

REPORT

**To: CHP Committee
Services Committee
Shetland NHS Board**

**27 January 2011
10 March 2011
22 March 2011**

From: Head of Community Care

**Report No: SC-05-11-F
Community Alcohol and Drugs Support Service – Service Level Agreement**

1. Introduction

- 1.1 This report seeks approval of a one year Service Level Agreement to Community Alcohol and Drugs Services Shetland for financial year 2011/12.

2. Links to Corporate Priorities

- 2.1 The provision of alcohol and drugs services contributes to the corporate priorities of the Council and Shetland NHS Board in the following areas:-
- Improving health;
 - Partnership working with patients, the public, staff and other stakeholders;
 - Decreasing social inequalities and
 - Equality and diversity.
- 2.2 The proposals are consistent with the Council and NHS Shetland's aims to provide high quality services in ways that are appropriate to the local context and sustainable for the future.

3. Risk Management

- 3.1 There is a risk if a new Service Level Agreement is not put in place then CADSS would be unable to deliver services, and this in turn could leave vulnerable people who misuse substances without essential support and services.

4. Background

- 4.1 In September 2007, Shetland Community Drugs Team merged with Shetland Alcohol Trust and was re-named Community Alcohol and Drugs Services Shetland (CADSS).
- 4.2 CADSS, and the previously separate Shetland Community Drugs Team and Shetland Alcohol Trust, have delivered a range of specialist drug and alcohol services grant funded by Shetland Islands Council and Shetland NHS Board for many years.
- 4.3 CADSS is the main provider locally of specialist drug and alcohol services. They provide a range of services under the terms of a Service Level Agreement (SLA) with the Council underpinned by a financial framework that pools funding from the Council and NHS Shetland. Services include:-
- Activities programme;
 - Acu detox and alternative therapies;
 - Counselling;
 - Emotional and practical support;
 - Needle exchange;
 - Aftercare and resettlement;
 - Through care;
 - Drug and alcohol awareness training;
 - Young people's service and support;
 - Drop-in, events and workshops;
 - School work.
- 4.4 The existing SLA with CADSS is due to terminate on 31 March 2011. The total funding for financial year 2010/11 is £516,000 which consists of £318, 000 from the Council and £198,000 from NHS Shetland.

5. Present Position

- 5.1 Officers of the Council's Education and Social Care Department and NHS Shetland have been working closely with staff at CADSS to establish a benchmark in 2010/11 for data collection. This process involves agreeing what information should be captured, and how it should be compiled to ensure that future monitoring reports by CADSS can better demonstrate and evidence what difference the services are making. It is anticipated that an agreed monitoring framework should be in place by the end of the current financial year.

- 5.2 CADSS have submitted an application for funding to Shetland Alcohol and Drugs Partnership (SADP) for financial year 2011/12. SADP are responsible for allocating resources to local drugs and alcohol service providers.
- 5.3 Members should note that, in line with the Council's Commissioning Strategy requirements, no expressions of interest have been received by the Council from alternative Service Providers for this commission as detailed in paragraph 4.3 above.
- 5.4 CADSS service performance reports should continue to be annually presented to the Council in the autumn along with all other commissioned services. More detailed information on the work of CADSS is attached at Appendix 1.

6. Proposals

- 6.1 It is proposed that a further one year Service Level Agreement be negotiated with CADSS for financial year 2011/12. This will allow the Council and NHS Shetland to further monitor and evaluate the new improved service performance reports from CADSS.
- 6.2 Assuming the service monitoring reports meet with the requirements of the Council and NHS Shetland during 2011/12, and there are no expressions of interest received for this service next year, it is proposed that a four year Service Level Agreement be put in place with CADSS for the period of financial year 2012/13 to 2015/16. This would provide CADSS with a period of stability and allow them to further develop services work in partnership with the Council and NHS Shetland.
- 6.3 It should be noted that the proposals as detailed in paragraphs 6.1 and 6.2 above are subject to the Commissioning Strategy procedures and to the availability of finance from the Council and/or NHS Shetland in future years.

