Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 28 October 2021 5.30pm
Venue: Mareel/Zoom

Item	Description	Report	Item taken by	Action
1	**Welcome and apologies**		Chair	Note
2	**Declarations of interest**		Chair	Note
3	**Minutes** 26 August 2021		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 Risk Register 5.2 Policies 5.3 Trustee Recruitment 5.4 Feedback from Chair Matters Conference	 Attached Attached Attached Verbal	 GH KE GH SM	 Approve Approve Approve Note
6	**Strategy** 6.1 Update from Stakeholders	 Attached	 GH	 Note
7	**General** 7.1 Key Upcoming Events	 Attached	 GH	 Note
8	**Any other business** 8.1 Christmas Meal	 Verbal	 SM	 Discuss
9	Future SADA Board Meetings: Board Meeting Thursday 16 December 2021 – 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

Minute of Meeting of Shetland Arts Development Agency Board of Trustees, Thursday 26th August 2021, held at 6.00pm by video conference.

Present:
Susan Mail (SM), Chair, Shetland Arts
Lynn McHattie (LM), Trustee, Shetland Arts
Renzo Spiteri (RSp), Trustee, Shetland Arts
Ryan Stevenson (RSt), Chair, Shetland Arts
James Johnston (JJ), Trustee, Shetland Arts
Sophie Whitehead (SW), Vice Chair, Shetland Arts
Chris Gadsby (CG), Trustee, Shetland Arts
Kerry Larbalestier (KL), Trustee, Shetland Arts

In Attendance:
Graeme Howell (GH), Chief Executive, Shetland Arts
Kerry Eunson (KE), Head of Organisational Support, Shetland Arts
Wendy Tulloch (WT), Head of Customer Services, Shetland Arts
Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts
Jonathan Ritch (JR), Head of Production, Shetland Arts
Siobhan Anderson (SA), Creative Scotland
Irene Hambleton (IH), RSM UK

Apologies:
None

Item	Topic	Action
1	**Appointment of Chair** GH explained that RSt has resigned as Chair and SW will takeover the chairing of this meeting to appoint a new chair. SW thanked RSt for all his hard work. SW asked if anyone would like to take on the role of Chair. RSt proposed SM for chair and CG seconded this. SM was duly appointed as Chair and took over chairing the meeting.	
1.	**Welcome, Apologies & Declaration of Interest** The new Chair welcomed everyone to the meeting. There were no declarations of interest.	
2.	**Matters Arising** The minutes of the last meeting were read and approved by JJ and seconded by LM.	
3.	**Finance** The Management Accounts will be covered in the Closed meeting.	
4.	**Head of Creative Opportunities Report** BP took the board through his report adding the following additional points:	

	The social outcomes are now starting to filter into the case studies and this can be seen in the case studies included in the Q1 report.	
	Further education enrolments are still changing on a daily basis. The figures for those being taught virtually by the lecturers are not yet included.	
	In regards to the Culture Collective the 32 expressions of interest resulted in 12 applications and 8 projects are being taken forward.	
	LM asked if there could be an information session on how the social outcomes are being used? GH added that the business planning process would be a good time to do this. SM asked for timing and GH informed the Trustees it was hoped to have it for the November information session.	
5.	**Head of Production Report** JR took the board through this report. SM queried if there was a date for staff to return to the office as yet? GH explained there was no plan to bring office based staff back on a permanent basis as yet. With the building being closed on a Monday and Tuesday the staff can work from the café with the hot desking space being created in the media lab available Wednesday – Sunday. Three key meetings are also being set as in person meetings from the 6th September 2021 to enhance the sense of team again. These meetings are the SMT meeting, Commercial Meeting and CCC (Programming meeting). Operations will be a blended meeting. Due to the requirements for physical distancing the students still need the large space on level 2 of Mareel. A survey was done on the staff and all staff who responded wanted some element of working from home to remain. This will all be reviewed before Christmas when it is known if the education requirements have changed again. JJ asked if there was any update on the foyer floor? JR added there has been no update for a while as no one in Shetland can do this work and it requires a full shutdown of Mareel for 2 weeks. GH added this will be included in the capital grant application to the SCT. SM queried if the floor caused a health and safety risk? GH said there was not, the cracks are filled regularly but there is no major risk. CG gave his support to the plans for the return to the office for staff. Some organisations have taken a bullish approach to this and this is causing issues. LM concurred with this, return to work meetings are being held at GSA and 1-1's with staff to allow concerns etc to be raised. CG also asked about the food prep cooling, does it link to the asset strategy and carbon reduction? JR explained the long term solution will feed into the net zero approach. In the short term a single unit will be installed rather than a split system due to the location in the middle of the building. GH thanked the trustees for their support of the return to work strategy.	

