



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 27 June 2024		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 Board Recruitment	Attached Attached. Attached	KLL GH Chair	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: AGM Thursday 26 September 2024 – 5.30pm Board Meeting Thursday 31 st October 2024 – 5.30pm		Chair	

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

Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 27 June 2024, held at 5.30 p.m. in Mareel

Present:

Susan Mail (SM), Chair, Shetland Arts
 Chris Gadsby (CG), Shetland Arts (via VC)
 Hannah Hough (HH), Shetland Arts
 James Johnston (JJ), Shetland Arts
 Kerry LARBalestier (KL), Shetland Arts (via VC)
 Catriona Macdonald (CM), Shetland Arts (via VC)
 Jamie Manson (JM), Shetland Arts (part-time)

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts (via VC)
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts
 Irene Hambleton (IH), RSM
 Catrina Carter (CC), minute taker

Apologies:

Malcolm Innes and Michele Kerry and from Jamie Manson (JM) for lateness

Item	Topic	Action
1	<p>Welcome and Apologies The chair welcomed everyone to the meeting.</p> <p>Apologies noted</p> <p>KL noted that whilst Kerry Llewellyn was referred to as KLL in the minutes, she was referred to as KL on the agenda. KLL agreed to amend for future agendas.</p>	KLL
2	<p>Declarations of Interest None</p>	
3	<p>Minutes of Meeting held on 25 April 2024 Approved on the motion of JJ, seconded by HH</p>	
4.1	<p>Management Accounts to end April 2024 Noted</p>	
4.2	<p>Operational Issues GH advised that Mareel had received a 5-Star rating from VisitScotland after being 4-Star for some time. VisitScotland was closing the scheme so this would be the last assessment.</p> <p>Trustees congratulated all involved.</p>	

4.3	<p>Performance Monitoring 2023/24 Year-end figures with minor adjustments noted. It was felt that whilst Concerts, Screenings, Exhibitions Days had underdelivered at 88% of target, this was very good given the current climate.</p>	
4.4	<p>Major Projects Noted</p> <p><u>Remembering Together</u> – There was some discussion about the Scottish Government’s request to change the MOU and how this would adversely effect creatives’ intellectual property. GH pushing back on this and CM thanked him for this stance.</p> <p><u>Accessibility & Inclusion Group</u> – Noted that with the reduction in the Leadership Team, this had not yet progressed.</p>	
5.1	<p>Policies</p> <p><u>Pay and Pensions</u> – Adjustments made to the policy following discussions at previous meeting. Unanimously approved.</p> <p><u>Fire</u> – Circulated for information. To be discussed at future meeting.</p> <p><u>Stress</u> – This new policy was a result of the recent WorkNest health and safety audit. There had been a query from staff whether they could access counselling without management referral, which they could. This service was already in use and management was reassured that staff had been accessing it more than they were aware of. Policy unanimously approved.</p> <p>Other policies due for review had been delayed to keep the agenda manageable, but they would feed in over the next few meetings.</p>	
5.2	<p>Strategic Risks</p> <p><u>Loss of stakeholder confidence/trust</u> – Following discussion at the previous meeting, the management team had considered this again and made adjustments to the severity before mitigation. Unanimously approved.</p> <p><u>External Impacts</u> – Risk reviewed by leadership team. Frequency increased due to more recent global events but severity before mitigation reduced due to recent experience. Unanimously agreed.</p>	
5.3	<p>Annual Financial Statements to 31 March 2024 IH presented the final account to the Board for approval.</p> <p>Trading activities had increased from £953K to £1,110K and were now an increasingly significant part of what SADA does. Margins in the café had been examined and whilst these had dropped form 55-50% it was expected that the associated costs associated would also</p>	

	<p>have dropped. Educational income had only increased slightly by £3K whilst fulltime participation had significantly increased. IH noted that there were to be discussions regarding the service level agreement. Grants had reduced slightly year-on-year but more interest had been received. All in all, SADA's income had been just below £2.5million.</p> <p>It was noted that Shetland Charitable Trust (SCT) had allocated £134K Covid recovery funding. This did not cover the shortfall in income and KLL would be negotiating to try to increase this.</p> <p>Reviewing expenditure, overheads had increased whilst wages and salaries had reduced. IH felt that the full effect of the restructuring would not be seen until the new financial year. The result was that SADA had made a small surplus of £33K.</p> <p>KL highlighted a typographical error on P5 of the annual report. Subject to this being amended, the financial statements were approved and signed on behalf of trustees by SM and JJ.</p>	
6.1	<p>Update from Stakeholders None</p>	
7.1	<p>Key Upcoming Events Noted</p> <p>GH advised that there would be a launch event for the Remembering Together artefacts in September, details to follow.</p>	
8	<p>Any Other Business (JM entered the meeting)</p> <p><u>AGM & August Board Meeting</u> – SM advised that she would be unavailable to attend these meetings scheduled for 29 August. It was agreed that the Board meeting should continue with CG chairing, whilst the AGM should be held on 26 September followed by the information session.</p>	
9	<p>Date of Next Meeting 5.30 p.m. Thursday 29 August 2024</p>	

4.1 Management Accounts

3 Month to June 2024

Profit and Loss Accounts



Shetland*arts*

	Actual £	Budget £	Variance £
<u>Income</u>			
Ticket Sales	57,579	96,771	- 39,192
Education and training income	36,358	22,300	14,058
Retail income	6,113	7,810	- 1,697
Food and beverage income	122,952	75,000	47,952
Foyer income	18,717	22,000	- 3,283
Box office commission income	5,308	12,375	- 7,067
Hire of rooms and equipment income	25,405	12,663	12,742
Screen advertising income	1,671	3,750	- 2,079
Gift Vouchers	8	-	8
Sponsorship income	-	-	-
Donations received	48	384	- 336
Grant Funding - Capital	-	-	-
Grant Funding - SIC	-	4,944	- 4,944
Grant Funding - SCT	188,100	188,100	-
Grant Funding - Creative Scotland	97,500	64,950	32,550
Other Grants - Trusts and foundations	940	4,944	- 4,004
Operating lease income - SIC	22,076	33,114	- 11,038
Other income	14,690	19,113	- 4,423
Memberships received	1,771	-	1,771
Interest received	4,502	-	4,502
	<u>603,738</u>	<u>568,218</u>	<u>35,520</u>
<u>Purchases</u>			
Food and beverage purchases	59,299	37,500	- 21,799
Foyer purchases	12,347	11,440	- 907
Retail purchases	3,539	4,259	720
Direct costs	-	-	-
	<u>75,185</u>	<u>53,199</u>	<u>- 21,986</u>

Direct Costs

Gross wages and salaries - regular	179,701	189,091	9,390
Gross wages - casual	51,602	31,720	- 19,882
Employers NI	17,287	16,975	- 312
Employers pension	39,768	41,057	1,289
Recruitment expenses	48	750	702
Employee/Trustee expenses	-	250	250
Training and protective clothing	6,770	3,375	- 3,395
Programme costs - project	73,262	51,789	- 21,473
Marketing costs - project	2,881	4,562	1,681
Licences - PRS etc	10,140	14,192	4,052
Film transport	-	500	500
Hire of equipment	-	38	38
	<u>381,459</u>	<u>354,299</u>	<u>- 27,160</u>

Overheads

Travel and subsistence and Entertainment	3,951	4,529	578
Rent, Rates and Insurance	22,395	19,929	- 2,466
Heat and Light	38,295	37,241	- 1,054
Operating leases - Rent and Equipment	32,296	38,159	5,863
Repairs and maintenance and cleaning	28,846	27,185	- 1,661
Print, postage and stationary	114	1,150	1,036
Telephone and broadband	1,711	1,982	271
Computer costs	4,085	6,654	2,569
Marketing costs - strategic	630	812	182
Website costs	637	-	- 637
Subscriptions	1,190	413	- 777
Consumables	167	1,619	1,452
Sundry	-	-	-
Legal and professional fees	11,317	11,894	577
Till differences	120	-	- 120
Bank charges	3,543	4,917	1,374
Loan interest	1,716	1,500	- 216
	<u>151,013</u>	<u>157,984</u>	<u>6,971</u>
SURPLUS/DEFICIT	<u>- 3,919</u>	<u>2,736</u>	<u>- 6,655</u>

3 Month to June 2024 Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		7,456,567
<i>Current Assets</i>		
Stock	20,196	
Debtors	567,778	
Cash at Bank	534,268	
	<u>1,122,242</u>	
<i>Current Liabilities</i>		
Creditors	<u>461,458</u>	
Net Current Assets		660,784
<i>Long term liabilities</i>		
Loans	36,656	
Pensions liability	<u>(1,010,000)</u>	
		(973,344)
Net Assets		<u><u>9,090,695</u></u>
Capital and Reserves:		
Capital funds		7,467,883
Revenue funds		612,812
Pension liability		<u>1,010,000</u>
		<u><u>9,090,695</u></u>

3 Month to June 2024 Movement on Selected Funds



Shetland*arts*

Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	43,400			43,400
Trad Big Band	2,435			2,435
Culture Collective	27,630	35,000		62,630
Recovery fund for Cultural Organisations	142,470			142,470
Corra Foundation	4,146			4,146
Xchange	5,288		- 1,120	4,169
Summer of Play	2,972			2,972
Remembering Together	90,720		- 32,332	58,388
VACMA	4,785			4,785
Total	325,552	35,000	- 33,452	327,100

