

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 18 December 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 30 October 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	Attached Attached	KLL GH	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 26 th February 2026 – 5.30pm		Chair	

The Board may decide that on grounds of confidentiality particular items should be considered in private. Any such items will be noted in separate “closed” minutes for approval at the next Board meeting



Supported by



Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 30 October 2025, held at 5.30 p.m. in Mareel

Present:

Jamie Manson (JM), Chair, Shetland Arts (online)
 Hannah Hough (HH), Shetland Arts
 Malcolm Innes (MI), Shetland Arts
 Charlotte Jones (CJ), Shetland Arts
 Michele Kerry (MK), Shetland Arts (online)
 Kerry LARBalestier, Shetland Arts (online)
 Jackie Williamson, Shetland Arts
 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: None

Item	Topic	Action
1	<p>Welcome and Apologies JM welcomed everyone to the meeting</p>	
2	<p>Declarations of Interest None</p>	
3	<p>Minutes of Meeting held on 28 August 2025 Approved on the motion of HH, seconded by KW.</p> <p><u>Matters Arising:</u> None</p>	
4.1	<p>Management Accounts to August 2025 Noted. JM gave a “well done” for the surpluses to date.</p>	
4.2	<p>Operational Issues</p> <p><u>Front Line Staffing</u> – Staffing issues had returned with students returning to their studies. There had been a successful round of recruitment, but the decision had been taken to close the café to give time for training and to concentrate on booked events. It was a very frustrating situation, but it had been highlighted at the recent Partnership meeting that it was not anticipated that this situation would improve over the next 5 years. There had been mixed feedback to the closure, but former staff had been supportive of the decision.</p> <p>(MK entered the meeting)</p>	

	<p><u>Access & Inclusion</u> – Some issues to be taken forward following meeting held 2 October.</p> <p><u>Staff Forum</u> – KL had attended the meeting where a number of issues and ideas had been raised including staff perks, access to empty seats at performances, health insurance, enhanced maternity and paternity support as well as support for new parents. She had agreed that the timing of the meetings could be tweaked to align better with Board meetings. KL suggested that trustees should continue to try to attend these meetings.</p>	
4.3	<p>Performance Monitoring Noted</p>	
4.4	<p>Major Projects</p> <p><u>VACMA</u> – 10 applications received, and the assessment panel would meet the following day.</p> <p><u>Rebranding</u> – It had been intended to launch the rebrand in November, but this had been postponed until the new year due to the café closure.</p> <p><u>SCT Capital Grant Scheme – Mareel</u> – It was noted that whilst the Clarks Doors replacement was marked as complete, the contractor would need to return for snagging works.</p>	
5.1	<p>Policies</p> <p><u>Data Protection</u> – Reviewed by advisors but no changes required. The policy was unanimously approved.</p> <p><u>Alcohol & Drugs</u> – Updated following discussion at previous meeting. Unanimously approved.</p> <p><u>Procurement</u> – Current policy working well and no proposed changes. Some discussion on processes behind the policy but it was approved unanimously.</p>	
5.2	<p>Strategic Risks – Loss of Stakeholder Confidence Noted that mitigation had been updated to remove reference to the pandemic. Agreed.</p>	
5.3	<p>AGM Following feedback at the recent AGM, a report had been compiled on the organisation’s current AGM arrangements compared to other Shetland trusts. It also presented options for best practice for trustees to consider.</p>	

	<p>There is no legal requirement to hold an AGM unless the organisation’s governing documents required it – it does not. It was further noted that since the AGM had been held online, attendance had increased, although criticism had been received that it should be held in person.</p> <p>The AGM was an opportunity to present the organisation’s accounts publicly and for the public to hear directly from the auditor about the health of the organisation. Queries at the AGM should be about the business of the AGM and it was felt that it was not the correct platform for open questions. Feedback or queries should be encouraged throughout the year.</p> <p>Whilst noting there was no requirement to hold an AGM, or to hold it publicly, Trustees felt it served a purpose to tell the public what the organisation had been doing, and it was agreed to remain status quo.</p>	
6.1	<p>Update from Stakeholders</p> <ul style="list-style-type: none"> • Culture Creative – still awaiting update • Shetland Charitable Trust – Peerie Gathering to be held 4 November 	
7.1	<p>Key Upcoming Events Noted</p>	
8	<p>Any Other Business None</p>	
9	<p>Date of Next Board Meeting 5.30 p.m. Thursday 18 December 2025</p>	