6.	**Chief Executive Report**	
	GH took the board through this report.	
	The Asset Management Strategy came out of a workshop with GH, JR, KE, KL, JJ and CG. The key thing that come from the session is that the strategy required to be updated.	
	The strategy was unanimously approved by the board.	
	GH added a key part of the strategy is the ambition for net zero by 2030 and it has to be kept in mind that this is a long term target and does not need to be achieved in a short period.	
	Two concerts have been held in the last week, and they both sold well. There was some nervousness from the audience before the events but those that attended enjoyed the show. There were customers who requested a refund as more tickets had been sold than they expected and therefore they preferred not to attend.	
	SM queried what the reduced capacity was? GH answered that events were currently on sale at the normal full capacity of 336 but the shows sold 250 which is what we would expect for those shows anyway so it is a good result.	
	KL attended the Aly Bain and Phil Cunningham show and added the tickets booked were in the front row to ensure there was some distancing. The concert was thoroughly enjoyed.	
	GH updated on the sales for Screenplay and Wordplay. The Screencards are selling much better than the last festival which may be due to the festival being shorter.	
	Opportunities relating to the PAVRF round 2 funding will be advertised soon. The funds must be committed by 30 September 2021.	
	In relation to the Cultural Bridge project it is a credit to SADA that it has been asked to represent Scotland on a national stage. LM added that the current shared doctoral candidate is from Germany and may be useful to talk to about this. SM agreed that it is a privilege to have been put forward. SA added it is a good reflection of how CS sees the work of SADA and how well the organisation has done.	
7.	**Board Recruitment & Training**	
	GH informed the Trustees that the nominations committee has interviewed three potential trustees since the last meeting. The nominations committee would like to nominate Molly Williams and Michelle Kerry. Molly Williams is an ex student of Shetland Arts and studied film making. She also does occasional freelance work. Michelle Kerry works at Shetland UHI as a Student Support Worker. She is a big supporter of Shetland Arts. CG added that they are really good candidates and they have different levels of experience and support will be required to help Molly grow into the role.	

	SM proposed the appointments and JJ seconded this. The remaining board members also wanted their support of the appointments noted.	
8.	**Any Other Business as agreed by Chair at the start of the meeting.** None	
9.	**Date/time of future meetings** The next meeting will be held on Thursday 28th October 2021 at 5.30pm in Mareel or via video conference.	
	Meeting closed at: 6.31pm	

Minute approved:

