

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 26 June 2025 at 5.30pm
Venue: Mareel/Teams



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 25 April 2025		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached To Follow Attached	KLL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Strategic Risks 5.3 Trustee Recruitment 5.4 Signing Authorities 5.5 Appointment of Vice Chair	Attached Attached Attached Attached N/A	KLL GH JM KLL JM	Approval Approval Approval Approval Approval
6	Strategy 6.1 Update from Stakeholders	Attached	GH	Note
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 28 th August 2025 – 5.30pm		Chair	

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



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Minutes of the Open Meeting of Shetland Arts Development Agency, Thursday 25 April 2025, held at 5.30 p.m. in Mareel

Present:

Jamie Manson (JM), Shetland Arts (Chair)
Chris Gadsby (CG), Shetland Arts
Hannah Hough (HH), Shetland Arts
Malcolm Innes (MI), Shetland Arts
James Johnson (JJ), Shetland Arts
Michele Kerry (MK), Shetland Arts
Kerry Larbalestier (KL), Shetland Arts (via VC)
Susan Mail (CG), Shetland Arts

In Attendance:

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

Apologies:

Item	Topic	Action
1	Welcome and Apologies SM as Chair welcomed everyone to the meeting before standing down as Chair. GH took the Chair to facilitate the election of a new Chair. On the motion of JJ, seconded by CG, JM was elected as Chair.	
2	Declarations of Interest None	
3	Minutes of Meeting held on 25 March 2025 The minutes were approved on the motion of KL, seconded by JJ. <u>Matters Arising:</u> None.	
4.1	Management Accounts to end February 2025 Noted.	
4.2	Operational Issues Noted. <u>Access & Inclusion Group</u> – GH taken over as Chair of the group. <u>Staff Forum</u> – First very productive meeting held. SM had attended and felt it had been very open, pertinent and constructive.	

4.3	Performance Monitoring <u>KPIs</u> – Noted that “Concerts, Screenings, Exhibition Days” targets were adversely affected by the closure of Bonhoga and new targets would be set for the current year.	
4.4	Major Projects Noted.	
5.1	Policies <u>Health, Safety and Welfare</u> – Due to feedback prior to the meeting, it was agreed to withdraw consideration of this policy to allow discussion with the Health & Safety Advisor. This could either happen at the following month’s informal meeting or a lunchtime session in June whilst the Advisor was in Shetland. <u>Recruitment</u> – No suggested changes. <u>Pay & Pension</u> – Whilst being asked to approve the policy to set pay scales, it was noted that a significant update would be brought to the next Board meeting. Both Recruitment and Pay and Pension policies approved on the motion of JJ, seconded by CG.	GH
5.2	Strategic Risks It was noted that individual risks were brought to the Board throughout the year but this was an opportunity to review the Register as a whole. It was agreed to amend the Evidence for Mitigation 1.1 to biennial.	KLL
6.1	Update from Stakeholders Noted.	
7.1	Key Upcoming Events Noted.	
8	Any Other Business	
9	Date of Next Board Meeting 5.30 p.m. Thursday 26 June 2025	

4.1 Management Accounts

1 Month to April 2025

Profit and Loss Accounts



Shetlandarts

	Actual	Budget	Variance
	£	£	£
<u>Income</u>			
Ticket Sales	32,968	29,285	3,683
Education and training income	13,891	10,083	3,808
Retail income	2,149	2,053	96
Food and beverage income	39,074	35,900	3,174
Foyer income	10,633	9,481	1,152
Box office commission income	3,213	4,167	(954)
Hire of rooms and equipment income	6,814	10,358	(3,544)
Screen advertising income	1,713	1,250	463
Gift Vouchers	- 195	-	(195)
Sponsorship income	-	-	-
Donations received	-	128	(128)
Grant Funding - Capital	-	-	-
Grant Funding - SIC	-	151	(151)
Grant Funding - SCT	87,500	87,500	-
Grant Funding - Creative Scotland	29,909	30,128	(219)
Other Grants - Trusts and foundations	-	1,667	(1,667)
Operating lease income - SIC	11,038	11,038	-
Other income & Interest received	10,177	9,825	352
Memberships received	356	1,667	(1,311)
	<u>249,240</u>	<u>244,681</u>	<u>4,559</u>
<u>Purchases</u>			
Food and beverage purchases	22,953	15,000	(7,953)
Foyer purchases	8,185	4,420	(3,765)
Retail purchases	1,807	1,870	63
Direct costs	-	-	-
	<u>32,945</u>	<u>21,290</u>	<u>(11,655)</u>

