



| 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><br>25 March 2025  |  | Chair                 | Approval                     |
| 4    | <b>Scrutiny</b><br>4.1 Management Accounts<br>4.2 Operational Issues<br>4.3 Performance Monitoring<br>4.4 Major Projects | Attached<br>Attached<br>Attached<br>Attached | KLL<br>GH<br>GH<br>GH | Note<br>Note<br>Note<br>Note |
| 5    | <b>Governance</b><br>5.1 Policies<br>5.2 Strategic Risks   | Attached<br>Attached                         | KLL<br>GH             | Approval<br>Approval         |
| 6    | <b>Strategy</b><br>6.1 Update from Stakeholders  | Attached                                     | GH                    | Note                         |
| 7    | <b>General</b><br>7.1 Key Upcoming Events  | Attached                                     | GH                    | Note                         |
| 8    | <b>Any other business</b><br>None  |  |                       |                              |
| 9    | Future SADA Board Meetings:<br>Board Meeting Thursday 26 <sup>th</sup> June 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

**Minutes of the Open Meeting of Shetland Arts Development Agency, Tuesday 25 March 2025, held at 5.40 p.m. in Mareel**

**Present:**

Jamie Manson (JM), Shetland Arts  
Malcolm Innes (MI), Shetland Arts  
Michele Kerry (MK), Shetland Arts  
James Johnson (JJ), Shetland Arts  
Kerry Larbalestier (KL), Shetland Arts  
Catriona Macdonald (CM), Shetland Arts

**In Attendance:**

Graeme Howell (GH), Chief Executive, Shetland Arts  
Kerry Llewellyn (KLL), Support Lead, Shetland Arts (Minute taker)

**Apologies:**

Chris Gadsby (CG), Shetland Arts  
Hannah Hough (HH), Shetland Arts  
Susan Mail (SM), Shetland Arts

| Item | Topic  | Action |
|------|--|--------|
| 1    | <b>Welcome and Apologies</b><br>GH welcomed everyone to the meeting and asked if the board were happy for JM to chair in the absence of SM. This was agreed.<br><br>Apologies we received as noted above.  |        |
| 2    | <b>Declarations of Interest</b><br>There were no declarations of interest.   |        |
| 3    | <b>Minutes of Meeting held on 27 February 2025</b><br>The minutes were approved on the motion of JJ, seconded by JM.<br><br><u>Matters Arising:</u><br>None.   |        |
| 4.1  | <b>Budget 2025/26</b><br>GH explained the budget presented has been updated to take into account the update restructure proposals.<br><br>KLL added that as specified in the paper, some restricted funding would be used to fund some of the costs of change.<br><br>The budgets was unanimously approved by the board. |        |
| 5    | <b>Any Other Business</b><br>None  |        |
| 6    | <b>Date of Next Meeting</b><br>The next board meeting will be held on Thursday 25 April 2025.  |        |

## 4.1 Management Accounts

### 11 Months to February 2025

### Profit and Loss Accounts



|                                       | Actual<br>£      | Reforecast<br>£  | Variance<br>£  |
|---------------------------------------|------------------|------------------|----------------|
| <u>Income</u>                         |                  |                  |                |
| Ticket Sales                          | 273,383          | 266,770          | 6,613          |
| Education and training income         | 117,732          | 117,899          | (167)          |
| Retail income                         | 22,687           | 24,134           | (1,447)        |
| Food and beverage income              | 340,003          | 334,278          | 5,725          |
| Foyer income                          | 84,018           | 84,385           | (367)          |
| Box office commission income          | 28,587           | 26,909           | 1,678          |
| Hire of rooms and equipment income    | 86,053           | 90,120           | (4,067)        |
| Screen advertising income             | 11,232           | 7,261            | 3,971          |
| Gift Vouchers                         | 2,708            | 3,559            | (851)          |
| Sponsorship income                    | 400              | -                | 400            |
| Donations received                    | 3,111            | 3,062            | 49             |
| Grant Funding - Capital               | 48,570           | 17,850           | 30,720         |
| Grant Funding - SIC                   | -                | 908              | (908)          |
| Grant Funding - SCT                   | 689,700          | 689,700          | 0              |
| Grant Funding - Creative Scotland     | 264,167          | 266,234          | (2,067)        |
| Other Grants - Trusts and foundations | 21,558           | 2,058            | 19,500         |
| Operating lease income - SIC          | 121,419          | 121,419          | 0              |
| Other income & Interest received      | 77,102           | 63,821           | 13,281         |
| Memberships received                  | 6,977            | 5,030            | 1,947          |
|                                       | <u>2,199,407</u> | <u>2,125,397</u> | <u>74,010</u>  |
| <u>Purchases</u>                      |                  |                  |                |
| Food and beverage purchases           | 175,964          | 168,984          | (6,980)        |
| Foyer purchases                       | 52,016           | 52,368           | 352            |
| Retail purchases                      | 11,740           | 11,611           | (129)          |
| Direct costs                          | 23               | 23               | 0              |
|                                       | <u>239,743</u>   | <u>232,986</u>   | <u>(6,757)</u> |

Direct Costs

|                                    |                  |                  |                 |
|------------------------------------|------------------|------------------|-----------------|
| Gross wages and salaries - regular | 659,187          | 651,470          | (7,717)         |
| Gross wages - casual               | 160,072          | 156,773          | (3,299)         |
| Employers NI                       | 61,999           | 61,672           | (327)           |
| Employers pension                  | 147,529          | 144,388          | (3,141)         |
| Recruitment expenses               | 393              | 845              | 452             |
| Employee/Trustee expenses          | 636              | 167              | (469)           |
| Training and protective clothing   | 31,112           | 15,496           | (15,616)        |
| Programme costs - project          | 307,511          | 295,986          | (11,525)        |
| Marketing costs - project          | 14,395           | 12,482           | (1,913)         |
| Licences - PRS etc                 | 44,897           | 48,642           | 3,745           |
| Film transport                     | -                | 333              | 333             |
| Hire of equipment                  | 4,700            | 4,700            | 0               |
|                                    | <u>1,432,431</u> | <u>1,392,954</u> | <u>(39,477)</u> |

Overheads

|  |                |                |                 |
|--|----------------|----------------|-----------------|
| Travel and subsistence and Entertainment | 22,417         | 20,014         | (2,403)         |
| Rent, Rates and Insurance                | 82,978         | 82,540         | (438)           |
| Heat and Light                           | 150,891        | 145,676        | (5,215)         |
| Operating leases - Rent and Equipment    | 141,904        | 142,475        | 571             |
| Repairs and maintenance and cleaning     | 155,505        | 162,229        | 6,724           |
| Print, postage and stationary            | 1,099          | 1,687          | 588             |
| Telephone and broadband                  | 8,032          | 7,615          | (417)           |
| Computer costs                           | 14,477         | 14,763         | 286             |
| Marketing costs - strategic              | 30,725         | 1,766          | (28,959)        |
| Website costs                            | 669            | 637            | (32)            |
| Subscriptions                            | 5,045          | 4,128          | (917)           |
| Consumables                              | 348            | 1,401          | 1,053           |
| Sundry                                   | 11             | -              | (11)            |
| Legal and professional fees              | 89,900         | 63,761         | (26,139)        |
| Till differences                         | 275            | 258            | (17)            |
| Bank charges                             | 21,406         | 21,167         | (239)           |
| Loan interest                            | 6,291          | 6,147          | (144)           |
|  | <u>731,973</u> | <u>676,264</u> | <u>(55,709)</u> |

**SURPLUS/DEFICIT**

|                  |                  |                 |
|------------------|------------------|-----------------|
| <b>- 204,740</b> | <b>- 176,807</b> | <b>(27,933)</b> |
|------------------|------------------|-----------------|