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Susan Mail

Chair, Shetland Arts Development Agency

4.1 Management Accounts
5 Months to August 2021
Profit and Loss Accounts

Shetland *arts*

	Actual £	Reforecast £	Variance £
Income			
Ticket Sales	56,696	50,315	6,381
Education and training income	42,083	43,750	- 1,667
Retail income	33,924	31,336	2,588
Food and beverage income	82,087	79,595	2,491
Foyer income	14,226	13,883	343
Box office commission income	840	601	239
Gallery commission income	638	689	- 51
Hire of rooms and equipment income	7,239	8,832	- 1,593
Screen advertising income	-	1,667	- 1,667
Gift Vouchers	- 749	- 144	- 606
Sponsorship income	-	317	- 317
Donations received	77	20	57
Grant Funding - Capital	-	-	-
Grant Funding - SIC	40,877	41,044	- 167
Grant Funding - SCT	270,833	270,833	-
Grant Funding - Creative Scotland	270,489	269,823	667
Other Grants - Trusts and foundations	4,150	4,150	-
Operating lease income - SIC	37,500	37,500	-
Other income	73,463	48,397	25,066
Memberships received	4,760	1,722	3,038
	939,132	904,329	34,802
Purchases			
Food and beverage purchases	26,563	25,731	- 832
Foyer purchases	6,398	6,839	441
Retail purchases	20,823	20,086	- 737
Direct costs	71	71	-
	53,856	52,727	- 1,128
Direct Costs			
Gross wages and salaries - regular	318,087	314,832	- 3,255
Gross wages - casual	36,049	37,818	1,769
Employers NI	24,907	25,607	700
Employers pension	60,407	60,279	- 128
Recruitment expenses	475	1,198	723
Employee/Trustee expenses	-	167	167
Training and protective clothing	828	3,244	2,416
Programme costs - project	205,387	196,603	- 8,784
Marketing costs - project	2,983	4,802	1,819
Licences - PRS etc	12,651	14,406	1,755
Film transport	266	388	122

Hire of equipment	661		173	-	488
	662,701		659,517	-	3,184

Overheads

Travel and subsistence and Entertainment	8,204		8,723		519
Rent, Rates and Insurance	22,780		23,849		1,069
Heat and Light	30,851		28,833	-	2,018
Operating leases - Rent and Equipment	45,212		45,100	-	111
Repairs and maintenance and cleaning	49,416		47,958	-	1,458
Print, postage and stationary	1,134		1,460		326
Telephone and broadband	3,278		3,509		231
Computer costs	10,867		11,329		462
Marketing costs - strategic	1,078		920	-	158
Website costs	744		1,282		538
Subscriptions	1,261		905	-	356
Consumables	538		1,981		1,443
Sundry	152	-	65	-	217
Legal and professional fees	12,080		16,258		4,178
Till differences	- 239		-		239
Bank charges	4,576		5,192		616
Loan interest	1,576		1,946		370
	193,507		199,179		5,672
SURPLUS/DEFICIT	**29,068**	-	**7,094**		**36,162**

5 Months to August 2021
Balance Sheet

	£	£
Tangible Fixed Assets		9,174,707
Current Assets		
Stock	23,103	
Debtors	240,975	
Cash at Bank	533,634	
	797,712	
Current Liabilities		
Creditors	282,838	
Net Current Assets		514,874
Long term liabilities		
Loans	97,436	
Pensions liability	2,336,000	
		2,433,436
Net Assets		7,256,145
Capital and Reserves:		
Capital funds		9,098,373
Revenue funds		493,771
Pension liability		(2,336,000)
		7,256,145

5 Months to August 2021
Movement on Selected Funds

Fund Name	Opening Balance	Income	Expenditure	Closing Balance
Shetland Film Club	1,705	-	-	1,705
Trad Big Band	2,435	-	- 300	2,135
Culture Collective	269,325	-	- 87,600	181,725
Youth Arts	35,235	-	- 32,930	2,305
Corra Foundation	4,146	-	- 150	3,996
Robertson Trust	24,612	-	- 5,860	18,752
BFI FAN	7,920	-	- 144	7,776
Xchange	20,913	-	- 2,000	18,913
Summer of Play	-	4,150	- 542	3,608
Visual Arts and Crafts Maker Awards	1,580	-	- 1,580	-
Total	367,871	4,150	- 131,105	240,916

4.2 Operational Issues
October 2021

This report details the following
- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Covid 19	SMT	Most of the restrictions have been lifted. 1m distancing still required in education settings, mask wearing required unless seated in the café or eating/drinking in the auditorium or cinema. Enhanced cleaning still in place.
Ongoing	Front Line Staffing	Head of Customer Services, Head of Organisational Support, CEO	We continue to be in a challenging situation regarding the recruitment of front-line staff. Adverts now highlight additional perks of working for SADA. Restricted hours and services being used to protect core business.
Ongoing	Provision of SIA licenced door staff	Head of Customer Services, CEO	Discussion underway with Train Shetland on the provision of a SIA course locally. Discussions under way with Post Office on local endorsement of licences.

