

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 25 August 2022 6.00pm
Venue: Mareel/Teams



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 30 June 2022		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KE GH GH GH	Note Note Note Note
5	Governance 5.1 Policies	Attached	KE	Approve
6	Strategy 6.1 Update from Stakeholders	Attached	GH	Note
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 27 October 2022 – 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 Meeting of Shetland Arts Development Agency Board of Trustees,
Thursday 30th June 2022, held at 5.30pm at Mareel and by Video Conference**

Present:

Susan Mail (SM), Chair, Shetland Arts
Michele Kerry (MK), Trustee, Shetland Arts
Renzo Spiteri (RS), Trustee, Shetland Arts
James Johnston (JJ), Trustee, Shetland Arts
Lynn McHattie (LM), Trustee, Shetland Arts
Malcolm Innes (MI), Trustee, Shetland Arts
Kerry Larbalestier (KL), Trustee, Shetland Arts
Chris Gadsby (CG), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
Kerry Llewellyn (KLL), Support Lead, Shetland Arts
Sarah Carr (SC), Administrator, Shetland Arts (Minute taker)
Irene Hambleton (IH) RSM UK Audit LLP

Apologies:

Item	Topic	Action
1	Welcome and Apologies The chair welcomed everyone to the meeting.	
2	Declarations of Interest There were no declarations of interest.	
3	Minutes of Previous Meeting The minutes of the previous meeting (28 th April 2022) were approved by JJ and seconded by LM.	
4.1	Management Accounts KE talked through the management accounts with no questions raised.	
4.2	Operational Issues GH took the board through this report and there were no questions raised.	
4.3	Performance Monitoring GH presented the proposed new format for reporting the KPI's. The report has a slightly different format as per the trustee's request. He went on to explain that there are 9 KPIs which are assessed and work is being done to find the best method of presenting these. It will take a few months of figures to check that the new format works and so the board were asked to review the report again later in the year. It was agreed by all that although SADA will record all 9 KPIs, only the main 4 will be presented to the board in August. JJ asked if quarterly targets could be added, GH added that they could be but they will not be profiled. CG agreed that the new format will be more relevant once more figures are added and it would be a useful tool when budgeting.	

4.4	<p>Major Projects GH talked through this report, confirming that the café-based staff perks were being well used. There was some use of the sage benefits package but staff may need reminding of this There were no further comments.</p>	
5.1	<p>Policies KE introduced the policies and those which had changes/new were discussed:</p> <p>Whistleblowing There were no comments or questions.</p> <p>Expenses LH noticed a spelling error which KLL will amend.</p> <p>Children, Young and Vulnerable Adults SM noticed a spelling error in 6.5 and two appendices missing. KLL to amend.</p> <p>MK wanted to read the appendix to see how staff are helped if someone discloses to them. GH pointed out that some staff took part in the mental health training and, the staff perks offers 6 therapy sessions.</p> <p>The policies were approved by the board except for the missing two appendices.</p>	<p>KLL</p> <p>KLL</p>
5.2	<p>Annual Financial Statements 31 March 2022 GH explained that £125,000 was awarded to SADA by Shetland Charitable Trust under the Covid Relief Fund. This was to be provided on the understanding that SADA made an income equal to the average of the 3 previous years (pre-covid). SADA had done better than expected and so the Charitable Trust may ask for some of the funds back although GH will write to them to request SADA retains the funds.</p> <p>IH then presented her report.</p> <p>GH asked if the Culture Collective extension was included. IH confirmed that it was.</p> <p>GH asked what would happen if assets fall below the pension figure. IH explained that with the funding and grants available, this was not an issue.</p> <p>GH also asked when the pension liability might become an issue? IH explained that at the moment, the cash flow is adequate for this.</p> <p>JJ raised the point that the presented charts show funding received and that the public may feel that SADA have made an unreasonable profit. SM confirmed that she was also confused by some of the figures. IH explained that this was due to the current accounting rules a consultation is underway looking at changing this. GH explained that publicly SADA talks about the unrestricted operation surplus figure The annual financial statements were proposed for approval by JJ and seconded by ML.</p>	

