



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 18 December 2025		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects 4.5 Budget 2026/27	Attached Attached Attached Attached Attached	KLL GH GH GH KLL	Note Note Note Note Approve
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 30 th April 2026 – 5.30pm		Chair	

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

Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 18 December 2025, held at 5.30 p.m. in Mareel

Present:

Jamie Manson (JM), Chair, Shetland Arts (online) (part-time)
 Hannah Hough (HH), Shetland Arts
 Malcolm Innes (MI), Shetland Arts (online)
 Charlotte Jones (CJ), Shetland Arts
 Michele Kerry (MK), Shetland Arts
 Kerry LARBalestier (KL), Shetland Arts (online) (part-time)
 Jackie Williamson (JW), Shetland Arts
 Kristofer Wilson (KW), Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts
 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 30 October 2025 Approved on the motion of CJ, seconded by MI.</p> <p><u>Matters Arising:</u> None</p>	
4.1	<p>Management Accounts to October 2025 Noted</p>	
4.2	<p>Operational Issues</p> <p><u>Front Line Staffing</u> – Staffing issues continued and GH gave thanks to KLL for covering a lot of shifts. There had been a successful round of recruitment and it was hoped that this would alleviate issues. GH also advised that the future use of the café space was causing serious debate at management level.</p> <p><u>Access & Inclusion</u> – Planning to rerun Good Night Out training. Run every 3 years, expensive but good.</p> <p><u>Staff Forum</u> – MK advised that there had been good discussions and people had been onboard with the policies discussed.</p>	

	(KL entered the meeting)	
4.3	Performance Monitoring Noted	
4.4	Major Projects <u>Travel Know How Scotland</u> – GH had closed project due to lack of progress but will remain in conversation with them.	
5.1	<p>Policies</p> <p><u>AI</u> – New policy, required no changes due to staff consultation. GH was undertaking a HIE course on implementing AI in the workplace, a recommendation from which was putting in place a policy. The draft circulated was based on an example received at the course, tweaked to the creative sector.</p> <p>KW understood the sector Shetland Arts worked in and that AI was evolving rapidly, but he felt that the policy was too woolly. GH did not think it could be too prescriptive due to the rate of evolution and how it was becoming part of everyday life without people even realising, e.g. Google responses. He was concerned that if it was too strong the organisation could get into difficulties quite quickly.</p> <p>CJ understood both positions but felt there was more risk associated with not having a policy with some safeguards in place. She thought that the draft policy did quite a good job. MI agreed and stated that AI tools were evolving all the time and there may be some things that became commonplace quite quickly that hadn't even been thought about yet. He suggested that more regular reviews of the policy might be useful. GH advised that the matter would be reviewed regularly by the management team and suggested bringing the policy back to the Board in 6 months. He asked KW to pass on comments or suggestions in the new year. He also asked if anyone else's organisation had an AI policy, to share it with him if possible.</p> <p>Trustees were content to endorse the draft policy at this time and noted that it would be brought back to the Board in 6 months.</p> <p><u>Children in the Workplace</u> – New policy requiring no changes due to staff consultation. Unanimously agreed.</p> <p><u>Sexual Harassment Prevention</u> – New policy as result of new legislation. Been through staff consultation and no changes required.</p> <p>KW suggested changing the policy to be gender neutral and GH agreed that this could be done with all policies where appropriate. KLL to check with HR advisers in case this caused any issues for them.</p>	

Answering MI's query regarding training, GH stated that whilst this was covered in the Good Night Out training and via Breathe, it could be better.

Referring to "... progress a complaint is up to you" under Protecting Confidentiality, KW suggested that this be changed to the third person. This was agreed. It was also agreed that if some matters referred to in a policy were also referred to in another policy, it should be cross referenced.

Draft policy to be brought back to the Board in due course.

Right to Time Off – Existing policy but title changed on advice of HR advisor (previously Statutory Right to Time Off).

KW thought that reference to the DTI (Dept. of Trade and Industry) was outdated. He also thought that there had been change in the definition of Working Time not including time spent on call away from the workplace. These would both be checked by the HR Advisers.

(JM left the meeting and KL took over as Chair)

There was some discussion on the notice staff required to give to take time off with some trustees feeling this was quite rigid. It was noted that this was required for planning staff rotas and it was already in use and did not cause issues.

