

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 25 June 2026 at 6.00pm
Venue: Mareel/Teams

Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 25 June 2026		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KLL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Strategic Risks	Attached Attached	KLL GH	Approval Approval
6	Strategy 6.1 Update from Stakeholders	Attached	GH	Note
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 29 th October 2026 – 5.30pm		Chair	

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

Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 25 June 2026, held at 5.30 p.m. in Mareel

Present:

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

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
Kerry Llewellyn (KLL), Support Lead, Shetland Arts
Irene Hambleton (IH), AJB Scholes Ltd.
Catrina Carter, minute taker

Apologies:

Kerry LARBalestier (KL), Shetland Arts, for lateness
Kristofer Wilson (KW), Shetland Arts

Item	Topic	Action
1	Welcome and Apologies JM welcomed everyone to the meeting	
2	Declarations of Interest None	
3	Minutes of Meeting held on 30 April 2026 Approved on the motion of HH, seconded by JW. <u>Matters Arising:</u> None	
4.1	Management Accounts to February 2026 Noted	
4.2	Operational Issues Noted <u>Staff Forum</u> – MK had attended and advised that a couple of queries regarding the Right to Time Off policy had been referred back to management. GH felt that the Forum had become a positive space and feedback on this would be sought in a staff survey during the autumn.	

4.3	Performance Monitoring Noted	
4.4	Major Projects <u>Shetland Noir</u> – positive feedback had been received. MK had attended the weekend and thanked the team for pulling the event together. She stated that all authors had highlighted the importance of libraries and she thought this may be an opportunity to work more closely with Shetland Library. KL confirmed that the Director of Creativity & Impact was already making approaches in this regard. <u>Even Here, Even Now</u> – It was now understood that this needed to be operating in all six local authorities with island populations by March 2027. There was a need to make sure partnerships were up-to-speed as the intention was that they would continue things when this phase came to an end.	
5.1	Policies It was noted that the policies for approval had been consulted upon with the Staff Forum and Trustees. It was also noted that under Conflict of Interest an addition was required that the CEO's decision of in kind support will be made <i>within</i> 14 days. Subject to this amendment, the Absence Management, Conflict of Interest, Sick Pay and AI policies were unanimously approved. It was also agreed that the AI policy should be reviewed in six months.	
5.2	Strategic Risks <u>Cyber Security</u> – new risk as result of Trustees' workshop earlier in the year. Noted and approved. GH confirmed that there had been no further incidents to the one reported at the previous meeting, although the organisation was being hit with phishing attacks all the time.	
5.3	Financial Statements to 31 March 2026 IH summarised the financial statements. Income for the year had increased to £2.6 million from £2.4 the previous year. IH ran through the increases and decreases in income and expenditure. The result was a deficit of just under £10K for the year. The value of fixed assets, mainly for Mareel and a little for Bonhoga, had increased slightly. (KL entered the meeting)	

	The financial statements were approved. Thanks were given to KLL and her team as well as the Audit team.	
6.1	Update from Stakeholders None	
7.1	Key Upcoming Events Noted	
8	Any Other Business None	
9	Date of AGM & Next Board Meeting 5.30 p.m. Thursday 27 August 2026	

4.1 Management Accounts

3 Months to June 2026

Profit and Loss Accounts



	Actual £	Budget £	Variance £
<u>Income</u>			
Ticket Sales	107,635	76,524	31,111
Education and training income	20,540	23,000	- 2,460
Retail income	13,282	35,775	- 22,493
Food and beverage income	125,593	152,517	- 26,924
Foyer income	29,221	23,600	5,621
Box office commission income	12,144	15,000	- 2,856
Gallery commission	1,061	-	
Hire of rooms and equipment income	36,034	32,175	3,859
Screen advertising income	1,446	2,500	- 1,054
Gift Vouchers	- 127	-	- 127
Sponsorship income	-	-	-
Donations received	469	384	85
Grant Funding - Capital	-	-	-
Grant Funding - SIC	-	454	- 454
Grant Funding - SCT	275,625	275,625	-
Grant Funding - Creative Scotland	97,992	98,875	- 883
Other Grants - Trusts and foundations	4,500	14,075	- 9,575
Operating lease income - SIC	33,114	33,114	-
Other income & Interest received	29,588	26,755	2,833
Memberships received	3,528	5,000	- 1,472
	<u>791,645</u>	<u>815,373</u>	<u>- 24,789</u>
<u>Purchases</u>			
Food and beverage purchases	67,937	55,000	- 12,937
Foyer purchases	15,561	13,910	- 1,651
Retail purchases	4,923	21,284	16,361
Direct costs	-	250	250
	<u>88,421</u>	<u>90,444</u>	<u>2,023</u>

