



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 23 February 2023		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Trustee Recruitment 5.3 Strategic Risk Register	Attached Attached Attached	KL SM GH	Note Approve Approve
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 June 2023 – 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 Meeting of Shetland Arts Development Agency Board of Trustees,
Thursday 23rd February 2023, held at 5.30pm at Mareel and by Video
Conference**

Present:

Susan Mail (SM), Chair, Shetland Arts
 Chris Gadsby (CG), Trustee, Shetland Arts
 Michele Kerry (MK), Trustee, Shetland Arts
 Renzo Spiteri (RS), Trustee, Shetland Arts
 James Johnston (JJ), Trustee, Shetland Arts
 Lynn McHattie (LM), Trustee, Shetland Arts
 Kerry Larbalestier (KL), Trustee, Shetland Arts
 Malcolm Innes (MI), Trustee, Shetland Arts
 Catriona Macdonald (CMD), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts
 Chloe Mackie (CM), Admin Manager, Shetland Arts (Minute taker)

Apologies: None

Item	Topic	Action
1	<p>Welcome and Apologies The chair welcomed everyone to the meeting.</p> <p>No apologies.</p>	
2	<p>Declarations of Interest There were no declarations of interest.</p>	
3	<p>Minutes of Previous Meeting The minutes of the previous meeting (22 December) were approved by CMD and seconded by MK.</p> <p>Corrections to CMD name.</p>	
4.1	<p>Management Accounts Kerry introduced the accounts.</p> <p>Movement on restricted funds was noted of £388,000 but this had been expected.</p>	
4.2	<p>Operational Issues</p> <p><u>Youth Issues</u> There were continued issues for staff with youth misbehaviour. The stole all the lightbulbs from the desk lights in the upper café.</p>	

	<p>SADA continues to seek solutions and will be experimenting with classical music in the foyer. Studies have shown that this can have a positive impact on crime and bad behaviour.</p> <p>GH doesn't expect an improvement unless more places for young people are opened.</p> <p><u>SIA/Security Staff Issues</u> 2 events have been cancelled due to lack of security staff. GH said it is unclear who is ultimately responsible for solving this issue in Shetland due to the costs involved.</p> <p>GH said this was a state of being now and should be removed from the board reports.</p>	
4.3	<p>Performance Monitoring</p> <p>GH said that KPIs are running behind but not significantly.</p>	
4.4	<p>Major Projects</p> <p><u>Good Governance Award</u> SADA was successful in its award.</p> <p><u>The Booth</u> The renovation is now complete and looking great.</p> <p><u>Commissions</u> There were 18 applications to the initiative and 5 projects were successful with their applications. There are 14 artists involved in the 5 projects.</p> <p>There were no further comments.</p>	
4.5	<p>Budget 2023-24</p> <p>KLL explained that there have been some amendments to budgets since the last meeting and in light of internal discussions.</p> <p>Staffing resources have been changed in the commissioning team.</p> <p>The budget surplus is now at £29,000 which is felt to be reasonable though some way off the £60,000 originally discussed.</p> <p>There was a review of ticketing charges following trustee comments at the January information session and it was decided to be left as detailed in the original budget.</p> <p>CMD asked how quickly SADA can move if there is kick back to the booking fees?</p>	

	<p>GH said he and KLL will review bi-monthly though an alternative would have to be put forward if booking fees were to be reviewed again.</p> <p>GH said that SADA will have to highlight the lack of SIC funding for culture in the event of complaints by public or press and present the facts.</p> <p>Ticket prices can remain the same thanks to booking fees and can be booked with no ticket fees in person.</p> <p>SM asked if there were going to major changes to facilitate savings, such as reducing hours in the café and customer service areas or reducing film programme. GH said Bonhoga is closing 1st April for refurbishment which will reduce costs.</p> <p>KL put forward thanks to the management team for finding the solutions in a difficult environment and proposed agreeing the changes and approving the budget.</p> <p>Budgets approved unanimously by all trustees.</p>	
<p>4.6</p>	<p>Staff Satisfaction Survey</p> <p>KL said that the red arrows going downwards, may seem to be a few disaffected employees but all is being dealt with in the responses detailed in the report.</p> <p>CMD queried if staff really understood the metrics of satisfaction of 1-5. Suggested clarification on how staff can understand the middle ground i.e. option number 3. GH said they have the narrative but not the numbers. GH said he would raise this with the external company who manage the survey.</p> <p>GH said there has been a good response rate compared to previous years. He also said that given the recent climate such as covid and hybrid, it was largely a positive result.</p> <p>LM raised concerns about the lack of equipment in the survey. GH said that staff should raise this with their line managers. There are difficulties given the varied hybrid working arrangements in place.</p> <p>GH said the use of the form to report health and safety concerns was worrying and staff should be advised to consult line managers in the first instance.</p>	
<p>5.1</p>	<p>Policies</p> <p>No policies to review.</p> <p>SM mentioned Health safety and welfare to be brought back for review. KLL said this would be organised for the next meeting.</p>	