# 11 Months to February 2025

## Balance Sheet



Shetlandarts

|                              | £                  | £                       |
|------------------------------|--------------------|-------------------------|
| Tangible Fixed Assets        |                    | 7,456,669               |
| <i>Current Assets</i>        |                    |                         |
| Stock                        | 20,754             |                         |
| Debtors                      | 651,874            |                         |
| Cash at Bank                 | 343,033            |                         |
|                              | <u>1,015,661</u>   |                         |
| <i>Current Liabilities</i>   |                    |                         |
| Creditors                    | <u>567,394</u>     |                         |
| Net Current Assets           |                    | 448,267                 |
| <i>Long term liabilities</i> |                    |                         |
| Loans                        | 25,063             |                         |
| Pensions liability           | <u>(1,010,000)</u> |                         |
|                              |                    | (984,937)               |
| Net Assets                   |                    | <u><u>8,889,873</u></u> |
| Capital and Reserves:        |                    |                         |
| Capital funds                |                    | 7,467,883               |
| Revenue funds                |                    | 411,990                 |
| Pension liability            |                    | <u>1,010,000</u>        |
|                              |                    | <u><u>8,889,873</u></u> |

# 11 Months to February 2025

## Movement on Selected Funds



Shetland*arts*

| <b>Fund Name</b>                         | <b>Opening<br/>Balance</b> | <b>Income</b> | <b>Expenditure</b> | <b>Closing<br/>Balance</b> |
|--|----------------------------|---------------|--------------------|----------------------------|
| Shetland Film Club                       | 1,705                      |               |                    | 1,705                      |
| SCT Capital Grant                        | 43,400                     |               | (11,097)           | 32,303                     |
| Trad Big Band                            | 2,435                      |               |                    | 2,435                      |
| Culture Collective                       | 27,630                     | 35,000        | (32,577)           | 30,053                     |
| Recovery fund for Cultural Organisations | 142,470                    |               |                    | 142,470                    |
| Corra Foundation                         | 4,146                      |               |                    | 4,146                      |
| Xchange                                  | 5,288                      |               | (5,064)            | 224                        |
| Summer of Play                           | 2,972                      |               |                    | 2,972                      |
| Remembering Together                     | 90,720                     |               | (72,787)           | 17,933                     |
| Film Hub Scotland                        | -                          | 1,118         |                    | 1,118                      |
| VACMA                                    | 4,785                      |               | (4,500)            | 285                        |
| <b>Total</b>                             | <b>325,552</b>             | <b>36,118</b> | <b>(126,025)</b>   | <b>235,645</b>             |

## 4.2 Operational Issues

### April 2025

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#### INTRODUCTION

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This report details the following

- Operational Issues
- Health and Safety Issues
- Working Group Updates

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#### OPERATIONAL ISSUES

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| Date | Issue | Staff Involved | Outcome |
|------|-------|----------------|---------|
| N/A  |       |                |         |

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#### HEALTH AND SAFETY ISSUES

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| Date | Issue | Staff Involved | Outcome |
|------|-------|----------------|---------|
| N/A  |       |                |         |

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#### WORKING GROUP UPDATES

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| Group              | Update   |
|--------------------|--|
| Access & Inclusion | Not met since the last board meeting.  |
| Commercial         | After a very successful trip to Edinburgh new Scottish makers/artists are being stocked in the retail space. The team are working with local makers to get stocked up for the summer season. |
| Staff Forum        | The first meeting of the staff forum took place on 10 April 2025. This meeting was productive and focused on feedback from staff on amendments to the appraisal scoring system.              |

## 4.3 Performance Monitoring

### April 2025

#### INTRODUCTION

This report details the following

- Key Performance Indicators

#### KEY PERFORMANCE INDICATORS

| Actuals <small>(see footnote 1)</small>  | Concerts, Screenings, Exhibition Days |       |       |     |     |     |       | Attendances |        |        |        |        |     |        | Development Sessions |     |      |     |     |     |     | Participations |       |       |       |     |     |       |
|--|---------------------------------------|-------|-------|-----|-----|-----|-------|-------------|--------|--------|--------|--------|-----|--------|----------------------|-----|------|-----|-----|-----|-----|----------------|-------|-------|-------|-----|-----|-------|
|  | Q1                                    | Q2    | Q3    | Jan | Feb | Mar | Q4    | Q1          | Q2     | Q3     | Jan    | Feb    | Mar | Q4     | Q1                   | Q2  | Q3   | Jan | Feb | Mar | Q4  | Q1             | Q2    | Q3    | Jan   | Feb | Mar | Q4    |
| Delivered  | 746                                   | 680   | 859   | 333 | 295 |     | 628   | 42,418      | 35,928 | 60,988 | 18,965 | 13,800 |     | 32,765 | 285                  | 248 | 437  | 158 | 167 |     | 325 | 2,568          | 1,934 | 2,619 | 2,680 | 886 |     | 3,566 |
| Quarterly Target 23/24   | 1,000                                 | 1,000 | 1,000 |     |     |     | 1,000 | 52,500      | 52,500 | 52,500 |        |        |     | 52,500 | 400                  | 400 | 400  |     |     |     | 400 | 3,500          | 3,500 | 3,500 |       |     |     | 3,500 |
| % of Target Delivered  | 75%                                   | 68%   | 86%   |     |     |     | 63%   | 81%         | 68%    | 116%   |        |        |     | 62%    | 71%                  | 62% | 109% |     |     |     | 81% | 73%            | 55%   | 75%   |       |     |     | 102%  |
| Impact <small>(see footnote 3)</small>   | Concerts, Screenings, Exhibition Days |       |       |     |     |     |       | Attendances |        |        |        |        |     |        | Development Sessions |     |      |     |     |     |     | Participations |       |       |       |     |     |       |
|  | Q1                                    | Q2    | Q3    | Jan | Feb | Mar | Q4    | Q1          | Q2     | Q3     | Jan    | Feb    | Mar | Q4     | Q1                   | Q2  | Q3   | Jan | Feb | Mar | Q4  | Q1             | Q2    | Q3    | Jan   | Feb | Mar | Q4    |
| Improved quality of life through greater access to creative and social experiences                               | 635                                   | 643   | 669   | 222 | 196 |     | 418   | 35,883      | 33,826 | 44,572 | 11,175 | 8,290  |     | 19,465 | 23                   | 6   | 29   | 9   | 12  |     | 21  | 657            | 162   | 259   | 37    | 82  |     | 119   |
| Improved opportunities through personal and professional transferrable skills                                    | 90                                    | 21    | 53    | 17  | 18  |     | 35    | 4,837       | 1,050  | 3,111  | 850    | 900    |     | 1,750  | 167                  | 188 | 342  | 98  | 133 |     | 231 | 796            | 964   | 1,430 | 454   | 549 |     | 1,003 |
| Improved confidence to contribute positively through opportunities for self-expression and community involvement | 79                                    | 30    | 74    | 20  | 21  |     | 41    | 4,150       | 1,531  | 6,504  | 1,114  | 1,065  |     | 2,179  | 234                  | 219 | 384  | 140 | 147 |     | 287 | 1,378          | 1,305 | 1,762 | 2,241 | 692 |     | 2,933 |
| Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles        | 25                                    | 41    | 16    | 16  | 42  |     | 58    | 504         | 594    | 537    | 582    | 2,006  |     | 2,588  | 13                   | 3   | 3    | 0   | 1   |     | 1   | 85             | 19    | 58    | 0     | 9   |     | 9     |
| Improved mental and physical health through more active involvement in creative and social experiences           | 532                                   | 491   | 587   | 224 | 185 |     | 409   | 15,488      | 16,139 | 31,470 | 10,761 | 6,243  |     | 17,004 | 64                   | 20  | 39   | 15  | 16  |     | 31  | 852            | 279   | 246   | 68    | 91  |     | 159   |
| Improved community resilience through a more diverse creative economy  | 121                                   | 121   | 288   | 150 | 115 |     | 265   | 22,833      | 17,832 | 34,393 | 12,531 | 8,154  |     | 20,685 | 47                   | 37  | 43   | 45  | 17  |     | 62  | 755            | 616   | 829   | 2,145 | 214 |     | 2,359 |

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

### April 2025



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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   |
|------------|--------------------------------|---|---|
| March 2025 | Commissioning Programme 1 2025 | To fund a series of projects by Shetland based or connected creatives.  | 49 applications were received for over £350,000 and £46k's worth of funding was awarded to 10 projects. |
| April 2025 | Northern Youth Trad            | A weekend of modern traditional fiddle workshops and sessions for young people in Easter  | Workshops completed   |
| March 2025 | Rehearsal Rooms                | Repurpose the recording studio and control room into bookable rehearsal facilities. Control room relocated to the back of the auditorium. | Scheme Fully Launched.  |

