

Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 25 August 2022		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects 4.5 Digital Process Review 4.6 Restructure 4.7 Competency Framework 4.8 Warm Spaces	Attached Attached Attached Attached Attached Attached Attached Attached	KE GH GH GH GH GH GH GH	Note Note Note Note Note Note Note Note
5	Governance 5.1 Policies 5.2 Signing Authorities Update	Attached Attached	KE KE	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 22 December 2022 – 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 25th August 2022, held at 6pm at Mareel and by Video Conference**

Present:

Susan Mail (SM), Chair, 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

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts
 Bryan Peterson (BP), Outreach & Learning, Leadership Team, Shetland Arts
 Sarah Carr (SC), Administrator, Shetland Arts (Minute taker)

Apologies:

Malcolm Innes (MI), Trustee, Shetland Arts
 Chris Gadsby (CG), Trustee, Shetland Arts
 Kerry Larbalestier (KL), Trustee, Shetland Arts

Item	Topic	Action
1	Welcome and Apologies The chair welcomed everyone to the meeting.	
2	Declarations of Interest There were no declarations of interest.	
3	Minutes of Previous Meeting The minutes of the previous meeting (30 June 2022) were approved by JJ and seconded by MK.	
4.1	Management Accounts KLL talked through the management accounts explaining that SADA was currently in a good financial position. No questions were raised.	
4.2	Operational Issues GH briefly took the board through this report and added that he is currently speaking to the supplier of the speakers that fell over in the café area. To prevent this happening again, additional straps around the speakers will be used in future. He also confirmed that the action taken by the staff was prompt and correct. There were no questions raised.	
4.3	Performance Monitoring GH asked the trustees what they thought of the new format for presenting the KPIs and all agreed that it was much clearer and better.	

	<p>SM asked if they could be produced each month with the accounts rather than just at each board meeting. GH & KLL agreed that this was possible.</p>	
4.4	<p>Major Projects GH talked through this report and went on to confirm that the Hideout display on the entrance windows were being dismantled in September along with the Pride tape on the stairs.</p> <p>KLL confirmed that Good Governance was going well.</p> <p>JJ commented that although the Good Governance paperwork is quite an undertaking, it was worth doing and puts SADA in good stead. GH acknowledged that doing it, forced SADA to address many processes and pushed us to be thorough and to get things correct. If gained successfully, SADA may be the first agency to get the Good Governance Award in Shetland.</p> <p>There were no further comments.</p>	
5.1	<p>Policies KLL introduced the policies and those which had changes/new were discussed:</p> <p>Social media No comments. Approved.</p> <p>Environmental No comments. Approved.</p> <p>Smoke Free policy SM asked if 'Vaping' needed to be included as a separate style of smoking but KLL explained that HR say to just use the word 'smoking'.</p> <p>GH felt that it was a different thing to smoking and should be mentioned clearly to avoid confusion.</p> <p>SM agreed with this and so KLL will amend the policy and re-submit it to the board.</p>	KLL
6.1	<p>Update from Stakeholders GH talked through this report adding that the Digital Advisors are being paid by funding. Although SADA have many good digital systems, many don't speak to each other and so outside advice was being sourced.</p> <p>No further comments were made.</p>	

7.1	<p>Key Upcoming Events GH presented this report. He explained that he's very happy with Wordplay and Screenplay. SADA has bought 2 copies of each book at Wordplay for staff to borrow. KLL suggested that this loan offer was opened up to the trustees too.</p> <p>GH pointed out that it is the 10year anniversary of Mareel and so a low-key showing of photos taken at the time of the build is being exhibited upstairs in the café.</p>	
8	<p>Any Other Business None</p>	
9	<p>Date of Next Meeting Board Meeting Thursday 27 October 2022 – 17.30.</p>	
	<p>Meeting closed at: 18:16</p>	

Minute approved:

Susan Mail
Chair, Shetland Arts Development Agency

4.1 Management Accounts 5 Months to August 2022 Profit and Loss Accounts



Shetlandarts

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	135,761	156,461	- 20,700
Education and training income	64,457	56,682	7,775
Retail income	36,561	38,121	- 1,559
Food and beverage income	168,303	164,450	3,853
Foyer income	38,313	38,022	291
Box office commission income	634	331	303
Gallery commission income	1,140	844	296
Hire of rooms and equipment income	32,200	30,124	2,077
Screen advertising income	3,687	2,330	1,356
Gift Vouchers	- 702	- 261	- 441
Sponsorship income	1,500	483	1,017
Donations received	-	-	-
Grant Funding - Capital	-	-	-
Grant Funding - SIC	3,000	7,333	- 4,333
Grant Funding - SCT	284,375	284,375	-
Grant Funding - Creative Scotland	264,896	264,896	0
Other Grants - Trusts and foundations	613	8,654	- 8,042
Operating lease income - SIC	37,500	37,500	-
Other income	7,042	8,047	- 1,005
Memberships received	2,874	2,159	715
	<u>1,082,154</u>	<u>1,100,552</u>	<u>- 18,399</u>
<u>Purchases</u>			
Food and beverage purchases	63,233	61,543	- 1,690
Foyer purchases	19,495	21,218	1,723
Retail purchases	22,768	23,664	896
Direct costs	156	231	75
	<u>105,653</u>	<u>106,657</u>	<u>1,004</u>

Direct Costs

Gross wages and salaries - regular	369,219	369,573	354
Gross wages - casual	64,405	61,805	- 2,601
Employers NI	33,241	33,068	- 173
Employers pension	80,317	78,677	- 1,640
Recruitment expenses	2,482	1,650	- 832
Employee/Trustee expenses	-	167	167
Training and protective clothing	1,012	3,037	2,025
Programme costs - project	196,381	158,623	- 37,758
Marketing costs - project	3,681	12,608	8,928
Licences - PRS etc	16,686	17,161	474
Film transport	-	333	333
Hire of equipment	200	200	-
	<u>767,624</u>	<u>736,901</u>	<u>- 30,723</u>

Overheads

Travel and subsistence and Entertainment	15,561	30,857	15,295
Rent, Rates and Insurance	25,034	24,752	- 282
Heat and Light	37,566	38,140	574
Operating leases - Rent and Equipment	45,966	45,979	13
Repairs and maintenance and cleaning	43,089	47,854	4,765
Print, postage and stationary	2,235	2,419	184
Telephone and broadband	3,445	3,380	- 65
Computer costs	11,050	11,066	16
Marketing costs - strategic	1,366	918	- 448
Website costs	595	766	171
Subscriptions	1,005	1,449	445
Consumables	809	2,383	1,575
Sundry	112	12	- 100
Legal and professional fees	8,547	10,934	2,387
Till differences	- 149	- 67	82
Bank charges	8,324	6,964	- 1,360
Loan interest	1,170	1,715	544
	<u>205,725</u>	<u>229,519</u>	<u>23,794</u>
SURPLUS/DEFICIT	<u>3,152</u>	<u>27,475</u>	<u>- 24,323</u>