5.2	Trustee Recruitment No updates	
6.1	Update from Stakeholders Updating in closed session.	
7.1	Key Upcoming Events GH took the attendees through the Events report. Shetland Noir Early birds still on sale and worth purchasing. Applied for funding for a Civic Reception to open the festival.	
8	Any Other Business None	
9	Date of Next Meeting Board Meeting Thursday 27 th April 2023 – 17.30.	
	Meeting closed at: 18:14	

Minute approved:

Susan Mail
Chair, Shetland Arts Development Agency

4.1 Management Accounts 11 Months to February 2023 Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	267,500	282,039	- 14,540
Education and training income	96,009	104,457	- 8,448
Retail income	65,621	68,076	- 2,455
Food and beverage income	332,082	334,024	- 1,942
Foyer income	69,996	72,595	- 2,599
Box office commission income	2,465	1,723	742
Gallery commission income	2,139	2,365	- 226
Hire of rooms and equipment income	59,009	58,570	439
Screen advertising income	12,016	11,752	264
Gift Vouchers	4,011	- 615	4,625
Sponsorship income	2,950	3,533	- 583
Donations received	1,736	826	911
Grant Funding - Capital	5,460	-	5,460
Grant Funding - SIC	22,058	10,973	11,085
Grant Funding - SCT	625,625	625,625	-
Grant Funding - Creative Scotland	391,396	400,306	- 8,910
Other Grants - Trusts and foundations	32,786	20,846	11,940
Operating lease income - SIC	82,500	82,500	-
Other income	37,973	28,372	9,601
Memberships received	13,798	5,803	7,995
Interest received	1,946	-	1,946
	<u>2,129,073</u>	<u>2,113,769</u>	<u>15,305</u>
<u>Purchases</u>			
Food and beverage purchases	139,702	126,671	- 13,031
Foyer purchases	33,751	36,788	3,037
Retail purchases	40,255	49,853	9,598
Direct costs	191	365	173
	<u>213,899</u>	<u>213,676</u>	<u>- 223</u>

Direct Costs

Gross wages and salaries - regular	860,431	852,116	-	8,315
Gross wages - casual	150,163	150,781	-	618
Employers NI	76,344	74,510	-	1,833
Employers pension	190,271	178,810	-	11,461
Recruitment expenses	4,214	4,856	-	641
Employee/Trustee expenses	285	417	-	132
Training and protective clothing	9,106	9,043	-	63
Programme costs - project	374,969	458,053	-	83,085
Marketing costs - project	9,492	21,371	-	11,880
Licences - PRS etc	39,736	36,805	-	2,931
Film transport	-	833	-	833
Hire of equipment	350	200	-	150
	<u>1,715,361</u>	<u>1,787,797</u>		<u>72,435</u>

Overheads

Travel and subsistence and Entertainment	38,166	40,546	-	2,380
Rent, Rates and Insurance	52,669	54,781	-	2,112
Heat and Light	94,214	95,479	-	1,265
Operating leases - Rent and Equipment	100,463	100,800	-	338
Repairs and maintenance and cleaning	128,698	110,580	-	18,118
Print, postage and stationary	3,801	4,820	-	1,018
Telephone and broadband	7,372	7,579	-	206
Computer costs	24,955	24,350	-	605
Marketing costs - strategic	3,530	18,313	-	14,783
Website costs	1,016	1,262	-	246
Subscriptions	2,501	5,140	-	2,639
Consumables	1,448	5,189	-	3,740
Sundry	8	-	-	8
Legal and professional fees	47,759	45,662	-	2,097
Till differences	- 114	- 173	-	58
Bank charges	17,944	18,104	-	160
Loan interest	2,538	3,898	-	1,360
	<u>526,970</u>	<u>536,329</u>		<u>9,360</u>
SURPLUS/DEFICIT	- 327,157	- 424,034		96,877

11 Months to February 2023

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		8,544,173
<i>Current Assets</i>		
Stock	22,630	
Debtors	147,748	
Cash at Bank	<u>299,561</u>	
	469,939	
<i>Current Liabilities</i>		
Creditors	<u>369,978</u>	
Net Current Assets		99,961
<i>Long term liabilities</i>		
Loans	59,992	
Pensions liability	<u>1,701,000</u>	
		1,760,992
Net Assets		<u><u>6,883,143</u></u>
Capital and Reserves:		
Capital funds		8,470,201
Revenue funds		113,942
Pension liability		<u>(1,701,000)</u>
		<u><u>6,883,143</u></u>

