



## **REPORT**

To: Services Committee

2 September 2010

From: Sport and Leisure Services Manager

### **Trips Away! - Policy on Health and Safety of Young People On Off Site Trips and Visits**

#### **1 Introduction**

- 1.1 At a meeting of the Services Committee on 11 March 2010 (Min. Ref 30/10), Members considered a report on this subject and deferred a decision on its implementation in order for the policy and guidelines documents to be separated and further amended. This work has been undertaken and the policy document is now being re-presented for consideration by members.
- 1.2 The purpose of this report is to present to Members Trips Away!, a draft Policy On Health And Safety Of Young People On Off-Site Trips and Visits. The document is attached as Appendix B to this report.
- 1.3 Members will note that this is an inter-agency document which has been written in a way that allows it to be adopted by other organisations for their use e.g. Trusts.

#### **2 Links to Corporate Priorities**

- 2.1 The approval of this policy will assist the Council to meeting its Corporate Plan objectives of keeping children safe from harm while at the same time encouraging safe opportunities for children and young people to learn, gain new experiences and develop their skills through participation in off-site trips and visits.

#### **3 Risk Management**

- 3.1 Should this Policy document not be approved by Council, there is a risk that the Council will not fulfil its legal requirements under the Management of Health and Safety at Work Regulations 1999, made under the 1974 Act, which requires employers to:
  - Assess the risks of activities;
  - Introduce measures to control those risks;
  - Tell their employees about these measures.
- 3.2 Additionally, under the Health and Safety legislation employees must:

- Take reasonable care of their own and others' health and safety
  - Co-operate with their employers over safety matters.
  - Carry out activities in accordance with training and instructions.
  - Inform the employer of any serious risks.
- 3.3 Staff in charge of young people also have a common law duty to act as any reasonably prudent parent would do in the same circumstances.
- 3.4 Therefore, failure to have this policy in place increases the Council's risk of criminal prosecution, external criticism and scrutiny from the Health and Safety Executive and others, and increases its potential risk of litigation from injured parties, should an incident happen on a trip or visit that might have been avoided by consideration of the information identified in the policy and supporting guidance.

## **4 Background**

- 4.1 Off-site activities can form an important element of the learning experience promoted within a Curriculum for Excellence:

The curriculum:

- Should enable all young people to benefit from their education, supporting them in different ways to achieve their potential.
  - Must value the learning and achievements of all young people and promote high aspirations and ambition.
  - Should emphasise the rights and responsibilities of individuals and nations. It should help young people to understand diverse cultures and beliefs and support them in developing concern, tolerance, care and respect for themselves and others.
  - Must enable young people to build up a strong foundation of knowledge and understanding and promote a commitment to considered judgement and ethical action.
  - Should give young people the confidence, attributes and capabilities to make valuable contributions to society.
- 4.2 Young people can derive educational and social benefits from taking part in excursions and visits. They have the opportunity to undergo experiences that may not be available to them otherwise. Visits help to develop investigative skills and longer visits encourage greater independence.
- 4.3 This policy and supporting guidance has been developed to assist staff and others to ensure that young people stay safe and healthy on organised visits and provide a consistent approach to the management of trips and visits.
- 4.3 Responsibility for drafting this Policy was passed to the Child Protection in the Community Sub Committee of the Child Protection Committee and a

multi-agency group – membership listed at Appendix A, was formed to complete the task.

## **5 Consultation**

- 5.1 This policy document has been considered by the Shetland Child Protection Committee and has been endorsed by the Quality Assurance Sub-Committee.
- 5.2 This policy document was circulated for comment to the Schools Service Management Team as well as to all Head Teachers, and all agencies and services who contributed to the draft. Comments received were considered and included as appropriate.

## **6 Proposals**

- 6.1 It is proposed that the Trips Away! - Policy on Health and Safety Of Young People on Off Site Trips And Visits document be approved by the Services Committee and Council. This document takes into account that relevant legislation is in place to ensure the health and safety of children and young people when away from their usual place of learning, or home.
- 6.2 The Policy document has been developed to support staff and volunteers when planning activities and proposes a consistent approach to the management of these activities.
- 6.3 A supporting guidance document for this policy, which will be available for staff and volunteers on the Council's intranet and on the Child Safe Shetland Website, contains a number of proformas for completion by staff and volunteers responsible for trips and visits and also for parents/carers or participants on trips and visits.

## **7 Financial Implications**

- 7.1 There are no financial implications arising from the content of this report.

## **8 Policy and Delegated Authority**

- 8.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on the matters within approved policy and for which there is a budget. However, as this report is seeking to agree a new Council policy then a decision of the Council is required.

## **9. Conclusion**

- 9.1 There is no question that children and young people gain significant benefits from off-site trips and visits and in general there are few incidents that happen on these trips and visits. However, in order to minimise the risks to the Council and the participants on these trips and visits it is considered necessary to have a policy and supporting guidance in place to ensure that good practice is being followed in the management of these trips and visits.

- 9.2 In most cases staff organising trips and visits have experience in the organisation of these activities. However, the purpose of this policy and the supporting guidance is to ensure a consistency of approach and to provide less experienced staff with the information required to assist them in the preparation of a trip or visit and thus keep children and young people safer.

## **9 Recommendations**

- 9.1 I recommend that the Services Committee recommend to the Council to agree the "Trips Away!" - Policy On Health and Safety Of Young People On Off Site Trips and Visits.

August 2010

Ref: NW/sa

Report no: CD-06-10-F

## **Appendix A**

### **Working Group on Guidance for Off-Site Trips & Visits**

Avril Nicol, SIC Youth Services Manager (Chair)  
Neil Watt, SIC Sport and Leisure Services Manager  
Lorraine Gifford, Child Protection Officer, Shetland Recreational Trust  
Bob Kerr, SIC Sports Development Officer  
Raymond Mainland, Personnel Officer, Shetland Amenity Trust  
Anne Robertson, Development Officer, Voluntary Action Shetland  
Dave McNicol, Principal Teacher Curriculum at Sandwick Junior High School  
Sandra Pearson, SIC Safety & Risk Manager  
Fiona Johnson, SIC Safety & Risk



**Draft**  
**SHETLAND INTER-AGENCY**

**POLICY ON HEALTH AND SAFETY OF  
YOUNG PEOPLE ON OFF SITE TRIPS  
AND VISITS**

**TRIPS AWAY!**



**August 2010**

**Review Due: July 2012**

## SHETLAND INTER-AGENCY

# POLICY ON HEALTH AND SAFETY OF YOUNG PEOPLE ON OFF SITE TRIPS AND VISITS

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## **1. INTRODUCTION**

- 1.1 Young people can derive educational and social benefits from taking part in excursions and visits. They have the opportunity to undergo experiences that may not be available to them otherwise. Visits help to develop investigative skills and longer visits encourage greater independence. This policy has been developed in order to assist staff and others to ensure that young people stay safe and healthy on organised visits. Guidelines on Planning Trips Away have been prepared to support the implementation of this policy and are available at [www.shetland.gov.uk/childsafeshetland/](http://www.shetland.gov.uk/childsafeshetland/)
- 1.2 The definition of “organised visits” includes any excursions planned that take young people away from their normal base of activity. Examples include school trips off the school site; youth club trips away from the club’s regular premises; or outdoor education activities at isolated locations. Off-Shetland trips, to either the Scottish Mainland, or further afield, are also within the scope of this document.
- 1.3 Most visits take place without incident but there is a requirement to ensure the safety of young people. No amount of planning can guarantee that a visit will be totally incident free, but good planning and attention to safety measures will reduce the number of accidents and lessen the seriousness of those that do happen. The management of health and safety on visits is part of an organisation's overall health and safety management system. This policy defines the principles that must be followed when planning visits whilst leaving the application of such principles to the staff involved
- 1.4 A young person is generally anyone under the age of eighteen. In Scots Law two categories of young people can be defined;
- anyone under the age of 16 years - regarded as dependent on parents, and on official visits staff will act "in loco parentis".
  - anyone of 16 years or over - the law assumes they are able to make reasonable decisions regarding their own actions, but are still owed a "duty of care" by any accompanying adult.
- 1.5 References to 'parents' cover anyone who has parental responsibility.
- 1.6 This policy has been produced with reference to the "Health and Safety of Pupils on Educational Visits" plus additional annexes by the Department for Education and Skills.
- 1.7 This policy will be reviewed whenever there are any changes to relevant legislation or guidance, and will be reviewed regularly, at least once every three years.
- 1.8 This document recognises that there are many organisations involved in organising visits and trips for young people. This policy makes reference throughout to managers. The term ‘manager’ is used to refer to senior officers and staff in positions of responsibility and with authority to approve off-site visits and trips.

## **2. LEGAL FRAMEWORK**

### **2.1 General**

2.1.1 Under the Health and Safety at Work etc Act 1974 employers are responsible for the health, safety and welfare at work of their employees. Employers are also under a duty to ensure, so far as is reasonably practicable, the health and safety of anyone else that may be affected by their activities or omissions. This includes young people at any time, including off-site visits.

2.1.2 The Management of Health and Safety at Work Regulations 1999, made under the 1974 Act, requires employers to:

- assess the risks of activities;
- introduce measures to control those risks
- tell their employees about these measures.

Additionally, under the Health and Safety legislation employees must:

- take reasonable care of their own and others' health and safety;
- co-operate with their employers over safety matters;
- carry out activities in accordance with training and instructions;
- inform the employer of any serious risks.

Staff in charge of young people also have a common law duty to act as any reasonably prudent parent would do in the same circumstances.

2.1.3 Although the Chief Officer of the organisation leading the trip is ultimately responsible for health and safety, decisions about visits are usually delegated to managers with responsibility for off-site trips, whose agreement must be obtained before a visit takes place.

2.1.4 Protection of Children (Scotland) Act 2003 – If you provide services, activities or projects for young people up to the age of 18 years old, then you must comply with the requirements of the Protection of Children (Scotland) Act 2003 and the Protection of Vulnerable Groups (Scotland) Act 2007. Your group must have policies and procedures in place that adequately cover child protection and welfare issues. Particular attention must be paid to the requirements for ensuring that staff or volunteers working in a 'childcare' position undergo an Enhanced Disclosure Check. (for further information please refer to the CHILD SAFE Shetland website [www.shetland.gov.uk/childsafeshetland/](http://www.shetland.gov.uk/childsafeshetland/) )

### **2.2 Employer**

2.2.1 The Lead Organisation, through its managers, has the following main roles in respect of trips or visits:

- provide written guidelines for staff, including advice on risk assessment;
- assess proposals for trips and visits;
- provide emergency telephone contact for the duration of the visit where necessary;
- ensure training needs have been identified and addressed;

- provide access to named staff for advice;
- maintain appropriate insurance cover for trips;
- have in place procedures to monitor and review safety during off-site trips and activities.

## **2.3 Managers**

2.3.1 Managers must ensure that trips comply all relevant guidelines (eg: the GTC Code of Professionalism and Conduct) or policies provided by the Organisation and their establishment's own health and safety management systems. They must ensure that the group leader is competent to monitor the risks throughout the trip.

2.3.2 Managers must be clear about their role if taking part in the visit as a group member/supervisor. They must follow the instructions of the group leader who will have overall charge of the visit.

2.3.3 Managers should ensure that:

- child protection procedures are in place, in line with the Shetland inter-agency Child Protection Procedures;
- risk assessments have been completed and appropriate safety measures are in place;
- staff are trained, competent and experienced in supervising the age groups going on the visit and are familiar with the location/centre where the activity will take place;
- the ratio of supervisors to young people is appropriate;
- parents have signed consent forms;
- arrangements have been made for the medical or additional support needs of all young people where appropriate;
- appropriate emergency procedures have been agreed, including first aid provision, and copies of procedures provided to all staff on the trip and the emergency contact;
- there is appropriate insurance cover;
- they have the address and phone number of the venue and a contact name;
- they and all staff on the trip have the names and contact details of all members of the group;
- they and all staff on the trip have access to contact details of next of kin for all group members;
- there is a contingency plan for any delays including a late return home.

## **2.4 Group leader**

2.4.1 The group leader, who is appointed by the Manager, should have overall responsibility for the supervision and conduct of the visit and must have regard to the health and safety of the group. They must:

- obtain formal approval of the visit from the Manager;
- complete and record a comprehensive risk assessment/s and review these for regularly undertaken visits/activities, advising the Manager where adjustments may be necessary;
- undertake and complete the planning and preparation of the visit, including the briefing of group members and parents/carers;

- brief all adults involved about their roles and responsibilities on the trip, highlighting the need to follow approved policies and procedures;
- notify, where the activity requires it, local agencies such as police and coastguard;
- monitor the health, safety and wellbeing of group members, and anyone who may be affected by activities during the trip;
- take action to stop the activity or trip if the risk to health or safety is unacceptable and have in place procedures for such an eventuality;

## **2.5 Other Staff and Adult Volunteers**

2.5.1 Any adults involved on a trip, whether they are employees or not, will be bound by this policy and any other relevant policies for the duration of the trip.

2.5.2 All staff must ensure the health and safety of everyone in the group as far as reasonably practicable. They should:

- follow the instructions of the group leader and help with control and discipline of group members;
- if they think the risk to health or safety is unacceptable, notify the group leader and/or take action to suspend the activity or trip where necessary.

## **2.6 Young People**

2.6.1 The group leader should make it clear to young people that they must:

- follow the instructions of the leader and other supervisors, including those at the venue of the visit;
- dress and behave sensibly and responsibly;
- be sensitive to local codes and customs;
- inform the group leader or an adult supervisor if they have concerns about their own, or someone else's, health, safety or wellbeing during the trip

## **2.7 Parents/carers**

2.7.1 Parents/carers should be told how they can help prepare their child for the visit by, for example, reinforcing the visit's code of conduct. Parents/carers should also be asked to agree the arrangements for sending a young person home early and who will meet the cost.

~~2.14~~2.7.2 Parents/carers will need to:

- provide the group leader with emergency contact details, and any information about their child's emotional, mental or physical health which might be relevant to the visit. Relevant issues may include – a recent illness or bereavement; any known allergies; existing medical conditions; tendencies toward homesickness, etc.
- sign the consent form.

### **3. PLANNING**

#### **3.1 Planning a trip or visit**

- 3.1.1 For all visits it is essential that formal planning takes place before setting off. This involves considering any dangers and difficulties that may arise and making plans to reduce them. In practice, the Manager may delegate the detailed planning to the group leader. They must satisfy themselves that the person planning the visit is competent to do so and has the necessary relevant experience. A summary of the steps that should be followed when planning a trip or visit are summarised in Appendix A to this policy.

#### **3.2 Risk assessment**

- 3.2.1 Risk assessments are usually carried out by the group leader. An assessment should be completed well before the visit, and should be approved by the Manager.
- 3.2.2 A risk assessment for a visit need not be complex but must be comprehensive. It does not generally require technical or professional health and safety expertise, but specialist information for some visits may be necessary and the person undertaking the risk assessment should seek such advice where necessary.
- 3.2.3 A formal risk assessment must eliminate or reduce the risks to an acceptable level. If the risks cannot be controlled to an acceptable level, then the visit must not take place; or the visit must be adapted to reduce the risk.
- 3.2.4 The risk assessment must be based on the following considerations:
- what are the hazards?
  - who might be affected by them?
  - what safety measures need to be in place to reduce risks to an acceptable level?
  - can the group leader put the safety measures in place?
  - what steps will be taken in an emergency?
- 3.2.5 The person carrying out the risk assessment must record it and give copies to all adults on the visit along with details of the control measures. Managers should also be given a copy to demonstrate that effective planning has taken place as part of the approval procedure.
- 3.2.6 Frequent visits to local venues, such as swimming pools, will not need a risk assessment before every visit as long as relevant circumstances have not changed. However, a review of the risk assessment of such visits should be made at regular intervals in accordance with Organisation policy, and amendments made as necessary.
- 3.2.7 The group leader should take the following factors into consideration when assessing the risks:
- the type of visit/activity and the level at which it is being undertaken;

- the location, routes and modes of transport;
- the competence, experience and qualifications of supervisory staff and their ratio to young people;
- the group members' age, competence, fitness and temperament and the suitability of the activity;
- the special educational or medical needs of young people;
- the quality and suitability of available equipment;
- seasonal conditions, weather and timing;
- emergency procedures;
- how to cope when a young person becomes unable or unwilling to continue or participate;

3.2.8 Detailed advice, training and assistance on risk assessment can be obtained from the Shetland Islands Council's Safety Manager.

3.2.9 As well as the visit/site specific risk assessments, that have been prepared before the visit, the Group Leader should continually assess the risks during the trip and take appropriate action. Any such actions should form part of the trip review procedure to inform future planning.

### **3.3 Exploratory visit**

3.3.1 The group leader should undertake an exploratory visit, wherever possible, to:

- ensure that the proposed venue is suitable to meet the aims and objectives of the activity;
- assess potential risks;
- become familiar with the area before taking a group of young people there.

3.3.2 If an exploratory visit is not feasible the group leader will need to make alternative arrangements to complete an adequate risk assessment. A minimum measure would be to obtain specific information in writing from the venue and from local organisations, such as tourist boards and local authorities. Previous risk assessments and information may be available from other groups who have been to the same location.

3.3.3 It is useful to carry out a review after each visit to determine the effectiveness of risk assessments and control measures.

### **3.4 Other considerations**

3.4.1 Other factors, which should form part of the planning stage, include:

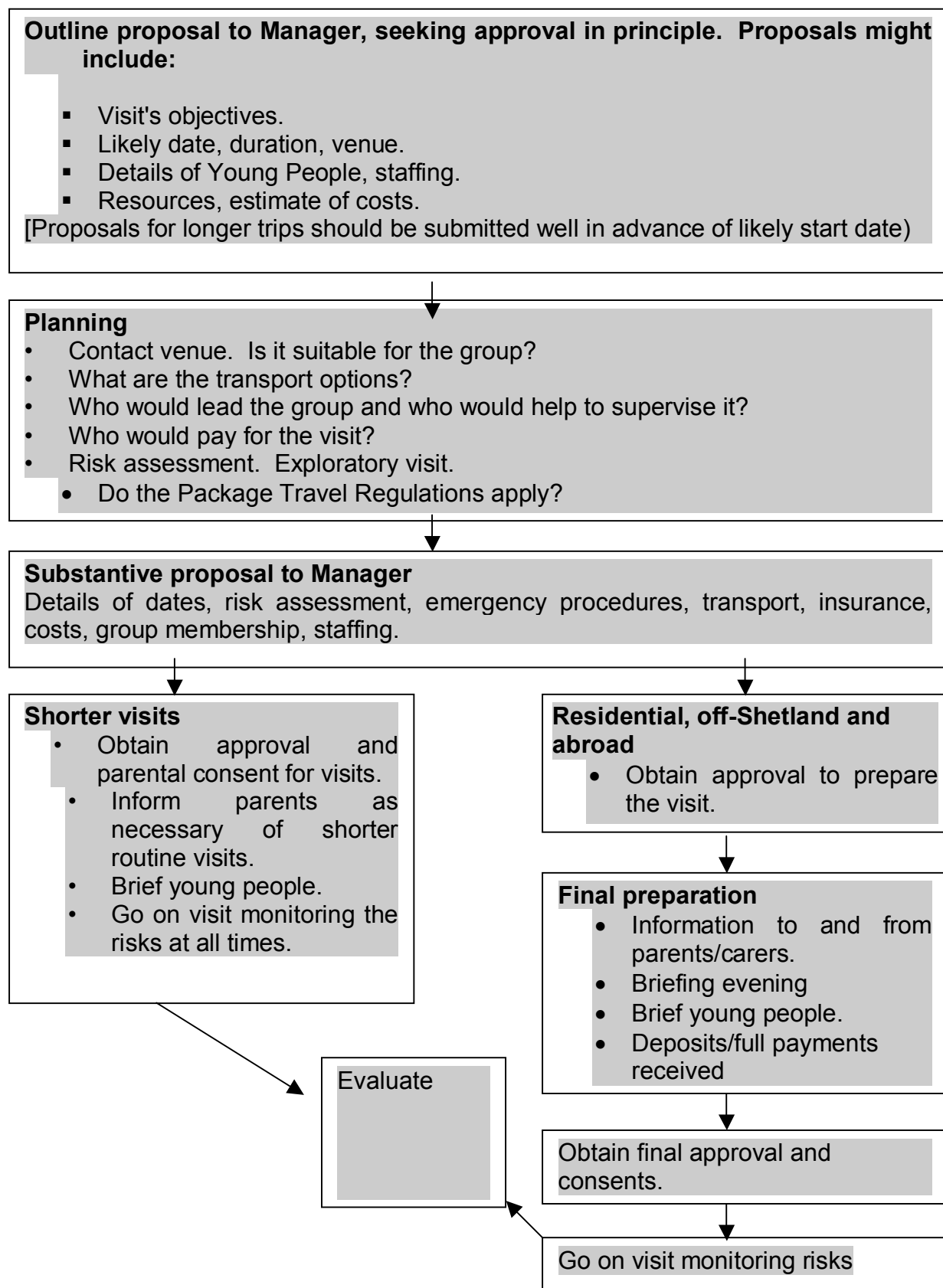
- the facilities/equipment the group will need to take on the visit and those to be provided at the venue;
- the designation of someone to record the details of the visit and to carry accident forms etc;
- transport, insurance and communication arrangements;
- information to the provider, parents/carers and young people;
- contingency measures for enforced change of plan or late return;
- emergency arrangements, including sending young people home early;
- Managers should have a copy of all relevant paperwork for the trip, including consent forms, trip schedule and contact details.

### **3.5 First aid**

- 3.5.1 First aid must form part of the risk assessment. On any trip, an appropriate first aid box must be taken. Where the visit is to a remote location or involves potentially hazardous activities, at least one of the group should be a fully trained first aider. There should be facilities for contacting the emergency services.
- 3.5.2 The minimum first aid provision for a visit is:
- a suitably stocked first aid box;
  - a person appointed to be in charge of first aid arrangements.
- 3.5.3 First aid equipment should be available at all times. The Health and Safety Executive recommends the following minimum contents for a travelling first aid box where no special risk has been identified:
- a leaflet giving general advice on first aid;
  - six individually wrapped sterile adhesive dressings;
  - one large sterile unmedicated wound dressing approximately 18cm x 18 cm;
  - two triangular bandages; two safety pins;
  - individually wrapped moist cleansing wipes;
  - one pair of disposable gloves;
  - a resuscitator (for hygienic mouth to mouth resuscitation) would also be useful.
- 3.5.4 Where any special risk of an activity has been identified, then the first aid box should include additional items to treat any injuries that may occur. e.g. disposable ice packs for soft tissue injuries at a sports event, or splint packs for injuries at a remote location
- 3.5.5 Where a special risk or medical condition relating to an individual has been identified, rather than an activity, this must be disclosed to insurers prior to travelling.
- 3.5.6 All minibuses are required by law to carry a first aid kit.

## Appendix A - PLANNING THE VISIT

This page charts the stages of planning a visit.







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## REPORT

To: Services Committee

2 September 2010

From: Head of Housing

Report No: HS-17-10

### Mortgage Meeting Update & Further Proposal For Shared Equity Scheme

#### 1. Introduction

- 1.1 Earlier in 2010, the Head of Housing was instructed to meet with the Head of Finance and Councillors B L Fullerton and L F Baisley to explore the possibility of the Council granting mortgages.
- 1.2 A complete record of the meeting and the agreed actions is attached at Appendix A.
- 1.3 This report seeks to:
  - 1.3.1 Give feedback on the original meeting;
  - 1.3.2 Offer the outline of a proposal for a shared equity scheme;
  - 1.3.3 Seek approval for relevant officers to work on the final detail of a scheme to be fed back through the Housing Strategy Steering Group (HSSG) and the Capital Programme Service, "Gateway Process", before coming back to Services Committee for a final decision:

#### 2. Links to Corporate Priorities and Risks

- 2.1 Sustainable Organisation - Help us to make sure that we are making best use of our resources and delivering services as effectively as possible. The Council has, through its Local Housing Strategy (LHS), a stated aspiration for more affordable housing.
- 2.2 The 2009/10 Housing Service plan identifies that the Council's Housing Service will, *"Work in partnership with others to enable everyone in Shetland to have access to a choice of affordable housing options, across **all tenures** that are warm and safe, energy efficient and in keeping with the Shetland environment, of good quality and in good repair, able to meet*

*demand and the particular needs of households in inclusive and vibrant communities”.*

- 2.3 The 2009/10 Housing Service action plan requires the Head of Housing to, *“Continue to investigate options for increasing housing supply in Shetland”.*
- 2.4 The Sustaining Shetland document endorsed by the Community Planning Board states that, *“We will increase the population of Shetland to 25,000 by 2025. We will increase the supply of housing to 12,000 by 2025”.*
- 2.5 There are no identifiable risks associated with this report. However, if the Council does proceed with a detailed Shared Equity scheme, there may be risks for the Council. The detail of such risks will be identified in any future report seeking authority to operate such a scheme.
- 2.6 As with any new initiative, there may always be unforeseen consequences which may be beneficial or detrimental to Council intent. In these circumstances it is necessary to consider if the strategic benefit outweighs the potential risk.

### **3. Background**

- 3.1 A meeting was held on the 7<sup>th</sup> May 2010 with Councillors B Fullerton & L F Baisley and the Head of Housing and the Head of Finance. The purpose of the meeting was to discuss the viability of a Council Mortgage Scheme.
- 3.2 The conclusion of the meeting was that the current mortgage market is very different to the one when the Council mortgages were at their height. It was felt that availability of market mortgages was not currently an issue as mortgages are still available for those meeting eligibility criteria. There seemed nothing to merit the Council granting mortgages to those considered “high risk” by the open mortgage market. Thus, it was agreed that direct operation of mortgages would be unhelpful at this stage.
- 3.3 However, as already outlined in various Council strategies; it was also felt that more could be done to stimulate private sector investment in the local context. It was also agreed that the resources available should be targeted towards enabling more waiting list applicants to secure their own homes.
- 3.4 Other agreed actions included:
  - 3.4.1 Disposal of existing chalets, this will be covered by the HSSG and proposals will be formally fed through Services Committee as part of a wider housing strategy;
  - 3.4.2 Stimulating private sector development, to conclude actions identified by the Council’s High Level Service Plan Group. The Executive Director of Education & Social Care has arranged the first meeting for the 6<sup>th</sup> September 2010. The results of this meeting will be fed back through appropriate Committees in due course.

- 3.5 Further, the Head of Housing was asked to bring forward proposals for a subsidy scheme to run as a pilot (following Hoofields planning decision). This is in effect a shared ownership model providing a deposit element for house purchase, targeted towards first time buyers and those on the existing waiting lists and occupying Council housing. The intention is that The Council would recover investment through direct repayment of the shared equity in any property purchased under this scheme. The proposals for such a scheme are set out in section 4.0 of this report.
- 3.6 The Scottish Government already operate an equity scheme known as the Low cost Initiative for First Time buyers (LIFT) scheme. However, this scheme has been reduced and is currently not available to applicants in Shetland.

#### **4. Shared Equity Scheme – Outline Proposals**

- 4.1.1 The first point to make clear is that the terms Shared Ownership and Shared Equity are sometimes used to describe the same thing. For the purposes of this report, Shared Ownership is a scheme where a person owns a share of a house and pays rent on the amount not owned.
- 4.1.2 Shared Equity for the purposes of this report is where an individual formally purchases a property but another party has an equity stake in that purchase, in this case the Council. The purchaser is responsible for any mortgage, survey, deposit and legal fees. The title will be in the name of the purchaser and so they will be able to sell the property at any time.
- 4.2 It is called a shared equity because the value of the share/s can vary depending on how much the purchased property is worth.
- 4.3 This proposal is not unique as similar schemes already exist in England and Wales. However, this proposal is to my knowledge unique amongst local authorities in Scotland. The Council has powers under part 2 of the Housing (Scotland) Act 2006 to provide assistance for housing purposes, which can include financial assistance by way of grants or loans, subject to guidance / regulations from the Scottish Ministers. This would be the legislation used to develop the scheme, subject to appropriate consultation with the Scottish Government.
- 4.3.1 If there is greater demand than money available for any pilot scheme, the applicants requiring the lowest share can be prioritised to make resources benefit as many new households as possible.
- 4.4 The main principles of the proposal are:
- 4.4.1 Entry into such a scheme must be on the basis of a strict financial appraisal. I would suggest that the Council does not want to be in a position where it is encouraging individuals to take on debt they cannot afford. This would lead to default,

losses and a further burden on the existing social housing / homeless services.

- 4.4.2 This is operated by the Council as a General Fund activity, to meet the Council's corporate plan objectives;
  - 4.4.3 It is not a gift;
  - 4.4.4 It is an alternative form of investment for the Council, where the Council is purchasing a share in a property and will be repaid when the property is sold, or the Council share is bought by the purchaser;
  - 4.4.5 Qualifying criteria will be set to target those on low incomes that are first time buyers;
  - 4.4.6 Incentives will be built in to encourage the purchaser to buy out the Council share at the earliest opportunity;
  - 4.4.7 Purchasers may still have to find a deposit to satisfy their respective mortgage lenders;
  - 4.4.8 The future sales of these properties will promote the first time buying cycle necessary for a sustainable housing market as part of a thriving economy;
  - 4.4.9 By applying this scheme, the Council is investing some of its reserves in shares of local houses rather than external alternatives. Thus, the funding is not lost, it remains in Shetland and will be recoverable with any returns at some point in the future. Thus, the money originally invested can be re-cycled into expanding this or other schemes as required into the future;
  - 4.4.10 Anyone owning or having owned a home, or seeking to purchase a second home will be excluded from this scheme;
  - 4.4.11 Anyone seeking to purchase a house greater than one bedroom more, or one bedroom less than they need under the Council allocation policy, they will be excluded from the scheme;
  - 4.4.12 The value of properties to be purchased will be capped to reflect average earnings of those on low incomes in a particular area;
  - 4.4.13 The availability of this scheme as a funding option may encourage private sector, speculative, low cost, private sector housing investment:
- 4.5 More work is required to determine the parameters for qualifying criteria and the legal detail required in any agreement to protect the Council's interest.