5 Months to August 2022

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		8,544,173
<i>Current Assets</i>		
Stock	20,018	
Debtors	226,207	
Cash at Bank	697,382	
	<u>943,607</u>	
<i>Current Liabilities</i>		
Creditors	<u>312,722</u>	
Net Current Assets		630,885
<i>Long term liabilities</i>		
Loans	71,827	
Pensions liability	<u>1,701,000</u>	
		1,772,827
Net Assets		<u><u>7,402,231</u></u>
Capital and Reserves:		
Capital funds		8,470,201
Revenue funds		633,030
Pension liability		<u>(1,701,000)</u>
		<u><u>7,402,231</u></u>

5 Months to August 2022 Movement on Selected Funds



Shetlandarts

Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705			1,705
Trad Big Band	2,435			2,435
Culture Collective	252,074		- 105,796	146,278
Independent cinema recovery fund	26,114	33,641	- 40,000	19,755
Recovery fund for Cultural Organisations	121,217	121,217	- 15,000	227,434
Youth Arts	55	1,371		1,426
Corra Foundation	4,146			4,146
Robertson Trust	11,719		- 6,080	5,639
BFI FAN	1,980			1,980
Xchange	16,509		- 1,272	15,237
Summer of Play	2,972			2,972
Cultural Bridge	5,733		- 1,000	4,733
Bike Shed	975	3,000	- 3,975	0
Total	447,634	159,229	- 173,123	433,740

4.2 Operational Issues August 2022



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Shortage of Front Line Staffing at Bonhoga Cafe	Customer Experience – Lead, Sales and Comms – Lead, Support – Lead, CEO	Recent recruitment has resolved this issue. Bonhoga has now reopened five days a week.
Ongoing	Shortage SIA trained door staff	Customer Experience – Lead, CEO	Meetings continue with partners and the council.

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
11/10/22	Banged head on push-bar at Stage Door	Events Assistant	No follow-up

4.3 Performance Monitoring October 2022



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

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

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days						Attendances						Development Sessions						Participations									
	Apr	May	Jun	Q1	Jul	Aug	Apr	May	Jun	Q1	Jul	Aug	Apr	May	Jun	Q1	Jul	Aug	Apr	May	Jun	Q1	Jul	Aug				
Delivered	310	248	366	924	378	309	19,248	11,936	23,800	54,984	29,248	13,845	105	145	75	325	54	61	688	637	1,275	2,600	358	497				
Profiled Quarterly Target 22/23 (see footnote 2)				1,068							38,370							380							3,291			
% of Target Delivered				87%							143%							85%							79%			
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days						Attendances						Development Sessions						Participations									
	Apr	May	Jun	Q1	Jul	Aug	Apr	May	Jun	Q1	Jul	Aug	Apr	May	Jun	Q1	Jul	Aug	Apr	May	Jun	Q1	Jul	Aug				
Improved quality of life through greater access to creative and social experiences	278	212	316	806	350	264	14,090	11,273	21,035	46,398	27,135	11,135	9	18	38	65	8	14	136	43	807	986	45	175				
Improved opportunities through personal and professional transferrable skills	52	34	43	129	27	41	6,041	598	2,124	8,763	2,093	1,920	79	124	17	220	9	18	361	571	213	1,145	89	110				
Improved confidence to contribute positively through opportunities for self-expression and community involvement	33	35	33	101	28	26	5,198	638	1,799	7,635	2,113	1,170	69	108	27	204	23	19	494	519	351	1,364	195	226				
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	43	49	47	139	46	35	288	466	339	1,093	1,243	307	0	1	0	1	1	2	0	22	0	22	20	24				
Improved mental and physical health through more active involvement in creative and social experiences	157	100	217	474	228	178	4,741	1,699	10,648	17,088	14,824	8,343	23	22	57	102	31	36	293	173	720	1,186	283	378				
Improved community resilience through a more diverse creative economy	57	64	73	194	77	71	8,138	9,133	11,363	28,634	11,088	4,075	36	27	11	74	21	18	182	96	459	737	54	51				

4.4 Major Projects August 2022



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
17 Oct 2022	Competencies Review	To review existing competencies and behaviours to ensure they are fit for purpose.	Review completed – paper included in board pack for information
17 Oct 2022	Restructure	To ensure that SADA is properly resourced for COVID recovery	Restructure completed, revised structure included in board pack.
Sept 2022	New Vocational Pathways course in Drama launch	Develop and deliver another strand of our popular Music and Film courses for S4 pupils as part of our UHI SLA.	Course started with 5 students

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Good Governance Award	To work towards receiving the good governance award as recommended by OSCAR.	All information now submitted. Awaiting final review and approval.
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Discussions underway with CS about potential funding for 23/24

VACMA 21/22 round 1. CS, SIC, SADA funded.	Bursaries for Visual Artists and Craft makers.	1 st application deadline 25 th October
Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	First round of reporting completed.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Occupancy now delayed until April 23. Claims submitted to HIE and SIC for payments.
Resonance	Partnership project with GSA funding by AHRC	Return visit planned for 1 st week in November to coincide with the craft fair.
Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage workflow	Survey underway, hack day/workshop planned.
Remembering Together	To deliver phase 1 of the National Covid Memorial project.	Delivery artist appointed and community engagement ongoing
Booth Works	Internal redecoration, lighting upgrade and new kitchen install	Due for completion by month end

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.
Short	Mareel Building Management System work	To arrange a maintenance visit for the Mareel BMS.
Medium	Cultural Bridge	To deliver a joint youth drama exchange project with German partner

Medium	Arts activity certification	Work with Shetland UHI to provide formal accreditation for several of our ongoing development projects
Medium	SCT Capital Grant Scheme - Mareel	Planning underway for the implementation of the capital grants works under the SCT scheme. Work will be taking place for 3 years.
Medium	SCT Capital Grant Scheme – Bonhoga	Planning underway for the implementation of the capital grants works under the SCT scheme. Work planned for 2023.
Medium	Creative Scotland Place Partnership	To successfully apply and deliver a Place Partnership.
Long	Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues

4.5 Digital Process Review October 2022



INTRODUCTION

This report outlines the first phase of the HIE supported digital development program that we are undertaking.

BACKGROUND

As part of an application to creative Scotland we secured £20K towards improvements of our digital infrastructure. HIE are funding a digital consultant to support us in this process and to enable a larger application to their own digital improvement fund.

Stage 1 – Online survey to gather feedback and responses from officers/supervisors, Managers and Leadership team across six areas.

- Project/Task Management. This includes workflow, internal comms and processes, digital diaries, online cocreation
- Audiences. This includes ticket sales, non-ticketed events, digital comms (inc online)
- Customer. This includes product sales, food and beverage sales, on site promotion
- Venue/Event Management. This includes information flow, contracting, organisational task management, CRM for hirers/promoters
- Finance. This includes PO requests, invoicing, budget management
- Stock management. This includes shop stock, food and beverage stock, profit margins, unit cost price, recipe management

Stage 2 – Workshop/Hack day. The outcomes of the survey will be used to explore lifecycle input – process – outcome and define parameters.

Stage 3 – Digital consultant will develop briefs, tender documents and elements of the HIE bid.

4.6 Restructure October 2022



INTRODUCTION

This report outlines the outcome of the restructure process that started in April 2022.