Policy to be brought back to the Board.

Absence Management Policy – Existing policy but added requirement for final written warning on advice of HR adviser.

There was some discussion on whether absence reporting should be covered by the policy but it was highlighted that this was covered elsewhere. Agreed should be cross-referenced.

Will be brought back to the Board in due course.

KL stated that there were a number of new trustees and them having questions were a good thing. However, she asked that if anyone had extensive queries that they circulate them prior to the meeting if possible to allow for good Board management. This was not about stopping questions at the meeting but quite a lot of what had been raised could have been dealt with outwith by management.

MI suggested that draft policies could be circulated to trustees earlier than other meeting papers, however KLL advised that they were circulated following consideration by the Staff Forum. GH asked to

	be given time to think about how this process could be streamlined and perhaps discuss it further at the informal meeting in January.	
5.2	Strategic Risks – External Impacts Noted no changes recommended. Agreed. Also noted that full review of Risk Register at informal meeting still to be organised.	
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 26 February 2026	

4.1 Management Accounts 9 Months to December 2025 Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	222,278	226,236	- 3,958
Education and training income	69,643	74,141	- 4,498
Retail income	23,329	26,423	- 3,094
Food and beverage income	361,784	351,741	10,043
Foyer income	70,692	77,704	- 7,012
Box office commission income	33,389	34,604	- 1,215
Hire of rooms and equipment income	83,494	78,318	5,176
Screen advertising income	3,404	5,996	- 2,592
Gift Vouchers	1,114	- 731	1,845
Sponsorship income	-	-	-
Donations received	1,129	979	150
Grant Funding - Capital	19,381	19,381	-
Grant Funding - SIC	-	454	- 454
Grant Funding - SCT	787,500	787,500	-
Grant Funding - Creative Scotland	270,679	269,836	843
Other Grants - Trusts and foundations	5,800	12,500	- 6,700
Operating lease income - SIC	99,343	99,343	-
Other income & Interest received	88,547	86,800	1,747
Memberships received	5,128	8,625	- 3,497
	<u>2,146,634</u>	<u>2,159,850</u>	<u>- 13,216</u>
<u>Purchases</u>			
Food and beverage purchases	184,044	175,318	- 8,726
Foyer purchases	44,211	45,145	934
Retail purchases	14,709	18,943	4,234
Direct costs	40	40	-
	<u>243,004</u>	<u>239,446</u>	<u>- 3,558</u>

Direct Costs

Gross wages and salaries - regular	735,434	748,075	12,641
Gross wages - casual	99,891	105,301	5,410
Employers NI	85,403	84,699	- 704
Employers pension	218,649	221,716	3,067
Recruitment expenses	2,734	3,473	739
Employee/Trustee expenses	-	250	250
Training and protective clothing	8,356	10,544	2,188
Programme costs - project	142,337	141,642	- 695
Marketing costs - project	20,531	15,218	- 5,313
Licences - PRS etc	47,561	50,536	2,975
Film transport	-	500	500
Hire of equipment	789	589	- 200
	<u>1,361,685</u>	<u>1,382,543</u>	<u>20,858</u>

Overheads

Travel and subsistence and Entertainment	19,470	16,407	- 3,063
Rent, Rates and Insurance	76,325	75,613	- 712
Heat and Light	108,622	112,105	3,483
Operating leases - Rent and Equipment	112,345	113,476	1,131
Repairs and maintenance and cleaning	113,897	99,974	- 13,923
Print, postage and stationary	1,922	2,556	634
Telephone and broadband	6,837	6,718	- 119
Computer costs	13,684	14,574	890
Marketing costs - strategic	-	1,046	1,046
Website costs	399	1,086	687
Subscriptions	2,817	2,321	- 496
Consumables	560	3,599	3,039
Sundry	-	108	108
Legal and professional fees	35,144	31,569	- 3,575
Till differences	94	-	- 94
Bank charges	19,034	19,631	597
Loan interest	439	1,829	1,390
	<u>511,589</u>	<u>502,612</u>	<u>- 8,977</u>
SURPLUS/DEFICIT	<u>30,356</u>	<u>35,249</u>	<u>- 4,893</u>