Direct Costs

Gross wages and salaries - regular	76,020	89,913	13,893
Gross wages - casual	14,417	5,421	(8,996)
Employers NI	9,615	9,787	172
Employers pension	16,347	19,014	2,667
Recruitment expenses	1,169	275	(894)
Employee/Trustee expenses	-	1,667	1,667
Training and protective clothing	678	83	(595)
Programme costs - project	20,220	26,576	6,356
Marketing costs - project	2,948	1,619	(1,329)
Licences - PRS etc	4,993	5,687	694
Film transport	-	167	167
Hire of equipment	210	-	(210)
	<u>146,617</u>	<u>160,209</u>	<u>13,592</u>

Overheads

Travel and subsistence and Entertainment	5,512	2,659	(2,853)
Rent, Rates and Insurance	8,405	8,273	(132)
Heat and Light	12,137	13,121	984
Operating leases - Rent and Equipment	12,988	12,438	(550)
Repairs and maintenance and cleaning	7,859	11,154	3,295
Print, postage and stationary	714	425	(289)
Telephone and broadband	461	718	257
Computer costs	1,602	1,921	319
Marketing costs - strategic	-	23	23
Website costs	-	229	229
Subscriptions	901	145	(756)
Consumables	52	1,029	977
Sundry	4	-	-
Legal and professional fees	2,949	3,332	383
Till differences	- 8	-	8
Bank charges	2,186	1,978	(208)
Loan interest	55	500	445
	<u>55,817</u>	<u>57,945</u>	<u>2,128</u>
SURPLUS/DEFICIT	<u>13,861</u>	<u>5,237</u>	<u>8,624</u>

4.2 Operational Issues

June 2025

INTRODUCTION

This report details the following

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

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
N/A			

WORKING GROUP UPDATES

Group	Update
Access & Inclusion	Not met due to the restructure
Commercial	Not met due to the restructure.
Staff Forum	Met to provide feedback on pay policy consultation. A fruitful discussion over various issues raised. Revised pay policy for consideration by trustees.

4.4 Major Projects

June 2025

INTRODUCTION

This report details the following

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

SIGNIFICANT PROJECTS COMPLETED

Date	Title	Intention	Outcome
29 May 2025	Remembering Together	To deliver phase 2 of the National Covid Memorial project.	With the book launch taking place on May 29 this project is now complete
June 25	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.

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Application made to Scottish Government for five years funding 2026 – 2030 (outcome November 25). Discussion regarding interim funding being had with CS.
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Development of FBC underway
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Changing places tenders received and will be discussed.

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	Application made for the next round of funding
Travel Know How Scotland	Travel Planning for Staff, Suppliers and Customers	Still under discussion
New Website	New more user friendly website	Wireframing underway
Rebranding	Updated brand for the organisation.	The steering group is feeding back to the designers over colours. Good progress is being made.
Shetland Noir 2026	An international crime writing festival hosted by Ann Cleeves and Marsali Taylor	Festival Launched on Thursday 12 June. 132 noir cards sold (70%) by 16 June.
Fundraising Strategy	To develop and implement a fundraising strategy.	Initial workshop held on Thursday 19 June

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.

5.1 Policies

June 2025

INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Health, Safety and Welfare	1	Updated by our Health & Safety advisor. Full detail of process followed included as Appendix 2.
Appraisal Policy	3	Updated to removed numerical scoring following discussion with staff. No feedback received on this at staff forum.

