



Item	Description	Report	Item taken by	Action
1	<b>Welcome and apologies</b>		Chair	Note
2	<b>Declarations of interest</b>		Chair	Note
3	<b>Minutes</b> 22 December 2022		Chair	Approval
4	<b>Scrutiny</b> 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects 4.5 Budget 2023-34 4.6 Staff Satisfaction Survey	Attached Attached Attached Attached Attached Attached	KL GH GH GH KL GH	Note Note Note Note Approval Note
5	<b>Governance</b> 5.1 Policies 5.2 Trustee Recruitment	Attached Attached	KL SM	Note Approve
6	<b>Strategy</b> 6.1 Update from Stakeholders	Attached	GH	Note
7	<b>General</b> 7.1 Key Upcoming Events	Attached	GH	Note
8	<b>Any other business</b> None			
9	Future SADA Board Meetings: Board Meeting Thursday 27 April 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



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## 4.1 Management Accounts 9 Months to December 2022 Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	224,336	233,463	- 9,127
Education and training income	83,269	91,124	- 7,854
Retail income	60,839	61,576	- 738
Food and beverage income	285,437	284,024	1,413
Foyer income	61,501	60,095	1,407
Box office commission income	1,712	1,431	281
Gallery commission income	2,082	1,968	114
Hire of rooms and equipment income	52,319	50,952	1,368
Screen advertising income	12,284	10,085	2,199
Gift Vouchers	4,515	- 615	5,129
Sponsorship income	2,950	3,300	- 350
Donations received	1,736	826	911
Grant Funding - Capital	5,460	-	5,460
Grant Funding - SIC	14,481	7,549	6,932
Grant Funding - SCT	511,875	511,875	-
Grant Funding - Creative Scotland	348,229	349,229	- 1,000
Other Grants - Trusts and foundations	26,722	18,513	8,209
Operating lease income - SIC	67,500	67,500	-
Other income	34,008	28,280	5,728
Memberships received	6,035	4,865	1,170
	<u>1,807,289</u>	<u>1,786,039</u>	<u>21,250</u>
 <u>Purchases</u>			
Food and beverage purchases	120,247	107,381	- 12,865
Foyer purchases	29,165	30,538	1,373
Retail purchases	35,385	40,573	5,189
Direct costs	191	281	90
	<u>184,988</u>	<u>178,774</u>	<u>- 6,214</u>

Direct Costs

Gross wages and salaries - regular	689,938	686,051	-	3,887
Gross wages - casual	125,831	121,920	-	3,911
Employers NI	62,200	60,841	-	1,359
Employers pension	152,523	145,854	-	6,669
Recruitment expenses	3,985	4,023		37
Employee/Trustee expenses	-	250		250
Training and protective clothing	4,460	6,543		2,083
Programme costs - project	301,120	340,546		39,426
Marketing costs - project	7,058	14,661		7,602
Licences - PRS etc	29,174	29,499		325
Film transport	-	500		500
Hire of equipment	350	200	-	150
	<u>1,376,641</u>	<u>1,410,888</u>		<u>34,247</u>

Overheads

Travel and subsistence and Entertainment	30,280	34,790		4,510
Rent, Rates and Insurance	43,296	45,073		1,778
Heat and Light	71,730	74,625		2,896
Operating leases - Rent and Equipment	82,355	82,437		82
Repairs and maintenance and cleaning	90,263	84,805	-	5,458
Print, postage and stationary	3,481	3,970		488
Telephone and broadband	5,951	6,143		192
Computer costs	20,535	19,914	-	621
Marketing costs - strategic	2,828	8,297		5,469
Website costs	883	1,012		129
Subscriptions	1,292	4,100		2,808
Consumables	1,320	3,543		2,222
Sundry	-	-		-
Legal and professional fees	39,174	40,066		892
Till differences	- 124	- 173	-	49
Bank charges	14,997	14,826	-	171
Loan interest	2,082	2,898		816
	<u>410,342</u>	<u>426,326</u>		<u>15,984</u>
<b>SURPLUS/DEFICIT</b>	<u><b>- 164,681</b></u>	<u><b>- 229,948</b></u>		<u><b>65,267</b></u>

