

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 19 December 2024 at 5.30pm
Venue: Mareel/Teams



Shetland *arts*

Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 31 October 2024		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KLL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Strategic Risks	Attached Attached	KLL GH	Approval Approval
6	Strategy 6.1 Update from Stakeholders	Attached	GH	Note
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 27 th February 2025 – 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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Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 31 October 2024, held at 5.30 p.m. in Mareel

Present:

Susan Mail (CG), Shetland Arts
Hannah Hough (HH), Shetland Arts
Michele Kerry (MK), Shetland Arts
Kerry LARBalestier (KL), Shetland Arts (via VC)
James Johnson (JJ), Shetland Arts (via VC)
Catriona Macdonald (CM), Shetland Arts (via VC)

In Attendance:

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

Apologies:

Chris Gadsby, Shetland Arts

Item	Topic	Action
1	Welcome and Apologies The chair welcomed everyone to the meeting. Apologies noted.	
2	Declarations of Interest None.	
3	Minutes of Meeting held on 29 August 2024 The minutes were approved on the motion of MK, seconded by CM. <u>Matters Arising:</u> <ul style="list-style-type: none">• <u>Policies</u> – KLL advised that work on a possible glossary of terms was ongoing and the best way to incorporate this in the policies was being discussed.	
4.1	Management Accounts to end August 2024 Noted.	
4.2	Operational Issues <u>Staffing Challenges</u> – GH confirmed that another round of interviews would be getting underway. A new trainee job role is being developed where the staff member would work 4 days a week FOH and 1 day a week in other areas of the organisation. It was hoped that this would be more attractive to	

	<p>prospective staff and could encourage them to stay with the organisation for longer.</p> <p>He advised that during the last round, 10 candidates had been interviewed with 7 being offered positions but none of them wanted contracts, only zero hours.</p>	
4.3	<p>Performance Monitoring</p> <p>Noted.</p>	
4.4	<p>Major Projects</p> <p>Noted.</p> <p><u>Homemade Films</u> - GH felt this event had gone well and noted that the number of entries had not been affected by the event no longer being part of Screenplay.</p> <p><u>Rebranding Project</u> – Answering CM’s query, GH advised that the current branding had been in place since 2006. Whatever happened with future funding, the organisation will be different to what it had been almost 20 years ago and it was felt that rebranding would create a market break. KLL also confirmed that a funding application had been submitted to cover 50% of costs and website redevelopment.</p> <p><u>Accessibility and Inclusion Group</u> – GH to look into progress.</p>	GH
5.1	<p>Policies</p> <p><u>Anti-Harassment, Bullying and Victimisation</u> – KLL advised that whilst staff had reviewed the policy and had no recommendations for changes, the new HR advisors had indicated that they may wish to review in future in terms of sexual harassment. If approved today, the policy would be brought back in future if required.</p> <p>HH referred to para 4 and noted that whilst protected characteristics were highlighted, they should not preclude any other intolerable behaviour. It was agreed that this should be tweaked to include this.</p> <p>Subject to this, the policy was approved.</p> <p><u>Communications</u> – No changes required. Policy approved.</p> <p><u>Menopause</u> – No changes required. Policy approved.</p> <p><u>Whistleblowing</u> – KLL advised that other than links and website addresses being updated, no other changes were required. Policy approved.</p>	KLL

	<p><u>Breastfeeding</u> – New policy that had been under development for some time and incorporated feedback from staff. Noted that Shetland Arts and SADA were both referred to and this should be standardised. Also noted that Shetland Arts is an NHS accredited breastfeeding-friendly place for members of the public. Subject to the standardisation of organisation name, Policy approved.</p>	KLL
5.2	<p>Strategic Risks</p> <p><u>6 - Estates</u> – Reviewed by leadership and no recommendations for change. Noted that Trustees review the asset management plan annually.</p>	
5.3	<p>Board Recruitment</p> <p>Malcolm Innes had reached the end of his first term as a Trustee on 28 October. Trustees agreed to reappoint him for a second term, subject to his acceptance.</p>	
6.1	<p>Update from Stakeholders</p> <p><u>Creative Scotland</u> – Note that decisions on multi-year funding applications pushed back to end January 2025.</p>	
7.1	<p>Key Upcoming Events</p> <p>Noted. Also noted that those listed are Shetland Arts' events and that there are a number of other events being hosted by external promoters.</p>	
8	<p>Any Other Business</p> <p>None.</p>	
9	<p>Date of Next Meeting</p> <p>Board Meeting at 5.30 p.m. on Thursday 19 December.</p>	