11 Months to February 2023

Movement on Selected Funds



Shetland*arts*

Fund Name	Opening		Expenditure	Closing	
	Balance	Income		Balance	
Shetland Film Club	1,705			1,705	
Trad Big Band	2,435			2,435	
Culture Collective	252,074		- 143,443	108,631	
Independent cinema recovery fund	26,114	33,641	- 59,755	-	
Recovery fund for Cultural Organisations	121,217	121,217	- 201,194	41,240	
Youth Arts	55	1,371		1,426	
Corra Foundation	4,146			4,146	
Robertson Trust	11,719		- 8,205	3,514	
BFI FAN	1,980			1,980	
Xchange	16,509		- 4,272	12,237	
Summer of Play	2,972			2,972	
Cultural Bridge	5,733		- 1,000	4,733	
Remembering Together	-	14,400	- 11,000	3,400	
Bike Shed	975	3,000	- 3,975	0	
Total	447,634	173,629	- 432,843	188,420	

4.2 Operational Issues

April 2023



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Behaviour of a very small number of young people in and around Mareel	Operations Manager, Customer Experience – Lead, CEO	Use of classical music being explored to make foyer calmer

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome

4.3 Performance Monitoring April 2023



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Formal Education Delivery	Studying at Mareel 22/23		Taught Across the Network 22/23
	Full Time	Part Time	
Vocational Pathway	-	37	-
NC	1	1	-
HNC	2	0	-
Degree	3	2	11
Masters	-	-	7 (semester 1) 4 (Semester 2)

An update on recruitment for the 2023/24 academic year will be provided at the June board meeting.

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days					Attendances					Development Sessions					Participations				
	Q1	Q2	Q3	Jan	Feb	Q1	Q2	Q3	Jan	Feb	Q1	Q2	Q3	Jan	Feb	Q1	Q2	Q3	Jan	Feb
Delivered	924	1,065	936	298	306	54,984	61,260	47,463	13,870	14,967	325	289	339	71	141	2,600	2,905	2,413	444	759
Profiled Quarterly Target 22/23 (see footnote 2)	1,068	1,120	990			38,370	42,538	36,151			380	328	411			3,291	3,389	3,253		
% of Target Delivered	87%	95%	95%			143%	144%	131%			85%	88%	83%			79%	86%	74%		
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days					Attendances					Development Sessions					Participations				
	Q1	Q2	Q3	Jan	Feb	Q1	Q2	Q3	Jan	Feb	Q1	Q2	Q3	Jan	Feb	Q1	Q2	Q3	Jan	Feb
Improved quality of life through greater access to creative and social experiences	806	951	879	278	283	46,398	53,615	44,323	12,173	13,389	65	55	36	0	25	986	1,625	908	0	203
Improved opportunities through personal and professional transferrable skills	129	116	47	19	20	8,763	6,762	2,442	1,298	1,000	220	148	224	52	93	1,145	695	1,037	212	399
Improved confidence to contribute positively through opportunities for self-expression and community involvement	101	92	69	28	44	7,635	5,935	5,675	1,172	2,058	204	148	209	58	109	1,364	933	1,725	234	493
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	139	174	57	11	13	1,093	3,988	763	105	470	1	37	8	0	0	22	1,474	124	0	0
Improved mental and physical health through more active involvement in creative and social experiences	474	561	547	190	177	17,088	27,815	17,488	6,231	6,597	102	70	32	10	13	1,186	735	510	102	90
Improved community resilience through a more diverse creative economy	194	230	271	68	75	28,634	23,495	24,215	6,011	6,420	74	74	104	11	31	737	238	331	170	288

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: We have profiled each quarter against data from previous years' so we can more accurately predict and analyse seasonal variances
3: 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

April 2023

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
March 23	Visual Arts & Craft Maker Awards	Bursaries for Visual Artists and Craft makers	9 Awards made of £500 or £750

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.	Project Manager to leave post at end of April, final report to be mostly completed.
Formal certificates for activities	Partner with Shetland UHI to offer certification for youth group and informal learning activities	Certificated courses delayed until Sep to allow for marketing
Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	Eyeland Project and Me, Myself and Mary have now been performed. Me, Myself and Mary has secured performances at Edinburgh Fringe and is applying for touring fund
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Bigga Economics to be appointed to progress scheme to Green Book Full Business Case