4.2 Operational Issues

August 2024



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

4.3 Performance Monitoring August 2024



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Formal Education Delivery	Applied to study at Mareel 24/25		Taught Across the Network 24/25
	Full Time	Part Time	
Skills for Work	-	23	-
Senior Phase	-	7	-
NC/HNC	4	11	-
Degree	-	2	16
Masters	-	-	7

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Delivered	220	254	272	746	11,537	13,158	17,723	42,418	55	180	50	285	961	1,004	603	2,568
Quarterly Target 23/24				1,000				52,500				400				3,500
% of Target Delivered				75%				81%				71%				73%
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Improved quality of life through greater access to creative and social experiences	172	225	238	635	8,879	11,695	15,309	35,883	12	9	2	23	346	196	115	657
Improved opportunities through personal and professional transferrable skills	46	22	22	90	2,578	1,100	1,159	4,837	17	131	19	167	201	439	156	796
Improved confidence to contribute positively through opportunities for self-expression and community involvement	24	26	29	79	1,028	1,315	1,807	4,150	33	162	39	234	345	684	349	1,378
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	8	7	10	25	372	50	82	504	4	7	2	13	46	32	7	85
Improved mental and physical health through more active involvement in creative and social experiences	154	188	190	532	4,585	4,361	6,542	15,488	18	27	19	64	369	313	170	852
Improved community resilience through a more diverse creative economy	36	39	46	121	5,632	7,539	9,662	22,833	18	18	11	47	340	194	221	755

4.4 Major Projects August 2024

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
25/07/24	Summer Film Intensive	3 days of film making activities for young people followed by screening for friends and family	Very positive feedback, participant numbers at capacity (16) and high level of engagement from friends / family (approx. 30 attended)

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.	All posts appointed to and work to begin shortly
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Work continues
Remembering Together	To deliver phase 2 of the National Covid Memorial project.	Launch date for the book is 24 September.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Advert going out week commencing 26 August.

SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Tender documentation being prepared by architects. SCT have approved the carry forward of the capital grant into 2025-26 due.
Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues	Meeting scheduled for week commencing 2 nd September
Music Policy Resilience Lab	International policy development project for music in remote locations. 11 international partners.	Launched and has been shared with the Board through SADA News
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	New COSHH documentation issued and process started to update risk assessments.
VACMA	Small grants for Visual Arts and Craft Makers	Awaiting information from Creative Scotland on 24/25 program
Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	Discussions around how we want our travel policy to support the whole person.
Homemade	Screenings for short films produced by local makers (previously part of Screenplay)	Screening planned for Friday 6 September and Sunday 8 September.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium	Youth Arts winter program	Deliver blocks of Shetland Youth Theatre, Film Crew, and Sound Lab Music Makers over the autumn and winter months

5.1 Policies

August 2024



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Flexible Working	1	Policy fully updated based on new legislation.
Health, Safety & Welfare	2	Minor changes to wording and removed mention of COVID-19.
Disciplinary	3	No changes, suggest moving to review every 3 years.
Volunteering	4	No changes, suggest moving to review every 5 years.
Appraisal	5	No changes, suggest moving to review every 2 years.

POLICY REGISTER

Policy Name	Date for Review	Notes
Disciplinary	24/02/2024	Included as Appendix 3 above.
Volunteering	24/02/2024	Included as Appendix 4 above.
Appraisal	24/02/2024	Included as Appendix 5 above.
Health, Safety and Welfare	27/04/2024	Included as Appendix 2 above
Anti- Harassment, Bullying and Victimisation	28/04/2024	Delayed to October 2024
Communications	28/04/2024	Delayed to October 2024
Menopause	29/04/2024	Delayed to October 2024
Whistleblowing	30/06/2024	Delayed to October 2024
Social Media	25/08/2024	Delayed to October 2024

Environmental	02/11/2024	
Children, Young and Vulnerable Adults	03/11/2024	
Smoke Free	03/11/2024	
Sick Pay	16/12/2024	
Adoption, Maternity and Paternity	16/12/2024	
Equality, Inclusion and Diversity	21/12/2024	
Training and Trips	24/02/2025	
Recruitment	24/04/2025	
Pay and Pension	27/04/2025	
Expenses	30/06/2025	
Alcohol and Drugs	30/06/2025	
Data Protection	02/11/2025	
Procurement Policy	03/11/2025	
Statutory Right to Time Off	16/12/2025	
Absence Management	16/12/2025	
Conflicts of Interest	25/04/2026	
Flexible Working	27/04/2026	Updated policy attached as Appendix 1. Early update due to change in legislation.
Time off for Dependents	27/04/2026	
Relocation	28/06/2026	
Capability	25/04/2027	
Stress	27/06/2027	
Portable IT	In development	
Lone Working	In development	
Breastfeeding	In development	
Children in the Workplace	In development	
Fire	In development	

Appendix 1 – Flexible Working

Purpose

Shetland Arts is committed to supporting its employees with their rights at work and recognise that flexible working can bring valuable benefits to both our employees and to the success of the organisation.

Improved flexibility can enable individuals to balance their working lives with their personal responsibilities and preferences and/or improve access to work. Shetland Arts believes that support in this way can foster commitment and improve engagement, whilst it also enables Shetland Arts to reach and retain a wider and more diverse talent pool, meaning Shetland Arts is able to attract and retain the best talent and continue to build an inclusive workplace.

This policy aims to:

- promote awareness and set out guidelines on how to make a flexible working request
- set out the normal procedure for how a flexible working request will be handled
- support employees in achieving a better work/life balance whilst ensuring that business needs are met
- ensure that the application process is fair, transparent and prompt and guided by business needs and priorities.

This policy is not contractual but indicates how we aim to manage flexible working requests.

Scope

This policy applies to all employees and does not extend to workers, self-employed or volunteers.

Eligible employees have the right to request flexible working from the first day of their employment, regardless of whether they work full or part-time or have a temporary contract of employment.

Definition

Employees can ask Shetland Arts to consider a permanent change to their contractual terms and conditions relating to their hours, times or days worked, or place of work. This is known as a flexible working request.

Examples include a request to change from full-time to part-time, to change the days of the week worked, earlier or later start and finish times, flexi-time, staggered hours, time off in lieu, compressed working hours, annualised hours, job sharing, part-time working, term-time working or homeworking.

Hybrid working is also a form of flexible working and is a practice that enables employees to blend working from different locations, such as from home, the office or other work locations.

Shetland Arts recognises that there are several variations of hybrid working and that each employee may wish for a hybrid model which suits their own circumstances. Shetland Arts requires all employee to work from a Shetland Arts Venue for at least 60% of their contracted hours.

Principles

Our approach

Shetland Arts will consider all eligible flexible working requests in a reasonable manner and will agree to a request unless there is a genuine business reason not to do so.

Each request for flexible working will be reviewed on a case-by-case basis. Each request will be carefully assessed, giving reasonable consideration to both present and future circumstances and to

the effect the change would have on both the business and on the individual if it were to be accepted or refused.

Requests will normally be considered in the order they are received.

Where one or more employees within a team have already been granted a flexible working request, this does not mean that a further request will automatically be refused. However, nor does it confer any obligation to accept further requests from other employees.

Flexible working of any kind is not an automatic entitlement. It may be that some requests are not suitable for some roles or at certain times.

A request will not be refused without first having a meeting with the employee to discuss the request, in accordance with the procedure set out in this policy.

If a request is refused, specific business reasons will be provided for this.

If Shetland Arts is not able to agree to a request then consideration will be given to whether any modifications to the original request, or an alternative arrangement, can be offered to the employee which can be accommodated instead. This should be similar to and/or provide some of the benefits of the original request, where it is feasible to do so.

All arrangements must comply with the Working Time Regulations and any other in-house health and safety considerations. Risk assessments will be carried out where appropriate.

Shetland Arts welcome and support requests for flexible working. An employee who makes, or intends to make, a flexible working request shall not be subjected to any detrimental treatment for doing so.

Managers are expected to help ensure that this is the case. Anyone who is found to have treated an employee detrimentally in this way may be subject to investigation and disciplinary action.

Equality, diversity and inclusion

Shetland Arts recognises that flexibility can increase our ability to provide an inclusive work environment and improve access to opportunities.

Shetland Arts welcomes all eligible requests which are made for any reason, and we actively encourage those who may have lifestyles, responsibilities, life events or transitions which impact their well-being or ability to commit to their work to use this policy.

In operating this policy and procedure, Shetland Arts will ensure that there is no unlawful discrimination on the grounds of a protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation). Part-time employees will also be treated consistently with other employees when considering any flexible working requests.

Reasonable adjustments

If an employee has a disability under the Equality Act 2010 and uses this policy to seek support with their working arrangements as a reasonable adjustment, this may be handled separately to the flexible working procedure, to help ensure the employee is fully and appropriately supported.

This also means that their right to request flexible working is unaffected and so they will still be entitled to request flexible working for other reasons if they wish to do so, in accordance with this policy.

Employees who believe they require a change to their working arrangements as a reasonable adjustment should contact their line manager at the earliest opportunity.