- 4.6 If this initiative can be linked to sales of the proposed new build in Brae and Hoofields, as a pilot, the following additional benefits may apply:
- 4.6.1 The purchase price will be the known cost price to the Council and so there is some level of comfort to The Council that it is genuinely the lowest price;
  - 4.6.2 The quality of such houses are assured and minimal additional expenditure should be required in the early years for maintenance;
  - 4.6.3 If the income generated is offset to build more Council houses, there will be more houses built for the same level of overall investment of public money;
  - 4.6.4 The Hoofields scheme will become multi tenure to enhance redevelopment objectives;
  - 4.6.5 The income from the sales can be returned to the Council and so if deemed necessary and appropriate, be made available to the HRA to build Council houses elsewhere;
- 4.7 A Council share averaging £20,000 per house for 12 houses would require a reallocation of reserves totalling £240,000. This amount should be sufficient to run and test the pilot without incurring a great risk. This is also in my view, the level of investment necessary to properly test a pilot shared equity scheme. A business case for this level of investment would have to be directed through the Capital Programme Service (CPS), "Gateway Process", for Council to consider in due course. Such a submission will have to consider the best value implications of such an investment.
- 4.8 In summary, a first time buyer on low income part funds the purchase of a house. The Council part funds the remaining share. Both shareholders risk a drop in house prices but benefit from any increase in house values over the medium and long term. The purchaser can purchase a greater share from the Council at any time. When the house is sold, the Council recovers its share with any market value enhancements and the money can be re-invested elsewhere. The purchaser can then repay any outstanding mortgage they may have and / or re-invest in another purchase elsewhere.
- 4.9 A worked example of how the scheme may work is set out in table 1, below:

Table 1.

<b>Example of Equity Share</b>	<b>Cost</b>	<b>Percentage</b>
Purchase price of new home	£100,000	
Purchaser's mortgage and any cash deposit	£70,000	70%
SIC's Equity Share	£30,000	30%

In this example, if the home is sold for £110,000, the main purchaser would get £77,000 (70%) and The Council get £33,000 for the Equity share. The main purchaser would need to pay off any mortgage with their share of the sale proceeds.

## **5. Financial Implications**

- 5.1 This report does not seek to commit funds for the equity scheme at this stage. However, as this will be a General Fund activity authority will be required to expend staff time developing this outline proposal for a shared equity scheme in greater detail. Any funding requirement would have to be directed through the CPS, gateway process for the Council to consider. At this stage in the process staff time will be met by existing resources and budgets.

## **6. Policy and Delegated Authority**

- 6.1 All matters relating to Housing stand referred to the Services Committee in accordance with Section 13 of the Council's Scheme of Delegations. The Committee has delegated authority to make decision on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.
- 6.2 However, in absence of budget provision, and as the proposals in this report require determination of new strategies and policies, the recommendations require a decision of the Council.

## **7. Conclusions**

- 7.1 Any scheme that promotes low cost home ownership will in my view help promote social, health, educational and economic benefits. This will also help the Council housing waiting lists, as those seeking low cost home ownership would have a real alternative to current market prices. This would remove reliance on The Council rented housing as an alternative for some. However, such a scheme will require careful consideration to ensure that it properly targets the right groups and income levels. It will also be necessary to provide proper protection of the SIC's interests in such an equity scheme through a detailed legal document and strict financial qualifying criteria.

## **8. Recommendations**

- 8.1 I recommend that Services Committee recommend that the Council:
- 8.1.1 Note the results, conclusions and actions of the meeting to discuss the granting of The Council mortgages;
- 8.1.2 Agree to accept the outline proposals for the Council to try and operate a shared equity scheme to promote low cost ownership, targeted at first time buyers and those on low incomes and clarify the requirements of such a scheme with Scottish Ministers.;

- 8.1.3 Prepare a submission to the Capital Programme Service for consideration of this pilot under the Council's Gateway Process;
- 8.1.4 Based on proposals in section 4.0. agree for the Council staff to work on a detailed proposal for a shared equity scheme pilot, to be considered by the HSSG and brought back to Services Committee for further consideration;
- 8.1.5 For the pilot to be linked to the new build schemes at Hoofields and Brae in the first instance;
- 8.1.6 For the Head of Housing to prepare an advertisement seeking expressions of interest, from individuals potentially interested in any scheme which is developed, to inform and guide HSSG recommendations:

Date: 2 September 2010  
Our Ref: CM/LJ

Report No: HS-17-10





## HS-17-10 - Appendix A

As requested please find below a summary of the discussion and key action points:

- **Mortgages** – The current market is very different to the one when SIC mortgages were at their height. It was felt that availability of market mortgages was not an issue but more could be done to stimulate private sector investment in the local context. Thus, it was agreed that direct operation of mortgages would be unhelpful at this stage. It was also agreed that the resources available should be targeted towards enabling more waiting list applicants to secure their own homes.
  - 1. Actions-**
    - a) GJ to proceed with planned report for future funding of SIC council housing.
    - b) CM to bring proposals to services for a subsidy scheme to run as a pilot (following Hoofields planning decision). This is in effect a shared ownership model providing the deposit element for house purchase, targeted towards those on the existing waiting lists and occupying council housing. SIC would recover investment through direct repayment or the shared equity in any property.
    - c) BF & LB to raise awareness of issues amongst members to seek support for proposals.
- **Chalets** – There is both the disposal of existing chalets and possible use of “modern” chalets to provide a flexible response in landward areas and in both a housing and a care setting.
  - 2. Actions-**
    - a) CM to arrange for these topics to be covered by HSSG and be formally fed through services committee as part of a wider housing strategy.
    - b) BF & LB to promote and direct SIC strategic direction during HSSG consultation.
- **Stimulating private sector development** – It was agreed that more could be done to make the planning process more permissive and release of SIC land to stimulate private sector house building. This might be linked to the initiative set out in (1) above.
  - 3. Actions -**
    - a) CM to conclude actions identified by SIC high level service plan group, in consultation with officers from planning and legal services.
    - b) BF & LB to discuss with other members, prioritisation of housing in relation to the council’s other general fund activities. The result to be reflected in SIC’s service and corporate planning models.





## **REPORT**

**To: Services Committee**

**2 September 2010**

**From: Head of Finance  
Executive Services Department**

**Report No: F-044-F**

**Education & Social Care Revenue Management Accounts  
General Ledger, Reserve Fund and Housing Revenue Account  
For the Period 1 April 2010 to 31 July 2010**

### **1. Introduction**

- 1.1 The purpose of this report is to provide Members with an overview of the financial position on the Education & Social Care service General Ledger, Reserve Fund and Housing Revenue Account revenue management accounts (RMA) for the first 4 months of 2010/11.

### **2. Links to Corporate Priorities**

- 2.1 This report links to the Council's corporate priorities, defined in its Corporate Plan, specifically in relation to reviewing financial performance relative to the Council's financial policies.

### **3. Risk Management**

- 3.1 This is an information report so there are no risks associated with the recommendations.

### **4. Background**

- 4.1 The revenue management accounts are presented to the Executive on a monthly basis to monitor the Council's overall financial position.
- 4.2 Only controllable items of expenditure are included, on the basis that recharges for central services and financing costs and financing income are excluded, as these are not controllable in terms of spending decisions. The financial data in this report includes employee costs, property costs, transport, grants and other running costs, and income comprises of fees and charges, grants and rents.

- 4.3 For information, all appendices show the Annual Budget, Year to Date Budget, Actual and Variance. It is the Year to Date variances, which are referred to within this report. An estimation of when spending will occur or income is to be received is made on each budget and a spend profile is set which determines the Year to Date Budget. The Year to Date Variance shows how actual activity has varied from the planned budget.

## **5. General Ledger (inc Support/Recharged)**

- 5.1 Appendix 1 shows the objective and subjective position for Education & Social Care services, there is an underspend of £1,117k (4%). Appendix 2 sets out the variances by cost centre; there are currently 12, which are over £50k (8 in Community Care and 4 in Children's Services).

- 5.2 Of the over £50k variances, the majority relate to underspends on Staffing Costs which have occurred due to vacancies, and/or delays in recruitment, as follows:

- ILP Project Manager - £94K u/spent
- Annsbrae/Mental Health - £70K u/spent
- Newcraigielea - £77k u/spent
- Montfield - £70k u/spent
- North Haven - £42k u/spent
- Short Break Services - £62k u/spent
- Residential Child Care - £86k u/spent
- Family Support - £28k u/spent

- 5.3 The remaining over £50k variances relate to:

- Community Care Income - £107K adverse variance due to a reduction in the number of self funding clients, and some minor profiling issues
- Child Off Island Accommodation - £67k o/spent

- 5.4 Across the Education and Social Care service, there is an adverse variance of £280k on Non-Domestic Rates as a result of the revaluations for 2010/11.

## **6. Reserve Fund**

- 6.1 Appendix 3 shows the objective and subjective position on the Reserve Fund for Education & Social Care services. There is an underspend of £18k (8%). This underspend is mainly on Tenant Participation, and is due to grants not being paid out as anticipated.

- 6.2 For more detailed information, Appendix 4 shows the Reserve Fund by cost centre.

## **7. Housing Revenue Account (HRA)**

- 7.1 Appendix 5 shows the objective and subjective position on the Housing Revenue Account. This shows an underspend of £278k. This variance is due to a combination of the difficulty in profiling when charges from the HRA for maintenance will be made and a shortfall in income due to house sales.

- 7.2 For more detailed information, Appendix 6 shows the HRA by cost centre.

## **8. Financial Implications**

- 8.1 The General Ledger is underspent by £1,117k, mainly on employee costs and operating costs. To date real savings of £1,139k have been identified to match off against budgeted savings required to be found within this area. There is £233k still remaining to be found, before any further savings are offset against the corporate savings budget. The Reserve Fund is underspent by £18k and the Housing Revenue Account (HRA) is underspent by £278k.

- 8.2 As reported in the Head of Finance's Estimates Report in February 2010 (Min Ref 15/10), in order to meet the financial policy target of a draw on Reserves of £2m on the General Fund revenue budget there is an overall budget saving requirement of £9.9m across the Council for 2010/11.

## **9. Conclusion**

- 9.1 The General Ledger, Reserve Fund and Housing Revenue Account (HRA) revenue management accounts show that Education and Social Care Services overall are generally on target against budget as at period 4 (April - July) including real savings of £1,139k to date. No significant variances have been identified to suggest that the outturn position will not be in line with budgets set.

## **10. Policy & Delegated Authority**

- 10.1 The Services Committee has delegated authority to act on all matters within its remit for which the Council has approved the overall objectives and budget, in accordance with Section 13 of the Council's Scheme of Delegations.

## **11. Recommendation**

- 11.1 I recommend that the Services Committee note the report.



<b>EDUCATION &amp; SOCIAL CARE MANAGEMENT INFORMATION 2010/11 - PERIOD 4</b>	<b>1st April 2010 to 31st July 2010</b>
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<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance Including Savings (Adverse)/Favourable
	£	£	£	£
<b>Education &amp; Social Care Services (total)</b>	<b>77,119,718</b>	<b>27,538,629</b>	<b>26,421,218</b>	<b>1,117,411</b>
Executive Director (inc Museums)	1,480,355	694,845	706,048	(11,203)
Housing	2,327,788	767,432	598,359	169,073
Community Care	23,356,416	9,137,602	8,534,483	603,119
Children's Services	6,522,305	2,195,333	1,866,572	328,761
Criminal Justice Unit	22,824	7,404	4,634	2,770
Community Work	366,127	118,184	121,783	(3,599)
Resources	1,281,049	452,432	426,671	25,761
Schools	39,370,864	13,375,799	13,469,206	(93,407)
Sports & Leisure	1,786,114	600,394	553,793	46,602
Train Shetland (inc Adult Learning)	605,876	189,204	139,669	49,535

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance Including Savings (Adverse)/Favourable
	£	£	£	£
<b>Employee Costs (sub total)</b>	<b>67,669,325</b>	<b>22,238,425</b>	<b>21,408,287</b>	<b>830,138</b>
Basic Pay	50,344,466	16,511,232	16,002,224	509,007
Overtime	255,529	92,575	176,025	(83,450)
Other Employee Costs	17,069,330	5,634,619	5,230,038	404,581
<b>Operating Costs (sub total)</b>	<b>14,592,571</b>	<b>5,448,878</b>	<b>5,032,522</b>	<b>416,356</b>
Travel & Subsistence	2,433,421	732,822	665,177	67,645
Property Costs	5,811,612	2,453,721	2,360,495	93,226
Other Operating Costs	6,347,538	2,262,335	2,006,850	255,485
<b>Transfer Payments (sub total)</b>	<b>8,032,111</b>	<b>2,669,532</b>	<b>2,676,535</b>	<b>(7,003)</b>
<b>Income (sub total)</b>	<b>-13,174,289</b>	<b>-2,818,206</b>	<b>-2,696,126</b>	<b>(122,081)</b>
<b>TOTAL</b>	<b>77,119,718</b>	<b>27,538,629</b>	<b>26,421,218</b>	<b>1,117,411</b>

<b>EDUCATION &amp; SOCIAL CARE RMA 2010/11 - COST CENTRE DETAIL - PERIOD 4</b>	<b>1st April 2010 to 31st July 2010</b>
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<u>Description</u>		Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
		£	£	£	£
<b>Directorate</b>		<b>1,480,355</b>	<b>694,845</b>	<b>706,048</b>	<b>(11,203)</b>
GRJ1002	Data Sharing Project	42,651	14,608	28,986	(14,378)
GRL4210	Museums & Archives Prop Costs	50,397	26,537	38,341	(11,804)
GRL4217	New Museum & Arts Centre	1,141,683	570,842	570,842	0
SRJ0000	Exec Dir Educ & Social Care	245,624	82,858	67,879	14,979
<b>Resources</b>		<b>1,281,049</b>	<b>452,432</b>	<b>426,671</b>	<b>25,761</b>
SRJ2000	Resources Manager	106,418	42,065	32,036	10,029
SRJ2100	Information	139,606	63,941	61,275	2,666
SRJ2200	Staff Management	330,130	109,781	109,162	619
SRJ2201	Recruitment Expenses	225,000	75,000	72,333	2,667
SRJ2300	Administration	410,095	138,433	129,418	9,015
SRJ2500	Grant Administration	69,800	23,212	22,446	766
<b>Community Work</b>		<b>366,127</b>	<b>118,184</b>	<b>121,783</b>	<b>(3,599)</b>
GRJ3301	Area Community Work	292,790	96,379	99,438	(3,059)
GRJ3302	Community Work Initiatives	0	-2,490	1,529	(4,019)
GRJ3307	SLSDG (Vision)	0	0	-8	8
GRJ3303	Community Transport	16,851	5,696	2,976	2,720
SRJ3300	Comm Learning & Dev Mgt	56,486	18,599	17,849	750
<b>Sport &amp; Leisure</b>		<b>1,786,114</b>	<b>600,394</b>	<b>553,793</b>	<b>46,602</b>
GRJ3100	Islesburgh Cafeteria	21,581	-2,024	3,216	(5,240)
GRJ3101	Islesburgh	699,596	283,611	259,708	23,903
GRJ3102	Bridge-End Outdoor Centre	5,000	5,000	5,000	0
GRJ3103	Unst Youth Centre	5,000	0	0	0
GRJ3104	Fetlar Camp Site	5,640	2,225	2,088	137
GRJ3105	2 St Sunniva Street	12,157	5,529	4,214	1,315
GRJ3107	Parks General	271,688	107,181	104,682	2,499
GRJ3108	Play Areas General	104,712	31,466	31,626	(160)
GRJ3109	Multicourts General	13,000	4,333	740	3,593
GRJ3120	Sports Development	58,653	14,878	18,284	(3,406)
GRJ3122	Outdoor Educ and Activities	74,144	31,783	27,773	4,010
GRJ3125	Active Schools	97,221	744	-15,047	15,791
GRJ3126	Active Futures	24,341	8,105	4,550	3,555
GRJ3127	Dance Mats	0	70	-2,017	2,087
GRJ3129	Cash back for Communities	-136	-3,432	-2,655	(777)
GRJ3130	Comm use of Sandwick Came Hall	14,792	6,275	4,798	1,477
GRJ3131	Comm Use of Scalwy Games Hall	15,296	8,839	8,859	(20)
GRJ3201	Grants to Vol Orgs General	75,085	24,350	24,350	0
GRJ3202	Development Grant Aid Scheme	76,980	25,660	32,679	(7,019)
GRJ3203	Support Grant Aid Scheme	111,509	18,585	6,747	11,838
GRJ3204	Pitches Other	29,131	7,283	11,437	(4,154)
GRJ3205	Maintain Community Facilities	10,000	0	3,024	(3,024)
SRJ3000	Sports & Leisure Svs Mgt	60,724	19,933	19,736	197
<b>Train Shetland &amp; Adult Learning</b>		<b>605,876</b>	<b>189,204</b>	<b>139,669</b>	<b>49,535</b>
SRL6006	Short Course Management	103,552	34,329	35,238	(909)
GRL4121	Evening Classes	100,164	42,133	28,333	13,800
GRL4123	Adult Learning	156,601	51,915	45,780	6,135
GRL4125	Adult Literacy Strategic Plan	183,481	45,085	34,575	10,510
GRL6002	Vocational Service	234,096	76,635	75,751	884
GRL6003	Vocational Training	-130,148	-50,408	-69,091	18,683
GRL6006	Short Courses	-41,545	-14,640	-19,548	4,908
GRL6007	Business Gateway Contract	-500	42	5,601	(5,559)
GRL6008	Construction Skills Contract	175	4,113	3,031	1,082
<b>Schools</b>		<b>39,370,864</b>	<b>13,375,799</b>	<b>13,469,206</b>	<b>(93,407)</b>
GRE0006	Director, Central Support	1,259,661	252,570	234,024	18,546
GRE0102	Bursaries	190,000	26,000	22,047	3,953
GRE0103	Clothing Grants	20,900	6,967	7,955	(988)
GRE0104	School Boards Administration	32,046	10,681	4,974	5,707
GRE0107	School Milk	8,530	7,298	4,850	2,448
GRE0108	Educ Maint Allowance (EMA)	0	0	18,225	(18,225)
GRE1101	Schools, Aith Nursery	40,290	14,287	13,643	644
GRE1103	Schools, Baltasound NS	46,282	16,160	7,972	8,188
GRE1104	Schools, Bells Brae NS	133,447	47,845	49,216	(1,371)



GRE1105	Schools, Brae Nursery	78,580	27,713	27,242	471
GRE1106	Schools, Bressay Nursery	41,665	13,925	12,554	1,371
GRE1109	Schools, Cunningsb'h NS	48,625	16,134	19,842	(3,708)
GRE1110	Schools, Dunrossness NS	78,686	27,848	27,101	747
GRE1111	Schools, Fair Isle Nursery	9,658	3,253	4,371	(1,118)
GRE1112	Schools, Fetlar Nursery	555	207	2,187	(1,980)
GRE1113	Schools, Foula Nursery	12,160	4,107	2,635	1,472
GRE1117	Schools, Happyhansel NS	42,878	15,367	17,782	(2,415)
GRE1119	Lunnasting Nursery	30,156	10,052	9,852	200
GRE1120	Schools, Mid Yell Nursery	86,436	30,460	23,730	6,730
GRE1121	Schools, Mossbank NS	154,101	51,800	44,554	7,246
GRE1128	Schools, Sandwick NS	80,679	28,145	31,585	(3,440)
GRE1129	Schools, Scalloway NS	80,526	27,351	27,502	(151)
GRE1130	Schools, Skeld Nursery	38,786	13,680	12,580	1,100
GRE1131	Schools, Skerries Nursery	14,968	4,990	4,380	610
GRE1132	Schools, Sound Nursery	103,943	36,659	33,946	2,713
GRE1134	Schools, Whalsay NS	75,758	26,271	26,566	(295)
GRE1135	Schools, Urafirth Nursery	37,515	13,164	13,513	(349)
GRE1137	Schools,Whiteness Nursery	62,925	22,384	21,530	854
GRE1150	Schools, Nursery - General	72,511	24,077	22,097	1,980
GRE1151	School Services, Nursery Suppl	20,020	6,637	3,673	2,964
GRE1160	Div Man, Commissioned Places	253,320	63,830	48,160	15,670
GRE1201	Schools, Aith Primary	266,554	96,297	103,453	(7,156)
GRE1203	Schools, Baltasound PS	187,644	71,758	83,778	(12,020)
GRE1204	Schools, Bells Brae PS	1,279,896	459,202	478,212	(19,010)
GRE1205	Schools, Brae Primary	422,456	152,715	166,091	(13,376)
GRE1206	Schools, Bressay Primary	114,059	35,281	30,913	4,369
GRE1207	Schools, Burravoe Primary	97,519	32,864	31,302	1,562
GRE1208	Schools, Cullivoe Primary	140,888	45,942	42,792	3,150
GRE1209	Schools, Cunningsb'h PS	302,204	104,783	97,676	7,107
GRE1210	Schools, Dunrossness PS	564,714	200,434	211,168	(10,734)
GRE1211	Schools, Fair Isle Primary	109,467	33,492	33,301	191
GRE1212	Schools, Fetlar Primary	35,446	9,974	20,890	(10,916)
GRE1213	Schools, Foula Primary	111,182	48,533	40,939	7,594
GRE1214	Schools, Tingwall Primary	229,518	82,878	84,485	(1,607)
GRE1216	Schools, Hamnavoe PS	214,928	74,994	81,892	(6,898)
GRE1217	Schools, Happyhansel PS	254,689	99,813	92,128	7,685
GRE1219	Schools, Lunnasting PS	152,404	56,510	58,768	(2,258)
GRE1220	Schools, Mid Yell Primary	219,837	77,051	86,159	(9,108)
GRE1221	Schools, Mossbank PS	344,443	118,505	116,708	1,797
GRE1222	Schools, North Roe PS	84,152	28,931	29,715	(784)
GRE1223	Schools, Ollaberry Primary	110,699	43,630	45,179	(1,549)
GRE1224	Schools, Olnafirth Primary	136,108	44,943	45,799	(856)
GRE1225	Schools, Papa Stour PS	2,435	299	2,193	(1,894)
GRE1227	Schools, Sandness Primary	83,549	27,599	22,923	4,676
GRE1228	Schools, Sandwick Primary	308,054	114,058	118,945	(4,887)
GRE1229	Schools, Scalloway PS	345,463	130,783	110,265	20,518
GRE1230	Schools, Skeld Primary	157,524	56,498	58,783	(2,285)
GRE1231	Schools, Skerries Primary	86,584	28,949	32,223	(3,274)
GRE1232	Schools, Sound Primary	1,154,172	415,481	417,530	(2,049)
GRE1233	Schools, Nesting PS	153,547	57,547	61,779	(4,232)
GRE1234	Schools, Whalsay PS	463,446	175,587	183,809	(8,222)
GRE1235	Schools, Urafirth Primary	100,873	37,001	42,155	(5,154)
GRE1236	Schools, Uyeasound PS	100,790	32,256	34,782	(2,526)
GRE1237	Schools, Whiteness PS	346,125	123,775	133,125	(9,350)
GRE1251	School Services, Primary Suppl	198,670	41,676	56,667	(14,991)
GRE1301	Schools, Aith Secondary	793,729	272,891	275,063	(2,172)
GRE1302	Schools, Anderson HS	4,624,531	1,720,603	1,724,336	(3,733)
GRE1303	Schools, Baltasound SS	600,396	205,985	228,090	(22,105)
GRE1305	Schools, Brae Secondary	1,969,552	680,929	711,288	(30,359)
GRE1320	Schools, Mid Yell SS	665,968	223,224	228,955	(5,731)
GRE1328	Schools, Sandwick SS	1,281,127	461,952	474,506	(12,554)
GRE1329	Schools, Scalloway SS	1,189,866	412,728	434,995	(22,267)
GRE1331	Schools, Skerries SS	84,145	26,895	29,566	(2,671)
GRE1334	Schools, Whalsay SS	748,662	262,930	259,323	3,607
GRE1340	Work Experience	32,640	10,860	10,167	693
GRE1351	School Service, Sec Supply	100,527	21,382	38,863	(17,481)
GRE1360	School Service, Halls of Resid	605,633	203,991	210,224	(6,233)
GRE1401	Visiting Music Specialists	232,211	74,544	66,296	8,248
GRE1402	Visiting Art Specialists	225,014	73,536	72,350	1,186
GRE1403	Visiting PE Specialists	335,571	102,250	102,396	(146)
GRE1404	Knitting Instructors	128,365	42,695	42,712	(17)
GRE1405	Other Visiting Staff	81,710	27,172	29,310	(2,138)
GRE1407	Probationer Teachers	7,840	3,940	2,138	1,802
GRE1410	Science Technicians	211,360	73,416	69,887	3,529
GRE1412	Staff Development	74,482	24,770	21,570	3,200
GRE1417	Field Studies	41,578	13,834	14,159	(325)

GRE1418	Music Instructors	540,299	180,100	186,394	(6,294)
GRE1419	SVQ'S	36,000	12,000	22,730	(10,730)
GRE1422	Skills for Work	30,095	5,334	3,657	1,677
GRE1433	Support for Glow	0	0	222	(222)
GRE1436	Youth Music Initiative	36,709	12,372	38,536	(26,164)
GRE1441	Enterprise & Education	2,450	44,114	40,195	3,919
GRE1444	International Education	113,881	37,885	34,115	3,770
GRE1457	Support for Teachers	22,990	6,662	28,262	(21,600)
GRE1460	Ness Out of School Club	27,700	9,232	10,816	(1,584)
GRE1500	Improvement Plans	15,000	4,333	733	3,600
GRE1501	MIS Support	84,301	42,848	39,342	3,506
GRE1506	In - Service	9,000	0	326	(326)
GRE1508	P.G.D.E	0	-1,222	-1,534	312
GRE1510	Science & Technology Fair	5,000	-5,000	-9,742	4,742
GRE1513	NPAF Curriculum for Excellence	81,600	8,721	5,643	3,078
GRE1518	Olnafirth Art	8,405	2,802	8,543	(5,741)
GRE1520	Cultural Co-ordinator	83,592	27,832	2,584	25,248
GRE1522	Blueprint Consultation	100,099	33,367	43,859	(10,492)
GRE1523	Dialect Co-Ordinator	5,000	2,552	4,235	(1,683)
GRE1601	Playschemes	10,100	4,580	3,694	886
GRE1602	Youth Workers	507,082	161,374	157,013	4,361
GRE1603	Duke of Edinburgh	2,815	981	88	893
GRE1604	Islesburgh Youth Club	3,740	1,247	-816	2,063
GRE1605	Youth Development	24,037	7,942	6,868	1,074
GRE1606	Bridges Project	192,772	62,699	77,306	(14,607)
GRE1607	Wider Roles	0	0	910	(910)
GRE1608	Sadat-Youth Work	0	0	-12,000	12,000
GRE3450	Special Education - General	626,769	217,145	188,736	28,409
GRE3451	Special Supply Cover	58,031	19,247	10,863	8,384
GRE3462	Additional Support Base	291,137	86,723	86,669	54
GRE3463	Club XL	140	140	138	2
GRE3470	Support for Learning	2,434,415	776,484	778,118	(1,634)
GRE3471	AHS ASN	908,817	303,962	306,725	(2,763)
GRE3473	Bells Brae ASN	904,263	305,038	307,376	(2,338)
GRE3500	Link Courses	2,000	500	273	227
GRE4410	Library	1,054,225	382,354	403,776	(21,422)
SRE0001	Head of Schools	89,562	29,620	31,343	(1,723)
SRE1600	Youth Service Manager	56,456	18,777	13,827	4,950
SRE6900	Quality Assurance	610,070	201,558	203,035	(1,477)
SRE6901	Administration Educ	110,620	36,796	48,697	(11,901)
SRE6902	Catering Support	282,263	77,571	67,158	10,413
SRE6903	Cleaning Support	43,607	14,350	10,823	3,527
SRE9301	DSMO - Aith Cluster	32,717	10,875	10,463	412
SRE9303	DSMO - North Isles Cluster	32,887	10,915	10,888	27
SRE9305	DSMO - Brae Cluster	35,903	11,938	11,670	268
SRE9328	DSMO - Sandwick Cluster	36,769	12,231	11,979	252
SRE9329	DSMO - Scalloway Cluster	36,473	12,126	11,888	238
SRE9332	DSMO-Sound	35,439	11,782	11,675	107
SRE9334	DSMO - Whalsay Cluster	38,198	12,704	14,404	(1,700)
VRE4001	Aith School Catering	95,317	31,720	30,086	1,634
VRE4002	AHS Catering	368,743	122,800	111,339	11,461
VRE4003	Baltasound School Catering	57,322	19,066	17,062	2,004
VRE4004	Bells Brae School Catering	161,099	53,628	53,236	392
VRE4005	Brae School Catering	196,201	65,313	67,304	(1,991)
VRE4006	Bressay School Catering	19,499	6,483	6,760	(277)
VRE4007	Burrae School Catering	15,230	5,062	4,499	563
VRE4008	Cullivoe School Catering	9,380	3,118	2,814	304
VRE4009	Cunningsburgh School Catering	45,655	15,188	18,436	(3,248)
VRE4010	Dunrossness School Catering	83,059	27,636	26,990	646
VRE4011	Fair Isle School Catering	12,838	4,266	3,809	457
VRE4012	Fetlar School Catering	3,366	1,112	2,676	(1,564)
VRE4013	Foula School Catering	0	0	0	0
VRE4014	Tingwall School Catering	45,792	15,238	14,214	1,024
VRE4016	Hamnavoe School Catering	38,956	12,959	12,628	331
VRE4017	Happyhansel School Catering	41,504	13,809	13,207	602
VRE4019	Lunnasting School Catering	19,702	6,552	5,816	736
VRE4020	Mid Yell School Catering	83,260	27,717	25,061	2,656
VRE4021	Mossbank School Catering	44,198	14,702	14,371	331
VRE4022	North Roe School Catering	12,250	4,069	2,192	1,877
VRE4023	Ollaberry School Catering	19,289	6,414	6,689	(275)
VRE4024	Olnafirth School Catering	26,851	8,935	7,405	1,530
VRE4027	Sandness School Catering	8,099	2,689	2,405	284
VRE4028	Sandwick School Catering	156,227	52,007	50,147	1,860
VRE4029	Scalloway School Catering	123,339	41,051	39,085	1,966
VRE4030	Skeld School Catering	18,137	6,031	5,244	787
VRE4031	Skerries School Catering	15,477	5,145	4,078	1,067
VRE4032	Sound School Catering	153,824	51,211	49,951	1,260