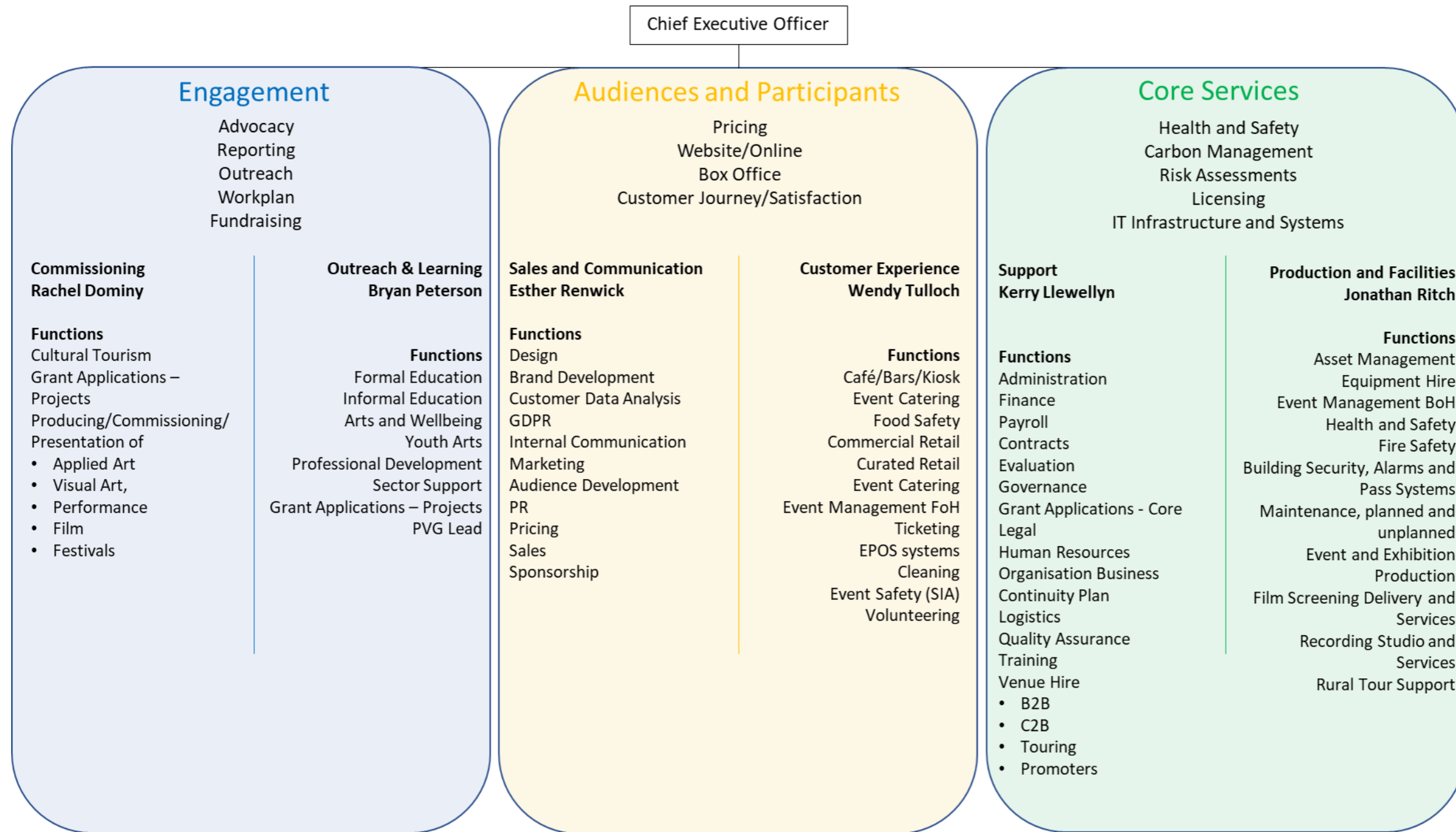
BACKGROUND

After extensive consultation with the SADA management team in January 2022 about what our objectives were and how we were going to undertake them, the organisation embarked on a restructure in April 2022.

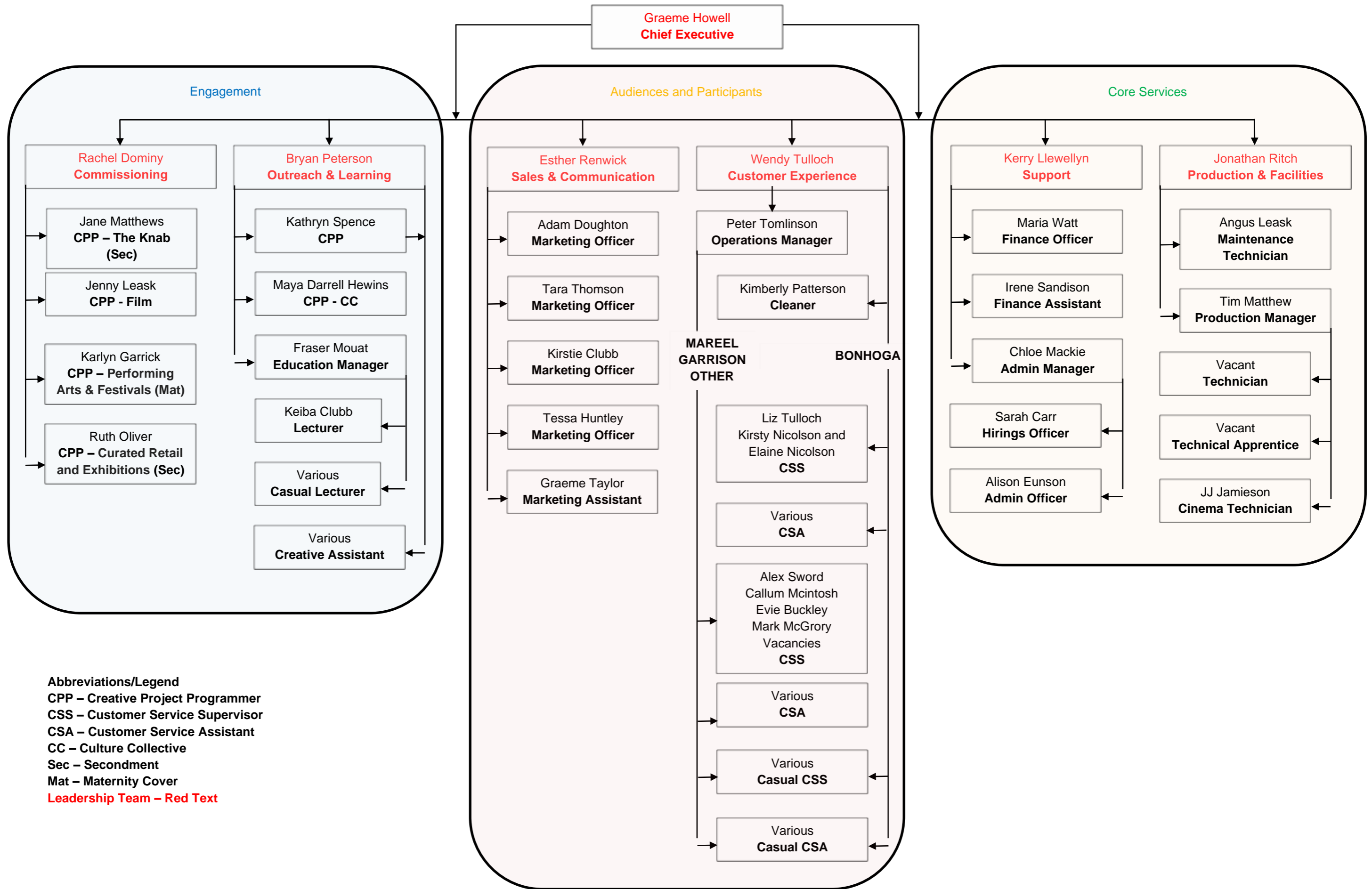
The main purposes of the restructure were to reduce the number of direct reports to the CEO, flatten the structure with the removal of the SMT/WMT and introduce a larger leadership team. It was also to ensure there was clarity in existing roles as well as reviewing the vacancies that SADA had been carrying through the pandemic.