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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. | Final elements of Phase 1 of Even Here Even Now are being completed. Approaches being made to partners and funders for continuation |

|                                    |   |   |
|------------------------------------|---|---|
| Islands Deal Knab Project Strand   | To support the development of the Cultural Hub  | No Update   |
| Remembering Together               | To deliver phase 2 of the National Covid Memorial project.  | Book Launch will be held on May 29 at the Town Hall.  |
| SCT Capital Grant Scheme – Mareel  | Implementation of Capital Grant Works under the SCT scheme. Work will take three years.                           | Changing places tender was issued one 14 April 2025.  |
| SCT Capital Grant Scheme - Bonhoga | Implementation of Capital Grant Works under the SCT scheme. Work will take three years.                           | Contractor took over the site on 31 March 2025 and works have begun.  |
| Health & Safety Review             | To improve quality of operational Health and Safety information as well as accessibility for staff.               | The new support manager has started this review looking at the fire policy and procedures first.  |
| VACMA                              | Small grants for Visual Arts and Craft Makers   | Six awards were made in the recent VACMA round.   |
| Travel Know How Scotland           | Travel Planning for Staff, Suppliers and Customers  | No update   |
| Youth Arts winter program          | Deliver blocks of Shetland Youth Theatre, Film Crew, and Sound Lab Music Makers over the autumn and winter months | SYT will be doing a production of the musical Lost Boy in June 2025.<br><br>Discussions on going with freelancers around Film Crew and the Discovery Film Club project. |
| New Website                        | New more user friendly website  | Initial site plan shared and been fed back on   |
| Rebranding                         | Updated brand for the organisation.   | The team enjoyed meeting everyone and we are currently awaiting their response to the feedback.   |

#### SIGNIFICANT PROJECTS PLANNED

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

| Medium/Long Term | Title          | Intention   |
|------------------|----------------|---|
| Medium           | Yesplan Review | To review the use of Yesplan and implement changes to make it more useful/relevant for users. |

|        |                                       |   |
|--------|---------------------------------------|---|
| Long   | Shetland Noir 2026                    | To hold Shetland Noir in June 2026.   |
| Medium | Development of a Fundraising Strategy | To use the next six months to establish a robust ethical approach to fundraising, sponsorship and individual giving |

## 5.1 Policies

### April 2025

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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            |
|----------------------------|----------|--------------------|
| Health, Safety and Welfare | 1        |                    |
| Recruitment                | 2        | No change          |
| Pay and Pension            | 3        | Updated pay scales |

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#### POLICY REGISTER

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| Policy Name                           | Date for Review | Notes  |
|---------------------------------------|-----------------|--|
| Health, Safety and Welfare            | 27/04/2024      | Included as Appendix 1   |
| Recruitment                           | 24/04/2025      | Included as Appendix 2   |
| Pay and Pension                       | 27/04/2025      | Included as Appendix 3   |
| 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      |  |
| Equality, Diversity and Diversity     | 19/12/2025      |  |
| Children, Young and Vulnerable Adults | 27/02/2026      | Update to the policy being worked on following changes in regulations. |

|  |                |  |
|--|----------------|--|
| Conflicts of Interest                        | 25/04/2026     |  |
| Time off for Dependents                      | 27/04/2026     |  |
| Relocation                                   | 28/06/2026     |  |
| Appraisal                                    | 29/08/2026     |  |
| Sick Pay                                     | 19/12/2026     |  |
| Adoption, Maternity and Paternity            | 27/02/2027     |  |
| 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     |  |
| Environmental                                | 19/12/2027     |  |
| Smoke Free                                   | 19/12/2027     |  |
| Training and Trips                           | 27/02/2028     |  |
| Social Media                                 | 27/07/2028     |  |
| 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 |  |

# Appendix 1 – Health, Safety and Welfare

## 1. Organisation

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### 1. Health and Safety Responsibilities

The Trustees of Shetland Arts are responsible for ensuring the effective management of health and safety across the collective operations.

The following sections set out the principal Health and Safety related responsibilities of individuals within Shetland Arts. To ensure that adequate and appropriate managerial control is exercised over Health and Safety issues.

#### 1.1 Chief Executive

The Chief Executive so far as is reasonably practicable, is responsible for ensuring the health, safety and welfare at work of all Shetland Arts' employees and trainees. This will be achieved by:

- delegating the responsibility for implementation of this policy to managers.
- ensuring that resources are made available to enable all Health and Safety Policies to be implemented.
- ensuring that Health and Safety is an integral part of the overall management culture and developing a positive attitude to Health and Safety among employees and trainees by visibly demonstrating their own commitment to achieving a high standard of Health and Safety performance.
- appointing a competent person to assist Shetland Arts to apply the provisions of Health and Safety legislation.
- ensuring the establishment and maintenance of Health and Safety Management Systems throughout the whole of Shetland Arts. This will ensure the assessment of risks and the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to control the risks.

The Chief Executive Officer will ensure that:

- our Health and Safety Policy is implemented, monitored, developed, communicated effectively, reviewed and amended as required
- a health and safety plan of continuous improvement is created and senior management monitor progress against agreed targets
- suitable and sufficient funds, people, materials and equipment are provided to meet all health and safety requirements
- senior management designated with health and safety responsibilities are provided with support to enable health and safety objectives to be met
- a positive health and safety culture is promoted and that senior management develop a pro-active safety culture which will permeate into all activities undertaken and reach all personnel
- a system of communication and consultation with employees is established
- effective training programmes have been put in to place
- an annual report on the safety performance of the company is presented to the Board.

#### 1.2 Managers

Managers are responsible for ensuring the Health, Safety and Welfare at work of all employees and trainees in their respective areas. In particular they should:

- ensure that resources are made available to enable all Health and Safety Policies to be implemented.

- visibly demonstrate commitment to achieving a high standard of Health and Safety performance within their areas and develop a positive attitude to health and safety among employees and trainees.
- implement Health and Safety Management Systems within areas, which will ensure the assessment of risk and the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to eliminate or control the risks.
- evaluate the health and safety performance of their area on an ongoing basis; and
- Investigate and report all accidents and dangerous occurrences.

The Manager will ensure that in their areas of control:

- they actively lead the implementation of our Health and Safety Policy
- they supervise their staff to ensure that they work safely, providing increased supervision for new and young workers
- safe systems of work are developed and implemented
- risk assessments are completed, recorded and regularly reviewed
- accidents, ill health and 'near miss' incidents at work are investigated, recorded and reported
- they communicate and consult with staff on health and safety issues
- they encourage staff to report hazards and raise health and safety concerns
- safety training for staff is identified, undertaken and recorded to ensure staff are competent to carry out their work in a safe manner
- issues concerning safety raised by anyone are thoroughly investigated and, when necessary, further effective controls implemented
- premises, plant and work equipment are maintained in a safe condition
- statutory examinations are planned, completed and recorded
- personal protective equipment is provided, staff instructed in its use and that records are kept
- adequate arrangements for fire and first aid are established
- any safety issues that cannot be dealt with are referred to the INSERT JOB TITLE for action
- welfare facilities provided are maintained in a satisfactory state
- hazardous substances are stored, transported, handled and used in a safe manner according to manufacturers' instructions and established rules and procedures
- contractors engaged are reputable, can demonstrate a good health and safety record and are made aware of relevant local health and safety rules and procedures
- health and safety notices are displayed
- agreed safety standards are maintained particularly those relating to housekeeping
- health and safety rules are followed by all.

The operational responsibility for health & safety management is vested in the Chief Executive. The Production and Facilities Lead is also responsible for monitoring the effectiveness of the health and safety policy.

### **1.3 Employees**

Employees are responsible for taking reasonable care for the health and safety of themselves and others. They must:

- Comply with the training, information, and instruction they receive.
- Carry out their work safely and without undue risk to themselves, colleagues and others who may be affected by their actions, and not interfere with items provided for health and safety purposes.

- Ensure that any damaged equipment is reported immediately to their Line Manager and removed from service until it is repaired.
- Conduct themselves in a responsible manner while on company business and be alert to potential hazards.
- Comply with the arrangements for emergencies and fire prevention, as instructed.
- Use personal protective equipment provided when required and kept in good condition.
- Keep their work areas tidy and clear of hazards.
- Report accidents, incidents, near misses and hazards they observe to their Line Manager.