# 9 Months to December 2022

## Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		8,544,173
<i>Current Assets</i>		
Stock	22,630	
Debtors	165,356	
Cash at Bank	649,321	
	<u>837,308</u>	
<i>Current Liabilities</i>		
Creditors	<u>467,717</u>	
Net Current Assets		369,591
<i>Long term liabilities</i>		
Loans	65,182	
Pensions liability	<u>1,701,000</u>	
		1,766,182
Net Assets		<u><u>7,147,582</u></u>
Capital and Reserves:		
Capital funds		8,470,201
Revenue funds		378,381
Pension liability		<u>(1,701,000)</u>
		<u><u>7,147,582</u></u>

## 9 Months to December 2022 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		- 141,436	110,638	
Independent cinema recovery fund	26,114	33,641	- 50,000	9,755	
Recovery fund for Cultural Organisations	121,217	121,217	- 20,000	222,434	
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	- 4,000	10,400	
Bike Shed	975	3,000	- 3,975	0	
<b>Total</b>	<b>447,634</b>	<b>173,629</b>	<b>- 232,888</b>	<b>388,375</b>	

## 4.2 Operational Issues February 2023



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### INTRODUCTION

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This report details the following

- Operational Issues
- Health and Safety Issues

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### OPERATIONAL ISSUES

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Date	Issue	Staff Involved	Outcome
Ongoing	Shortage SIA trained door staff	Customer Experience – Lead, CEO	Progress has stalled on this area.
Ongoing	Behaviour of a very small number of young people in and around Mareel	Operations Manager, Customer Experience – Lead, CEO	Issues are ongoing, no solution found yet.

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### HEALTH AND SAFETY ISSUES

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Date	Issue	Staff Involved	Outcome

## 4.3 Performance Monitoring February 2023



Shetlandarts

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### INTRODUCTION

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This report details the following

- Key Performance Indicators

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### KEY PERFORMANCE INDICATORS

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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	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
Delivered	924	1,065	936	54,984	61,260	47,463	325	289	339	2,600	2,905	2,413
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	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
Improved quality of life through greater access to creative and social experiences	806	951	879	46,398	53,615	44,323	65	55	36	986	1,625	908
Improved opportunities through personal and professional transferrable skills	129	116	47	8,763	6,762	2,442	220	148	224	1,145	695	1,037
Improved confidence to contribute positively through opportunities for self-expression and community involvement	101	92	69	7,635	5,935	5,675	204	148	209	1,364	933	1,725
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	139	174	57	1,093	3,988	763	1	37	8	22	1,474	124
Improved mental and physical health through more active involvement in creative and social experiences	474	561	547	17,088	27,815	17,488	102	70	32	1,186	735	510
Improved community resilience through a more diverse creative economy	194	230	271	28,634	23,495	24,215	74	74	104	737	238	331

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 February 2023

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### INTRODUCTION

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This report details the following

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

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### SIGNIFICANT PROJECTS COMPLETED

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Date	Title	Intention	Outcome
January 2023	Good Governance Award	To work towards receiving the good governance award as recommended by OSCR.	Completed and certified for 3 years
January 2023	The Booth works	Internal redecoration, lighting upgrade and new kitchen install	All works now completed and the first tenants has completed their stay.

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### UPDATES ON ONGOING PROJECTS

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Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Activity ongoing
Formal certificates for activities	Partner with Shetland UHI to offer certification for youth group and informal learning activities	UHI certified Upskilling course due to start on 1 <sup>st</sup> March
VACMA 21/22 round 1. CS, SIC, SADA funded.	Bursaries for Visual Artists and Craft makers.	18 applications for 2 <sup>nd</sup> round (the most we've ever received for a round)
Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	14 artists commissioned across five projects commissioned. The Eyland Project, Slew, The Living