4.1 Management Accounts 7 Months to October 2025 Profit and Loss Accounts



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	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	166,103	168,536	(2,433)
Education and training income	63,809	63,364	445
Retail income	20,767	21,423	(656)
Food and beverage income	312,573	307,336	5,237
Foyer income	55,286	55,286	0
Box office commission income	26,465	26,271	194
Hire of rooms and equipment income	67,797	65,371	2,426
Screen advertising income	2,965	3,496	(531)
Gift Vouchers	- 867	- 731	(136)
Sponsorship income	-	-	-
Donations received	655	723	(68)
Grant Funding - Capital	19,381	19,381	-
Grant Funding - SIC	-	151	(151)
Grant Funding - SCT	612,500	612,500	-
Grant Funding - Creative Scotland	209,361	209,580	(219)
Other Grants - Trusts and foundations	4,350	6,167	(1,817)
Operating lease income - SIC	77,267	77,267	-
Other income & Interest received	68,870	67,827	1,043
Memberships received	4,308	5,292	(984)
	<u>1,711,590</u>	<u>1,709,240</u>	<u>2,350</u>
<u>Purchases</u>			
Food and beverage purchases	153,822	153,116	(706)
Foyer purchases	34,245	33,933	(312)
Retail purchases	14,086	15,943	1,857
Direct costs	40	40	-
	<u>202,193</u>	<u>203,032</u>	<u>839</u>

Direct Costs

Gross wages and salaries - regular	575,615	579,846	4,231
Gross wages - casual	85,327	86,468	1,141
Employers NI	65,937	65,657	(280)
Employers pension	184,202	185,176	974
Recruitment expenses	2,696	2,923	227
Employee/Trustee expenses	-	83	83
Training and protective clothing	7,735	7,210	(525)
Programme costs - project	103,934	105,623	1,689
Marketing costs - project	13,281	11,980	(1,301)
Licences - PRS etc	38,341	39,162	821
Film transport	-	167	167
Hire of equipment	589	589	0
	<u>1,077,657</u>	<u>1,084,884</u>	<u>7,227</u>

Overheads

Travel and subsistence and Entertainment	17,505	11,839	(5,666)
Rent, Rates and Insurance	59,496	59,269	(227)
Heat and Light	80,449	78,071	(2,378)
Operating leases - Rent and Equipment	87,467	88,600	1,133
Repairs and maintenance and cleaning	83,664	77,666	4
Print, postage and stationary	1,331	1,706	375
Telephone and broadband	5,047	5,282	235
Computer costs	10,146	10,732	586
Marketing costs - strategic	-	1,000	1,000
Website costs	399	628	229
Subscriptions	2,006	2,031	25
Consumables	512	1,541	1,029
Sundry	4	108	104
Legal and professional fees	29,668	23,906	(5,762)
Till differences	92	-	(92)
Bank charges	16,871	15,675	(1,196)
Loan interest	384	829	445
	<u>395,041</u>	<u>378,883</u>	<u>(10,156)</u>
SURPLUS/DEFICIT	<u>36,699</u>	<u>42,441</u>	<u>(5,742)</u>

7 Months to October 2025

Balance Sheet



	£	£
Tangible Fixed Assets		7,402,069
<i>Current Assets</i>		
Stock	22,667	
Debtors	450,369	
Cash at Bank	917,919	
	<u>1,390,955</u>	
<i>Current Liabilities</i>		
Creditors	<u>861,748</u>	
Net Current Assets		529,207
<i>Long term liabilities</i>		
Loans	6,818	
Pensions liability	<u>0</u>	
		6,818
Net Assets		<u><u>7,924,458</u></u>
Capital and Reserves:		
Capital funds		7,539,406
Revenue funds		385,052
Pension liability		<u>0</u>
		<u><u>7,924,458</u></u>

7 Months to October 2025 Movement on Selected Funds



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Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	40,070			40,070
Trad Big Band	2,435		(1,860)	575
Culture Collective	25,710		(5,821)	19,889
Recovery fund for Cultural Organisations	142,470			142,470
Corra Foundation	4,146			4,146
Xchange	-			-
Summer of Play	2,972		(2,972)	-
Remembering Together	11,517			11,517
Film Hub Scotland	-			-
Cycle UK	-	19,381	(4,840)	14,541
VACMA	-			-
Total	231,025	19,381	-	234,913

4.2 Operational Issues December 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	Café reopened for December however requiring cover by DoO and OM.