The next two appendices show the outcome from the process with appendix one showing how the functions are now split and appendix two showing the staff structure.

Appendix 1 - Functions



Appendix 2 - Staff



Abbreviations/Legend
 CPP – Creative Project Programmer
 CSS – Customer Service Supervisor
 CSA – Customer Service Assistant
 CC – Culture Collective
 Sec – Secondment
 Mat – Maternity Cover
Leadership Team – Red Text

4.7 Competency Framework October 2022



INTRODUCTION

This report outlines the results of the competencies review that was started in March 2022 and has now completed.

BACKGROUND

In 2017 SADA developed a range of behaviours and competencies to help staff understand what was expected of them, what they could expect from each other and as part of our annual PDR process. After 5 years it was decided that they needed reviewing and streamlining.

We asked WorkNest, our HR consultants to support the work to update our Competency Framework

- Survey March 2022 – run by WorkNest
- Focus Groups April 2022 – run by WorkNest
- WorkNest redrafted – July/August
- 13 (40+ staff) Focus Groups September 2022 – Run internally
- Competencies redrafted and agreed by SADA leadership team

SIGNIFICANT CHANGES

The revised competency framework has seen significant changes from the original, most notably:

- Reduced number of competencies from 10 to 6
- Maximum number of behaviors per competency reduced to three
- Introduced a call and response model to make it easier to identify what has been done

The draft new competencies are attached as appendix 1.

NEXT STEPS

These competencies will be used as part of the next round of PDRs November – December and will be reviewed in January by the leadership team to check how they functioned.

Appendix 1

	ESSENTIAL	ENHANCED Supervisor/Officer	HIGHER Manager/Programmer	ADVANCED Leadership Team
Leadership and management	<ul style="list-style-type: none"> You deliver and demonstrate our values You support Equality, Diversity and Inclusivity through your actions 	<ul style="list-style-type: none"> You set clear expectations for your team and/or colleagues You delegate tasks appropriately You give constructive praise and feedback on performance and conduct 	<ul style="list-style-type: none"> You guide and motivate your team and/or colleagues towards ambitious goals You support colleague development, recognise achievement and when responsible, manage poor performance 	<ul style="list-style-type: none"> You create and communicate a compelling, ambitious vision for Shetland Arts You deliver significant measurable improvements You plan for the skills and capacity requirements to deliver our ambition
Communication	<ul style="list-style-type: none"> You communicate clearly You listen attentively and seek clarification if you need it 	<ul style="list-style-type: none"> You ask questions of your team and/or colleagues to ensure understanding You provide information accurately and in plenty of time to support delivery You actively seek input from colleagues and/or team to improve delivery 	<ul style="list-style-type: none"> You communicate professionally and with confidence You can present effectively to an audience of your peers and partners You have difficult conversations when required and create positive outcomes 	<ul style="list-style-type: none"> You deal confidently with leaders and colleagues from funders and stakeholders You effectively communicate Shetland Arts' strategic goals You consider any barriers to communication and work to overcome them
Customer Focus	<ul style="list-style-type: none"> You deliver exceptional customer care You are calm and patient at all times You find solutions 	<ul style="list-style-type: none"> You use customer and/or client feedback to inform and influence organisational improvement You look ahead and anticipate the needs of your customers and/or clients In the moment you can balance the need of your customers and/or clients with the needs of Shetland Arts 	<ul style="list-style-type: none"> You build an understanding of partner organisations needs You investigate and resolve complaints and communicate the outcome and reasons to all involved You design and implement innovative solutions for service delivery to customers and/or clients 	<ul style="list-style-type: none"> You develop mutually beneficial relationships with funders and stakeholders You promote an environment of exceptional customer service You can explain who all our customers are and support staff to respond appropriately

	ESSENTIAL	ENHANCED Supervisor/Officer	HIGHER Manager/Programmer	ADVANCED Leadership Team
Planning and organising	<ul style="list-style-type: none"> You take responsibility for your workload and tasks, communicating with your supervisor/manager as required 	<ul style="list-style-type: none"> You look ahead over the short term and make appropriate plans for yourself and others to achieve goals You adapt and modify plans as required by the situation You consult broadly to ensure you have the best plan 	<ul style="list-style-type: none"> You ensure appropriate monitoring and milestones are in place to assess progress over the medium term You set priorities for yourself, your team and/or your colleagues based on Shetland Arts' ambitions You anticipate risks and challenges and have appropriate mitigation in place 	<ul style="list-style-type: none"> You can translate complex goals into practical long-term plans You set organisational priorities and communicate them clearly You manage and mitigate strategic risks
Team Working	<ul style="list-style-type: none"> You are a positive, supportive colleague You get involved and seek out or ask for work You contribute to the improvement of Shetland Arts through consultations, team meetings and surveys 	<ul style="list-style-type: none"> You understand the impact of your decisions on your team and/or colleagues and communicate them effectively You advocate for your team and/or colleagues to ensure they have what they need You encourage your team and/or colleagues to work collaboratively 	<ul style="list-style-type: none"> You support your team and/or colleagues to view decisions from a broad perspective You involve your team and/or colleagues in setting appropriate goals You encourage collaboration with delivery partners 	<ul style="list-style-type: none"> You create an environment of mutual support and collaboration You work collaboratively with funders and stakeholders to ensure maximum impact You listen and respond to feedback from colleagues
Organisational Awareness	<ul style="list-style-type: none"> You understand your role in your team You minimise waste You understand how your actions impact customers and colleagues 	<ul style="list-style-type: none"> You understand how your role contributes to the wider organisation You look for and action cost savings in your area of work You make decisions based on relevant information and facts 	<ul style="list-style-type: none"> You have an appropriate understanding of Shetland Arts' place in the sector and how your role contributes to it You look for opportunities to increase income or improve value You use your previous experience to improve service delivery 	<ul style="list-style-type: none"> You promote Shetland Arts' role in the sector You maximise all opportunities in line with Shetland Arts' strategic plans You have an appropriate understanding of the Political, Economic, Social, Technological, Legal and Environmental pressures on Shetland Arts

4.8 Warm Spaces Update October 2022



INTRODUCTION

This paper outlines Shetland Arts' approach to the provision of warm spaces for winter 22/23.