		Mountain, Me Myself and Mary, A Journey of Flight.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Awaiting feedback on planning application.
Resonance	Partnership project with GSA funding by AHRC	Activity planned for March 2023.
Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage workflow	Progress stalled, funding agreed.
Remembering Together	To deliver phase 1 of the National Covid Memorial project.	1st phase complete.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Architect appointed for Changing Places Toilet and BMS upgrade will happen in March.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Architect appointed for works.
Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues	1 <sup>st</sup> SADA team meeting held to establish group structure and purpose. Collating known issues and progress made thus far
Music Policy Resilience Lab	International policy development project for music in remote locations. 11 international partners.	1 <sup>st</sup> lab planned for March 2023

#### 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.
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## 4.5 Budget 2023/24 February 2023



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### INTRODUCTION

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This report sets out the proposed budget for Shetland Arts for the financial year ended 31 March 2024. The proposed budget is set out in Appendix 1 and shows a projected deficit of £2,560. Taking into account restricted expenditure included within this the operating surplus for the year is expected to be £29,118.

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### KEY CHANGES

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The key changes made to the proposed budget since it was last presented to the board at its information session in January 2022 is as follows:

- On review of the proposed changes to ticket charges it was found the amount of tickets purchased in person was higher than anticipated and therefore the income expected was reduced.

The Leadership Team reviewed box office data and it has been very rare that it would not be possible to turn up on the day and purchase your tickets. With this in mind no changes have been made to the proposal for ticket fees as the Leadership Team feel it is the best approach that is fair to everyone.

- The staffing resources in the Commissioning Team have been increased slightly to allow for more support over the festivals.
- No change was made in relation to funds towards commissioning. The CEO has opened conversations around this with the concerned Trustees and discussions will be ongoing. Due to the amount of the programme activity for 2023/24 contracted it will not be possible to free up existing funds for this in 2023/24.

## Appendix 1 – Proposed Budget 2023/24

	<b>Budget 2023/24</b>	<b>Budget 2022/23</b>	<b>Change</b>	
<b>Income</b>				
Ticket Sales	444,869.60	428,275.00	16,594.60	3.87%
Education and training income	128,000.00	130,000.00	(2,000.00)	-1.54%
Retail income	100,062.42	110,018.75	(9,956.33)	-9.05%
Food and beverage income	453,895.71	395,000.00	58,895.71	14.91%
Foyer income	88,000.00	75,300.00	12,700.00	16.87%
Box office commission income	40,916.67	1,750.00	39,166.67	2238.10%
Gallery commission income	100.00	2,382.00	(2,282.00)	-95.80%
Hire of rooms and equipment income	78,856.33	60,120.00	18,736.33	31.16%
Screen advertising income	10,000.00	10,000.00	0.00	0.00%
Sponsorship income	12,600.00	1,900.00	10,700.00	563.16%
Donations received	1,536.00	0.00	1,536.00	0.00%
Grant Funding - SIC	14,315.00	17,022.00	(2,707.00)	-15.90%
Grant Funding - SCT	716,625.00	774,500.00	(57,875.00)	-7.47%
Grant Funding - Creative Scotland	270,535.50	305,772.00	(35,236.50)	-11.52%
Other Grants - Trusts and foundations	114,900.00	56,250.00	58,650.00	104.27%
Operating lease income - SIC	90,000.00	90,000.00	0.00	0.00%
Other income	71,300.00	13,200.00	58,100.00	440.15%
Memberships received	3,473.00	5,625.00	(2,152.00)	-38.26%
	<b>2,639,985.23</b>	<b>2,477,114.75</b>	<b>162,870.48</b>	<b>6.58%</b>
<b>Purchases</b>				
Food and beverage purchases	184,034.01	139,817.50	44,216.51	31.62%
Foyer purchases	45,760.00	37,500.00	8,260.00	22.03%
Retail purchases	53,954.40	59,897.00	(5,942.60)	-9.92%
Direct costs	500.00	500.00	0.00	0.00%
	<b>284,248.41</b>	<b>237,714.50</b>	<b>46,533.91</b>	<b>19.58%</b>
<b>Direct Costs</b>				
Gross wages and salaries - regular	995,541.89	926,851.72	68,690.18	7.41%
Gross wages - casual	61,439.53	61,124.92	314.61	0.51%
Employers NI	86,896.82	79,809.83	7,086.99	8.88%
Employers pension	234,009.59	198,838.46	35,171.12	17.69%
Recruitment expenses	3,000.00	5,000.00	(2,000.00)	-40.00%
Trustee expenses	1,000.00	1,000.00	0.00	0.00%
Training costs	13,500.00	15,000.00	(1,500.00)	-10.00%
Protective clothing	0.00	0.00	0.00	0.00%
Programme costs - project	345,765.61	326,868.24	18,897.36	5.78%
Marketing costs - project	19,975.00	21,280.00	(1,305.00)	-6.13%
Licences - PRS etc	45,476.13	45,422.97	53.16	0.12%
Film transport	2,000.00	2,000.00	0.00	0.00%
Hire of equipment	0.00	0.00	0.00	0.00%
	<b>1,808,604.56</b>	<b>1,683,196.15</b>	<b>125,408.42</b>	<b>7.45%</b>