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	Discussion to be had with the Leadership Team about relevant content to be included on staff training day to help staff understand separate challenges. Explore the potential of rerunning the Good Night Out Training. Research establishing a code of conduct for freelancers.
Commercial	Not met due to the restructure.
Staff Forum	The group met to discuss the draft new policies and staff perks. The new policies were all agreed by the staff team, some queries which were answered. A good discussion was held around the proposed staff perks. The Leadership Team will now consider the final perks to be implemented.

4.3 Performance Monitoring December 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					
	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3
Delivered	961	912	244			244	74,247	50,327	8,848			8,848	315	130	53			53	2,476	1,815	840			840
Quarterly Target 23/24	977	977				977	52,171	52,500				52,500	449	449				449	3,451	3,451				3,451
% of Target Delivered	98%	93%				25%	142%	96%				17%	70%	29%				12%	72%	53%				24%
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days						Attendances						Development Sessions						Participations					
	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3
Improved quality of life through greater access to creative and social experiences	737	743	200			200	53,002	37,164	8,848			8,848	9	9	4			4	346	326	100			100
Improved opportunities through personal and professional transferrable skills	70	96	38			38	7,889	7,319	2,352			2,352	218	46	17			17	1,136	362	104			104
Improved confidence to contribute positively through opportunities for self-expression and community involvement	28	85	43			43	1,852	6,294	2,740			2,740	254	84	26			26	1,534	774	214			214
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	117	67	17			17	15,032	3,680	586			586	1	7	0			0	36	140	0			0
Improved mental and physical health through more active involvement in creative and social experiences	574	481	124			124	23,393	13,673	2,227			2,227	36	28	11			11	262	279	127			127
Improved community resilience through a more diverse creative economy	392	341	62			62	46,361	31,409	6,884			6,884	61	55	26			26	956	1,012	595			595

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 December 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
Dec 25	Fundraising Strategy	To develop and implement a fundraising strategy.	Paper presented to the trustees
N/A	Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	I have closed the project as it was struggling to make progress. We continue to remain in conversation with Travel Know How Scotland about future opportunities.

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.	Positive indications from Creative Scotland. Waiting for a funding agreement to be issued.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Discussion continue
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Snagging works on Clarks Doors underway and installation of Changing Places Toilet has begun.

SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Work on the site progresses.
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	Awaiting agreed paperwork before announcement.
New Website	New more user friendly website	To be launched in January
Rebranding	Updated brand for the organisation.	To be launched in January
Shetland Noir 2026	An international crime writing festival hosted by Ann Cleeves and Marsali Taylor	Programming complete, sales are strong
Yesplan Review	To review the use of Yesplan and implement changes to make it more useful/relevant for users.	Initial user survey drafted ready for issue.

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. AI policy presented for consideration.
Medium Term	Reopening of Bonhoga	Launch of refreshed facility, steering group being established

5.1 Policies

December 2025



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
AI	1	New policy – Staff consultation required no changes to be made.
Children in the Workplace	2	New policy - Staff consultation required no changes to be made.
Sexual Harassment Prevention	3	New policy - Staff consultation required no changes to be made.
Right to Time Off	4	Title of policy changed on advice of our HR advisor as it also includes non-statutory entitlement eg compassionate leave and TOIL. It was previously the Statutory Right to Time Off Policy.
Absence Management	5	Added the requirement for a final written warning on the advice of our HR advisor.

POLICY REGISTER

Policy Name	Date for Review	Notes
Statutory Right to Time Off	16/12/2025	Included as Appendix 4
Absence Management	16/12/2025	Included as Appendix 5
Equality, Diversity and Diversity	19/12/2025	Will be taken to February meeting.
Children, Young and Vulnerable Adults	27/02/2026	Advised no update required as yet by Protection in the Community group.
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	
Data Protection	30/10/2026	
Sick Pay	19/12/2026	
Adoption, Maternity and Paternity	27/02/2027	
Social Media Policy	27/02/2027	
Recruitment	25/04/2027	
Capability	25/04/2027	
Appraisal	26/06/2027	
Stress	27/06/2027	
Expenses	28/08/2027	
Disciplinary	29/08/2027	
Flexible Working	29/08/2027	
Procurement	30/10/2027	
Anti- Harassment, Bullying and Victimisation	31/10/2027	
Menopause	31/10/2027	
Whistleblowing	31/10/2027	
Environmental	19/12/2027	
Smoke Free	19/12/2027	
Training and Trips	27/02/2028	
Social Media	27/07/2028	
Home & Hybrid Working	28/08/2028	
Alcohol and Drugs	28/08/2028	
Communications	31/10/2028	
Breastfeeding	31/10/2028	