VRE4033	Nesting School Catering	20,499	6,818	5,917	901
VRE4034	Whalsay School Catering	104,007	34,617	33,341	1,276
VRE4035	Urafirth School Catering	15,693	5,214	4,176	1,038
VRE4036	Uyeasound School Catering	3,052	1,017	649	368
VRE4037	Whiteness School Catering	57,612	19,170	18,191	979
VRE5001	Aith Sch Cleaning	52,363	17,410	13,977	3,433
VRE5002	AHS Cleaning	252,307	83,936	74,377	9,559
VRE5003	Baltasound School Cleaning	42,088	13,963	12,384	1,579
VRE5004	Bells Brae School Cleaning	63,618	21,158	18,499	2,659
VRE5005	Brae School Cleaning	108,017	35,922	35,682	240
VRE5006	Bressay School Cleaning	16,245	5,399	4,763	636
VRE5007	Burravoe School Cleaning	5,971	1,980	1,704	276
VRE5008	Cullivoe School Cleaning	6,079	2,017	1,645	372
VRE5009	Cunningsburgh School Cleaning	21,405	7,114	7,339	(225)
VRE5010	Dunrossness School Cleaning	28,269	9,395	10,743	(1,348)
VRE5011	Fair Isle Cleaning	5,832	1,934	1,853	81
VRE5012	Fetlar School Cleaning	1,741	571	900	(329)
VRE5013	Foula School Cleaning	5,524	1,842	869	973
VRE5014	Tingwall School Cleaning	12,338	4,085	3,798	287
VRE5016	Hamnavoe School Cleaning	32,126	10,685	8,591	2,094
VRE5017	Happyhansel School Cleaning	33,216	11,072	10,724	348
VRE5019	Lunnasting School Cleaning	11,309	3,759	3,418	341
VRE5020	Mid Yell School Cleaning	29,094	9,671	9,083	588
VRE5021	Mossbank School Cleaning	25,291	8,375	7,458	917
VRE5022	North Roe School Cleaning	10,121	3,362	2,958	404
VRE5023	Ollaberry School Cleaning	13,641	4,526	4,239	287
VRE5024	Olnafirth Cleaning	11,068	3,676	3,482	194
VRE5027	Sandness School Cleaning	7,756	2,575	2,240	335
VRE5028	Sandwick School Cleaning	92,394	30,728	25,631	5,097
VRE5029	Scalloway School Cleaning	84,695	28,169	26,459	1,710
VRE5030	Skeld School Cleaning	12,195	4,053	4,373	(320)
VRE5031	Skerries School Cleaning	6,497	2,156	2,345	(189)
VRE5032	Sound School Cleaning	38,087	12,660	12,882	(222)
VRE5033	Nesting School Cleaning	9,068	3,008	2,557	451
VRE5034	Whalsay School Cleaning	47,317	15,730	14,434	1,296
VRE5035	Urafirth School Cleaning	7,794	2,587	2,511	76
VRE5036	Uyeasound School Cleaning	8,336	2,767	2,513	254
VRE5037	Whiteness School Cleaning	20,750	6,893	6,127	766
VRE6001	Office Cleaning	334,139	111,015	101,396	9,619
VRE6002	Public Conveniences	104,715	34,830	31,959	2,871

<b>Community Care</b>		<b>23,356,416</b>	<b>9,137,602</b>	<b>8,534,483</b>	<b>603,119</b>
GRA0010	Direct Payments	335,000	111,667	112,525	(858)
GRA0014	Community Care Income	-6,020,409	-533,006	-426,035	(106,971)
GRA0016	W & J Daycare Grant	183,733	91,866	91,866	0
GRA0017	Independant Sector Placements	801,080	200,279	158,008	42,271
GRA0019	Commissioned Services	379,500	208,704	222,369	(13,665)
GRA0020	Drugs & Alcohol Services	409,425	134,000	134,000	0
GRA0500	Carers Information Strategy	-18,000	-6,000	0	(6,000)
GRA0601	BLG Fabric	5,000	3,333	0	3,333
GRA4100	Community Care Social Work	530,184	172,932	160,704	12,228
GRA4110	Health Service Social Worker	40,625	13,422	13,156	266
GRA4120	Mental Health Officers	100,074	28,774	14,821	13,953
GRA4130	Dementia Care Manager	50,223	17,865	18,014	(149)
GRA4160	Adult Support & Protection	4,913	24,751	25,786	(1,035)
GRA4161	Substance Misuse	0	-6,979	687	(7,666)
GRA4200	Preventative Services	2,625	875	2,524	(1,649)
GRA4500	Top Up Substance Misuse	54,500	13,917	20,484	(6,567)
GRA4600	Crossroads Packages	110,364	44,499	34,607	9,892
GRA5100	Eric Gray Resource Centre	985,757	323,959	308,900	15,059
GRA5200	ILP - Project Manager	647,335	215,310	120,074	95,236
GRA5210	ILP - Central	1,561,908	519,501	517,254	2,247
GRA5215	ILP - Rudda Park	7,303	2,683	3,320	(637)
GRA5216	ILP-Transition Flat	2,768	922	-124	1,046
GRA5218	ILP-Arheim	4,728	2,077	2,212	(135)
GRA5220	Stocketgaet	239,207	127,452	119,751	7,701
GRA5240	Local Area Co-Ordinator	6,734	2,245	1,285	960
GRA5250	Annsbrae/Mental Health Comm	702,602	232,848	182,261	50,587
GRA5251	Off-Island Placements	247,555	86,852	120,142	(33,290)
GRA5400	Occupational Therapy	527,803	191,260	185,448	5,812
GRA5401	Telecare	23,001	49,334	38,353	10,981
GRA5600	Banksbroo	376,326	166,775	159,412	7,363
GRA5620	Newcraigielea	911,363	303,706	203,952	99,754
GRA5621	Sea View	479,530	161,122	122,764	38,358
GRA5622	Intensive Sup Services	444,795	148,167	138,271	9,896
GRA5623	Outreach Project	120,000	30,000	0	30,000
GRA6100	Taing House	1,867,528	624,293	607,553	16,740

GRA6110	Viewforth	1,937,848	647,864	662,799	(14,935)
GRA6120	Edward Thomason House	2,790,276	900,799	861,177	39,622
GRA6130	Handypersons	0	0	25,359	(25,359)
GRA6141	Care @ Home-Central	184,163	58,871	73,988	(15,117)
GRA6143	Kantersted Kitchen	171,522	57,046	49,673	7,373
GRA6170	Montfield	1,290,818	186,110	80,284	105,826
GRA6300	Freefield	94,536	19,573	19,128	445
GRA6400	Miscellaneous Properties	5,326	3,660	3,006	654
GRA6420	Interments	800	267	0	267
GRA6900	White/Grey Goods	5,000	1,667	0	1,667
GRA8050	Care@ Home Mgt & Admin	118,962	39,511	46,803	(7,292)
GRA8100	North Haven	1,762,234	590,060	535,998	54,062
GRA8110	Overtonlea	1,921,570	627,311	624,804	2,507
GRA8120	Wastview	1,510,850	509,364	467,609	41,755
GRA8130	Fernlea	1,018,477	330,314	318,240	12,074
GRA8140	Isleshavn	1,093,843	364,724	353,941	10,783
GRA8150	Nordalea	981,927	329,453	398,593	(69,140)
GRA8154	Brucehall	218,874	72,959	5,507	67,452
SRA0000	Head of Community Care	341,025	113,204	104,579	8,625
SRA1000	Community Care Service Managrs	118,036	39,174	43,348	(4,174)
SRA4000	Service Manager Social Work	96,936	32,146	32,552	(406)
SRA4101	Training Community Care	170,215	56,545	38,197	18,348
SRA4102	Training Vocational	51,071	16,939	15,888	1,051
SRA4103	Training Child Protection	19,712	6,500	3,006	3,494
SRA4104	Training Child Residential	31,406	10,334	4,205	6,129
SRA4105	Training Adoption	5,000	1,667	-1,741	3,408
SRA4107	Training SVQ	474,690	141,384	112,689	28,696
SRA4108	Social Work Degree	58,528	19,397	-5,779	25,176
SRA4109	Training Food Hygiene	16,145	5,306	3,872	1,434
SRA4111	Training Manual handling	42,150	13,936	9,109	4,827
SRA4112	Training	124,335	41,314	38,490	2,824
SRA4113	Trng Adult Sup Protection	19,929	7,310	4,072	3,238
SRA5000	Adult Services Manager	65,234	21,614	18,907	2,707
SRA6000	Older People Manager	117,074	38,888	41,693	(2,805)
SRA6001	Traineeship Scheme	309,803	102,101	110,557	(8,456)
SRA8000	Service Manager Rural Care	63,021	20,885	19,588	1,297

<b>Children's Services</b>		<b>6,522,305</b>	<b>2,195,333</b>	<b>1,866,572</b>	<b>328,761</b>
GRG1002	Quarff Additional Supp Needs	8,867	2,569	1,433	1,136
GRG1004	Blydehaven Nursery	59,805	17,645	9,437	8,208
GRG2001	Short Break Service	1,314,850	439,020	368,646	70,374
GRG2002	Residential Child Care	1,062,584	364,192	272,790	91,402
GRG2005	Child Off Island Accom	536,885	178,962	241,341	(62,379)
GRG2006	Adoption	62,179	20,726	19,681	1,045
GRG2007	Professional Foster Care	42,452	14,151	12,995	1,156
GRG2008	Section 29	12,960	4,320	1,366	2,954
GRG2009	Fostering	554,201	184,403	150,680	33,723
GRG2010	Shared Care	10,927	3,642	3,056	586
GRG2014	Children's Serv Improv Officer	104,124	34,671	34,307	364
GRG2015	Looked After Child-Savings	31,140	0	49	(49)
GRG3001	Family Support	649,544	216,835	166,262	50,573
GRG4001	Psychological Services	347,383	115,683	84,860	30,823
GRG4002	Sensory Impairment	254,204	84,493	79,158	5,335
GRG5001	Child Rights Services	42,419	28,064	20,886	7,178
GRG5002	Old School Centre Firth	0	0	224	(224)
GRG5004	Youth Workers	0	0	1,080	(1,080)
GRG5007	Getting itRight for EveryChild	118,158	39,316	24,653	14,663
GRG6002	Child Care Strategy	206,795	68,834	58,589	10,245
GRG6004	Family Centre Services	462,139	157,931	133,558	24,373
GRG6005	Changing Childrens Services	69,202	29,802	15,234	14,568
GRG6006	Preventative Services	43,284	14,427	8,999	5,428
GRG6008	Out of School Care	170,469	56,693	35,277	21,416
GRG7001	Youth Crime	35,999	11,959	10,507	1,452
SRG0000	Head of Children's Svs	147,135	48,965	51,559	(2,594)
SRG2000	Children's Res Svs Manager	61,461	20,423	19,478	945
SRG3000	Child Protection Co-ordinator	52,930	17,604	19,830	(2,226)
SRG6000	Family Support Manager	60,209	20,003	20,639	(636)

<b>Criminal Justice</b>		<b>22,824</b>	<b>7,404</b>	<b>4,634</b>	<b>2,770</b>
GRI0001	Offender Services	22,824	7,404	4,634	2,770

<b>Housing</b>		<b>2,327,788</b>	<b>767,432</b>	<b>598,359</b>	<b>169,073</b>
GRH0050	Grass Cutting Service	53,060	17,687	16,455	1,232
GRH1078	Chalet/Sites	-27,079	-9,026	-7,536	(1,490)
GRH1082	Staff Housing	-21,875	1,867	-2,544	4,411
GRH1084	Education Houses Hsg	-48,479	-9,637	-13,302	3,665
GRH1086	NASSO	17,375	5,792	158	5,634

GRH1100	Stocketgaet/Gremmasgaet	0	-9,373	-8,446	(927)
GRH1170	Homeless Persons	-8,665	21,895	-1,774	23,669
GRH1175	12 A/B North Road	-7,457	-2,486	-3,952	1,466
GRH1270	Sheltered Housing	537,699	197,735	160,049	37,686
GRH1271	Banksbro	0	-2,033	-1,613	(420)
GRH2074	Economic Rents	-20,785	-13,101	-12,307	(794)
GRH2094	Supporting People	42,580	22,137	22,137	0
GRH2098	Outreach Service	362,641	120,821	109,657	11,164
GRH4274	Rent Rebates	-35,130	-77,339	-78,759	1,420
GRH4275	Rent Allowances	-35,130	1,852	-3,904	5,756
SRH0000	Head of Housing	84,708	28,175	28,600	(425)
SRH1000	Operational Services	474,144	157,632	119,065	38,568
SRH2000	Business Support Services	422,744	137,008	111,225	25,783
SRH3200	Asset Management	405,958	134,156	107,005	27,151
SRH3300	Housing DLO Management	131,479	43,670	58,145	(14,475)

<b>TOTAL EDUCATION AND SOCIAL CARE</b>	<b>77,119,718</b>	<b>27,538,629</b>	<b>26,421,218</b>	<b>1,117,411</b>
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EDUCATION & SOCIAL CARE MANAGEMENT INFORMATION 2010/11 - PERIOD 4	1st April 2010 to 31st July 2010
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<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
<b>Education &amp; Social Care Services (total)</b>	<b>555,430</b>	<b>214,123</b>	<b>196,205</b>	<b>17,918</b>
Housing	156,712	81,813	63,047	18,766
Adult Learning & Train Shetland	396,932	132,310	133,158	(848)
Sport & Leisure	1,786	0	0	0

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
<b>Employee Costs (sub total)</b>	<b>396,932</b>	<b>132,310</b>	<b>131,137</b>	<b>1,173</b>
Basic Pay	287,794	95,931	95,727	204
Overtime	0	0	15	(15)
Other Employee Costs	109,138	36,379	35,396	983
<b>Operating Costs (sub total)</b>	<b>13,500</b>	<b>2,500</b>	<b>3,106</b>	<b>(606)</b>
Travel & Subsistence	0	0	2,021	(2,021)
Property Costs	0	0	0	0
Other Operating Costs	13,500	2,500	1,085	1,415

<b>Transfer Payments (sub total)</b>	<b>144,998</b>	<b>79,313</b>	<b>61,962</b>	<b>17,351</b>
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<b>Income (sub total)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>TOTAL</b>	<b>555,430</b>	<b>214,123</b>	<b>196,205</b>	<b>17,918</b>
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## EDUCATION &amp; SOCIAL CARE RMA 2010/11 - COST CENTRE DETAIL - PERIOD 4

1st April 2010 to 31st July 2010

<u>Description</u>		Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
		£	£	£	£
<b>Housing</b>		<b>156,712</b>	<b>81,813</b>	<b>63,047</b>	<b>18,766</b>
RRH2800	Housing Initiatives	59,816	25,658	22,026	3,632
RRH2801	Tenant Participation	15,414	15,414	280	15,134
RRH2803	Shetland Women's Aid	81,482	40,741	40,741	0
<b>Adult Learning &amp; Train Shetland</b>		<b>396,932</b>	<b>132,310</b>	<b>133,158</b>	<b>(848)</b>
RRL6050	Modern Apprenticeship	396,932	132,310	133,158	(848)
<b>Sports &amp; Leisure</b>		<b>1,786</b>	<b>0</b>	<b>0</b>	<b>0</b>
RRJ3007	Cunningsburgh Marina provision	1,786	0	0	0
<b>TOTAL EDUCATION &amp; SOCIAL CARE SERVICES</b>		<b>555,430</b>	<b>214,123</b>	<b>196,205</b>	<b>17,918</b>

<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
<b>Housing Revenue Account Services (total)</b>	<b>(3,917,593)</b>	<b>(1,497,481)</b>	<b>(1,775,123)</b>	<b>277,642</b>
Head of Housing	(1,200,000)	(400,000)	(409,123)	9,123
Operational Services	1,312,513	235,661	170,128	65,533
Business Support	(4,030,106)	(1,333,142)	(1,536,128)	202,986

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£

<b>Employee Costs (sub total)</b>	<b>2,681</b>	<b>894</b>	<b>894</b>	<b>0</b>
Basic Pay	0	0	0	0
Overtime	0	0	0	0
Other Employee Costs	2,681	894	894	0

<b>Operating Costs (sub total)</b>	<b>2,370,098</b>	<b>585,803</b>	<b>343,551</b>	<b>242,252</b>
Travel & Subsistence	0	0	0	0
Property Costs	2,335,276	565,963	330,803	235,160
Other Operating Costs	34,822	19,840	12,748	7,092

<b>Transfer Payments (sub total)</b>	<b>28,981</b>	<b>25,248</b>	<b>1,500</b>	<b>23,748</b>
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<b>Income (sub total)</b>	<b>(6,319,353)</b>	<b>(2,109,426)</b>	<b>(2,121,067)</b>	<b>11,641</b>
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<b>TOTAL</b>	<b>(3,917,593)</b>	<b>(1,497,481)</b>	<b>(1,775,123)</b>	<b>277,642</b>
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<b>EDUCATION &amp; SOCIAL CARE RMA 2010/11 - COST CENTRE DETAIL - PERIOD 4</b>	<b>1st April 2010 to 31st July 2010</b>
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<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
<b>Housing Revenue Account</b>				
HRH0350 Housing Support Grant	(1,200,000)	(400,000)	(409,123)	9,123
HRH1300 Ladies Drive Hostel	(40,748)	(13,649)	(15,557)	1,908
HRH3100 Customer Services	49,253	17,033	5,137	11,896
HRH3150 Garages, HRA	19,200	6,400	(4,445)	10,845
HRH3151 South Team Area 2	250,000	55,990	61,868	(5,878)
HRH3152 South Team Area 1	250,000	55,993	32,301	23,692
HRH3153 North Team Area 2	250,000	53,304	42,973	10,331
HRH3154 North Team Area 1	250,000	60,757	36,522	24,235
HRH3300 Other	285,308	0	10,173	(10,173)
HRH3350 Grazing Lets	(500)	(167)	(60)	(107)
HRH4258 Cost of Refurbishment	0	0	1,217	(1,217)
HRH2047 Rents General Needs	(4,529,288)	(1,433,835)	(1,434,917)	1,082
HRH2048 Rents Sheltered Housing	(576,162)	(200,584)	(198,272)	(2,312)
HRH2355 Supervision & Management	22,870	22,161	2,669	19,492
HRH3200 Planned Services HRA	1,052,474	279,116	94,392	184,724
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>(3,917,593)</b>	<b>(1,497,481)</b>	<b>(1,775,123)</b>	<b>277,642</b>





## **REPORT**

**To: Services Committee**

**2 September 2010**

**From: Capital Programme Service Manager**

**Report No: CPS-15-10-F**

**Subject: Capital Projects Update – Services Committee Projects**

### **1.0 Introduction**

- 1.1 This report sets out the current status and activity of the Capital Projects which fall within the remit of the Services Committee. Key issues and events are summarised to enable Members to ask for additional information and clarification on any projects. This report relates to period 4 of the 2010/11 Capital Programme.

### **2.0 Link to Council Priorities**

- 2.1 Investment in capital assets will enable the Council to support the aspirations set out in the Corporate Plan in respect of the following service areas – Community Care, Children's Services, Schools, Sport and Leisure, and Shetland College.
- 2.2 The Council's Corporate Plan includes reference to the following specific capital projects:
- Complete a review of services for Long Term Care, young adults with physical disabilities and the Eric Gray Resource Centre;
  - Complete strategies for Long Term Mental Health and Joint Respite Care;
  - Complete feasibility studies or necessary capital works, including Viewforth and Isleshavn Care Centres;
  - Progress the Joint Occupational Therapy Service and Resource Centre;
  - Consider investment decisions on the replacement of Leog, Laburnum and the Bruce Family Centre;
  - Improve our teaching facilities by completing the new Anderson High School and Mid Yell Junior High School.

- 2.3 The main area of risk is financial in terms of over or underspend. Regular progress reports to Committee and the Council enable Members to monitor the capital programme.

### **3.0 Projects Update**

- 3.1 There are a number of stages in the life of a capital project, as set out in the Council's Capital Projects Procurement Guidance. The initial stages can be described as:
- The Business Case – the initial idea or concept to address a gap in service;
  - Feasibility Study – an in depth exploration of the service need and the options to best meet that service need;
  - Design – the design of the new asset, once agreement on identified service need and the best option to meet that need has been identified. Sometimes, this stage can be combined with the construction phase, as a “design and build” procurement route;
  - Tender Period – seeking and evaluating the most appropriate contractor to undertake the work, normally on a quality and price mix;
  - Construction – the actual building of the new facility/ asset.
- 3.2 Appendices 1 and 2 contain a list of all the projects within the remit of the Services Committee with comment on progress.
- 3.3 Tick boxes in the progress document relate to completed stages of these projects, including those mentioned in 3.1, and to the proposed 'Gateway Process'.
- 3.4 The final column of Appendices 1 and 2 indicate the main areas of progress since the previous report to this Committee on 4 February 2010.
- 3.5 Appendix 3 is the most recent Capital Management Accounts for Services Committee projects (Period 4). Internal recharges (time spent on projects by internal services) are not applied until year-end.

### **4.0 Financial Implications**

- 4.1 There are no direct financial implications arising from this report. The financial performance of the Capital Programme is reported separately to the Council.

## **5.0 Policy and Delegated Authority**

- 5.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on matters within approved policy and for which there is a budget.
- 5.2 The Council currently retains full authority for decisions on the Capital Programme so there is no delegated authority for Services Committee to amend the priority and funding for Capital Projects.

## **6.0 Conclusions**

- 6.1 The progress report is presented for information to enable Members of the Services Committee to discuss and debate the Capital Projects within their remit.

## **7.0 Recommendations**

- 7.1 I recommend that Services Committee:
  - 7.1.1 note the content of the report and request any further information or analysis as required on the current and planned programme of work.

Our Ref: GMF/CPS-15-10-F

24 August 2010

Enc. Appendix 1 – Services Committee Capital Projects  
Appendix 2 – Services Committee Housing Revenue Account Projects  
Appendix 3 – Services (Period 4) Capital Management Accounts



Code	Project Name	Original Approved Budget 2010/11 £	Amended Budget 2010/11 £	Period 4 Actual 2010/11 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status	Change from previous report
GCJ3001	Capital Grants to Water Based Facilities	382	382	0	X	X	X	X	X	X	✓		Small amount of retention - £382 to be paid in 10/11	No change
GCJ3002	Knab Dyke	0	0	0	✓	✓	✓	X	✓	✓	✓	✓	This project is essentially complete but a sum of £4,366.19 is required to meet the project retention and a sum of £1,500 is required for remaining works. Request that 6K be allocated from Contingency & Final A/C budget.	Budget for Final A/C requested
GCJ3003	Play Areas and Park Equipment	175,000	175,000	48,367	✓	✓	✓	X	✓	✓	✓		Three play area projects at Nederdale, Twageos in Lerwick and Baltasound in Unst are being undertaken this year. The Twageos project is complete and the two other projects should be completed by the end of October 2010. (Spend to date is now £70,700).	Nederdale, Baltasound and Twageos currently being upgraded
GCJ3006	Capital Grants to Voluntary Organisations (General)	300,000	510,496	25,856	X	X	X	X	X	X	✓		A project of £200,000 has been committed towards 12 different Community projects throughout Shetland. It is anticipated that funding requests will be received, for a number of other community projects over the next few months, which will fully commit this budget. (Spend to date is now £38,143)	256K commitment
GCJ3020	Islesburgh Capital Maintenance	0	22,595	14,229	✓	✓	✓	✓	✓	✓	✓	✓	Works complete, invoices still to be processed	Works complete
GCL4100	Old Library Centre Maintenance	85,000	85,000	111									Study ongoing for completion end of summer	Study ongoing
GCL4402	Mareel	1,500,000	1,704,111	406,944	✓	✓	✓	✓	✓	✓	✓		Works continue on site, contractors programme indicating completion March 2011	Works on site continuing
GCL6000	Train Shetland Maintenance	100,000	100,000	0									Project commenced in school holidays and all floors dug up and replaced.	Project started in school holiday - all floors replaced.
UCL5203	Shetland College Extension	0	500,000	536	✓	✓		✓					Design commenced and Structural and Services consultants appointed	Project commenced
GCE1171	Little Tikes	0	336,678	34,303	✓	✓	✓	✓	✓	✓	✓		Project on site for completion October 2010	Project anticipated completion October 2010
GCE1240	Bells Brae Primary Alterations	0	0	2,582							✓	✓	Project complete and retention paid	Project complete
GCE1315	Mid Yell Junior High School	3,350,000	3,534,669	1,698,101	✓	✓	✓	✓	✓	✓	✓		Project continuing on site and final works ongoing for contractors anticipated completion of 20 October 2010	Project anticipated completion October 2010
GCE1512	Schools Reroofing	0	0	0	✓	✓	✓	✓	✓	✓	✓	✓	Brae Re-roof Final A/C Accrual	No change

Code	Project Name	Original Approved Budget 2010/11 £	Amended Budget 2010/11 £	Period 4 Actual 2010/11 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status	Change from previous report
GCE1500	Education Capital Maintenance - please see XXE codes below for detail	1,583,000	1,578,966	225,473									Individual projects are noted below.	
XXE1001	Aith Maintenance	12,500	12,500	2,567	✓	✓							At design stage	Enabling works complete - design ongoing
XXE1002	AHS Maintenance	225,000	370,000	48,852	✓	✓	✓	✓	✓	✓	✓		New sash & case windows for the Old English Block.	Ongoing
XXE1003	Baltasound Maintenance	5,000	5,000	1,138	✓	✓							Electrical Rewire	At tender for Design
XXE1004	Bells Brae Maintenance	210,700	295,700	25,806	✓	✓	✓	✓	✓	✓	✓		Ventilation, roofing, heating, lights and fire alarm. Roofing works identified a major problem resulting in unforeseen structural works.	Ventilation 99% complete, roofing 25%, alterations 75%. Additional work for roof.
XXE1005	Brae Maintenance	34,000	34,000	0	✓	✓	✓	✓	✓	✓			Replace lighting, electrical rewire and staff toilet refurb.	Ongoing
XXE1006	Bressay Maintenance		0	48									External Redecoration	Ongoing
XXE1008	Cullivoe Maintenance	5,000	5,000	3,993	✓	✓	✓	✓	✓	✓	✓		External Redecoration	90% Complete
XXE1009	Cunningsburgh Maintenance	30,000	30,000	5,838	✓	✓	✓	✓	✓	✓			Electrical system and DDA works	On hold until October
XXE1010	Dunrossness Maintenance	5,000	5,000	0	✓	✓							Electrical system	Ongoing
XXE1011	Fetlar Maintenance	0	0	3									External Redecoration	Ongoing
XXE1012	Foula Maintenance	50,000	50,000	0	✓	✓	✓	✓	✓	✓	✓		External redecoration, playground resurfacing and fire alarms	Complete - playground deleted
XXE1016	Hamnavoe Maintenance	175,000	175,000	115,840	✓	✓	✓	✓	✓	✓	✓	✓	Roofing works	Complete
XXE1017	Happyhansel Maintenance	156,500	156,500	6,879	✓	✓	✓	✓	✓	✓	✓	✓	Roofing works, canteen and electrical upgrade	Complete
XXE1021	Mossbank Maintenance	40,000	40,000	6,309	✓	✓	✓	✓	✓	✓			Toilet refurbishment	Ongoing
XXE1022	North Roe Maintenance	10,000	10,000	0	✓	✓	✓	✓	✓				Playground resurfacing	Pending Education review
XXE1023	Ollaberry Maintenance	16,000	16,000	0	✓	✓	✓	✓	✓	✓			External redecoration and playground resurfacing	Ongoing
XXE1024	Olnafirth Maintenance	30,000	30,000	0	✓	✓	✓	✓	✓	✓	✓	✓	External redecoration, leadwork and tankroom roof replacement	Complete
XXE1028	Sandwick Maintenance	120,000	120,000	8,201	✓	✓	✓	✓	✓	✓	✓	✓	Defective blockwork, fire alarm and games hall heating replacement	Blockwork complete
XXE1029	Scalloway Maintenance	5,000	5,000	0	✓	✓							Fire alarm replacement	At tender for design
XXE1027	Sound Maintenance	7,000	7,000	0									Phase 3 render and light fitting replacement	On hold - resource issues
XXE1034	Whalsay JHS Maintenance	50,000	50,000	0	✓	✓	✓	✓	✓	✓	✓	✓	Repair aluminium roof, entrance alterations and correct water ingress	Complete
XXE1060	Janet Courtney Maintenance	376,300	142,266	0	✓	✓	✓						Agreed with George McGhee that we can take possession of one floor at a time to upgrade fire doors and to renew the services.	Phase 1 complete - Phase 2 in design stage