<u>Overheads</u>				
Travel and subsistence	64,067.00	64,991.00	(924.00)	-1.42%
Motor expenses	250.00	650.00	(400.00)	-61.54%
Rent	0.00	1,360.00	(1,360.00)	-100.00%
Rates	16,485.00	17,904.00	(1,419.00)	-7.93%
Insurance	42,670.75	38,983.40	3,687.35	9.46%
Heat and Light	96,145.07	107,790.99	(11,645.92)	-10.80%
Operating leases - Rent	90,000.00	90,000.00	0.00	0.00%
Operating leases - Equipment	20,177.28	20,177.28	0.00	0.00%
Repairs and maintenance	49,338.69	54,068.41	(4,729.72)	-8.75%
Equipment purchases < £500	9,479.99	10,347.82	(867.83)	-8.39%
Equipment purchases > £500	7,760.00	18,200.00	(10,440.00)	-57.36%
Cleaning	50,465.00	54,035.20	(3,570.20)	-6.61%
Print, postage and stationary	5,200.00	5,100.00	100.00	1.96%
Telephone and broadband	8,615.00	8,860.00	(245.00)	-2.77%
Computer costs	27,115.20	26,615.20	500.00	1.88%
Marketing costs - strategic	250.00	1,300.00	(1,050.00)	-80.77%
Website costs	2,500.00	1,500.00	1,000.00	66.67%
Subscriptions	2,356.20	6,240.20	(3,884.00)	-62.24%
Consumables	7,575.00	12,375.00	(4,800.00)	-38.79%
Sundry	0.00	0.00	0.00	0.00%
Legal and professional fees	12,575.00	27,575.00	(15,000.00)	-54.40%
Audit Fees	11,000.00	11,000.00	0.00	0.00%
Bank charges	19,668.00	19,668.00	0.00	0.00%
Loan interest	6,000.00	6,000.00	0.00	0.00%
	<b>549,693.18</b>	<b>604,741.50</b>	<b>(55,048.33)</b>	<b>-9.10%</b>
<b>TOTAL COSTS</b>	<b>2,642,546.15</b>	<b>2,525,652.15</b>		
<b>SURPLUS/DEFICIT</b>	<b>(2,560.92)</b>	<b>(48,537.40)</b>	<b>45,976.47</b>	<b>-94.72%</b>

## 4.6 Staff Satisfaction Survey February 2023



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### INTRODUCTION

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The staff satisfaction is attached as an appendix for noting and discussion.



## Appendix 1 – Management Response

Staff Satisfaction Survey 2022 (22/11 – 4/12) - 41 responses in 2022, 27 in 2021.

Hi Everyone

Thank you to everyone who took the time to fill in the staff satisfaction survey. I always find it a useful and interesting exercise. The first three pages show the statistical analysis, comparing this year's results to previous years. The question "I have the tools and resources to do my job well" has declined again and is our lowest score out of five. Reading this in conjunction with the narrative feedback, it feels that some of the issues are connected to hot desking and hybrid working. These are issues we need to keep working through and are not necessarily something I have the answers to right now.