9 Months to December 2025 Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		7,494,193
<i>Current Assets</i>		
Stock	22,667	
Debtors	469,645	
Cash at Bank	576,653	
	<u>1,068,965</u>	
<i>Current Liabilities</i>		
Creditors	<u>640,824</u>	
Net Current Assets		428,141
<i>Long term liabilities</i>		
Loans	4,222	
Pensions liability	<u>0</u>	
		4,222
Net Assets		<u><u>7,918,112</u></u>
Capital and Reserves:		
Capital funds		7,539,406
Revenue funds		378,706
Pension liability		<u>0</u>
		<u><u>7,918,112</u></u>

9 Months to December 2025 Movement on Selected Funds



Shetland*arts*

Fund Name	Opening		Expenditure	Closing	
	Balance	Income		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	-	1,500	(1,500)	-	
Total	231,025	20,881	-	16,993	234,913

4.2 Operational Issues

February 2026



INTRODUCTION

This report details the following

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

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	Next meeting 22 nd March 2026
Commercial	Not met due to the restructure.
Staff Forum	Not met since the last board meeting. The next meeting is due on 6 th March 2026.

4.3 Performance Monitoring February 2026



INTRODUCTION

This report details the following

- Key Performance Indicators
-

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	314	293	851	74,247	50,327	8,848	18,286	19,401	46,535	315	130	53	51	28	132	2,476	1,815	840	781	401	2,022
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%				87%	142%	96%				89%	70%	29%				29%	72%	53%				59%
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	230	207	637	53,002	37,164	8,848	12,419	13,189	34,456	9	9	4	4	2	10	346	326	100	125	16	241
Improved opportunities through personal and professional transferrable skills	70	96	38	23	19	80	7,889	7,319	2,352	1,249	1,353	4,954	218	46	17	27	18	62	1,136	362	104	325	260	689
Improved confidence to contribute positively through opportunities for self-expression and community involvement	28	85	43	74	69	186	1,852	6,294	2,740	6,211	5,613	14,564	254	84	26	34	22	82	1,534	774	214	424	290	928
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	117	67	17	25	8	50	15,032	3,680	586	529	278	1,393	1	7	0	5	2	7	36	140	0	198	9	207
Improved mental and physical health through more active involvement in creative and social experiences	574	481	124	114	117	355	23,393	13,673	2,227	2,653	3,498	8,378	36	28	11	8	4	23	262	279	127	84	30	241
Improved community resilience through a more diverse creative economy	392	341	62	149	149	360	46,361	31,409	6,884	12,905	14,269	34,058	61	55	26	16	4	46	956	1,012	595	301	102	998

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 February 2026

INTRODUCTION

This report details the following

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

SIGNIFICANT PROJECTS COMPLETED

Date	Title	Intention	Outcome

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Awaiting update from Creative Scotland.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Awaiting update from SIC
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Updated included in separate paper.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Updated included in separate paper.
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Working on work plan for health and safety advisor visit in May 2026.

VACMA	Small grants for Visual Arts and Craft Makers	Applications closed Friday 13 th , panel meets Friday 20 th
New Website	New more user friendly website	Launch delayed until rebrand ready
Rebranding	Updated brand for the organisation.	Currently awaiting final delivery of T-shirts
Shetland Noir 2026	An international crime writing festival hosted by Ann Cleeves and Marsali Taylor	Programme will launch end of March and booking will open for headliners and other single events
Yesplan Review	To review the use of Yesplan and implement changes to make it more useful/relevant for users.	On hold due to staff capacity, hope to launch survey in Late March.
Adoption of integrated AI strategy	To maximise the efficiencies and cost savings that AI can deliver. AI policy presented for consideration.	Use of Ai for the Rota and internal chatbot / wiki being explored.
Town of Culture Bid	To lead on a submission of the EOI by 31 March 2026 for Lerwick under the Shetland Partnership banner.	Email circulated to Shetland Partnership. Discussion under AOCB planned for next partnership meeting.

SIGNIFICANT PROJECTS PLANNED

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

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

4.5 Budget 2026/27 February 2026



INTRODUCTION

This report sets out the proposed budget for Shetland Arts for the financial year ended 31 March 2027. The proposed budget is set out in Appendix 1 and shows a projected surplus of £40,480.