## **2. Planning and Implementation**

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### **2.1 Health and Safety Arrangements**

This policy is accompanied by a series of health and safety arrangements covering the full range of health and safety issues relevant to the operation of Shetland Arts in Section 4.

### **2.2 Health and Safety Assistance**

Shetland Arts will be advised on health and safety matters by WorkNest (or a nominated safety representative), who will be the Competent Persons providing assistance within the meaning of Regulation 6 of the Management of Health and Safety at Work Regulations 1999.

### **2.3 Communication and Consultation**

**The Health and Safety (Consultation with Employees) Regulations** and **The Safety Representatives and Safety Committees Regulations** require employers to communicate health and safety information to employees and to ensure that they are consulted on health and safety matters.

Consultation will be carried out with employees on matters relating to health and safety at work including: -

- Change which may substantially affect their health and safety at work, e.g. equipment or ways of working.
- Information on hazards and risks and preventative measures, procedures and practices; and
- Planned health and safety training.

Communication with employees will be carried out via email memos, staff meetings, management meetings and individual employee appraisals.

#### **2.4.1 Raising Health & Safety Issues**

The following procedures should be followed as a means of solving problems involving health and safety:

- |         |   |
|---------|---|
| Stage 1 | employee or trainee raises problem with their Line Manager or relevant supervisor.<br>If it is not settled, then: |
| Stage 2 | employee or trainee raises problem with a senior manager who will find a resolution to the problem.               |

### **2.5 Training and Competence**

Training needs will be assessed by considering:

- The hazards associated with work tasks, and
- The knowledge, skills and experience of the employee(s) carrying out the tasks

Every employee will complete mandatory health and safety training pertinent to their work, including induction, fire safety & evacuation and use of any work equipment required.



## **2.6 Safety Culture**

Shetland Arts will ensure that Health and Safety is an integral part of the overall management culture and seek to develop a positive attitude to Health and Safety among staff by:

- visibly demonstrating a clear commitment to improving health and safety performance.
- promoting co-operation by recognising that all employees and trainees have an important contribution to make to effective health and safety management and providing opportunities for participation and involvement in health and safety activities e.g. risk assessments.
- assess the effectiveness of existing resources devoted to health and safety.
- including health and safety in recruitment procedures; and
- implementing systems, which will identify health and safety training needs arising from recruitment or changes in staff, systems of work or procedures.

## **3 Monitoring and Auditing**

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The main areas of monitoring will include: -

### **3.1 Accidents and Incidents**

Near misses, incidents and accidents will be monitored and investigated with a view to identifying trends and eliminating causes.

### **3.2 Auditing**

Regular and systematic inspections will be carried out by Shetland Arts and WorkNest (or a nominated representative) to ensure that the requirements of Shetland Arts' Health and Safety Policies are being met.

### **3.3 Review of Policy and Arrangements**

This policy and the associated arrangements will be subject to review as follows: -

- In response to changes in or new health and safety legislation
- In response to the findings of accident investigation
- In response to the findings of internal and external audit processes.

This policy and any revision of it will be drawn to the attention of every employee of Shetland Arts.

The contents of documents produced under this policy and other relevant Health and Safety policies and guidelines will be available for all employees and trainees to view.

## **4 Health and Safety Arrangements**

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### **4.1 Contractors**

Under the **Health and Safety at Work etc. Act** employers have a duty of care to Contractors.

Under the **Management of Health and Safety at Work Regulations** employers have a responsibility to provide information to Contractors working on their premises in relation to the evacuation and emergency arrangements.

In terms of the **Construction (Design and Management) Regulations**, Clients must ensure that Designers, Contractors, and other team members they engage are competent and adequately resourced for the work they will undertake. These regulations also put the responsibility on the Client to provide information, relevant to the work to be undertaken, to the Designers, Contractors, and other team members they engage.

Shetland Arts requires the prospective service provider to furnish adequate and appropriate information to indicate their competence to perform the work safely and without risks to health. Depending on the nature of work, this may, for example require the contractor or sub-contractor to provide a method statement, supporting risk assessment, certificates of competence of their employees and/or certifications of plant/equipment to be used during the contract, insurance, and any accident or enforcement action.

Contractors and sub-contractors must report to reception and be met by a nominated responsible person (NRP). The NRP is responsible for ensuring that the contractors are provided with the information and instruction necessary to protect them from the risks arising out of their activities.

#### **4.2 First Aid**

The **Health and Safety (First Aid) Regulations** require the provision of adequate and appropriate equipment, facilities, and personnel to ensure that employees receive immediate attention if they are injured or taken ill at work.

The regulations do not place a legal duty to make first aid provision for non-employees such as visitors and members of the public, however, HSE recommends that non-employees are included in the assessment of first aid needs and that provision is made for them.

First aid requirements have been identified through a risk assessment process to ensure the adequacy and appropriateness of first aid personnel, equipment, and facilities in each premises. The first aid assessment takes account of the number of employees; the work activities and any visitors to the premises such as clients attending meetings or training, contractors carrying out work etc.

First Aid provision at each venue will be as follows:

- Qualified first aider on shift at all times
- First aid requisites for each key area

#### **4.3 Accident Reporting and Investigation**

The **Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)** place a legal duty on employers, the self-employed and those in control of premises to report certain work-related accidents, incidents, diseases and dangerous occurrences to the relevant enforcing authority as summarized below: -

- Work related deaths
- Specified major injuries to employees
- Over 7-day injuries – where an employee or self-employed person is away from work or unable to work normally for more than 7 consecutive days
- Injuries to members of the public or people not at work where they are taken from the scene of an accident to hospital
- Some work-related diseases

- Dangerous occurrences – where something happens that does not result in an injury, but could have done

Shetland Arts maintains and implements effective accident and incident reporting procedures to ensure immediate investigation requirements are instigated by senior Management. The prime function of these procedures is to prevent further recurrences and to identify and understand the primary and root causes.

All accident and/or incidents to employees and others affected by our operations are recorded in the accident book and reported to Senior Management. The Chief Executive is responsible for reporting to the Local Authority EHOs under RIDDOR where required.

#### **4.4 Fire Safety**

The **Fire (Scotland) Act 2005** and the **Fire Safety (Scotland) Regulations 2006** place responsibilities on employers and any other person(s) with control of premises (duty-holders) to assess the risk of harm from fire and to put in place appropriate fire safety measures at all workplaces.

Shetland Arts' premises will be subject to annual fire risk assessment. The fire risk assessment will be carried out by a competent person and will:

- Identify hazards and advice/action plans to eliminate or reduce the risk of those hazards causing harm
- Determine what fire safety measures and procedures are necessary to ensure the safety of people in the building should a fire occur
- An evacuation plan of action to be taken in the event of fire occurring will be prepared for each office

#### **Fire Safety Arrangements**

##### **Fire Doors and Fire Exit Doors**

Fire Doors and Fire Exit Doors must never be obstructed or wedged/propped open. Weekly visual inspections will be recorded in Fire Safety Records Book. Employees should be aware of all emergency escape exits in the workplace, to ensure that in the event of fire, the shortest exit route can be used to evacuate people from an affected zone.

##### **Exit Signs and Fire Action Notices**

All escape routes and exit doors will be clearly indicated by approved fire safety signage. The signs should take the form of an approved pictogram. Fire route signs and fire exit signs must be permanently fixed and maintained in good repair and must always be clearly visible.

##### **Escape Routes**

All corridors and stairways that form part of an escape route must always be kept clear of obstruction. External pathways around the building are external escape routes and must always be kept clear of obstruction. Seating areas, staff smoking areas etc. should not be permitted on external escape routes.

##### **Fire Fighting Equipment**

The fire extinguishers provided have been chosen and located for hazards identified. Spacing and numbers of extinguisher have been determined by the recommendation contained in BS 5306-8. Firefighting equipment are serviced annually by the Shetland Arts' appointed contractors. Regular visual checks carried out by the nominated responsible person in each office.

### **Fire Detection and Warning**

All venues are equipped with fire detection systems, designed installed and maintained in accordance with the requirements of BS 5839-1 and complying with the requirements for relevant expected category system. The fire alarm systems in each office are subject to weekly tests carried out by the Shetland Arts' nominated responsible person.