4.1 Management Accounts

7 Months to October 2024

Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	167,013	162,582	4,431
Education and training income	85,118	83,451	1,667
Retail income	16,321	16,301	20
Food and beverage income	247,575	247,072	503
Foyer income	47,540	47,532	8
Box office commission income	15,283	14,509	774
Hire of rooms and equipment income	51,721	44,941	6,780
Screen advertising income	4,608	4,690	- 82
Gift Vouchers	- 362	7	- 369
Sponsorship income	-	-	-
Donations received	222	350	- 128
Grant Funding - Capital	15,450	15,450	-
Grant Funding - SIC	-	-	-
Grant Funding - SCT	438,900	438,900	-
Grant Funding - Creative Scotland	180,833	180,983	- 150
Other Grants - Trusts and foundations	940	940	-
Operating lease income - SIC	77,267	77,267	-
Other income & Interest received	42,365	40,659	1,706
Memberships received	4,087	3,729	358
	<u>1,394,881</u>	<u>1,379,363</u>	<u>15,518</u>
<u>Purchases</u>			
Food and beverage purchases	125,160	123,286	- 1,874
Foyer purchases	30,953	30,115	- 838
Retail purchases	7,631	6,425	- 1,206
Direct costs	22	-	- 22
	<u>163,766</u>	<u>159,826</u>	<u>- 3,940</u>

Direct Costs

Gross wages and salaries - regular	416,087	414,717	-	1,370
Gross wages - casual	99,854	99,599	-	255
Employers NI	39,572	38,998	-	574
Employers pension	92,380	91,124	-	1,256
Recruitment expenses	275	360		85
Employee/Trustee expenses	-	84		84
Training and protective clothing	8,874	9,302		428
Programme costs - project	205,361	199,379	-	5,982
Marketing costs - project	8,754	7,330	-	1,424
Licences - PRS etc	28,807	30,217		1,410
Film transport	-	167		167
Hire of equipment	4,700	300	-	4,400
	<u>904,664</u>	<u>891,577</u>	-	<u>13,087</u>

Overheads

Travel and subsistence and Entertainment	11,713	11,518	-	195
Rent, Rates and Insurance	55,142	52,772	-	2,370
Heat and Light	82,121	84,215		2,094
Operating leases - Rent and Equipment	94,278	92,729	-	1,549
Repairs and maintenance and cleaning	70,097	66,426	-	3,671
Print, postage and stationary	476	826		350
Telephone and broadband	4,555	4,748		193
Computer costs	8,958	9,102		144
Marketing costs - strategic	1,225	1,496		271
Website costs	637	637		-
Subscriptions	2,750	2,376	-	374
Consumables	319	706		387
Sundry	-	-		-
Legal and professional fees	34,965	37,050		2,085
Till differences	207	191	-	16
Bank charges	13,261	12,255	-	1,006
Loan interest	4,003	3,931	-	72
	<u>384,707</u>	<u>380,978</u>	-	<u>3,729</u>
SURPLUS/DEFICIT	<u>- 58,256</u>	<u>- 53,018</u>	<u>- 5,238</u>	

7 Months to October 2024

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		7,456,669
<i>Current Assets</i>		
Stock	20,196	
Debtors	478,858	
Cash at Bank	794,407	
	<u>1,293,461</u>	
<i>Current Liabilities</i>		
Creditors	<u>693,121</u>	
Net Current Assets		600,340
<i>Long term liabilities</i>		
Loans	30,333	
Pensions liability	<u>(1,010,000)</u>	
		(979,667)
Net Assets		<u><u>9,036,676</u></u>
Capital and Reserves:		
Capital funds		7,467,883
Revenue funds		558,793
Pension liability		<u>1,010,000</u>
		<u><u>9,036,676</u></u>

7 Months to October 2024

Movement on Selected Funds



Shetlandarts

Fund Name	Opening Balance	Income	Expenditure	Closing Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	43,400			43,400
Trad Big Band	2,435			2,435
Culture Collective	27,630	35,000	- 25,000	37,630
Recovery fund for Cultural Organisations	142,470			142,470
Corra Foundation	4,146			4,146
Xchange	5,288		- 1,120	4,169
Summer of Play	2,972			2,972
Remembering Together	90,720		- 62,526	28,194
VACMA	4,785			4,785
Total	325,552	35,000	- 88,646	271,906