KEY CHANGES

The key changes made to the proposed budget since it was last presented to the board at the January information session are as follows:

- A request was received from the Production Manager to increase the contracted hours for Venue Technicians in the coming year based on the increased activity levels being seen. This has been added at a cost of £18,109. A reduction of £3,000 was made to casual tech budget to partially offset this.
- The Commissions budget has been reduced by £20,000 to increase the budgeted surplus to £40,480 following the addition of the Venue Technician hours. This still leaves a budget of £55,000 for commissions in the year.
- No amendments were made to the budgeted figures relating to Bonhoga. The maximum investment in the site will remain at the current value.

Appendix 1 – Proposed Budget 2026/27

	Budget	Budget		
	2026/27	2025/26	Change	
Income				
Ticket Sales	342,760.00	342,760.00	0.00	0.00%
Education and training income	92,000.00	121,000.00	(29,000.00)	-23.97%
Retail income	144,740.00	40,240.00	104,500.00	259.69%
Food and beverage income	485,000.00	400,000.00	85,000.00	21.25%
Foyer income	107,000.00	102,000.00	5,000.00	4.90%
Box office commission income	60,000.00	50,000.00	10,000.00	20.00%
Gallery commission income	0.00	0.00	0.00	-
Hire of rooms and equipment income	137,283.33	104,383.33	32,900.00	31.52%
Screen advertising income	15,000.00	15,000.00	0.00	0.00%
Sponsorship income	0.00	0.00	0.00	-
Donations received	1,536.00	1,536.00	0.00	0.00%
Grant Funding - SIC	1,815.00	1,815.00	0.00	0.00%
Grant Funding - SCT	1,102,500.00	1,050,000.00	52,500.00	5.00%
Grant Funding - Creative Scotland	495,501.50	361,535.50	133,966.00	37.05%
Other Grants - Trusts and foundations	56,300.00	20,000.00	36,300.00	181.50%
Operating lease income - SIC	132,457.00	132,457.00	0.00	0.00%
Other income	107,120.00	118,000.00	(10,880.00)	-9.22%
Memberships received	20,000.00	20,000.00	0.00	-
Internal recharges	(100.00)	(100.00)	0.00	0.00%
	3,300,912.83	2,880,626.83	420,286.00	14.59%
Purchases				
Food and beverage purchases	220,000.00	180,000.00	40,000.00	22.22%
Foyer purchases	55,640.00	53,040.00	2,600.00	4.90%
Retail purchases	85,135.20	22,435.20	62,700.00	279.47%
Direct costs	1,000.00	0.00	1,000.00	-
	361,775.20	255,475.20	105,300.00	41.22%

