

Shetland Arts Development Agency  
 Board of Trustees Meeting  
 Thursday 21 December 2023 at 5.30pm  
 Venue: Mareel/Teams



Shetland *arts*

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> 2 November 2023		Chair	Approval
4	<b>Scrutiny</b> 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KL GH GH GH	Note Note Note Note
5	<b>Governance</b> 5.1 Policies 5.2 Strategic Risks	Attached Attached	KL GH	Approval Approval
6	<b>Strategy</b> 6.1 Update from Stakeholders 6.2 Access Survey	Attached Attached	GH GH	Note 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 29 February 2024 – 5.30pm		Chair	

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



Supported by



**Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 2 November 2023, held at 5.30 p.m. in Mareel and via video conference**

**Present:**

Susan Mail (SM), Chair, Shetland Arts  
 Chris Gadsby (CG), Shetland Arts  
 James Johnston (JJ), Shetland Arts  
 Michele Kerry (MK), Shetland Arts  
 Catriona Macdonald (CM), Shetland Arts  
 Jamie Manson (JM), Shetland Arts

**In Attendance:**

Graeme Howell (GH), Chief Executive, Shetland Arts  
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts  
 Catrina Carter (CC), minute taker  
 Shona Fullerton (SF), minute taker

**Apologies:**

Kerry Larbalestier (KL), Shetland Arts

Item	Topic	Action
1	<p><b>Welcome</b>            The chair welcomed everyone to the meeting.</p> <p>Apologies were noted from KL.</p>	
2	<p><b>Declarations of Interest</b>            None</p>	
3	<p><b>Minutes of Meeting held on 31 August 2023</b>            Approved on the motion of CG, seconded by JM.</p>	
4.1	<p><b>Management Accounts to end August 2023</b>            Noted. KLL advised that the Recovery Fund funding would be allocated at the year end.</p>	
4.2	<p><b>Operational Issues</b>            GH highlighted that the organisation was still struggling to recruit hospitality staff. This was a challenge across Shetland but he had requested a meeting with Promote Shetland to see what they could do to help. He advised that he was planning to try something different for recruitment, targeting parents who might want to work during school hours only. The current team was a quite young demographic so this might help balance things. The younger staff did not want to work unsocial hours and tended to want to work less hours than in the past.</p> <p>GH stated that it was a serious challenge keeping the building operational.</p>	

<b>4.3</b>	<b>Performance Monitoring</b>  KPIs noted.	
<b>4.4</b>	<b>Major Projects</b> Update circulated with agenda noted.  <ul style="list-style-type: none"> <li>• <u>Remembering Together</u> – Project no longer able to proceed due to SIC requiring planning applications for each individual bench. SIC had also had difficulties in taking ownership of the benches once they had been installed. It was now proposed to redirect this funding to the creative sector.</li> <li>• <u>SCT Capital Grant Scheme–Mareel Changing Places Toilet</u> – Discussions ongoing with the architects and building standards in relation to meeting provision requirements of accessible toilets in Mareel. The Project needs to be completed by March 2025.</li> <li>• <u>SCT Capital Grant Scheme–Bonhoga</u> – Awaiting recommendations from the architect on heating, etc.</li> <li>• <u>VACMA</u> – Decision deadline unknown. Will feedback in due course.</li> </ul>	
<b>5.1</b>	<b>Policies</b> Data Protection and Environmental Policies reviewed. Noted no changes from previous versions. Unanimously approved.	
<b>5.2</b>	<b>Strategic Risks</b> GH explained his new report to the board, one risk will be taken to the board each meeting. He is starting with a proposed new risk of Climate Change.  Following discussions at the previous meetings, this risk has been developed. The board were happy with the proposed new risk and mitigations. Agreed on the motion of JM, seconded by CG.	
<b>5.3</b>	<b>Trustee Recruitment</b>  <ul style="list-style-type: none"> <li>• <u>James Johnston</u> – reached the end of his first term. Agreed to Reappoint.</li> <li>• <u>Hannah Hough</u> – following consideration and recommendation by the appointments panel, agreed to appoint as a trustee.</li> </ul>	
<b>6.1</b>	<b>Update from Stakeholders</b>  <ul style="list-style-type: none"> <li>• <u>Creative Scotland (CS)</u> –Stage 1 application submitted with decision due end of February 2024.</li> </ul>	

<b>7.1</b>	<b>Key Upcoming Events</b> Noted	
<b>8</b>	<b>Any Other Business</b> None	
<b>9</b>	<b>Date of Next Meeting</b> 5.30 p.m. Thursday 21 December 2023	