7. Financial Implications

- 7.1 Funding for the services provided under the terms of the SLA with CADSS is from within approved budget allocations of the Council for 2011/12 (Min. Ref. SIC 05/11).
- 7.2 Shetland Alcohol and Drugs Partnership (SADP) are responsible for allocating funding to local alcohol and drugs services. SADP are

proposing to allocate standstill funding of £516,000 to CADSS for financial year 2011/12. The proposed funding consists of £318,000 from the Council and £198,000 from NHS Shetland. However it should be noted that the funding for CADSS in 2011/12 cannot be confirmed until June 2011, as SADP must wait for the Scottish Government to confirm its funding allocation to NHS Shetland for next financial year.

- 7.3 The Council's proposed funding allocation of £318,000 comprises two budget allocations. The Community Care Service's budget for Community Alcohol and Drugs Service (code GRA0020 1701) for financial year 2011/12 has sufficient funds to allocate a sum of £268,000 to CADSS. The Community Care Service's budget for Commissioned Services (code GRA0019 1701) for financial year 2011/12 has sufficient funds to allocate a sum of £50,000 to CADSS.

8. Policy and Delegated Authority – SIC only¹

- 8.1 All Social Work matters stand referred to the Council's 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 Delegation.

9. Conclusions

- 9.1 CADSS are working closely with the Council and NHS Shetland and are making significant improvements to its service performance reports.
- 9.2 A further one year Service Level Agreement is considered appropriate at this time until CADSS have established monitoring reports and these have been reviewed by SADP.
- 9.3 CADSS continue to be very busy, working with some of the most vulnerable members of the Shetland community who have substance misuse issues.

10. Recommendations

I recommend that

¹ For Shetland Islands Council Services Committee only

- 10.1 Members of Shetland Islands Council Services Committee and Shetland NHS Board consider and approve the proposals as detailed in paragraphs 6.1 and 6.2;
- 10.2 Members of Shetland Islands Council Services Committee approve funding of £318,000 to CADSS for financial year 2011/12 as detailed in paragraph 7.3; and
- 10.3 Note that funding from NHS Shetland will be confirmed once the allocation from the Scottish Government has been confirmed.

Date: 1 March 2011
Our Ref: CF'MD'AN SC-05-11

Report No: SC-05-11-F

Developing an Outcome Based Framework for Drugs and Alcohol Misuse Services

The Scottish Government has embedded a culture of outcome based service through its strategic documents: -

- 'Changing Scotland's Relationship with alcohol – a framework for action', and
- 'The road to recovery.'

Service providers are now expected to focus on recovery as an outcome for all clients. Historically some providers were not moving clients on once recovery had occurred in fear that without ongoing support they may start misusing substances again. The Alcohol and Drugs Development Officer has spent time with services addressing this issue through highlighting the need for joint working with agencies to provide ongoing support at times of need, but then referring on when appropriate to services who provide alternative less intensive support that is not necessarily focussing on alcohol and drug issues i.e. training services, support employment services etc. This work is ongoing as some providers are adapting to change better than others. The With You For You process, the new Single Shared Assessment, will assist in better joint working and SADP is planning a conference for August 2010 which will highlight the work of the providers and show how the WYFY process can be used throughout alcohol and drug services.

HEAT targets –

- 'Achieve agreed number of screenings using the setting appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11.'
- 'By March 2013, 90% of clients will wait no longer than 3 weeks from referral received to appropriate drug treatment that supports their recovery. Waiting times appropriate to alcohol treatment will be defined and incorporated into a target covering both drugs and alcohol by April 2011.'

SOAs –

- 'Reduce alcohol related hospital admissions by 2011' and
- 'Decrease the estimated number of problem drug users in Scotland by 2011'

The current specification for Services for Community Alcohol and Drugs Services Shetland is set out below.