	Budget	Budget		
	2026/27	2025/26	Change	
Direct Costs				
Gross wages and salaries - regular	1,195,199.74	1,078,951.73	116,248.02	10.77%
Gross wages - casual	66,563.41	65,055.24	1,508.17	2.32%
Employers NI	143,060.96	117,442.23	25,618.73	21.81%
Employers pension	249,159.86	228,167.20	20,992.66	9.20%
Recruitment expenses	3,300.00	3,300.00	0.00	0.00%
Trustee expenses	1,000.00	1,000.00	0.00	0.00%
Training costs	20,000.00	20,000.00	0.00	0.00%
Programme costs - project	406,984.50	318,907.50	88,077.00	27.62%
Marketing costs - project	23,425.00	19,425.00	4,000.00	20.59%
Licences - PRS etc	72,215.50	68,243.50	3,972.00	5.82%
Film transport	2,000.00	2,000.00	0.00	0.00%
Hire of equipment	0.00	0.00	0.00	-
	2,182,908.97	1,922,492.40	260,416.57	13.55%
Overheads				
Travel and subsistence	29,475.00	29,475.00	0.00	0.00%
Entertainment	2,430.00	2,430.00	0.00	0.00%
Rates	27,609.00	18,625.00	8,984.00	48.24%
Insurance	75,650.00	80,650.00	(5,000.00)	-6.20%
Heat and Light	168,642.40	164,348.15	4,294.25	2.61%
Operating leases - Rent	132,457.00	132,457.00	0.00	0.00%
Operating leases - Equipment	16,800.00	16,800.00	0.00	0.00%
Repairs and maintenance	59,466.28	59,816.96	(350.69)	-0.59%
Equipment purchases < £500	6,000.00	7,000.00	(1,000.00)	-14.29%
Equipment purchases > £500	10,760.00	9,760.00	1,000.00	-
Cleaning	58,810.00	57,274.00	1,536.00	2.68%
Print, postage and stationary	5,100.00	5,100.00	0.00	0.00%
Telephone and broadband	8,765.00	8,615.00	150.00	1.74%
Computer costs	23,050.00	23,050.00	0.00	0.00%
Marketing costs - strategic	275.00	275.00	0.00	0.00%
Website costs	2,750.00	2,750.00	0.00	-
Subscriptions	1,640.00	1,738.00	(98.00)	-5.64%
Consumables	8,045.00	12,345.00	(4,300.00)	-34.83%
Legal and professional fees	26,980.08	26,980.08	0.00	0.00%
Audit Fees	13,000.00	13,000.00	0.00	0.00%
Bank charges	30,740.00	23,740.00	7,000.00	29.49%
Loan interest	6,000.00	6,000.00	0.00	0.00%
	714,444.76	702,229.19	12,215.57	1.74%
TOTAL COSTS	3,259,128.93	2,880,196.79	377,932.14	
SURPLUS/DEFICIT	41,783.91	430.05	42,353.86	

5.1 Policies

February 2026



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
N/A		

POLICY REGISTER

Policy Name	Date for Review	Notes
Statutory Right to Time Off	16/12/2025	Further work ongoing.
Absence Management	16/12/2025	Further work ongoing.
Equality, Diversity and Diversity	19/12/2025	Will be taken to April meeting.
Children, Young and Vulnerable Adults	27/02/2026	Will be taken to April meeting.
Conflicts of Interest	25/04/2026	
Time off for Dependents	27/04/2026	
AI	18/06/2026	
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	
Children in the Workplace	18/12/2028	
Volunteering	29/08/2029	
Fire	In development	
Lone Working	In development	
Sexual Harassment Prevention	In development	Further work ongoing.

5.3 Strategic Risks February 2026



INTRODUCTION

This report reviews Strategic Risk 5 Finance.

Our approach to strategic risk will be discussed as part of the Trustees workshop on Saturday 7 March 2026

DETAIL

The evidence for 5.2 has been updated to include the new fundraising strategy.

The evidence for 5.3 has been updated to include when and where the income graphs are interrogated.

The evidence for 5.5 has been reworded so it makes more sense, no material change.

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)		
5	Finance Unexpected shortfall in funding or income to deliver against medium term plans	3	5	15	5.1	Be informed about funding landscape	Communications with CS, SIC and SCT	2	3	6	Frequency has been reduced because of 5.1, 5.4 & 5.5 Severity has been reduced because of 5.2 & 5.3
					5.2	Able to raise funds from alternative sources	New fundraising strategy adopted, working with external consultants to identify opportunities				
					5.3	Focus on traded/commercial income	Income graphs discussed and interrogated fortnightly by WMT				
					5.4	Deliver on funding agreements	Reporting				
					5.5	Ensure funding is claimed in a timely fashion	Minutes taken of quarterly funding reviews with managers				

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	

6.1 Updates from Stakeholders

February 2026



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Advice sought from Screen Scotland on how we should approach the use of AI in submissions for Homemade.
Shetland Charitable Trust	N/A
Highlands and Islands Enterprise	N/A
Shetlands Islands Council	N/A

7.1 Key Upcoming Events February 2026



EVENT DETAILS

Date	Title	Venue
7 Mar-7 Apr 2026	"Giants Dance in Da Simmer Dim" - Learn to be a Giant Creator!	Mareel
Sat 21 Mar 2026	Neil Cowley Trio	Mareel
Fri 27 Mar 2026	The Royal Scottish Academy at 200: a talk by Sandy Wood, Head of Collections	Mareel
Fri 10 Apr 2026	Mama Terra	Mareel
Fri 17 Apr 2026	Kris Drever with special guest Annie Dressner	Mareel