Code	Project Name	Original Approved Budget 2010/11 £	Amended Budget 2010/11 £	Period 4 Actual 2010/11 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status	Change from previous report
XXE1062	New Bruce Hostel Maintenance	20,000	20,000	0	✓	✓	✓	✓	✓	✓			Spot repairs to roof and pump replacement	Ongoing
GCA0100	Social Work (Buildings) Rolling Programme (SWRP) - Inspection, Health & Safety	26,465	26,465	232	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0101	SWRP - Building Fabric	41,850	41,850	4,833	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0102	SWRP - Elect Systems Upgrade	38,542	38,542	0	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0103	SWRP - Mech Systems Upgrade	16,492	16,492	10,921	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0104	SWRP - Plant Equip Replacement	2,160	2,160	0	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0105	SWRP - Safety Surfaces	22,055	22,055	981	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0106	Older People's Rolling Programme for new care places	0	185,000	21,303	✓								Study completed	Study Completed
GCA0120	OTRP - Special Studies	2,129	2,129	0	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA0231	Fire Upgrades to Care Homes	248,000	318,053	0	✓	✓	✓	✗	✓	✓	✓		Minor works to be completed at Taing and ET House. Viewforth works to be carried out spring 2011. Other works completed.	Works progressing on site
GCA0233	Occupational Therapy Resource Centre	2,600,000	530,000	12,767	✓	✓							Design completed for site at Gremista and Planning Application submitted	Design completed and Planning submitted
GCA0234	Taing House Capital Maintenance	0	76,500	4,344					✓				Works previously delayed due to unavailability of rooms.	Minor Progress
GCA0235	Viewforth Capital Maintenance	0	40,500	0					✓				Works previously delayed due to unavailability of rooms.	No Change
GCA0237	Eric Gray Resource Centre	500,000	236,328	407	✓								Site at Seafield confirmed as available for building. Tendering for consultants underway.	Site confirmed and Consultants tendering underway.
GCA0238	Replacement Viewforth	400,000	400,000	0	✓								Part of Older People's Rolling Programme for new care places.	Linked in with Older Peoples Rolling Programme.
GCA0239	Replacement Isleshavn	500,000	300,000	787	✓								Procurement of Design Team completed and team meetings to be arranged	Procurement of Design Team completed
GCA0240	Old Craigielee - Maintenance	50,000	50,000	0									Proposals to make building wind and watertight developed and advertisement for intested contractors	Proposals developed and advertisements placed
GCA1000	Occupational Therapy Rolling Programme (OTRP) Specialist Aids Stock Items	94,685	94,685	55,954	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA1001	OTRP - Specialist Aids	277,433	277,433	31,843	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA1003	OTRP - Minor Adaption	46,703	46,703	179	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA1004	OTRP - Major Adaption	228,892	328,892	0	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA1005	OTRP - Housing Adaption	145,831	25,831	0	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change
GCA1006	OTRP - Professional Fees	24,528	24,528	0	✗	✗	✗	✗	✗	✗	✗		Ongoing Rolling Programme	No Change

Code	Project Name	Original Approved Budget 2010/11 £	Amended Budget 2010/11 £	Period 4 Actual 2010/11 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status	Change from previous report
GCA1007	OTRP - Specialist Aids Refurbishment	45,868	45,868	11,306	×	×	×	×	×	×	×		Ongoing Rolling Programme	No Change
GCA1008	OTRP - Sensory Impairment	0	20,000	563	×	×	×	×	×	×	×		Ongoing Rolling Programme	No Change
GCG0232	Leog Replacement	0	281,528	122,655	✓	✓	✓	×	✓	✓	✓		Project on site and now wind and water tight in accordance with programme.	Project on site and in accordance with programme.
GCG0233	Laburnum - Refurbishment / Extension	100,000	0	0	✓								Feasibility Study reported March 2009. No further work to be carried out this year and budget slipped into future years.	10/11 budget slipped into future years
GCG0234	Laburnum - New Build	200,000	0	0	✓								Feasibility Study reported March 2009. No further work to be carried out this year and budget slipped into future years. Site identified at North Lochside subject to AHS / North Staneyhill access design.	10/11 budget slipped into future years
GCG0235	Laburnum - Maintenance	20,000	20,000	0	✓								Prioritisation of programme ongoing	Ongoing
GCH3100	Housing Staff Accommodation	10,969	10,969	0									Ongoing Programme - provision being reviewed	No Change
GCH3102	Housing Chalet Accommodation	12,175	12,175	0									Ongoing Programme	No Change
GCH3103	Skerries/Foula School House Maintenance	100,000	100,000	0	✓								Options being assessed	New Budget for 10/11
GCH3120	Housing Temp Accommodation (Homelessness)	16,025	16,025	0									Ongoing Programme	No Change
	Halls of Residence	0											No budget approved, Council agreed no further action meantime.	No change
<b>Total Services General Fund</b>		<b>12,864,184</b>	<b>12,138,608</b>	<b>2,735,580</b>										

## PROJECTS FUNDED OUTWITH CAPITAL PROGRAMME

GCA0236	New Temporary Care Home for Lerwick (Montfield) - 100% NHS Funding	0	0	623,395							✓		Project completed on site, now into defects period. Third party invoices from NHS still to be processed and NHS funding to be reported and set as budget.	Project completed on site, but will not be handed over to BS until next year.
GCE1304	Anderson High School Replacement, including moving Train Shetland from premises at the Knab	15,000,000	1,210,212	32,185	✓								Pre-Consultation Study completed. Proposal on relocation to be published August 2010, informed by output from Blueprint for Education.	Project unlikely to proceed in 09/10 - slippage previously advised to Council.
<b>Total Out with General Fund Capital Programme</b>		<b>15,000,000</b>	<b>1,210,212</b>	<b>655,580</b>										

Code	Project Name	Original Approved Budget 2010/11 £	Amended Budget 2010/11 £	Period 4 Actual 2010/11 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status	Change from previous report
HCH3303	Land & Property Acquisition	678,851	703,851	3,388	✓	✓							Additional £0.125M agreed by Council 30/06/10 Craig Nicolson to advise on updated split over 5 Year Capital Programme	Additional funding agreed by Council
HCH3304	Brae New Housing	0	700,000	10,285									Awaiting decrofting prior to issue of enabling works tenders. Additional £1.250M agreed by Council 30/06/10, updated split over 5 Year Capital Programme required.	Additional funding agreed by Council
HCH3305	Hoofields New Housing	0	3,450,000	35,430	✓	✓	✓						Additional £8.550M agreed by Council, updated split required. Planning achieved on 4th August. Contractor starting enabling works contract on 20th September. First house building contract starting approx March 2011.	Additional funding agreed by Council. Planning achieved and enabling works contract awarded.
HCH3306	Virkie Groundworks	0	50,000	0									Additional £0.450M agreed by Council 30/06/10 - ditto above re split	Additional funding agreed by Council
HCH3404	Environmental Improvements	259,266	259,266	4,210	✓	✓	✗	✗	✓	✓	✓		Completion of Burra scheme.	
HCH3512	Community Care Projects	107,103	107,103	110	✓	✓	✓	✗	✓	✓	✓		Feasibility - further conversion at Brucehall	
HCH3516	Lerwick Internals Phase 1	0	0	6,939										
HCH3525	Feasibility Studies	25,655	25,655	0	✓									
HCH3526	Opportunity Conversion	124,862	124,862	1,087	✓	✓	✓	✗	✓	✓	✓			
HCH3704	Pump Prime	0	0	3,000										
HCH3706	Heating Replacement Programme	157,103	157,103	0	✓	✓							Programme agreed for 2010/11	
HCH3708	External Re-render Programme	387,758	387,758	28,676	✓		✗	✗					Completion of Yell. Tenders for 2010/11 programme being prepared.	
HCH3710	Lerwick Crudens	1,146,933	1,146,933	14,052	✓	✓		✗					On site	
HCH3711	Retentions/ Final Accounts	40,000	40,000	0	✗	✗	✗	✗	✗	✗	✗			
HCH3712	Housing Quality Standard	560,000	560,000	53,555	✓	✓	✗	✗	✓	✓	✓	✓	Ongoing	
HCH3714	Replacement MIS System	0	199,817	0	✓	✗	✗	✗	✗	✓			Project slipped from 09/10	
HCH3800	Capital Rec/ Sale Council Houses	-889,886	-889,886	3,106	✗	✗	✗	✗	✗	✗	✗	✗		
<b>Total HRA Capital Programme</b>		<b>2,597,645</b>	<b>7,022,462</b>	<b>163,836</b>										



Cost Centre	Cost Centre Description	Annual Budget	YTD Budget	YTD Actual	YTD Accruals	YTD Actual Less Accruals	YTD Variance	YTD % Spend	Annual % Spend
GCA0100	Inspection, Health & Safety	26,465	8,822	232.00		232.00	8,590.00		
GCA0101	Building Fabric	41,850	13,950	4,833.26		4,833.26	9,116.74		
GCA0102	Electrical Sys Upgrade	38,542	12,847	0.00		0.00	12,847.00		
GCA0103	Mechanical Sys Upgrade	16,492	5,497	10,921.36		10,921.36	(5,424.36)		
GCA0104	Plant Equip Replacements	2,160	720	0.00		0.00	720.00		
GCA0105	Safety Surfaces	22,055	7,352	981.02		981.02	6,370.98		
GCA0106	Soc Care Roll Prog Care Homes	185,000	21,667	21,303.13		21,303.13	363.87		
GCA0120	Rolling Programme	2,129	710	0.00		0.00	710.00		
GCA0231	Care Homes Fire Upgrades	318,053	104,042	0.00		0.00	104,042.00		
GCA0233	Joint Occupational Therapy Cnt	530,000	170,236	12,767.34		12,767.34	157,468.66		
GCA0234	Taing House Cap Maintenance	76,500	25,500	4,344.00		4,344.00	21,156.00		
GCA0235	Viewforth Cap Maintenance	40,500	13,500	0.00		0.00	13,500.00		
GCA0236	Montfield Care Home	0	0	623,395.22		623,395.22	(623,395.22)		
GCA0237	Eric Gray Replacement	236,328	72,344	406.64		406.64	71,937.36		
GCA0238	Viewforth Replacement	400,000	130,000	0.00		0.00	130,000.00		
GCA0239	Islehavn Replacement	300,000	80,000	787.01		787.01	79,212.99		
GCA0240	Old Craigielea Maintenance	50,000	16,667	0.00		0.00	16,667.00		
GCA1000	Special Aids Stock Items	94,685	31,562	55,954.47		55,954.47	(24,392.47)		
GCA1001	Specialist Aids	277,433	92,478	31,843.04		31,843.04	60,634.96		
GCA1003	Minor Adaptions	46,703	15,567	178.95		178.95	15,388.05		
GCA1004	Major Adaptions	328,892	109,631	0.00		0.00	109,631.00		
GCA1005	Housing Renovations	25,831	8,611	0.00		0.00	8,611.00		
GCA1006	Professional Fees	24,528	8,176	0.00		0.00	8,176.00		
GCA1007	Specialist Aids Refurbishment	45,868	15,289	11,305.71		11,305.71	3,983.29		
GCA1008	Sensory Impairment Equipment	20,000	6,666	562.98		562.98	6,103.02		
GCE1171	Little Tykes	336,678	88,893	34,303.47		34,303.47	54,589.53		
GCE1240	Bells Brae Prim Alterations	0	0	(460.75)	(3,043.06)	2,582.31	(2,582.31)		
GCE1304	Anderson HS Term Dev Phase 2	1,210,212	392,851	32,185.23		32,185.23	360,665.77		
GCE1315	New Mid Yell School	3,534,669	1,155,375	1,298,101.36	(400,000.00)	1,698,101.36	(542,726.36)		
GCE1500	Educ Maintenance School Builds	1,578,966	509,367	225,473.14		225,473.14	283,893.86		
GCE1512	Reroofing	0	0	(8,000.00)	(8,000.00)	0.00	0.00		
GCG0232	Leog Replacement	281,528	93,842	122,655.00		122,655.00	(28,813.00)		
GCG0235	Laburnum Maint	20,000	6,667	0.00		0.00	6,667.00		
GCH3100	Staff Accommodation	10,969	3,123	0.00		0.00	3,123.00		
GCH3102	Chalets	12,175	3,525	0.00		0.00	3,525.00		
GCH3103	Skerries/Foula Sch Hse Maint	100,000	33,334	0.00		0.00	33,334.00		
GCH3120	Homelessness-Works Contract	16,025	4,515	0.00		0.00	4,515.00		
GCJ3001	Water Based Facilities	382	127	0.00		0.00	127.00		
GCJ3003	Play Areas	175,000	58,122	48,367.28		48,367.28	9,754.72		
GCJ3006	Grants to Voluntary Orgs	510,496	170,165	25,856.00		25,856.00	144,309.00		
GCJ3020	Islesburgh CC Cap Maintenance	22,595	7,532	14,229.31		14,229.31	(6,697.31)		
GCL4100	Old Library Cnt Maintenance	85,000	28,333	111.30		111.30	28,221.70		
GCL4402	Cinema/Music Venue	1,704,111	568,037	406,944.30		406,944.30	161,092.70		
GCL6000	Train Shetland Maintenance	100,000	33,333	0.00		0.00	33,333.00		
UCL5203	Shetland College Phase 3	500,000	75,000	535.70		535.70	74,464.30		
<b>EDUCATION &amp; SOCIAL CARE</b>		<b>13,348,820</b>	<b>4,203,975</b>	<b>2,980,117.47</b>	<b>(411,043.06)</b>	<b>3,391,160.53</b>	<b>812,814.47</b>	81%	25%

Cost Centre	Cost Centre Description	Annual Budget	YTD Budget	YTD Actual	YTD Accruals	YTD Actual Less Accruals	YTD Variance	YTD % Spend	Annual % Spend
HCH3303	Land/Property Acquisition	703,851	173,088	3,387.50		3,387.50	169,700.50		
HCH3304	Brae Groundworks	700,000	233,333	10,284.50		10,284.50	223,048.50		
HCH3305	Hoofields Groundworks	3,450,000	1,150,000	35,430.15		35,430.15	1,114,569.85		
HCH3306	Virkie Groundworks	50,000	16,667	0.00		0.00	16,667.00		
HCH3404	Environmental Improvements	259,266	75,060	4,209.58		4,209.58	70,850.42		
HCH3512	Community Care Projects	107,103	28,127	110.00		110.00	28,017.00		
HCH3516	Lerwick Internals Phase 1	0	0	6,938.74		6,938.74	(6,938.74)		
HCH3525	Feasibility Studies-HRA	25,655	0	0.00		0.00	0.00		
HCH3526	Opportunity Conversions	124,862	31,164	1,086.75		1,086.75	30,077.25		
HCH3704	Pump Prime	0	0	3,000.00		3,000.00	(3,000.00)		
HCH3706	Heating Replacement Program	157,103	44,793	0.00		0.00	44,793.00		
HCH3708	External Re-Vendor Programme	387,758	119,785	28,675.59		28,675.59	91,109.41		
HCH3710	Lerwick Crudens	1,146,933	353,906	14,052.32		14,052.32	339,853.68		
HCH3711	Retentions/Final Account	40,000	13,333	0.00		0.00	13,333.00		
HCH3712	Housing Quality Standard	560,000	186,667	51,761.28	(1,794.18)	53,555.46	133,111.54		
HCH3714	Replacement Mis System	199,817	66,606	0.00		0.00	66,606.00		
HCH3800	Capital Rec-Sale Council House	-889,886	0	3,105.50		3,105.50	(3,105.50)		
<b>TOTAL HOUSING REVENUE ACCOUNT</b>		<b>7,022,462</b>	<b>2,492,529</b>	<b>162,041.91</b>	<b>(1,794.18)</b>	<b>163,836.09</b>	<b>2,328,692.91</b>	<b>7%</b>	<b>2%</b>



## REPORT

To: Services Committee

2 September 2010

From: Blueprint Member/Officer Working Group / Head of Schools

### **Blueprint for Education in Shetland - Stage 4: Statutory Consultation and Proposal to relocate the Anderson High School: Statutory Consultation**

#### **1. Introduction**

- 1.1 Blueprint for Education in Shetland - The purpose of this report is to update the Services Committee on the decision made, to progress Proposal 2 in both the Primary and Secondary proposals, at the Services Committee meeting of 17 June 2010. Specifically, to update Services Committee on the decision to proceed with statutory consultation and for the authority delegated to the Head of Schools to put in place the requirements of the Schools (Consultation) (Scotland) Act 2010.
- 1.2 Proposal to relocate the Anderson High School - This report provides an update to the decision made at Services Committee to proceed to statutory consultation to "relocate the Anderson High School from its current location at the Knab, Lerwick to a site at Lower Staney Hill and build a modern, fit for purpose, community school on a greenfield site."

#### **2. Link to Council Priorities**

- 2.1 In June 2007, the Services Committee agreed a 4-year plan (min ref: SC 21/07), as the service element of the Council's Corporate Plan. In relation to the Schools Service, the 4 year plan states:-

*"Shetland schools population projections anticipate a substantial reduction in pupils within a relatively short time frame. The challenge for the authority is, therefore, to develop a modern "blueprint" for the shape of the Service across Shetland for 10 years time. This model will consider the educational and financial viability levels for schools, their host communities as well as important associated issues such as transport requirements. It will consider links with pre-school services and life long, vocational, further and higher education and training. It will consider the development of centres of excellence, focused on particular sectors of the economy across Shetland building on existing high quality facilities. It is anticipated that significant capital investment*

*will be required to bring some schools and facilities up to a modern standard”.*

2.2 The Council’s Corporate Plan states:

2.2.1 The Council will *”ensure a model for education is developed by 2009 that considers the educational and financial viability for schools and communities and its outputs are then implemented.”*

2.2.2 This will *“help us work to create and maintain a culture where individual learners can strive to realise their full potential.”*

2.3 The Council’s Corporate Plan includes a commitment to, “improve our teaching facilities by completing the new Anderson High School...”.

### 3. Risk Management

3.1 The recent Report by the Controller of Audit to the Accounts Commission, under Section 102 (1) of the Local Government (Scotland) Act 1973, identified some key strategic risks, such as:

*“The council has not demonstrated that it can set a clear strategic direction, backed by sound and consistent decision making. We found little evidence of elected members acting in the interests of Shetland Islands Council as a whole. The events of recent months have led to a significant proportion of members expressing concerns about the quality of strategic leadership in the council.”*

and

*“The council faces a challenging financial future. It has agreed budget savings for 2010/11 but has yet to demonstrate how it can sustain its current level of services in future years whilst maintaining its target reserves balance and delivering its capital plans. This will require difficult decisions to be taken and clear and consistent leadership by elected members.”*

3.2 The Blueprint for Education needs to be considered in the context of the strategic challenges facing the Council. It is a significant change management project, which addresses strategic priorities, allocation of resources based on need, a best value option appraisal and choices over value for money.

3.3 The risks associated with any changes to the current model of delivery are detailed in the report to Service Committee on June 17 2010 (Min Ref: SC 47/10).

3.4 The Anderson High School Capital Project is recognised as one of the most high-risk capital investment projects for this Council. It is regularly referenced by Audit Scotland, in their audit work and in their



strategic risk assessments. As part of the Independent Review of this project, carried out in the summer of 2009, Zurich Municipal was commissioned by the Council to prepare a Project Risk Report which highlighted a number of potential significant risks for this project in the areas of: political; professional; competitive; physical assets; customers/service users; and contractual. Good Project Management arrangements will ensure that these risks are well managed, as the project develops. There is a financial risk with this proposal in that it proposes increasing revenue burden at a time when revenue is heavily oversubscribed, and it is contradictory to the Council decision (Min Ref: 15/10) in which it states that any growth items require Committee decision and must identify corresponding savings with equate to the total sum sought.

#### **4. Background**

4.1 Blueprint for Education in Shetland - At Services Committee on 17 June 2010 (Min Ref: SC47/10) it was agreed:

- 4.1.1 to progress Secondary Proposal 2 from the five secondary proposals put forward;
- 4.1.2 to progress Primary Proposal 2 from the four primary proposals put forward;
- 4.1.3 that if Statutory Consultation is necessary, authority be delegated to the Head of Schools to put in place the requirements of the Schools (Consultation) (Scotland) Act 2010.
- 4.1.4 for the retention of the Graduate Placement, until 5 September 2011, on a temporary contract.

4.2 Proposal to relocate the Anderson High School - At Services Committee on 17 June 2010 (Min Ref: SC48/10) it was agreed that:

- 4.2.1 the proposal for statutory consultation is to “relocate the Anderson High School from its current location at the Knab, Lerwick to a site at Lower Staney Hill and build a modern, fit for purpose, community school on a greenfield site.”;
- 4.2.2 note that the Proposal Paper must contain information on maintaining the status quo and redeveloping the Knab Site as the existing location of the Anderson High School, although it will be stressed throughout that the preferred site is the Lower Staney Hill;
- 4.2.3 to delegate to the Executive Director – Education and Social Care the authority to prepare, in liaison with the Anderson High School Member Officer Liaison Group and publish the Proposal Paper taking into account the decisions taken as a result of this Report; and to carry out the consultation process in accordance with the Schools (Consultation) (Scotland) Act 2010.

## 5. Current Position

5.1 Following the decisions of Services Committee on 17 June 2010 the Executive Director – Education and Social Care and Head of Schools have, with agreement of HM Inspectors of Education, put together the following statutory consultation plan:

5.2 The Statutory Consultation is to commence on Monday 30 August 2010 and run until Sunday 10 October 2010.

Number of Days	Week Number	Date Period	Meeting Arrangements
5 days	Week One	30 August – 3 September 2010	<i>No public meetings arranged</i>
10 days	Week Two	6 – 10 September 2010	<i>No public meetings arranged</i>
15 days	Week Three	13 – 17 September 2010	<b>1. Public Meeting</b> <b>Anderson High School Change of Site.</b>  Monday 13 September 2010. Anderson High School Main Hall.  7 – 9pm
			<b>2. Public Meeting</b> <b>Blueprint – Impact of Skerries pupils attending Anderson High School from S1</b>  Wednesday 15 September 2010. Multi Purpose Sporting Area, Anderson High School  7 – 9 pm
20 days	Week Four	20 – 24 September 2010	<b>3. Public Meeting</b> <b>Blueprint – Closure of Skerries Secondary Department</b>  Monday 20 September 2010 Skerries Hall, Skerries (see separate transport document)  5 – 7pm
			<b>4. Public Meeting</b> <b>Blueprint – Closure of Scalloway Secondary Department</b>  Tuesday 21 September 2010 Scalloway Junior High School  7 – 9 pm
			<b>5. Public Meeting</b> <b>Blueprint – Impact of Scalloway pupils attending Anderson High School from S1</b>  Wednesday 22 September 2010 Anderson High School Main Hall  7 – 9pm
25 days	Week 5	27 September – 1 October 2010	<i>No public meetings arranged</i>
30 days	Week 6	4 – 8 October 2010	<i>No public meetings arranged</i>

- 5.3 The table on the previous page gives the detail of the first consultation period, with Scalloway and Skerries Secondary Departments undergoing Statutory Consultation in respect of the Blueprint for Education and Anderson High undergoing Statutory Consultation in respect of the change of situation.
- 5.4 A further Statutory Consultation period will commence in January 2011 for Uyeasound, Burravoe, North Roe and Sandness Primary Schools. Olnafirth Primary School will be subject to Statutory Consultation starting in August 2011.
- 5.5 The detail of the consultation periods mentioned in 5.4 will be given in a future report to Services Committee, and will also be in agreement with HM Inspectors of Education.

## **6. Financial Implications**

- 6.1 As the necessary public meetings will be held in the evening, additional costs will be incurred due to the extra hours worked by the clerical staff required to attend. Mileage costs will also be incurred by staff attending the meetings.
- 6.2 These costs will be met from:
- 6.2.1 Budget code GRE1522, in respect of the Blueprint for Education consultation, and
  - 6.2.2 Budget code GRE0006, in respect of the consultation on the proposal to relocate the Anderson High School

## **7. Policy and Delegated Authority**

- 7.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.

## **8. Recommendation**

It is recommended that Services Committee note the content of this report.

August 2010

Our Ref: HB/MM/sm

Report No: ED-13-F





## REPORT

To: Services Committee

2 September 2010

From: Head of Schools

### **Reports by HM Inspectorate of Education: Uyeasound Primary School and Sound Primary School and Nursery Class**

#### **1. Introduction**

- 1.1 Uyeasound Primary School was inspected in March 2010 and Sound Primary School and nursery class was inspected in April 2010 as part of a national sample of primary education. Their reports were published on 18 May 2010 and 15 June 2010 respectively.
- 1.2 The purpose of this report is to give Members an opportunity to consider the quality of education provided by Uyeasound Primary School and Sound Primary School and nursery class as evaluated by HM Inspectorate of Education in the published reports.
- 1.3 A copy of the reports have been placed in the Members' Room for reference. Copies of the reports have also been sent to all relevant Members, parents, staff and Parent Council members.

#### **2. Link to Council Priorities**

- 2.1 The Council will ensure a model for education is developed that considers the educational and financial viability for schools and communities and its outputs are then implemented.
- 2.2 The Council will work to create and maintain a culture where individual learners can strive to realise their full potential.
- 2.3 As this report is for noting, there are no significant risks associated with its recommendations.

#### **3. Background**

- 3.1 Inspectors evaluated the quality of education at each school and also at Sound Primary School nursery class. They also looked at how well each setting worked with other groups in the community, including parents and services which support children. They also commented

on how well staff and children work together and how they go about securing improvement in the quality of education they provide.

- 3.2 In each setting Inspectors spoke to pupils/children and staff. They also met with groups of parents.
- 3.3 Uyeasound Primary School was given formal evaluations in five areas. Of those, three were evaluated as 'Excellent' and two were evaluated as 'Very Good'.
- 3.4 Sound Primary School was given formal evaluations in five areas. Of those, four were evaluated as 'Very Good' and one was evaluated as 'Good'.
- 3.5 Of the separate evaluations given to Sound Primary School nursery class, all areas were evaluated as 'Good'.

## **4 Proposals**

- 4.1 It is proposed that Members note the particular strengths and areas for improvement identified in the respective reports as follows:

### **4.1.1 Particular Strengths of Uyeasound Primary School:**

- Stimulating learning experiences provided for children
- Outstanding progress made in embracing Curriculum for Excellence
- Very strong and productive links with parents and the wider community
- Innovative approaches to self-evaluation and improving the work of the school
- Shared commitment to leading the school forward among all staff
- The creative vision of the head teacher

### **4.1.2 Areas for improvement in Uyeasound Primary School:**

- There was only one area for improvement, which is to "Continue to improve the school as planned".

### **4.1.3 Particular Strengths of Sound Primary School and Nursery Class:**

- Children's learning and achievement, including high standards in English and Maths.
- The strong and successful focus on developing literacy and numeracy across the curriculum.
- High quality support for children who have difficulties with their learning.
- Staff teamwork and commitment and the impact of self-evaluation in the primary classes.

- Strong partnerships for learning with parents and the community.
- The outstanding leadership of the Head Teacher in ensuring a culture of high achievement.

#### **4.1.4 Areas for improvement in Sound Primary School and Nursery Class:**

- Continue to develop Curriculum for Excellence
- Make more use of self-evaluation to ensure that the needs of children in the nursery are fully met.

4.1.5 The quality of education provided at both schools was found to be very good, and therefore inspectors will make no further visits in connection with these inspections.

### **5. Financial Implications**

5.1 There are no financial implications arising from this report. The costs of addressing any areas for improvement will be addressed through budget allocated to the Schools Service.

### **6. Policy and Delegated Authority**

6.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.

### **7. Recommendation**

7.1 I recommend that the Services Committee note the contents of the reports by HM Inspectors of Education on Uyeasound Primary School and Sound Primary School and nursery class.

August 2010

Our Ref: HB/SM

Report No: ED-12-F







## REPORT

To: Services Committee

From: Head of Children's Services

### YOUNG CARERS

#### 1. Introduction

- 1.1 This Report will introduce the Scottish Government and COSLA's Young Carers Strategy, "Getting it Right For Young Carers" which is part of the overall "Carers and Young Carers Strategy 2010-2015". The report will also inform Members of the findings of the Princess Royal Trust for Carers report "Mapping of Services to young carers in Scotland" and the local picture in relation to services for Young Carers.

#### 2. Links to Corporate Policy

- 2.1 By identifying and appropriately supporting young carers, the Council and its partners will enhance young carers' opportunities to become successful learners, confident individuals, effective contributors and responsible citizens.

#### 2.2 *Risks*

This report is for noting only so there are no direct risks. It should be noted however that providing appropriate resources to this group of children and young people carries significant risks across a range of factors such as political, social, legal and community.

#### 3. Background

- 3.1 In 2008 "For Shetland's Young Carers, a strategic framework to support young carers across Shetland, 2008-2011" was published as part of Shetlands Carers Strategy. The progress against the action plan of this Strategy is attached as appendix 1.
- 3.2 In May 2009 The Princess Royal Trust for Carers published a report "Mapping of services to young carers in Scotland". This report mentioned that current children's policy dictates a mainstream approach to young carer support, but added that there is little evidence to show this is working. The report also stated that Shetland was one of three local authority areas that did not provide direct specific services to young carers. It did note, however, that Shetland did have a young carers strategy and that the strategy seeks to ensure that young carers needs are met through mainstream children's

services and a range of other voluntary sector provision. A copy of this report is available in the Members room.

- 3.3 In March and April 2010, VAS and Children's Services worked in partnership to carry out a scoping exercise to see how Shetland might improve Services to young carers. This scoping exercise was completed by the "Carers Support Worker, VAS" and funded by Children's Services. The outcomes of this exercise will be dealt with later in this report at section 5.
- 3.4 In July 2010, the Scottish Government and COSLA published "Getting it Right For Young Carers" which forms part of the "Carers and Young Carers Strategy for Scotland 2010 – 2015". This strategy can be found at <http://www.scotland.gov.uk/Publications/2010/07/23153304/0>. There is a paper copy available in the Members room. The executive summary is attached at Appendix 2.

#### 4. Key Information

- 4.1 The Princess Royal Trust Report estimates that 10% of children and young people will be young carers. Based on mid year estimated population for 2007 this would mean 290 children and young people in Shetland will be young carers. It is difficult to state with any confidence that this is an accurate figure as research shows that young carers are difficult to identify.
- 4.2 "For Shetland's Young Carers 2008-2011", estimates that as many as 1,320 children and young people could have a caring role (Census 2001). During 2003-2005 13% of pupils in secondary 2 considered themselves to be a carer.
- 4.3 Table 1 shows the number of identified young carers in Shetland as at 11 August 2010.