Date	Issue	Staff Involved	Outcome
	None to Report		

4.3 Performance Monitoring
October 2021

INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

As Per SCT Funding 20/21	Mar	Apr	May	Jun	Jul	Aug
Concerts, Screenings, Exhibition Days	61	49	645	207	285	271
Audience attendances	1,628	1136	13090	4949	13634	15964
Development Sessions	296	105	116	28	18	27
Participations	925	443	522	204	231	119

Formal Education Delivery	Applied to Study at Mareel 21/22		Taught Across the Network 20/21
	Full Time	Part Time	
Vocational Pathway	-	32 (up 1)	NA
NC	7 (down 2)	-	NA
HNC	7 (up 5)	-	NA
Degree	11 (no change)	1 (no change)	TBC
Masters	TBC	TBC	TBC

4.4 Major Projects
October 2021

<div align="center">INTRODUCTION</div>

This report details the following
- Significant projects completed
- Updates on short term projects
- Listing of medium and long term projects

<div align="center">SIGNIFICANT PROJECTS COMPLETED</div>

Date	Title	Intention	Outcome
August 21	Schools Out. CS Funded.	Free cinema screenings for pupils transitioning from P7 to S1.	Very low take-up. Lessons learned
October 21	SCT Capital Grants Scheme Application	To invest in SADA facilities in line with SCT funding guidance.	Application made

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<div align="center">UPDATES ON ONGOING PROJECTS</div>

Title	Intention	Update
Good Governance Award	To work towards receiving the good governance award as recommended by OSCR.	Work ongoing, all areas will be in for review by the end of February. This has been delayed due to the impact of COVID
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	23 projects in total, 8 in Shetland awarded funding. Activity underway
Youth Arts Small Grants. CS funded	Support practitioners to deliver youth arts projects through small grants.	7 projects awarded funding. Activity underway

VACMA 21/22 round 1. CS, SIC, SADA funded.	Bursaries for Visual Artists and Craft makers.	Deadline on 26th October
Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	We Are Live - 6 performances commissioned Upskilling - Project Manager Appointed
Cultural Bridge	SADA invited to be one of three Scottish CS RFO's to take part in the Cultural Bridge project with partners in Germany.	Application made for €25K in partnership with Das Letzte Kleinod (Bremerhaven) to undertake an R&D phase for a potential larger-scale youth theatre project (for 2023).
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Application made to HIE and SIC to fund a three day per week CPM to focus on the Knab for two years.
Management Review	To review existing structures, systems and processes to ensure they are fit for purpose.	Consultant appointed and process agreed for January 2022.
Competencies Review	To review existing competencies and behaviours to ensure they are fit for purpose.	To be led by Law at Work in January 2022.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Long	Paperless Purchase Ledger	To develop a new purchase ledger system which is paperless due to the move to working from home.
Medium	Yesplan Relaunch	Relaunch of Yesplan system to ensure used by all staff in the organisation to full potential.
Medium	Risk Assessment Review	To improve the quality of operational risk assessments, training delivered in September.

Medium	Staff Structure Review	To ensure the staff structure is appropriate to new ways of working TBC by end of March 2022

5.1 Strategic Risk Register
October 2021

INTRODUCTION

This report details the following
- Updates to the strategic risk register
- Strategic Risk Register

Updates

Risk	Changes
Legal/Regulations	Frequency after mitigation moved from 1 to a 2 due to inability to recruit SIA trained personnel.