Line managers should be mindful of the sensitivity of a request that is made in connection with, or arising from employees who may require a reasonable adjustment to their work pattern or to this procedure because of a disability (or symptoms arising from a disability) and ensure that required support is explored and offered respectfully in line with the Equality Act 2010 and our Absence Policy.

Eligibility and notification

Each employee is entitled to make two flexible working requests in any 12-month period.

An employee may only have one live request at any one time. A request is live beginning from when it is received and up until either:

- a decision on the request or appeal is made, or
- the request or appeal is withdrawn by the employee, or
- an outcome is mutually agreed, or
- the two month time frame for dealing with the request or appeal has expired.

A request is also live during any appeal or any agreed extension to the timeframe for dealing with the request.

Procedure

Before submitting a request, employees should be aware that if Shetland Arts approves a flexible working request, the variation in contractual terms is normally a permanent one and that there is no automatic right to change back to the previous pattern of work, unless the variation is agreed for a specified period only or where a trial period is introduced.

Any flexible working arrangement agreed will be reviewed to see how it is working and whether any adjustments may need to be made.

Step one: How to submit a flexible working request

All requests must be made in writing and sent to the Support Lead.

Each statutory flexible working request must include all the following information:

- a statement that it is a statutory request for flexible working
- the date of the request
- the change to working conditions (hours, times, days worked and/or location) the employee wishes to make
- the date the employee would like the change to come into effect
- if and when the employee has made a previous request for flexible working
- if and when the employee has made a request for a predictable working pattern.
-

Where the employee is making an application that is in part connected with a disability under the Equality Act 2010, we ask that information about how the requested change would help to alleviate the disadvantage that is suffered in the course of their work is also included.

A flexible working request application form is available from the Support Lead. It is advisable that employees wishing to make a flexible working request complete a copy of this form to ensure that all of the required information is included.

Although a request is usually for a permanent change, Shetland Arts will also consider requests for a short period of change, for instance to cope with a bereavement or to pursue a short course of study.

If the request is for a short period of change this should be stated including the period of time the change would be for.

Step two: A meeting to consider the request

Shetland Arts will arrange a meeting as soon as is possible, but no later than within 14 days after receiving your request. This meeting will discuss the request, with the aim to complete the whole process, including any appeal, within two months of receipt of the request, unless a longer period has been jointly agreed.

This meeting will not be required if all the details of the request and information are clear, Shetland Arts agree to the request and the employee has been notified. In this event, a further meeting may be convened at a later date that is mutually convenient in order to discuss any outstanding practical aspects of implementing the arrangement.

When a meeting is required, the employee will be notified of the time and place of the meeting. This will usually be confirmed in writing and will give the employee sufficient notice to prepare for the meeting.

The meeting will be led by your line manager who has the authority to make a decision, unless it is felt input from another manager would be beneficial to the process. A second person may also be in attendance on behalf of the Shetland Arts for example to assist with facilitating the meeting and creating a record of the discussion.

The employee may be accompanied at any meeting by a work colleague, a trade union representative or an official employed by a trade union if they wish.

Where possible, meetings will be held in private, either in person or via online video conferencing. If neither of these are possible, the discussion may be held by telephone call. Whichever form the meeting takes, it will be conducted in a way which allows for a reasonable discussion and consideration of the request.

During the meeting the request will be carefully considered in accordance with our principles set out earlier in this policy. It may be helpful to discuss:

- the benefits or impact of accepting or rejecting the request for both the employee and the business
- where it is in connection with or arising from a disability, how the change will alleviate any disadvantage that may be suffered currently in the course of work because of their disability.
- practical considerations of implementing the request
- the impact on the employee's entitlements, such as pay, holiday and benefits.
- Whether a trial period may be appropriate to assess the feasibility of the arrangement.

In the meeting, Shetland Arts may carefully consider any potential modifications to the original request, alternative flexible working options that are available and the appropriateness of a trial period to assess the feasibility of a new work arrangement.

A written record of the meeting will normally be kept to provide an accurate record of the discussion, in line with the data protection policy.

Trial periods

If Shetland Arts are unsure as to whether the requested arrangement is sustainable, or about the possible impact because we don't have sufficient information to assess, a trial period may be agreed. A decision on the flexible working arrangement won't be made until a trial period has ended.

Where a trial period has been agreed, then Shetland Arts will write to the employee to confirm this is the case setting out the terms and offering an opportunity to discuss any further details as may be necessary to implement the new work arrangement.

Trial periods will be subject to ongoing reviews and reasonable notice will be given for the review meetings.

Where either party requests a necessary change to the trial arrangement reasonable notice will be given.

At the end of the trial period, Shetland Arts will continue with the principles set out in this process and a further and final meeting will be scheduled to review the overall trial period in order that a decision can be provided on the proposed new arrangements. The outcome will be provided in line with this policy.

Shetland Arts reserve the right to end the trial period early, where it has become unsustainable or detrimental to the business. In this event, Shetland Arts will continue with the principles set out in this process and for providing an outcome by meeting with you to consult on the reasons and to discuss further with you in detail.

Step three: Outcome

A decision on the request will be made in accordance with the principles set out in this policy.

Shetland Arts will notify the employee of the decision in writing after the meeting, without unreasonable delay. This notification will either:

- accept the request and establish a start date and any other action, or
- confirm a compromise agreed at the meeting, or
- refuse the request and set out clear business reasons for this, together with notification of the appeals process.

If the request is accepted, or a compromise has been agreed, then the outcome letter will offer an opportunity to discuss any further details as may be necessary to implement the new work arrangement. This may include dates to review how the arrangement is going. Shetland Arts will normally keep a written record of any such meeting, in line with the data protection policy.

If a request is rejected, it must be based on one or more of the following grounds only:

- the burden of additional cost to the business
- an inability to reorganise work amongst existing staff
- an inability to recruit additional staff
- a detrimental effect on ability to meet customer demand
- a detrimental impact on quality
- a detrimental impact on performance
- insufficient work for the periods the employee proposes to work

- planned structural change to the business.

Shetland Arts will only reject a request if there is a genuine business reason not to agree to it and will provide reasonable information in the outcome letter to explain why the ground(s) for refusing the request applies in the current circumstances.

The outcome letter of a rejected request will provide the employee with the option to appeal the decision and will set out details which explain how to do so.

Step four: Appeal

Appeals should be made in writing within 14 days of the receipt of the outcome letter, setting out the grounds for the appeal, and be dated.

Shetland Arts will arrange a further meeting as soon as is reasonably practicable but no later than within 14 to discuss the request, and with regard to the two-month time frame for completing the whole process, unless a longer period has been jointly agreed.

Shetland Arts will notify the employee of the time and place of the appeal meeting. This will usually be confirmed in writing and will give the employee sufficient notice to prepare for the meeting.

The meeting must be held by somebody who has the authority to make a decision and where reasonably possible, by a senior person who has not previously been involved in the original decision. A second person may also be in attendance on behalf of the company, for example to assist with facilitating the meeting and creating a record of the discussion.

The employee may be accompanied at any meeting by a work colleague, a trade union representative or an official employed by a trade union if they wish.

Where possible, meetings will be held in private, either in person or via online video conferencing. If neither of these are possible, the discussion could be held by telephone call. Whichever form the meeting takes, it will be conducted in a way which allows for a reasonable discussion and consideration of the request.

Shetland Arts will normally keep a written record of the meeting to provide an accurate record of the discussion, in line with our data protection policy.

The appeal should be dealt with impartially.

Shetland Arts will notify the employee of our decision in writing after the meeting, without unreasonable delay. This notification will either:

- uphold the appeal, specify the agreed work arrangement and start date, or
- dismiss the appeal, stating the grounds for the decision and set out sufficient explanation for the refusal.

Extending the decision period

Shetland Arts will normally complete the whole process for dealing with a statutory flexible working request within two months of receipt of the request.

The employee and Shetland Arts can mutually agree to extend this period. Shetland Arts will only seek to extend this timeframe where it may be appropriate or necessary and such an extension will be limited to what is proportionate and reasonable in the circumstances.

Any agreed extension will be confirmed to the employee, usually in writing.

Failure to attend a meeting

If an employee fails to attend any meeting to discuss the request (including an appeal hearing) and also fails to attend a rearranged meeting without a good reason, Shetland Arts will consider the request withdrawn and confirm this in writing.

Withdrawal of a request

If an employee changes their mind about their flexible working request, they may choose to withdraw their application at any time before a final decision on the request (or if applicable, the appeal outcome) has been made, by providing written notice which states that they wish for the request to be withdrawn and which is signed and dated by the employee.

Impact on pay and benefits

Employees should carefully consider that any change to working hours which involves a reduction in hours will lead to a pro rata reduction in pay and benefits and so may impact the following:

- annual salary
- holiday entitlement
- payment for family leave (adoption, maternity, paternity, parental, parental bereavement leave or shared parental leave)
- pension contributions (if applicable)
- sick pay.

A change in work pattern, but with the same hours, will not normally alter other terms and conditions.

It is therefore recommended that the employee discusses any reduction in hours in more detail with their manager. Exact details pertaining to any agreements will be discussed according to the individual situation and circumstances and any agreed changes confirmed in writing. Each agreed arrangement and any contractual changes are specific to the individual and does not set a precedent for any future requests from other employees.