Communication comes up as an issue throughout the narrative and appears to be something we all need to keep working on. There are some suggestions in the responses to question 11, but please do keep flagging any issues with your line manager. Though it was great to see a very positive response to the in-person staff meetings, if you have any suggestions of content you would like to see covered at one of these meetings, please do let me or your line manager know. I have included all the responses from Question 12 that had relevant content so you can all see what was being suggested. The engagement team will consider these responses at one of their future meetings.

Just as a reminder, an anonymous staff survey is not the place to be raising Health and Safety concerns and you have a duty of care to your colleagues to raise these direct with your line manager or with Jonathan Ritch through Teams or email.

The staff survey is not the only place that you can make suggestions; there is the staff suggestions box in the General channel that you can access here. [LINK](#)

If you feel I haven't covered, or misunderstood, the point that you were trying to raise then please contact me either by email [graeme.howell@shetlandarts.org](mailto:graeme.howell@shetlandarts.org) or through Teams.

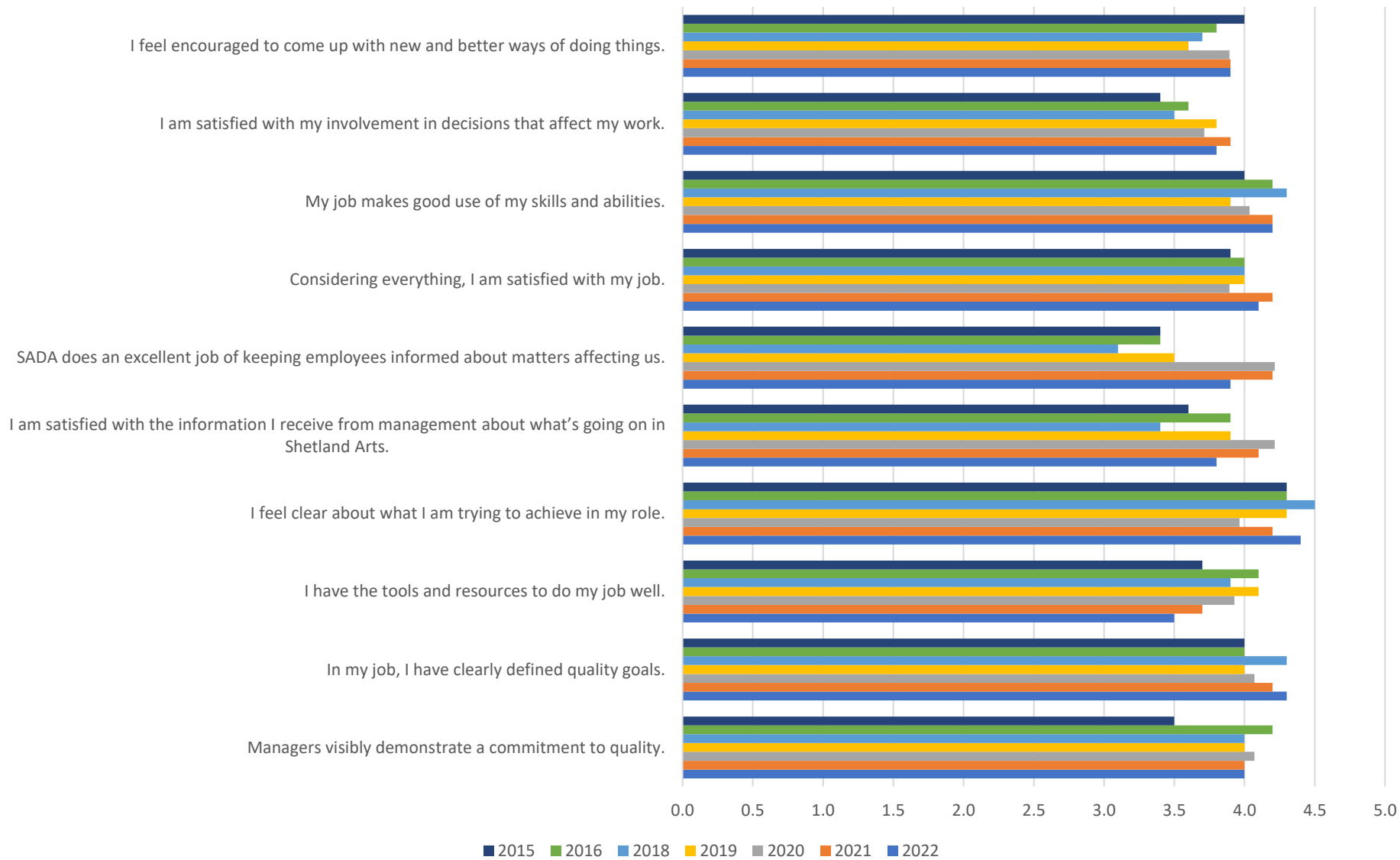
As always, thanks for the work and effort you are putting in.