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	Annual Staff Satisfaction Survey	2	2	4	**Frequency** has reduced because of 1.1, 1.2 & 1.3 **Severity** has reduced because of 1.2 &1.4
					1.2	Appropriate Pay and T&Cs	Benchmarking				
					1.3	Development Opportunities	Performance Development Reviews				
					1.4	Good national profile to enable recruitment	Quality of applicants				
					1.5	Board Recruitment	Quality of applicants				
2	**Lack of Governance** With little or no systems in place to identify & monitor compliance	2	4	8	2.1	Regular meetings with key reports	Board Agenda, Minutes of Meetings	1	2	2	**Frequency** has reduced because of 2.1 **Severity** has reduced because of 2.2 &2.3
					2.2	Work through Scottish Goverance Code	Task lists generated				
					2.3	Working towards achievement of Good Governance Award	Gathering of evidence				
3	**Loss of public / stakeholder confidence / trust** Risk that an incident or situation creates an environment that confidence is eroded or lost.	3	4	12	3.1	Business Continuity Planning	BCP plans	1	4	4	**Frequency** has reduced because of 3.1, 3.2, 3.3 & 3.4 **Severity** has not been reduced
					3.2	Access to specialist comms freelancers	have one during the pandemic				
					3.3	Reasonable relationship with journalists	Postive coverage of activity				
					3.4	Good informed relationship with stakeholders	Resilience plans				
4	**External Impacts** Being unable to manage and adapt to societal shocks. e.g. Pandemics	2	5	10	4.1	Ensure staff structure is flexible	Staff planning	2	3	6	**Frequency** has not been reduced **Severity** has been reduced because of 4.1, 4.2, 4.3 & 4.4
					4.2	Ensure staff are current in training	Performance Development Reviews				
					4.3	Business Planning	Business Plan				
					4.4	Relationship with stakeholders	Resilience plans				

5	**Finance**Unexpected shortfall in funding or income to deliver against medium term plans	3	5	15	5.1	Be informed about funding landscape	Communications with CS , SIC and SCT	2	3	6	**Frequency** has been reduced because of 5.1, 5.4 & 5.5**Severity** has been reduced because of 5.2 & 5.3
					5.2	Able to raise funds from alternative sources	Successful funding applications				
					5.3	Focus on traded/commercial income	Minutes from Commercial meetings				
					5.4	Deliver on funding agreements	Reporting				
					5.5	Ensure funding is claimed in a timely fashion	Minuted quarterly funding reviews with managers				
6	**Estates** Large unexpected estates issues	2	5	10	6.1	Proactive Asset Management	Asset Management Plan	1	5	5	**Frequency has been reduced because of 6.1 & 6.2 Severity has not been reduced**
					6.2	Regular Maintenance	Various Maintenance Contracts (eg Ness and Kone)				
7	**Legal/Regulations** Breach of legal or licencing conditions	3	5	15	7.1	Trained Staff	Personal and SIA licence holders	2	5	10	**Frequency** has been reduced because of 7.2, 7.3 & 7.4 **Severity** has not been reduced 7.1 is currently not relevant
					7.2	Use of specialist contractors	Law at Work contractors				
					7.3	Use of auditors	RSM				
					7.4	Proactive relationship with licenceing body	Communications with SIC				

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

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

INTRODUCTION

This report details the following
- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Health, Safety and Welfare Policy	1	Full update following Health and Safety documentation audit.

POLICY REGISTER

Policy Name	Date for Review	Notes
Pay Policy	14/01/2020	To be reviewed at the April 2022 board meeting
Sick Pay	14/01/2020	To be reviewed at the December 2021 board meeting
Adoption, Maternity and Paternity	14/01/2020	To be reviewed at the December 2021 board meeting
Statutory Right to Time Off	14/01/2020	To be reviewed at the December 2021 board meeting
Training and Trips	14/01/2020	To be reviewed at the February 2022 board meeting
Disciplinary Procedure	14/01/2020	To be reviewed at the February 2022 board meeting
Capability Procedure	14/01/2020	To be reviewed at the February 2022 board meeting
Anti- Harassment, Bullying and Victimisation	14/01/2020	To be reviewed at the April 2022 board meeting
Equality, Inclusion and	14/01/2020	To be reviewed at the April 2022 board