### **Emergency Escape Lighting**

Internal and external escape routes are equipped with sufficient emergency escape lighting to enable people to see their way to safety in an emergency and when the main lighting system fails. Escape lighting units will operate for at least 1 hour with loss of mains power. Preventative planned maintenance is carried out by the Shetland Arts' appointed contractors.

### **Signage**

Offices are provided with fire safety information and directional escape signage

### **Fire Safety Records**

Tests, servicing, and planned fire evacuations are recorded in each building's Fire Safety Record Book.

### **Training**

Employees will receive information, instruction, and training in relation to the fire evacuation procedures annually and general fire safety advice. Fire drills will be carried out every six months.

## **4.5 Young Persons/Trainees**

The **Management of Health and Safety at Work Regulations** require employers to take account of young workers potential lack of experience and awareness of existing or potential risks and their immaturity when assessing risks to their health and safety. A **Young Person** is defined as a person who has not reached the age of 18 years.

Where young people are employed or carry out a work placement, a risk assessment will be carried out before they start work. Consideration will be given to:

- The person is likely to be inexperienced, unaware of safety risks, physically or mentally immature
- Controls should aim to eliminate all risks or reduce to the lowest possible level
- The assessment should be specific to the individual young person
- Parents/guardians should be notified of the risk assessment process and the proposed control measures

Young people require a greater level of training when they start a new job or task to ensure that they can perform it without putting themselves or other people at risk. When providing information, instruction and/or training to young people, we will ensure that they have understood:

- Hazards and risks in the workplace
- Control measures put in place to protect their health and safety
- First-aid, fire, and evacuation procedures for the workplace

Young people will require more supervision than an adult performing the same job role.

#### **4.6 New and Expectant Mothers**

The **Management of Health and Safety at Work Regulations** include regulation that protect the health and safety of new, expectant mothers who work and those returning to work after childbirth.

A new/expectant mother is defined as female employees of childbearing age who are or in the future could be pregnant, have given birth within the previous six months or are breast feeding.

Risk assessment consideration is required for any female employee who is pregnant (having notified their employer), returning to work after giving birth or breast feeding.

The employee must be involved in the assessment and any advice received from the employee's GP or midwife that could assist with the assessment should be provided to the manager. Hazards that should be considered for new and expectant mothers include:

- Lifting, carrying, moving of heavy loads
- Standing or sitting for long periods of time/ long working hours/working alone
- Work related stress
- Workstations and posture
- Driving
- Working at height

The risk assessment should be subject to regular review (every trimester) during the pregnancy and on return to work.

#### **4.7 Alcohol and Drugs**

Shetland Arts recognises that the provision of a safe and healthy working environment may be affected by those who misuse alcohol and drugs, as it may affect their performance, conduct and relationships at work. Against this background Shetland Arts will promote the health and wellbeing of employees to minimise problems at work arising from the effect of alcohol or drugs.

#### **4.8 Smoking & Vaping**

Responsibilities under health and safety legislation ensure, so far as reasonably practicable, the health and safety of our employees and others who may be affected by work activities. This includes the prohibition of smoking (including e-cigarettes) in workplaces in line with **The Smoking, Health and Social Care (Scotland) Act 2005**, the **Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006** and the **Health Act 2006 (England)**.

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

#### **4.9 Hazard Identification and Risk Assessment**

The **Management of Health and Safety at Work Regulations** require employers to assess the risks to employees and any others who may be affected by their undertakings.

Risk assessments are undertaken for all significant hazards associated with the operation of Shetland Arts.

The risk assessment process is practical, participative, systematic and covers hazards and risks that are reasonably foreseeable. Risk assessments will:

- Ensure that significant hazards and risks are addressed
- Identify the hazards by observation, using sources of information such as published guidance, manufacturer's information, accident records etc.
- Assess the risk from the identified hazards
- Ensure that all aspects of the work activity have been considered
- Address what happens in the workplace, including non-routine operations
- Ensure that all groups of employees and others who might be affected are considered
- Consider groups of employees who may be at particular risk, e.g. pregnant employees, young people, those with ability impairments etc.

Risk Assessments will be prepared by the Production Team in consultation with managers and employees, as required. Where necessary, safe working procedures will be developed to supplement risk assessments. Records of the completed risk assessments will be retained and available to all staff. Risk assessments will be reviewed periodically to ensure appropriate controls remain in place or after an incident.

#### **4.10 Manual Handling and Lifting**

The **Manual Handling Operations Regulations** establish a clear hierarchy of measures to:

- Avoid hazardous manual handling operations
- Assess any hazardous manual handling operations that cannot be avoided (using HSE MAC and RAPP assessment tools)
- Reduce the risk of injury

Injuries sustained because of manual handling activities account for a large proportion of work-related injuries and absence. Such activities are prevalent in most business sectors and must be managed effectively.

Where a possibility of injury from a manual handling operation is identified, a specific assessment will be carried out.

Information, instruction, and training will be provided to employees who are required to carry out manual handling tasks.

Employees suffering from an acute injury or long-term ill health condition, likely to be aggravated by manual handling or lifting, must report this condition immediately to their Line Manager.

#### **4.11 Vehicles and Occupational Road Risk**

Responsibilities under Health and Safety legislation ensure, the health and safety of our employees and others who may be affected by our work activities. This includes the activity of driving on public roads. Road traffic legislation imposes specific requirements on us in respect of vehicle use and maintenance.

##### **Private Vehicles**

Evidence is expected to be provided in terms of insurance of the private vehicle in particular insurance cover for business use.

##### **Approved Drivers**

Employees will be responsible for producing a DVLA code declaration for driving licences checks when requested to do so.

### **Vehicle Suitability & Maintenance**

Vehicles older than three years should be subject to annual MOT inspection and this documentation shared when requested.

### **Travel to Work**

For health and safety regulations, drivers who use their car for commuting to and from work are exempt from the above requirements.

### **Reporting Accidents**

Employees who are involved in a road traffic accident while driving for work will report the incident to their Line Manager. Driving at work accidents will be reported in line with the procedures for **Accident Reporting and Investigation**.

### **Planning Safe Journeys**

Sufficient time to comply with speed limits, taking account of weather, traffic conditions and the provision for rest breaks must be considered by each driver. Managers must ensure that work schedules are planned with adequate consideration to support these aims.

Employees should also refer to the Vehicle Policy.

### **4.12 Work Equipment**

Equipment used at work must comply with the **Provision and Use of Work Equipment Regulations (PUWER)**. Defined as any tool, apparatus, machinery, or plant that is used at work, including handheld tools, photocopiers, cookers, computers, overhead projectors, vacuum cleaners, ladders, roller shutter doors, hoists, lifts etc.

Any lifting equipment will be subject to regular inspection in accordance with the **Lifting Operations and Lifting Equipment Regulations**.

Prior to the purchase and use of any new item of equipment, an assessment of its suitability will be carried out in relation to the following:

- Its integrity, it must be safely constructed, designed, or adapted
- The place of its intended use, e.g. external/wet environment, flammable risk environments, general wear, and tear etc.
- The purpose of the equipment
- Where applicable the equipment must fail to a position of safety
- Equipment must have CE markings to ensure safety compliance
- Work equipment will be maintained in efficient working order as per manufacturer's advice

### **4.13 Violence at Work**

The **Management of Health and Safety at Work Regulations** require employers to assess the risks to employees and any others who may be affected by their undertakings including the risks from violence in the workplace.

The risk of violence in the workplace is assessed as low for Shetland Arts. However, the following precautions are in place to ensure the safety of employees:

- Controlled door entry systems
- Mobile phones for remote working

Any violent incidents will be reported to Line Manager in line with the procedures for **Accident Reporting and Investigation**.

#### **4.14 Work Related Stress**

The **Management of Health and Safety at Work Regulations** require us to assess the nature and extent of workplace hazards, both physical and psychological. Work Related Stress is defined as the reaction people have to excessive demands or pressures or other demands placed on them.

Shetland Arts is committed to promoting good health at work and providing support mechanisms for employees suffering from the negative effects of stress.

We will provide information to employees and managers in relation to stress including guidance on recognising the symptoms of stress; the effects of stress at work; effective communication; handling difficult situations and time management.

#### **4.15 Display Screen Equipment**

The **Health and Safety (Display Screen Equipment) Regulations** seek to protect the health of workers by reducing risks from work with display screen equipment (DSE).