4.2 Operational Issues

December 2024



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Staffing challenges in front line roles.	CEO, Customer Experience Lead	Successful recruitment rounds mean return to summer opening hours from early December

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	<p>Updates on website accessibility compliance, best practice and implications for specific user groups.</p> <p>Added Bonhoga access and inclusion monitoring to agenda prior to contract commencement.</p>
Commercial	<p>The group has had its first meeting and has begun discussing stock lines, options for complementary stock to the cinema programme and events.</p> <p>The next meeting will be held in January to review potential new makers to stock.</p>

Staff Forum	Three staff have come forward to be reps on the staff forum. They will undertake an Effective Staff Representation course on 8 th January 2025.
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4.3 Performance Monitoring

December 2024



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Formal Education Delivery	Applied to study at Mareel 24/25		Taught Across the Network 24/25
	Full Time	Part Time	
Skills for Work	-	37	-
Senior Phase	-	4	-
NC/HNC	2	14	-
Degree	-	2	16
Masters	-	-	7

Note: figures taken from student registers

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	746	680	232			232	42,418	35,928	12,646			12,646	285	248	120			120	2,568	1,934	923			923
Quarterly Target 23/24	1,000	1,000				1,000	52,500	52,500				52,500	400	400				400	3,500	3,500				3,500
% of Target Delivered	75%	68%				23%	81%	68%				24%	71%	62%				30%	73%	55%				26%
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	635	643	213			213	35,883	33,826	11,207			11,207	23	6	3			3	657	162	16			16
Improved opportunities through personal and professional transferrable skills	90	21	12			12	4,837	1,050	600			600	167	188	84			84	796	964	373			373
Improved confidence to contribute positively through opportunities for self-expression and community involvement	79	30	14			14	4,150	1,531	724			724	234	219	96			96	1,378	1,305	467			467
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	25	41	13			13	504	594	406			406	13	3	2			2	85	19	50			50
Improved mental and physical health through more active involvement in creative and social experiences	532	491	163			163	15,488	16,139	5,069			5,069	64	20	8			8	852	279	76			76
Improved community resilience through a more diverse creative economy	121	121	44			44	22,833	17,832	6,563			6,563	47	37	25			25	755	616	458			458

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

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

4.4 Major Projects

December 2024



INTRODUCTION

This report details the following

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

SIGNIFICANT PROJECTS COMPLETED

Date	Title	Intention	Outcome

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Even Here Even Now campaign is running successfully, session hosted as part of Culture Counts Meet Up. Press coverage shared through SADA News, Event being planned for Celtic Connections in January.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Discussion underway with the council regarding a new location for the Hub
Remembering Together	To deliver phase 2 of the National Covid Memorial project.	Launch being planned for new year, 2nd exhibition to be installed.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	New Clarks Doors have been commissioned. Deadline for EOI in the changing places project is 20/12/24.

SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Contract awarded
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	COSHH information updated and method of dissemination being discussed.
VACMA	Small grants for Visual Arts and Craft Makers	Last VACMA round was in October and we offered 6 awards - 3 emerging and 3 professional
Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	Travel Survey with partners completed. Discussions around next steps under way.
Youth Arts winter program	Deliver blocks of Shetland Youth Theatre, Film Crew, and Sound Lab Music Makers over the autumn and winter months	Youth Arts Sharing Event was held in Mareel on 6 th December for friends and family of participants
New Website	New more user friendly website	Tender process complete. Eleven Design has been appointed. 27 tenders were received.
Rebranding	Updated brand for the organisation.	Tender process complete. Maraid Design has been appointed. 17 tenders were received.
Commissioning Programme 1 2025	<p>To commission or provide funding to Shetland based or connected artists in three areas.</p> <p>Support for new work or the presentation and development of existing work</p> <p>The delivery of workshops</p> <p>Training / Skills Development / Go and See</p>	Project to be launched before Xmas with a closing date for applications of 26/1/25.
Rehearsal Rooms	Repurpose the recording studio and control room into bookable rehearsal facilities. Control room relocated to the back of the auditorium.	Repurposing of the space is underway and these will be launched in January 2025.