To all Service Users, CADSS will in partnership, complete comprehensive and/or specialist assessments using Shetland's current inter-agency "Getting it right for every child (GIRFEC)" and "Single Shared Assessment (SSA)" processes.

Following the assessment where need is identified a comprehensive care plan will be produced in partnership with the service user and other interested parties for both young people and adults. It is in everyone's interest to ensure that the targets in the

care plan are met as soon as practicable. This plan will be reviewed as required and the rationale for continued involvement stated.

Service Profile

The Service Provider will:

Provide Public Awareness programmes

Provide Information on substance use/misuse to -

- Service users and their families/carers
- Other services

Provide appropriate evidence based advice on substance use/misuse to -

- People requiring early intervention and prevention
- People in receipt of services
- Target audiences such as schools, youth clubs and centres, community groups

Accept referrals from -

- Individuals, families and/or carers
- Local statutory and non statutory agencies

Prioritise its referrals based on -

- Risk
- Vulnerability
- Assessed need
- Presenting circumstances

Work collaboratively with other service providers and in particular the Education and Social Care Department and the NHS substitute prescribing and treatment service.

Based on the care plan the Service Provider will specifically provide the following:

Activities programme -

An Activities Programme that enables clients to take part in healthy alternatives to substance misuse;

Acu detox and alternative therapies -

An Alternative Therapies service that offers acupuncture and relaxation sessions to clients who are actively engaged in NHS or service provider's treatment programmes. This service is also available to clients who are drug and/or alcohol free.

Counselling –

Where Counselling is offered under psychological therapies umbrella it is offered under contract and the person delivering the counselling is appropriately qualified, supervised and registered in accordance with BACP, COSCA or equivalent.

Emotional Support -

Providing emotional support to anyone affected by substance misuse including parents, partners and children.

Practical Support -

Providing practical support to anyone affected by substance misuse including parents, partners and children. Where a partnership agency currently offers this service, CADSS will signpost, support and facilitate contact with that agency.

Needle exchange -

Providing clean injecting equipment and collecting used equipment.

Aftercare and resettlement -

Providing appropriate support to those people returning to their community following successful residential detoxification and/or rehabilitation. Additionally providing support i.e. motivational input for those people returning to their community following unsuccessful residential detoxification and/or rehabilitation if requested.

Through care -

In partnership, to work closely with statutory agency key worker and offer appropriate support to those people undertaking residential detoxification and/or rehabilitation.

Drug awareness training –

Deliver up to date, evidence based, age appropriate drug awareness to the Shetland population.

Alcohol awareness training –

Deliver up to date, evidence based, age appropriate alcohol awareness training to the Shetland population.

Events and workshops –

Deliver proactive and reactive events and workshops as appropriate.

Young people's service and support –

Deliver support to any young person seeking assistance who is affected by their own alcohol and/or drug use, or who knows someone else who is affected with alcohol and/or drug use. Where support is required, it must be age appropriate, evidence based and culturally sensitive. For anyone under the age of 16 years old Shetland's Inter Agency Child Protection procedures must be adhered to.

Drop-in

In partnership with other service providers, deliver a drop-in service that is age appropriate and evidence based.

School Work

Support teachers to deliver specialist alcohol and drug education to Shetland's school children. This needs to be age appropriate with particular consideration given to composite classes in remote and rural schools.



REPORT

To: Services Committee

10 March 2011

From: Executive Director – Education and Social Care Department

CORPORATE PARENTING PRESENTATION

1. Introduction

- 1.1 This Report informs Members that a representative from 'Who Cares? Scotland' will be available to deliver a short presentation on Corporate Parenting.

2. Links to Corporate Plan

- 2.1 Effective and efficient Social Work services are key to delivering the Council's priorities of social justice and community safety. Child protection is the Services Committee's principal responsibility. Being aware of the nature of Shetland's Looked After Children will enable the Council to achieve these priorities.