## 4.1 Management Accounts 7 Months to October 2023 Profit and Loss Accounts



Shetlandarts

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	212,603	234,514	- 21,912
Education and training income	56,222	56,609	- 388
Retail income	56,646	50,784	5,862
Food and beverage income	309,539	293,600	15,940
Foyer income	51,774	47,683	4,091
Box office commission income	31,689	35,036	- 3,348
Gallery commission income	175	33	142
Hire of rooms and equipment income	43,325	32,467	10,859
Screen advertising income	750	- 102	852
Gift Vouchers	35	1,309	- 1,274
Sponsorship income	6,550	4,533	2,017
Donations received	1,547	512	1,035
Grant Funding - Capital	-	-	-
Grant Funding - SIC	6,076	6,005	70
Grant Funding - SCT	418,017	418,017	-
Grant Funding - Creative Scotland	154,243	157,243	-
Other Grants - Trusts and foundations	19,096	22,876	-
Operating lease income - SIC	52,500	52,500	-
Other income	35,019	35,618	-
Memberships received	5,247	3,784	1,464
Interest received	7,276	2,907	4,369
	<u>1,468,328</u>	<u>1,455,928</u>	<u>12,399</u>
<u>Purchases</u>			
Food and beverage purchases	133,168	121,707	-
Foyer purchases	30,818	25,890	-
Retail purchases	34,624	35,698	-
Direct costs	389	274	-
	<u>198,999</u>	<u>183,570</u>	<u>15,429</u>

Direct Costs

Gross wages and salaries - regular	544,447	567,014	22,567
Gross wages - casual	125,349	79,336	- 46,013
Employers NI	47,769	49,151	1,382
Employers pension	126,176	133,967	7,791
Recruitment expenses	35	1,035	1,000
Employee/Trustee expenses	-	333	333
Training and protective clothing	6,247	7,144	897
Programme costs - project	139,640	155,381	15,741
Marketing costs - project	8,712	11,609	2,897
Licences - PRS etc	27,105	25,854	- 1,250
Film transport	-	667	667
Hire of equipment	1,970	330	- 1,640
	<u>1,027,450</u>	<u>1,031,821</u>	<u>4,371</u>

Overheads

Travel and subsistence and Entertainment	33,229	40,584	7,355
Rent, Rates and Insurance	38,717	37,891	- 826
Heat and Light	54,643	58,183	3,540
Operating leases - Rent and Equipment	65,967	65,027	- 939
Repairs and maintenance and cleaning	115,548	103,294	- 12,255
Print, postage and stationary	2,976	4,090	1,114
Telephone and broadband	4,830	4,928	99
Computer costs	16,058	16,008	- 50
Marketing costs - strategic	1,596	837	- 759
Website costs	1,102	1,503	400
Subscriptions	1,975	1,729	- 246
Consumables	866	2,247	1,381
Sundry	1,064	-	- 1,064
Legal and professional fees	15,883	19,066	3,184
Till differences	206	- 174	- 380
Bank charges	18,425	11,278	- 7,147
Loan interest	4,003	3,716	- 288
	<u>377,089</u>	<u>370,207</u>	<u>- 6,882</u>
<b>SURPLUS/DEFICIT</b>	<u><b>- 135,210</b></u>	<u><b>- 129,669</b></u>	<u><b>- 5,540</b></u>

# 7 Months to October 2023

## Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		7,989,700
<i>Current Assets</i>		
Stock	22,763	
Debtors	262,255	
Cash at Bank	702,309	
	<u>987,327</u>	
<i>Current Liabilities</i>		
Creditors	<u>606,198</u>	
Net Current Assets		381,130
<i>Long term liabilities</i>		
Loans	51,289	
Pensions liability	<u>(560,000)</u>	
		(508,711)
Net Assets		<u><u>8,879,541</u></u>
Capital and Reserves:		
Capital funds		8,051,075
Revenue funds		268,466
Pension liability		560,000
		<u><u>8,879,541</u></u>

## 7 Months to October 2023 Movement on Selected Funds



Shetland*arts*

Fund Name	Opening		Closing		
	Balance	Income	Expenditure	Balance	
Shetland Film Club	1,705	-	1,705	-	
SCT Capital Grant	138,000	-	39,944	98,056	
Trad Big Band	2,435			2,435	
Culture Collective	63,253	-	27,094	36,159	
Recovery fund for Cultural Organisations	142,470			142,470	
Corra Foundation	4,146			4,146	
Robertson Trust	3,108	-	3,108	-	
Xchange	12,237			12,237	
Summer of Play	2,972			2,972	
VACMA	1,660			1,660	
<b>Total</b>	<b>371,987</b>	<b>-</b>	<b>-</b>	<b>71,851</b>	<b>300,136</b>



## 4.2 Operational Issues December 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
Dec 23	Recruitment of Customer Services Staff continues to be challenging, changes to recruitment advertising has been undertaken.	CEO, Customer Services Lead, Sales and Comm Lead	Review will be made at the completion of the current round.