6.1	<p>Update from Stakeholders</p> <p>GH explained that Creative Scotland were due to join the meeting but were delayed due to fog. They were coming to discuss the future relationship.</p> <p>GH also added that HIE were discussing 'Fair Work' practises with SADA.</p> <p>SM asked what this was and GH explained that in 2016 the Scottish Government set out a way to approach employment which was fair rather than exploitative, this resulted in the Living Wage, help for carers etc.</p> <p>GH said that the only point where he disagrees with HIEs interpretation is that flexible working should be offered from the beginning of employment. GH believes that new staff should be office based for the first month to allow for quicker training and better staff bonding.</p> <p>No further comments were made.</p>	
7.1	<p>Key Upcoming Events</p> <p>GH presented this report and no further questions were raised other than the incorrect date being pointed out. KLL to amend (Fancy Boy).</p>	KLL
8	<p>Any Other Business</p> <p>None</p>	
9	<p>Date of Next Meeting</p> <p>AGM Thursday 25 August 2022 – 5.30pm</p> <p>Board Meeting Thursday 25 August 2022 – 6.00pm</p>	
	Meeting closed at: 6.30pm	

Minute approved:

Susan Mail

Chair, Shetland Arts Development Agency

4.1 Management Accounts

3 Months to June 2022

Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	73,020	80,258	- 7,237
Education and training income	35,015	33,339	1,677
Retail income	17,836	20,547	- 2,712
Food and beverage income	92,115	85,841	6,274
Foyer income	21,622	19,479	2,144
Box office commission income	40	452	- 412
Gallery commission income	447	481	- 34
Hire of rooms and equipment income	22,044	17,859	4,186
Screen advertising income	664	1,888	- 1,224
Gift Vouchers	- 261	- 33	- 228
Sponsorship income	-	233	- 233
Donations received	-	-	-
Grant Funding - Capital	-	-	-
Grant Funding - SIC	3,000	6,750	- 3,750
Grant Funding - SCT	170,625	170,625	-
Grant Funding - Creative Scotland	223,229	194,777	28,452
Other Grants - Trusts and foundations	613	6,279	- 5,667
Operating lease income - SIC	22,500	22,500	-
Other income	6,955	2,742	4,214
Memberships received	1,222	1,317	- 95
	<u>690,686</u>	<u>665,333</u>	<u>25,353</u>
<u>Purchases</u>			
Food and beverage purchases	35,586	32,450	- 3,136
Foyer purchases	13,018	10,549	- 2,470
Retail purchases	13,775	10,812	- 2,963
Direct costs	148	83	- 65
	<u>62,527</u>	<u>53,894</u>	<u>8,633</u>

Direct Costs

Gross wages and salaries - regular	221,320	234,206	12,886
Gross wages - casual	35,221	24,900	- 10,320
Employers NI	19,576	19,860	284
Employers pension	46,736	45,876	- 860
Recruitment expenses	817	1,430	614
Employee/Trustee expenses	-	167	167
Training and protective clothing	537	2,620	2,083
Programme costs - project	78,498	84,334	5,837
Marketing costs - project	1,636	3,541	1,905
Licences - PRS etc	9,704	10,023	319
Film transport	-	333	333
Hire of equipment	200	50	- 150
	<u>414,244</u>	<u>427,342</u>	<u>13,097</u>

Overheads

Travel and subsistence and Entertainment	10,037	12,430	2,393
Rent, Rates and Insurance	15,044	14,730	- 313
Heat and Light	24,706	23,320	- 1,386
Operating leases - Rent and Equipment	27,616	28,022	406
Repairs and maintenance and cleaning	26,496	29,483	2,987
Print, postage and stationary	1,419	1,705	286
Telephone and broadband	1,944	1,971	27
Computer costs	6,630	6,646	16
Marketing costs - strategic	701	918	217
Website costs	516	307	- 208
Subscriptions	409	1,366	957
Consumables	737	2,265	1,527
Sundry	-	-	-
Legal and professional fees	5,338	7,159	1,820
Till differences	- 56	- 139	- 83
Bank charges	3,686	4,669	984
Loan interest	715	1,000	285
	<u>125,937</u>	<u>135,851</u>	<u>9,914</u>
SURPLUS/DEFICIT	<u>87,977</u>	<u>48,246</u>	<u>39,732</u>