Appendix 1
Health, Safety and Welfare Policy

Diversity		meeting
Absence Management	14/01/2020	To be reviewed at the December 2021 board meeting
Communications	14/01/2020	To be reviewed at the April 2022 board meeting
Whistleblowing	14/01/2020	To be reviewed at the June 2022 board meeting
Expenses	14/01/2020	To be reviewed at the June 2022 board meeting
Data Protection	14/01/2020	To be reviewed at the June 2022 board meeting
Alcohol and Drugs	14/01/2020	To be reviewed at the June 2022 board meeting
Social Media	14/01/2020	To be reviewed at the August 2022 board meeting
Environmental	14/01/2020	To be reviewed at the August 2022 board meeting
Health, Safety and Welfare	14/01/2020	Updated policy to board in October
Children, Young and Vulnerable Adults	14/01/2020	To be reviewed at the December 2021 board meeting
Conflicts of Interest	29/04/2023	
Smoke Free Policy	14/01/2020	To be reviewed at the August 2022 board meeting
Volunteering Policy	14/01/2020	To be reviewed at the February 2022 board meeting
Menopause Policy	29/04/2024	
Portable IT Policy	In development	
Procurement Policy	In development	
Recruitment Policy	In development	
Lone Working Policy	In development	

Appendix 1
Health, Safety and Welfare Policy

STATEMENT OF INTENT

The Trustees of Shetland Arts are committed to ensuring that the organisation provides a **safe working environment** (including fire prevention), within all business locations and to protect the health, safety, and welfare of employees. The Trustees are equally committed, to ensuring a safe environment for contractors, members of the public and others who encounter our business operations.

To meet those commitments, the organisation will:

a. Ensure that a **comprehensive system** for general safety and risk management is in place and maintained to assist ensuring the health, safety and welfare of all employees, contractors, members of the public and others who could be affected by the organisation's activities.

b. Ensure that **appropriate resources**, both personnel and financial, are provided to meet health and safety commitments.

c. **Review** the adequacy of health and safety arrangements annually, (including this policy) and supporting procedural documents, to ensure they reflect the compliance requirements of both health, safety, and fire prevention legislation with the consideration of best practice guidance.

d. **Consult with employees** to ensure that they fully participate in the identification of hazards; the assessment of risks; and the development of control measures.

e. Ensure that **significant hazards are assessed**, and risk controls are identified and implemented accordingly as per the "hierarchy of control" approach.

f. Ensure that relevant employees have clearly assigned **health and safety responsibilities**, are competent to carry out delegated tasks through the provision of information, instruction, training, and supervision.

g. Ensure that issues affecting health and safety of **contractors, members of the public and others** are identified, and that sufficient controls and where necessary information is provided, to enable them to be safe whilst on premises.

h. **Monitor** health and safety management performance generally.

i. Ensure that **workplaces and work equipment** are subject to statutory and planned preventative maintenance inspections as required and that remedial actions are promptly implemented for the potential hazards identified.

j. Ensure that **accidents, incidents and near misses** are reported, recorded, investigated and current risk assessments considered; with remedial actions promptly and effectively implemented.

k. This Policy includes compliance considerations in terms of aims the **Fire** (Scotland) Act 2005, the Fire Safety (Scotland) Regulations 2006 and the Regulatory Reform Fire Safety Order 2005

Success in achieving safety goals, can only be achieved through the **on-going co-operation and commitment of all employees**. All employees must take reasonable care of their own and other persons safety and report safety concerns directly to the Head of Production.

Signed: Chief Executive
Date:

Appendix 1
Health, Safety and Welfare Policy

Contents

Appendix 1
Health, Safety and Welfare Policy

1. Organisation

1. Health and Safety Responsibilities

The Trustees of the organisation 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 the organisation. 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 the organisation's 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 the organisation to apply the provisions of Health and Safety legislation.
- ensuring the establishment and maintenance of Health and Safety Management Systems throughout the whole organisation. 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.

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

Appendix 1
Health, Safety and Welfare 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 the organisation in Section 4.

2.2   Health and Safety Assistance

The organisation will be advised on health and safety matters by Law At Work (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, organisation briefings, 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:

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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

The organisation 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 Law at Work (or a nominated representative) to ensure that the requirements of the organisation's 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 the organisation.