Appendix 2 – Health, Safety & Wellbeing

1. Organisation

1. Health and Safety Responsibilities

The Trustees of Shetland Arts are responsible for ensuring the effective management of health and safety across the collective operations.

The following sections set out the principal Health and Safety related responsibilities of individuals within Shetland Arts. To ensure that adequate and appropriate managerial control is exercised over Health and Safety issues.

1.1 Chief Executive

The Chief Executive so far as is reasonably practicable, is responsible for ensuring the health, safety and welfare at work of all Shetland Arts employees and trainees. This will be achieved by:

- delegating the responsibility for implementation of this policy to managers.
- ensuring that resources are made available to enable all Health and Safety Policies to be implemented.
- ensuring that Health and Safety is an integral part of the overall management culture and developing a positive attitude to Health and Safety among employees and trainees by visibly demonstrating their own commitment to achieving a high standard of Health and Safety performance.
- appointing a competent person to assist Shetland Arts to apply the provisions of Health and Safety legislation.
- ensuring the establishment and maintenance of Health and Safety Management Systems throughout the whole of Shetland Arts. This will ensure the assessment of risks and the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to control the risks.

1.2 Managers

Managers are responsible for ensuring the Health, Safety and Welfare at work of all employees and trainees in their respective areas. In particular they should:

- ensure that resources are made available to enable all Health and Safety Policies to be implemented.
- visibly demonstrate commitment to achieving a high standard of Health and Safety performance within their areas and develop a positive attitude to health and safety among employees and trainees.
- implement Health and Safety Management Systems within areas, which will ensure the assessment of risk and the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to eliminate or control the risks.
- evaluate the health and safety performance of their area on an ongoing basis; and
- Investigate and report all accidents and dangerous occurrences.

The operational responsibility for health & safety management is vested in the Chief Executive. The

Production and Facilities Lead is also responsible for monitoring the effectiveness of the health and safety policy.

1.3 Employees

Employees are responsible for taking reasonable care for the health and safety of themselves and others. They must:

- Comply with the training, information, and instruction they receive.
- Carry out their work safely and without undue risk to themselves, colleagues and others who may be affected by their actions, and not interfere with items provided for health and safety purposes.
- Ensure that any damaged equipment is reported immediately to their Line Manager and removed from service until it is repaired.
- Conduct themselves in a responsible manner while on company business and be alert to potential hazards.
- Comply with the arrangements for emergencies and fire prevention, as instructed.
- Use personal protective equipment provided when required and kept in good condition.
- Keep their work areas tidy and clear of hazards.
- Report accidents, incidents, near misses and hazards they observe to their Line Manager.

2. Planning and Implementation

2.1 Health and Safety Arrangements

This policy is accompanied by a series of health and safety arrangements covering the full range of health and safety issues relevant to the operation of Shetland Arts in Section 4.

2.2 Health and Safety Assistance

Shetland Arts will be advised on health and safety matters by WorkNest (or a nominated safety representative), who will be the Competent Persons providing assistance within the meaning of Regulation 6 of the Management of Health and Safety at Work Regulations 1999.

2.3 Communication and Consultation

The Health and Safety (Consultation with Employees) Regulations and The Safety Representatives and Safety Committees Regulations require employers to communicate health and safety information to employees and to ensure that they are consulted on health and safety matters.

Consultation will be carried out with employees on matters relating to health and safety at work including: -

- Change which may substantially affect their health and safety at work, e.g. equipment or ways of working.
- Information on hazards and risks and preventative measures, procedures and practices; and
- Planned health and safety training.

Communication with employees will be carried out via email memos, messaging platforms, staff meetings, management meetings and individual employee appraisals.

2.4.1 Raising Health & Safety Issues

The following procedures should be followed as a means of solving problems involving health and safety:

- Stage 1 employee or trainee raises problem with their Line Manager or relevant supervisor.
 If it is not settled, then:
- Stage 2 employee or trainee raises problem with a senior manager who will find a resolution
 to the problem.

2.5 Training and Competence

Training needs will be assessed by considering:

- The hazards associated with work tasks, and
- The knowledge, skills and experience of the employee(s) carrying out the tasks

Every employee will complete mandatory health and safety training pertinent to their work, including induction, fire safety & evacuation and use of any work equipment required.

2.6 Safety Culture

Shetland Arts will ensure that Health and Safety is an integral part of the overall management culture and seek to develop a positive attitude to Health and Safety among staff by:

- visibly demonstrating a clear commitment to improving health and safety performance.
- promoting co-operation by recognising that all employees and trainees have an important contribution to make to effective health and safety management and providing opportunities for participation and involvement in health and safety activities e.g. risk assessments.
- assess the effectiveness of existing resources devoted to health and safety.
- including health and safety in recruitment procedures; and
- implementing systems, which will identify health and safety training needs arising from recruitment or changes in staff, systems of work or procedures.

3 Monitoring and Auditing

The main areas of monitoring will include: -

3.1 Accidents and Incidents

Near misses, incidents and accidents will be monitored and investigated with a view to identifying trends and eliminating causes.

3.2 Auditing

Regular and systematic inspections will be carried out by Shetland Arts and WorkNest (or a nominated representative) to ensure that the requirements of Shetland Arts' Health and Safety Policies are being met.

3.3 Review of Policy and Arrangements

This policy and the associated arrangements will be subject to review as follows: -

- In response to changes in or new health and safety legislation

- In response to the findings of accident investigation
- In response to the findings of internal and external audit processes.

This policy and any revision of it will be drawn to the attention of every employee of SADA.

The contents of documents produced under this policy and other relevant Health and Safety policies and guidelines will be available for all employees and trainees to view.

4 Health and Safety Arrangements

4.1 Contractors

Under the **Health and Safety at Work etc. Act** employers have a duty of care to Contractors.

Under the **Management of Health and Safety at Work Regulations** employers have a responsibility to provide information to Contractors working on their premises in relation to the evacuation and emergency arrangements.

In terms of the **Construction (Design and Management) Regulations**, Clients must ensure that Designers, Contractors, and other team members they engage are competent and adequately resourced for the work they will undertake. These regulations also put the responsibility on the Client to provide information, relevant to the work to be undertaken, to the Designers, Contractors, and other team members they engage.

Shetland Arts requires the prospective service provider to furnish adequate and appropriate information to indicate their competence to perform the work safely and without risks to health. Depending on the nature of work, this may, for example require the contractor or sub-contractor to provide a method statement, supporting risk assessment, certificates of competence of their employees and/or certifications of plant/equipment to be used during the contract, insurance, and any accident or enforcement action.

Contractors and sub-contractors must report to reception and be met by a nominated responsible person (NRP). The NRP is responsible for ensuring that the contractors are provided with the information and instruction necessary to protect them from the risks arising out of their activities.

4.2 First Aid

The **Health and Safety (First Aid) Regulations** require the provision of adequate and appropriate equipment, facilities, and personnel to ensure that employees receive immediate attention if they are injured or taken ill at work.

The regulations do not place a legal duty to make first aid provision for non-employees such as visitors and members of the public, however, HSE recommends that non-employees are included in the assessment of first aid needs and that provision is made for them.

First aid requirements have been identified through a risk assessment process to ensure the adequacy and appropriateness of first aid personnel, equipment, and facilities in each premises. The first aid assessment takes account of the number of employees; the work activities and any visitors to the premises such as clients attending meetings or training, contractors carrying out work etc.

First Aid provision at each venue will be as follows:

- Qualified first aider on shift at all times
- First aid requisites for each key area

4.3 Accident Reporting and Investigation

The **Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)** place a legal duty on employers, the self-employed and those in control of premises to report certain work-related accidents, incidents, diseases and dangerous occurrences to the relevant enforcing authority as summarized below: -

- Work related deaths
- Specified major injuries to employees
- Over 7-day injuries – where an employee or self-employed person is away from work or unable to work normally for more than 7 consecutive days
- Injuries to members of the public or people not at work where they are taken from the scene of an accident to hospital
- Some work-related diseases
- Dangerous occurrences – where something happens that does not result in an injury, but could have done

Shetland Arts maintains and implements effective accident and incident reporting procedures to ensure immediate investigation requirements are instigated by senior Management. The prime function of these procedures is to prevent further recurrences and to identify and understand the primary and root causes.

All accident and/or incidents to employees and others affected by our operations are recorded in the accident book and reported to Senior Management. The Chief Executive is responsible for reporting to the Local Authority EHOs under RIDDOR where required.

4.4 Fire Safety

The **Fire (Scotland) Act 2005** and the **Fire Safety (Scotland) Regulations 2006** place responsibilities on employers and any other person(s) with control of premises (duty-holders) to assess the risk of harm from fire and to put in place appropriate fire safety measures at all workplaces.

Shetland Arts' premises will be subject to annual fire risk assessment. The fire risk assessment will be carried out by a competent person and will:

- Identify hazards and advice/action plans to eliminate or reduce the risk of those hazards causing harm
- Determine what fire safety measures and procedures are necessary to ensure the safety of people in the building should a fire occur
- An evacuation plan of action to be taken in the event of fire occurring will be prepared for each office

Fire Safety Arrangements

Fire Doors and Fire Exit Doors

Fire Doors and Fire Exit Doors must never be obstructed or wedged/propped open. Weekly visual inspections will be recorded in Fire Safety Records Book. Employees should be aware of all emergency escape exits in the workplace, to ensure that in the event of fire, the shortest exit route can be used to evacuate people from an affected zone.