Volunteering	29/08/2029	
Lone Working	In development	
Children in the Workplace	In development	Included as Appendix 2
Sexual Harassment Prevention	In development	Included as Appendix 3
AI	In development	Included as Appendix 1
Fire	In development	

Appendix 1 – AI Policy

Purpose

This policy outlines Shetland Arts' approach to the responsible, ethical, and creative use of Artificial Intelligence (AI) across its operations, communications, and artistic programmes. It ensures AI is used in ways that align with Shetland Arts' values of integrity, inclusivity, creativity, and community impact.

Scope

This policy applies to all Shetland Arts employees, trustees, volunteers, and contractors who use AI tools or engage in projects that incorporate AI technologies. It covers both internal operational use and public-facing or creative applications.

Definition of AI

For the purpose of this policy, Artificial Intelligence (AI) refers to systems and tools that can generate content, analyse data, or make predictions and recommendations based on patterns, including but not limited to:

- Generative AI platforms (e.g. ChatGPT, Copilot, Claude, DALL-E)
- Machine learning or data analytics tools
- AI-assisted creative software and media tools
- Automated decision-making or content creation systems

Appropriate Use of AI

AI tools may be used to support Shetland Arts' work in the following areas:

- Drafting and editing internal documents, reports, and communications
- Research and data analysis for strategic or creative projects
- Generating or supporting creative content where explicitly approved
- Administrative support tasks such as summarising, scheduling, or transcription
- Marketing and communications content development (subject to review)
- Audience development, access improvement, and impact evaluation

All AI-generated outputs must be reviewed and approved by a staff member with appropriate knowledge prior to publication or use.

All other relevant policies apply to any AI-generated outputs and the staff member responsible for publication or use will be responsible for the content.

Prohibited Use of AI

AI tools must not be used to:

- Process or input personal data into public AI systems
- Make final decisions relating to recruitment, performance, or disciplinary actions
- Produce or distribute discriminatory, harmful, or misleading content
- Generate or edit material that infringes on copyright or intellectual property rights
- Replace human judgement in curatorial, educational, or safeguarding decisions
- Represent Shetland Arts publicly without appropriate oversight or authorisation

Data Protection and Ethics

- Do not upload or share confidential information with AI platforms unless approved by the Leadership Team.
- Ensure compliance with UK GDPR and Shetland Arts' Data Protection Policy.
- Disclose when AI tools have contributed significantly to external-facing content or creative works.
- Maintain transparency and accuracy when using AI in communications or programming.

Creative and Public-Facing Use of AI

Shetland Arts supports the innovative use of AI in the arts where it enhances creativity, access, and community engagement. Any use of AI in programming, exhibitions, or performances must:

- Credit AI involvement transparently in public materials
- Ensure the human artist or curator remains the primary creative agent
- Avoid the use of datasets or tools that exploit artists' work without consent
- Uphold Shetland Arts' values of equity, inclusion, and respect for intellectual property

Proposals to use AI in creative work should be discussed with the Director of Creativity and Impact prior to approval.

Oversight and Approval

- Staff must seek line manager approval before adopting new AI tools for regular use.
- Shetland Arts' Support Manager will maintain a register of approved AI tools.
- All AI-related incidents or concerns should be reported to management immediately.

Compliance and Monitoring

Shetland Arts may monitor AI use to ensure compliance with this policy. Breaches may result in disciplinary action in line with organisational procedures. Regular reviews will be undertaken to ensure continued alignment with evolving technology, law, and best practice.

Policy Review

This policy will be reviewed regularly and updated as necessary to reflect developments in AI technology and relevant legislation.

Appendix 2 – Children in the Workplace

Introduction

This policy sets out Shetland Arts' approach to Children in the Workplace.

This policy applies to all contracted and casual staff of Shetland Arts during times they are working for Shetland Arts. We realise due to the nature of our activities there will be times outside working hours you attend our venues with children.