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The contents of documents produced under this policy and other relevant Health and Safety polices 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.

The organisation 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. 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.

The NRP will ensure that SARS-Cov-2 control measures are observed by all contractors attending the office.

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

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- 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
- SARS-Cov-2 reporting where workplace deemed source of infection (unlikely in the organisation)

The organisation 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.

The organisation's 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.

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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 organisation's 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 organisation's 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 organisation's 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

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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
The organisation 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 the organisation will promote the health and wellbeing of employees to minimise problems at work arising from the effect of alcohol or drugs.

4.8   Smoking
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 in offices and associated buildings, including workplaces and in private vehicles, when carrying other employees or passengers connected with organisation 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 the organisation.

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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.

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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 the organisation. However, the following precautions are in place to ensure the safety of employees:

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- 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.

The organisation 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

The organisation 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).

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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.

The organisation 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 the organisation towards engagement and involvement in the risk assessment process.

4.21   SARS-Cov-2
The organisation will ensure that employees work from home where it is possible to do so in line with government guidance and restrictions.

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Workplaces are subject to specific risk assessments and associated control measures to reduce the transmission risk and resulting coronavirus infection.

SARS-Cov-2 risk assessments have been prepared for work locations and are subject to review by Senior Management.

Employees are requested to comply with the control measures established when working in offices and/or when working at client premises and/or travelling for work.

4.22 Workplaces
The organisation 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.
The organisation 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.

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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.
The organisation 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.

4.26 Vibration

The **Control of Vibration at Work Regulations 2005** require action to be taken to prevent employees from developing ill health caused by exposure to vibration at work from equipment, vehicles, and machinery.
The organisation will:
- Assess the risk to employees from exposure to equipment vibration at work
- Take action to reduce vibration exposure
- Consider vibration risks when purchasing or hiring equipment
- Provide employees with information and training on the risks from vibration and the measures to reduce these
- Provide health surveillance where the risk assessment shows that this is a necessary control

To control the risks, the organisation will:
- Check whether it is necessary to use the current equipment or whether a task may be achieved a different way
- Minimise the need for operations and equipment that expose workers to hazardous vibration
- Minimise the forces needed to control equipment and tools
- Consider the maintenance of the equipment and whether there is likely to be deterioration in anti-vibration mountings. Ageing and/or poorly maintained equipment is likely to give worse levels of vibration
- Reduce exposure times, e.g. by breaking up activities to minimise prolonged exposure

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- Provide warm clothing and gloves to operators to maintain good blood circulation, however this alone is not a sufficient control

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INTRODUCTION

This report details the following

- Individuals proposed for appointment as a Trustee

PROPOSED NEW TRUSTEES

Name	Interview Panel	Panel Feedback	Recommendation
Malcolm Innes	Susan Mail (Chair) Sophie Whitehead James Johnston	The panel felt that Malcolm's previous experience as a trustee, his current role as director of the UHI Centre for Islands Creativity, his experience as a creative and his enthusiasm for the work of SADA were all positive.	Appoint

6.1 Updates from Stakeholders
October 2021

INTRODUCTION

This report details the following
- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Met with CS Lead Officer 13/10. Discussed arrangements for visit to Shetland at the end of year.
Shetland Charitable Trust	Ongoing discussion with SCT regarding estate. Updated Outcomes and Evaluation plan for 2022/23 to be submitted by 29/11/2021
Highlands and Islands Enterprise	Support now being provided for CIW strand of islands deal.
Shetlands Islands Council	Ongoing meetings around Islands Deal

7.1 Key Upcoming Events
October 2021

EVENT DETAILS

Date	Title	Venue
4 November – 24 December	An Island Christmas	Bonhoga
21 January – 12 March	Blanket Coverage	Bonhoga
30 October 2:30pm	Myrtle an Meenie Book Launch	Mareel
25 November 7:30pm	Doug Allan - It's a Wrap	Mareel
18 December 12 noon and 2pm	When Santa Got Stuck up the Chimney…The Truth	Mareel
Next five years	Locus (now fully installed)	Lerwick