation when designing or implementing new systems or processes (known as "privacy by design").

Staff members' responsibility for compliance

All staff members, particularly those tasked with regularly handling personal data of colleagues or third parties, have responsibility for ensuring that processing meets the standards set out in this policy. Staff members should observe, as a minimum, the following rules:

- Staff members must observe to the letter any instruction or guidelines issued by Shetland Arts in relation to data protection.
- Staff members should not disclose personal data about Shetland Arts, colleague or third parties unless that disclosure is fair and lawful, in line with this policy;
- Staff members must take confidentiality and security seriously, whether the staff member considers the information to be sensitive or not.
- Any personal data collected or recorded manually which is to be inputted to an electronic system should be inputted accurately and without delay.
- Staff members must not make any oral or written reference to personal data held by Shetland Arts about any individual except to staff members of Shetland Arts who need the information for their work or an authorised recipient.
- Great care should be taken to establish the identity of any person asking for personal information and to make sure that the person is entitled to receive the information.
- If a staff member is asked by an unauthorised individual to provide details of personal information held by Shetland Arts, the staff member should ask the individual to put their request in writing and send it to the Chief Executive. If the request is in writing the staff member should pass it immediately to their line manager.
- Staff members must not use personal information for any purpose other than their work for Shetland Arts.

- If a staff member is in doubt about any matter to do with data protection they must refer the matter to their line manager immediately.
- Passwords should not be disclosed and should be changed regularly;
- Staff member or third party personal data should not be left unsecured or unattended, e.g. on public transport;
- Unauthorised use of computer equipment issued by Shetland Arts is not permitted;
- Staff members must ensure that all confidential information, whether containing staff member or third party personal data or not, is secured when it is not in use or when the staff member is not at work;
- Staff members may use personal equipment to carry out work but must ensure that devices are password protected, locked when not in use and must not store any staff member or third party personal data locally on their device;
- As far as possible, staff member or third party personal data contained in emails and attachments should be anonymised before it is sent by email; and
- Documents containing sensitive information should be password protected and, if the document requires to be transmitted, the document and password should be transmitted separately.

Any breach of the above rules will be taken seriously and, depending on the severity of the matter, may constitute gross misconduct which could lead to summary termination of employment.

STAFF MEMBER DATA						
Type of personal data	Sensitive data?	Purpose of processing	Potential transfer to third parties	Lawful basis for processing	Grounds for processing sensitive personal data	Retention period
Contact details	No	Administering the employment contract	HMRC / Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Date of birth	No	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Gender	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment
Marital status	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment
Information about race	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment
Information about ethnicity	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment
Information about religious beliefs	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment

Information about sexual orientation	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment
Information about political affiliations	Yes	Equal opportunities monitoring	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post-employment
Next of kin / emergency contact	No	Safety and security	N/A	Legal obligation / Performance of contract / Legitimate interests	N/A	During employment
NI number	No	Payroll	HMRC / Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Salary information	No	Payroll	HMRC / Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Bank details	No	Payroll	HMRC	Legal obligation / Performance of contract / Legitimate interests	N/A	6 months post-employment
Tax details	No	Payroll	HMRC	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Pension details	No	Payroll / liaising with pension providers	HMRC / pension providers	Legal obligation / Performance of contract / Legitimate interests	N/A	75 years post-employment
Benefits information	No	Providing benefits to staff members	Benefit providers / Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment

Driving license	No	Making recruitment decisions / ascertaining ability to work	N/A	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment
CV	No	Making recruitment decisions / ascertaining ability to work	N/A	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment
Right to work documents	Yes	Checking right to work in the UK	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / conduct of legal claims	2 years post- employment
Sick leave details	No	Managing absence	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment
Performance details	No	Managing performance	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment
Qualifications	No	Making recruitment decisions / ascertaining ability to work	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment
Employment history	No	Making recruitment decisions / ascertaining ability to work	N/A	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment
Information about disability	Yes	Managing staff / health and safety requirements / ascertaining fitness to work	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / statistics / conduct of legal claims	6 years post- employment
Training records	No	Education, training and development requirements	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post- employment

Professional memberships	No	Education, training and development requirements	N/A	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Disciplinary and grievance information	No	Staff management	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
CCTV footage	No	Safety and security	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Swipe card records	No	Managing timekeeping and absence / safety and security	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Information about use of IT systems	No	Ensuring network and data security / staff management	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	N/A	6 years post-employment
Photographs	No	Safety and security	N/A	Legal obligation / Performance of contract / Legitimate interests	N/A	During employment
Trade union membership	Yes	Deducting trade union fees	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / conduct of legal claims	6 years post-employment
Health records	Yes	Managing absence / ascertaining fitness to work	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / conduct of legal claims	6 years post-employment
Genetic information and biometric data	Yes	Managing absence / ascertaining fitness to work	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / conduct of legal claims	6 years post-employment

Criminal convictions and offences	Yes	Making decisions about recruitment / continued employment	Professional advisors	Legal obligation / Performance of contract / Legitimate interests	employment purposes / conduct of legal claims	6 years post-employment
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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.