Direct Costs

Gross wages and salaries - regular	282,576	301,993	19,417
Gross wages - casual	26,010	16,130	- 9,880
Employers NI	33,406	36,005	2,599
Employers pension	60,293	62,944	2,651
Recruitment expenses	85	825	740
Employee/Trustee expenses	-	250	250
Training and protective clothing	3,966	5,500	1,534
Programme costs - project	71,187	60,496	- 10,691
Marketing costs - project	8,679	5,856	- 2,823
Licences - PRS etc	18,780	18,054	- 726
Film transport	-	500	500
Hire of equipment	680	-	- 680
	<u>505,662</u>	<u>508,553</u>	<u>2,891</u>

Overheads

Travel and subsistence and Entertainment	8,792	7,976	- 816
Rent, Rates and Insurance	28,108	25,815	- 2,293
Heat and Light	38,419	39,560	1,141
Operating leases - Rent and Equipment	37,314	37,314	-
Repairs and maintenance and cleaning	35,583	33,759	- 1,824
Print, postage and stationary	1,557	1,275	- 282
Telephone and broadband	2,559	2,191	- 368
Computer costs	4,919	5,762	843
Marketing costs - strategic	1,826	69	- 1,757
Website costs	154	688	534
Subscriptions	2,443	410	- 2,033
Consumables	159	2,011	1,852
Sundry	48	-	- 48
Legal and professional fees	15,602	9,995	- 5,607
Bank charges	6,944	7,685	741
Loan interest	-	1,500	1,500
	<u>184,427</u>	<u>176,010</u>	<u>- 8,417</u>

SURPLUS/DEFICIT

13,135	40,366	- 27,231
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3 Months to June 2026

Balance Sheet



	£	£
Tangible Fixed Assets		7,596,618
<i>Current Assets</i>		
Stock	22,667	
Debtors	420,954	
Cash at Bank	489,851	
	<u>933,472</u>	
<i>Current Liabilities</i>		
Creditors	<u>630,231</u>	
Net Current Assets		303,241
<i>Long term liabilities</i>		
Loans	0	
Pensions liability	<u>0</u>	
		0
Net Assets		<u><u>7,899,859</u></u>
<i>Capital and Reserves:</i>		
Capital funds		7,539,406
Revenue funds		360,453
Pension liability		<u>0</u>
		<u><u>7,899,859</u></u>

3 Months to June 2026

Movement on Selected Funds



Fund Name	Opening		Expenditure	Closing
	Balance	Income		Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	20,189			20,189
Recovery fund for Cultural Organisations	142,470			142,470
Corra Foundation	4,146			4,146
Discovery Film Club	1,296			1,296
VACMA	2,100			2,100
Total	171,906	-	-	171,906

4.2 Operational Issues

August 2026

INTRODUCTION

This report details the following

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

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	No meeting since the last board meeting, next meeting due early September.
Commercial	Group currently planning a Christmas Card commission for this year as well as reviewing a number of possible new retail products.
Staff Forum	No meeting since the last board meeting, next meeting due early September.

4.3 Performance Monitoring

August 2026



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Delivered	172	462	323	957	17,245	24,820	21,963	64,028	87	88	83	258	950	1,159	1,257	3,366
Quarterly Target 26/27				1,027				54,370				363				2,599
% of Target Delivered				93%				118%				71%				130%
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	111	423	313	847	11,856	22,050	20,498	54,404	10	11	8	29	151	325	155	631
Improved opportunities through personal and professional transferrable skills	7	4	4	15	624	157	187	968	58	41	28	127	548	331	306	1,185
Improved confidence to contribute positively through opportunities for self-expression and community involvement	32	30	7	69	3,108	2,378	549	6,035	66	61	47	174	691	530	485	1,706
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	0	42	26	68	0	1,401	422	1,823	0	3	2	5	0	23	151	174
Improved mental and physical health through more active involvement in creative and social experiences	1	264	103	368	318	6,727	2,988	10,033	21	25	19	65	298	297	378	973
Improved community resilience through a more diverse creative economy	164	159	190	513	16,303	16,609	18,366	51,278	15	22	37	74	124	526	632	1,282

1: Attendances are the number of people who attend concerts, screenings or exhibitions. Participations are the number of times people take part in development sessions

2: Our activity is planned and measured against the 'Social Outcomes' (SOs) listed under the Impact heading - each event, session or project has two priority SO, and the table above cumulatively captures these priority SOs

4.4 Major Projects

August 2026

INTRODUCTION

This report details the following

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

SIGNIFICANT PROJECTS COMPLETED

Date	Title	Intention	Outcome

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Recruitment of key roles begun, discussions with partner orgs will begin in the autumn
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	No Update
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Updated included in separate paper.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Updated included in separate paper.
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Discussions ongoing on the best way to share all information with the staff and get engagement.