Resonance	Partnership project with GSA funding by AHRC	Final edit of Film and a place based report will be available at the end of June.
Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage workflow	Change in staffing has provided an opportunity for a further review and changes.
Remembering Together	To deliver phase 1 of the National Covid Memorial project.	Final Phase 1 meeting held on Wednesday 19 th , verbal update on phase two plans will be given at meeting
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	First draft of designs for Changing Places toilet received.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Contract signed with appointed Architects
Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues	1 st stakeholder meeting scheduled for May
Music Policy Resilience Lab	International policy development project for music in remote locations. 11 international partners.	First group meeting and initial meeting with researchers. Proposed scope to look at policy intervention as part of new cultural strategy 2026.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium	Risk Assessment Review	To improve the quality of operational risk assessments, training delivered in September.
Medium	Creative Scotland Place Partnership	To successfully apply and deliver a Place Partnership.

5.1 Policies

April 2023



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Flexible Working	1	New policy
Time off for Dependants	2	New Policy
Pay and Pension	3	Pay bands updated for pay rises
Health, Safety and Welfare	4	Removal of word organisation when referring to SADA and changing to Shetland Arts or SADA.
Conflict of Interest Policy	5	Updating of job titles

POLICY REGISTER

Policy Name	Date for Review	Notes
Pay and Pension Policy	28/04/2023	Included as appendix 3
Sick Pay	16/12/2024	
Adoption, Maternity and Paternity	16/12/2024	
Statutory Right to Time Off	16/12/2025	
Training and Trips	24/02/2025	
Disciplinary	24/02/2024	
Capability	24/02/2024	
Anti- Harassment, Bullying and Victimisation	28/04/2024	
Equality, Inclusion and	28/04/2023	Will be brought to the June board meeting.

Diversity		
Absence Management	16/12/2025	
Communications	28/04/2024	
Whistleblowing	30/06/2024	
Expenses	30/06/2025	Amended review date to 2025 as it is felt a 3 year review for this policy is suitable.
Data Protection	30/06/2023	
Alcohol and Drugs	30/06/2025	
Social Media	25/08/2024	
Environmental	25/08/2023	
Health, Safety and Welfare	28/10/2022	Included as Appendix 4
Children, Young and Vulnerable Adults	03/11/2024	
Conflicts of Interest	29/04/2023	Included as Appendix 5
Smoke Free Policy	03/11/2024	
Volunteering Policy	24/02/2024	
Menopause Policy	29/04/2024	
Portable IT Policy	In development	
Procurement Policy	03/11/2025	
Recruitment Policy	24/04/2025	
Lone Working Policy	In development	
Appraisal Policy	24/02/2024	
Flexible Working Policy	In development	Included as Appendix 1
Time off for Dependents Policy	In development	Included as Appendix 2

Appendix 1

Flexible Working Policy

All employees have the right to request flexible working arrangements (including work/life balance and hybrid working) provided they meet the eligibility criteria detailed below.

Shetland Arts recognises the benefits both to the business and to individuals of being able to organise their working patterns to accommodate their childcare, other caring responsibilities or to achieve a better balance between work and personal life.

However, flexible working of any kind is not an automatic entitlement and it should be emphasised that it is not suitable for some roles or at certain times. Shetland Arts will therefore treat each request for flexible working on an individual basis, and the fact that one employee has requested, or been granted, permission to work flexibly does not confer any obligation to make or grant further requests from other employees. Arrangements need to be seen as flexible and responsive to Shetland Arts' needs at any particular time. Custom and practice will not be acknowledged as relevant in discussing any request.

This policy sets out a clear procedure to enable employees who wish to make a flexible working request to do so and to enable managers to handle such requests in a fair and consistent manner.

Eligibility

To be eligible to make a request, the employee must:

- Have worked for Shetland Arts continuously for 26 weeks at the date the application is made
- Not be an agency worker
- Not have made another application to work flexibly under this right during the previous 12 months.

Procedure

Any request for flexible working must be made in writing to their line manager using the Flexible Working Request Form. The form must be submitted as far in advance as possible and provide the following information:

- Whether a previous application has been made and, if so, when
- Full details of the desired working pattern, including days, hours, and times
- What effect this change would have on the workplace and colleagues and how these might be dealt with
- The preferred start date of the change
- If the request is being made in relation to the Equality Act 2010 to effect a reasonable adjustment for a disability

Once the application has been received, a meeting will be arranged, within a reasonable time frame, with the employee and their line manager to discuss the request. This will provide both the employee and Shetland Arts with the opportunity to explore the desired work pattern in depth, and to discuss how best it might be accommodated. It will also provide an opportunity to consider alternative working patterns should there be problems in accommodating the desired work pattern outlined in the application.