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### HEALTH AND SAFETY ISSUES

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Date	Issue	Staff Involved	Outcome
N/A			

## 4.3 Performance Monitoring December 2023



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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	Applied to study at Mareel 23/24		Taught Across the Network 23/24
	Full Time	Part Time	
Vocational Pathway	-	40	-
NC	-	8	-
HNC	12	-	-
Degree	1	2	TBC
Masters	TBC	TBC	TBC

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days						Attendances						Development Sessions						Participations					
	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3
Delivered	1,068	908	263			263	75,991	59,685	13,380			13,380	291	274	89			89	1,634	1,896	749			749
Quarterly Target 23/24	1,022	1,022				1,022	57,569	57,569				36,151	452	452				411	3,504	3,504				3,253
% of Target Delivered	105%	89%				26%	132%	104%				37%	64%	61%				22%	47%	54%				23%
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days						Attendances						Development Sessions						Participations					
	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3	Q1	Q2	Oct	Nov	Dec	Q3
Improved quality of life through greater access to creative and social experiences	994	870	236			236	67,037	56,281	11,949			11,949	13	19	1			1	118	430	40			40
Improved opportunities through personal and professional transferrable skills	122	55	26			26	14,581	8,082	1,377			1,377	196	183	75			75	1,076	1,115	505			505
Improved confidence to contribute positively through opportunities for self-expression and community involvement	66	27	1			1	3,414	793	54			54	177	194	81			81	1,034	1,097	536			536
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	51	119	19			19	898	4,485	344			344	6	1	1			1	35	6	40			40
Improved mental and physical health through more active involvement in creative and social experiences	572	466	201			201	27,852	16,870	6,296			6,296	46	16	6			6	412	134	60			60
Improved community resilience through a more diverse creative economy	328	271	43			43	37,710	31,520	6,740			6,740	106	86	7			7	473	827	173			173

## 4.4 Major Projects December 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
Nov 23	Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage workflow	New EPOS terminals installed in November 2023.
Nov 23	Formal certificates for activities	Partner with Shetland UHI to offer certification for youth group and informal learning activities	Project has been mothballed due to challenges with UHI accreditation

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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.	Inter-Island project complete. One output includes an Island Artist manifesto due to be published in Jan 24
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Continuing conversations with SIC
Remembering Together	To deliver phase 2 of the National Covid Memorial project.	5 Artists Commissions (circa £10K each) alongside a Photography, Film, Graphic Design and Writing commissions (circa £4K each)

SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Discussion currently underway with architects on need for different solution.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Meet with Architects and QS awaiting outcome of discussions
Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues	Invited guest meeting scheduled for May 24. Ongoing work to address known issues
Music Policy Resilience Lab	International policy development project for music in remote locations. 11 international partners.	1 <sup>st</sup> draft of report received
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Training completed on the WorkNest online system. Action plan being developed to update everything required.
VACMA	Small grants for Visual Arts and Craft Makers	1 <sup>st</sup> round of funding complete. 7 applications, 3 awards made. Next deadline Feb 24
Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	Initial short survey circulated to staff

#### SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium	Creative Scotland Place Partnership	To successfully apply and deliver a Place Partnership.
Medium	Prepare Stage 2 Application to Creative Scotland	To secure funding for 25 -28
Medium	Prepare application to Shetland Charitable Trust	To secure funding for 25 - 30

# 5.1 Policies

## December 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
Equality, Diversity & Inclusion	1	No change

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### POLICY REGISTER

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Policy Name	Date for Review	Notes
Pay and Pension Policy	27/04/2024	
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	Included as Appendix 1
Absence Management	16/12/2025	
Communications	28/04/2024	
Whistleblowing	30/06/2024	

Expenses	30/06/2025	
Data Protection	02/11/2025	
Alcohol and Drugs	30/06/2025	
Social Media	25/08/2024	
Environmental	02/11/2024	
Health, Safety and Welfare	27/04/2024	
Children, Young and Vulnerable Adults	03/11/2024	
Conflicts of Interest	27/04/2024	
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	27/04/2026	
Time off for Dependents Policy	27/04/2026	
Breastfeeding Policy	In development	Working on amendments following staff consultation.
Relocation Policy	28/06/2026	

## **Appendix 1 Equality, Diversity & Inclusion Policy**

This policy should be read in conjunction with the Equality, Diversity and Inclusivity Strategy as part of the Modular Strategic Framework.