SIGNIFICANT PROJECTS PLANNED		
Medium = 3 Months - 1 Year; Long = 1 Year +		
Medium/Long Term	Title	Intention
Medium	Trad North (TBC)	A weekend of modern traditional fiddle workshops and sessions for young people in Easter

5.1 Policies

December 2024

INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Environmental	1	No changes
Smoke Free	2	No changes
Sick Pay	3	No changes
Adoption, Maternity and Paternity	4	Updated paternity section following review by new HR advisors.
Equality, Diversity and Inclusion	5	No change

POLICY REGISTER

Policy Name	Date for Review	Notes
Health, Safety and Welfare	27/04/2024	Updates following queries at August board meeting ongoing.
Social Media	25/08/2024	Delayed to February 2025 awaiting input from Sales and Marketing Manager.
Environmental	02/11/2024	Included as Appendix 1
Children, Young and Vulnerable Adults	03/11/2024	Delayed to February 2025 to allow for an external review.
Smoke Free	03/11/2024	Included as Appendix 2
Sick Pay	16/12/2024	Included as Appendix 3
Adoption, Maternity and Paternity	16/12/2024	Included as Appendix 4

Equality,Diversity and Diversity	21/12/2024	Included as Appendix 5
Training and Trips	24/02/2025	
Recruitment	24/04/2025	
Pay and Pension	27/04/2025	
Expenses	30/06/2025	
Alcohol and Drugs	30/06/2025	
Data Protection	02/11/2025	
Procurement Policy	03/11/2025	
Statutory Right to Time Off	16/12/2025	
Absence Management	16/12/2025	
Conflicts of Interest	25/04/2026	
Time off for Dependents	27/04/2026	
Relocation	28/06/2026	
Appraisal	29/08/2026	
Capability	25/04/2027	
Stress	27/06/2027	
Disciplinary	29/08/2027	
Flexible Working	29/08/2027	
Anti- Harassment, Bullying and Victimisation	31/10/2027	
Menopause	31/10/2027	
Whistleblowing	31/10/2027	
Communications	31/10/2028	
Breastfeeding	31/10/2028	
Volunteering	29/08/2029	
Portable IT	In development	
Lone Working	In development	
Children in the Workplace	In development	

Fire	In development	
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Appendix 1 – Environmental Policy

Introduction

Shetland Arts Development Agency is committed to operating in an environmentally sustainable manner and reducing the environmental impact of our work both in our venues and across Shetland.

Our policy aims to maintain a working environment that, where reasonably possible, strives to promote energy efficiency, recycling of waste materials and the use of recycled products. We want to reduce energy use across our buildings and adopt low carbon solutions where possible, especially in the design and delivery of any capital programmes. We will also comply with all relevant environmental legislation, regulations and requirements.

Our Impacts

- Our office: energy use, water use and waste;
- Our business travel and staff commuting: energy use;
- Our communications materials: use of resources (mainly paper and inks) and transport for printed materials and use of energy for storage, downloading, streaming and/or online reading for digital communications;
- Our events: energy use, water use, food, waste, transport and travel;
- The goods and services we choose for our offices: notably stationery, ICT and electronic equipment, furniture and cleaning and;
- The business services we use: notably website, data and email server hosting and banking.

Management Responsibilities

Chief Executive

The Chief Executive has overall responsibility for the implementation of the policy. In particular they are responsible for ensuring that the policy is widely communicated and that its effectiveness is monitored.

Production and Facilities Lead (Green Champion)

The Production and Facilities Lead is the nominated manager responsible for coordinating and delivering any agreed environmental actions.

The Production and Facilities Lead is responsible for

- the production and maintenance of the Shetland Arts' Environmental Action Plan and ensuring that operation plans are consistent with policy;
- monitoring and reporting in line with any funding agreements;
- Chairing the Green Champion Initiative working group

Commitments

- Implementing energy saving technologies and initiatives
- Adopting strategies to minimise the environmental impacts of any activity
- Using utilities in a responsible and economic way to minimise negative impacts on the environment

- Purchasing supplies wherever possible which are recycled and recyclable, and whose production and use minimises the consumption of natural resources
- Conserving resources by ensuring that buildings and fittings are properly maintained and reflect appropriate eco guidance
- Communicating this policy and our environmental performance to appropriate people working for or on behalf of the organisation
- Using contractors / suppliers who perform the services in accordance with the government's environmental policy, demonstrating commitment to the continuous improvement of environmental performance and the activities they undertake

Appendix 2 – 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 and vaping 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 and vape 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 3 – Sick Pay Policy

Introduction

This policy sets out the arrangements for sick pay and for reporting and managing sickness absence.