Policy in Operation

Children are permitted at the workplace for authorised events only. Such events at which management may allow children at the workplace may include family-friendly office gatherings in which children are explicitly welcome, such as office parties.

Children, employees are responsible for, are not permitted at the worksite during your working hours, this includes as a result of daycare difficulties during normal business hours because of the legal liability of permitting such a practice. Managers should be liberal in granting leave to employees who need to make emergency day care arrangements when unforeseen problems arise.

No ill children are permitted to accompany any employee to work.

If permission is granted to bring children into the workplace, employees must ensure that work health and safety laws are followed at all times.

Responsibilities

Employees will:

- Secure permission from their supervisors before bringing children into the workplace.
- Ensure the children behave appropriately while in the workplace.
- Ensure the children stay within visual range at all times.
- Be responsible for any damage caused by the children.

Supervisors will:

- Grant employees permission to bring children to the workplace only under unusual circumstances or for authorised work events. This permission is granted only for a short period of time.
- Be flexible in granting accrued leave to employees who need to make emergency childcare arrangements.

Appendix 3 – Sexual Harassment Prevention Policy

Introduction

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

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

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

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

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

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

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

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

What is sexual harassment?

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

- Unwelcome sexual advances
- Inappropriate touching
- Sexual jokes or comments
- Displaying sexually explicit images
- Any other conduct of a sexual nature that fits the criteria above.

Set out below are some examples of different circumstances where sexual harassment has occurred:

Example 1

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

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

Example 2

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

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

Example 3

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

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

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

Example 4

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

What is Victimisation?

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

- Bringing proceedings under the Equality Act 2010.
- Giving evidence or information in connection with proceedings under the Equality Act 2010.
- Doing any other thing for the purposes of or in connection with the Equality Act 2010.
- Alleging that a person has contravened the Equality Act 2010.
-

Victimisation may include, for example:

- Denying someone an opportunity because it is suspected that they intend to make a complaint about sexual harassment.
- Excluding someone because they have raised a grievance about sexual harassment.
- Failing to promote someone because they accompanied another staff member to a grievance meeting.

- Dismissing someone because they gave evidence on behalf of another staff member at an employment tribunal hearing.

What is third- party harassment?

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

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

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

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

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

How can I complain about sexual harassment?

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

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

Raising the issue informally

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

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

Raising a formal complaint

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

The procedure for progressing your formal complaint will be dealt with in accordance with our formal grievance procedure.

Investigation

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

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

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

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

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

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

Protecting confidentiality

We will treat any complaint of sexual harassment in confidence, as far as is possible, and if we find that you have been the victim of sexual harassment, we will take steps to stop it continuing or recurring.

As a general principle, the decision whether to progress a complaint is up to you, however, we have a duty of care to all staff, and therefore in instances where a complaint of sexual harassment is raised, in line with our duty of care principles, we may be obligated to investigate this anyway (especially if this is very serious conduct), to ensure such conduct is eradicated. We will however discuss this with you and factor in all circumstances.

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

Breach of confidentiality may give rise to disciplinary action under our Disciplinary Policy. If you make a harassment or bullying complaint and don't maintain proper confidentiality at any time during the process, or you are interviewed in connection with someone else's complaint and likewise fail to maintain confidentiality, you may face action under our Disciplinary Policy.

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

Appendix 4 – Right to Time Off Policy

Introduction

This policy sets out the arrangements for Working Time, Time Off, TOIL and Annualised Hours.

This policy does not form part of any employee's contract of employment and may be amended at any time.

Working Time

Working time is defined by the DTI as, when a worker is working, at their employer's disposal and actually carrying out their contracted activity or duties. It Includes;

- job-related training
- time spent travelling if you travel as part of your job
- working lunches, eg business lunches
- paid overtime
- unpaid overtime you're asked to do
- time spent on call at the workplace
- any time that is treated as 'working time' under a contract

It does not include

- time you spend on call away from the workplace
- breaks when no work is done, eg lunch breaks
- unpaid overtime you've volunteered for, eg staying late to finish something off
- paid or unpaid holiday
- travel to and from work

In line with the Working Time Directive you cannot work an average of more than 48 hours a week, over a 17 week reference period. There are, however, provisions for special cases which allow the reference period to be extended to 26 weeks without collective agreement. It will be your manager's responsibility to decide whether these special cases can be applied, examples may be:

- The need for continuity of service
- A foreseeable surge in activity e.g. festivals
- Where there is an unusual and unforeseeable occurrence or exceptional event that could not have been avoided

All workers are entitled to opt-out of the 48 hour per week restriction.