The employee will be asked to give suggestions as to how the request will work in practice, i.e. if the request is for part-time work, how will the other hours/tasks be covered? Alternative options may be put forward for discussion by either side.

To improve the chances of success, the working pattern should be carefully planned, the requirements of the role be carefully considered and cover during working hours and breaks taken into consideration.

There is a legal requirement to have completed the whole process including any appeal within three months of receipt of the request. It is recommended that the initial decision should be communicated to the employee within eight weeks of receiving the request. This allows time to hear any appeal and make the final decision with the required timescale. This timescale can be extended provided that both parties are agreeable to any extension.

The employee will be given the right to bring a work colleague to any meetings arranged to discuss this request.

If Shetland Arts can accommodate the request, they will write to the employee confirming the request has been granted, the flexible working arrangements and the date they will start.

Declining a Request

Every effort will be made to consider requests fairly and, if the original request cannot be accommodated, it may be possible to discuss other options which might meet the needs of the individual as well as the business. If, however, Shetland Arts cannot accommodate the request, the manager will write to the employee providing full business reasons why the request could not be granted. Reasons for declining a request for flexible working must fall into one of the following categories:

- the burden of additional costs is unacceptable to Shetland Arts
- an inability to reorganise work among existing staff
- an inability to recruit additional staff
- Shetland Arts considers the change will have a detrimental impact on the organisation
- Shetland Arts considers the change will have a detrimental effect on the business' ability to meet customer demand
- detrimental impact on performance of either the individual, team or entire business
- insufficient work for the periods the employee proposes to work
- a planned structural change to the business, for example, where Shetland Arts intends to reorganise or change the business and considers the flexible working changes may not fit with these plans.

The employee has the right to appeal against the decision. If an employee wants to appeal against the decision, they should appeal within 14 days of being notified of the decision. Any appeals should be sent to the Chief Executive.

Shetland Arts will arrange to hold a further meeting to discuss the matter within 14 days of receiving the appeal. The employee may bring a work colleague to the appeal meeting.

Within 14 days of the appeal meeting, Shetland Arts will inform the employee, in writing, of the final decision.

Fair Handling of Requests

Applications are considered on a first come, first served basis. When considering any request for flexible working, Shetland Arts will look at the request in the context of the current circumstances. It does not follow that just because other employees' requests have been granted, that another employee in Shetland Arts will also be able to work flexibly.

If it transpires that too many employees already work flexibly and another request is likely to be declined, the manager may ask those who already work flexibly to see if any of them can adjust their working patterns in a way that would allow the most recent request to be agreed.

Shetland Arts is not required to consider requests based on who deserves to be allowed to work flexibly. It is entirely down to how this will fit the business requirements.

Reduced Hours

Employees should note that a reduction in hours will lead to a pro-rata reduction in pay and benefits. A change in work pattern of the same hours will not normally alter other terms and conditions unless a shift premium applies.

Exact agreements will be discussed according to particular situations and circumstances and any agreed changes confirmed in writing. Each agreed arrangement is specific to the individual and does not set a precedent for any future requests from other employees.

Trial Periods and Contractual Changes

Each situation will be specific and success may be difficult to predict, therefore some arrangements may be agreed on a trial basis initially and if deemed worth continuing may be subject to ongoing regular reviews (every three or six months as specified).

Regular reviews may result in the termination of a flexible arrangement which has been agreed on a trial basis, for business, economic or other reasons. Reasonable notice will be given by either party in the event of a necessary change or termination.

Change to Terms and Conditions

Employees should be aware that where a flexible working request is accepted, this means a variation to the employee's contract of employment that is permanent. There is no statutory right for employees to return to their previous working arrangements.

If a request for flexible working is agreed, the employee will be issued with an amendment to their terms and conditions of employment. This will be signed by both parties to signify agreement to the changes with one copy being held in the employee's files and one copy for the employee's own reference.

Appendix 2

Time Off for Dependants

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 SADA 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 SADA of their absence or the reason for it, this may result in disciplinary action being taken.

SADA 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

Pay and Pensions Policy

Purpose

This policy and the pay structure outlined below are intended to provide fairness and transparency with regard to how SADA manages employees' basic pay and pay reviews. It also sets out details of pension entitlement.

Scope

This policy and the pay structure applies to all trustees, employees and to the following casual positions:

- Customer Service Supervisor
- Technician
- Lecturer

For all other casual positions a spot rate is applied. Spot rates are set annually taking into account market rates, job evaluation scores and the pay range for the grade the role sits within. Occasionally this spot rate will sit above the pay range for the grade, but this will only be the case where the job market requires a higher salary to be paid and this can be evidenced and justified.

The pay structure applies to all employees regardless of age, sex, marital or civil partner status, pregnancy or maternity, sexual orientation, gender reassignment, race, religion or belief, or disability.