	Social Work	Voluntary Sector
Number of young carers	20	9

- 4.4 The Princess Royal Trust Report shows that in the twenty-nine local authority areas that have dedicated services, between 2% and 13% of young carers use such services.
- 4.5 The Princess Royal Trust Report showed that only four local authority areas had a dedicated young carers strategy, Shetland is one of the four.
- 4.6 Research shows that young carers can benefit from their caring role by learning life skills, but that this benefit is often outweighed by the negative effects of caring. Young carers often have poorer outcomes across a range of areas such as education, health, social, emotional and financial. It is therefore imperative that local authorities and their partners identify and support young carers at as early a stage as possible.
- 4.7 "Getting it Right For Young Carers" states "*By Identifying and supporting young carers, agencies and practitioners can relieve them of inappropriate*

*caring roles and enable them to be children and young people, first and foremost. Adequate and timely support enhances young carers' opportunities to become successful learners, confident individuals, effective contributors and responsible citizens."*

4.8 "Getting it Right For Young Carers" states the Scottish Government will:

- fund a fourth Scottish Young Carers Festival in 2011
- put in place measures to help professionals in education, health and social care to identify young carers
- put in a classification of "young carers" in the 2011 school census
- work with the Scottish Young Carers Services Alliance to produce a practice guide on young carers for teachers and schools
- improve the provision of information and advice to young carers
- commission research into the characteristics of young carers
- work with the range of partners to promote the further development of flexible, personalised short breaks
- progress a range of actions to improve support to young adult carers.

4.9 "Getting it Right For Young Cares" states that Skills Development Scotland will:

- design and develop suitable materials and training opportunities to support young carers' services' contact with young adult carers
- refresh their publicity materials for young carers, so as to highlight their options and the support that is available to them

## **5. Local Services and Developments**

5.1 "For Shetland's Young Carers" action plan is progressing as at appendix 1.

5.2 Identification of young carers remains a problem in Shetland. Work in schools has not progressed as hoped but this is being addressed. Action point 3.3 in "Getting it Right For Young Carers" will introduce a classification of "young carers" in the 2011 schools census, which will help provide a baseline number and raise awareness of young carers.

5.3 "Getting it Right For Young Carers" acknowledges that GIRFEC is the mechanism that will identify many young carers. In Shetland GIRFEC continues to be implemented and there is a specific question to identify young carers. "With You For You" also identifies carers, including young carers and triggers a carers assessment where appropriate.

5.4 There has been no local research into the identification of young carers. The Educational Psychology Service has a statutory duty to undertake research on behalf of the Council in relation to vulnerable children and young people, but until recently has not had the capacity to do this. A temporary assistant psychologist has been recently appointed which has increased capacity. It is proposed to use some of the post holders time to undertake research on the identification of young carers and to gain their views on models of support that will make a positive difference to their lives, initially in schools with a view to broadening this to other services if appropriate.

- 5.5 In April 2010 Voluntary Action Shetland organised a carers conference and information sharing event to which the Princess Royal Trust for Carers Service Managers for young carers and adult carers attended. The Princess Royal Trust shared the National picture and discussed how Shetland could link in the future. The Trust felt that if all partner agencies and carers show a clear working relationship then the new Lottery fund would be keen to fund a development post. The Trust also expressed surprise that no local authority funding was available as other areas provide funding.
- 5.6 At the conference the Carers Support Worker, VAS, presented a possible pilot study for one year to include:
- Awareness raising in schools and youth clubs
  - Develop a referral system between partnership agencies
  - Use similar CD ROM package as developed and used in Orkney
  - Set up a young carers project group
  - Work with befriending to develop a shared approach to working with young carers
  - Allow staff to attend training and conferences on working with young carers and looking at the national strategy
  - Fit in with GIRFEC
  - Forge links between the VAS and the Bruce Family Centre, as this would make a good group-meeting place
- 5.7 Progress since the conference includes:
- The Carers Support Worker, VAS has now, for the first time, dedicated time to address the needs of young carers. It should be noted that this post currently only has funding until the end of the current financial year. This funding comes from VAS' reserves and therefore VAS is operating outwith its financial reserves policy
  - It has been agreed that a young carers support group can be piloted from the Bruce Family Centre run in partnership between children's services and VAS. After six months the young carers will be consulted on the suitability and benefits of the support group
  - A commitment for staff at the Family Centre to work in partnership with VAS and young carers
  - Proposal for the Education Psychology Service to do a piece of research as at 5.4 above
  - Young Carers to be a strategic priority for the Children and Young Peoples Strategy Group
  - VAS is actively researching funding streams for young carers support and training through a number of bodies including The Big Lottery Fund.
- 5.8 Should VAS be unsuccessful with their funding applications, and the ongoing work, evaluations and research mentioned above, indicate that specific services for young carers are required, a further report to the Council may follow requesting funding for such services.
- 5.9 Young carers identified through social work have comprehensive assessments and supports in place to meet their needs, though none of the supports are dedicated specifically to young carers.

## **6. Financial Implications**

- 6.1 There are no direct financial implications arising from this report. Any funding required can be met from within existing budgets.

**7. Policy and Delegated Authority**

- 7.1 All social work matters stand referred to the Services Committee. The Committee has delegated authority to make decisions on matters within its remit and for which the overall objectives have been approved by the Council, in addition to appropriate budget provision, in accordance with Section 13 of the Council's Scheme of Delegations.

**7. Recommendations**

- 7.1 I recommend that Services Committee note the content of this report.

Our Ref: SM/eal

Report No: CS-03-10-F

## Appendix 1

### The action plan

Outcome	Agency	Action	Funding	Timescale	Progress
1. Development of mechanisms for identifying and assessing young carers.	All Partner Agencies	1.1 The Integrated Assessment Framework (IAF) will be the main tool for assessing the needs of young carers and co-ordinating their support	WER	From January 2009	In place and ongoing. IAF now known as Getting it Right For Every Child (GIRFEC)
		1.2 A specific question about young carers will be included in all commonly used assessment tools across services	WER	By end 2009	In place using GIRFEC and With You For You
		1.3 Training will be delivered across professional and organisational boundaries at local level in keeping with recognised good joint working practice. This should be included as part of ongoing IAF and SSA (Single Shared Assessment) training	WER	From January 2009	In place and ongoing
		1.4 Develop, in partnership with all agencies, a system to record prevalence of young carers in Shetland, their caring situations and	Funds to be identified	2010/11	To be developed

		<p>their localities.</p> <p>1.5 Develop agreements and mechanisms for sharing and using the information received from the secondary two questionnaire given to pupils that has a question about 'Caring for Others'</p>	WER	2009/10	The new National Strategy is putting in place a specific question to assist in identifying young carers in the schools census
2. Increased awareness of young carers issues and needs across all services	All Partner Agencies	<p>2.1 Ensure young carers feature in other strategic documents (e.g. substance misuse protocol, mental health strategy, data sharing protocol, schools improvement plan)</p> <p>2.2 Seek opportunities to raise awareness of young carers through school PSE/circle time and the development of peer support/training</p>	WER	2009	Ongoing
		2.3 Seek support from schools, youth services and others to help with young carers attending activities after school and at weekends	WER	2009-10	In place and other mechanisms being considered as they are developed.
			WER	End of 2008	In place and ongoing

		<p>2.3 Develop a local website for young carers</p> <p>2.4 Young carers issues to be promoted regularly e.g. as part of Carers Week</p>	<p>Funds to be identified</p> <p>WER</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Within existing resources VAS is exploring ways to incorporate a young carers page within the carers website on Shetland's Community Portal</p> <p>In place and ongoing through the Carers Support Worker, VAS</p>
3 Development of support services for young carers	All partner agencies	<p>3.1 Develop information packs and leaflets for young carers</p> <p>3.2 Support existing projects (e.g. SYIS) which are funded to develop their services for young carers</p>	<p>Funds to be identified</p> <p>WER</p>	<p>End 2009</p> <p>2009</p>	<p>Currently using the Princess Royal Trust for Carers information (WER)</p> <p>No such projects in place</p>



		3.2 Development of advocacy service for children and young people in Shetland and promotion of access to Children's Rights professionals	Funds may need to be identified	2010	In place through new Children's Rights Service
		3.3 Development of short training courses for young carers, which can be delivered through a variety of agencies, and include resilience strategies, transitions, etc,	Funds to be identified	2010	To be re-addressed following consultation and research
		3.4 As part of the assessment, consult with young carers about their respite needs and work with other providers to identify means of providing these	WER	2009	In place for those identified as young carers through social work
		3.5 Work with adult and children's services to ensure support is available for the cared for parent or sibling to allow young carers to access respite if they need to	WER	2009	In place for those identified through social work
4. Involvement of young carers in the development and evaluation of services	All partner agencies	4.1 Utilise opportunities provided by website and newsletters to consult with young people	WER	2009/10	To be developed
		4.2 Work with youth projects to seek views of young people	WER	2009/10	To be incorporated

		4.3 Use opportunities provided by other consultation exercises to gain views of young carers in Shetland	WER	2009/10	into local research Ongoing
		4.4 Establish a young carers group who can be part of reviewing and developing this strategy	WER	2010	Young Carers Support Group due to start late Summer 2010, based at the Bruce Family Centre

EXECUTIVE SUMMARY

**Headline Message**

Young carers can benefit from the caring contribution they make. It can provide them with personal skills and an important role in the family, which enables them to demonstrate their commitment and affection. However, the demands of caring can also be onerous and can have an adverse impact on young carers' health and wellbeing. The responsibilities of caring can deny a young person their rights and can compromise their safety.

Early intervention is necessary to prevent this. By identifying, assessing and supporting young carers, agencies and practitioners can relieve them of inappropriate caring roles and enable them to be children and young people, first and foremost. Adequate and timely support enhances young carers' opportunities to become successful learners, confident individuals, effective contributors and responsible citizens.

**The Government's Headline Actions**

The following are the key headline actions in this strategy to help improve outcomes for young carers:

1. We will continue to engage with young carers to identify their needs and priorities and to inform the development of policy.

**The Scottish Government will fund a fourth Scottish Young Carers Festival in 2011**, which will provide us with feedback from young carers on the implementation and impact of this strategy, as well as progress in implementing *Getting It Right For Every Child (GIRFEC)*.

**2. We will put in place measures to help professionals in education, health and social care to identify young carers.**

Young carer identification opens the door to assessment, through the approach of the *GIRFEC* practice model, which in turn leads to the provision of support. There will be a strong emphasis on workforce training, as members of the workforce who are 'young carer-aware' have a big role to play.

**3. We will introduce a classification of 'young carers' in the 2011 school census**, which will report on the numbers of young carers who have been identified in schools. By identifying young carers in schools we will learn more about the numbers of young carers and the impact of caring. This may also help ensure that the young carers who are identified are adequately supported.

4. Recognising the important role of school staff in identifying and supporting young carers, particularly in the context of Curriculum for Excellence, **the Scottish Government will work with the Scottish Young Carers Services Alliance to**

**produce a practice guide on young carers for teachers and schools.**

**5. We will improve the provision of information and advice to young carers** through various means, including workforce training and our support for NHS *inform*, who will be launching online a Carers Information Zone.

**6. We will enhance our understanding of the impact of caring on young carers through the commissioning of research into the characteristics of young carers** being supported by dedicated young carers' services.

**7. The provision of short breaks or respite is hugely important to young carers. We will work with a range of partners to promote the further development of flexible, personalised short breaks.**

**8. Skills Development Scotland will design and develop suitable materials and training opportunities to support young carers' services' contact with young adult carers.**

**9. To encourage young adult carers to plan to achieve their career aspirations, Skills Development Scotland will refresh their publicity materials for young carers**, so as to highlight their options and the support that is available.

**10. We will progress a range of actions to improve support to young adult carers.** These will respond to the recommendations produced by a sub-group of the Young Carers Strategy Steering Group and outlined in **Appendix 5**.

**Appendix 1** sets out the membership of the Young Carers Strategy Steering Group which helped inform strategy development.

## **Chapter 1: Action Plan and Implementation**

**Chapter 1** provides a brief outline of the measures that we will take to monitor the implementation of this strategy.

## **Chapter 2: Introduction**

**Chapter 2** provides an introduction to the Young Carers Strategy. We explain that we have produced this strategy because we are concerned about the effects that caring can have on young people's health, well-being and development. These can prevent young carers from achieving the positive outcomes outlined in the Scottish Government's National Performance Framework. We refer to the definition of a 'young carer' from the Care 21 Report as "*a child or young person aged under 18 who has a significant role in looking after someone else who is experiencing illness or disability.*"

**We make clear that our policy objective and strategic commitment is that, whilst recognising the positive benefits**

**that caring can bring, we want to relieve young carers of inappropriate caring roles that have an adverse impact on their health and well-being. We want to enable them to be children and young people, first and foremost.**

We highlight the strong and essential links between this Young Carers Strategy and other Scottish Government policy developments, with particular reference to the *Getting It Right For Every Child* (GIRFEC) programme. **We recognise how universal services and policies promote and protect children and young people's health and well-being and how young carers are amongst those who can benefit most. We emphasise the relevance and importance of the 'United Nations Convention on the Rights of the Child' for young carers.**

This strategy has been informed by the views of young carers, by their contributions to the two Scottish Young Carer Festivals, by the workers who support them and by input from a wide range of stakeholders.

We set out the Scottish Government and COSLA's commitment to supporting young carers and delivering the strategy. We also demonstrate **local authorities' and Health Boards' commitment to delivering incremental improvements to support for young carers, despite the economic challenges we face.**

### **Chapter 3: Profile of Young Carers**

**Chapter 3** outlines what we know about young carers - their numbers, gender, caring tasks and time spent caring.

We highlight how some studies have estimated there to be more than 100,000 young carers in Scotland (although not all will be the main carer and not all suffer adverse affects from the caring role).

However, only 3,500 young carers are supported by dedicated young carers' services. **Young carers are very much a hidden population**, not recognised by the services that could support them and often not recognising themselves as young carers.

This chapter highlights **the value of the *Getting It Right For Every Child* approach. Without necessarily having to be identified as a young carer, these young people can benefit from universal and more specialist services working together to ensure that they are safe, healthy, active, nurtured, achieving, respected, responsible and included.**

We identify specific groups of young carers, whom we acknowledge we need to know more about.

### **Chapter 4: The Effects of Caring on Young Carers**

**Chapter 4** highlights the effects of caring. We outline that caring can be positive for young carers, enabling them to gain skills, purpose, self-esteem and many personal attributes. We highlight

that we want to provide adequate support to enable young people to continue to benefit from caring, without this becoming too onerous.

We focus on the adverse effects that caring can have on children and young people. We highlight how their caring role can impact on their: **educational attendance, attainment, achievement and ambition; physical, emotional and mental health; psychological well-being; social contact and relationships; and financial security. In some extreme situations, young carers can experience neglect and abuse.**

## **Chapter 5: Identification of Young Carers**

**Chapter 5** reiterates the key message from the Scottish Young Carers Festivals, that practitioners in health, social work and education all have a very important role in identifying and then supporting young carers.

**We refer to examples of good practice where agencies are currently working effectively, in partnership, with local dedicated young carers' services to enhance practitioners' awareness of young carers' issues and to then identify and support them. We highlight the importance of early identification, in order to prevent the negative impact that caring can have on children and young people.**

We identify a range of developments that will further raise awareness and enhance practitioners' efforts to identify and support young carers. In particular, we recognise the contribution of *GIRFEC*, and Curriculum for Excellence, as well as developments in the NHS and the importance of workforce training in health and social care.

## **Chapter 6: Young Carers Assessment**

**Chapter 6** highlights how a good, personalised assessment enables young carers to express their views and feelings, to be recognised as a young carer and then to access appropriate and adequate support to help them achieve their potential. Despite this, few young carers are assessed.

**We highlight how this will be addressed through the universal approach of *GIRFEC*. This provides assessment tools and a framework for practitioners in all agencies to work more effectively together, to gather and analyse information about a young person's strengths, pressures on them and support needs.**

We outline how the provisions of the Additional Support for Learning legislation will benefit young carers, whose caring contribution can affect their achievements at school.

## Chapter 7: Supporting Young Carers

**Chapter 7** provides information on the range of support that is available to enable young carers to continue to provide appropriate levels of care and that can help relieve them of onerous caring demands. **It emphasises the need for a preventative approach, where adequate support is provided before difficulties arise. This chapter highlights that no care package should depend on a child or young person's contribution and that the most effective way of relieving young carers of inappropriate caring roles is by health and social care services adequately meeting the cared-for person's needs.**

We set out how young carers benefit from the support provided by dedicated **young carers' services**, where the workers understand their situation and young carers are able to enjoy new opportunities with other young people in a similar situation.

We highlight how important **school-based support** is to young carers and refer to current good practice, which will be given impetus by Curriculum for Excellence with its focus on pupils' health and well-being. **We also highlight a number of particular practical measures that schools can take, which can make a significant difference in improving opportunities and outcomes for young carers.**

This chapter also highlights the importance of practitioners addressing young carers' emotional and mental health needs, providing information, advice, advocacy, breaks from caring and training opportunities.

## Chapter 8: Young Adult Carers

**Chapter 8** sets out the particular challenges facing **young adult carers, whose transition into adulthood can be all the more challenging because of the pressures arising from their caring role and contribution.**

We highlight how, at a time when their peers are leaving school and making positive plans for employment, training and education, young adult carers often have to deal with demands, responsibilities and emotional pressures that may limit their future opportunities.

We identify a number of action points that we will progress with our partners. These will both support young adults as carers and also enhance their opportunities to access training, education or employment.







## **REPORT**

**To: Services Committee**

**2 September 2010**

**From: Executive Director of Education and Social Care**

### **SHETLAND CHILD PROTECTION COMMITTEE ANNUAL REPORT AND BUSINESS PLAN**

#### **1. Introduction**

- 1.1 This report presents to Members details of the work of Shetland Child Protection Committee (CPC) for the period April 2009 to March 2010, as set out in its Annual Report for 2009-10.
- 1.2 The Annual Report was approved at CPC on 21 April 2010 subject to finalisation of minor details by its Quality Assurance Sub-Committee, which was completed on 10 May 2010. It was signed off by Chief Officers on 21 June 2010. Chief Officers had approved (in December 2009) a re-prioritised Business Plan for the period November 2009 to March 2011 to reflect the outcome of the generally positive child protection inspection, attached as Appendix 1 to the Annual Report. This should be seen as a working document for CPC, giving a snap-shot on progress at the year end, since when a number of matters have been moved on.
- 1.3 The Annual Report has been lodged with the Scottish Government and placed in the public domain. This Report sets out some of the main matters covered in the full and detailed Report, which is available on the Council's website at <http://www.shetland.gov.uk/socialwork-health/documents/ShetlandCPCAnnualReport09-10Final.pdf>. <http://www.shetland.gov.uk/socialwork-health/publications.asp> A hard copy is available in the Members' room or from Children's Services (Social Work).

#### **2. Links to Corporate Priorities**

Shetland Islands Council has endorsed, through the Single Outcome Agreement process, the national priority outcome to, 'improve the life chances for children, young people and families at risk'. Further, the Council's Corporate Plan gives a commitment that, 'children and young people should be encouraged and supported to enjoy being young. Child protection will remain one of the Council's main priorities'.

### **3. Risk Management Assessment**

- 3.1 This Report presents an assessment of the work undertaken to address one of the key community safety risks, namely keeping children and young people safe from harm. There are no specific risks associated with reporting the Annual Report of the Child Protection Committee.

### **4. Background**

- 4.1 Shetland Child Protection Committee (CPC) is an inter-agency body, constituted under Scottish Executive guidance – Protecting Children: Child Protection Committees: 2005, working to a constitution agreed by Chief Officers, last amended and updated by them in December 2008.
- 4.2 Statutory agencies including Shetland Islands Council are required to work closely together in seeking to promote the protection of children from all forms of abuse and neglect. CPC provides the mechanism for this to happen, with the Annual Report showing how it fulfils each of its specified functions.
- 4.3 CPC works within a broader safeguarding context, other aspects of which are overseen through integrated Children's Services Planning arrangements. Safeguarding includes helping families before problems escalate, taking action to protect children and young people when they may be at risk from abuse and neglect, and meeting their needs to enable them to go on to lead fulfilling lives.
- 4.4 Early support is largely the domain of the Getting It Right For Every Child (GIRFEC) framework, whilst meeting the needs of those who have had adverse experiences also links with the Council's Corporate Parenting Policy in respect of its Looked After children and young people.
- 4.5 New guidance from the Scottish Government on child protection (currently being consulted on, with the Scottish Government lead due in Lerwick on 2 September 2010) is expected to confirm that CPCs will continue to have the primary responsibility for ensuring action is taken to protect children and young people when they may be at risk from abuse and neglect.
- 4.6 The inspection by HMIE of child protection work done by all agencies in Shetland, previously reported to Members, was generally positive, but as with all inspections it identified some areas for improvement.
- 4.7 Hence, this year the main task for CPC was to develop a re-prioritised plan to reflect the matters identified by the inspection as areas for development, together with the tasks from the previous plan that CPC considered would most contribute to improved outcomes for children and young people.

- 4.8 Progress on this plan is now monitored more closely through the CPC Quality Assurance Sub-Committee, which is also considering how best to embed continued self-evaluation. Half-yearly reports are also made to Chief Officers, with additional meetings as needed. This helps Chief Officers ensure alignment between the work of the CPC and other partnerships.
- 4.9 CPC also undertakes a programme of regular work as detailed in Appendix 2 to the Annual Report. This work covers its key areas of responsibility in public information, policies, procedures and protocols, management information, quality assurance, promotion of good practice, training and staff development, communication and co-operation, planning and connections and listening to children and young people.
- 4.10 Key achievements during the year were:
- Improving inter agency working by routinely having health attendance at child protection strategy discussions, and health and Schools service involvement in regular Getting it Right for Every Child (GIRFEC) meetings, which consider less urgent but still important concerns relating to individual children. Feedback has indicated that this has improved the information available to Social Workers and others planning how best to help children and families with any difficulties.
  - Updating Protocol 4 to the Shetland inter-agency Child Protection Procedures (which relates to access to the Child Protection Register by staff at the Accident and Emergency Department of the Gilbert Bain Hospital) to reflect improved secure electronic information-sharing arrangements between NHS Shetland and Shetland Islands Council. This has since been signed off by relevant data controllers and is in force. (The Shetland inter-agency Child Protection Procedures provide details for staff in all sections of the Council about how they are expected to act to help children and young people who may be at risk of abuse and neglect. The updated version can be accessed from <http://www.shetland.gov.uk/socialwork-health/services/child-protection.asp>)
  - Delivery of the CPC's inter-agency training programme including an inter-agency 'Learning from Experience' event in March to promote best practice and disseminate the outcomes of inter-agency quality assurance work.
  - Continuing the regular programme of quality assurance work, with the learning from an on-going case review exercise started during 2009-10 due to be reported later this year.
  - Continuing engagement with the community, particularly through the work of the Child Protection in the Community Sub-Committee, which brings together representation from Shetland's independent trusts as well as the voluntary and third sectors.
- 4.11 Statistics in the report show that a similar proportion of children and young people in Shetland are at risk of abuse and neglect as elsewhere in Scotland, though there are minor percentage fluctuations from year to year, reflecting the comparatively low population figures. During the year from April 2009 to March 2010, 26 children's

names were on the child protection register at some point, with 10 remaining on the register at year end.

- 4.12 Children whose names are placed on the register are likely to have experienced or are at risk of experiencing significant physical injury, physical neglect, emotional abuse and/or sexual abuse and there is serious doubt about the parents' capacity to protect their children or care for them better. The consequences for such children can be very serious, and all partner agencies are committed to continuous improvement based on lessons from practice locally and elsewhere.
- 4.13 The inspection last year found promotion of public awareness about keeping children safe to be very good. Continued engagement with the community is vital. To help ensure that everyone knows how to report a concern about a child, CPC has recently arranged a further mail drop of a leaflet giving the numbers to ring with any concerns and a brief explanation of what will happen next. CPC was encouraged that funding for this initiative was offered by a business operating in Shetland. The leaflet is based on one used to good effect previously and is on the website at <http://www.shetland.gov.uk/communitysafety/documents/ShetlandCPCLeaflet-July2010.pdf>.
- 4.14 During the year, the Council's Head of Schools was elected as Vice-Chairperson of CPC, a post which normally on to the position of Chairperson in due course. This reflects the key role that schools have in child protection work, since school staff come into contact with children and young people on a daily basis and are well placed to pick up on any difficulties they may be having. Work is on-going to ensure such staff receive appropriate training.
- 4.15 The work done by child protection professionals in the Children's Services (Social Work) service is amongst the most demanding undertaken by Shetland Islands Council staff. It is important that they are well supported and supervised by their managers, and that they feel appreciated and well led by Members and senior management.

## **5. Proposals**

- 5.1 Services Committee is asked to note the report and to recognise and support the efforts of their dedicated professional staff in improving outcomes for vulnerable children and young people.

## **6. Financial Implications**

- 6.1 There are no direct financial implications arising from this report.

## **7. Policy and Delegated Authority**

- 7.1 In accordance with Section 13 of the Council's Scheme of Delegation, the Services Committee has delegated authority to implement decisions relating to matters within its remit for which the overall objectives have been approved by the Council.

## **8. Recommendations**

- 8.1 I recommend that Services Committee note the CPC's Annual Report for 2009-10.

Our Ref: HAS/hw

Report No: ESCD-26-F





## **REPORT**

**To: Services Committee**

**2 September 2010**

**From: Head of Community Care**

**Report No: SC15-10-F  
COPE Ltd – Update on future funding arrangements**

### **1.0 Introduction**

- 1.1 The purpose of this report is to update Members regarding the ongoing funding arrangements for COPE.
- 1.2 The report is for noting and comment.

### **2.0 Links to Corporate Plan**

- 2.1 The report helps to achieve the Sustainable Economy Action Area of the Corporate Plan, by encouraging enterprise and sustainable economic growth, by supporting projects engaged in community enterprises.
- 2.2 It also satisfies the Sustainable Society Area of the Plan by supporting individuals to help them to reach their full potential. It supports the commitment to continue to promote partnership working with the voluntary sector and the commitment to implement the review of day services for people with learning disabilities. This work is being taken forward through the Shetland Community Health and Care Partnership.

### **3.0 Risk Assessment**

- 3.1 Failure to identify further funding for COPE could place the organisation in significant financial difficulties in a relatively short period of time. This could potentially lead to certain enterprises having to cease trading, associated job losses, a reduction in services and therefore fewer opportunities for people with disabilities and a negative impact on the morale of participants. This could also have further consequences for the Council, putting additional strain on Council services and resources.

- 3.2 Many of those affected by job losses would be eligible for day service provision so there would be increased pressure (with associated costs) on Eric Gray Resource Centre where the current cost for each participant is in the region of £70 per day.
- 3.3 At present Eric Gray Resource Centre is operating at maximum capacity, pending new-build accommodation, which has been agreed for inclusion in the Council's Capital programme.

#### **4.0 Background**

- 4.1 COPE annually received over £600,000 from local public sources in order to sustain its various services and enterprises. Until recently this funding was provided by Shetland Development Trust (SDT) surplus of £350,000, Shetland Charitable Trust (SCT) core costs grant of £155,000 and support payments of £104,000 from Shetland Islands Council.
- 4.2 Members will recall that the arrangement where SDT provided unconditional funding from its surplus ceased with effect from 1 April 2010. This decision has left COPE facing a substantial potential shortfall in funding.
- 4.3 At a meeting of the Council's Development Committee on 29 April 2010 and at a meeting of the Council's Services Committee on 6 May 2010 members approved a report entitled "*COPE – Interim Lifeline funding for 2010*" (Min Refs DC 26/10 & SC 40/10). This report approved the award of interim funding to COPE of up to £175,000 for the six month period of April to September 2010 inclusive. It also allowed additional time for COPE to finalise its Strategic Plan for 2010-2013.
- 4.4 COPE currently employs 50 people and provides placements for approximately an additional 50 people with learning and physical disabilities. This includes opportunities for Bridges participants, clients from Criminal Justice Department, Shetland College students and volunteering.

#### **5.0 Present Position**

- 5.1 COPE has appointed an Interim General Manager.
- 5.2 The Council's Community Care Service, Economic Development Unit (EDU) and Shetland Charitable Trust have reviewed previous funding arrangements and agreed short term and long term funding for COPE should no longer include a contribution from EDU. However, EDU have indicated it would still consider applications from COPE for one off projects on a case-by-case basis.
- 5.3 During the summer months officers in the Council's Education and Social Care Department have been working closely with staff from COPE and officers in Shetland Charitable Trust to review current activities and services, and to consider future funding arrangements.



- 5.4 COPE has completed its Strategic Plan for 2010 – 2013. Their plan demonstrates the success of COPE to date, but also illustrates its intention to consolidate services and activities and to review value for money during the next 3 years. The plan also highlights COPE's desire for a new or expanded Head Office and progress in relation to the proposed new Net Store project in Whalsay. A copy of the Strategic Plan is attached as Appendix A.
- 5.5 COPE has been looking at the possibility of securing additional office space for 2-3 members of staff. The Council and Shetland Charitable Trust are assisting with this process. To date, Voluntary Action Shetland has advised it cannot accommodate COPE in Market House at this time so other options are being explored.
- 5.6 It is projected that the number of people in Shetland with physical and/or learning disabilities could almost double from current levels to approaching 200 by the year 2020.
- 5.7 COPE has indicated that it needs a further lifeline payment of £175,000 in 2010/11 in order to sustain its various services and activities for the period of October 2010 to March 2011.
- 5.8 The Community Care Service is working with COPE to agree a new funding mechanism for the personal care and support that many of COPE's participants require in order to contribute effectively within a work environment. Funding will be in line with assessed needs and national eligibility criteria and will include the implementation of Personal Development Plans for each participant. The new funding mechanism will also be underpinned by the approved Community Health and Care Partnership Commissioning Strategy (Min. Ref. SC 04/09).
- 5.9 Members should note that COPE intends to identify and recruit new Board members to further strengthen the organisation. This should assist with the delivery of its Strategic Plan objectives over the next three years

## **6.0 Proposals**

- 6.1 It is proposed to recommend that COPE approach Shetland Charitable Trust for further Lifeline funding of up to £175,000 for the period of October 2010 to March 2011 inclusive. If approved, this should allow more time to finalise new funding arrangements for financial year 2011/12 and beyond.
- 6.2 It is proposed that the Council's Community Care Service enter into negotiations with COPE and Shetland Charitable Trust to develop a revised Service Level Agreement for financial year 2011/12 and beyond in line with the CHCP Commissioning Strategy.
- 6.3 The SLA would include the new funding mechanism being developed by the Community Care Service and the COPE management team to

ensure participants' care and support needs are met in the workplace.