- Shetland Arts may ask you to sign an opt out but doing so is entirely voluntary
- You may bring the agreement to an end by giving notice in writing of three months

Managers who are in control of when and how they work are responsible for managing their own working time.

Rest Periods

- Daily Rest Period
 - Adult Workers are entitled to 11 hours consecutive rest in every 24-hour period which they are at work
 - Young Workers (who are over compulsory school leaving age, but under 18) are entitled to 12 hours consecutive rest in every 24-hour period.

- Weekly Rest Period
 - Adult Workers are entitled to at least 24 hours continuous rest in each 7 day period, or 48 hours rest every 14 days.
 - Young Workers are entitled to 48 hours in every 7 days.
- Exceptions to daily and weekly rest periods apply when there is an “objective, technical or organisational reason”. When a rest period is interrupted - compensatory rest must be given if possible.
- In Work Rest Breaks
 - Adult Workers are entitled to 20 minutes for every 6 hours worked
 - Young Workers are to 30 minutes for every 4.5 hours worked
 - In work rest breaks are unpaid and cannot be taken at the beginning or end of the shift. The timing of these breaks will be dependent on the needs of your department.

Time Off

All requests for time off should be submitted to your line manager on Breathe HR.

- Requests for up to 1 day off need to be submitted at least one week in advance
- Requests for 2 or more days off need to be submitted at least four weeks in advance

Shetland Arts reserves the right to turn down any time off requests because of the potential impact upon the business.

Up to one weeks contracted working time can be carried forward at the end of the leave year at the discretion of your manager.

Compassionate Leave

All compassionate leave requests need to be made to your line manager on the Compassionate Leave Request form, they are ultimately authorised by the Chief Executive. Compassionate leave can be applied for paid or unpaid, or a combination of the two and should only be used for unforeseen circumstances involving a dependent or close relative.

Toil

TOIL stands for Time Off in Lieu and certain roles within Shetland Arts can accrue TOIL and this can be booked as holiday through the Time Off procedure. TOIL is not appropriate for all roles, please check with your manager if your job uses TOIL.

- A maximum of 15 hours can be carried forward at the end of the financial year.
- Any TOIL in excess of 15 hours on the last day of the financial year will be lost.
- You are allowed a TOIL deficit of up to 7.5 hours at the end of a month, anything in excess of 7.5 hours will need to be discussed with your manager
- No payments will be made for accrued toil when a staff member leaves the organisation any deficit will be recouped in the final payment

If your job qualifies for TOIL your working hours need to be tracked through the Shetland Arts time management system.

Annualised Hours

Annualised Hours is a method of organising work over a period of one year calculated on the basis of the number of hours to be worked. The hours you are required to work will be specified in your contract of employment and any variations will be notified in writing. Annualised hours are not appropriate for all roles, please check with your manager if your job uses annualised hours.

- Annualised hours are monitored quarterly, and any significant deviations will be discussed with the staff member immediately

If your job qualifies for Annualised hours your working hours need to be tracked through the Shetland Arts time management system.

Overtime

Certain job roles can attract overtime payments depending upon the nature of the job and the circumstances. Overtime will only be paid if it is preapproved by both your line manager and the Chief Executive.

Exceptions

Any deviation to this policy will be made at the sole discretion of the Chief Executive.

Appendix 5 – Absence Management Policy

Introduction

This policy sets out the arrangements for managing sickness absence.

Abuse of sickness absence, including failing to report absence or falsely claiming sick pay will be treated as misconduct under Shetland Arts Development Agency's Disciplinary Policy.

This policy does not form part of any employee's contract of employment and may be amended at any time.

Managing long-term or persistent absence

The following paragraphs set out the Shetland Arts' procedure for dealing with long-term absence or where the level or frequency of short-term absence has given cause for concern. The purpose of the procedure is to investigate and discuss the reasons for the Employee's absence, whether it is likely to continue or recur, and whether there are any measures that could improve their health and/or attendance. The Organisation may decide that medical evidence, or further medical evidence, is required before deciding on a course of action.

It is important that managers have clear 'trigger points' in place for reviewing sickness absence. These 'triggers' include:

- frequent short-term sickness absence, defined as four episodes or more than eight days' short term sickness absence within a twelve month period
- absence that is not satisfactorily explained;
- absence linked to certain shift patterns;
- absence linked to certain days or times; and
- absence that reaches a continuous period of 4 weeks ('long term' sickness absence).