UPDATE

Shetland Island Council has contacted us to ask what we are doing to provide Warm Spaces for people in a need of a safe haven this winter. They have also released funding through the Winter Activities Fund and we can apply for up to £10K revenue and £2K capital for projects to complete by March 23.

We intend to apply to enable us to make 2 film screenings a day, one in screen 1 and one in screen 2, free to attend with a hot drink. Cost will be the limiting factor on how many days we offer this over and we are currently trying to calculate the potential lost income.

We will also be taking our pre covid 'relaxed' approach to building usage, which is best summed up as don't bother us and we won't bother you. Though we will continue to remove people from the building who behave in an unacceptable way towards staff, customers or other users of the facility.

5.1 Policies

October 2022



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Smoke Free Policy	1	Updated in include references to vaping/e-cigarettes
Children, Young and Vulnerable Adults	2	No changes – appendices now attached
Procurement Policy	3	Procurement procedure for purchases over £10,000 updated to allow for alternative process and less than three quotes when there is relevant justification.

POLICY REGISTER

Policy Name	Date for Review	Notes
Pay and Pension Policy	28/04/2023	
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 Diversity	28/04/2023	

Absence Management	16/12/2025	
Communications	28/04/2024	
Whistleblowing	30/06/2024	
Expenses	30/06/2023	
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	
Children, Young and Vulnerable Adults	14/01/2020	Included in this report.
Conflicts of Interest	29/04/2023	
Smoke Free Policy	14/01/2020	Included in this report.
Volunteering Policy	24/02/2024	
Menopause Policy	29/04/2024	
Portable IT Policy	In development	
Procurement Policy	24/02/2025	Early update required, included in this report.
Recruitment Policy	24/04/2025	
Lone Working Policy	In development	
Appraisal Policy	24/02/2024	

Appendix 1 Smoke Free Policy

Purpose

This policy has been developed to protect all employees, service users, customers and visitors from exposure to second-hand smoke and to assist compliance with the Smoking, Health and Social Care (Scotland) Act 2005.

Exposure to second-hand smoke, also known as passive smoking, increases the risk of lung cancer, heart disease and other illnesses. Ventilation or separating smokers and non-smokers within the same airspace does not completely prevent potentially dangerous exposure.

Policy

It is the policy of Shetland Arts that all of our workplaces are smoke-free and all employees have a right to work in a smoke-free environment.

Smoking is prohibited throughout the entire workplace with no exceptions. This includes when personal staff vehicles are used to transport colleagues, public, visitors, etc. This policy applies to all employees, contractors, customers, volunteers and visitors.

Employees and customers can smoke outside, providing it is not in doorways or in enclosed spaces.

This policy covers the use of cigarettes, vapes and e-cigarettes.

Implementation

Overall responsibility for policy implementation and review rests with the Chief Executive. All staff are obliged to adhere to, and facilitate the implementation of the policy.

The Chief Executive shall inform all existing employees and contractors of the policy and their role in the implementation and monitoring of the policy. They'll also have to give all new personnel a copy of the policy on recruitment/induction.

Appropriate 'No smoking and no vaping' signs will be clearly displayed at the entrances to and within the premises.

Non-compliance

Local disciplinary procedures should be followed if a member of staff does not comply with this policy. Those who do not comply with the smoking law are also liable to a fixed penalty fine and possible criminal prosecution.

Appendix 2 Children, Young and Vulnerable Adults Policy

If you are concerned about someone's immediate welfare, however old they are, please inform your Shetland Arts supervisor, call the Duty Social Worker, or call the Police at the earliest opportunity.

Trust your instincts – if something 'feels' wrong, don't hesitate to report it.

Duty Social Work

Office hours (Mon to Fri, 9am to 5pm): Call 01595 744400

Outside office hours: Call 01595 695611

Police

Non-emergency: Call 101

Emergency: Call 999

1. Introduction and Statement of Principles

1.1. Shetland Arts Development Agency recognises that it is the right of everyone to participate freely in the arts and in cultural activity. The purpose of this policy is to ensure that these experiences should be safe, enjoyable and rewarding, and to promote the best possible environment in which children, young people and vulnerable adults can take part in arts activities. The key principles which underpin this policy are:

- The best interests of the child, young person or vulnerable adult must be the primary consideration
- All children, young people and vulnerable adults should be treated fairly and with dignity and respect, and none will be treated any less favourably than others in being able to access services which meet their particular needs
- All children, young people and vulnerable adults have the right to protection from all forms of harm, abuse, neglect or exploitation regardless of gender, ethnicity, disability, sexuality or beliefs
- All concerns, and allegations of abuse will be taken seriously by trustees, staff and volunteers and responded to appropriately - this may require a referral to Social Care Services, the independent Local Authority Designated Officer (LADO) for allegations against staff, trustees and other volunteers, and in emergencies, the police
- All children, young people and vulnerable adults have the right to express their views on matters that affect them

1.2 Shetland Arts Development Agency therefore recognises its responsibility to:

- Safeguard and promote the interests of children, young people and vulnerable adults who are involved in SADA's activities
- Create an enjoyable environment in our facilities and through our activities where children, young people and vulnerable adults can feel safe, secure, and free from threat
- Take all reasonable steps to protect children, young people and vulnerable

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adults from harm, discrimination or degrading treatment

- Acknowledge that children, young people and vulnerable adults may have particular needs with regard to disability, emotional or behavioural difficulties, gender, or cultural, religious or ethnic background
- Acknowledge that children, young people and vulnerable adults have the right to be treated with respect, and that their concerns should be listened to and acted upon
- Provide clear, comprehensive, easily understood procedures for dealing with abusive or potentially abusive situations

- 1.3 For the purposes of this document, a child is defined as anyone up to the age of 18, a young person is defined as anyone up to the age of 25, and a vulnerable adult is someone over 18 who by reason of mental or other disability, age or illness is, or may be, unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.
- 1.4 This document and the policies contained within are supplementary to our legal responsibilities including access to age restricted products, in particular entry to films (as per guidance from the British Board of Film Classification - see www.bbfc.co.uk) and the sale of alcohol (see www.shetland.gov.uk/licences-permits/shetlands-licensing-board).
- 1.5 Shetland Arts Development Agency fully supports and agrees to be bound by the Shetland Inter Agency Child and Adult Protection Procedures. See www.safersheland.com. SADA is represented on the Shetland Protection in the Community Sub Committee.

2. Best Interests

- 2.1 SADA intends that all its activities with children, young people and vulnerable adults should be planned with their best interests in mind. This will include taking steps to minimise the opportunities for them to suffer from harm of any kind.
- 2.2 This includes issues relating to recruitment (see section 8) and supervision of staff and volunteers as well as health and safety and general good practice when working with children, young people and vulnerable adults.
- 2.3 Good practice incorporates our attitude to and behaviour with children, young people and vulnerable adults, the appropriateness or otherwise of physical contact, the language we use, etc. These issues will be addressed through training, discussion and staff supervision.

3. Fairness, dignity and respect

- 3.1 SADA recognises that we should treat children, young people and vulnerable adults in a way that is fair, and, just as importantly from their point of view, *seen* to be fair. We recognise, however, that the needs of a particular individual may require them to be treated differently, but this should be handled tactfully and sensitively. In order to allow these individuals equal access to participation in an activity we may need to make special arrangements for them.