- 6.4 The detailed proposal for the SLA will be brought back for consideration by Services Committee in due course.

## **7.0 Financial Implications**

- 7.1 There are no immediate financial implications pertaining to this report. However Members should note that future funding arrangements for financial year 2011/12 and beyond are likely to require additional ongoing funding from the Community Care Service. The Budget for this is to be identified during the next budget setting exercise in accordance with the report approved by the Council in June 2010, "Strategic Planning, Service Planning and Budget Savings: A Way Forward" (Min Ref SIC 106/10) i.e. any additional funding is dependent on the Council achieving an overall savings target of £17M in the budget for 2011/2012.
- 7.2 The Community Care Service has no capacity to consider a lifeline funding request from COPE during financial year 2010/11.

## **8.0 Policy and Delegated Authority**

- 8.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on the matters within approved policy and for which there is a budget.
- 8.2 This report is for information only. It is anticipated that a further report will require a recommendation to the Council for consideration as part of the budget setting exercise for 2011/2012.

## **9.0 Conclusion**

- 9.1 COPE urgently needs to secure short term funding to provide stability and allow service delivery to be maintained at current levels.
- 9.2 It has been identified that the Council's Community Care Service and Shetland Charitable Trust are the two most appropriate sources to provide ongoing revenue funding to COPE.
- 9.3 With increased pressure on the public purse and growing service needs, a new funding model and mechanism needs to be developed for COPE. The new arrangement should ensure that no one is prevented from experiencing supported employment because of their need for support or supervision in the workplace.

## **10.0 Recommendations**

I recommend that Members:

- 10.1 consider and note the contents of this report and the COPE 2010 – 2013 Strategic Plan, Appendix A; and
- 10.2 note that staff from the Community Care Service are working closely with COPE and Shetland Charitable Trust in order to develop proposals for a new funding mechanism and long term funding solution for COPE. This will be the subject of a further report to the Services Committee in due course.

CF/MJD/EW  
2 September 2010

Report No: SC-15-10-F





## **Strategic Development Plan 2010-2013**

**Malcolm J. Bell  
Interim General Manager  
Cope Ltd  
July 2010**



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## 1. Executive Summary

### Introduction

C.O.P.E. is an acronym for Community Opportunities for Participation in Enterprise. The organisation is located in Lerwick in the Shetland Islands and is a company limited by guarantee. It has been a registered charity since June 1998.

COPE's primary purpose is to provide employment and training opportunities for those individuals that really need them. It operates a commercially viable social business which promotes equality of access via a range of enterprises in Lerwick. These range from Shetland Soap Company; COPE Catering; COPE Pet Supplies; Karibuni Delicatessen; COPE Trees & Shrubs; Cards from the Heart; and the Shetland Scrapstore.

### Success to Date

The organisation has experienced positive year-on-year growth. Between April 2009 and March 2010, the combined commercial turnover of these social firm initiatives was £620,204, representing 50% of COPE's total income.

An established employee and management team is in place, employing 50 people, 11 of whom have a disability, and providing training places for an additional 50 people with learning disabilities – participants – on training and support programmes. In addition COPE provides opportunities for up to 15 volunteers who assist the organisation and the participants as well as gaining key work skills for themselves.

### Proposed Development Plans

Based on the success and growth it has had to date, in the coming 3 years COPE is seeking to consolidate its existing enterprise activities as well as putting in place the necessary organisational infrastructure to enable future organisational growth, beyond 2013.

At the same time, it will look to expand its operations beyond Lerwick and into Whalsay and Weisdale, where the organisation believes it has a strong opportunity that will help it to grow its enterprise activity in a focused, controlled manner. This will be achieved by developing the recently acquired 2-storey building on the island to provide a number of services for the local community and visitors.

By implementing the developmental actions outlined within this strategic development plan, COPE aims at the end of the 3 year planning period to have put in place steps that will allow it to significantly develop its organisational capacity, to have strengthened and grown its existing service range, to have strengthened its governance and management team, and to have extended its service provision beyond Lerwick. All of this will allow the organisation to grow, both meeting the needs of its key funders and stakeholders as well strengthening the organisation for future growth thereafter.

### Evidence of Need

In 2006 the Shetland Islands Council Eric Gray Resource Centre (EGRC) Feasibility Study Group conducted a service re-design exercise with the aim of developing day opportunities which will meet the needs of all existing and future service users in Shetland. The report considered the options available for expanding the existing day service provision for adults with learning disabilities in order to meet population projections, statutory requirements and good practice guidelines.

The interim report published in March 2006 stated that there were 92 adults eligible for learning disability services at that time and, by 2020, this number will have more than doubled to 196. The members of the feasibility study group proposed in their recommendations a number of phased options, including an Incremental development of the Community Based Jobs options via the Moving On Project and COPE, concluding that *“Providing local day services is better value for money than the provision of additional residential placements which will be inevitable if robust local day opportunities are not developed for adults with learning disabilities”*.



### **Growth Potential**

With this backdrop, COPE believes that opportunities exist across a number of their existing enterprises for future growth, supporting an increase in turnover and providing a number of additional employment and training opportunities for people with disabilities. The key factor to enable future growth will be dependant on the organisation being able to secure additional premises and funding, which is likely to take a number of years and will likely take the organisation beyond the current 3 year planning horizon.

### **Premises**

As documented within this strategic development plan, the expansion of COPE's main site is paramount to the ability of the organisation to grow its business levels, employ and support more employees and participants with learning disabilities and increase its turnover. Failure to identify a suitable solution to its premises dilemma will mean, quite simply, that the organisation will be unable to grow, unable to achieve its potential and will be unable to meet the ever increasing needs for its service.

To this point, the identification of a suitable solution to its premises challenge will be one of the foremost priorities for the General Manager and the Board in the coming 3 year period. During this time, the organisation will continue to explore all available solutions, be they located at the current site or elsewhere, and once a suitable site is located, the organisation will then work to identify and secure the investment required to support the project.

It is for these reasons that, within the 3 year planning horizon of this development plan, COPE is forecasting only limited service growth facilitated by growth outwith Lerwick, and not centred on its existing, core service range. Having said this, activities related to the identification of a site, securing funding and progressing construction will all occur during this period, leading to core service growth in the post-2013 timeframe.

### **Strategic Linkages**

The enterprise activity carried out by COPE at present, coupled to the organisation's future growth plans, link firmly with a number of key Scottish Government National Outcomes and with SIC's Single Outcome Agreement. COPE will continue to contribute to the Council's plans to increase the Island's per capita business start-up rate; to increase the proportion of school-leavers in positive and sustained destinations; to increase the employment rates of employable vulnerable adults; to reduce overall offender reconviction rates; to reduce waste sent to landfill; and to increase the social economy turnover and support an increase in the number of income generating social enterprise projects in Shetland.

The economic, social, community and environmental goals at the core of COPE's growth plans also remain congruent with a number of key national and local strategies, including the Scottish Government's Programme for Scotland & Government Economic Strategy; the Scottish Government's ambitious plans for a Zero Waste Scotland; Better Business: A strategy and action plan for social enterprise in Scotland; SIC & NHS Extended Local Partnership Agreement and Community Care Plan; the Shetland Community Care Strategy; the Shetland Learning Disability Strategy; and the Shetland Physical Disability Strategy. In addition, COPE is recognised by SIC as being fundamental to its plans to meet its own projections which indicate that the number of adults eligible for learning disability services will have more than doubled to 196 by 2020.

### **Financial Overview**

This strategic development plan will show that COPE will continue to be more than 50% self-funding through the generation of sales from its enterprise activities. Service contracts with the Shetland Islands Council in areas of one to one care and waste recycling provide another 8% of traded income, and a further 2% of non trading income is received. The remaining 40% of income comes in the form of contribution towards running costs from both the Shetland Charitable Trust and the Shetland Development Trust. In light of recent changes to the Shetland Development Trust policies COPE will enter into discussion with the Shetland Islands Council with the aim of converting the previous SDT grant award into a service level agreement with agreed deliverables and outcomes.

With a firm revenue generation plan in place, the organisation will move to secure the necessary capital development funding from on and off-island sources in order to complete the development of its much

needed expanded premises, thus providing the organisation with the key enabler to achieve future, sustained growth beyond 2013.

### **Conclusion**

The evidence offered within this strategic development plan is that COPE is an efficient and competitive provider of day opportunities for adults with learning disabilities. The COPE cost of service per person was calculated as £18,679 per annum (source: Proving Our Value, 2007), amounting to a total saving of £368,562 when compared to the service provided within SIC's Eric Gray Centre. Demand for the service provided by COPE will be ever increasing, year-on-year, through to 2020. In order to meet this demand, COPE will work in the coming 3-years to put in place the necessary organisational structure and capacity that will position it to be the foremost provider of employment and training opportunities in Shetland, and one of the leading exponents in the UK. We have demonstrated that not only do we provide quality services we do so efficiently at a rate which could not be achieved 'in-house'. Analysis of staff costs, for example, demonstrates that 87% of our staff budget is spent providing 'front-line' services to our customers with only 13% being spent on 'back office' or support functions.

The Board of Directors recognise the need (even more so given the current financial climate) to demonstrate value for every public pound entrusted to us to provide this service. We recognise and accept that over the next few years there will be ever more pressure on organisations to collaborate, share and co-ordinate effort in order to continue providing the level of service delivery expected by the public. We recognise that we will have to embrace new ways of providing our service to an increasing 'participant' base. Cope has started to and will continue to reorganise in order to position itself to meet these challenges and maintain and improve the service we provide. We are eliminating the tendency towards 'silo working' within our own organisation and move forwards with an ethos of building sustainable working *relationships* with our partner agencies rather than, merely, viewing everything as *transaction* based. We are committed to working with our partners in the Local Authority to find new and innovative ways to improve the way we do business and to maximise both the quality and quantity of the service we deliver.

The Board of Directors therefore recommend this strategic development plan to its key funders in order to secure their ongoing financial support – both revenue and capital - for the coming 3-years to support the organisation's required development in order to meet the needs of the Shetland population and its key stakeholders.

## **2. Introduction & Background**

### **2.1 COPE – An Overview**

C.O.P.E. is an acronym for Community Opportunities for Participation in Enterprise. The organisation is located in Lerwick in the Shetland Islands and is a company limited by guarantee. It has been a registered charity since June 1998.

COPE's primary purpose is to provide employment and training opportunities for those individuals that really need them. It operates commercially viable social businesses that promote equality of access via a range of enterprises across the Island. The organisation aims to be a socially and environmentally conscious organisation whilst still operating to commercial targets.

COPE has developed over the past 12-years from a pilot project under the Local Authority to a vibrant Social Enterprise with a number of entrepreneurial strands. Currently COPE operates a number of social firm businesses and initiatives in a range of markets across the Shetland Islands with plans to further grow this portfolio in a focused way.

The organisation has experienced positive year-on-year growth. Between April 2009 and March 2010, the combined commercial turnover of these social firm initiatives was £620,204, representing 50% of COPE's total income.

An established employee and management team is in place, employing 50 people, 11 of whom have a disability, and providing training places for an additional 50 people with learning disabilities – participants - on training and support programmes. In addition COPE provides opportunities for up to 15 volunteers who assist the organisation and the participants as well as gaining key work skills for themselves. All of the above has allowed COPE to establish professional relationships with various regional & national, statutory & voluntary bodies across a range of pertinent interests.

Through the development of its enterprises, COPE has played a key role in the regeneration and in the promotion of social inclusion in Shetland. It has brought goods and services into areas where others may not want, or be able, to operate and by doing this has helped to encourage sustainable economic activity.

Based on the success and growth it has had to date, in the coming 3 years COPE is seeking to consolidate its existing enterprise activities as well as putting in place the necessary organisational infrastructure to enable future organisational growth, beyond 2013. At the same time, it will look to expand its operations beyond Lerwick and into Whalsay, where the organisation believes it has a strong opportunity that will help it to grow its enterprise activity in a focused, controlled manner.

### **2.2 Shetland Islands – A Profile**

Shetland has a population of approximately 22,000 people and an economy built on the oil service industry, fishing, fish farming, crofting, crafts and tourism. The capital is in Lerwick, with a population of approximately 7,000 people, and is where COPE has centred its main body of activity to date. A map of the Shetland Islands is provided in figure 1 below.

**Figure 1: Map of Shetland Islands**



A summary of some of the key factors related to the Shetland Islands, particularly related to enterprise and employment, are detailed below;

- According to figures obtained from the Shetland Islands Council business start-ups are lower in Shetland than in the Highlands and Islands as a whole. There were 2.21 new start-ups per 1,000 of the population compared to 3.03 in the Highlands and Islands. This relatively low business start-up rate may be influenced by employment opportunities providing above average incomes in Shetland thereby, reducing the need to generate or supplement income by starting a business.
- The April 2007 *HIE Economic Update* details that in Shetland, over half of those in employment (60.1%) work for firms with 49 or fewer employees. This illustrates the dominance of employment within small businesses in Shetland. This number would be significantly higher if it was not for three of the large scale public sector employers on the Islands, namely Shetland Islands Council (SIC), Highlands & Islands Enterprise (HIE) and NHS Shetland with public administration, education and health employing 35.6% of the total workforce.

### 2.3 Current Status

In the 12 years since its inception COPE has made significant progress in the development of new enterprise activity, growing to an organisation with a total income of £1.2 million and employing 50 people.

As it looks to the future, COPE has both aspirations for targeted growth as well as a number of identified challenges that it must face. The organisation plans to consolidate its operations across its existing enterprises and grow them in an organic way, facilitated by an increasing demand for its services as well as the capital development of much needed larger premises. Both of these actions will allow the organisation to respond to the **projected 50% increase in the numbers of adults with learning**

***disabilities in Shetland who will need services over the next 10 years***, as projected by SIC within The Shetland Disability Strategy.

Within the 3 year planning period, COPE plans to deliver on one of its key aims of extending its service range beyond Lerwick. This will be achieved by developing the recently acquired 2-storey building on the island of Whalsay, a HIE vulnerable area, to provide a number of services for the local community and visitors. It is also proposed to use an existing building in Weisdale to develop new participant opportunities and micro projects.

By implementing the developmental actions outlined herein, COPE aims at the end of the 3 year planning period to have put in place steps that will allow it to significantly develop its organisational capacity, to have strengthened and grown its existing service range, to have strengthened its governance and management team, and to have extended its service provision beyond Lerwick. All of this will allow the organisation to grow sustainably, both meeting the needs of its key stakeholders as well strengthening the organisation for future growth thereafter. To this point, this development plan outlines the COPE strategy for the next three years.

### 3. Strategic Context

It is important that the proposed development of the COPE business model is seen within the wider economic and social policy landscape for the area. The COPE development plan supports a number of national and local economic, employment, social and environmental policies and strategies covering a myriad of agencies. The main policy statements and documents which link to the COPE development proposal are set out below.

#### 3.1 Shetland Islands Council Single Outcome Agreement

On 14<sup>th</sup> November 2007 the Scottish Government published the results of their Spending Review through a Concordat which set out the terms of a new relationship between the Scottish Government and local government. This concordat underpins the funding to be provided to local government over the period 2008-09 to 2010-11.

This new relationship between central and local government is represented by a package of measures, one of which is that each local authority agreed to submit a Single Outcome Agreement (SOA) to the Scottish Government which would specifically detail how each local authority intended to spend its annual budget and which targets it sought to achieve. Each SOA will take guidance from the Scottish Government which has set 15 National Outcomes and 55 'local' indicators.

The Shetland Islands Council (SIC) SOA covers all local authority services across Shetland, including those delivered by or with non departmental public bodies, agencies, businesses, the third sector and other partners. It is based around and builds upon existing community plans, the Council's Corporate Plan, and other plans and strategies existing within and between partner organisations.

The enterprise activity carried out by COPE fits strategically well across a number of the national outcomes and their related local outcomes and indicators for the Shetland Islands during 2009/10. A high-level summary of those of most significance to the work being carried out by COPE is listed below in figure 2;

**Figure 2: COPE Strategic Alignment with SIC's Single Outcome Agreement Outcomes and Indicators**

National Outcomes	Shetland Target
<b>Wealthier</b> 1: We live in a Scotland that is the most attractive place for doing business in Europe: 2: We realise our full economic potential with more and better employment opportunities for our people:	Increase annual business start-ups figure to at least 70 per annum. Support 20 new business start-ups businesses each year. Effective engagement & support of 10 growth businesses.
<b>Smarter</b> 3: We are better educated more skilled and more successful, renowned for our research and innovation: 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Increase the proportion of school-leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training) <ul style="list-style-type: none"> <li>93% in 09/10</li> <li>95% in 10/11</li> </ul> Longer term aspiration to have 100% positive destinations
<b>Fairer</b> 7: We have tackled the significant inequalities in Scottish society: 8: We have improved the life chances for children, young people and families at risk.	Increase the employment rates of employable vulnerable adults (e.g. adults with learning disabilities, mental health problems, drug or alcohol misuse problems and physical disabilities) living in Shetland.  Support regeneration initiatives in communities to

	create jobs, get people into work or improve their skills and earning power.
<b>Safer</b> 9: We live our lives safe from crime, disorder and danger:	Reduce overall reconviction rates by 2 percentage points from 35% to 33% by 2011 (Internal audit of 88 risk assessments completed in 2007 / 2008 showed that 78 offenders had alcohol and or drug problems).
<b>Greener</b> 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations. 14: We reduce the local and global environmental impact of our consumption and production.	Continue to landfill substantially less than 2,657 tonnes of MSW to Landfill to contribute Shetland's share to national commitment; Shetlands is already comfortably achieving this target. Additional stretch / enhanced recycling target to be established).
<b>Stronger</b> 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others: 12: We take pride in a strong, fair and inclusive national identity 13: Our public services are high quality, continually improving, efficient and responsive to local people's needs.	Increase the social economy turnover by; Increasing SLA/Contract Services awarded to Social Economy and Voluntary Organisations by 2%  Supporting 5 new/enhanced income generating social enterprise projects per year in Shetland  Increase by 10% the percentage of the local population taking part in cultural and volunteering activities.

As figure 2 illustrates, the size and scale of the social enterprise activity being conducted by COPE means that it supports the achievement of a number of the national and local outcomes and indicators, ranging across the economic, social, community and environmental spheres. This demonstrates the strategic linkages which COPE has with the statutory agencies as they seek to achieve the targets set within the SOA.

### 3.2 Scottish Government's Programme for Scotland & Government Economic Strategy

The Scottish Government has set out its overall purpose to be "To create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth". To achieve this, the Government's Economic Strategy (GES) has identified 5 key strategic priorities, namely;

1. Learning, Skills and Well-Being
2. Supportive Business Environment
3. Infrastructure Development & Place
4. Effective Government
5. Equity

Within these key strategic priorities a number of the identified aims, although not directly targeted at social enterprise in particular, are of particular relevance to the planned development put forward in this plan by COPE. To this point the most relevant of the aims are detailed below;

- I. To have a broader approach to business innovation in Scotland that moves beyond viewing innovation as the domain of science and technology alone;
- II. To provide the opportunities – and incentives – for all to contribute to Scotland's sustainable economic growth;
- III. To accord greater priority to achieving more balanced growth across Scotland to give all across Scotland the chance to succeed;
- IV. To promote economic growth and environmental quality and responsibility as mutually advancing;

The economic, social, community and environmental goals at the core of COPE's growth plans remain congruent with the priorities, as detailed above, of the Scottish Government.

### 3.3 Zero Waste Scotland

In June 2010 the Scottish Government launched its ambitious programme and targets in relation to increasing the recycling rate across Scotland and a converse reduction in sending waste to landfill with the vision to plan for a 'zero waste Scotland'. The two headline targets outlined in the Zero Waste Scotland plan include:

- the amount of municipal waste being recycled or composted is to be increased to 70 per cent by 2025;
- landfill from municipal waste is to be reduced to five per cent by 2025;

At the time of the consultation the most recent recycling/composting rate for municipal waste in Scotland, published by the Scottish Environment Protection Agency (SEPA), was 29.8 per cent. Re-use and recycling of material is a key arm of COPE's enterprise activity, delivered via the purpose built Shetland Scrapstore and as such, the new ambitious programme announced by the Scottish Government supports COPE's potential for continued growth in this area.

### 3.4 Other Strategic Linkages

In addition to the strategies outlined above, the COPE business model and development plans are in support of a number of other key strategies, namely;

- **Better business: A strategy and action plan for social enterprise in Scotland**, published in March 2007 by the Scottish Government, and which identified the social enterprise model as adding value in the delivery of public services and the provision of wider community benefits.
- **SIC & NHS Extended Local Partnership Agreement and Community Care Plan / Shetland Community Care Strategy / Shetland Learning Disability Strategy / Shetland Physical Disability Strategy**  
Through its employment of individuals with a learning disability COPE fits well into a number of the local Shetland Islands strategies as detailed above.
- **SIC Criminal Justice Social Work Services Strategic Plan**  
COPE supports the criminal justice strategic plan by providing work placements for those individuals who are serving community service orders.
- **SIC Waste Implementation Plan 2003-2020**  
The Shetland Scrapstore, operated by COPE, allows the organisation to divert approximately 160 tonnes of domestic and commercial goods waste per annum.

Whether taken either individually or altogether, it is clear that the size and scale of the social enterprise activity being conducted by COPE means that it supports the achievement of a number of the national and local outcomes and indicators, ranging across the economic, social, community and environmental spheres.

This demonstrates the strategic linkages which COPE has with the statutory agencies as they seek to achieve the targets set within the SOA and thus provides COPE with the opportunity to partner with and seek support from each of these key agencies in order to achieve its expansion plans. COPE believes that such formal and informal partnership engagements will only increase as the organisation expands its operations across Shetland, thus further strengthening its business model and the achievement of its outcomes.



## **4. Existing Business Model**

Since its inception in 1998 COPE has developed a number of enterprises, allowing it to grow its turnover to reach £1.25 million per annum and employ 50 staff. COPE has achieved this by investing in enterprise activities that meet its two main drivers, namely the potential to employ people with learning disabilities and the ability to generate income and profit for the organisation. Within this section we will provide an outline of the current business activities being carried out by COPE.

### **4.1 Enterprise Activity**

COPE currently operates seven main enterprises as detailed below.

#### **4.1.1 Shetland Soap Company**

Shetland Soap Company is a handmade soap and skincare manufacturer, wholesaler and retailer creating exclusive products using traditional and contemporary methods with an emphasis on natural ingredients and herbal therapy. Located in Lerwick in Shetland, and also in Orkney under the branding of the Orkney Soap, they make their own products in their manufacturing area located within the retail premises where they sell most of their products. They also have an online retail operation selling Soap Company products across the World.

#### **4.1.2 Karibuni Takeaway & Shetland Coffee Company**

Karibuni is COPE's healthy options food take away deli located in the centre of Lerwick. The dedicated chef produces a range of sandwiches, paninis and rolls with hot and cold fillings, soups, teas and coffee, selected from the Shetland Coffee Company range.

The Shetland Coffee company is a small business that operates within Karibuni. Green coffee beans are imported, roasted, ground, and packaged on the premises, providing customers with a select range of the highest quality coffees from around the world.

#### **4.1.3 COPE Trees & Shrubs**

The horticultural business is fast developing into a popular horticultural nursery where the public can browse and purchase a wide variety of plants, shrubs and trees. The nursery specialise in the propagation of native species for example birch, alder, elder and 14 varieties of willow. The hardy products are much sought after because they can stand up to the harsh growing conditions of the Shetland climate.

#### **4.1.4 COPE Pet Supplies**

Situated in Lerwick's town centre, Cope Pet Supplies has a range of domestic pet supplies and caters for all pet's needs, ranging from dogs and cats, rabbits and gerbils. The Pet Supplies business also links into other activities carried out within SIC's Eric Gray Centre, where participants with learning disabilities provide measuring, packing and weighing of pet food stuffs, including dog biscuits and bird seeds which are then offered for retail sale.

#### **4.1.5 COPE Catering**

COPE Catering was the first business to be established by the company and has gone from strength to strength over the last 12-years. Based in the heart of the industrial estate at the Port Business Park, Lerwick they produce a wide variety of sandwiches, baguettes, ciabattas, pittas, and deliver to a number of retail outlets throughout the islands. Additionally, their activities now extend to a regular order for the supply of their freshly prepared products to the North Link Ferry company. The busy outside catering component provides a service for conferences, weddings and lunch time buffets. Due to the constraints on space and layout it is not possible to expand this service any further from the existing premises.

#### 4.1.6 Shetland Scrapstore

The Scrapstore recycles household furniture and goods. It also includes a furniture recycling and restoration workshop and electric repair workshop, all of which has allowed COPE to combine a quality workplace experience for adults with physical and learning disabilities with increased re-use and recycling activity in Shetland. The 3,000 square foot purpose built facility allows COPE to recycle over 160 tonnes of domestic furniture and goods. Demand currently out strips supply and COPE has plans for future growth of the Scrapstore facility in the future.

#### 4.1.7 Cards from the Heart

Cards from the Heart make cards and jewellery for sale in COPE's various outlets as well as several local retailers. The cards are made using high quality products and are finished to a very high standard. Many recycled products are incorporated into the card design to maximize the use of donated materials and minimise costs. This approach to the development of the products produces some very individual and inspirational cards. The jewellery is also made using a mixture of recycled materials and specialist products. This exclusive range is proving to be very popular locally.

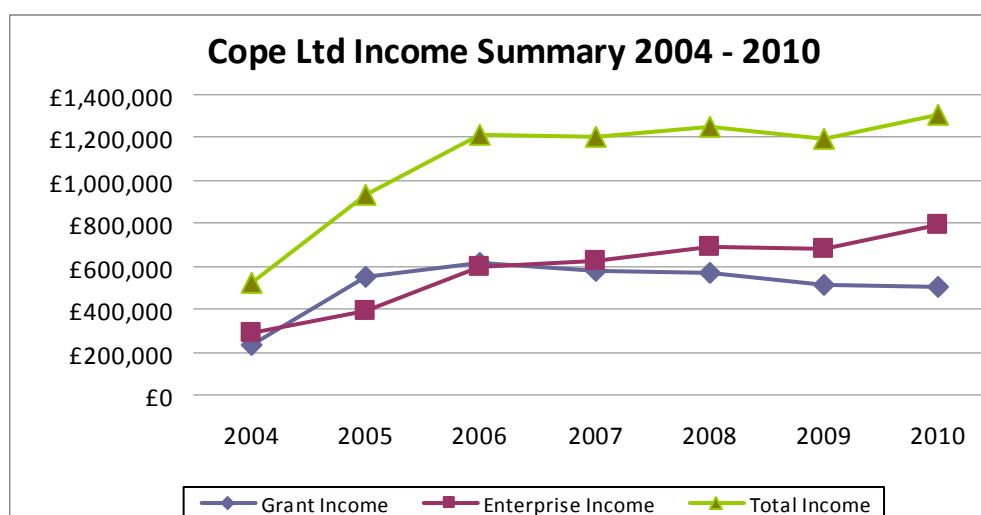
### 4.2 Financial Overview

COPE is a Social Enterprise and at the heart of its ethos is the development of social businesses that maintain a market orientation while upholding its social mission.

To this effect the generation of income through commercial trading underpins how COPE part funds its services and operations. Due to the nature of their business however in addition to the commercial trading activities COPE also receive the financial support of a number of key stakeholders whose work it supports.

Over the last twelve years COPE has continued to develop new business enterprises, which has led to a significant increase in the income generated from commercial sales, helping COPE to be more cost effective in its delivery of key services for their stakeholders. A summary of COPE's changing funding position over the last six years is detailed in figure 3 below.

**Figure 3: COPE Income Summary 2004-2010**

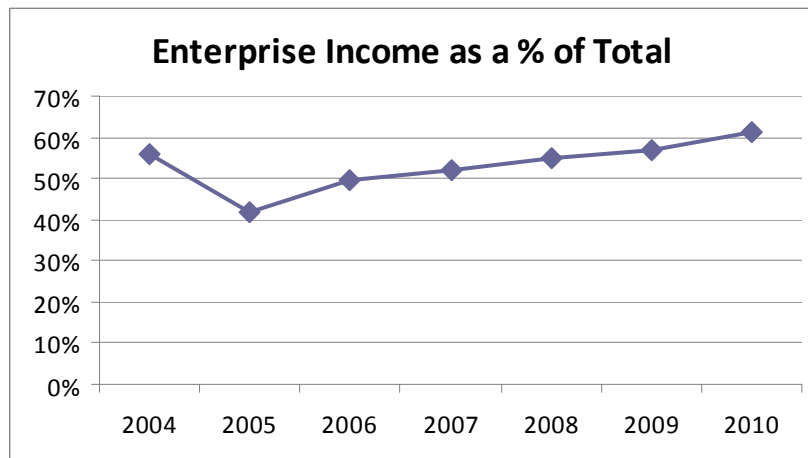


\* Enterprise Income is the total of income derived directly from provision of goods and services through trading enterprises and contracts for service provision with the Shetland Islands Council

The net effect of investing in the development of new social enterprises has been the decreasing dependency on grant funding to fund COPE's on-going operations. This being said it is important to recognise both the capital investment from a variety of sources that has allowed some of the infrastructure to be put in place in order to facilitate the service provision as well as funding to help fund both core operations and specific businesses. At this point it is also important to recognise COPE's

commitment to loan funding to fund the balance of the investment required and this is an area which it sees as continuing to develop in the future. A summary of COPE's changing income position is illustrated in figure 4 below.

**Figure 4: Enterprise Income as a % of Total Income, 2004-2010**



### 4.3 Management & Staffing

An overview of the existing COPE organisational structure is offered below in figure 5.