These triggers should prompt an absence review meeting between the line manager and the employee.

Shetland Arts will notify the Employee in writing of the time, date and place of any meeting, and why it is being held. Shetland Arts will usually give a week's notice of the meeting.

Meetings will be conducted by the Employee's line manager and may involve the Chief Executive if deemed appropriate

If the Employee has a disability, Shetland Arts will consider whether reasonable adjustments may need to be made to the sickness absence meetings procedure, or to the Employee's role or working arrangements.

Medical examinations

Shetland Arts may ask the Employee to consent to a medical examination by a doctor or occupational health professional or other specialist nominated by Shetland Arts.

The Employee will be asked to agree that any medical report produced may be disclosed to Shetland Arts and that the contents of the report may be discussed with the specialist and with the Organisation's advisers. All medical reports will be kept confidential.

Initial sickness absence meeting

The purposes of a sickness absence meeting or meetings will be to discuss the reasons for the Employee's absence, how long it is likely to continue, whether it is likely to recur, whether to obtain a medical report, and whether there are any measures that could improve the Employee's health and/or attendance.

In cases of long-term absence, Shetland Arts may seek to agree a return-to-work programme, possibly on a phased basis.

In cases of short-term, intermittent absence, Shetland Arts may set a target for improved attendance within a certain timescale.

If matters do not improve

If, after a reasonable time, the Employee has not been able to return to work or if their attendance has not improved within the agreed timescale, Shetland Arts will hold a further meeting or meetings. Shetland Arts will seek to establish whether the situation is likely to change, and may consider redeployment opportunities at that stage. If it is considered unlikely that the Employee will return to work or that their attendance will improve within a short time, Shetland Arts may give the Employee a written warning, warning the Employee that they are at risk of dismissal. Shetland Arts may also set a further date for review. At this review if matters have still not improved a final written warning may be given.

Final sickness absence meeting

Where the Employee has been warned that they are at risk of dismissal, and the situation has not changed significantly, Shetland Arts will hold a meeting to consider the possible termination of the Employee's employment. Before making a decision, Shetland Arts will consider any matters the Employee wishes to raise and whether there have been any changes since the last meeting.

Appeals

The Employee may appeal against the outcome of any stage of this procedure. If the Employee wishes to appeal, they should set out their appeal in writing to the Chief Executive or if your line manager is the Chief Executive you may appeal to the Chair of the Board, stating the grounds of appeal, within one week of the date on which the decision was sent or given to them.

If the Employee is appealing against a decision to dismiss them, Shetland Arts will hold an appeal meeting, normally within two weeks of receiving the appeal. This will be dealt with impartially and, where possible, by a more senior manager who has not previously been involved in the case.

Shetland Arts will confirm the final decision in writing, usually within one week of the appeal hearing. There is no further right of appeal.

5.3 Strategic Risks December 2025



INTRODUCTION

This report reviews Strategic Risk 4 External Impacts

DETAIL

There are no changes proposed by the Leadership Team.

Appendix 1

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)		(RFxRS)	
4	External Impacts Being unable to manage and adapt to societal shocks. e.g. Pandemics	2	5	10	4.1	Ensure staff structure is flexible	Staff planning	2	3	6	Frequency has not been reduced Severity has been reduced because of 4.1, 4.2, 4.3 & 4.4
					4.2	Ensure staff are current in training	Performance Development Reviews				
					4.3	Business Planning	Business Plan				
					4.4	Relationship with stakeholders	Resilience plans				

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

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

6.1 Updates from Stakeholders

October 2025



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	The Leitch review of Creative Scotland has been published with 36 recommendations. CEO was invited to give a response at a Culture Counts members meeting which was subsequently published in a blog post on SADA's website
Shetland Charitable Trust	Is creating a series of blogs and videos celebrating its investment in various trusts.
Highlands and Islands Enterprise	AI mentoring secured to support the roll out in SADA
Shetlands Islands Council	

7.1 Key Upcoming Events December 2025



Shetland*arts*

EVENT DETAILS

Date	Title	Venue
20 December 2025	Yule Gadderie	Mareel
31 December 2025	Hogmanay	Mareel
11 January 2026	Wildwoods	Mareel
27 January 2026	Fiery Session	Mareel