Exit Signs and Fire Action Notices

All escape routes and exit doors will be clearly indicated by approved fire safety signage. The signs should take the form of an approved pictogram. Fire route signs and fire exit signs must be permanently fixed and maintained in good repair and must always be clearly visible.

Escape Routes

All corridors and stairways that form part of an escape route must always be kept clear of obstruction. External pathways around the building are external escape routes and must always be kept clear of obstruction. Seating areas, staff smoking areas etc. should not be permitted on external escape routes.

Fire Fighting Equipment

The fire extinguishers provided have been chosen and located for hazards identified. Spacing and numbers of extinguisher have been determined by the recommendation contained in BS 5306-8. Firefighting equipment are serviced annually by Shetland Arts' appointed contractors. Regular visual checks carried out by the nominated responsible person in each office.

Fire Detection and Warning

All venues are equipped with fire detection systems, designed installed and maintained in accordance with the requirements of BS 5839-1 and complying with the requirements for relevant expected category system. The fire alarm systems in each office are subject to weekly tests carried out by Shetland Arts' nominated responsible person.

Emergency Escape Lighting

Internal and external escape routes are equipped with sufficient emergency escape lighting to enable people to see their way to safety in an emergency and when the main lighting system fails. Escape lighting units will operate for at least 1 hour with loss of mains power. Preventative planned maintenance is carried out by the Shetland Arts' appointed contractors.

Signage

Offices are provided with fire safety information and directional escape signage

Fire Safety Records

Tests, servicing, and planned fire evacuations are recorded in each building's Fire Safety Record Book.

Training

Employees will receive information, instruction, and training in relation to the fire evacuation procedures annually and general fire safety advice. Fire drills will be carried out every six months.

4.5 Young Persons/Trainees

The **Management of Health and Safety at Work Regulations** require employers to take account of young workers potential lack of experience and awareness of existing or potential risks and their immaturity when assessing risks to their health and safety. A **Young Person** is defined as a person who has not reached the age of 18 years.

Where young people are employed or carry out a work placement, a risk assessment will be carried out before they start work. Consideration will be given to:

- The person is likely to be inexperienced, unaware of safety risks, physically or mentally immature
- Controls should aim to eliminate all risks or reduce to the lowest possible level
- The assessment should be specific to the individual young person
- Parents/guardians should be notified of the risk assessment process and the proposed control measures

Young people require a greater level of training when they start a new job or task to ensure that they can perform it without putting themselves or other people at risk. When providing information, instruction and/or training to young people, we will ensure that they have understood:

- Hazards and risks in the workplace
- Control measures put in place to protect their health and safety
- First-aid, fire, and evacuation procedures for the workplace

Young people will require more supervision than an adult performing the same job role.

4.6 New and Expectant Mothers

The **Management of Health and Safety at Work Regulations** include regulation that protect the health and safety of new, expectant mothers who work and those returning to work after childbirth.

A new/expectant mother is defined as female employees of childbearing age who are or in the future could be pregnant, have given birth within the previous six months or are breast feeding.

Risk assessment consideration is required for any female employee who is pregnant (having notified their employer), returning to work after giving birth or breast feeding.

The employee must be involved in the assessment and any advice received from the employee's GP or midwife that could assist with the assessment should be provided to the manager. Hazards that should be considered for new and expectant mothers include:

- Lifting, carrying, moving of heavy loads
- Standing or sitting for long periods of time/ long working hours/working alone
- Work related stress
- Workstations and posture
- Driving
- Working at height

The risk assessment should be subject to regular review (every trimester) during the pregnancy and on return to work.

4.7 Alcohol and Drugs

Shetland Arts recognises that the provision of a safe and healthy working environment may be affected by those who misuse alcohol and drugs, as it may affect their performance, conduct and relationships at work. Against this background Shetland Arts will promote the health and wellbeing of employees to minimise problems at work arising from the effect of alcohol or drugs.

4.8 Smoking & Vaping

Responsibilities under health and safety legislation ensure, so far as reasonably practicable, the health and safety of our employees and others who may be affected by work activities. This includes the prohibition of smoking (including e-cigarettes) in workplaces in line with **The Smoking, Health and Social Care (Scotland) Act 2005**, the **Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006** and the **Health Act 2006 (England)**.

Employees and visitors will not be able to smoke or vape in offices and associated buildings, including workplaces and in private vehicles, when carrying other employees or passengers connected with Shetland Arts business.

4.9 Hazard Identification and Risk Assessment

The **Management of Health and Safety at Work Regulations** require employers to assess the risks to employees and any others who may be affected by their undertakings.

Risk assessments are undertaken for all significant hazards associated with the operation of Shetland Arts.

The risk assessment process is practical, participative, systematic and covers hazards and risks that are reasonably foreseeable. Risk assessments will:

- Ensure that significant hazards and risks are addressed
- Identify the hazards by observation, using sources of information such as published guidance, manufacturer's information, accident records etc.
- Assess the risk from the identified hazards
- Ensure that all aspects of the work activity have been considered
- Address what happens in the workplace, including non-routine operations
- Ensure that all groups of employees and others who might be affected are considered
- Consider groups of employees who may be at particular risk, e.g. pregnant employees, young people, those with ability impairments etc.

Risk Assessments will be prepared by the Core Services Team in consultation with managers and employees, as required. Where necessary, safe working procedures will be developed to supplement risk assessments. Records of the completed risk assessments will be retained and available to all staff. Risk assessments will be reviewed periodically to ensure appropriate controls remain in place or after an incident.

4.10 Manual Handling and Lifting

The **Manual Handling Operations Regulations** establish a clear hierarchy of measures to:

- Avoid hazardous manual handling operations
- Assess any hazardous manual handling operations that cannot be avoided (using HSE MAC and RAPP assessment tools)
- Reduce the risk of injury

Injuries sustained because of manual handling activities account for a large proportion of work-related injuries and absence. Such activities are prevalent in most business sectors and must be managed effectively.

Where a possibility of injury from a manual handling operation is identified, a specific assessment will be carried out.

Information, instruction, and training will be provided to employees who are required to carry out manual handling tasks.

Employees suffering from an acute injury or long-term ill health condition, likely to be aggravated by manual handling or lifting, must report this condition immediately to their Line Manager.

4.11 Vehicles and Occupational Road Risk

Responsibilities under Health and Safety legislation ensure, the health and safety of our employees and others who may be affected by our work activities. This includes the activity of driving on public roads. Road traffic legislation imposes specific requirements on us in respect of vehicle use and maintenance.

Private Vehicles

Evidence is expected to be provided in terms of insurance of the private vehicle in particular insurance cover for business use.

Approved Drivers

Employees will be responsible for producing a DVLA code declaration for driving licences checks when requested to do so.

Vehicle Suitability & Maintenance

Vehicles older than three years should be subject to annual MOT inspection and this documentation shared when requested.

Travel to Work

For health and safety regulations, drivers who use their car for commuting to and from work are exempt from the above requirements.

Reporting Accidents

Employees who are involved in a road traffic accident while driving for work will report the incident to their Line Manager. Driving at work accidents will be reported in line with the procedures for **Accident Reporting and Investigation**.

Planning Safe Journeys

Sufficient time to comply with speed limits, taking account of weather, traffic conditions and the provision for rest breaks must be considered by each driver. Managers must ensure that work schedules are planned with adequate consideration to support these aims.

Employees should also refer to the Vehicle Policy.

4.12 Work Equipment

Equipment used at work must comply with the **Provision and Use of Work Equipment Regulations** (PUWER). Defined as any tool, apparatus, machinery, or plant that is used at work, including handheld tools, photocopiers, cookers, computers, overhead projectors, vacuum cleaners, ladders, roller shutter doors, hoists, lifts etc.

Any lifting equipment will be subject to regular inspection in accordance with the **Lifting Operations and Lifting Equipment Regulations**.

Prior to the purchase and use of any new item of equipment, an assessment of its suitability will be carried out in relation to the following:

- Its integrity, it must be safely constructed, designed, or adapted
- The place of its intended use, e.g. external/wet environment, flammable risk environments, general wear, and tear etc.
- The purpose of the equipment
- Where applicable the equipment must fail to a position of safety
- Equipment must have CE markings to ensure safety compliance
- Work equipment will be maintained in efficient working order as per manufacturer's advice

4.13 Violence at Work

The **Management of Health and Safety at Work Regulations** require employers to assess the risks to employees and any others who may be affected by their undertakings including the risks from violence in the workplace.

The risk of violence in the workplace is assessed as low for SADA. However, the following precautions are in place to ensure the safety of employees:

- Controlled door entry systems
- Mobile phones for remote working

Any violent incidents will be reported to Line Manager in line with the procedures for **Accident Reporting and Investigation**.

4.14 Work Related Stress

The **Management of Health and Safety at Work Regulations** require us to assess the nature and extent of workplace hazards, both physical and psychological. Work Related Stress is defined as the reaction people have to excessive demands or pressures or other demands placed on them.