VACMA	Small grants for Visual Arts and Craft Makers	Applications open on Wednesday 26 August
Yesplan Review	To review the use of Yesplan and implement changes to make it more useful/relevant for users.	Delayed due to changes with Operations Manager, hoped to issue survey in September.
Town of Culture Bid	Shortlisted and now moving to full bid.	Updated included in separate paper.
Reopening Bonhoga	Launch of refreshed facility.	Reopening and business plan will be the focus of the September information session.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
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5.1 Policies

August 2026

INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Right to Time Off	1	Updated compassionate leave section following staff forum comments.
Time Off for Dependents	2	No change.
Health, Safety and Welfare	3	Removal reference to Production and Facilities Lead, replaced by Director of Operations.
Relocation	4	No change

POLICY REGISTER

Policy Name	Date for Review	Notes
Right to Time Off	16/12/2025	Included as Appendix 1
Children, Young and Vulnerable Adults	27/02/2026	Will be taken to October meeting.
Time off for Dependents	27/04/2026	Included as Appendix 2
Health, Safety and Welfare	26/06/2026	Included as Appendix 3
Relocation	28/06/2026	Included as Appendix 4
Data Protection	30/10/2026	
AI	25/12/2026	
Adoption, Maternity and Paternity	27/02/2027	
Social Media Policy	27/02/2027	
Recruitment	25/04/2027	

Capability	25/04/2027	
Equality, Diversity and Inclusion	30/04/2027	
Pay and Pension	30/04/2027	
Sick Pay	25/06/2027	
Conflicts of Interest	25/06/2027	
Appraisal	26/06/2027	
Stress	27/06/2027	
Expenses	28/08/2027	
Disciplinary	29/08/2027	
Flexible Working	29/08/2027	
Procurement	30/10/2027	
Anti- Harassment, Bullying and Victimisation	31/10/2027	
Menopause	31/10/2027	
Whistleblowing	31/10/2027	
Environmental	19/12/2027	
Smoke Free	19/12/2027	
Training and Trips	27/02/2028	
Sexual Harassment Prevention	30/04/2028	
Absence Management	25/06/2028	
Social Media	27/07/2028	
Home & Hybrid Working	28/08/2028	
Alcohol and Drugs	28/08/2028	
Communications	31/10/2028	
Breastfeeding	31/10/2028	
Children in the Workplace	18/12/2028	
Volunteering	29/08/2029	
Fire	In development	

Lone Working	In development	
Risk Management	In development	

Appendix 1 – Right to Time Off

Introduction

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

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

Working Time

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

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

It does not include

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

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

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

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

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

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

Rest Periods

- **Daily Rest Period**
 - Adult Workers are entitled to 11 hours consecutive rest in every 24-hour period which they are at work
 - Young Workers (who are over compulsory school leaving age, but under 18) are entitled to 12 hours consecutive rest in every 24-hour period.
- **Weekly Rest Period**
 - Adult Workers are entitled to at least 24 hours continuous rest in each 7 day period, or 48 hours rest every 14 days.
 - Young Workers are entitled to 48 hours in every 7 days.
- Exceptions to daily and weekly rest periods apply when there is an “objective, technical or organisational reason”. When a rest period is interrupted - compensatory rest should be given if possible.
- **In Work Rest Breaks**
 - Adult Workers are entitled to 20 minutes for every 6 hours worked
 - Young Workers are to 30 minutes for every 4.5 hours worked
 - In work rest breaks are unpaid and cannot be taken at the beginning or end of the shift. The timing of these breaks will be dependent on the needs of your department.

Time Off

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

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

A manager may approved leave outside the time limits above under exceptional circumstances.

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

Up to one weeks contracted working time can be carried forward at the end of the leave year, which runs from 1 April to 31 March, at the discretion of your manager.