3 Months to June 2022

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		8,544,173
<i>Current Assets</i>		
Stock	20,018	
Debtors	315,641	
Cash at Bank	793,441	
	<u>1,129,100</u>	
<i>Current Liabilities</i>		
Creditors	<u>410,056</u>	
Net Current Assets		719,044
<i>Long term liabilities</i>		
Loans	75,160	
Pensions liability	<u>1,701,000</u>	
		1,776,160
Net Assets		<u><u>7,487,057</u></u>
<i>Capital and Reserves:</i>		
Capital funds		8,470,201
Revenue funds		717,856
Pension liability		<u>(1,701,000)</u>
		<u><u>7,487,057</u></u>

3 Months to June 2022

Movement on Selected Funds



Fund Name	Opening Balance	Income	Expenditure	Closing Balance
Shetland Film Club	1,705			1,705
Trad Big Band	2,435			2,435
Culture Collective	252,074		- 28,500	223,574
Independent cinema recovery fund	26,114	33,641		59,755
Recovery fund for Cultural Organisations	121,217	121,217		242,434
Youth Arts	55	1,371		1,426
Corra Foundation	4,146			4,146
Robertson Trust	11,719		- 4,930	6,789
BFI FAN	1,980			1,980
Xchange	16,509		- 1,272	15,237
Summer of Play	2,972			2,972
Cultural Bridge	5,733		- 1,000	4,733
Bike Shed	975	3,000	- 3,039	936
Total	447,634	159,229	- 38,741	568,122

4.2 Operational Issues

August 2022



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Shortage of Front Line Staffing at Bonhoga Cafe	Customer Experience – Lead, Sales and Comms – Lead, Support – Lead, CEO	Revision of advert text, readvertise, reduce offer at Bonhoga
Ongoing	Shortage SIA trained door staff	Customer Experience – Lead, CEO	Working with partners on a solution,

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
06/08/22	Speaker toppled during Café Bar DJ night	Production & Facilities Lead	Additional measures discussed with PA supplier to secure speakers

4.3 Performance Monitoring August 2022



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Formal Education Delivery	Applied to Study at Mareel 22/23		Taught Across the Network 22/23
	Full Time	Part Time	
Vocational Pathway	-	34 (TBC)	-
NC	6 (TBC)	-	-
HNC	5 (TBC)	-	-
Degree	5 (TBC)	1 (TBC)	TBC
Masters	-	-	TBC

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Delivered	310	248	366	924	19,248	11,936	23,800	54,984	105	145	73	323	688	637	1,075	2,400
Profiled Quarterly Target 22/23 (see footnote 2)				1,068				38,370				380				3,291
% of Target Delivered				87%				143%				85%				73%
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Improved quality of life through greater access to creative and social experiences	278	212	316	806	14,090	11,273	21,035	46,398	9	18	36	63	136	43	607	786
Improved opportunities through personal and professional transferrable skills	52	34	43	129	6,041	598	2,124	8,763	79	124	17	220	361	571	213	1,145
Improved confidence to contribute positively through opportunities for self-expression and community involvement	33	35	33	101	5,198	638	1,799	7,635	69	108	27	204	494	519	351	1,364
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	43	49	47	139	288	466	339	1,093	0	1	0	1	0	22	0	22
Improved mental and physical health through more active involvement in creative and social experiences	157	100	217	474	4,741	1,699	10,648	17,088	23	22	57	102	293	173	720	1,186
Improved community resilience through a more diverse creative economy	57	64	73	194	8,138	9,133	11,363	28,634	36	27	9	72	182	96	259	537

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

2: We have profiled each quarter against data from previous years' so we can more accurately predict and analyse seasonal variances

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

4.4 Major Projects

August 2022



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
June 2022	HIDE_OUT	Public art project at Sandwich School to explore post-covid pupil mental health	Participatory school workshops and murals in Sandwich and Mareel that 'allowed young people to see that art can be used as a tool to treat anxiety'
July 2022	Youth Arts Small Grants. CS funded	Support practitioners to deliver youth arts projects through small grants.	Projects complete. SADA supporting practitioners to independently carry on with several projects

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Good Governance Award	To work towards receiving the good governance award as recommended by OSCR.	All sections have now had an initial submission completed. Awaiting review of final section and hope to have additional evidence requested for all sections submitted by the end of August.

Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	8 Creative Practitioners appointed in Shetland - £45,500 awarded
VACMA 21/22 round 1. CS, SIC, SADA funded.	Bursaries for Visual Artists and Craft makers.	Partners decided against 3 rd round of funding. Resources will be rolled forward
Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	Films nearing completion
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Work on going
Competencies Review	To review existing competencies and behaviours to ensure they are fit for purpose.	Initial draft competencies received and reviewing by Leadership Team. Further work being done by Worknest and then they will be discussed with staff at the staff training day in September.
Organisational Restructure	To ensure Shetland Arts is fit a proper for the next period of recovery	Jobs being advertised
Resonance	Partnership project with GSA funding by AHRC	Team in Shetland w/c 28 August
Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage workflow	HIE digital advisor being appointed
Remembering Together	To deliver phase 1 of the National Covid Memorial project.	Project underway

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium	Risk Assessment Review	To improve the quality of operational risk assessments, training delivered in September.

Short	Mareel Building Management System work	To arrange a maintenance visit for the the Mareel BMS.
Long	New Vocational Pathways course in Drama	Develop and deliver another strand of our popular Music and Film courses for S4 pupils as part of our UHI SLA.
Medium	SCT Capital Grant Scheme - Mareel	Planning underway for the implementation of the capital grants works under the SCT scheme. Work will be taking place for 3 years.
Medium	SCT Capital Grant Scheme – Bonhoga	Planning underway for the implementation of the capital grants works under the SCT scheme. Work planned for 2023.
Medium	Creative Scotland Place Partnership	To successfully apply and deliver a Place Partnership.

5.1 Policies

June 2022



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Social Media	1	No changes
Environmental Policy	2	No changes
Smoke Free Policy	3	No changes

POLICY REGISTER

Policy Name	Date for Review	Notes
Pay and Pension Policy	28/04/2023	
Sick Pay	16/12/2024	
Adoption, Maternity and Paternity	16/12/2024	
Statutory Right to Time Off	16/12/2025	
Training and Trips	24/02/2025	
Disciplinary	24/02/2024	
Capability	24/02/2024	
Anti- Harassment, Bullying and Victimisation	28/04/2024	
Equality, Inclusion and Diversity	28/04/2023	
Absence Management	16/12/2025	
Communications	28/04/2024	

Whistleblowing	30/06/2024	
Expenses	30/06/2023	
Data Protection	30/06/2023	
Alcohol and Drugs	30/06/2025	
Social Media	14/01/2020	Included in this report
Environmental	14/01/2020	Included in this report
Health, Safety and Welfare	28/10/2022	
Children, Young and Vulnerable Adults	14/01/2020	To be reviewed at October 2022 board meeting
Conflicts of Interest	29/04/2023	
Smoke Free Policy	14/01/2020	Included in this report
Volunteering Policy	24/02/2024	
Menopause Policy	29/04/2024	
Portable IT Policy	In development	
Procurement Policy	24/02/2025	
Recruitment Policy	24/04/2025	
Lone Working Policy	In development	
Appraisal Policy	24/02/2024	

Appendix 1

Social Media Policy

There are two kinds of social media activity:

- 1) Your own personal activity, carried out for your friends and contacts, and not undertaken under the name of Shetland Arts.**
- 2) Activity undertaken on behalf of Shetland Arts through Shetland Arts official channels.**

This document contains guidelines for the first of these activities. If we undertake activity on behalf of Shetland Arts through Shetland Arts official channels an additional policy will be provided when you begin this activity. The guidance in this document covers all social networks, online forums, blogs, websites and other digital public platforms. Online platforms are considered 'public' regardless of account security and sharing preferences.