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3.2 SADA understands that working with children, young people and vulnerable adults can be challenging, and that maintaining control of challenging situations is not always easy. It is important that individuals understand from the outset what the rules relating to acceptable and unacceptable behaviour are. Whenever possible, they should be involved in developing such rules. The rules should be implemented fairly and consistently, and it is of vital importance that the staff and volunteers involved should also agree to abide by those rules.

3.3 Physical punishment or chastisement of any kind is unacceptable.

4. Protection from harm and exploitation

4.1 The two major points for consideration here are firstly, reducing the risk of harm whilst working with children, young people and vulnerable adults and secondly, acting upon evidence of harm, and in particular, abuse (see Sections 5 and 6).

4.2 Implementing adequate health and safety arrangements will significantly reduce the risk of harm. As well as the kinds of risk covered in SADA's Health and Safety policy, issues such as having adequate levels of supervision during activities should be taken into account.

4.3 SADA recognises that children, young people and vulnerable adults can be at risk of harm from their peer group. There should be a clear message that bullying will not be tolerated. It should be borne in mind that individuals who are subject to bullying in one setting may be being bullied in other settings. It will be important to speak to the individual and suggest that they talk to their parent, teacher or carer about this if it is happening to them. (It is also important to note that a child can be sexually abused by another child - see Section 5).

4.4 SADA also recognises that children, young people and vulnerable adults need to be protected from information and material that might affect their well-being. Working in an arts environment, we understand the need to consider the appropriateness of the material we are working with. Context will be very important for the use of any artistic material that might be considered unsuitable. Allowing children, young people and vulnerable adults to view unsuitable material of a sexual nature can be considered a form of sexual abuse. Staff must consult SADA management if they are in any doubt about the suitability of material.

4.5 Taking part in artistic performances can greatly enhance children, young people and vulnerable adults enjoyment of the arts. There is legislation that sets out how many hours a week that children are allowed to undertake paid work in order to protect them from exploitation, and it is worth bearing this in mind when children are involved in voluntary performances too. SADA understands that children are willing to give extraordinary levels of commitment to ensure the success of a performance, but it is important that staff try and ensure that rehearsals and performances do not last too long, finish very late at night or involve activities that may be damaging to children's health or well-being.

4.6 SADA recognises that activities take place in a variety of locations and contexts including SADA facilities, community venues in Shetland and elsewhere, and online. Our policies and procedures apply no matter the location, whether physical or online.

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- 4.7 Steps should be taken to ensure that children, young people and vulnerable adults are unable to use SADA's internet facilities in unsuitable ways that could expose them to the risk of harm.
- 4.8 When using or publishing photographs of children, the name of the child should not be printed. If it is important to print a child's name, then it should not be directly supported by a photograph. Parents or carers should give permission for images to be used.

5. Recognising harm and abuse

- 5.1 It is important for staff and volunteers to know how to recognise potential abuse (see Appendix 1). It is equally important that they realise that it is not their responsibility to decide whether or not abuse has occurred, but only to report any suspicions and concerns they may have about a child, young person and vulnerable adult. At the earliest opportunity, staff and volunteers should:
- inform their manager or supervisor
 - call the Duty Social Worker: 01595 744400 (office hours) / 01595 695611 (out of office hours) or
 - call the Police: 101 (non-emergency) / 999 (emergency)
- 5.2 Abuse occurs when a person misuses their power over another person and causes him or her emotional and/or physical harm. This person could be a known to them or it could be a stranger. In most cases of abuse the victim knows the abuser. The abuser could also be a member of their peer group. The five recognised categories of abuse are detailed below.
- 5.3 *Physical injury.* This is any deliberate act of physical harm against a child, young person and vulnerable adult by the person having care or charge over the victim. This could include a deliberate failure to protect a person from physical danger.
- 5.4 *Emotional abuse.* Persistent and/or severe emotional ill-treatment or rejection of children, young people and vulnerable adults; this may include degrading them, a complete absence of affection, placing unrealistic demands on them, intimidation and threats. It is difficult to recognise but can have a profound effect on their well-being.
- 5.5 *Neglect.* Failure to provide care or exposure of a child, young person or vulnerable adult to danger that seriously affects his or her health and/or development. This could include starvation and prolonged exposure to cold.
- 5.6 *Sexual abuse.* Where children, young people and vulnerable adults are forced or persuaded to participate in any form of sexual activity by another person. This may include activities that they do not fully understand and to which they cannot give their consent, or into which they have been coerced into participating against their will.
- 5.7 *Non-organic failure to thrive.* Children who significantly fail to reach normal growth and developmental milestones (that is, physical growth, weight gain, social and intellectual development) and there is no reasonable medical or organic explanation

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for this.

6. How to respond

- 6.1 The Children (Scotland) Act 1995 (section 5) states that an adult (over 16 years) who has care or control of a child under the age of 16 has the responsibility to “do what is reasonable in all circumstances to safeguard the child’s health, development and welfare.” In other words, anyone working with children and young people has a legal responsibility to safeguard children’s welfare.
- 6.2 Most adults who may be considered to be at risk of harm manage to live their lives safely with the assistance of caring partners, relatives, friends, family and with the support of medical and social services. However, some people will experience harm such as physical abuse, sexual abuse, psychological harm or exploitation of their finances or property. The Adult Support and Protection (Scotland) Act 2007 states that local authorities must make inquiries about a person's well-being, property or financial affairs if it knows or believe that the person is an adult at risk, and that it might need to intervene in order to protect the person's well-being, property or financial affairs.
- 6.3 SADA recognises that arts activities, by their very nature, encourage children, young people and vulnerable adults to express thoughts, feelings and emotions. These could be related to fears or concerns that they have and could lead to disclosures of abuse. It is important for staff and volunteers to be aware of how to respond to individuals who may be suffering or at risk of harm.
- 6.4 Responsibility for dealing with allegations or suspicions of abuse lies with the Head of Creative Opportunities. All staff and volunteers should be made aware of this and be given information as to how s/he can be contacted. It will be the Head of Creative Opportunities responsibility to ensure that any formal referrals are made to the correct bodies. In his or her absence this responsibility will pass to the relevant Project Manager or whoever is deputising. If staff or volunteers are uncertain of something related to the well-being of a child, young person or vulnerable adult, they should consult the Head of Creative Opportunities or his or her nominated deputy to determine the most appropriate course of action. They should also be made aware of the contact details of the Duty Social Worker and Police, should there be any reason why reporting a concern or an incident to someone inside the organisation would be problematic.
- 6.5 The Head of Creative Opportunities in consultation with the General Manager will take the decision whether to refer the suspicion/allegation to the appropriate authorities, as per the guidelines in the Shetland Inter-Agency Child Protection Procedures.
- 6.6 In the event of a disclosure of abuse (when an abused individual confides in someone else), it is very important that staff and volunteers *never* promise a child, young person or vulnerable adult that they will not tell anyone what has been disclosed. Staff must explain to the person that because of concern for his or her well-being, information will be passed on, but to as few people as possible. The child, young person or vulnerable adult must be told what, to the best knowledge of the worker, will happen next. Staff will obtain this information via approved training. A more detailed protocol is attached (Appendix 2).