Graeme

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Dec-22 Avg	Dec-21 Avg	
I feel encouraged to come up with new and better ways of doing things.	2.44%	14.63%	9.76%	41.46%	31.71%	3.9	3.9	-
	1	6	4	17	13			
I am satisfied with my involvement in decisions that affect my work.	4.88%	12.20%	12.20%	39.02%	31.71%	3.8	3.9	↓
	2	5	5	16	13			
My job makes good use of my skills and abilities.	2.44%	7.32%	4.88%	36.59%	48.78%	4.2	4.2	-
	1	3	2	15	20			
Considering everything, I am satisfied with my job.	2.44%	4.88%	9.76%	43.90%	39.02%	4.1	4.2	↓
	1	2	4	18	16			
SADA does an excellent job of keeping employees informed about matters affecting us.	4.88%	14.63%	12.20%	26.83%	41.46%	3.9	4.2	↓
	2	6	5	11	17			
I am satisfied with the information I receive from management about what's going on in Shetland Arts.	2.44%	17.07%	14.63%	31.71%	34.15%	3.8	4.1	↓
	1	7	6	13	14			
I feel clear about what I am trying to achieve in my role.	2.44%	2.44%	9.76%	24.39%	60.98%	4.4	4.2	↑
	1	1	4	10	25			
I have the tools and resources to do my job well.	2.44%	26.83%	12.20%	36.59%	21.95%	3.5	3.7	↓
	1	11	5	15	9			
In my job, I have clearly defined quality goals.	0.00%	2.44%	14.63%	34.15%	48.78%	4.3	4.2	↑
	0	1	6	14	20			
Managers visibly demonstrate a commitment to quality.	0.00%	9.76%	17.07%	39.02%	34.15%	4.0	4.0	-
	0	4	7	16	14			

	Strongly/Somewhat Disagree	Strongly/Somewhat Agree
I feel encouraged to come up with new and better ways of doing things.	17%	73%
I am satisfied with my involvement in decisions that affect my work.	17%	71%
My job makes good use of my skills and abilities.	10%	85%
Considering everything, I am satisfied with my job.	7%	83%
SADA does an excellent job of keeping employees informed about matters affecting us.	20%	68%
I am satisfied with the information I receive from management about what's going on in Shetland Arts.	20%	66%
I feel clear about what I am trying to achieve in my role.	5%	85%
I have the tools and resources to do my job well.	29%	59%
In my job, I have clearly defined quality goals.	2%	83%
Managers visibly demonstrate a commitment to quality.	10%	73%