### **Aims & Objectives**

- To create a safe welcoming environment for all
- To provide challenge to discrimination
- To be a safe space for difficult conversations
- To provide equality of outcome across all our activity
- To have a diverse workforce

### **To deliver these aims & objectives we will**

- Provide EDI training to all staff and trustees
- Monitor and report on Gender Balance in relation to the Arts Strategy and across employed, zero hours and freelance roles
- Monitor and report on protected characteristics in relation to the Arts Strategy and across employed, zero hours and freelance roles
- Expand the payment of relocation expenses to all levels in the organisation
- Proactively target recruitment and volunteering opportunities to a diverse range of people
- Provide flexible and work from home arrangements where possible
- Pay the Real Living Wage and expect contractors to do the same
- Engage with local groups to inform our approach (e.g. Ability Shetland)
- Monitor and report on market penetration and associated groups
- Adopt an accessible pricing policy for all SADA events
- Fairly represent the accessibility of our buildings in literature and online

### **Workforce Policy**

Shetland Arts is committed to encouraging equality and diversity among our workforce, and eliminating unlawful discrimination.

The aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

Shetland Arts - in providing goods and/or services and/or facilities - is also committed against unlawful discrimination of customers or the public.

The policy's purpose is to:

- provide equality, fairness and respect for all in our employment, whether temporary, part-time or full-time.
- not unlawfully discriminate because of the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation.



## **Appendix 1**

### **Equality, Diversity & Inclusion Policy**

- oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities.

Shetland Arts commits to:

- encourage equality and diversity in the workplace as they are good practice and make business sense.
- create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.
- take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of Shetland Arts' work activities.

This commitment includes training managers and all other employees about their rights and responsibilities under the equality policy. Responsibilities include staff conducting themselves to help Shetland Arts provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination.

All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public.

Such acts will be dealt with as misconduct under Shetland Arts' capability procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.

SADA will undertake to:

- make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of Shetland Arts.
- ensure decisions concerning staff being based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act).
- review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law.
- monitor the makeup of the workforce regarding information such as age, gender, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality and diversity, and in meeting the aims and commitments set out in the equality policy.

## **Appendix 1 Equality, Diversity & Inclusion Policy**

### **Action Plan for Audiences, Participants and Practitioners**

The EDI Action Plan aims to ensure that Shetland Arts provides equality of outcome across all our activity.

In 2022 the action plan has been updated to reflect the organisations social outcomes and contains two categories of targets. Category one is issues of inequality that we can commit resources to changing, category two is issues of inequality that we will track and report on.

### **Monitoring and Review**

Annually the previous year's targets will be reported to the Trustees and relevant stakeholders.

The targets will be reviewed annually for relevance in line with the Modular Strategic Framework, partner priorities and the SADA workplan.

The EDI Action Plan and EDI Policy will be reviewed annually.

## 5.3 Strategic Risks December 2023



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### INTRODUCTION

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This report reviews the following strategic risk:

- Leadership
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### DETAIL

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The risk has been reviewed by the Leadership Team and the findings are set out in Appendix 1. The proposed updates to this risk are:

- There are no proposed updates to this risk

# Appendix 1

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)		(RFxRS)	
1	<b>Leadership</b> Loss of key leaders or key individuals that the organisation depends upon and cannot be replaced easily.	3	4	12	1.1	Track Staff Satisfaction	Annual Staff Satisfaction Survey	2	2	4	<b>Frequency</b> has reduced because of 1.1, 1.2 & 1.3 <b>Severity</b> has reduced because of 1.2 & 1.4
					1.2	Appropriate Pay and T&Cs	Benchmarking				
					1.3	Development Opportunities	Performance Development Reviews				
					1.4	Good national profile to enable recruitment	Quality of applicants				
					1.5	Board Recruitment	Quality of applicants				

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

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

# 6.1 Updates from Stakeholders

## December 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	361 applications were made to Stage 1 of the Multi Year Funding process (roughly 3 times the existing number of Regularly Funded Organisations). Siobhan Anderson (CS Lead) will be attending our meeting
Shetland Charitable Trust	
Highlands and Islands Enterprise	Attended a Shetland Focussed virtual round table with HIE Chair and Chief Executive.
Shetlands Islands Council	

## 6.2 Access Survey December 2023



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### INTRODUCTION

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This report details the following

- Results of the Access Survey undertaken
- SADAs response

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### SURVEY FINDINGS

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The Access Survey is a new survey that is designed to get feedback on any barriers to access that currently exists. It will inform the work of the Access Group, chaired by Bryan Peterson.