Abuse of sickness absence, including failing to report absence or falsely claiming sick pay will be treated as misconduct under Shetland Arts' Disciplinary Policy.

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

Absence Reporting

It is the responsibility of all staff to ensure that every effort is made to communicate with the respective managers whilst on sick leave. All staff should ensure that they know the reporting arrangements within their work area, and whom they should contact if their manager is not available.

If you are unable to attend work, you must tell your manager at the earliest opportunity before your starting time and no later than within half an hour of your scheduled starting time. If you work flexibly please contact your manager before 10am.

It is your responsibility to make contact personally with your manager. Only in exceptional circumstances where you are unable to phone personally, a relative or friend may phone on your behalf, but the responsibility remains with you. Where the manager is not available, it is essential that contact be made with an alternative senior member of staff who will be responsible for taking the information and passing it to the manager. Messages should not be left on voice mail nor should email or text messaging be used to report absence.

Failure to make contact in time may lead to you being treated as absent, pay being stopped and may ultimately lead to disciplinary action.

It is important that you communicate all relevant details when making contact, including:

- The reason for absence ("sick" or "unwell" is not an adequate description);
- An indication of when you expect to be fit to return to work; and
- Details of any appointments with your GP.

At this stage, your manager will tell you when you should get in touch again and when, if appropriate, a sick certificate must be submitted.

It is your responsibility to ensure you keep your manager informed of your progress and, in particular, should you be unable to return when you anticipated. If you are absent immediately before leave days or days off, you must tell your manager when you will be fit to come back to work.

If you fall ill at work or have to leave due to sickness or other reasons, you must discuss this with your line manager or supervisor before leaving.

Evidence of incapacity

The Employee must complete a self-certification form for sickness absence of up to seven calendar days.

For absence of more than a week the Employee must obtain a certificate from their doctor stating that they are not fit for work, giving the reason. The Employee must also complete a self-certification form to cover the first seven days. If absence continues beyond the expiry of a certificate, a further certificate must be provided.

If the doctor provides a certificate stating that the Employee "may be fit for work" then the Employee must inform their manager immediately. The Organisation will hold a discussion with the Employee about how to facilitate their return to work, taking account of the doctor's advice. If appropriate measures cannot be taken, the Employee will remain on sick leave and we will set a date for review.

Statutory sick pay

The Employee may be entitled to Statutory Sick Pay (SSP) if they satisfy the relevant statutory requirements. Qualifying days for SSP are Monday to Friday, or as set out in the employment contract. The rate of SSP is set by the government in April each year. No SSP is payable for the first three consecutive days of absence. It starts on the fourth day of absence and may be payable for up to 28 weeks.

The main qualifying conditions are that:

- the Employee does not earn a wage below the threshold for paying NIC;
- the Employee has commenced work with the Organisation; and
- the Employee has not received their maximum entitlement to SSP in the last three years.

Organisation sick pay

After successfully completing their probationary period the Employee will qualify for Organisation sick pay provided they comply with this policy and any further requirements set out in their contract. Organisation sick pay is inclusive of any SSP.

Organisation sick pay is equal to the Employee's full basic salary for up to two weeks' (ten working days) absence followed by half their basic salary for up to a further two weeks' (ten working days) absence in any 12-month period. When this entitlement is exhausted, the Employee will not qualify for Organisation sick pay.

In calculating an Employee's entitlement to Organisation sick pay, any Organisation sick pay made in the 12 months immediately preceding the first day of absence will be taken into account.

An Employee's entitlement to claim Organisation sick pay will be calculated by reference to his/her length of service on the first day of sickness.

The payment of Organisation sick pay does not imply that termination of employment may not take place whilst the Employee is in receipt of Organisation sick pay.

Any payments in excess of an Employee's Organisation sick pay entitlement will be made at the sole discretion of the Chief Executive.

Organisation sick pay is paid at our discretion and we may amend or withdraw the scheme at any time.

Return-to-work interviews

After a period of sick leave the Employee's manager may hold a return-to-work interview with the Employee. The purposes may include:

- ensuring the Employee is fit for work and agreeing any actions necessary to facilitate a return;
- confirming the Employee has submitted the necessary certificates;
- updating the Employee on anything that may have happened during their absence;
- raising any other concerns regarding the Employee's absence record or their return to work.