### Average Comparison



**Q11 - What suggestions do you have for the improvement of SADA?**

Question/Themes/Suggestion	Response
Issues with office setup	<p>We are investing in improving the Wi-Fi connectivity throughout Mareel – targeted for end of Feb.</p> <p>Dressing Room 2 will be available as a meeting room on days it is not in use a Dressing Room bookable through YesPlan – targeted for end of March.</p> <p>If you are having a meeting in an open-plan space please use a headset. Bluetooth headsets are available from the Duty Office.</p>
Issues with Café	<p>The offer of the Mareel Café will need to be completely reviewed and this work is being undertaken.</p>
Poor handover between shifts, shelves not stocked, cleanliness at the end of shifts	<p>This is something Supervisors need to be aware of so please raise it directly with them. There is a handover period built into the rota to ensure effective communication. Everyone needs to stop and check when they are leaving that the facility is in the condition they wish to find it when they come onto shift.</p>
Issues with CCTV coverage	<p>This is under review. The current system is at capacity and we are not able to add additional cameras. New system to be costed and implemented when possible.</p>
We need an in/out board to know who is in the building in case of phone calls etc.	<p>This is an interesting suggestion that we should be able to manage with our existing resources. There is no expectation that staff chase round Mareel looking for managers they think may be in. Teams has a status message system that I would ask everyone to start using, update it with your working pattern and intended location and I have asked managers to ensure their team is using it. If someone rings check the teams status of the person they are looking for, take a message, who called, why and a number to respond and send it to the relevant person.</p>
Fire Evacuation/Fire Safety	<p>We cannot impress upon you enough that if you do not know what you should be doing in the case of an evacuation ask your supervisor or manager. This is very much your responsibility to your colleagues, yourself and our users.</p> <p>Supervisors are currently working with Jonathan to review the systems for Mareel and the first meeting was in December, work to be completed by end of March.</p>

Vacuum Cleaners for the cinemas	New vacuum cleaners were purchased last year: a battery charged backpack hoover and an industrial Dyson. This is not an issue that is coming up on DM reports. If there still a problem, please let Peter Tomlinson know.
Sights and Sounds of Shetland	We will be running this again this year but have relocated it to Screen 2
We don't have enough staff to do . . . . .	Several issues have been raised that there is insufficient staff to run or do various functions. Some of this seems quite different to where we were pre-pandemic so we'll be finding an opportunity to meet with the Supervisors to discuss in detail to understand what has changed.
Health and Safety Issues	An anonymous staff survey is not the right platform to be raising Health and Safety issues. You have a responsibility to raise these issues directly with your line manager or with Jonathan Ritch.
Better Systems	We are currently undertaking a systems review that all staff at Officer level or above have had an opportunity to contribute to.
Return of Customer Service Team Meetings	This is a great idea and we will create an opportunity towards the end of the in-person staff training days for this to happen.
I think I/someone else should be paid more.	All our job roles are scored and grouped by score into the six grades that we have which defines your pay band. If you think your role should be re-scored please refer to the pay policy in the staff handbook which is available on Breathe and discuss with your line manager.
Better communication/planning/events are being communicated too late.	It would be great to see this improve and it feeds directly into another comment about people understanding the impact of how and when they carry out various functions. There are always a few things at play around us getting events publicised and on sale, from contract negotiation and signing through to us having information from the promoters and artists. It can be a complex process and different art forms work on different timescales. But we should always be looking to give everything as much publicity as possible.
I don't have the right/I need better equipment.	Not best to raise this through an anonymous survey as it is hard to respond, please speak to your line manager directly.
Swipe cards for the tills	This was the system we had previously but staff consistently forgot their cards and it became unworkable.

Checklists need updating	Peter Tomlinson has this in hand.
Various comments about respect and being treated respectfully by managers	If you feel that you are not being treated respectfully or appropriately then this is something to raise through our existing processes. Complaining in an anonymous survey will not bring resolution to whatever your concerns are. Our existing procedures are designed to ensure that you and the person you wish to complain about are protected and there is a process to bring things to resolution. The initial stage of the process is informal and if you feel unable to raise a concern with your manager then either raise it with their manager or with Kerry Llewellyn. You are all encouraged to seek resolution to issues - the systems are there for you to use.
Positivity in the workplace about us and what we do	We would absolutely encourage this. If you want to complain or raise an issue, do so respectfully but always remember we are an incredible organisation that has an amazing impact on people's lives.
End to hot desking, encourage more working from place of work.	Unfortunately we don't have the luxury of enough space to assign everyone a desk and with the large amount of part-time workers we employ it would not be an effective use of space. If the use of the facilities change, we can review this. We are trying to take a balanced view to hybrid working. There are some advantages and there are some disadvantages and there are not necessarily easy answers that will please everyone.
I find it difficult to put forward my ideas.	You are encouraged to discuss with your line manager why you feel unable to put forward your ideas. We would also take this opportunity to highlight the Staff Suggestion Box which is available at the top of the General Teams channel <a href="#">LINK</a>