POLICY REGISTER

Policy Name	Date for Review	Notes
Health, Safety and Welfare	27/04/2024	Included as Appendix 1.
Pay and Pension	27/04/2025	Included in closed report.
Expenses	30/06/2025	Will be reviewed at August board meeting.
Alcohol and Drugs	30/06/2025	Will be reviewed at August board meeting.
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	Included as Appendix 3.
Sick Pay	19/12/2026	
Adoption, Maternity and Paternity	27/02/2027	
Recruitment	25/04/2027	
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

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

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.
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

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

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 – Process for Review of Health, Safety & Welfare Policy

The following are the steps taken in the review of the Health, Safety & Welfare Policy:

- | | |
|---------------|---|
| June 2024 | During the annual visit from our Health and Safety Adviser, Gail Dyer, she reviewed the policy and identified any required updates. |
| | The updated policy was then taken to the board for approval at the June 2024 board meeting. The Trustees identified concerns that it was not clear enough who had various responsibilities. |
| August 2024 | The Support Lead reviews the policy and begins to try and make necessary changes. |
| January 2025 | Gail Dyer is contacted for support in making the amendments to the policy in order to gain expert advice as the Support Lead and CEO are unsure how to proceed. |
| February 2025 | An updated policy is sent to volunteer Trustees for review before taking to the board meeting in April. |
| April 2025 | Updated policy with clearer info on responsibilities is presented to the board. There are concerns that the policy contains too much information that is included elsewhere. |
| May 2025 | A meeting is arranged with Gail Dyer to discuss the Trustees concerns directly, this is cancelled at Trustees request as deemed no longer necessary. |

Appendix 3 – Appraisal Policy

Introduction

The key to the success of Shetland Arts is the staff who deliver the service to our customers. It is, therefore, vital that the performance of each employee is optimised so that both Shetland Arts and our customers have as much benefit from this as possible as well as the employees having as much job satisfaction as possible.

Shetland Arts also recognises that employees need regular and constructive feedback on their work performance. It is also recognised that employees have the opportunity to give their own views both on their own performance and issues which affect it. Having a formal Performance Appraisal therefore will meet the needs of both Shetland Arts and its employees.

An appraisal is a record of the employee's performance, training and development needs with the appraisal being the core formal process for developing the highest possible standards of performance in the business. It provides a structure which enables an overall view of work content to be taken by looking back on what has been achieved during the year. It also provides the opportunity to look forward by agreeing objectives and identifying any training, learning and development needs or support which may be required for the next appraisal year.

Aims and Objectives

The overall aim of the performance appraisal process is to maximise the performance of each employee. It is also looking at each employee's potential so that they can achieve a high level of job satisfaction with their efforts being focused on their contribution towards Shetland Arts reaching its objectives.

Shetland Arts's appraisal is designed for the following purposes:

- To assist employees in performing their role to the best of their ability
- To help employees have a high level of motivation and personal job satisfaction
- To provide the employee a formal opportunity to reflect on their own performance and raise any issues which may affect this. It should be noted that employees can raise issues at any time during the year which may be affecting their work. It is important that any employee issues are brought to the attention of the Line Manager in the first instance so that these can be dealt with as promptly as possible
- To identify any learning and development needs for the employees
- To maintain up to date records of qualifications, skills and abilities
- To improve communication
- To strengthen employee/management relationships
- To maximise standards of performance and efficiency in line with the competencies
- To contribute towards meeting Company's objectives
- To assess potential and assist with succession planning

Process

At the end of each appraisal year there will be a formal appraisal meeting arranged to discuss objectives set for the appraisal year, performance against competencies, what has been achieved, what development and learning has taken place and discuss and record overall ratings. Part of the process also includes discussing objectives for the forthcoming appraisal year and what learning and development needs should be followed up to help the employee achieve their potential.

The appraisal will be based on the SMART targets and competencies required for the job. SMART targets must be specific, measurable, achievable, relevant and time bound. More information on SMART targets can be found in the General channel on teams.

Employees will carry out a self-appraisal on themselves in advance of the meeting, so that they can participate fully in the appraisal process.

The line manager will be the person who conducts the performance review meeting with the employee. The line manager needs to ensure that the meeting is kept confidential and can be held in a location which is private and free from interruptions. The structure for the performance review process usually takes the following steps:

Step 1 Line manager arranges the meeting date, time and location with the employee and issues the review form to the employee at least 10 working days prior to the meeting taking place.

Step 2 Employee completes self-appraisal sections and return to line manager at least 3 working days prior to the date of the meeting to enable the line manager to prepare for the meeting.

Step 3 Hold meeting ensuring that this is a two-way communication with the employee being encouraged to put forward their thoughts and identify any issues which need to be addressed.