Assistance is available locally from the Shetland Alcohol and Drugs Partnership for Employees who feel they have a problem with drugs or alcohol and employees are encouraged to make contact with them. Their website can be found at: [Shetland Alcohol & Drug Partnership - Home](#)

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.

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.

Appendix 3 – Procurement Policy

Purpose

Procurement means the way that we buy the goods, services and work needed to support the work of the charity. At all stages of procurement, the charity uses procedures that are fair, competitive and auditable and that meet the relevant legislation.

This policy is based on:

- Principles of non-discrimination, fairness and transparency,
- The promotion of efficiency and effectiveness, and
- Minimising the risk to the charity

Scope

This policy covers:

- Appointment of (non-staff) personnel, such as consultants and freelancers.
- Purchase of all services, goods and equipment

Levels of Expenditure

The level of expenditure will determine the procurement procedures required.

1. Purchases costing less than £3,000
A supplier may be selected directly, without the requirement to prepare a shortlist. A contract is still required with freelancers.
2. Purchases estimated to cost between £3,000 - £10,000
Selection may be made on the basis of an evaluation of short-listed, qualified candidates / suppliers and the rationale for the choice must be recorded.
3. Purchases estimated to cost £10,000 or more
These purchases will follow the full procurement procedure set out below.

Full Procurement Procedure

The selection process for suppliers will normally involve the following steps:

- a. Define the scope, objectives, estimated budget and timescales as well as determining the selection procedure to be followed (the brief or specification).
- b. Identify the suppliers that are qualified to deliver the required service and prepare a short list of qualified firms / people.
- c. Invite proposals from the short list
- d. Evaluate and compare the proposals and select the preferred consultant / supplier
- e. Negotiate a contract with the selected consultant / supplier
- f. Manage the process properly

Short lists shall normally include no less than three and no more than six qualified and experienced consultants / suppliers. Ideally the list shall normally include at least one local supplier.

In situations where it is not possible to obtain three tenders or quotes from suitable shortlisted suppliers a paper may be presented to the board for approval of an alternative method of appointment. This must set out:

- Why it is felt the normal procurement process is not applicable
- The process that will be used to award the contract
- The expected value of the services.

Evaluation and Selection

When formal proposals are requested from a short list of suppliers, the invitation for proposals must clearly state the criteria for evaluating them. The evaluation of suppliers should normally be based on technical considerations including, but not limited to, experience in similar areas, local experience and presence, qualifications of key personnel and suitability and quality of the work plan.

For some purchases of a straightforward technical nature, the price must be a consideration but quality and value for money should remain a principle factor in selection. When formal proposals are requested, the supplier that submits the highest-rated proposal should be selected.

Ongoing Services

For ongoing contracts these should be reprocured on a three-yearly basis.

5.3 Strategic Risks

October 2025



INTRODUCTION

This report reviews Strategic Risk 3 Loss of stakeholder confidence

DETAIL

Mitigation updated to remove reference to pandemic.

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)	
3	Loss of stakeholder confidence / trust Risk that an incident or situation creates an environment that confidence is eroded or lost.	2	4	8	3.1	Business Continuity Planning	BCP plans	1	4	4	Frequency has reduced because of 3.1, 3.2 & 3.3 Severity has not been reduced
					3.2	Access to specialist comms freelancers	Ongoing relationships				
					3.3	Good informed relationship with stakeholders	Resilience plans				

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		

INTRODUCTION

This paper sets out what Shetland Arts is required to do regarding Annual General Meetings (AGMs), compares approaches taken by other Shetland trusts, and presents options around best practice for trustees to consider.

Trustees are asked to decide on whether they wish to hold an AGM in Summer 2026 and to instruct management as to the format.

BACKGROUND

Legal position

- Scottish charity law does not require an AGM unless the governing document specifies one.
- Shetland Arts' Trust Deed and Administrative Regulations do not mandate an AGM.
- Trustees must ensure compliance with governance and reporting duties under the Charities and Trustee Investment (Scotland) Act 2005.

Current Shetland Arts practice

- An AGM is held annually, advertised via local press, website and social media.
- Public are invited to attend online.
- Some criticism has been received about accessibility (time of day, online-only format), but attendance has increased compared with in-person meetings.