SADA is committed to promoting good health at work and providing support mechanisms for employees suffering from the negative effects of stress.

We will provide information to employees and managers in relation to stress including guidance on recognising the symptoms of stress; the effects of stress at work; effective communication; handling difficult situations and time management.

4.15 Display Screen Equipment

The **Health and Safety (Display Screen Equipment) Regulations** seek to protect the health of workers by reducing risks from work with display screen equipment (DSE).

The significant use of display screen equipment is a key feature of our work and as such presents a range of hazards to our employees including upper limb disorders, repetitive strain injuries and eye strain. We will reduce DSE risks through the provision of instruction and training for employees and the provision of display screen equipment, lighting, furniture, and general working environment.

Employees are required to complete a display screen assessment prior to commencing work and annually thereafter. All necessary adjustments will be undertaken to ensure the comfort and health of employees.

Eye tests are available to all users of display screen equipment. We will provide spectacles to any employee who has been advised by an optician that they require them solely in respect of their use of display screen equipment.

Employees must advise their Line Manager if they are suffering aches, pains, headaches, or any other symptoms which may be attributable to their use of display screen equipment at work.

4.16 Hazardous Substances

Shetland Arts will ensure that no work is carried out which is liable to expose any employees or others to substances hazardous to health.

Risk assessments will be carried out for all hazardous substances used and appropriate control measures implemented.

Contract cleaners provide material safety data sheets, risk assessments and training evidence for the products they use.

4.17 Personal Protective Equipment (PPE)

Personal Protective Equipment at Work Regulations requires PPE to be provided to employees exposed to a risk, where no other measures adequately controlled by other equally or more effective means.

PPE will be readily available, no charge to employees made for it and quality must be assured as meeting basic safety requirements (e.g. CE marked).

4.18 Lone Working

The **Management of Health and Safety at Work Regulations** require employers to assess the risks to their employees while they are carrying out work tasks requiring working alone or remotely.

Where lone working is carried out, a risk assessment of the significant hazards will be prepared, considering:

- Remoteness of the work location
- Working outside normal hours and the duration of lone working
- Communication procedures e.g. poor mobile reception area etc.
- The potential for violence/aggression
- Personal health and fitness of the lone worker
- Provision/availability of first aid supplies
- Procedures in the event of an emergency or sudden illness
- Arrangements for rest breaks and availability of welfare facilities

4.19 Working at Height

The **Work at Height Regulations** apply to all work at height where there is a risk of falls. Duty on employers to prevent anyone from such hazards and risks of such incidents.

Employees are not usually required to work at height, however should this be required a risk assessment will be completed and appropriate control measures implemented.

4.20 Home Working

The **Management of Health and Safety at Work Regulations** require all employers to assess the risks to their employees while they are carrying out their daily duties, including where this requires working alone or remotely from others.

Shetland Arts has a duty to ensure the health and safety at work of our employees and this includes assessment and control of the risks associated with working at home.

Managers will ensure that a risk assessment of the home working environment is carried out to identify any health and safety risks that may affect the homeworker or others and ensure that measures are taken to control them including:

- Where we provide equipment for work purposes at home, we will ensure the equipment is suitable and that sufficient information and training is given on its use.
- Arrangements will be made for the equipment to be checked regularly.
- Homeworkers will be included in our consultation arrangements.
- Regular communication with home workers will be carried out by managers.

Employees should maintain regular communication with their Line Manager and:

- Respond to messages within reasonable timeframes.
- Ensure work equipment does not present a hazard to themselves or others within their home.
- Report damaged/defective equipment to their manager as soon as possible.
- Co-operate with SADA towards engagement and involvement in the risk assessment process.

4.21 Workplaces

Shetland Arts will comply with the requirements of the **Workplace (Health, Safety and Welfare) Regulations**. The regulations are intended to protect the health and safety of everyone in the workplace and ensure that adequate welfare facilities are provided for people at work. The regulations aim to ensure that workplaces meet the needs of all members of a workforce, including people with disabilities.

Health, safety, and welfare provisions will include:

- Maintenance of workplace, equipment, devices, and systems
- Adequate ventilation, temperature, and lighting
- Maintaining cleanliness and removal of waste materials
- Adequate room dimensions, including workstations
- Maintaining the condition of floors, traffic routes, and doors
- Preventing falls or falling objects
- Maintaining glazing, including window cleaning
- Provision of sanitary conveniences and washing facilities
- Supply of drinking water
- Provision of accommodation for clothing
- External segregation of pedestrians from motor vehicle routes

4.22 Electricity

The onus of the **Electricity at Work Regulations** is to assess work activities that utilise electricity, or may be affected by it, and to define all foreseeable associated risks.

Shetland Arts will ensure that electrical equipment and systems are maintained, and that installations and electrical equipment are for the environment in which they are used. Protective equipment will be provided where necessary and maintained in good condition. No employee will carry out work on electrical equipment. Electrical testing and inspection will be carried out as follows:

Portable Appliance Testing

Testing of portable appliances within our offices will be programmed to be carried out every two years, by a competent person.

Fixed Electrical Installation Inspection

Fixed electrical installation inspection will be carried out every five years by a competent person.

Visual Checks of Electrical Equipment

Employees should carry out periodic visual checks of electrical equipment, in particular the condition of cables, plugs and sockets. Any damaged or defective equipment must be reported to their Line Manager immediately and withdrawn from use until repaired or replaced.

4.23 Asbestos

The Control of Asbestos at Work Regulations place specific responsibilities on duty holders to manage the risk from asbestos by:

- Ascertaining if there are ACMs (Asbestos Containing Materials) in premises, the location and what condition it is in
- making and keeping an up-to-date record of the location and condition of the ACMs or presumed ACMs
- assessing the risk from asbestos present
- preparing a plan that sets out in detail location, condition, to manage the risk
- taking steps needed to put the plan into action including warning signage, removal and/or encapsulation
- periodic review of the plan and the arrangements that have been implemented
- providing information on the location and condition to anyone liable to work near on or ACMs

Where employees may come into accidental contact with asbestos materials on site, awareness training will be provided.

4.24 Noise at Work

The **Control of Noise at Work Regulations 2005** places a duty on employers to undertake suitable and sufficient risk assessment of noise exposure in the workplace.

Shetland Arts will assess the risks from noisy equipment or processes through sound level testing and implement appropriate engineering control measures, e.g. using quieter equipment, insulating noisy areas. Where engineering controls are not possible or limited, hearing protection of the appropriate attenuation will be provided.

Where employees are regularly exposed to noise levels above 80 decibels, personal exposure will be assessed, and annual health surveillance provided.

Appendix 3 – Disciplinary Policy

Introduction

This policy sets out Shetland Arts' approach to the required standard of conduct from Employees at work. Shetland Arts' aim is to maintain high standards of performance and behaviour and to make sure that all Employees are aware of the standards of behaviour expected from them.

This policy sets out below a list of rules and behaviours that Shetland Arts expects Employees to adhere to. It also sets out the processes that SADA will adhere to when dealing with poor performance and misconduct to ensure that all Employees are dealt with consistently. This disciplinary procedure should be seen as a mechanism for helping Employees where their conduct is unsatisfactory rather than simply being a process for imposing sanctions.

The purpose of this policy is to set out a number of general rules that Shetland Arts expects all Employees to adhere to when carrying out their duties.

Code of Conduct

The purpose of the Code of Conduct is to set out a number of general rules that Shetland Arts expects all Employees to adhere to when carrying out their duties. If an Employee breaks the rules set out below then disciplinary action may be taken against them. The list of rules set out below is not exhaustive and other rules may be added to this policy from time to time.

Employees are required to comply with the following list of rules:

- To attend work at the appointed time and to maintain acceptable time-keeping.
- To observe Shetland Arts' absence reporting procedure.
- To maintain an appropriate standard of dress, personal appearance and hygiene in line with Shetland Arts requirements.
- To observe the Shetland Arts' health and safety policies and procedures, and to report any accidents or other instances that result in injury to themselves, fellow Employees or any other individual at work.
- Not to smoke in areas that are not specifically designated for smoking.
- Where Shetland Arts vehicles are provided, to comply with the Shetland Arts' policy on car use. In particular, Employees must immediately report any accidents involving Shetland Arts vehicles or damages to those vehicles.
- To take care of all Shetland Arts equipment, including cars.
- To obey all reasonable management instructions.
- To be polite to all customers, clients, suppliers of Shetland Arts.
- To observe Shetland Arts' equal opportunities and harassment policies.
- To observe Shetland Arts' policies and procedures on data protection and use of e-mail, internet and telephone facilities.
- To keep confidential both during and after their employment with Shetland Arts all information gained in the course of their employment relating to Shetland Arts and/or its clients, customers or suppliers.

Gross Misconduct

In addition to the general rules set out above, Shetland Arts has set out below a list of behaviours that Shetland Arts would consider as gross misconduct. A breach of any of the following rules may result in the Employee's dismissal without notice. Note that this list is not exhaustive.