The significant use of display screen equipment is a key feature of our work and as such presents a range of hazards to our employees including upper limb disorders, repetitive strain injuries and eye strain. We will reduce DSE risks through the provision of instruction and training for employees and the provision of display screen equipment, lighting, furniture, and general working environment.

Employees are required to complete a display screen assessment prior to commencing work and annually thereafter. All necessary adjustments will be undertaken to ensure the comfort and health of employees.

Eye tests are available to all users of display screen equipment. We will provide spectacles to any employee who has been advised by an optician that they require them solely in respect of their use of display screen equipment. Refer to the Glasses & Eye Test Policy.

Employees must advise their Line Manager if they are suffering aches, pains, headaches, or any other symptoms which may be attributable to their use of display screen equipment at work.

#### **4.16 Hazardous Substances**

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

Risk assessments will be carried out for all hazardous substances used and appropriate control measures implemented.

Contract cleaners provide material safety data sheets, risk assessments and training evidence for the products they use.

#### **4.17 Personal Protective Equipment (PPE)**

**Personal Protective Equipment at Work Regulations** requires PPE to be provided to employees exposed to a risk, where no other measures adequately controlled by other equally or more effective means.

PPE will be readily available, no charge to employees made for it and quality must be assured as meeting basic safety requirements (e.g. CE marked).



#### 4.18 Lone Working

The **Management of Health and Safety at Work Regulations** require employers to assess the risks to their employees while they are carrying out work tasks requiring working alone or remotely.

Where lone working is carried out, a risk assessment of the significant hazards will be prepared, considering:

- Remoteness of the work location
- Working outside normal hours and the duration of lone working
- Communication procedures e.g. poor mobile reception area etc.
- The potential for violence/aggression
- Personal health and fitness of the lone worker
- Provision/availability of first aid supplies
- Procedures in the event of an emergency or sudden illness
- Arrangements for rest breaks and availability of welfare facilities

#### 4.19 Working at Height

The **Work at Height Regulations** apply to all work at height where there is a risk of falls. Duty on employers to prevent anyone from such hazards and risks of such incidents.

Employees are not usually required to work at height, however should this be required a risk assessment will be completed and appropriate control measures implemented.

#### 4.20 Home Working

The **Management of Health and Safety at Work Regulations** require all employers to assess the risks to their employees while they are carrying out their daily duties, including where this requires working alone or remotely from others.

Shetland Arts has a duty to ensure the health and safety at work of our employees and this includes assessment and control of the risks associated with working at home.

Managers will ensure that a risk assessment of the home working environment is carried out to identify any health and safety risks that may affect the homeworker or others and ensure that measures are taken to control them including:

- Where we provide equipment for work purposes at home, we will ensure the equipment is suitable and that sufficient information and training is given on its use.
- Arrangements will be made for the equipment to be checked regularly.
- Homeworkers will be included in our consultation arrangements.
- Regular communication with home workers will be carried out by managers.

Employees should maintain regular communication with their Line Manager and:

- Respond to messages within reasonable timeframes.
- Ensure work equipment does not present a hazard to themselves or others within their home.
- Report damaged/defective equipment to their manager as soon as possible.
- Co-operate with Shetland Arts towards engagement and involvement in the risk assessment process.

#### 4.21 Pandemics and Epidemics

When notified that the country is experiencing a pandemic or epidemic, Shetland Arts will aim to prevent the spread of infection through work-based activities by adopting suitable control measures.

Shetland Arts will:

- follow guidance given by government agencies and close work sites if instructed to or if employees or any person is put at risk,
- undertake risk assessments to identify tasks or situations that may expose individuals or groups to potential risks,
- monitor any changes to government guidance,
- manage the risk posed by contractors and visitors visiting the workplace,
- develop and implement an emergency action plan to deal with any potential outbreaks,
- allow employees to take part in any government testing,
- identify, plan and implement controls and safe systems of work to prevent transmission,
- provide information, instruction and training to those identified at risk,
- where required, provide personal protective equipment (PPE) and monitor its use and maintenance,
- organise for the safe cleaning of equipment and, where appropriate, disinfection and thorough cleaning,
- arrange for safe disposal of any infected materials, and
- adopt good hygiene practices.
- identify, plan and implement controls and safe systems of work to prevent transmission,
- provide information, instruction and training to those identified at risk,
- where required, provide personal protective equipment (PPE) and monitor its use and maintenance,
- organise for the safe cleaning of equipment and, where appropriate, disinfection and thorough cleaning,
- arrange for safe disposal of any infected materials, and
- adopt good hygiene practices.

#### 4.22 Workplaces

Shetland Arts will comply with the requirements of the **Workplace (Health, Safety and Welfare) Regulations**. The regulations are intended to protect the health and safety of everyone in the workplace and ensure that adequate welfare facilities are provided for people at work. The regulations aim to ensure that workplaces meet the needs of all members of a workforce, including people with disabilities.

Health, safety, and welfare provisions will include:

- Maintenance of workplace, equipment, devices, and systems
- Adequate ventilation, temperature, and lighting
- Maintaining cleanliness and removal of waste materials
- Adequate room dimensions, including workstations
- Maintaining the condition of floors, traffic routes, and doors
- Preventing falls or falling objects
- Maintaining glazing, including window cleaning
- Provision of sanitary conveniences and washing facilities
- Supply of drinking water
- Provision of accommodation for clothing
- External segregation of pedestrians from motor vehicle routes

#### **4.23 Electricity**

The onus of the **Electricity at Work Regulations** is to assess work activities that utilise electricity, or may be affected by it, and to define all foreseeable associated risks.

Shetland Arts will ensure that electrical equipment and systems are maintained, and that installations and electrical equipment are for the environment in which they are used. Protective equipment will be provided where necessary and maintained in good condition. No employee will carry out work on electrical equipment. Electrical testing and inspection will be carried out as follows:

##### **Portable Appliance Testing**

Testing of portable appliances within our offices will be programmed to be carried out every two years, by a competent person.

##### **Fixed Electrical Installation Inspection**

Fixed electrical installation inspection will be carried out every five years by a competent person.

##### **Visual Checks of Electrical Equipment**

Employees should carry out periodic visual checks of electrical equipment, in particular the condition of cables, plugs and sockets. Any damaged or defective equipment must be reported to their Line Manager immediately and withdrawn from use until repaired or replaced.

#### **4.24 Asbestos**

The **Control of Asbestos at Work Regulations** place specific responsibilities on duty holders to manage the risk from asbestos by:

- Ascertaining if there are ACMs (Asbestos Containing Materials) in premises, the location and what condition it is in
- making and keeping an up-to-date record of the location and condition of the ACMs or presumed ACMs
- assessing the risk from asbestos present
- preparing a plan that sets out in detail location, condition, to manage the risk
- taking steps needed to put the plan into action including warning signage, removal and/or encapsulation
- periodic review of the plan and the arrangements that have been implemented
- providing information on the location and condition to anyone liable to work near on or ACMs

Where employees may come into accidental contact with asbestos materials on site, awareness training will be provided.

#### **4.25 Noise at Work**

The **Control of Noise at Work Regulations 2005** places a duty on employers to undertake suitable and sufficient risk assessment of noise exposure in the workplace.

Shetland Arts will assess the risks from noisy equipment or processes through sound level testing and implement appropriate engineering control measures, e.g. using quieter equipment, insulating noisy areas. Where engineering controls are not possible or limited, hearing protection of the appropriate attenuation will be provided.

Where employees are regularly exposed to noise levels above 80 decibels, personal exposure will be assessed, and annual health surveillance provided.

## **Appendix 2 - Recruitment**

### **Purpose**

Shetland Arts is committed to attracting and retaining a high performing workforce which makes a critical contribution to its success in line with the strategic purpose and goals as set by the trustees. This policy provides a framework which enables Shetland Arts to meet its staff resourcing requirements through a range of routes which, whilst allowing for flexibility of approach, will comply with relevant legislation.

Shetland Arts aims to recruit staff that share and understand our commitment and to ensure that no job applicant is treated unfairly by reason of a protected characteristic as defined within the Equality Act 2010.

### **Scope**

This policy applies to the identification, recruitment and engagement of all members of Shetland Arts' workforce.

The workforce includes members of staff employed on open-ended or fixed term employment contracts; external secondees; casual workers and agency workers.

The contracting of freelancers or consultants fall under the procurement policy.