- 1) Your own personal activity, carried out for your friends and contacts, and not undertaken under the name of Shetland Arts.**
 - a. Remember that although you are acting in your own personal capacity, as a member of Shetland Arts staff your activity is reflective of Shetland Arts, and your friends, family and the public are likely to view you as representative of the organisation. All guidance relating to personal activity through social media or other online channels can be summarised simply as 'don't do anything stupid'.
 - b. You may list your employment status on your social media accounts, remember that you work for Shetland Arts as an organisation, not for Mareel, Bonhoga or any other of our venues. However, please ensure your username does not include Shetland Arts and if you have publicly listed your occupation please also note that all views are your own.
 - c. Please do share updates about Shetland Arts activities, events and news. We want you to be proud of where you work, and to share the exciting activities which we undertake with your social networks. Make sure to mention Shetland Arts when publicly mentioning, discussing or promoting our activities or venues.
 - d. Do not openly undermine or criticise Shetland Arts, its board, management, or policies. Do not share negative stories, or 'like' posts which criticise Shetland Arts. If you notice a critical post online and wish to bring it to the attention of management, copy and paste a link into a private message or email and forward this to the Sales & Communication Lead or your line manager. Do not acknowledge it publicly. If you are unsure whether it is OK to post something in relation to Shetland Arts or your work, it's probably safest not to.
 - e. Do not get involved in the comments section on social media. It is the role of Management and, with approval, the Board to make public comment about the organisation. Staff and volunteers should not publicly comment on Shetland Arts in the media, including public social media accounts, unless their comment has been pre-approved by the Sales & Communication Lead and/or the Chief Executive.
 - f. Do not use social media as a communication tool with your colleagues for organisational business. All Shetland Arts communication online should take place via Teams or email, respect colleagues' right to keep their work and social life separate by using the official channels.

Should any activity be viewed by Shetland Arts Management to be in breach of the above guidelines, disciplinary action may be taken.

Employee Name:

Job Title:

I have read and understood this guidance:

Signed:

Date:

2) Activity undertaken on behalf of Shetland Arts through Shetland Arts official channels.

Members of Shetland Arts Marketing Team, and some other members of the organisation on occasion, will have access to Shetland Arts social media accounts and will be required to post updates and monitor content through these channels. This section outlines different social media platforms currently used by Shetland Arts and their applications, details the responsibilities of staff in relation to Shetland Arts to these accounts and provides guidance on how Shetland Arts expects staff to maintain these profiles. With all posts, keep the tone friendly and informal, ensure that all language is appropriate and accessible, remember that our audiences range from birth to old age. Content should be varied, interesting and appropriate with credits/tags/logos as relevant.

At present our social media profiles include

- 1) Facebook - Bonhoga, Shetland Arts & Mareel,
- 2) Twitter - Shetland Arts & Mareel,
- 3) Instagram - Shetland Arts,
- 4) Youtube - Shetland Arts.

Roles and Responsibilities:

- a. Social Media is not just the responsibility of the Marketing Team. As a multi-artform development agency which owns and operates several venues, some of which are open for up to 15 hours a day 6 days a week, it is the responsibility of all departments to assist in monitoring, updating and maintaining SADA social media accounts.
- b. The Marketing Team, in consultation with programming & department/project heads are responsible for planning all regular operational and promotional content.
- c. Marketing will ensure the scheduling and posting of information relating to new events, on sale dates and promotional offers.
- d. During office hours (9 am - 5pm Monday - Friday), Marketing are responsible for all urgent service updates, and the publication of any content relating to the activities taking place within Shetland Arts venues.
- e. It is the responsibility of department managers to ensure Marketing receives up to date information and content about promotions or activities in a timely manner during office hours.
- h. It is the responsibility of the Marketing Team to provide example text and templates to the relevant managers/supervisors if urgent out of hours updates are to be delegated.
- i. Any 'events', adverts or other special promotions must be approved by Marketing before being published on any of SADAs social accounts.
- j. All boosted posts must be approved in advance by the Sales & Communication Lead.

Responding to messages & dealing with complaints & feedback.

Customers regularly use our social media accounts to get in touch with us and share their experiences. It's important that we respond quickly and promptly to these messages. If you see a new post on our wall, twitter feed or a direct message that needs response, please take the following action. See the Complaints Procedure for more details on handling complaints.

1. If you are a member of the Marketing Team or the management team who is authorised to post on social media, please respond to all messages in a timely manner (within 24 hours where possible). Out of hours we have an 'out of office' on our messenger, so don't feel obliged to respond immediately, unless it seems urgent enough to warrant an immediate response, in which case let them know their message has been seen and passed on to the relevant manager.