- Theft
- Fraud
- Falsification of time-sheets or expenses claims or other documentation relating to employment.
- Violent conduct towards fellow Employees, customers, clients or suppliers.
- Threatening conduct or swearing at fellow Employees, customer, clients or suppliers.
- Gross insubordination or a repeated refusal to obey a reasonable management instruction.
- Gross negligence.
- Instances of bullying or harassment.
- Serious breach of Shetland Art's equal opportunities policy including direct and indirect discriminatory acts based on a person's sex, racial or ethnic origin, sexual orientation, religion, age or disability.
- Serious breach of Shetland Arts' e-mail or internet policy, including the downloading or sending of pornographic or sexually explicit material, and the sending of racially offensive jokes.
- The introduction of viruses into the Shetland Arts' computer system.
- Attending work whilst unfit as a result of alcohol or illegal drugs, including any instances where alcohol is consumed or illegal drugs used during working hours.
- Serious breach of Shetland Arts' Health and Safety policy.

Disciplinary Procedure

Shetland Arts is committed to following a full and fair process in dealing with disciplinary matters to ensure consistency of treatment for all Employees. Set out below is the process that Shetland Arts will normally follow. This procedure does not form part of any Employee's contract of employment and may be amended at any time. Shetland Arts may also vary this procedure, including any time limits, as appropriate in any case.

Investigation

Prior to taking any disciplinary action, Shetland Arts will fully investigate any allegations of wrongdoing. Notes will be taken of all interviews and meetings in connection with the investigation, and these notes will normally be made available to the Employee prior to any Disciplinary Hearing.

Suspension

In cases of serious misconduct, Shetland Arts may elect to suspend the Employee on full pay to allow an investigation to take place. The period of the suspension will be kept to a minimum, and will not be viewed or treated as a punishment against the Employee.

Where an Employee is absent from work due to sickness during any period of suspension, the suspension will automatically come to an end, and the Employee will be treated as on sickness absence, and will receive their sick pay entitlement.

Informal Stage

Minor conduct and performance issues will normally be dealt with by the Employee's immediate line manager and may take the form of advice, counselling or a reprimand. The aim of the informal stage is to set out what standard is expected such as to avoid further disciplinary sanction.

Formal Stage

(1) Verbal Warning

Where an Employee has committed a breach of the Code of Conduct above, or where performance is unsatisfactory, Shetland Arts may issue a verbal warning. This warning will be confirmed in writing and will be retained on the personnel file. However this warning will subsequently be disregarded after a period of six months from the date of issue.

(2) Written Warning

Where there are repeated minor breaches following a verbal warning or the informal procedure, or in the case of more serious misconduct, Shetland Arts may issue a first written warning. A first written warning will be held on the personnel file; however it will subsequently be disregarded after a period of 12 months from the date of issue.

(3) Final Written Warning

Where further breaches of discipline or performance standards occur after a written warning, or where the misconduct is viewed as serious, Shetland Arts may issue a final written warning. The final written warning will specify that any further breaches of discipline may result in an Employee's dismissal. A final written warning will subsequently be disregarded after a period of 18 months.

(4) Dismissal

Where further breaches of discipline or performance standards occur after a final written warning, or where the Employee breaches any of the rules set out in the gross misconduct section above, Shetland Arts may dismiss the Employee either with or without notice. In cases of gross misconduct, normally no notice will be given or paid by Shetland Arts.

Depending on the seriousness of the offence, and at the sole discretion of Shetland Arts, the organisation may start disciplinary proceedings at any stage of the procedure.

The decision to dismiss any Employee can only be taken by a Senior Manager.

(5) Appeal

Employees shall have the right to appeal against any disciplinary sanction. Appeals will normally be made to the next line of management to that which imposed the original disciplinary measure, and should be made in writing within five days of receipt of the letter confirming the disciplinary measure to be applied. An appeal hearing will be set as soon as practicable thereafter.

Right to be Accompanied

All Employees are entitled to be accompanied to any formal disciplinary hearing or appeal by a fellow Employee or an appropriate trade union official.

Employees with Less Than Two Years' Service

Shetland Arts reserves the right at its sole discretion not to follow this disciplinary procedure in the case of an Employee with less than two years' service.

Appendix 4 – Volunteering Policy

Introduction

Shetland Arts is a charitable organisation, which delivers a diverse range of arts events and activities for the benefit of the community.

Volunteers are vital to Shetland Arts' operation. They supplement the skills, experience of our staff, and allow us to offer a greater number and range of events and activities. Volunteers provide additional valuable support to Shetland Arts' work and it is not our intention to displace paid staff with volunteers.

Principles

Shetland Arts values and appreciates the commitment of our volunteers and we aim to reward them with worthwhile and fulfilling experiences in return. They can develop skills, gain employability experience, make new friends and contacts, access training opportunities and make a positive contribution to the community. Many of our volunteers have reported benefits in terms of health, wellbeing and self-confidence.

Shetland Arts welcomes volunteers from all backgrounds, levels of ability and areas of interest. We recognise that many volunteers will need training and support to perform their duties. With this in mind, we do our best to match prospective volunteers with a role, which is suitable. If no suitable roles are available, we will be open and honest with the prospective volunteer.

Policy

This policy sets out the general terms for our engagement with volunteers and is additional to other related Shetland Arts policies, which apply to all staff and volunteers including:

- Equalities, Diversity & Inclusion
- Children, Young People & Vulnerable Adults
- Health & Safety
- Drug & Alcohol Policy

These documents will be provided to all volunteers. This policy does not form part of any employee's contract of employment and may be amended at any time.

MANAGEMENT RESPONSIBILITIES

Chief Executive

The Chief Executive has overall responsibility for the implementation of the volunteering policy. In particular, they are responsible for ensuring that the policy is widely communicated and that its effectiveness is monitored.

Operations Manager

Operations Manager is responsible for ensuring this policy is adhered to in the recruitment and management of all Shetland Arts volunteers.

Opportunities and Enrolment

- Volunteering opportunities are identified at the planning phase of relevant projects and Volunteering Roles Descriptions are written by the relevant project manager.
- Volunteering roles are advertised on the Opportunities section of the Shetland Arts website and elsewhere when available
- Shetland Arts welcomes contact from potential volunteers at any time, and from agencies and organisations including schools, employability organisations and other support organisations on behalf of their students and/or users
- Shetland Arts ensures a fair and effective recruitment and selection procedure operated throughout the organisation including the enrolment of volunteers
- As per Shetland Arts' Equalities, Diversity & Inclusion Policy, enrolment will take place without discrimination on ethnicity, race, faith, age, sexual orientation, gender, employment status, caring commitment, religion, class, health or disability
- It is the Operations Manager's responsibility to identify the most relevant enrolment approach
- The required level of commitment from the volunteer will be discussed at an interview so that both parties can gain a clear understanding. Volunteers can give as little or as much time as they wish, although a regular commitment is preferable

References

- Two character references must be gained prior to a Volunteer commencing their placement. This could be for example from a superior at work, school, college or a support worker that has known the applicant for a minimum of 3 years
- The Operations Manager will use the information gathered in the volunteer application form to contact the referees. This can be done by telephone or email, at the permission of the volunteer

Protecting Vulnerable Groups

- All volunteers will be managed in line with Shetland Arts' Children, Young People & Vulnerable Adults Policy, which includes SADA's policy on the Protection of Vulnerable Groups

Volunteering Agreement

- Each volunteer will be given a Role Description and a Volunteer Agreement containing full information about their chosen area of work and a clear idea of their responsibilities and Shetland Arts' responsibilities to them. Neither of these documents are a contract; Shetland Arts has no intention of creating a contract with any volunteers.

Induction

- There will be a compulsory induction for each volunteer to ensure they receive full information about their work area and their responsibilities
- The Operations Manager or relevant manager will undertake an induction for all volunteers. This will include awareness of relevant policies to enable each volunteer to carry out their role effectively and in support of the Shetland Arts vision and aims. Health & Safety procedures and specific knowledge or understanding the volunteer may require to undertake the placement effectively will also be covered
- Before commencing their new role a volunteer will be required to read, understand and sign Shetland Arts' Social Media Guidelines, and organisation's policies which will all be provided as part of the Volunteer Handbook
- Volunteers will be bound by the same requirements for confidentiality as paid staff.

Ongoing Support and Development

- Shetland Arts will ensure that volunteers receive ongoing opportunities for learning and development where required. The Operations Manager will identify with the volunteer any ongoing support, training or development needs to enable the volunteer to carry out their role and develop their skills effectively
- Shetland Arts from time to time will provide a forum for volunteers to feedback and discuss any concerns or ideas they have
- 12 - 25 year old can register for a Saltire Award and receive certificates on completion of per hour milestones
- Shetland Arts will provide references for volunteers for future employers on request

Claiming Expenses

- Shetland Arts will reimburse volunteers for all agreed out of pocket expenses incurred while volunteering as approved by the individual Project Co-ordinator or other named contact. Receipts or proof of purchase should be provided in all instances.

Insurance and Indemnity

- All volunteers are covered for insurance purposes whilst working for Shetland Arts
- If volunteers are using their own vehicle for purposes specific to the role outside of commuting (e.g transporting artists), they must ensure they have notified their insurers of the vehicle usage. If insurers require the individual to change their cover type, Shetland Arts will reimburse any incurred administration fees to a maximum sum of £30. The volunteer must provide an invoice or receipt for this from the insurer.