Other trusts

Shetland

- Shetland Recreation Trust (SRT): No AGM; at least four board meetings a year, advertised online and open to the public, though public rarely attend.
- Shetland Amenity Trust (SAT): AGM held privately; not advertised. Press are invited directly and given a briefing afterwards.
- Shetland Charitable Trust (SCT): AGM held annually, advertised on website and in Shetland Times. Public may attend in person but cannot ask questions. Normally held in September, Thursday at 11.45am.

Partners elsewhere in Scotland

- Pier Arts Centre (PAC): Removed AGM requirement from Articles around 10 years ago. Board members are also Company Members, making AGMs redundant.
- Arts D&G: AGM advertised via invitations, website and social media. Hybrid format allows both in-person and online attendance. Public may ask questions. Usually held on Wednesday at 6pm, lasting 30 minutes, followed by board meeting.

- Eden Court Highlands: AGM not advertised. Usually takes place in March. Public are not invited to attend.
- Lyth Arts Centre (LAC): AGM advertised on website and via e-newsletter. Held before a board meeting, usually Tuesday evening around 6.30–7pm. Online since 2020. Public may technically attend but have not done so since pre-Covid.

Feedback

The AGM is not the only opportunity that interested parties can ask questions direct of SADA staff. Shetland Arts actively engages its audiences and customers in feedback through a variety of methods.

- Surveys are a tool we make most of, including surveys sent to those who engage immediately after events, as well as broader satisfaction surveys and specific use case surveys
- Social media is monitored and responded to when appropriate, responses include answers to questions raised through to offers of meetings with key staff
- The emails for the leadership and wider management team are available on the SADA website and requests for meetings are responded to positively.

OPTIONS

The options available to Shetland Arts in relation to its AGM are:

1. Status Quo – Continue with current practice.
2. Discontinue AGM (The Pier, SRT) – hold trustee meetings with one dealing with business of audited accounts.
3. Amenity Trust model – Keep AGM private, invite press only.
4. Enhanced AGM – Retain AGM but expand to hybrid/in-person, rotate timings, and allow direct questions. Hybrid meetings can create significant inequalities amongst attendees.

Appendix 1 – Comparison of other Trust Approaches

Trust	AGM Held?	Advertising	Public Attendance	Press Engagement	Notes
Shetland Recreation Trust (SRT)	No separate AGM	Website notices of board meetings	In principle, yes (but rarely attend)	None specific	At least 4 board meetings/year, trustees may attend virtually
Shetland Amenity Trust (SAT)	Yes, but private	Not advertised	No	Invited directly; short briefing afterwards	Custom and practice of private meetings; little public expectation
Shetland Arts (SA)	Yes (online)	Website + social media	Yes (online only)	Open invitation, but limited engagement	Criticised for online-only format and timing; attendance higher than in-person
Pier Arts Centre (PAC)	No AGM (removed from Articles)	N/A	N/A	N/A	Board members are also Company Members; at least one-third of Members recruited via open process (general or targeted)
Shetland Charitable Trust (SCT)	Yes	Website + Shetland Times	Yes (in person)	Covered by media attendance	Public may attend but cannot ask questions; AGM usually in September, Thursday at 11.45am
Arts D&G	Yes	Invitations to members + website + social media	Yes (hybrid, in person or online)	Not specified	Public can ask questions; AGM is informal and short (30 mins), followed by board meeting
Eden Court Highlands	Yes	Not advertised	No	Not specified	AGM usually held in March; public are not

					invited to attend
Lyth Arts Centre (LAC)	Yes	Website + e-newsletter	Technically yes, but no public attendance since pre-Covid	Not specified	AGM before board meetings, usually Tuesday evenings; online since 2020; treated as short formality

6.1 Updates from Stakeholders October 2025



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Updates on Culture Collective funding requested
Shetland Charitable Trust	The Peerie Gathering 4/5 November – invitation circulated separately
Highlands and Islands Enterprise	No Update
Shetlands Islands Council	No Update

7.1 Key Upcoming Events October 2025



EVENT DETAILS		
Date	Title	Venue
1 November 2025	A Home for Hamish	Mareel
1 November 2025	Shetland Story Slam: Spoken Word Storytelling Workshops	Mareel
4 November 2025	Singing Mamas Taster Sessions	Mareel
13 November 2025	Soup and a Show	Mareel
22 November 2025	Shetland Story Slam	Mareel
27 November 2025	Singer Songwriter Nights	Mareel
28 – 30 November 2025	'O Da Bog' Installation	Hymhus
30 November 2025	Young Musicians Sessions	Mareel