The survey ran from 23 June 2023 to 6 August 23 and 38 people responded

- 68% of responders strongly agreed / agreed they felt welcomed and supported by Shetland Arts.
- 61% of responders strongly agreed / agreed that Shetland Arts Venues are comfortable and accessible, 26% strongly disagree / disagree
- 53% of responders strongly agreed / agreed that information about Shetland Arts is clear and easy to understand, 24% strongly disagree / disagree
- 34% of responders strongly agreed / agreed that Shetland Arts events and workshops are planned and run in a way that allows me to take part fully and feel comfortable, 29% strongly disagree / disagree

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### RESPONSE

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These key findings were presented in a blog post on the Shetland Arts website [LINK](#) and shared through Social Media

#### Key Findings

After examining all the comments the key areas were broken down into: staff, facilities, information and participation and actions we can take to improve our service based on your feedback.

#### Staff:

In general our staff were praised for their friendliness and helpfulness, in response to a small number of comments seeking improvement:

#### Actions:

- It's essential to note that like many hospitality businesses in Shetland and beyond, we are grappling with staff shortages. To ensure a consistent service, we temporarily relocate our café service to the front desk during our quieter hours.

- We are committed to staff development and conduct quarterly all-staff meetings with training. Our past training sessions have covered diverse areas such as Alzheimer's Awareness, Autism Awareness, Dfwb training and Customer Service Training.

We would like to take this opportunity to remind everyone to be kind to the staff we do have, it's not an easy job at the moment.

Facilities:

General accessibility was rated positively but some problems noted with doors, lifts, lighting and lack of adult changing areas.

Actions:

- At Bonhoga we are actively addressing accessibility issues with our refurbishment plans, made possible by the Shetland Charitable Trust Capital Grants Scheme.
- Flashing/ strobe warnings are listed on our events and films, we try our best to warn customers of any issues that may not come under the standard warnings, however please feel free to contact us if you have any concerns or questions about a particular event/film.
- We are aware of how important Adult Changing Places facilities are, we had already secured funding prior to the survey through the Shetland Charitable Trust Capital Grants Scheme and are currently in discussions with architects.
- Our Access & Inclusion working group has been in place at Shetland Arts since October 2022, chaired by Bryan Peterson (Outreach & Learning Lead) with this survey designed as part of the process. The group's primary goal is to ensure our spaces and activities become even more accessible and inclusive.

Information:

While most visitors found our information clear and understandable, we have taken note of feedback regarding website navigation, information formats, and marketing.

Actions:

- Our website meets current accessibility standards but we strive to make our information as clear as possible and this is an ongoing effort by our team.
- We are researching options for apps to streamline film booking.
- We commit to communicating our relaxed and inclusive film screenings more regularly and to develop some clearer information around booking with CEA cards.
- To combat the impact of social media algorithm changes, we plan to leverage email communication more effectively. If you'd like to hear from us via email you can join our mailing list.

We will be encouraging our followers to add our Social Media accounts to their favourites so they never miss another update.

#### Participation:

The feedback highlighted areas where participation in our events fell short of expectations. Concerns were raised about timing, pricing and accessibility. We've taken several measures to address these concerns.

#### Actions:

- To make events more accessible, we have diversified the timing of films and events, including inclusive film screenings on Tuesday evenings and relaxed screenings on Sunday mornings.
- We offer workshops throughout the week and on weekends, catering to diverse schedules.
- The prices of our events vary, we have free and paid workshops. We are committed to providing Fair Work to the artists who conduct workshops and this may influence costs. However we will ensure there is a range of pricing in our programme going forward.

Thank you so much for taking the time to give us your invaluable feedback, with this we are able to make differences and meaningful change.



## 7.1 Key Upcoming Events December 2023



Shetland*arts*

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### EVENT DETAILS

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Date	Title	Venue
24 Feb 24	Kieran Hodgson: Big In Scotland	Mareel
9 Mar 2024	The John Goldie Trio Featuring Adam Bulley on Mandolin and Chris Mackenzie on Slide Guitar	Mareel
23 May 24	FitkinWall: Harpland	Mareel