Ending the Agreement

- Volunteers are asked to inform Shetland Arts when they no longer wish to volunteer. On the basis of their voluntary work, volunteers will have the right to request a reference and will be supported to move on to other options.

Appendix 5 – Appraisal Policy

Introduction

The key to the success of Shetland Arts is the staff who deliver the service to our customers. It is, therefore, vital that the performance of each employee is optimised so that both Shetland Arts and our customers have as much benefit from this as possible as well as the employees having as much job satisfaction as possible.

Shetland Arts also recognises that employees need regular and constructive feedback on their work performance. It is also recognised that employees have the opportunity to give their own views both on their own performance and issues which affect it. Having a formal Performance Appraisal therefore will meet the needs of both Shetland Arts and its employees.

An appraisal is a record of the employee's performance, training and development needs with the appraisal being the core formal process for developing the highest possible standards of performance in the business. It provides a structure which enables an overall view of work content to be taken by looking back on what has been achieved during the year. It also provides the opportunity to look forward by agreeing objectives and identifying any training, learning and development needs or support which may be required for the next appraisal year.

Aims and Objectives

The overall aim of the performance appraisal process is to maximise the performance of each employee. It is also looking at each employee's potential so that they can achieve a high level of job satisfaction with their efforts being focused on their contribution towards Shetland Arts reaching its objectives.

Shetland Arts's appraisal is designed for the following purposes:

- To assist employees in performing their role to the best of their ability
- To help employees have a high level of motivation and personal job satisfaction
- To provide the employee a formal opportunity to comment on their own performance and raise any issues which may affect this. It should be noted that employees can raise issues at any time during the year which may be affecting their work. It is important that any employee issues are brought to the attention of the Line Manager in the first instance so that these can be dealt with as promptly as possible
- To identify any learning and development needs for the employees
- To maintain up to date records of qualifications, skills and abilities
- To improve communication
- To strengthen employee/management relationships
- To maximise standards of performance and efficiency in line with the competencies
- To contribute towards meeting Company's objectives
- To assess potential and assist with succession planning

Process

At the end of each appraisal year there will be a formal appraisal meeting arranged to discuss objectives set for the appraisal year, performance against competencies, what has been achieved, what development and learning has taken place and discuss and record overall ratings. Part of the

process also includes discussing objectives for the forthcoming appraisal year and what learning and development needs should be followed up to help the employee achieve their potential.

The appraisal will be based on the SMART targets and competencies required for the job.

Employees will carry out a self-appraisal on themselves in advance of the meeting, so that they can participate fully in the appraisal process.

The line manager will be the person who conducts the performance review meeting with the employee. The line manager needs to ensure that the meeting is kept confidential and can be held in a location which is private and free from interruptions. The structure for the performance review process usually takes the following steps:

Step 1 Line manager arranges the meeting date, time and location with the employee and issues the review form to the employee at least 10 working days prior to the meeting taking place.

Step 2 Employee completes self-appraisal sections and return to line manager at least 3 working days prior to the date of the meeting to enable the line manager to prepare for the meeting.

Step 3 Hold meeting ensuring that this is a two-way communication with the employee being encouraged to put forward their thoughts and identify any issues which need to be addressed.

Step 4 Within 10 working days of the meeting taking place the line manager then completes form and returns this to employee for any further comments.

Step 5 Within 5 working days of receiving the form, the employee is required to sign and return form to line manager.

Step 6 Within 5 working days of receipt, the line manager is required to sign the form and upload to the employees Breathe HR record.

Self-Appraisal

In preparation for the review meeting, employees should complete the relevant sections of the Appraisal Form. This should include comments and examples of evidence as to how they have demonstrated that they have achieved the objectives and competencies for the job. The evidence could include examples of targets which have been met, comments received from clients whether by letter or e-mail, comments made by work colleagues where the employee has gone above and beyond what was required.

By completing a self appraisal in advance of attending the appraisal meeting, employees will be able to obtain as much benefit as possible from the discussions with their line manager.

Quarterly One-to-One Meetings

During the course of a year, it is usual that there will be quarterly review meetings held with each employee by the line manager. It is important that quarterly reviews are carried out throughout the year so that nothing comes as a surprise at the formal appraisal meeting. The quarterly review can also mean that an issue can be dealt with before it becomes a major issue for either Shetland Arts or the employee concerned.

There is no formal form for these meetings however it is recommended that a note of the meeting is prepared and signed by both the line manager and employee for upload to the employees Breathe HR file.

Appraisal Meeting

The appraisal meeting is a two-way discussion between the employee and their line manager about the employee's performance during the year.

The discussion will focus on performance against objectives, i.e. what was achieved, along with a review of how these were achieved, i.e. the employee's performance within the competencies for the role.

The meeting will also include discussions on any learning and development the employee has had during the year as well as any that may be required for the next appraisal year.

Objectives for the next appraisal year will also be included in the discussions as these will be the foundation for the next year's review.

Performance Appraisal Form

A performance appraisal form must be completed as part of the process. Completion of the form ensures that there is a record of the meetings and also helps to ensure that any follow-up action identified are completed.

The line manager has a section for any additional comments which have not been captured elsewhere on the form. There is also a section in which employees are encouraged to put any additional comments before signing the form to indicate that they have had the discussions with their line manager.

A copy of the completed appraisal form must be given back to the employee within 10 working days following the meeting.

The completed form will be retained in the employee's personnel file and kept as confidential. The form will be retained for three years from the date of the review meeting and can then be destroyed.

Overall Performance Ratings

As well as ratings for each objective and competency which is relevant to the role, there is an overall rating given which is linked to the pay reviews. The overall performance ratings are as follows:

Exceptional	Scores mainly 4 for each competency and meets SMART objectives.
Highly Competent	Scores 3 and 4 for each competence and meets SMART objectives.
Competent	Scores of 3 and above for each competency (may allow one or two scores of 2) and meets most SMART objectives (or has justifiable/agreed reason for not meeting objectives)
Unsatisfactory	Scores of 1 or 2 and/or does not meet SMART objectives (with no justifiable reason)

It should be noted that a "mainly" is 50% or more (eg out of 6 objectives, a majority would be 3 or more).

Learning and Development

An important part of the review process is to identify learning and development needs for the employees. These should be linked to the overall objectives of Shetland Arts as well as to the development of the individual in more general terms.

It may be that there are development areas linked with the competencies or to the skills needed to carry out the duties required. These should be discussed at the appraisal meeting so that activities can be agreed along with timescales of when these activities are expected to be completed.

Some examples of the types of development activities identified could be:

- The employee to attend a training course on technical information needed to carry out the duties.
- The employee to shadow another colleague who carries out a different role so that it increases their overall understanding of other activities carried out by Shetland Arts.
- The employee to identify how they may be able to change their working practices to streamline how they carry out their duties so that these are carried out more efficiently.
- As part of succession planning, it could be suggested that the employee take on a specific project which would stretch their capabilities or test them in some way.

Appeal Procedure

If any employee disagrees with the comments and/or ratings given by their line manager, they should write to their Line Manager setting out their concerns. A meeting will then be held to resolve any disagreement. If the employee still does not agree, then Shetland Arts's Grievance Procedures should be followed to resolve the matter.

Capability Policy

If any employee receives an overall performance rating of "Unsatisfactory" – then the Line Manager will commence use of Shetland Arts's Capability Procedure which is used to manage situations when the employee's performance is below the standards expected in their role.

It may also be the case that an employee is already progressing through the Capability Procedure to manage poor performance. In these situations, the Performance Appraisal will take place as normal as it is important to plan for the year ahead and work towards improving performance to an acceptable standard.

5.3 Strategic Risks August 2024



INTRODUCTION

This report reviews the following strategic risk:

- 5 Finance

DETAIL

The risks has been reviewed by the Leadership Team and the findings are set out in Appendix 1.

The proposed updates to the risk are:

- The evidence for mitigation 5.3 has been changed to be the income graphs that are generated. It was previously the minutes of the commercial meeting but that meeting no longer takes place. It is now part of the WMT meeting which it is not minuted.

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	Successful funding applications				
					5.3	Focus on traded/commercial income	Income graphs generated and presented to WMT and Trustees				
					5.4	Deliver on funding agreements	Reporting				
					5.5	Ensure funding is claimed in a timely fashion	Minuted 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

5.3 Trustee Recruitment August 2024



INTRODUCTION

This report details the following

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

PROPOSED TRUSTEES

Name	Panel	Details	Recommendation
Michele Kerry	N/A	Michelle reached the end of her first term as a Trustee on 26 August 2024 and the Trustees are required to re appoint her for a second term.	Reappoint

6.1 Updates from Stakeholders August 2024



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	N/A
Shetland Charitable Trust	N/A
Highlands and Islands Enterprise	N/A
Shetlands Islands Council	N/A

7.1 Key Upcoming Events August 2024



Shetland*arts*

EVENT DETAILS

Date	Title	Venue
28 August	Singer Songwriter	Mareel
5/6 September	Love the Sinner	Mareel
6 September	Homemade	Mareel
12 September	Tae Sup Wi' A Fifer	Mareel
25 September	Treasure Island	Mareel
29 September	Sunday Teas with Aly and Phil	Unst
5 October	Amy Laurenson Quartet	Mareel
25 October	Dementia The Musical	Mareel