Compassionate Leave

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

The maximum for paid Compassionate leave is 5 days per request.

TOIL / Annualised Hours / Overtime

All employees will either have TOIL, Annualised hours or Overtime included in their contract of employment. An employee will only have one of these.

TOIL

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

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

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

Annualised Hours

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

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

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

Overtime

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

Exceptions

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

Appendix 2 – Time Off for Dependents

Introduction

This policy sets out the policy in regards to time off for dependents.

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

Policy

Employees have the right to take a reasonable amount of unpaid, time off to deal with unexpected emergencies involving a dependant so they can make necessary arrangements.

This right is only to deal with emergencies and to put other care arrangements in place if the situation is expected to last for some time. For example in the case of the illness of a dependant, the employee is entitled to time off to make arrangements so that the dependant is looked after by someone else; they are not entitled to time off for the duration of the dependant's illness.

A dependant is defined as a parent, spouse, partner, child or someone who usually lives with the employee as part of their family or any other person who reasonably relies on the employee for assistance.

There is no minimum length of service period for an employee to qualify for this right.

The right to time off is as follows:

- To make arrangements for caring for a dependant when the normal care arrangement breaks down, e.g. if a childminder or nurse fails to turn up
- To help or make arrangements when a dependant is ill or injured. The illness or injury does not have to be serious or life threatening and may be mental or physical
- When a dependant gives birth. This does not include taking time off after the birth to care for the child
- When a dependant dies
- To deal with an unexpected incident involving a dependent child during school hours

Employees are required to notify Shetland Arts as soon as possible that they will be absent, the reason for the absence and how long they think they will not be at work. If an employee fails to inform Shetland Arts of their absence or the reason for it, this may result in disciplinary action being taken.

Shetland Arts reserves the right to enquire about the nature and reason for the time off. Any information provided will be dealt with in the strictest confidence.

Appendix 3 – Health, Safety and Welfare

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.

The Chief Executive Officer will ensure that:

- our Health and Safety Policy is implemented, monitored, developed, communicated effectively, reviewed and amended as required
- a health and safety plan of continuous improvement is created and senior management monitor progress against agreed targets
- suitable and sufficient funds, people, materials and equipment are provided to meet all health and safety requirements
- senior management designated with health and safety responsibilities are provided with support to enable health and safety objectives to be met
- a positive health and safety culture is promoted and that senior management develop a proactive safety culture which will permeate into all activities undertaken and reach all personnel
- a system of communication and consultation with employees is established
- effective training programmes have been put in to place
- an annual report on the safety performance of the company is presented to the Board.

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 Manager will ensure that in their areas of control:

- they actively lead the implementation of our Health and Safety Policy
- they supervise their staff to ensure that they work safely, providing increased supervision for new and young workers
- safe systems of work are developed and implemented
- risk assessments are completed, recorded and regularly reviewed
- accidents, ill health and 'near miss' incidents at work are investigated, recorded and reported
- they communicate and consult with staff on health and safety issues
- they encourage staff to report hazards and raise health and safety concerns
- safety training for staff is identified, undertaken and recorded to ensure staff are competent to carry out their work in a safe manner
- issues concerning safety raised by anyone are thoroughly investigated and, when necessary, further effective controls implemented
- premises, plant and work equipment are maintained in a safe condition
- statutory examinations are planned, completed and recorded
- personal protective equipment is provided, staff instructed in its use and that records are kept
- adequate arrangements for fire and first aid are established
- any safety issues that cannot be dealt with are referred to the INSERT JOB TITLE for action
- welfare facilities provided are maintained in a satisfactory state
- hazardous substances are stored, transported, handled and used in a safe manner according to manufacturers' instructions and established rules and procedures

- contractors engaged are reputable, can demonstrate a good health and safety record and are made aware of relevant local health and safety rules and procedures
- health and safety notices are displayed
- agreed safety standards are maintained particularly those relating to housekeeping
- health and safety rules are followed by all.

The operational responsibility for health & safety management is vested in the Chief Executive. The Director of Operations 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, 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 Shetland Arts.

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 the 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 the 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 Production 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 Shetland Arts. 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.

Shetland Arts 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. Refer to the Glasses & Eye Test Policy.

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 Shetland Arts towards engagement and involvement in the risk assessment process.

4.21 Pandemics and Epidemics

When notified that the country is experiencing a pandemic or epidemic, Shetland Arts will aim to prevent the spread of infection through work-based activities by adopting suitable control measures.