Step 4 Within 10 working days of the meeting taking place the line manager then completes form and returns this to employee for any further comments.

Step 5 Within 5 working days of receiving the form, the employee is required to sign and return form to line manager.

Step 6 Within 5 working days of receipt, the line manager is required to sign the form and upload to the employees Breathe HR record.

Self-Appraisal

In preparation for the review meeting, employees should complete the relevant sections of the Appraisal Form. This should include comments and examples of evidence as to how they have demonstrated that they have achieved the objectives and competencies for the job. The evidence could include examples of targets which have been met, comments received from clients whether by letter or e-mail, comments made by work colleagues where the employee has gone above and beyond what was required.

By completing a self appraisal in advance of attending the appraisal meeting, employees will be able to obtain as much benefit as possible from the discussions with their line manager.

Quarterly One-to-One Meetings

During the course of a year, it is usual that there will be quarterly review meetings held with each employee by the line manager. It is important that quarterly reviews are carried out throughout the year so that nothing comes as a surprise at the formal appraisal meeting. The quarterly review can also mean that an issue can be dealt with before it becomes a major issue for either Shetland Arts or the employee concerned.

There is no formal form for these meetings however it is recommended that a note of the meeting is prepared and signed by both the line manager and employee for upload to the employees Breathe HR file.

Appraisal Meeting

The appraisal meeting is a two-way discussion between the employee and their line manager about the employee's performance during the year.

The discussion will focus on performance against objectives, i.e. what was achieved, along with a review of how these were achieved, i.e. the employee's performance within the competencies for the role.

The meeting will also include discussions on any learning and development the employee has had during the year as well as any that may be required for the next appraisal year.

Objectives for the next appraisal year will also be included in the discussions as these will be the foundation for the next year's review.

Performance Appraisal Form

A performance appraisal form must be completed as part of the process. Completion of the form ensures that there is a record of the meetings and also helps to ensure that any follow-up action identified are completed.

The line manager has a section for any additional comments which have not been captured elsewhere on the form. There is also a section in which employees are encouraged to put any additional comments before signing the form to indicate that they have had the discussions with their line manager.

A copy of the completed appraisal form must be given back to the employee within 10 working days following the meeting.

The completed form will be retained in the employee's personnel file and kept as confidential. The form will be retained for three years from the date of the review meeting and can then be destroyed.

Performance Ratings

A rating will be provided for each competency from the options below, but no overall rating will be given for the appraisal as a whole.

Exceeding	Meeting all competencies at your level and meeting some in the next level.
Met	Meeting all competencies at your level.
Not Met	Not meeting some or all competencies required at your level.

Learning and Development

An important part of the review process is to identify learning and development needs for the employees. These should be linked to the overall objectives of Shetland Arts as well as to the development of the individual in more general terms.

It may be that there are development areas linked with the competencies or to the skills needed to carry out the duties required. These should be discussed at the appraisal meeting so that activities can be agreed along with timescales of when these activities are expected to be completed.

Some examples of the types of development activities identified could be:

- The employee to attend a training course on technical information needed to carry out the duties.
- The employee to shadow another colleague who carries out a different role so that it increases their overall understanding of other activities carried out by Shetland Arts.
- The employee to identify how they may be able to change their working practices to streamline how they carry out their duties so that these are carried out more efficiently.
- As part of succession planning, it could be suggested that the employee take on a specific project which would stretch their capabilities or test them in some way.

Appeal Procedure

If any employee disagrees with the comments and/or ratings given by their line manager, they should write to their Line Manager setting out their concerns. A meeting will then be held to resolve any disagreement. If the employee still does not agree, then Shetland Arts's Grievance Procedures should be followed to resolve the matter.

Capability Policy

If any employee receives a performance rating of "not met" in more than 4 competency areas – then the Line Manager will commence use of Shetland Arts's Capability Procedure which is used to manage situations when the employee's performance is below the standards expected in their role.

It may also be the case that an employee is already progressing through the Capability Procedure to manage poor performance. In these situations, the Performance Appraisal will take place as normal as it is important to plan for the year ahead and work towards improving performance to an acceptable standard.

5.3 Strategic Risks

June 2025



INTRODUCTION

This report reviews Strategic Risk 1 Leadership.