**Q12 Do you have any suggestions for events, workshops or exhibitions that you would like to see happen?**

Maybe a play - SADA does a good job though
I'd like to see open mic back. More live music gigs.
Open mic.
Music and sound workshops - More exhibitions on in the auditorium - Less emphasis on tribute acts - More local artist live performances - Open mic nights - Battle of the bands, or other music/performance competition - Other music festivals besides the folk festival, eg. rock, blues, jazz
Would like to see more live music by artists in the auditorium
Creative craft opportunities for families coming into the cafe bar to for example, make a Christmas decoration for the tree. Return of the Open Mic Cafe.
Touring comedy and interesting talks.
Anything to do with creative writing and dialect!
Celebration of the artistic skills of the staff
I'd like to see more workshops, art activities and classes for all ages - perhaps a Saturday morning art/craft club for children. Events for young people such as Electric soup and Bells in the bar have been hugely popular - more such events. Theme nights in cafe-bar with a simple set up - eg 'Abba night'! There are very few festive events in Shetland this year and the existing ones (bands in country halls) sold out instantly - I believe a Christmas themed night in the cafe bar would've sold out! I think the exhibition spaces in the building could be used better - for example upstairs wall space could be used as a space to showcase local artists work. There's a lot of wall space that currently isn't being used to its potential.
We do a lot of traditional music, it would be nice to get more contemporary bands playing, or a least artists I've heard of outside of Shetland/Scotland. Maybe something for a younger crowd? Over the last 10 years or so we've has artists in Shetland such as KT Tunstall, Mumford & Sons, Bill Bailey, The View, Roddy Woomble, Newton Faulkner, Ross Noble, Martin Green (Flit), Sara Pascoe, Scouting for Girls, Dylan Moran, James Acaster etc. It'd be nice to start seeing names like these again a bit more often. Also the circus was a good idea for the time, and Make More Noise etc. I've been enjoying Tae Sup but it's not been selling as well as we'd hoped for. Shame.
Musical opportunities
A Shetland Arts kids club would be good - different topics each week art, film, music, craft etc.
It's great to see more live events coming back and would be amazing to see this continue.
Winter workshops i.e. knitting workshops, adults introduction to mark making, bannock baking
More community and locally based projects



#### Open mic in the cafe bar

Shetland Showcase, which ran through the summer months for locals and tourists, was hosted at Islesburgh by Eunice Henderson but stopped during lockdown and I think she wanted to step down anyway. Mareel would be an ideal venue to start this again, having the space, cafe, bar etc. It was a 'concert' to showcase young musicians in the first half, an interval with refreshments and craft tables, then an established musician in the second half. It was a ticketed event, although I think all musicians played for free.

# 5.1 Policies

## February 2023



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### INTRODUCTION

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This report details the following

- Policies for Approval
- Policy Register

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### POLICIES FOR APPROVAL

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Policy Name	Appendix	Changes
None		

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### POLICY REGISTER

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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	03/11/2022	
Conflicts of Interest	29/04/2023	
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	
Time off for Dependents Policy	In development	

# 6.1 Updates from Stakeholders

## February 2023



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### INTRODUCTION

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This report details the following

- Updates from key stakeholders

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### UPDATES FROM KEY STAKEHOLDERS

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Creative Scotland	Timescales and overall intention for the application process for the place partnership agreed. Siobhan planning to visit during Shetland Noir.
Shetland Charitable Trust	
Highlands and Islands Enterprise	Support offered for the process review program. Fair work feedback received positively. Consulted on HIE next five-year strategy as part of Shetland Business Forum. Support offered for the development of an islands support network.
Shetlands Islands Council	Application made for a civic reception as part of Shetland Noir.

## 7.1 Key Upcoming Events February 2023



Shetland*arts*

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### EVENT DETAILS

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Date	Title	Venue
20 April 2023	Pibroch	Mareel
21 May 2023	Gary Meikle	Mareel
16 March – 15 May 2023	UHI Student Showcase	Bonhoga
15 – 18 June 2023	Shetland Noir	Mareel Various