Shetland Arts will:

- follow guidance given by government agencies and close work sites if instructed to or if employees or any person is put at risk,
- undertake risk assessments to identify tasks or situations that may expose individuals or groups to potential risks,
- monitor any changes to government guidance,
- manage the risk posed by contractors and visitors visiting the workplace,
- develop and implement an emergency action plan to deal with any potential outbreaks,
- allow employees to take part in any government testing,
- identify, plan and implement controls and safe systems of work to prevent transmission,
- provide information, instruction and training to those identified at risk,
- where required, provide personal protective equipment (PPE) and monitor its use and maintenance,
- organise for the safe cleaning of equipment and, where appropriate, disinfection and thorough cleaning,
- arrange for safe disposal of any infected materials, and
- adopt good hygiene practices.
- identify, plan and implement controls and safe systems of work to prevent transmission,
- provide information, instruction and training to those identified at risk,
- where required, provide personal protective equipment (PPE) and monitor its use and maintenance,
- organise for the safe cleaning of equipment and, where appropriate, disinfection and thorough cleaning,
- arrange for safe disposal of any infected materials, and
- adopt good hygiene practices.

4.22 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

4.23 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.

4.24 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.

4.25 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 4 – Relocation

Purpose

In support of our strategic goal to attract, recruit and retain the best available Shetland Arts offers a relocation package to support new employees who are required to relocate to take up employment. The relocation package is offered as a contribution towards costs incurred, and is designed to be flexible, allowing staff to use the financial support available (as outlined in this Policy) in the way that will be most helpful to them.

Scope

New employees at Pay Band 2 or higher will qualify for relocation assistance if they meet the eligibility criteria which will normally be as follows:

- all staff being appointed on continuing contracts, or fixed term contracts of over two years duration; and
 - where new staff currently live outside of what is a reasonable travelling distance to their place of work, (for guidance purposes this would normally be more than 50 miles from either Mareel or Bonhoga)
- OR
- where new staff face a significant challenge in meeting required working hours due to public transport options.

Conditions

The following qualifying conditions will apply:

- employment would need to have commenced before any claim is paid;
- claims should normally be made within six months of the member of staff taking up the appointment. This may be extended in exceptional circumstances, with the approval of the Chief Executive. However, the maximum time limit for claims to be made should be in accordance with the HM Revenue and Customs rules for the exemption of tax and national insurance liability;
- there is only one relocation claim permitted per household, e.g. if a husband and wife, or partners at the same address, are both to be employed only one member of staff can make a claim for reimbursement;
- eligible staff will be offered, in writing, a relocation package under the terms of this Policy and will be asked to sign to confirm their acceptance of these terms.

Financial Support for Relocation

A financial contribution towards the costs of relocation will normally be provided to members of staff as follows:

Pay Band 1	Up to £500
Pay Band 2 & 3	Up to £1,000
Pay Band 4, 5 & 6	Up to 10% of starting salary to a maximum of £5K

Special Cases for Assistance

Staff employed and funded on fixed term contracts of two years duration or under, for specific projects or pieces of work, will not be eligible to apply for the full relocation package but can apply to your line manager for a contribution of up to £300 to assist with their relocation costs.

The Relocation Claims Process

Any request for payment of expenses should be submitted via Breathe. Once submitted, this will be routed to your line manager for approval before payment is made directly to your bank account.

Members of staff will be required to pay any relocation amount themselves in the first instance and then submit their relocation expenses claim for reimbursement under the terms of this Policy. Direct payment to companies such as removal firms or storage companies will not be made by Shetland Arts.

Scanned copies of receipts must be uploaded with the expenses claim to allow the claim to be paid. (Credit card receipts or bank statements are not permitted.)

Relocation Expenses

What can be claimed for

Guidance on what types of items can be claimed for reimbursement is detailed below. Within the headings below, individual may choose how they use the financial support available according to their particular needs. However all claims are subject to an overall limit as defined above. All reimbursement is made on the basis of actual costs incurred.

Removal costs

The packaging and removal of furniture and effects including insurance of goods in transit. Two competitive quotes should be submitted. Unless otherwise agreed it is expected that the company with the lowest quote will be used. If a removal company is not used, reasonable expenses for the van hire, petrol, ferry and insurance costs can be claimed.

The costs of temporary storage of personal effects, where a permanent move cannot be made immediately.