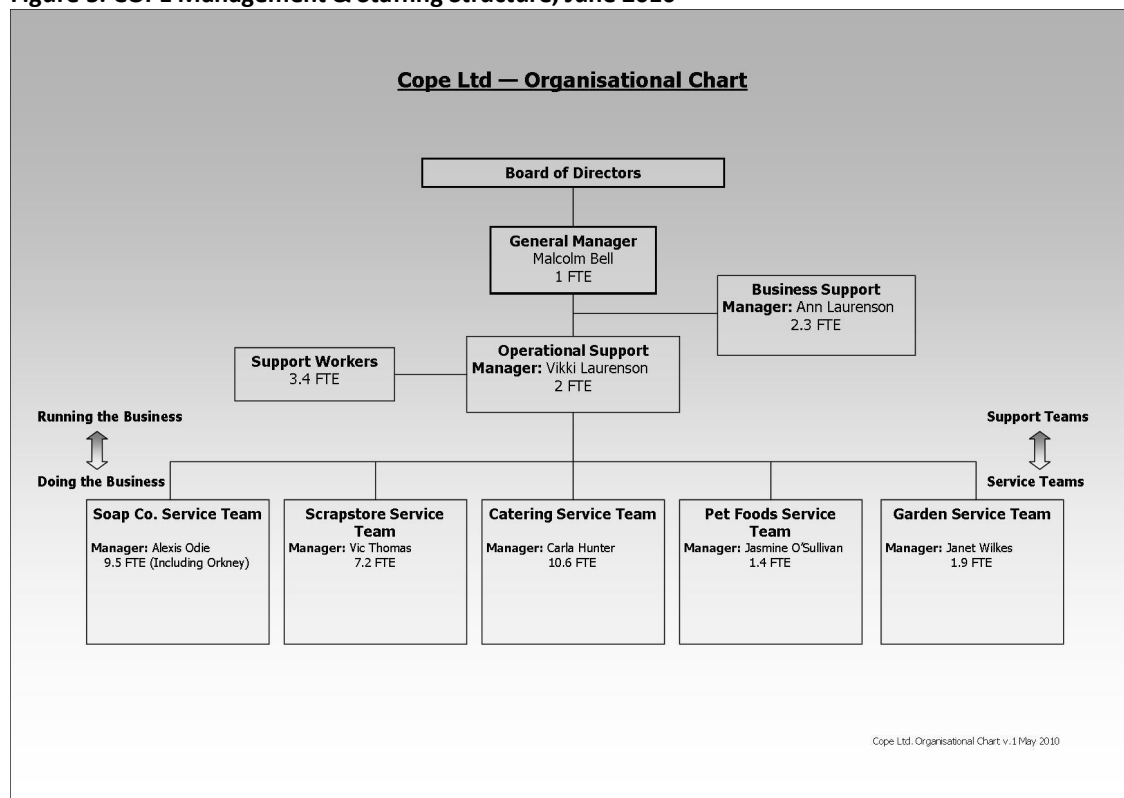
COPE is governed by a Board of Directors selected from within the Shetland community. There are currently 5 Board Members who, between them, have an extensive knowledge and understanding of both the voluntary sector and the local Shetland community. Board representation comes from, private business and employed individuals with experience ranging across Business, Finance, Insurance Education and Local Government. All Directors give their time voluntarily to the organisation. The Board is chaired by Jimmy Smith, chairman of the local Federation of Small Businesses and previously a local authority councillor. The Secretary is Neil Jamieson, a private businessman.

The organisation is headed up by General Manager, Malcolm Bell. Malcolm has recently retired as Area Commander for Shetland with the Northern Constabulary. He brings to the role vast experience of management at strategic level in the public sector including, experience of building and leading successful teams, developing dynamic partnership and collaborative working across agencies as well as service delivery in remote and rural areas. He was also Chair of Shetland Child Protection Committee, leading this multi agency group through a high level inspection by HMI(e), in 2008, resulting in Shetland receiving one of the best reports obtained by any local authority in Scotland. He was recently appointed by Shetland Islands Council as the first Independent Convener of Shetland Adult Protection Committee. He is supported by Vikki Laurenson (Operations Manager and designated Deputy General Manager) who herself was interim General Manager prior to Malcolm's appointment. Together Malcolm and Vikki are working closely with the COPE Board to develop a long-term strategy for the organisation, taking forward a number of future projects, such as the proposed development in Whalsay and as outlined in section 5. An organisational review is ongoing the results and scope of which are discussed further herein.

As can be seen from the revised organisational chart at Figure 5, a conscious decision has been made to organise into two distinct but complimentary functions; 'service delivery teams' and 'support teams' or in other words 'running the business' and 'doing the business'. This allows us to maximise effort and resource to the front line with the Head Office or 'support' function, comprising 'Operational Support' and 'Business Support', being as lean as possible. Our enterprise activities have been sub-divided into front-line 'Service Delivery Teams' each with a 'Service Team Manager' in charge who reports directly to the Operational Support Manager. A number of amalgamations of departments have taken place to maximise efficiency, reduce duplication of effort, 'silo working' and provide clear lines of accountability whilst retaining the value of our well known and trusted brands. Cope recognises that its most valuable resource is its people and to that end a number of new policies have already been introduced. These

include staff appraisal and team briefing. An occupational health service has also been engaged and is already proving its value. All of this is designed to get the best possible value from the staff we employ.

**Figure 5: COPE Management & Staffing Structure, June 2010**



#### 4.4 Premises

COPE's headquarters is based at Port Business Park, Gremista in Lerwick. Within this 2,500 sq ft, two-storey building is housed the COPE offices, kitchen facility and catering unit. Adjoining the main building is the COPE tree & shrubs nursery and the 3,000 sq ft Scrapstore. The current main building and tree and shrub nursery premises are leased from the Lerwick Port Authority. The Scrapstore is owned by COPE. COPE also owns the building in which Karibuni is housed, the Shetland Soap Company premises and the newly acquired 2-storey future development site in Whalsay. The latter two have outstanding mortgages.

The present location for the core activities has a number of advantages and disadvantages, these include;

**Figure 6: Summary of Advantages / Disadvantages of COPE Existing Premises**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Close to Lerwick centre, important to facilitate close working between Catering and Karibuni.</li> <li>• Public profile, classed as a 'working area' rather than a Health Care location.</li> <li>• Easily accessed by public and good transport links.</li> <li>• Low traffic movements are good for participants.</li> <li>• Flat site, good for disabled access.</li> <li>• Room for expansion and ongoing co-location of services, thus enabling easy re-deployment of staff and participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Next to large scale Power Station. Site is essentially an industrial estate.</li> <li>• Traffic to and from adjacent repair garage is a potential safety hazard for crossing participants.</li> <li>• Owners of the site, Lerwick Port Authority, do not want to sell, potentially disbaring a number of grant funders.</li> <li>• Present site capacity is limiting COPE's ability to cater for additional demand, both in terms of participant opportunities and also demand for services, especially COPE Catering.</li> </ul>



A detailed overview of COPE's future development intentions with regards to its existing premises is provided in detail within section 5.2 herein.

## 5. 2010-2013 Development Proposal

In the 12 years since its inception COPE has made significant progress in the development of new enterprise activity, growing to an organisation with a turnover of over £1.2 million and employing 50 people. The growth in the organisation has been enabled by an entrepreneurial approach to new service development. However the organisation has now reached a plateau in terms of the infrastructure capacity to continue to grow markets and provide opportunities for participants.

As it looks to the future, COPE has both aspirations for targeted growth as well as the acknowledgement of the need to meet a number of challenges in the short to medium term. The Shetland Disability Strategy projects that *“current projections of the numbers of adults with learning disabilities in Shetland who will need services over the next 10 years show an increase of over 50%”*. COPE believes that in order to ensure that the organisation is best positioned to meet these projected demands for its service it must, in the coming 3 years, put in place the necessary infrastructure that will then provide the organisation with a foundation for future growth, allowing it to make a further step function change in its turnover and the number of employees and participants employed.

In the next 3 years, COPE therefore aims to develop its organisational capacity, strengthen its existing service range, strengthen its governance and management team, and extend its service provision, in a targeted way, beyond Lerwick. All of this will allow the organisation to lay the solid and stable foundations for future growth. Within this section we provide a detailed overview of these development plans for the organisation.

### 5.1 Service Development

As outlined in section 4 herein, COPE is engaged in enterprise activity across a number of main areas, as summarised below;

- Shetland Soap Company
- COPE Trees & Shrubs
- COPE Pet Supplies
- COPE Catering (incorporating ‘Karibuni’ and ‘Shetland Coffee Company’ ‘Brands’)
- Shetland Scrapstore (incorporating ‘Last Ditchology’ ‘Brand’)

COPE believes that opportunities exist across a number of their existing enterprises for future growth, supporting an increase in turnover and providing a number of additional employment and training opportunities for people with disabilities. Specifically, COPE sees the growth in employee and participant numbers being driven in the main by its existing services.

While the organisation sees the potential for expansion across a number of the key areas, before this can occur a number of critical steps are required to be taken. An overview of the development potential within each service area is provided below.

#### 5.1.1 Catering Services (Inc. Karibuni and Shetland Coffee Company)

At present, the Catering services provided by COPE are provided from the top floor of its existing main premises. Space is limited and as such the organisation is currently at capacity and does not have the ability to grow the business to match demand for the service and participant needs.

Catering services is one of the major areas of growth opportunity for COPE to realise in the coming years. The challenge facing the organisation is that this will not be possible until new, purpose built premises can be secured. Until that time, turnover growth and the ability of COPE to increase the staffing and participant numbers will be minimal. A purpose built catering facility has been included in the specification for the new COPE premises being proposed, as outlined in more detail in section 5.2 herein. This proposed space will double the present work space and will include dedicated areas for food preparation, delivery reception, dry and cold food storage, cooking space, separate office, toilet and

changing areas. The new premises will also have disabled access which the present premises do not have.

When the new catering facilities are ready, COPE believes that this will enable the organisation to increase its current staffing and participant numbers quite significantly.

The Karibuni takeaway is located in the centre of Lerwick and at present it employs 7 staff directly. Karibuni is now a well established and successful business within Lerwick. COPE believes that there is an opportunity for the expansion of Karibuni and that the provision of customer seating would greatly enhance the service offering and as such would support an increased turnover as well as opportunity for increasing staff and participant numbers.

The combined turnover of COPE Catering and Karibuni operations was £175,000 in 2009/10.

#### **5.1.2 COPE Trees & Shrubs**

The COPE horticultural business is an established small garden centre which is popular with the general public as they look to purchase a wide variety of plants, shrubs and trees.

At present the horticulture service supports 4 staff members and 10 participants. Annualised sales for the year ending in March 2010 were £25,000, demonstrating growth since 2006/07 when sales were £21,500.

COPE believes that the ongoing growth of the horticultural business can be further maintained in the years to come. As with the potential growth in the catering services, Karibuni and the Scrapstore, the main enabler for COPE to realise this potential is the availability of suitable buildings and land.

The present horticultural activity occurs at the main COPE HQ site on 10m<sup>2</sup> of buildings and 960 m<sup>2</sup> of land. COPE believes, that within the proposed enlarged HQ site outlined in section 5.2 herein, that the building space required for the horticultural activity will require to be doubled and the land size increased by 15%, taking it to 1100 m<sup>2</sup>. COPE believes that this will support an increase in staffing and participant numbers.

#### **5.1.3 Scrapstore (Inc. Last Ditchology)**

The Scrapstore and Last Ditchology are currently experiencing an ever increasing demand for their services. Together they accounted for over £82,000 of sales per annum in the 2009/10 financial year. The ability of the organisation to increase its turnover and meet the demand for its services, thus increasing the number of employees and participants supported, is limited once more by the lack of available space.

The current Scrapstore space including mess room and office space, amounts to 340m<sup>2</sup> with approximately 75m<sup>2</sup> of mezzanine storage. The electrical repair shed is approximately 20 m<sup>2</sup>. In addition there is an outside storage yard of 340 m<sup>2</sup>.

#### **5.1.4 Existing Operations**

As detailed above, COPE believes that it has the opportunity to expand its service range, turnover, staff and participant numbers in the years to come, allowing it to both grow and strengthen the organisation for the future as well as meeting the significantly increased numbers of participants for its service in the years to come, as projected by SIC. The key factor to enable this is the ability of the organisation to secure additional premises and funding, which is likely to take a number of years and will likely take the organisation beyond the current 3-year planning horizon.

With the likelihood of significant expansion of its current service range being limited, in reality to beyond 2012, COPE will seek to explore new service opportunities as the need and opportunity present themselves. To this point, COPE has settled on a 2-pronged plan for the expansion of its future service delivery, namely;

1. The expansion of the existing COPE service range, enabled by the development of a larger HQ site; and
2. The development of new services in new geographic locations, outwith Lerwick.

#### **5.1.5 New Service Development Outwith Lerwick**

Outwith Lerwick, COPE sees an opportunity to provide additional capacity for participant involvement as well as extend its service provision. Doing this would allow COPE to fulfil one of its main objectives for the next 3 year period, being the provision of its services to participants and communities outwith Lerwick.

Specifically COPE believes that this will manifest itself in the development of a currently disused building located close to Symbister Harbour in Whalsay, an Island located 30 miles to the North East of Lerwick. The island measures some five and a half miles from south west to north east, and some two miles wide. With a population that stood at 1,034 in 2001, Whalsay is one of Shetland's more densely populated islands and is classified as a 'vulnerable area' by HIE.

Visitors to Whalsay are met with a limited range of services. There is only one place for visitors to eat on Whalsay, the Oot Ower Lounge, and booking is essential for lunch or dinner. And while the island's one shop is extremely well stocked, on some days of the week demand outstrips supply.

In order to facilitate the Whalsay development COPE has already purchased, with the use of mortgage, a 2-storey building close to Symbister Harbour. In 2008 the organisation held a local community meeting to discuss potential future opportunities. In addition to the community meeting, COPE issued a number of questionnaires to those in attendance, requesting detailed feedback in order to identify potential services to be provided from the building. Almost 100 responses were received and it is proposed that the service range will include;

- Cafe / delicatessen
- Outside catering
- Functions/events
- Craft space
- Tourist Information Point

With the assistance of funding from the Shetland Islands Council, a Feasibility Study for the project was completed, and HIE has subsequently provided support to develop a Business Plan for the project.

When completed, COPE projects that the Whalsay development will employ or provide training opportunities for between 6-8 persons with a disability as well as 2-3 staff members.

The Whalsay development will not proceed until 100% of the capital monies, plus contingencies, are secured, alongside a revenue plan to ensure ongoing operations. An architect and fundraiser have been appointed by COPE to take the project forward and it is hoped that funding and permissions will be secured by the end of 2010. At the time of writing, work on the capital funding package is being actively pursued. Revenue funding for the Whalsay project, once operating, will be required, it is envisaged, to the same level currently provided to Cope Ltd. That is to say in the region of approximately 60% generated income to 40% external funding.

COPE also own a 300 m<sup>2</sup> building in Weisdale in the central mainland of Shetland, roughly 15 miles from Lerwick. The building was initially constructed as a water bottling facility, which unfortunately did not materialise. The organisation thus has a blank canvas with this facility and is currently accessing options for satellite operations and micro projects at the facility.

The Board and Management of COPE are very clear that the development of any new service opportunities by COPE in the future will be done in a more traditional business planning sense – clear evidence of demand, feasibility study undertaken, funding secured, and the ability to create participant jobs. It is felt that such an approach will allow the organisation to both consolidate and grow its existing operations in a controlled fashion while at the same time allowing it to invest and grow in the specific, targeted areas as identified above.



As well as implementing a robust process for new service development the COPE Board recognises that, as the organisation grows and the level of risk increases, the organisation must be prepared to downsize, change or eradicate unsuccessful projects that are either not fulfilling their original brief or are not performing financially for the organisation.

## 5.2 Premises

COPE currently houses its operations at a number of premises within Lerwick. An overview of the status and location of each premise is provided in figure 7 below.

The core of COPE's operation is located at the Port Business Park, in Gremista, Lerwick. The main building incorporates the management, finance and admin office, lunch kitchen, catering department and toilets. This building is leased from the Port Authority.

The 'Head Office' building is not 'fit for purpose' and an answer to this problem must be a priority. Longer term solutions are discussed further on in this section but short term a number of options are under active consideration which would allow some immediate relief from the current constraints. This includes application to Voluntary Action Shetland to seek accommodation within their property at Market House. An approach has also been made to the Education and Social Care department of Shetland Islands Council to seek their assistance. Ideally such premises, to house primarily the 'Business Support Team' would be located in Lerwick but any option would be considered and evaluated through an options appraisal process.

Located adjacent to the core building is the horticultural nursery which is also leased from the Port Authority. Adjacent to this is the Scrapstore which is owned by COPE and purpose built.

COPE owns the buildings in which are located the Scrapstore, Karibuni, the Soap Company and the newly acquired future development site in Whalsay. The latter two have outstanding mortgages.

**Figure 7: COPE Existing Premises Tenure Status**

Location	Owned / Leased
Main premises, Gremista, Lerwick <ul style="list-style-type: none"> <li>• Central office &amp; management</li> <li>• Catering</li> <li>• Lunch kitchen</li> <li>• Toilets</li> <li>• Horticultural nursery</li> <li>• Last Ditchology</li> </ul>	Leased from Port Authority.
Pet Supplies, Lerwick Centre	Leased.
Scrapstore, Gremista, Lerwick	Owned.
Karibuni Takeaway & Shetland Coffee Company, Lerwick Centre	Owned.
Shetland Soap Company, Lerwick Centre	Owned.
Weisdale	Owned.
Whalsay	Owned.

The current main office premises occupied by COPE are well located and in a good state of repair. The premises do not however allow the organisation any scope for expansion and at present are limiting the number of participants and employees which the organisation supports and employs.

As detailed in section 5.1 herein, COPE believes that the local market will allow the organisation to expand and grow its existing service range, however the organisation is unable to realise this potential due to being capacity limited in a number of its current premises.

As detailed in section 6 herein, the Shetland Disability Strategy highlights that *"current projections of the numbers of adults with learning disabilities in Shetland who will need services over the next 10 years*

show an increase of over 50%". COPE is presently not able to support any further increases in the numbers of participants and employees with learning disabilities working within the organisation. This is contrary to both the need for places projected by SIC as well as the numbers which COPE believes could be supported by its ability to grow both its existing and future businesses levels.

As COPE looks to grow the number of placements and employees that it will support, the organisation is also likely to accommodate more participants with greater disabilities. These could include physical disability, visual impairment, or participants with autism and similar conditions. In order to accommodate this new type of participant, the organisation will need to ensure that any future premises support the varying needs of each client group, in order that they can each be fully accommodated and catered for.

***The development of new premises to enable COPE's future expansion will therefore be centred on COPE's main location at the Port Business Park. The current premises, as outlined in section 4.4 herein, have a number of advantages and disadvantages. The advantages however outweigh the disadvantages and the expansion of the premises at the Port Business Park still remains COPE's preferred option.***

***This being said, COPE continues to be open to alternative sites that would be able to accommodate the new premises requirements of the organisation. For COPE to consider an alternative location it would have to either be cheaper, more central, or have another attraction. As previously stated, having all the core operations on the one site works best for COPE. Moving part of the Port Business Park operation to another site would be the worst of the options open to the organisation. Alternative sites would therefore have to contain the whole operation presently housed on the Port Business Park site.***

In 2007 COPE submitted an application to the Big Lottery "Growing Community Assets" grant scheme to consolidate their operations on the Port Business Park. The application was assessed and qualified for an Investing in Ideas grant of £10,000 which secured the services of Redman & Sutherland and Economic Partnerships to conduct a feasibility study for the development.

***This feasibility study stated that "We have not been able to identify any sites in Lerwick large enough that would meet the above criterion. (Although) no extensive search has been made for alternative sites...it would appear that the existing location has so many advantages (that) there is no compelling argument to move the core activities of COPE Ltd elsewhere".***

The feasibility study identified a requirements specification for the expanded COPE premises. This is summarised in figure 8 below. As indicated in figure 8, in order to satisfy the growth potential of the organisation and to allow COPE to grow in line for the demand for its services, the organisation believes that this will require a total space of around 5,000m<sup>2</sup>. This would represent more than doubling its requirements over the space currently occupied.

**Figure 8: COPE Future Premises Outline Specification**

Activity	Existing Building Area (m <sup>2</sup> )	Existing Land Area (m <sup>2</sup> )	Proposed Building Area (m <sup>2</sup> )	Proposed Land Area (m <sup>2</sup> )
Admin. Management & Reception	60		150	
Mess Room	19		30	
SCOOP Packaging	12		30	
Catering Kitchen	83		150	
Additional kitchen area			20	
Horticulture	10	960	20	1,100
Scrapstore (ground floor)	340		340	
Scrapstore (mezzanine)	75		275	
Scrapstore (yard)		340		600
Last Ditchology	20		40	
Parking (31 spaces)	435			600
Circulation around buildings				1,000
Expansion Room (20%)				620
<b>Total</b>			<b>1,055</b>	<b>3,920</b>

Taking all of the above into consideration, the expansion of COPE's main site is paramount to the ability of the organisation to grow its business levels, employ and support more employees and participants with learning disabilities and increase its turnover. Failure to identify a suitable solution to its premises dilemma will mean, quite simply, that the organisation will be unable to grow, unable to achieve its potential and will be unable to meet the ever increasing needs for its service.

To this point, the identification of a suitable solution to its premises challenge will be one of the foremost priorities for the new COPE General Manager and the Board in the coming 3-year period. During this time, the organisation will continue to explore all available solutions, be they located at the current site or elsewhere, and once a suitable site is located, the organisation will then be required to identify and secure grant funding to support the build and then complete the construction. It is for these reasons that, within the 3-year planning horizon of this business plan, COPE is forecasting only limited service growth facilitated by growth outwith Lerwick, and not centred on its existing, core service range. Having said this, activities related to the identification of a site, securing funding and progressing construction will all occur during this period, leading to core service growth in the post-2013 timeframe.

### 5.3 Management & Staffing

As outlined in section 4.3, COPE currently employs 50 staff, 11 of whom have a disability, and provide training placements for 50 participants and up to 15 volunteers. At present COPE believes that it has sufficient staff resources in place to operate successfully. The organisation will continue to assess its position on this front on an ongoing basis and will recruit additional staff members as and when the financial budget allows.

The Board of Directors and General Manager have identified a very strong need for a period of stability for the organisation as it works through this crucial period in its development. The Board and General Manager are committed to retaining the current setup over the short term however the importance of developing a formal succession and handover period for the next General Manager has been identified as imperative as the organisation moves forward in a structured and planned manner in its next phase of development.

As it looks to the future COPE recognises the need to not just recruit new members of staff but to retain and develop the majority of its existing staff and management team through appropriate training and development. Specifically the COPE Board and General Manager wish to be able to invest in providing management training to their existing management team. The Board believes that this is required in order to strengthen the organisation and prepare it for any future development. As with its

management, the COPE Board wishes to commit similar investment to the training of its staff. Taking this all into consideration, COPE plan to invest in a series of management training events over the coming 3-years in order to up-skill their management team to a good standard as well as commit a portion of the annual budget to staff training. Already, the new General Manager has re-instituted regular Management Team meetings, intended to engender a spirit of corporacy and 'collective responsibility'. The Management Team will be the key operational decision making body within the Company. A program of management workshops, delivered by the General Manager, has been planned and is underway for the current year. A full training needs analysis will be undertaken in line with the new staff appraisal system and this will inform future training provision. As much training as possible will be delivered 'in-house', although external providers will be sought as and when necessary.

As the organisation expands its service range and capacity the organisation will add employee resource as required, as well as increasing the number of participants that it will be able to support.

As it seeks to recruit new staff COPE will aim to offer the most competitive remuneration package that it is able to afford. COPE believes that, in comparison to other small and medium employers (SMEs), that it is very competitive in the marketplace with regards to its salary and benefits package. The challenge facing COPE however is being able to compete with some of the larger Island employers, specifically Shetland Islands Council. COPE recognises that it is not financially able to compete with SIC's salary and benefits package, COPE for example at present, does not provide an employer pension contribution, although this will require to be addressed from 2012 when changes to pension laws will see the introduction of personal accounts for workers, in which employers and employees will make compulsory contributions. Having said this, COPE will continue to aim to be very competitive within the marketplace with other SME employers.

Once the organisation has been able to expand the capacity of its premises and subsequently grow its turnover, staff and participant numbers, it intends to review options for contracting the support of a Human Resources Professional in order to handle all HR related issues including recruitment, legislative compliance, policy implementation, the implementation of an appraisal system, review of the organisation's reward & remuneration package and other appropriate areas. It is believed that this role will be required from the 2012/13 financial year onwards.

#### **5.4 Governance**

In line with the development plans outlined herein, the COPE Board recognises the importance of ensuring that growth in the organisation must be matched by appropriate growth in the number, structure and skill set of the Board of Directors.

To this point the Board recognises the need for further steps to be taken throughout 2010 in order to strengthen the governance of the organisation. The Board continues to have regular, structured monthly meetings with the General Manager.

Current Directors recognise that they must ensure that the skills and capabilities of the Board matches the growth in the organisation as it plans to extend its services across Shetland, expand the capacity of its premises and meet the challenge of an increased demand for its services. Already during 2010, the Board has appointed one new member. However, it is recognised that the Board requires further strengthening. As such it will seek to recruit, at least, a further two additional board members ideally with financial or accounting and/or human resource management experience to the organisation during 2010/11. For the first time it is intended to advertise these positions widely throughout Shetland to target as many potential candidates as possible. At the time of writing, all documentation in relation to these posts, including person specification, role descriptions and application forms have been prepared and await advertisement.

With the recent advent of the Office of the Scottish Charity Regulator (OSCR) and a number of public reviews detailing the failings of charity Boards in the last few years, e.g. One Plus in Scotland and Age Concern in England, allied to the ever increasing legal responsibilities which organisations must meet and the planned medium-term growth in the size and turnover of the organisation, the COPE Board recognises that it must stay fully updated with the responsibilities that each of its members has, both

individually and as a collective. To this point the COPE Board has set an objective to receive external training into the roles and responsibilities of the Board and to refresh this training on an annual basis.

## **5.5 Systems & Processes**

As the organisation expands it will not only need to resource the expansion with increased staffing numbers and physical space. It will be important that COPE implements the necessary processes and systems associated with a medium sized enterprise such as itself. In this section we outline the proposed systems and process changes which COPE intends to implement over the coming 12-months.

### **5.5.1 Human Resources (HR) Systems & Processes**

In 2007 COPE worked with CEiS to develop and implement a complete Human Resources policies and procedures manual for the organisation. This ensured that all COPE's Human Resources policies and procedures were in line with all legal and good practice requirements and commensurate with an organisation of its size. Moving forward, COPE will review options for contracting a Human Resources Professional in order to ensure that these are maintained and updated accordingly.

### **5.5.2 Information Technology (IT) Systems & Processes**

As COPE grows its turnover, staff numbers and extends its service range beyond Lerwick, the organisation recognises the importance of implementing the appropriate communication and IT systems to facilitate its growth and expansion. This will first present itself with the development of the Whalsay project and subsequently through the need of the organisation to further develop its website to aid in promoting the organisation.

To this end, COPE aims to have in place a Service Level Agreement with the Shetland Islands Council by the end of 2010. In separate developments the company also will be seeking to appoint web designers in the near future to update and maintain the company's website.

### **5.5.3 Health & Safety Systems & Processes**

COPE is involved in a range of enterprise activity in different premises, locations and with differing equipment requirements. As such, COPE takes very seriously its responsibility for ensuring health & safety compliance across all of its activities and locations. To this point COPE has an existing relationship already in place with an experienced and qualified Health & Safety consultant with responsibility for assessment of risk and risk avoidance and mitigation. The consultant has been recommended by and has subsequently been engaged through COPE's insurance broker.

### **5.5.4 Organisational Review System**

As COPE expands its operations and diversifies its activities the General Manager and Board recognise the importance of having a robust review procedure in place, covering all aspects of the organisation. To this point the organisation has already implemented a number of actions throughout 2009/10 to ensure that this occurs.

The General Manager meets with each of the Service Team Managers responsible for specific enterprises, prior to the monthly Board meeting in order that the General Manager can then report back to the Board any key items arising.

### **5.5.5 Financial System**

COPE currently has an experienced Business Manager in situ, who in turn has 2-persons, 1 full-time and 1 part-time, under her control focused on finance and administration activities. COPE currently runs Sage Line 50 Financial Controller and Sage 50 Payroll 2008 as its finance and payroll systems and both these systems meet all of the organisation's current finance reporting requirements. This being said, COPE will upgrade both systems on an as needed basis.

### **5.5.6 Monitoring & Evaluation System**

The 2007 '*Proving the Value*' report clearly demonstrated the benefits which COPE has across the Shetland Community, be it to individuals, communities, economically and environmentally. COPE recognises that this ability to present itself to its key stakeholders, funders and the wider community is a

key component of its ability to successfully grow and develop. To this point, COPE will build on the 2007 'Proving the Value' report by implementing a software system to track progress against the outcomes identified in the report and outlined in section 7.4 herein. This will allow COPE to quickly and efficiently prepare relevant information for presentation to key stakeholders and funders, as well as providing it with the ability to provide structured press releases to the local and national media, thereby increasing the knowledge of COPE's activities and benefits in both the local and wider communities.

## **5.6 Equipment**

As detailed herein, any significant expansion of the COPE service range is most likely to occur post 2013, once the organisation has identified, secured and funded either new or extended premises in order to facilitate the planned service expansion. As such, future equipment needs are likely to be limited in the main till this time. With this said, COPE intends to implement a rolling programme of asset maintenance, including vehicles and equipment, from 2010/11 onwards. This will involve setting aside a % of total turnover in the annual budget process to allow for repairs, maintenance and ongoing replacement.

Two exceptions to this are that the Shetland Scrapstore is in need of a new van to accommodate the increased demand for its services. In support of this, COPE obtained funding to purchase a new van which has been ordered and is due to arrive very soon.