Introduction

At SADA we aim to be fair, transparent and consistent about how we pay our employees and so in 2017 we conducted a pay review. The result was that we developed and introduced a pay structure that promotes pay progression and ensures that high performance is rewarded.

All jobs that are covered by the new structure were assessed by the job evaluation committee using the Croner job evaluation scheme. Jobs were then grouped together into grades and, where appropriate, research was undertaken to establish the market rates grades. This enabled us to set pay ranges at levels that are both affordable and competitive. Jobs are allocated to one of six grades and each grade has a pay range. Where you sit in the pay range is dependent upon your salary rate pre-review and your performance.

Trustee Pay Procedures

Trustees do not receive remuneration for their role. They may claim any reasonable expenses incurred in the fulfilment of the role.

Staff Pay Procedures and Progression

Your performance will be reviewed annually at the end of year at your appraisal. At appraisal a performance rating will be agreed. At the end of year, the CEO and will determine whether there are available funds to offer pay increases across Shetland Arts. If there are, these funds will be distributed according to performance ratings, for example:

- High performers would see a 3% increase in pay
- Regular performers would see a 1% increase in pay
- Poor performers would see no increase in pay.

Where an employee has reached the top of the pay range for their grade they would not see a percentage increase however, regardless of their rating. Where a high percentage of employees sit at the top of their grade in a particular grade, a job market benchmarking exercise may take place to establish whether the salary range for the grade should be adjusted.

Pension Entitlement

All employees and workers of Shetland Arts have the opportunity to be involved in a pension scheme depending on how they are engaged by Shetland Arts.

Contracted Employees

All contracted employees automatically become members of the Shetland Local Government Pension Scheme. The contribution rates for this are set by the pension body and staff will be notified of the rate at the time of employment and off any changes.

Casual staff

All casual staff are offered membership of the NEST pension scheme at the time they start their work for SADA. Staff will only be automatically entered into this scheme if they reach the pay levels required for auto enrolment.

Annual Pay Uplift

Each year the CEO and will consider whether to make an annual pay award to the staff body as a whole. Considerations will take into account minimum wage or National Living Wage increases, Shetland Arts' performance and other factors such as the economic and industry climate and Shetland Arts' strategy. The annual pay award, if given, will normally be applied in April each year.

The Remuneration Committee of the Board of Trustees will meet annually to consider any pay award to be made to the CEO which is then approved by the board as a whole.

New employees

New employees will normally enter the structure at the bottom of the pay range. Only when relevant experience, skill or knowledge can be demonstrated and documented will employees enter the structure at a higher level.

Pay Structure

Grade	Pay Range	Roles within grade
6	£63,824 - £72,029	Chief Executive
5	£37,940 - £47,687	Support – Leadership Team Production & Facilities – Leadership Team Education and Outreach – Leadership Team Commissioning – Leadership Team Sales and Communications – Leadership Team
4	£28,111 - £33,919	Creative Project Programmer Operations Manager Education Manager Admin Manager Finance Manager Production Manager Performing Art and Festivals Programmer
3	£24,696 - £29,250	Studio Technician Customer Service Supervisor Lecturer Marketing & Communications Officer Technician Finance Officer Cinema Technician Crowd Safety Assistants
2	£21,280 - £25,835	Finance Assistant - Income Administrator Retail Assistant Junior Technician
1	Living Wage £20,971.60	Customer Services Assistant Maintenance Technician Marketing Assistant Cleaner

Appendix 4

Health, Safety and Welfare Policy

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Appendix 4 Health, Safety and Welfare Policy

1. Organisation

1. Health and Safety Responsibilities

The Trustees of Shetland Arts (SADA) 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 SADA. 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 SADA's 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 SADA to apply the provisions of Health and Safety legislation.
- ensuring the establishment and maintenance of Health and Safety Management Systems throughout the whole of SADA. 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.

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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 SADA in Section 4.

2.2 Health and Safety Assistance

SADA will be advised on health and safety matters by Law At Work (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:

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- 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

SADA 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 SADA and Law at Work (or a nominated representative) to ensure that the requirements of SADA's 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.

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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.

SADA 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. 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. The NRP will ensure that SARS-Cov-2 control measures are observed by all contractors attending the office.

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

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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
- SARS-Cov-2 reporting where workplace deemed source of infection (unlikely in SADA)

SADA 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.

SADA's 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

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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 SADA's 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 SADA's 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 SADA's 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

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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

SADA 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 SADA will promote the health and wellbeing of employees to minimise problems at work arising from the effect of alcohol or drugs.

4.8 Smoking

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)**.