DETAIL

The mitigation for 1.1 has been revised to include the new staff forum and remove the word annual from the staff satisfaction survey.

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	Leadership 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	Staff Satisfaction Survey / Staff Forum	2	2	4	Frequency has reduced because of 1.1, 1.2 & 1.3 Severity 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				

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		

5.3 Trustee Recruitment

June 2025

INTRODUCTION

This report details the following

- Individuals proposed for appointment as a new Trustee.

PROPOSED TRUSTEES

Following the Trustee recruitment exercise that ran during May, I am pleased to report that the exercise has concluded, and four new Trustees have been invited to join the Board.

Positive interest was received following the launch of the recruitment campaign, with a total of 9 applications received. The Nominations Panel (comprising Michele Kerry, Catriona MacDonald and Jamie Manson) interviewed 8 candidates. One candidate was unable to make an interview, and it was not possible to rearrange an alternative interview without further delaying the process.

Interviews were conducted over two evenings, on 7 and 26 May. Interviews were conducted by the Nominations Panel, with Graeme in attendance to answer any technical questions. Once all interviews were completed, the Nominations Panel met to deliberate and choose which of the candidates would be invited to join the Board as a Trustee.

A summary of the candidates proposed for appointment are included below.

Name	Panel Feedback	Recommendation
Kristofer Wilson	The Panel felt Kristofer's experience in construction and project management, as well as his experience with the arts, including photography, music, film and drama would make a good addition to the Board.	Appoint for a 3 year terms starting 26 June 2025.
Shona Miller	The Panel were impressed with Shona's passionate interest in Shetland Arts, and her background in the creative arts, as a jewellery maker and a musician. The panel felt Shona would be a good addition to the Board.	Appoint for a 3 year terms starting 26 June 2025.
Charlotte Jones	The Panel thought Charlotte's interest in the arts and her background as a solicitor with a keen interest in environmental sustainability would be a good addition to the Board.	Appoint for a 3 year terms starting 28 August 2025.

Jacky Williamson	The Panel thought Jacky’s experience as a business-owner along with her interests in drama, and role that the creative sector has in maintaining wellbeing, would be a good addition to the Board.	Appoint for a 3 year terms starting 28 August 2025.
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5.4 Signing Authorities June 2025



INTRODUCTION

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

UPDATES REQUIRED

The main changes are around job title and roles. It has also been proposed to increase the signing authorities for those at manager level from £1,000 to £1,500.

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

The Trustees are asked to approve this new authority schedule

Appendix 1

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

Notes														
1	Authorised to commit expenditure on food and beverage purchases up to £500													
2	Authorised to commit expenditure on good and service up to £1,500 per order on relevant budget.													
3	Authorised to commit expenditure on goods and services up to £5,000 per order on relevent budgets. In the absence of the Chief Executive and Director of Operations authorised to commit eppenditure on goods and services up to £5,000 for any department.													
4	Authoried to commit expenditure on good and services up to £5,000 per order. In absence of the Chief Executive authorised to commit expenditure on goods and services up to £15,000 per order.													
5	Authorised to commit expenditure on goods and services up to £15,000 per order.													
6	Authorised to commit expenditure on goods and services over £15,000 per order.													
8	Cheques up to £5,000 to be signed by two officers of Shetland Arts, one to be the CEO or HoS unless not possible.													
9	Cheques over £5,000 to be signed by one trustee and one office of SADA.													
≡	Only authorised for this task in the absence of the Chief Executive and Director of Operations													
9	Only authorised for this task in the absence of the Chief Executive.													

6.1 Updates from Stakeholders June 2025



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	No Update
Shetland Charitable Trust	No Update
Highlands and Islands Enterprise	Meeting held with the new lead officer
Shetlands Islands Council	No Update

7.1 Key Upcoming Events June 2025



Shetland*arts*

EVENT DETAILS		
Date	Title	Venue
25 June 2025	Paula O'Brien	Mareel
5 July 2025	Arts and Crafts Fair	Mareel
17 July 2025	Holly McNish with Michael Pedersen	Mareel
23 & 24 July 2025	Taylor Swift Experience	Mareel
8 th & 9 th August 2025	Peat and Diesel	Mareel
14,15 & 16 August 2025	Rising North	Mareel
22 August 2025	UHI Graduation Ceremony	Mareel