Appendix 4 – Adoption, Maternity & Paternity Policy

Introduction

This policy sets out the arrangements for staff who are about to become parents through either adoption or child birth.

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

We are using maternity and paternity in a gender neutral way in line with terminology used in government legislation.

Please note that statutory rates of pay and earnings limits will change from time to time. You can find details of them at www.gov.uk.

Adoption Leave

Qualifying employees who have been matched with a child may take up to 52 weeks adoption leave, and may be entitled to 39 weeks of statutory adoption pay. If a couple jointly adopt a child, one may take adoption leave and the other parent may be able to take paternity leave or shared parental leave.

Key points

- The main adopter will be able to take paid time off for up to five adoption appointments. The secondary adopter will be entitled to take unpaid time off for up to two appointments.
- Adoption leave is a "day one" right there is no qualifying period.
- Statutory Adoption Pay - the first six weeks will be paid at 90% of the employee's normal earnings.
- Some surrogate parents will become eligible for adoption leave. Please check with your line manager.

Adoption leave may be taken:

- When a child starts living with the employee or up to 14 days before the placement date (UK adoptions).
- When an employee has been matched with a child by a UK adoption agency.
- When the child arrives in the UK or within 28 days (overseas adoption).

The partner of an individual who adopts, or the secondary adopter if a couple are adopting jointly may be entitled to paternity leave and pay or shared parental leave.

You must give your line manager documentary proof to show that you have the right to paid Statutory Adoption Leave. This is usually a matching certificate from the adoption agency. The adoption agency must be recognised in the UK.

Statutory adoption leave can start either:

- from the date the child starts living with the employee
- up to 14 days before the date the child is expected to start living with the employee.

You should tell your line manager within seven days of being told that you have been matched with a child, if this is not possible you must tell your line manager as soon as possible.

Employees who request or take adoption leave are protected against suffering a detriment or unfair dismissal. You have a right to return to the same job after 26 weeks adoption leave and after 52 weeks a suitable alternative job must be found.

Statutory Adoption Pay

The current rate of statutory adoption pay is £172.48 per week. For the first six weeks the employee will be entitled to 90% of their normal earnings. The following 33 weeks will be paid at the statutory adoption pay rate.

Keep in touch day

Both parties should agree when and how Shetland Arts will keep in contact, this may be via email, telephone contact etc. We will also agree you how, if at all, you will work the "keeping in touch" days. These can be used for training days, team events etc.

Up to ten keeping in touch days can be worked, and these will be paid at your equivalent hourly rate.

Maternity Leave

Pregnant employees are entitled to 52 weeks Statutory Maternity Leave if they give the correct notice to the employer. Employees don't have to take 52 weeks if they don't want to, however, the first 2 weeks following the birth must be taken or 4 weeks for those who work in a factory.

Key points

- Pregnant employees have the right to 52 weeks maternity leave.
- Pregnant employees are protected against unfair treatment and discrimination.
- During maternity leave an employee and employer can agree to have up to 10 keeping in touch days.
- Employees are entitled to paid reasonable time off for antenatal care.
- Women returning to work following Maternity Leave have the right to return to the original job or suitable alternative.

A pregnant employee has the right to both 26 weeks of ordinary maternity leave as well as 26 weeks of additional maternity leave. To qualify for maternity leave, you must tell your line manager at least 15 weeks before the baby is due:

- that you are pregnant
- the expected week of childbirth, by means of a medical certificate if requested
- the date you intend to start maternity leave. This can normally be any date which is no earlier than the beginning of the 11th week before the baby is due. It is best to advise your line manager as soon as possible.

Once notification has been given to your line manager they must write to you, within 28 days of receiving your notification, setting out your return date. You must give eight weeks' notice to change the return date. Maternity Leave will automatically start 4 weeks before the baby is due if the employee is off work for pregnancy-related illness. If the baby arrives early the leave will start on the day after the birth.

Antenatal care

All pregnant employees are entitled to reasonable time off with pay for antenatal care made on the advice of a registered medical practitioner, which may include relaxation classes and parent-craft classes. Except for the first appointment, you should show your line manager an appointment card or other documents showing that an appointment has been made. An expectant partner of a pregnant person has the right to take time off work to go to 2 antenatal appointments.