In addition to this, the only other major equipment requirements during the 2010-13 planning horizon will be associated with the development in Whalsay. These equipment requirements will be fully covered within the capital funding plan package that will be put in place to enable the Whalsay development.

## **5.7 Partnerships**

As detailed in section 3.4 herein, COPE has been successful to date in establishing key strategic linkages and partnerships in order to enable the organisation to grow and develop into its current state. The key strategic linkages in place to date of most importance to the organisation are with the various departments within Shetland Islands Council as well as the Shetland Development Trust and the Shetland office of Highlands & Islands Enterprise (HIE). It is these strategic relationships that the organisation seeks to build on as it looks to further develop and strengthen the organisation for the future.

It has been agreed to work towards an account management relationship and the process of identifying a number of development areas in order to make a mutually agreed growth plan has will begin shortly. Once a growth plan has been agreed, COPE Ltd will work with HIE (and their associated advisors etc) in implementing the agreed actions.

COPE recognises that it is intrinsically linked by the client group that it supports and the services that it provides, to the long-term strategic and financial objectives of Shetland Islands Council and believes that these links will only be strengthened as the demand for COPE's services, from SIC, increases. To this point COPE recognises the need to further develop its relationship with the key influencers and decision makers within SIC on an ongoing, strategic basis.

COPE recognises the value in the implementation of a formal meeting process with SIC, meeting perhaps 2-3 times per annum, to discuss a number of mutually relevant issues including opportunities, strategy and policy changes, regulatory requirements and ongoing demand. In order to complement and inform this meeting, COPE will provide a written report showing progress against the key outcomes identified in section 7 herein as well as accompanying information relevant to the discussions.

## **5.8 Funding & Finance**

As detailed within section 4.2 herein, through its seven main enterprise outlets COPE generates approximately 50% of its annual income from sales to the public and local businesses. In the financial year 2009/10 this amounted to £620,204, equating to 50% of turnover. A further £104,026 of income is generated from provision of recycling services and one to one care services for the local authority, once factored in this equates to 58% of income coming from trading activity.



COPE is, and will continue to be, a Social Enterprise and as such the generation of increased income through commercial trading will remain a key focus in the years to come. This being said, due to the nature of the business, in addition to the commercial trading activities COPE also relies on the financial support of a number of key stakeholders whose work it supports, although the % contribution that this makes to total turnover is on a downward trend over the last five years. An overview of the key funder relationships which are vital to supporting COPE's ongoing operations is provided below.

#### **5.8.1 Shetland Development Trust**

As COPE looks to the future, the contribution of funds from key stakeholders and funders will remain vital to the ongoing day-to-day running of the operation. Up until this current year, the largest of COPE's funders was the Shetland Development Trust. The role of Shetland Development Trust is to give direction to the development of the Shetland economy, targeting their support towards organisations that demonstrate commercial viability and lead to the maintenance and development of Shetland's industries, on a long term sustainable basis. To this effect, on 5<sup>th</sup> June 2008, the Shetland Islands Council Development Committee agreed to provide COPE with annual core funding of £350,000 until March 2011. This amounted to a significant investment in the organisation, allowing COPE to sustain its operations and to progress the development plans detailed herein, better positioning the organisation for the future growth required.

Funding from Shetland Development Trust had been provided to COPE via the surplus funds of SDT. This funding mechanism allowed COPE to reclaim monies from the Inland Revenue and thereby adding to the core award, an option not open to the non-charitable organisations funded by the Shetland Development Trust.

As SDT looks to the future, the option to unconditionally fund COPE from surplus funds no longer exists and a decision has been made to cease this contribution in September 2010 as the SDT felt that the arrangement was in possible conflict with the requirement to follow the public pound and achieve best value.

In this case COPE will still be eligible for funding from SDT, however the organisation will require to compete for its full award with other non-charitable organisations and this is an eventuality that the organisation recognises it must prepare itself for. To this point, COPE will enter into discussion with the Shetland Islands Council with the aim of converting the £350,000 award into a service level agreement with agreed deliverables and outcomes which can help secure stability for the organisation moving forward.

#### **5.8.2 Shetland Islands Council**

As evidenced in sections 3.4 and 6 herein, COPE is intrinsically linked by the client group that it supports and the services that it provides, to the long-term strategic and financial objectives of Shetland Islands Council, across a number of departments including Social Work Services and Criminal Justice.

In the 2006 report prepared by CEiS entitled 'Proving the Value' a number of findings and conclusions were reached regarding the financial arrangements and benefits provided by COPE and benefitted by SIC. These included;

- The COPE cost of service per person was calculated as £18,679 per annum, amounting to a total saving of £368,562 when compared to the service provided within SIC's Eric Gray Centre;
- The provision of services by COPE meant that the day care needs required to be provided by SIC were diminished. As such SIC Community Care Services at that time estimated that without COPE, SIC would be required to build another day care centre, with a cost in the £millions.

The same report concluded that COPE has developed an innovative, internationally acclaimed service without necessarily following a set of strategic objectives to achieve this. Typically the development of services are achieved in regular and on-going consultation with service commissioners based on future service strategy for a defined population, taking account of existing provision, national policy and available resources. COPE has developed a range of services utilising an "open door" policy to respond to

a situation where demand for places exceeded available supply. The lack of intense involvement and control from commissioning agencies has enabled COPE to develop an innovative, diverse and enterprise oriented service that would most certainly have developed in a different way if each phase of development has been as a result of detailed consultation with public authorities. This is COPE's strength but also its weakness as demand for services at current and future levels of provision will require discussion and agreement on the cost and specification of these services and COPE requires a new relationship with a range of Public Authorities.

The Proving the Value report compared COPE to other similar services across the UK and concluded that COPE was the only service surveyed that didn't have a per capita service level agreement in place for its day service provision from a public authority. To this end, COPE recognises the importance of holding discussions with SIC Community Care Services to explore this, and other points, at the earliest opportunity.

COPE is cognisant of the fact that it does face some challenges and risks in engaging in a formal funding relationship with SIC, the main one being that if the Council puts any monies towards something then it may be regarded as a commissioned service and may mean it is open to further checks, e.g. Disclosure Scotland, Care Commission, etc. This being said COPE recognizes that such a relationship could provide it with significant, further security of funding for the long term, with the potential to increase income as COPE grows its capacity. To this reason, COPE will continue to explore this option with SIC as a matter of priority in 2010 on the back of the completion of this 3-year development plan.

COPE does currently have two contracts in place to provide services for the local authority in the areas of recycling and also one to one support for participants. These contracts are worth a total of £104,000 annually.

On the basis of a range of targets related to outcomes COPE also presently receives an annual grant from the Shetland Charitable Trust of £155,000.

### **5.8.3 Other Capital Funders**

In addition to the ongoing investment required to run its day-to-day operations COPE also requires to attract capital investment monies to facilitate the capital expansion plans that have underpinned the development of its premises and asset base to date, as well as those planned for the future.

In the 2007 '*Proving the Value*' report an assessment of the level of investment by non-Shetland funders since the creation of COPE as a social enterprise and registered charity in September 1998 up to and including end-March 2007 indicated a total of £893,000 of additional inward investment, from 15 different funders, had been attracted onto Shetland by COPE's activities. This indicates the success which COPE has had in attracting various funders to support its growth plans.

As COPE looks to the future, and its aim of expanding its existing facilities in order to support a further expansion of its service range, staff & employee numbers and subsequent turnover, the organisation feels confident in its ability to identify and secure additional capital investment from a variety of funders.



## 6. Evidence of Need

In this section we provide an overview of the current and future marketplace in which COPE will operate, in order to illustrate the current and future potential that this market place provides and the reasons why COPE is well placed to best realise it.

### 6.1 Current & Future Demand

In 2006 the Shetland Islands Council Eric Gray Resource Centre (EGRC) Feasibility Study Group conducted a service re-design exercise with the aim of developing day opportunities which will meet the needs of all existing and future service users. The report considered the options available for expanding the existing day service provision for adults with learning disabilities in order to meet population projections, statutory requirements and good practice guidelines.

The interim report published in March 2006 stated that there were 92 adults eligible for learning disability services at that time and, by 2020, this number will have more than doubled to 196. Current thinking suggests that even this figure may be a conservative estimate with the actual number being even higher. The report also noted that the complexity of disabilities is also increasing rapidly. The report offered feedback to the Council's Capital Programme Management Team (CPMT) in order to ensure appropriate capital planning for future requirements was taken into consideration.

Four separate, but complementary, service strands were identified in the report, namely:

- A Complex Needs service
- A new EGRC
- A Highly Structured service
- Community Based jobs

The first three strands were highlighted as having significant capital implications with the community based jobs option identified as not having a capital requirement. The members of the feasibility study group proposed in their recommendations a number of phased options, including an Incremental development of the Community Based Jobs options via the Moving On Project and COPE (a revenue based option).

On average the report projects that there will be approximately 5 people reaching adulthood each year who will need support, 1 of whom will require the complex needs service. The mortality rate for people with learning disabilities who achieve adulthood is, statistically speaking, on a par with the general population. Given the age profile, approximately one death a year is anticipated.

**This projection is further highlighted within The Shetland Disability Strategy which highlights that 'current projections of the numbers of adults with learning disabilities in Shetland who will need services over the next 10 years show an increase of over 50%'.**

These figures, being based on named people, do not take account of some of the variables which may occur, notably people moving into Shetland. Such variables are unpredictable but may have a significant impact on service demand.

When considering value for money of all the service options, the EGRC report offers a convincing argument in favour of the community based jobs option when stating that

**"Providing local day services is better value for money than the provision of additional residential placements which will be inevitable if robust local day opportunities are not developed for adults with learning disabilities".**

Taking the above into consideration, it is evidently clear that the demand for employment and training places by SIC on COPE will be ever increasing, for the foreseeable future. This is also the case for the

Moving On project, which is the other main community based jobs option on Shetland, a profile of which is offered in 6.2 herein.

At the time of the report in 2006 a minimum of 92 adults are eligible for support with day opportunities on account of their learning disabilities. By 2020 it was projected that this number will have grown to nearly 200 adults in need of some level of support.

## 6.2 Complimentary Services in Shetland

In considering the projected demand for day opportunities outlined by SIC, it is important that COPE consider this projected demand profile in conjunction with other potential day opportunity providers, as opposed to just considering COPE's own capacity.

The main other provider of day opportunities on Shetland is the Moving On Employment Project. This was established in 1997 to help people with learning disabilities to gain and maintain paid employment or voluntary work in Shetland. In 2006, the Project signed a 3-year service level agreement with SIC to provide supported employment opportunities for adults with physical, sensory or learning disabilities and/or mental health problems.

Although providing day opportunities to a similar client group as COPE, the Moving On project differs from COPE in its approach. Moving On promotes the Job Crew approach to supported employment. This comprises people with disabilities, support workers and volunteers working together as a group on community and environmental projects. The Job Crew approach looks to engage clients on short-term projects throughout Shetland to build up their confidence and develop their skills in order to improve their employability in the job market. As such, the Moving On project approach to supported employment offers a complimentary model to that offered by COPE, but does not offer the permanent supported employment opportunities which COPE does.

Taking the above into consideration, COPE believes that both COPE and Moving On will continue to be the two key outlets for people requiring day opportunities in Shetland in the years to come, working alongside and complementing each other. This is best illustrated by the conclusion reached within the Interim Eric Gray Resource Centre Feasibility Study which recommended the *"Incremental development of the Community Based Jobs options via the Moving On Project and COPE"*.

Another two complimentary services in Shetland are the Shetland Community Bike Project and Bridges project. The aim of the Community Bike Project is to provide therapeutic activities for clients referred from CADSS, Moving On Employment Project, Support Training and Shetland Link Up. The project also operates an Employability Programme providing 3 x 6 month work placements for long term unemployed clients who have significant barriers to entering mainstream employment.

The Bridges project provides support for:

- Aged 15-19 years
- Young people who have been outwith education, employment for training for a period of time
- Without educational qualifications, low basic attainment, school refusers and those excluded from school.
- Young person with low self-esteem, lacking confidence and in need of some motivation

By using a range activities and settings the organisation will work closely with the young person to support them in identifying their learning and social needs. An individual plan will be designed with the young person and other agencies, where appropriate to meet the needs of the young person.

## 7. Aims & Objectives

In this section we provide a summary of the COPE vision, aims, objectives, targets & outcomes and key developmental milestones that accompany the development plans outlined herein over the next 3-years.

### 7.1 Vision & Aims

**COPE was established as a social enterprise and a charity in 1998. The key strategic aims of the organisation are:**

- **A commitment to the social and economic integration of disabled people through employment – a key means to this end is economic employment through the payment of market wages to all employees.**
- **The development of supportive workplaces where the working environment is one that provides all employees with support, opportunity and meaningful work.**
- **The development of Social Enterprises - businesses that combine a market orientation and a social mission i.e. “business that supports” rather than “projects that trade.”**

### 7.2 Objectives

In order to fulfil the organisation’s strategic aims in the 2010-13 timeframe, the COPE Board of Directors and key Management personnel has set the organisation the following objectives:

1. To have secured an annual per capita service level agreement with Shetland Islands Council by March 2011.
2. To have secured capital funding in support of the Whalsay development; to have completed the development; and for the Whalsay development to be fully up and running by the summer of 2011.
3. By March 2012, to have completed a feasibility study and business plan in support of the development of new or expanded core premises for COPE, including the identification, lease or purchase of the site and the agreement of funding to support the development.
4. To maintain generated income as a % of turnover at 50% or more, year-on-year, by ensuring all enterprise activities continue to maintain, or increase compared to, existing levels of sales.
5. To strengthen the cash flow position of the organisation by implementing robust cost control measures allied to a General Reserves fund.
6. To implement a rolling programme of asset maintenance, including vehicles and equipment.
7. To increase organisational staffing capacity in targeted areas, as permitted by the financial budget.
8. To meet the targets and outcomes identified by the organisation in support of the achievement of the key strategic outcomes of Shetland Islands Council

In addition to the specific objectives identified above, COPE will continue to have at the heart of its activities a number of key principles that have, and will, continue to underpin all of its activities. These are;

- I. All participants that want to work or train at COPE should be able to do so.
- II. All participants need to make an active contribution.
- III. There should be opportunities for participants to work in rural areas of Shetland.

- IV. All projects should be planned to maximise participant development.
- V. Income should be maximised but not to the exclusion of participants.

### 7.3 2010-13 Development Milestones

In support of the objectives detailed above and in more detail herein, COPE has identified the high-level milestones by which it will progress this strategic development plan. These are offered in figure 10 below:

**Figure 10: COPE Key Development Milestones**

Timeline	Milestone
<b>April-September 2010-11</b>	<ul style="list-style-type: none"> <li>Commence detailed discussions with SIC regarding agreement of a service level agreement (SLA), including identification and exploration of potential barriers.</li> <li>Increase representation on Board of Directors</li> <li>Develop General Manager Succession Plan</li> <li>Progress funding applications for Whalsay project</li> <li>Complete Options Appraisal for Weisdale project</li> <li>Seek funding to update feasibility study into site options for expanded COPE HQ premises.</li> </ul>
<b>October-March 2010-11</b>	<ul style="list-style-type: none"> <li>Agree way forward with SIC for implementation of future per capita SLA.</li> <li>Implement new SLA with SIC</li> <li>Advertise and recruit new General Manager</li> <li>Secure funding for Whalsay project and appoint contractors.</li> <li>Complete Business Plan for Weisdale Project</li> <li>Implement new monthly organisational review process.</li> <li>Implement rolling programme of asset maintenance, including vehicles and equipment.</li> <li>Review available monitoring and evaluation systems and decide on system to implement.</li> <li>Engage professionals to update feasibility study for expanded COPE HQ premises.</li> </ul>
<b>April-September 2011-12</b>	<ul style="list-style-type: none"> <li>Whalsay development capital works complete and facility open.</li> <li>Complete business plan for expanded COPE HQ premises</li> <li>Operational in Weisdale</li> <li>Implement new monitoring and evaluation system.</li> <li>Complete business plan for expanded COPE HQ premises.</li> </ul>
<b>October-March 2011-12</b>	<ul style="list-style-type: none"> <li>Engage in detailed discussions with potential funders and stakeholders in support of new, expanded COPE HQ premises.</li> </ul>
<b>April-September 2012-13</b>	<ul style="list-style-type: none"> <li>Engage qualified professionals to commence detailed planning for expanded COPE HQ premises.</li> </ul>
<b>October-March 2012-13</b>	<ul style="list-style-type: none"> <li>Finalise funding package for expanded COPE HQ Premises</li> </ul>

### 7.4 Targets and Outcomes

The targets and outcomes set by COPE in support of the development plans outlined herein are as follows:

**Figure 11: COPE Targets & Outcomes**

Operational / Financial	2006-07 Baseline	2012-13
Turnover (£)	£1.2 million	£1.39 million
Traded and Contract Income as a % of total income	45%	88%
Annual cost of care (£) per FTE employee/participant	£18,679	£18,679
Employee salary & expenses per annum (£)	£608,812	£859,853

Environmental	2006-07 Baseline	2012-13
Tonnes diverted from land fill for recycle or re-use	80 tonnes	185 tonnes

Community	2006-07 Baseline	2012-13
No. employees	45	52
No. employees with disability (total and FTE)	7 / 6.4 FTE	12 / 10 FTE
No. participants with disability (total and FTE)	45 / 24.4 FTE	55 / 26 FTE
No. volunteers with disability (total and FTE)	15 FTE	20 FTE
Community service placements supported (total)	5	10 / 800 hours of work

Individual	2006-07 Baseline	2012-13
Community Service Placements: No. of positive outcomes (e.g. employment)	3	3

The 2006-07 baseline data is extracted from 'Proving the Value' report, commissioned by Shetland Enterprise and COPE, prepared by CEIS and published in 2007. The 2012-13 data is extracted from detail provided in sections within this report and from the detailed financial projections offered in section 9.

## 8. Marketing & Promotion

Over the coming 3-years, COPE plans to promote its activities in a targeted manner, ensuring that all marketing spend and activity is linked to the achievement of its strategic aims and objectives.

As detailed in sections 5 and 6 herein, COPE believes that it is intrinsically linked by the client group that it supports and the services that it provides, to the long-term strategic and financial objectives of Shetland Islands Council and believes that these links will only be strengthened as the demand for COPE's services, from SIC, increases. To this point COPE recognises the need to further develop its relationship with the key influencers and decision makers within SIC on an ongoing, strategic basis.

To this point COPE intends to implement a formal meeting process with SIC, meeting on 2-3 times per annum, to discuss a number of mutually relevant issues including opportunities, issues, strategy and policy changes, regulatory requirements and ongoing demand. In order to complement and inform this meeting, COPE will provide a written report showing progress against the key outcomes identified in section 7 herein as well as accompanying information relevant to the discussions.

Similar to this, due to the importance of its relationship with SIC, and the changes to the funding mechanism with SDT beyond 2009/10, COPE will instigate a series of regular meetings with SIC starting in 2010. As with the SIC meetings, COPE will provide a written report showing progress against the key outcomes identified in section 7 herein as well as accompanying information relevant to the discussions.

As already detailed in 5.4.6, COPE intends to build on the 2007 '*Proving the Value*' report by implementing a software system to track progress against the outcomes identified in the report and outlined in section 7.5 herein. This will allow COPE to quickly and efficiently prepare relevant information for presentation to key stakeholders and funders; provide it with the ability to provide structured press releases to the local and national media; and, allow it to structure the marketing message on the restructured COPE website. All of this will heighten the awareness of COPE's activities and benefits in both the local and wider communities.

COPE recognises that its current website does not do the organisation justice with regards to the services that it offers and the outcomes that it delivers. To this point the organisation plans to engage a local web designer in order to redesign and redevelop its website in order to maximise the message and the impact that it has, helping the organisation to increase the awareness of people both within and outwith Shetland.

As detailed in section 4 herein, COPE has a number of enterprise activities located across Lerwick and beyond. With this being said, the organisation does not make use of its logo and does not directly associate each of its separate business entities to the main organisation logo and brand. As such, as the organisation looks to grow and plan its further development and growth it will explore the development of a brand strategy, creating a COPE brand with associated logo, strapline and marketing materials and ensuring that all of its enterprise activities are associated with it. This will ensure that the COPE brand will be maximised within the local community, heightening awareness and support for the organisation. Having said this, COPE will only explore such an approach as it has access to development resources and budget.

## 9. Finance & Funding

In this section we provide an overview of the capital and revenue sources of income and planned expenditure for the 2010-13 strategic planning timeframe.

### 9.1 Income Projections 2010-13

An income & expenditure projection has been prepared for the years 2010-13 and is shown herein along with the assumptions that underpin it. Unless explicitly noted otherwise, all references to COPE herein also include Shetland and Orkney Soap.

The references made in parenthesis beside each of the notes offered below relate directly to the reference number noted within the financial projections.

#### 9.1.1 Revenue Income

The 2010-13 COPE income projection is offered in figure 12 below. The detailed assumptions that underpin each item within the projections are detailed thereafter.

**Figure 12: COPE 2010-13 Income Projection**

Reference	COPE: 3-Year Income Forecast	Projections			
		2009-10 £	2010-11 £	2011-12 £	2012-13 £
1	<b>Revenue Income</b>				
2	Generated Income: Shetland Soap Company	266,311	271,637	279,786	288,180
3	Generated Income: COPE Catering & Karibuni	175,546	179,057	184,428	189,961
4	Generated Income: Horticultural	24,944	25,443	27,988	30,786
5	Generated Income: Scrapstore & Recycling	68,152	69,515	72,991	76,640
6	Generated Income: Last Ditchology	14,742	15,036	15,488	15,952
7	Generated Income: COPE Pet Supplies	66,861	68,199	70,244	72,352
8	Generated Income: Projects	2,050	2,091	2,153	2,218
9	Generated Income: Service Sales	1,598	1,630	1,679	1,729
10	Generated Income: Whalsay	0	0	79,555	84,725
11	Grant Funding: Core Running Costs	504,697	329,697	154,697	154,697
12	Service Level Agreement: Shetland Islands Council	104,026	279,026	454,026	454,026
	Grant funder: Others				
	<b>Cash Receipts from Core Funding and Trading</b>	<b>1,228,927</b>	<b>1,241,331</b>	<b>1,343,036</b>	<b>1,371,267</b>
	<b>Other Income</b>				
13	Other Income: Sale of Assets	0	0	0	0
14	Other Income: Non-trading income	19,800	19,800	19,800	19,800
15	Other Income: Insurance Claims	0	0	0	0
16	Other Income: Miscellaneous	1,185	1,200	1,200	1,200
17	Other Income: Bank Interest	116	114	114	114
	<b>Total Other Cash Receipts</b>	<b>21,101</b>	<b>21,114</b>	<b>21,114</b>	<b>21,114</b>
	<b>Total Cash Receipts</b>	<b>1,250,028</b>	<b>1,262,445</b>	<b>1,364,150</b>	<b>1,392,381</b>

### 9.2 Expenditure Projections 2010-13

The 2010-13 COPE expenditure projection, with subsequent annual and cumulative surpluses/defecits in relation to annual income, is offered in figure 13 below. The detailed assumptions that underpin each item within the projections are detailed thereafter.

**Figure 13: COPE 2009-12 Expenditure Projection**

Reference	COPE: 3-Year Expenditure Forecast	Projections			
		2009-10 £	2010-11 £	2011-12 £	2012-13 £
18	<b><u>Revenue Expenditure - Staff &amp; Volunteer Costs</u></b>				
19	Salaries (incl. National Insurance Contributions)	661,784	708,774	774,037	797,258
20	Company Pension Contribution			16,817	34,642
21	Training	1,260	1,800	3,160	3,792
22	Staff, Participant & Volunteer Expenses	18,207	19,500	20,085	20,688
23	Student Placements	0	0	0	0
24	Redundancy Payments	0	0	0	0
25	Recruitment Costs	5,425	4,870	887	887
25	Other Staff Costs	2,390	2,438	2,511	2,587
	<b>Total Staff Costs</b>	<b>689,066</b>	<b>737,382</b>	<b>817,497</b>	<b>859,853</b>
	<b><u>Revenue Expenditure - Direct Costs</u></b>				
26	Shetland & Orkney Soap Purchases	42,244	42,793	44,077	45,399
26	Catering Purchases	62,076	63,317	65,217	67,173
26	Shetland Coffee Purchases	2,452	2,501	2,576	2,654
26	Karibuni Purchases	19,772	20,168	20,773	21,396
26	COPE Pet Supplies Purchases	35,071	35,773	36,846	37,951
26	Horticultural Purchases	3,219	3,283	3,382	3,483
26	Project Costs	1,073	75	77	80
26	Scrapstore & Last Ditchology Costs	4,929	5,505	5,670	5,840
26	Whalsay Net Store	0	0	25,850	27,493
	<b>Total Direct Costs</b>	<b>170,837</b>	<b>173,415</b>	<b>204,467</b>	<b>211,469</b>
	<b><u>Revenue Expenditure - Production Costs</u></b>				
27	Production Costs	35,244	35,949	37,027	38,138
28	Protective Clothing & Cleaning Costs	10,939	11,157	11,492	11,837
	<b>Total Production Costs</b>	<b>46,183</b>	<b>47,106</b>	<b>48,519</b>	<b>49,975</b>
	<b><u>Revenue Expenditure - Property Costs</u></b>				
29	Rent & Rates	55,651	55,732	57,904	59,641
30	Heating, Lighting & Power	17,680	19,448	26,393	29,032
31	Insurance	24,601	25,093	28,246	29,093
32	Repairs & Maintenance	12,186	12,430	13,998	14,698
33	Telephone & Broadband	6,208	6,518	7,254	7,472
	<b>Total Property Costs</b>	<b>116,326</b>	<b>119,220</b>	<b>133,794</b>	<b>139,935</b>
	<b><u>Revenue Expenditure - Administration Costs</u></b>				
34	Office Supplies	5,968	6,088	6,450	6,644
35	Computer Expenses	3,080	3,142	3,236	3,333
36	Office Postage Expenses	954	973	1,003	1,033
	<b>Total Administration Costs</b>	<b>10,003</b>	<b>10,203</b>	<b>10,689</b>	<b>11,010</b>
	<b><u>Revenue Expenditure - Vehicle &amp; Transport Costs</u></b>				
37	Motor Expenses	9,333	9,800	11,822	12,177
38	Freight & Delivery Costs	11,411	11,639	11,988	12,348
	<b>Total Vehicle &amp; Transport Costs</b>	<b>20,744</b>	<b>21,439</b>	<b>23,810</b>	<b>24,525</b>
	<b><u>Revenue Expenditure - Marketing Costs</u></b>				
39	Marketing Costs	2,657	2,710	3,588	3,695
	<b>Total Marketing Costs</b>	<b>2,657</b>	<b>2,710</b>	<b>3,588</b>	<b>3,695</b>
	<b><u>Revenue Expenditure - Other Costs</u></b>				
40	Travel & Entertainment	2,900	2,958	3,047	3,138
41	Professional Fees	44,762	43,440	32,050	33,012
42	Leasing & Higher Purchase Costs	5,965	6,448	6,641	6,840
43	Loan Interest	1,303	1,329	1,369	1,410
44	Bank Interest & Charges	3,467	3,540	3,646	3,756
45	Miscellaneous Costs	2,652	2,705	2,786	2,870
46	Loss on Sale of Asset	1,400	0	0	0
47	Insurance Claim Expenses	0	0	0	0
	<b>Total Other Costs</b>	<b>62,449</b>	<b>60,420</b>	<b>49,540</b>	<b>51,026</b>
	<b>Total Expenditure - Cash Payments</b>	<b>1,118,265</b>	<b>1,171,896</b>	<b>1,291,904</b>	<b>1,351,488</b>
	<b>Total Cash Surplus/Deficit</b>	<b>131,764</b>	<b>90,549</b>	<b>72,245</b>	<b>40,894</b>
48	<b>Depreciation</b>	<b>26,595</b>	<b>21,848</b>	<b>16,038</b>	<b>16,038</b>
	<b>Trading Surplus/Deficit</b>	<b>105,169</b>	<b>68,701</b>	<b>56,207</b>	<b>24,856</b>
	<b><u>Cash Commitments</u></b>				
49	Mortgage Repayments	15,985	16,410	15,097	15,097
50	Fixed Asset Additions	18,986	14,400	10,000	10,000
51	Scrapstore Van, IT Upgrade	26,400	0	0	0
51	Developing Whalsay Project	42,000	30,000	24,000	0
	<b>Total Cash Commitments</b>	<b>103,372</b>	<b>60,810</b>	<b>49,097</b>	<b>25,097</b>
	<b>Uncommitted Funds</b>	<b>1,797</b>	<b>7,891</b>	<b>7,110</b>	<b>-241</b>



## **10. Conclusions**

COPE believe that this Strategic Development Plan presents a compelling case for further investment by its key funders in the coming 3-years and beyond.

The 2007 Proving the Value report provided evidence of COPE's ability as an organisation to deliver a cost effective service, comparable not just with that provided by SIC but with other complimentary providers across the UK.

Demand for the service provided by COPE will be ever increasing, year-on-year, through to 2020. The COPE Board of Directors strongly believe that the development strategy outlined herein will significantly strengthen the organisation and position COPE to be able to meet the increased demand for its services in the decade to come, allowing it to continue to provide employment and training opportunities for adults with learning disabilities throughout Shetland.

The Board of Directors recognise the need (even more so given the current financial climate) to demonstrate value for every public pound entrusted to them to provide this service. We recognise and accept that over the next few years there will be ever more pressure on organisations to collaborate, share and co-ordinate effort in order to continue providing the level of service delivery expected by the public. COPE has and continues to reorganise in order to position itself to meet these challenges and maintain and improve the service we provide. We are committed to working with our partners in the Local Authority to find new and innovative ways to improve the way we do business and to maximise both the quality and quantity of the service we deliver.

The Board of Directors of COPE therefore recommends this strategic development plan to its key funders, specifically the Shetland Islands Council, in order to secure their ongoing financial support – both revenue and capital - for the coming 3-years that will support COPE's required development in order to meet the needs of the Shetland population and its key stakeholders well into the next decade.