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- 6.7 SADA recognises the fact that abuse could occur within its own organisation, or by someone staff know or work with. Such a disclosure should be treated as any other disclosure, as detailed earlier in this document. The information should be passed on to the Head of Creative Opportunities to ensure that allegations are handled in a fair and consistent manner.
- 6.8 If an allegation is made against a staff member or volunteer, consideration should be given to suspending that individual's work with SADA until the situation has been investigated. The well-being and best interests of the child will be of paramount importance.
- 6.9 In the event that staff members are concerned about a child or young person, but that child has not made any disclosure to them, they should discuss their concerns with the Head of Creative Opportunities. A list of possible indicators of concern is attached at Appendix 1. It is important for staff to remember that it is not their role to determine whether abuse has taken or is taking place – they should always err on the side of caution when considering what to do. Again, if in doubt, consult the Head of Creative Opportunities or his or her nominee.
- 6.10 SADA will fully support and protect any staff member or volunteer who, in good faith, reports his or her concern that someone is, or may be abusing a child.

7. Recording Information

- 7.1 It is vitally important that staff clearly record any information relating to concerns about children, young people and vulnerable adults, even if it is not to be passed on to any statutory authority. Staff and volunteers should be made aware of the form attached as Appendix 3. The information should be written down immediately, or within 24 hours of the concern being raised. The individual who has the concern, or to whom disclosure has been made, should be the one to record it, and the author and Head of Creative Opportunities should sign it. Should the matter be passed on to a statutory authority, this information should be forwarded.
- 7.2 Staff and volunteers must be made aware of the need for confidentiality with regard to this information, and that others will only see it on a strict 'need to know' basis.

8. Protection of Vulnerable Groups Membership Scheme, Recruitment and Supervision of Staff

- 8.1 All SADA staff, volunteers and self-employed practitioners engaged in 'Regulated Work' as defined by Disclosure Scotland (such as having unsupervised contact with children or vulnerable groups) will be required to join the Protecting Vulnerable Groups (PVG) Membership Scheme. SADA will make enquiries with Disclosure Scotland, who operate the scheme, which will highlight crimes or other information relevant to working with children or protected adults, before allowing any Regulated Work to take place. See www.mygov.scot/pvg-scheme/
- 8.2 If any SADA staff, volunteers or self-employed practitioners are involved in conduct that harms children or protected adults or places them at risk of harm, by law SADA may be required to make a referral to Disclosure Scotland.

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- 8.2 SADA recognises that effective supervision is as important as careful recruitment in terms of child protection. Regular supervision provides opportunities for satisfying management that children and young people are safe, for staff and volunteers to raise issues about which they may be concerned, and to identify training and support needs. The Head of Creative Opportunities will therefore ensure that supervision of activities involving children and young people takes place on a regular basis, and that issues relating to children and young people are included in these discussions.

9. Review of policy and procedures

- 9.1 This policy and procedures are reviewed, approved and endorsed by the board of trustees annually or when legislation changes.

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Appendix 1

Children, young people and vulnerable adult - Immediate Concerns

If you are concerned about someone's immediate welfare, however old they are, please inform your supervisor, call the Duty Social Worker or call the Police at the earliest opportunity.

Duty Social Work

Office hours (Mon to Fri, 9am to 5pm): Call 01595 744400

Outside office hours: Call 01595 695611

Police

Non-emergency: Call 101

Emergency: Call 999

Possible indicators of concern

The following is a list of some of the things to look for that may indicate something is wrong.

<ul style="list-style-type: none">● sudden withdrawal from others● suspicious bruises with unsatisfactory explanations (e.g., hand or fingerprint marks, bruising on the face or neck, lower back or upper arms).● extreme anger or sadness● marked fear of strangers● aggressive behaviour● attention-seeking behaviour	<ul style="list-style-type: none">● lack of self-esteem● inappropriate sexual behaviour for their age● self-injury● depression● burn marks● serious and persistent poor personal hygiene● theft, fraud, embezzlement or extortion
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These are only some of the indicators of possible abuse and are not conclusive proof that someone is being abused, but they are reason for concern. There may be other reasons why a person is sad or unhappy, for instance, such as family bereavement. However, it is known that abused children, young people or vulnerable adults may show all or any of the above, and whatever the underlying reason, it is important that we are mindful of the above.

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Appendix 2

Children, young people and vulnerable adults - Good practice

1. Speaking about abuse is something that children and adults find difficult and uncomfortable. There are ways in which we can make people feel safer and more comfortable should they disclose abuse to us.
 - Never promise someone that you will not tell anyone what he or she has told you. Explain that out of concern for his or her welfare you will have to pass the information on, but that it will be to as few people as possible. Tell the person who will be told, and to the best of your knowledge, explain what will happen next.
 - Be neutral and non-judgemental in your reactions. Although descriptions of abuse can be difficult to hear, it is important for the person that you remain calm, neutral and supportive.
 - Do not press the person for any more information than they are willing to give.
 - Do not ask leading questions – allow the person to tell his or her own story.
 - Establish the basics of what has happened and if there is any immediate risk facing the person.
 - Keep in mind that the person may have been told not to tell anyone about this. Reassure them that they have done the right thing in telling you.
 - Keep in mind that the abuser may be someone the person knows and cares about, and that they may fear what will happen to them as a result of their disclosure.
 - As soon as possible after the person has told his or her story, you should write it down *as the person has told it to you*. A pro forma will be available. Pass the information on to the Head of Creative Opportunities or in his or her absence, your line manager.
2. It is important to ensure that our behaviour with children, young people or vulnerable adults minimises the risk of harm to both them and staff. Physical contact is often unavoidable in an arts setting (choreography, theatre, instrumental tuition and so on), but it is important that it is limited to the needs of specific activities, and wherever possible, is carried out when other people are present. Activities of an intimate nature (costume changes during performances, for example) should be carried out by same sex individuals wherever possible.
3. If hurt or distress is caused in any way to a young person or vulnerable adult, or if a child, the incident must be reported to Bryan Peterson, Outreach and Learning Lead, at the earliest opportunity, who will take whatever action is deemed necessary.

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Appendix 3

Children, young people and vulnerable adult - Reporting Form

Please print or make an electronic copy and email or deliver to Bryan Peterson, SADA Outreach and Learning Lead - bryan.peterson@shetlandarts.org

Please fill in as much information as is known and/or is applicable

Person Making the Report

Name:

Date:

Time:

Telephone Number / email:

Child, young person or vulnerable adult (the subject of report)

Name:

Address:

Telephone Number:

Parent or guardian name:

Parent or guardian address:

What has prompted the concern?

What the child, young person or vulnerable adult said

What you said

**Appendix 2
Children, Young and Vulnerable Adults Policy**

Your observations

Details of anyone else involved

Action taken (including times)

Signed:..... Date.....

Full Name of signatory.....

Appendix 3 Procurement Policy

Purpose

Procurement means the way that we buy the goods, services and work needed to support the work of the charity. At all stages of procurement, the charity uses procedures that are fair, competitive and auditable and that meet the relevant legislation.