### **Aims of the Policy**

The Recruitment process outlined in this policy is underpinned by the following general principles:

- When a resource requirement is identified, full consideration is given to the most effective and efficient way to meet the need, which may not be direct replacement.
- The Recruitment Policy is fair and transparent, and is carried out in accordance with relevant employment, equality and procurement legislative requirements and best practice.
- Shetland Arts is committed to making reasonable adjustments to prevent applicants from being placed at a disadvantage by any practice within the recruitment and selection process or any physical feature of the premises.
- Shetland Arts staff are not involved in the recruitment and selection of close relatives, partners or friends.
- Appropriate selection methods and objective criteria (e.g. qualifications, competencies, skills, knowledge and experience) are used to identify and appoint the best candidate for each role, in a fair and effective manner.
- Selection methods allow the candidate to best demonstrate his or her skills, knowledge and abilities against the person specification – and to obtain information about the role, department which helps them determine their suitability for the role.
- All applicants for positions at Shetland Arts have a positive experience and are left with a good impression of Shetland Arts as a whole.

- All members of staff involved in recruitment and selection are expected to familiarise themselves with this policy and guidance, and to complete appropriate training.

### **Identifying Recruitment Needs**

When a vacancy arises, the decision to recruit a replacement for the job holder will be carefully considered by the Chief Executive and appropriate Managers, whilst considering the impact on the budget. They will evaluate whether the job could be carried out in a different way or whether there may be an internal candidate who could transfer or develop the skills necessary for the role.

### **Defining the Role**

To ensure objectivity, the duties and the skills required by the job holder will be reviewed and any existing documentation updated so that candidates are assessed against the same framework.

If there is no Job Description or Person Specification for the position, this will be drafted setting out the tasks that make up the job, the outputs expected, how the role fits into the organisational structure and the skills, behaviours and experience required.

This will be developed under the following headings:

- job title
- responsibilities of the post
- specific qualifications required
- specific experience required
- personality to carry out the post and fit in with existing personnel
- future requirements of the job
- likely career progression with the job salary/grade

### **Methods of Recruitment**

To ensure that the best candidate is attracted and appointed Shetland Arts may use any or all of the following methods of recruitment:

- advertising the vacancy internally
- advertising in the appropriate media
- recruitment agencies
- encouraging existing employees to recommend a candidate.

All externally advertised roles are listed on Shetland Arts website which directs candidates to apply by completing the relevant Application Form in full. CVs will not be accepted in substitution for completed Application Forms.

All applications will be handled in confidence and circulated only to those involved in the recruitment process.

Care will be taken to use selection methods and techniques which are relevant to the job. These will be reviewed regularly to ensure their fairness and consistency of application.

The Chief Executive should ensure that an Equal Opportunities Statement be included in all advertisements.

## **Shortlists and Interviews**

The first step in selecting candidates for interview is to create a shortlist. Shortlisting is undertaken by at least two members of the selection panel to help ensure objectivity. Shortlisting is carried out on the basis of information included in the completed application form which is used to measure and score applicants against the criteria outlined in the person specification.

The main method of selection for permanent staff is normally a selection panel interview.

Interview questions and structure of the interview should be consistently applied to all candidates and should be based on the person specification for the role. Before interviews begin, panel members should agree questions under each of the competency headings with candidates measured and scored against these.

The selection process is an opportunity to present candidates with a good impression of Shetland Arts and to provide information which will help the candidate determine their interests in the role.

Travel expenses within Shetland will be reimbursed where appropriate.

If any tests are to be given (e.g. skills tests, presentations, aptitude tests), the candidates will be given details in advance.

## **Making an Offer**

The selection panel chair should make a verbal offer to the successful candidate, subject to references, if applicable. Once the candidate confirms that they accept the offer, the Organisational Support department will prepare the offer of employment, subject to references.

All unsuccessful candidates will be advised of the outcome by telephone with a follow up confirmation letter. In the case of internal applicants being unsuccessful, the line manager will communicate this directly. If an unsuccessful interview candidate requests feedback, it is expected that the selection panel chair will provide meaningful feedback as soon as possible after the selection process.

All permanent positions will be subject to at least a 3-month probationary period.

## **References**

References will always be taken up on external candidates once an offer of employment has been made and accepted. Candidates will be asked to provide the details of two referees, one of whom should be the most recent employer, where applicable. All offers of employment are made subject to the receipt of satisfactory references. References from relatives or friends will not be accepted.

It is not permissible under the Equality Act to enquire about the sickness absence record of an applicant prior to an offer of employment being made to them.

When requesting references, it is helpful to seek precise information and confirm facts, such as length of employment, relationship of the applicant to the referee, job title, brief details of responsibilities, reasons for leaving, performance and any other relevant information. It is helpful to the referee to include a copy of the job description and person specification of the post being recruited.

Social networking sites must not be used as a means of screening as this could breach privacy and data protection legislation.

## **Appointments**

Successful candidates should only start in post once one satisfactory references has been received. With the second received within one month of the start date. In cases where they have not been received prior to the candidates start date it may be necessary to delay the individuals start date.

On their first day of employment new starters are required to bring with them their P45 and proof of eligibility to work in the UK. Employees who do not produce evidence of their entitlement to work in the UK on or before their first day of employment cannot commence employment and will not receive their salary payments.

## **Data Protection Legislation**

### **a. Privacy Notice**

This policy, together with the information contained in the table of applicant data (available on request), constitutes a privacy notice setting out the information Shetland Arts holds about applicants, the purpose for which this data is held and the lawful basis on which it is held. Shetland Arts may process personal information without applicants' knowledge or consent, in compliance with this policy, where this is required or permitted by law.

If the purpose for processing any piece of data about applicants should change, {the Company} will update the table of applicant data with the new purpose and the lawful basis for processing the data and will notify applicants.

### **b. Consent to Data Processing**

Shetland Arts does not require consent from applicants to process most types of applicant data. In addition, Shetland Arts will not usually need consent to use special categories of personal information in order to carry out legal obligations, exercise specific rights in the field of employment law or when it is necessary for Shetland Arts' legitimate interests and public interest.

Where applicants have provided consent to the collection, processing and transfer of personal information for a specific purpose, they have the right to withdraw consent for that specific processing at any time. Once Shetland Arts has received notification of withdrawal of consent it will no longer process information for the purpose or purposes originally agreed to, unless it has another legitimate basis for doing so in law.

### **c. Lawful Processing of Information about Criminal Convictions**

Shetland Arts will only collect information about criminal convictions if it is appropriate given the nature of the role and where it is legally able to do so.

### **d. Automated Decision Making**

Automated decision-making takes place when an electronic system uses personal information to make a decision without human intervention.

Shetland Arts does not envisage that any decisions will be taken about applicants using automated means, however applicants will be notified if this position changes.

e.        **Retention of Data**

Shetland Arts will only retain applicants' personal information for as long as necessary to fulfil the purposes it was collected it for, including for the purposes of satisfying any legal, accounting, or reporting requirements. Details of retention periods for different aspects of personal information are set out in the table of applicant data (available on request).

Under current data protection legislation, unsuccessful candidates can request copies of any notes held on them that are stored in a structured way. All notes regarding the selection of candidates will therefore clearly demonstrate where the candidate did and did not compare to other candidates in terms of the skills and knowledge required by the job.

**Confidentiality and Compliance**

Shetland Arts has put in place appropriate security measures to prevent personal information from being accidentally lost, used or accessed in an unauthorised way, altered or disclosed. Details of these measures are available upon request.

Shetland Arts may share personal information with third parties. Shetland Arts requires third parties to respect the security of applicant data and to treat it in accordance with the law. Shetland Arts may also need to share personal information with a regulator or to otherwise comply with the law.

All staff involved in a Selection Panel should ensure that confidentiality is paramount. All documentation is treated in accordance to the data protection legislation.

All staff involved in the recruitment and selection of staff should declare any conflicts of interests or personal interests to any applicants to the Chair of the panel at the beginning of the recruitment process. Examples of conflict of interests could be where a panel member is involved in the shortlisting and/or interviewing of a candidate who is a spouse, partner, close friend or other family member.

All recruitment and selection should be conducted in compliance to current employment legislation.

**Implementation, Monitoring and Review**

This Policy will be reviewed every three years.