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

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

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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

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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. 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

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

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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.

SADA 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.

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- 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 SARS-Cov-2

SADA will ensure that employees work from home where it is possible to do so in line with government guidance and restrictions.

Workplaces are subject to specific risk assessments and associated control measures to reduce the transmission risk and resulting coronavirus infection.

SARS-Cov-2 risk assessments have been prepared for work locations and are subject to review by Senior Management.

Employees are requested to comply with the control measures established when working in offices and/or when working at client premises and/or travelling for work.

4.22 Workplaces

SADA 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.

SADA 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:

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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.

SADA 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.

4.26 Vibration

The Control of Vibration at Work Regulations 2005 require action to be taken to prevent employees from developing ill health caused by exposure to vibration at work from equipment, vehicles, and machinery.

SADA will:

- Assess the risk to employees from exposure to equipment vibration at work

Appendix 4

Health, Safety and Welfare Policy

- Take action to reduce vibration exposure
- Consider vibration risks when purchasing or hiring equipment
- Provide employees with information and training on the risks from vibration and the measures to reduce these
- Provide health surveillance where the risk assessment shows that this is a necessary control

To control the risks, SADA will:

- Check whether it is necessary to use the current equipment or whether a task may be achieved a different way
- Minimise the need for operations and equipment that expose workers to hazardous vibration
- Minimise the forces needed to control equipment and tools
- Consider the maintenance of the equipment and whether there is likely to be deterioration in anti-vibration mountings. Ageing and/or poorly maintained equipment is likely to give worse levels of vibration
- Reduce exposure times, e.g. by breaking up activities to minimise prolonged exposure
- Provide warm clothing and gloves to operators to maintain good blood circulation, however this alone is not a sufficient control

Appendix 5 Conflicts of Interest Policy

Purpose

This policy is intended to provide fairness and transparency with regard to how SADA manages conflicts of interest.

Scope

This policy applies to all board members and employees.

Introduction

Board members have an obligation to act in the best interest of SADA, and in accordance with SADA's governing document. All staff have a similar obligation. Conflicts of interest may arise where an individual's personal or family interests and/or loyalties conflict with those of SADA.

Such conflicts may create problems, they can:

- Inhibit free discussion;
- Result in decisions that are not in the interests of SADA; and
- Risk the impression that SADA has acted improperly

The aim of this policy is to protect both SADA and the individuals involved from any appearance of impropriety.

The declaration of interests

Board members and all staff will be asked to declare their interests and any gifts or hospitality received in connection with their role in SADA. A declarations of interests form is provided for this purpose, listing the types of interest you should declare.

To be effective, the declaration of interests needs to be updated at least annually, and also when any changes occur.

If a board or staff member is unsure what to declare the Support Lead can be contacted for confidential guidance. Interests will be recorded on the governing body's register of interests, which will be maintained by the Support Lead. The register will be accessible by the Chair, Chief Executive, Support Lead and Administrator only.

This Policy does not define the relationships that could be a conflict. This is difficult and it is also unlikely that such a definition would reflect the intention of the policy. The key principle is the need for transparency in regard to any interest which might be objectively regarded by a member of the public, acting reasonably, as potentially affecting a staff or board members responsibilities to SADA.

Decisions taken where a board member has an interest

In the event of a decision having to be made in which a board member has an interest the individual with the conflict should declare this at the earliest opportunity and withdraw from any subsequent discussion or decision.

Individuals may however participate in discussions from which they may indirectly benefit, for example where the benefits are universal to all staff, or where their benefit is minimal.

When making a decision where a conflict has been declared it should be ensured that the individual does not get a vote in the final decision.

Appendix 5

Conflicts of Interest Policy

All decisions under a conflict of interest will be recorded by the Support Lead and reported in the minutes of the meeting. The report will record:

- The nature and extent of the conflict
- An outline of the discussion
- The actions taken to manage the conflict

Decisions taken where a staff member has an interest

In the event of a decision having to be made in which a staff member has an interest the individual with the conflict should declare this to their line manager at the earliest opportunity. A decision will then be made on how the conflict will be managed.

The declared conflict and mitigating measures will be recorded by the Support Lead on the conflicts register.

Contracting of Employees

Due to the nature of SADA's work it is not unusual for employees to also be involved in freelance work for the organisation. When proposing to contract an employee of the SADA the manager issuing the contract must get approval from the Chief Executive. To get permission an e-mail must be sent to the CEO containing:

- The name of the employee to be contracted
- The nature of the work to be undertaken
- Justification of why this employee is the best option including the consideration of alternative freelancers.