Statutory maternity pay

Statutory maternity pay (SMP) will be payable if you have been employed continuously for at least 26 weeks ending with the 15th week before the expected week of childbirth, and have an average weekly earnings at least equal to the lower earnings limit for National Insurance contributions. SMP is payable for 39 weeks; for the first six weeks it is paid at 90 percent of the average weekly earnings. The following 33 weeks will be paid at the SMP rate or 90 per cent of the average weekly earnings whichever is the lower. The standard rate for SMP is reviewed every April. The SMP rate is currently £172.48 per week.

Employee rights while on Maternity Leave

During the maternity leave, you are entitled to benefit from all your normal terms and conditions of employment, except for remuneration (monetary wages or salary). You can do up to 10 days' work during your maternity leave without losing any Statutory Maternity Pay. These days are called Keeping in touch days and are optional. Payment for these days will be made at your hourly rate equivalent.

At the end of maternity leave, you have the right to return to your original job, if that is not possible then a similar job on the same terms and conditions will be offered. If a redundancy situation arises, you must be offered a suitable alternative vacancy if one is available. If there is no suitable alternative work, you may be entitled to redundancy pay.

Paternity pay

Employees may be entitled to Statutory Paternity Pay at the statutory rate in force at the time or 90 per cent of your average weekly earnings, if that is less. The current rate of paternity pay is £172.48.

Shared parental leave and pay

Shared Parental Leave is available to eligible mothers, fathers, partners and adopters to choose how to share time off work after their child is born or placed for adoption. This could involve returning to work for part of the time and then resuming leave at a later date.

Key points

- Qualifying parents and adopters continue to be entitled to Maternity and Adoption rights but they may also be able to choose to end this early and exchange it for Shared Parental Leave and Pay. They and their named partner will then need to decide how they want to share this new entitlement.
- Two weeks of paid Paternity Leave continues to be available to qualifying partners. However, Shared Parental Leave has replaced the Additional Paternity Leave entitlement.

How Shared Parental Leave works

Shared Parental Leave is designed to give parents more flexibility in how to share the care of their child in the first year following birth or adoption. Parents will be able to share a pot of leave, and can decide to be off work at the same time and/or take it in turns to have periods of leave to look after the child.

To qualify, you must be entitled to some form of maternity or adoption entitlement, have given notice to curtail it and must share the main responsibility for caring for the child with the named partner. To be eligible to take Shared Parental Leave you must be an employee and pass the continuity of employment test. In turn, the other parent in the family must meet the employment and earnings test.

- Continuity of employment test: the person must have worked for the same employer for at least 26 weeks at the end of the 15th week before the week in which the child is due (or at the week in which an adopter was notified of having been matched with a child or adoption) and is still employed in the first week that Shared Parental Leave is to be taken.
- Employment and earnings test: the person must have worked for at least 26 weeks in the 66 weeks leading up to the due date and have earned above the maternity allowance threshold of £30 week in 13 of the 66 weeks.

Where both parents satisfy these tests they will both be able to share the leave. However, a family can still use Shared Parental Leave even when only one parent actually meets the eligibility criteria. For example, a self-employed parent will not be entitled to take Shared Parental Leave but they could still pass the employment and earnings test allowing the other parent in the family to qualify.

The parent in receipt of maternity or adoption pay must decide whether to keep taking their maternity or adoption entitlement or to use Shared Parental Leave. If they choose to use Shared Parental Leave, they can end their entitlement or give advance notice to curtail it. This advance notice means their partner could begin to take Shared Parental Leave while the other parent is still on maternity or adoption leave.

Shared Parental Leave may be taken at any time within the period which begins on the date the child is born/date of the placement and ends 52 weeks after that date. An employee is entitled to submit three separate notices to book leave. Leave must be taken in complete weeks and may be taken either in a continuous period, which an employer cannot refuse, or in a discontinuous period, which the employer can refuse. If a request for discontinuous leave is refused then the total amount of leave requested in the notice will automatically become a continuous block unless it is withdrawn.

Shared Parental Pay

Statutory Shared Parental Pay is paid at the current rate set by HMRC or 90% of your average weekly earnings (whichever is lower).

If the parent curtails their entitlement to maternity/adoption pay or maternity allowance before they have used their full entitlement then Statutory Shared Parental Pay can be claimed for any remaining weeks.

To qualify for Statutory Shared Parental Pay a parent must pass the continuity of employment test and have earned an average salary of the lower earnings limit of £111 for the 8 weeks' prior to the 15th week before the expected due date or matching date. The other parent in the family must meet the employment and earnings test.