## **Appendix 3 – Pay and Pensions**

### **Purpose**

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

### **Scope**

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

- Customer Service Supervisor
- Technician
- Lecturer

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

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

### **Introduction**

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

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

### **Trustee Pay Procedures**

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

## **Staff Pay Procedures and Progression**

### Annual Cost of Living Uplift

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

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

### Performance Related Pay Increases

In addition to any annual cost of living increase an employee may also be eligible for a performance related pay increase. Employee performance will be reviewed annually at the end of year at an appraisal. At appraisal a performance rating will be agreed. At the end of year, the CEO will determine whether there are available funds to offer pay increases across Shetland Arts. If there are, these funds will be distributed according to performance ratings, for example:

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

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

## **Pension Entitlement**

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

### Contracted Employees

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

### Casual staff

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

**New employees**

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

## Pay Structure

| Grade | Pay Range                 | Roles within grade   |
|-------|---------------------------|--|
| 6     | £70,365 - £80,169         | Chief Executive  |
| 5     | £42,226 - £53,076         | Support – Leadership Team<br>Production & Facilities – Leadership Team<br>Education and Outreach – Leadership Team<br>Commissioning – Leadership Team<br>Sales and Communications – Leadership Team  |
| 4     | £31,878 - £38,465         | Creative Project Manager<br>Operations Manager<br>Education Manager<br>Support Manager<br>Production Manager<br>Finance Manager<br>Sales and Marketing Manager                                       |
| 3     | £28,263 - £33,478         | Studio Technician<br>Customer Service Supervisor<br>Lecturer<br>Marketing & Communications Officer<br>Technician<br>Finance Officer<br>Admin Officer<br>Cinema Technician<br>Crowd Safety Assistants |
| 2     | £24,780 - £28,868         | Finance Assistant - Income<br>Retail Assistant<br>Junior Technician  |
| 1     | Living Wage<br>£24,242.40 | Customer Services Assistant<br>Maintenance Technician<br>Marketing Assistant<br>Cleaner  |

## 5.3 Strategic Risks

### April 2025



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#### INTRODUCTION

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This report reviews all the Strategic Risks ahead of the annual reporting requirements

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#### DETAIL

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Apart from changes that have been discussed at other meetings throughout the year no changes are being recommended by the Executive.

## 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><br>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<br><b>Severity</b> has reduced because of 1.2, 1.4 & 1.6      |
|     |   |           |          |              | 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                           |                   |                  |                      |  |
|     |   |           |          |              | 1.6 | Critical Process Planning                     | Succession Planning                             |                   |                  |                      |  |
| 2   | <b>Lack of Governance</b><br>With little or no systems in place to identify & monitor compliance  | 2         | 4        | 8            | 2.1 | Regular meetings with key reports             | Board Agenda, Minutes of Meetings               | 1                 | 2                | 2                    | <b>Frequency</b> has reduced because of 2.1<br><b>Severity</b> has reduced because of 2.2 & 2.3                      |
|     |   |           |          |              | 2.2 | Work through Scottish Governance Code         | Task lists generated                            |                   |                  |                      |  |
|     |   |           |          |              | 2.3 | Achievement of Good Governance Award          | Kitemark Achieved                               |                   |                  |                      |  |
| 3   | <b>Loss of stakeholder confidence / trust</b><br>Risk that an incident or situation creates an environment that confidence is eroded or lost. | 2         | 4        | 8            | 3.1 | Business Continuity Planning                  | BCP plans                                       | 1                 | 4                | 4                    | <b>Frequency</b> has reduced because of 3.1, 3.2 & 3.3<br><b>Severity</b> has not been reduced                       |
|     |   |           |          |              | 3.2 | Access to specialist comms freelancers        | have one during the pandemic                    |                   |                  |                      |  |
|     |   |           |          |              | 3.3 | Good informed relationship with stakeholders  | Resilience plans                                |                   |                  |                      |  |
| 4   | <b>External Impacts</b><br>Being unable to manage and adapt to societal shocks. e.g. Pandemics  | 2         | 5        | 10           | 4.1 | Ensure staff structure is flexible            | Staff planning                                  | 2                 | 3                | 6                    | <b>Frequency</b> has not been reduced<br><b>Severity</b> has been reduced because of 4.1, 4.2, 4.3 & 4.4             |
|     |   |           |          |              | 4.2 | Ensure staff are current in training          | Performance Development Reviews                 |                   |                  |                      |  |
|     |   |           |          |              | 4.3 | Business Planning                             | Business Plan                                   |                   |                  |                      |  |
|     |   |           |          |              | 4.4 | Relationship with stakeholders                | Resilience plans                                |                   |                  |                      |  |
| 5   | <b>Finance</b> Unexpected shortfall in funding or income to deliver against medium term plans   | 3         | 5        | 15           | 5.1 | Be informed about funding landscape           | Communications with CS, SIC and SCT             | 2                 | 3                | 6                    | <b>Frequency</b> has been reduced because of 5.1, 5.4 & 5.5<br><b>Severity</b> has been reduced because of 5.2 & 5.3 |
|     |   |           |          |              | 5.2 | Able to raise funds from alternative sources  | Successful funding applications                 |                   |                  |                      |  |
|     |   |           |          |              | 5.3 | Focus on traded/commercial income             | Income graphs generated                         |                   |                  |                      |  |
|     |   |           |          |              | 5.4 | Deliver on funding agreements                 | Reporting                                       |                   |                  |                      |  |
|     |   |           |          |              | 5.5 | Ensure funding is claimed in a timely fashion | Minuted quarterly funding reviews with managers |                   |                  |                      |  |

| No. | Strategic Risk   | Frequency | Severity | Risk Profile | No. | Mitigation                                   | Evidence   | Revised Frequency | Revised Severity | Revised Risk Profile | Rationale   |
|-----|--|-----------|----------|--------------|-----|--|--|-------------------|------------------|----------------------|---|
|     |  | (1-5)     |          | (FxS)        |     |  |  | (1-5)             |                  | (RFxRS)              |   |
| 6   | <b>Estates</b><br>Large unexpected estates issues  | 2         | 5        | 10           | 6.1 | Proactive Asset Management                   | Asset Management Plan                            | 1                 | 5                | 5                    | <b>Frequency</b> has been reduced because of 6.1 & 6.2<br><b>Severity</b> has not been reduced  |
|     |  |           |          |              | 6.2 | Regular Maintenance                          | Various Maintenance Contracts (eg Ness and Kone) |                   |                  |                      |   |
| 7   | <b>Legal/Regulations</b><br>Breach of legal or licencing conditions  | 3         | 5        | 15           | 7.1 | Trained Staff                                | Personal Licence Training                        | 2                 | 5                | 10                   | <b>Frequency</b> has been reduced because of 7.1, 7.2, 7.3 & 7.4<br><b>Severity</b> 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                          |                   |                  |                      |   |
| 8   | <b>Climate Change</b><br>Risk to organisation sustainability in the face of ongoing climate change impacts | 2         | 4        | 8            | 8.1 | Use of Hybrid Working                        | Flexible Working Policy                          | 2                 | 4                | 8                    | <b>Frequency</b> has not been reduced as any impact we can have will not be sufficient to create change<br><b>Severity</b> has not been reduced as any impact we can have will not be sufficient to create change |
|     |  |           |          |              | 8.2 | Use of online meetings with partners         | Fortnightly islands meetings                     |                   |                  |                      |   |
|     |  |           |          |              | 8.3 | Invest in facilities to reduce carbon useage | SCT Capital Grants Sheme                         |                   |                  |                      |   |
|     |  |           |          |              | 8.4 | Carbon budgeting                             | Intorduce form April 2025                        |                   |                  |                      |   |

| 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

### April 2025



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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                | N/A  |
| Shetland Charitable Trust        | Meeting held to update SCT on the progress of the Capital Grant works. |
| Highlands and Islands Enterprise | New lead officer been appointed from the Orkney Office                 |
| Shetlands Islands Council        | N/A  |



## 7.1 Key Upcoming Events April 2025



| EVENT DETAILS |                              |           |
|---------------|------------------------------|-----------|
| Date          | Title                        | Venue     |
| 29 May 2025   | Mindin' Tagidder Book Launch | Town Hall |
| 29 May 2025   | Bodies of Water              | Mareel    |
| 14 June 2025  | Marjolein: O                 | Mareel    |