Managing Contracts

Where a conflict of interest has been identified the affected board member must not be involved in managing or monitoring a contract in which they have the interest. Monitoring arrangements for such contracts will be delegated to another individual by the relevant line manager.

Where the conflict of interest affects a staff member the management of the contract will be discussed with their line manager and any relevant mitigating controls put in place.

5.3 Trustee Recruitment April 2023



INTRODUCTION

This report details the following

- Individuals proposed for appointment as a Trustee

PROPOSED NEW TRUSTEES

Name	Interview Panel	Panel Feedback	Recommendation
Jamie Manson	Susan Mail (Chair) James Johnston Kerry LARBalestier	The panel felt that Jamie's experience in finance and governance would be an excellent addition to the board.	Appoint

5.3 Strategic Risk Register

April 2023



INTRODUCTION

This report details the following

- Updates to the strategic risk register
- Strategic Risk Register

Updates

Risk	Changes
The Risk Register has been reviewed, there has been no changes to the risks.	

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)	
1	Leadership Loss of key leaders or key individuals that the organisation depends upon and cannot be replaced easily.	3	4	12	1.1	Track Staff Satisfaction	Annual Staff Satisfaction Survey	2	2	4	Frequency has reduced because of 1.1, 1.2 & 1.3 Severity has reduced because of 1.2 & 1.4
					1.2	Appropriate Pay and T&Cs	Benchmarking				
					1.3	Development Opportunities	Performance Development Reviews				
					1.4	Good national profile to enable recruitment	Quality of applicants				
					1.5	Board Recruitment	Quality of applicants				
2	Lack of Governance With little or no systems in place to identify & monitor compliance	2	4	8	2.1	Regular meetings with key reports	Board Agenda, Minutes of Meetings	1	2	2	Frequency has reduced because of 2.1 Severity has reduced because of 2.2 & 2.3
					2.2	Work through Scottish Governance Code	Task lists generated				
					2.3	Working towards achievement of Good Governance Award	Gathering of evidence				
3	Loss of public / stakeholder confidence / trust Risk that an incident or situation creates an environment that confidence is eroded or lost.	3	4	12	3.1	Business Continuity Planning	BCP plans	1	4	4	Frequency has reduced because of 3.1, 3.2, 3.3 & 3.4 Severity has not been reduced
					3.2	Access to specialist comms freelancers	have one during the pandemic				
					3.3	Reasonable relationship with journalists	Positive coverage of activity				
					3.4	Good, informed relationship with stakeholders	Resilience plans				
4	External Impacts Being unable to manage and adapt to societal shocks. e.g. Pandemics	2	5	10	4.1	Ensure staff structure is flexible	Staff planning	2	3	6	Frequency has not been reduced Severity has been reduced because of 4.1, 4.2, 4.3 & 4.4
					4.2	Ensure staff are current in training	Performance Development Reviews				
					4.3	Business Planning	Business Plan				
					4.4	Relationship with stakeholders	Resilience plans				

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	Minutes from Commercial meetings				
					5.4	Deliver on funding agreements	Reporting				
					5.5	Ensure funding is claimed in a timely fashion	Minutes from quarterly funding reviews with managers				
6	Estates Large unexpected estates issues	2	5	10	6.1	Proactive Asset Management	Asset Management Plan	1	5	5	Frequency has been reduced because of 6.1 & 6.2 Severity has not been reduced
					6.2	Regular Maintenance	Various Maintenance Contracts (eg Ness and Kone)				
7	Legal/Regulations Breach of legal or licencing conditions	3	5	15	7.1	Trained Staff	Personal and SIA licence holders	2	5	10	Frequency has been reduced because of 7.2, 7.3 & 7.4 Severity has not been reduced 7.1 is currently not relevant
					7.2	Use of specialist contractors	Law at Work contractors				
					7.3	Use of auditors	RSM				
					7.4	Proactive relationship with licencing body	Communications with SIC				

Frequency		Guidance
Score	Descriptor	
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		Guidance
Score	Descriptor	
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

April 2023



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Submission of Activity Plan for 2023/24 will be in the same format as last year though CS has pushed dates of submission back.
Shetland Charitable Trust	No Update
Highlands and Islands Enterprise	No Update
Shetlands Islands Council	No Update

7.1 Key Upcoming Events April 2023



Shetland*arts*

EVENT DETAILS

Date	Title	Venue
13 May – 25 June	Fisherwomen	Shetland Museum and Achieves
16 May	Protest	Mareel
19 May	The Living Mountain Trio	Mareel
20 May	The Living Mountain Trio	Hymus, Bigton
27 May	Two in a Barrel	Mareel
28 May	Two in a Barrel	Walls
8 June	Student Showcase	Mareel
15 – 18 June	Shetland Noir	Mareel