This policy is based on:

- Principles of non-discrimination, fairness and transparency,
- The promotion of efficiency and effectiveness, and
- Minimising the risk to the charity

Scope

This policy covers:

- Appointment of (non-staff) personnel, such as consultants and freelancers.
- Purchase of all services, goods and equipment

Levels of Expenditure

The level of expenditure will determine the procurement procedures required.

1. Purchases costing less than £3,000
A supplier may be selected directly, without the requirement to prepare a shortlist. A contract is still required with freelancers.
2. Purchases estimated to cost between £3,000 - £10,000
Selection may be made on the basis of an evaluation of short-listed, qualified candidates / suppliers and the rationale for the choice must be recorded.
3. Purchases estimated to cost £10,000 or more
These purchases will follow the full procurement procedure set out below.

Full Procurement Procedure

The selection process for suppliers will normally involve the following steps:

- a. Define the scope, objectives, estimated budget and timescales as well as determining the selection procedure to be followed (the brief or specification).
- b. Identify the suppliers that are qualified to deliver the required service and prepare a short list of qualified firms / people.
- c. Invite proposals from the short list
- d. Evaluate and compare the proposals and select the preferred consultant / supplier
- e. Negotiate a contract with the selected consultant / supplier
- f. Manage the process properly

Short lists shall normally include no less than three and no more than six qualified and experienced consultants / suppliers. Ideally the list shall normally include at least one local supplier.

In situations where it is not possible to obtain three tenders or quotes from suitable shortlisted suppliers a paper may be presented to the board for approval of an alternative method of appointment. This must set out:

Appendix 3

Procurement Policy

- Why it is felt the normal procurement process is not applicable
- The process that will be used to award the contract
- The expected value of the services.

Evaluation and Selection

When formal proposals are requested from a short list of suppliers, the invitation for proposals must clearly state the criteria for evaluating them. The evaluation of suppliers should normally be based on technical considerations including, but not limited to, experience in similar areas, local experience and presence, qualifications of key personnel and suitability and quality of the work plan.

For some purchases of a straightforward technical nature, the price must be a consideration but quality and value for money should remain a principle factor in selection. When formal proposals are requested, the supplier that submits the highest-rated proposal should be selected.

Ongoing Services

For ongoing contracts these should be reproced on a three-yearly basis.

5.2 Signing Authorities Update October 2022



INTRODUCTION

The authorities schedule of SADA sets out the authority levels for each staff member. Following the restructure an update is required to this to reflect new job titles and roles.

UPDATES REQUIRED

The main changes are around job title and roles. With the change to the Leadership Team from the SMT, the two new roles of Commissioning and Sales and Communication Lead have been added and given the appropriate authority levels. Other job titles were amended as required.

The proposed new signing authorities schedule is attached as Appendix 1 to this report.

The Trustees are asked to approve this new authority schedule

Appendix 1

Office Post → Task Requiring Approval ↓	Trustees - authorised signatory	Chief Executive	Support - Leadership Team	Outreach and Education - Leadership Team	Customer Experience - Leadership Team	Production & Facilities Leadership Team	Commissioning - Leadership Team	Sales and Communications - Leadership Team	CPP - Performing Art and Festivals	CPP - Film	Operations Manager	Admin Manager	Production Manager	CPP - Exhibitions and Curated Retail	CPP	Education Manager	CPP - Culture Collective	Customer Service Supervisor	Finance Officer
Purchase Order - Goods and Services	✓ 7	✓ 6	✓ 5	✓ 4	✓ 4	✓ 4	✓ 4	✓ 4	✓ 3	✓ 3	✓ 2	✓ 3	✓ 2	✓ 2	✓ 2	✓ 2	✓ 3	✓ 1	x
PAYROLL FORMS																			
Timesheets (including overtime)	✓	✓	✓	✓	✓	✓	✓	✓	x	x	✓	✓	✓	x	x	x	x	x	x
Expenses Claim Forms	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	x	x	x	x	x	x
Notification of Start/Termination of Employment	✓	✓	✓	⚡	⚡	⚡	⚡	⚡	x	x	x	x	x	x	x	x	x	x	x
Employee Transfer Change in Hours/Grade	✓	✓	✓	⚡	⚡	⚡	⚡	⚡	x	x	x	x	x	x	x	x	x	x	x
Change to Employee Circumstances	✓	✓	✓	⚡	⚡	⚡	⚡	⚡	x	x	x	x	x	x	x	x	x	x	x
Extension to Temporary Work Arrangement	✓	✓	6	⚡	⚡	⚡	⚡	⚡	x	x	x	x	x	x	x	x	x	x	x
Notification of Sickness	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	x	x	✓	x	x	x
Annual Leave/TOIL	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	x	x	✓	x	x	x
Compassionate Leave Requests	✓	✓	6	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Employment contract	✓	✓	6	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Venue Hire/Artist Performance contract	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Freelancer contracts	✓	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Contracts for supply of products/services	✓	✓	✓	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x
Grant Offer Letters	✓	✓	6	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
BANKING																			
Internet Banking Access	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
VAT																			
HM Revenue & Customs On-line User	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
<i>Cheque/Bank Payment Signatories:</i>																			
Up to £5,000 8	✓	✓	✓	✓	✓	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x
Over £5,000 9	✓	✓	✓	✓	✓	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x
Bank Transfers	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Notes	
①	Authorised to commit expenditure on food and beverage purchases up to £500
②	Authorised to commit expenditure on good and service up to £1,000 per order on relevant budget.
③	Authorised to commit expenditure on goods and services up to £1,000 per order except performance/freelancer fees and performance related travel which are £5,000 in line with agreed project budgets.
④	Authorised to commit expenditure on goods and services up to £5,000 per order on relevant budgets. In the absence of the Chief Executive and Support - Leadership Team authorised to commit expenditure on goods and services up to £5,000 for any department.
⑤	Authorised to commit expenditure on good and services up to £5,000 per order. In absence of the Chief Executive authorised to commit expenditure on goods and services up to £15,000 per order.
⑥	Authorised to commit expenditure on goods and services up to £15,000 per order.
⑦	Authorised to commit expenditure on goods and services over £15,000 per order.
⑧	Cheques up to £5,000 to be signed by two officers of Shetland Arts, one to be the CEO or HoS unless not possible.
⑨	Cheques over £5,000 to be signed by one trustee and one officer of SADA.
⚡	Only authorised for this task in the absence of the Chief Executive and Support - Leadership Team.
Ⓢ	Only authorised for this task in the absence of the Chief Executive.

6.1 Updates from Stakeholders October 2022



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Extensive meetings held with CS 12/10 including with Ian Munro CEO.
Shetland Charitable Trust	Request for repayment of £86K has been made.
Highlands and Islands Enterprise	Claims made for Creative Outreach Worker role. Digital Advisor Appointed. Fair work discussions underway
Shetlands Islands Council	Nothing to update

7.1 Key Upcoming Events October 2022



EVENT DETAILS

Date	Title	Venue
29 October to 24 December 2022	Bonhoga Christmas	Bonhoga
5 November 2022	Worn	Mareel
25 November 2022	Pollyanna Paradox	Mareel