Temporary Accommodation

If new accommodation cannot immediately be purchased then temporary accommodation costs will be paid up to a maximum of 6 months. The cost of this temporary accommodation will be met from the overall contribution sum agreed for the relocation. A copy of the rental agreement will be required.

Travel Costs

If challenges with public transport cause an issue for new staff in their availability for the work of the organisation then costs relating to improving transport options for the employee could be covered. This may be driving lessons or a contribution towards the purchase of a vehicle.

Travel costs if relocating from within the UK

For staff relocating from within the UK, the cost of relocating to the new area will be paid at either one economy class or equivalent air or train fare for the member of staff, spouse/partner and children; or if moving by car, appropriate mileage (based on the SADAs mileage rate) and ferry costs can be claimed.

Professional and Legal costs – Sale of Property

Reasonable legal expenses and associated costs along with estate agents costs in connection with the sale of the former home will be reimbursed.

Professional and Legal costs – Purchase of Property

Reasonable legal expenses and associate costs in connection with the purchase of the new home will be reimbursed, as will survey/ valuation costs and stamp duty (to the value of the property being sold).

Tax Implications

Full information on the tax treatment of relocation benefits is available from the UK Government website, which can be viewed here. [Expenses and benefits: relocation costs: Overview - GOV.UK \(www.gov.uk\)](https://www.gov.uk/expenses-and-benefits-relocation-costs-overview)

Recovery of Relocation Payments

Shetland Arts reimburses relocation expenses on the condition that the recipient does not choose to leave employment within two years. If the recipient does leave within two years Shetland Arts will recover payments reimbursed on the following basis:

Leaving In	Payment Recovery
Within one year of appointment	100%
Within 18 months but more than one year of appointment	67%
Within two years but more than 18 months of appointment	34%

Any monies owed at the member of staff's date of leaving will be deducted from their final salary. The recipient will be asked to sign to agree to these terms as per the template letter outlined in Appendix A.

Questions on the Relocation Policy

Any questions on the application of this Relocation Policy should be directed to the staff members line manager.

Appendix A: Outline Letter of Acceptance
Personal/Location details

Name		Title	
Job title		Start Date	
Former Address		Present Address	
Relocation Support Offered			

I, the above named, confirm that I have read and understand the SADA's Relocation Policy and accept the relocation expenses financial support offered to me under the terms of the Policy. I confirm that if I leave SADA's employment within 2 years of appointment I will repay to SADA on demand, in line with the Policy Section 6, the expenses paid to me. I agree to the deduction by SADA of any outstanding sums due by me to it, including relocation expenses from my final salary payment.

Signature:

Date:

5.2 Strategic Risks

August 2026

INTRODUCTION

This report reviews risk 10 Safeguarding

DETAIL

There are no changes proposed by the Leadership Team.

Appendix 1

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)		(RFxRS)	
10	Safeguarding Failure to adequately safeguard children or vulnerable adults involved in Shetland Arts' activities results in harm to individuals and significant reputational, legal, and financial damage to the organisation.	2	5	10	10	Clear PVG policies in place	Children, Young and Vulnerable Adults Policy Immediate Concerns Procedure PVG Reporting Form	1	4	4	Frequency has been reduced because of 10.1, 10.3 & 10.4 Severity has been reduced because of 10.1 & 10.2
					10	PVG checks and safer recruitment practices	PVG checks carried on staff recruited to nominated jobs				
					10	Staff training and clear reporting processes	Staff training days				
					10	Designated Safeguarding Lead	Director of Creativity and Impact				

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

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

6.1 Updates from Stakeholders August 2026

INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	None
Shetland Charitable Trust	None
Highlands and Islands Enterprise	None
Shetlands Islands Council	None

7.1 Key Upcoming Events August 2026

EVENT DETAILS		
Date	Title	Venue
Sunday 30 August 2026 14:00	Young Musicians Sessions	Mareel
Thu 3 Sep 2026, 1.00PM - 1.40PM	Soup and a Show - David Boyter: "Hinna"	Mareel
Thursday 24 September 2026 19:30	Singer Songwriter Nights	Mareel
Saturday, 5 September 2026 19:30	The Maes & Lizzie No	Mareel
5 Sep - 8 Sep 2026	Homemade 0-4 Minutes	Mareel
Sun 20 Sep 2026, 10.00AM - 4.00PM	The Royal Scottish Academy at 200: Tutored Life Drawing with George Donald RSA	Mareel
Wed 30 Sep 2026, 7.30PM - 9.30PM	Wool Week Spree	Mareel