Notification of Shared Parental Leave and pay

If you wish to take Shared Parental Leave you must notify your line manager of your entitlement at least eight weeks before the start of any Shared Parental Leave starts. Your line manager will write to you to confirm they have received and accept this notification.

You can give your line manager up to 3 separate notices booking or varying leave, although it must be given at least eight weeks before the leave is due to start. Each notice can be for a block of leave, or the notice may be for a pattern of "discontinuous" leave involving different periods of leave. If you ask for a continuous block of leave Shetland Arts is required to agree to it. However, where the notification is for discontinuous blocks of leave your line manager can refuse and require that the total weeks of leave in the notice be taken in a single continuous block. It is therefore beneficial for you to discuss this with your line manager and attempt to agree a way in which the different blocks of leave can be taken.

Note: to be eligible for Shared Parental Leave, at least one parent must submit a booking when they notify their employer of their entitlement

Discuss your intentions sooner rather than later.

Having an early and informal discussion can provide an opportunity for your line manager to talk about their preference regarding when Shared Parental Leave is taken. It can also be an opportunity to discuss when any discontinuous leave can be best accommodated.

Once a notification for a period of leave has been received your line manager will consider: is the notification for leave one continuous block or two or more weeks of discontinuous leave?

- what cover will be needed for the employee's absence?
- will a discussion with the employee be beneficial at this time?
- is any modification to a discontinuous leave request necessary?

Outcomes

Depending on the circumstances involved, there are four outcomes available to an employer once they have received, considered and discussed a Shared Parental Leave notification. It is important to note an employer cannot refuse a notification for continuous leave.

A) Confirm a continuous leave period or accept a discontinuous leave request.

B) Agree a modification to a leave request (an employee is under no obligation to modify a continuous leave notice and should never be put under any pressure to do so).

C) Refuse a discontinuous leave notification.

D) Whilst it is not good practice and should be avoided, it is possible for an employer to make no response to a leave notification.

For outcomes C and D above, the employee can withdraw their notification on or before the 15th day after the notification was originally made and it will not count as one of their three notifications. If not, they must take the total amount of leave notified in one continuous block. The employee can choose when this leave period will begin within 19 days of the date the notification was given to the employer but it cannot start sooner than the initial notified start date. If they don't, the leave will begin on the starting date stated in the original notification.

Appendix 5 – Equality, Diversity and Inclusion Policy

Introduction

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 Shetland Arts.
- 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 Shetland Arts 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.
- 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,

Appendix 5 – Equality, Diversity and Inclusion Policy

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.

Shetland Arts 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 5 – Equality, Diversity and 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 Shetland Arts workplan.

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

5.3 Strategic Risks

December 2024



INTRODUCTION

This report reviews the following strategic risk:

- Risk 7 Legal / Regulations

DETAIL

The Legal / Regulations risk has been reviewed by the Leadership Team and the following changes have been suggested.

- Update Mitigation at 7.2 to reflect the current provider of HR support

The risk details can be seen in Appendix 1.

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)	
7	Legal/Regulations Breach of legal or licencing conditions	3	5	15	7.1	Trained Staff	Personal Licence Training	2	5	10	Frequency has been reduced because of 7.1, 7.2, 7.3 & 7.4 Severity has not been reduced
					7.2	Use of specialist contractors	Neathouse contractors				
					7.3	Use of auditors	RSMuk				
					7.4	Proactive relationship with licencing body	Communications with SIC				

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 2024



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	£28.6m uplift announced in Scots Gov budget. £20m ringfenced for MYF – pot now £54m vs a £87.5m ask. (62% funded)
Shetland Charitable Trust	Very positive outcome for our funding agreement with SCT £1.050m in 2025 / 26
Highlands and Islands Enterprise	£19,500 investment in rebrand and new website 67% of eligible costs funded.
Shetlands Islands Council	

7.1 Key Upcoming Events

December 2024



EVENT DETAILS		
Date	Title	Venue
13/12/2024	Make More Noise	Mareel
15/12/2024	'Da Peerie Xmas Spree'	Mareel
28/12/2024	Young Musicians Christmas Showcase	Mareel
5/2/2025	James Yorkston presents Tae Sup Wi' A Fifer	Mareel
21/2/2025	Scottish Opera Workshop: How to Stage an Opera	Mareel