2. If you can't answer it, still reply, and let them know that their message has been seen and has been passed on to someone who will respond.
3. Record all social media feedback in the Customer Feedback sheet in the Operations channel in Teams.
5. Even if the message doesn't require a reply, make sure you acknowledge it, and let them know how much we like hearing from them Eg - 'Hi XXX! Great to hear you enjoyed yourself so much! Looking forward to seeing you next time!'
6. When dealing with complaints keep comments to a minimum until the issue has been investigated thoroughly, but make sure you acknowledge their problem (eg - 'Hi XXX, I'm really sorry to hear that you were not satisfied with your experience with us. I've passed on your feedback, and someone will be in touch to speak to you about this soon'.)
7. If a comment is complimentary, or just good fun, make sure you like it, retweet it or favourite it, so that we can share the good experience with the rest of our followers.

Appendix 2

Environmental Policy

The Policy

Shetland Arts Development Agency is committed to operating in an environmentally sustainable manner and reducing the environmental impact of our work both in our venues and across Shetland. Our policy aims to maintain a working environment that, where reasonably possible, strives to promote energy efficiency, recycling of waste materials and the use of recycled products. We want to reduce energy use across our buildings and adopt low carbon solutions where possible, especially in the design and delivery of any capital programmes. We will also comply with all relevant environmental legislation, regulations and requirements.

Our Impacts

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

MANAGEMENT RESPONSIBILITIES

Chief Executive

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

Production and Facilities Lead (Green Champion)

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

The Production and Facilities Lead is responsible for

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

Commitments

- Implementing energy saving technologies and initiatives
- Adopting strategies to minimise the environmental impacts of any activity
- Using utilities in a responsible and economic way to minimise negative impacts on the environment
- Purchasing supplies wherever possible which are recycled and recyclable, and whose production and use minimises the consumption of natural resources
- Conserving resources by ensuring that buildings and fittings are properly maintained and reflect appropriate eco guidance

Appendix 2

Environmental Policy

- Communicating this policy and our environmental performance to appropriate people working for or on behalf of the organisation
- Using contractors / suppliers who perform the services in accordance with the government's environmental policy, demonstrating commitment to the continuous improvement of environmental performance and the activities they undertake

Appendix 3

Smoke Free Policy

Purpose

This policy has been developed to protect all employees, service users, customers and visitors from exposure to second-hand smoke and to assist compliance with the Smoking, Health and Social Care (Scotland) Act 2005.

Exposure to second-hand smoke, also known as passive smoking, increases the risk of lung cancer, heart disease and other illnesses. Ventilation or separating smokers and non-smokers with the same airspace does not completely stop potentially dangerous exposure.

Policy

It is the policy of Shetland Arts that all of our workplaces are smoke-free and all employees have a right to work in a smoke-free environment.

Smoking is prohibited throughout the entire workplace with no exceptions. This includes when personal staff vehicles are used to transport colleagues, public, visitors, etc. This policy applies to all employees, contractors, customers, volunteers and visitors.

Employees and customers can smoke outside, providing it is not in doorways or in enclosed spaces.

Implementation

Overall responsibility for policy implementation and review rests with the Chief Executive. All staff are obliged to adhere to, and facilitate the implementation of the policy.

The Chief Executive shall inform all existing employees and contractors of the policy and their role in the implementation and monitoring of the policy. They'll also have to give all new personnel a copy of the policy on recruitment/induction.

Appropriate 'No smoking' signs will be clearly displayed at the entrances to and within the premises.

Non-compliance

Local disciplinary procedures should be followed if a member of staff does not comply with this policy. Those who do not comply with the smoking law are also liable to a fixed penalty fine and possible criminal prosecution.

6.1 Updates from Stakeholders August 2022



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	
Shetland Charitable Trust	
Highlands and Islands Enterprise	Appointment of a Digital Advisor to support the development of a large-scale ICT project
Shetlands Islands Council	

7.1 Key Upcoming Events August 2022



EVENT DETAILS		
Date	Title	Venue
30 August – 4 September	Screenplay LINK	Various
21 – 25 September	Wordplay LINK	Various
Till June 2023	First Fix – Mark Sinclair’s photos of the Mareel construction	Mareel
28 September	The Work They Say is Mine (part of Wool Week)	Mareel
10 September – 28 October	Wance upon a time – Cutlure Collective Project	Bonhoga
1 October	Craft Fair (Wool Week adjacent)	Mareel