3. Risk Management

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, and legal and community. Without the correct level of resource and provision the outcomes for this already disadvantaged group of young people would be considerably poorer. Research shows that children who have been looked after feature higher in areas such as crime, homeless, poverty and teenage pregnancy statistics than the general population. Not only does this mean they will have poorer life experiences but they will also use a disproportionately high amount of community resources in to adulthood.

4. Background

- 4.1 The term "corporate parent" is used to reflect the expectations on councils and their community planning partners, in particular health services, with regard to looked after children and young people. Section 17 of the Children (Scotland) Act 1995 requires councils to make sure that once a child is looked after, that the council should promote and safeguard the welfare of the child and that they should make such services available to the child as other parents would ensure for their own children. These obligations on councils to support looked after children mean that all elected members and officers of the council, as their corporate parents, are

concerned about that child as if they were their own. This concern encompasses the child's education, their health and welfare, what they do in their leisure time and holidays, how they celebrate their culture and how they receive praise and encouragement for their achievements

- 4.2 In January 2008, the Council adopted Shetland's first Corporate Parenting Policy and reporting mechanism in order that Members are aware of the issues affecting Looked after Children.
- 4.3 Under the terms of the Children (Scotland) Act 1995, Local Authorities together with their community planning partners have the responsibility for Corporate Parenting and as such have the duty to promote and safeguard the well-being of looked after children, young people and care leavers.
- 4.4 In order to provide Local Authorities and their community partners with the opportunity to raise their awareness of their role as Corporate Parents, the Scottish Government has commissioned Who Cares? Scotland to provide tailor - made training for Elected Members, key officers and Health Board officials throughout Scotland. Key to the sessions will be the involvement of local young people and the focus on the impact of actions taken by councils to date.
- 4.5 The content of the training is designed to encompass the aims contained within the policy document 'These Are Our Bairns' (Scottish Government, 2008) that good corporate parents should:
- Accept and understand their responsibility for the Council's looked after children, young people and care leavers.
 - Make their needs a priority.
 - Seek for them the same outcomes any good parent would want for their own children.
- 4.6 On 25 November 2010, Members debated the current policy and practice with regard to the policy approach in 2008, particularly with regard to reporting arrangements and communication. The minute (Min Ref 103/10) states that: -

'Some debate took place regarding the content and level of information that members were provided with in relation to Looked After Children, and it was suggested that some changes could be made with a view to achieving a balance between Members' statutory role as Corporate Parent, and the operational and professional role of officers. Members agreed that it would be useful to discuss matters in more detail at an informal level before deciding on proposals for change. The Committee noted that training was being planned, and it was agreed, on the motion of Mrs B Fullerton, seconded by Mrs L Baisley that as well as training, a seminar should be held in order for Members to consider the process and procedures on monitoring, care, review and outcomes for Looked After Children, and that Members should consider proposals in relation to a review of these matter by the Chief Social Work Officer, bearing in mind the need to maintain confidentiality under Data Protection and other legislative requirements'.

5. Financial Implications

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

6. Policy and Delegated Authority

- 6.1 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 receive the presentation on Corporate Parenting from 'Who Cares? Scotland'.

Our Ref: HAS/sa

Report No: ESCD-40-F



REPORT

To: Services Committee

10 March 2011

From: Head of Community Care

**Report No: SC-06-11-F
COPE Ltd – New funding model**

1.0 Introduction

- 1.1 The purpose of this report is to seek approval for the introduction of a new funding model for COPE Ltd.
- 1.2 If this report is approved it should help resolve COPE's core funding situation which has been in doubt for the past year. Securing core funding will enable COPE to safeguard the various services, jobs and opportunities that it provides for people with disabilities in the local community.

2.0 Links to Corporate Plan

- 2.1 This report helps to achieve the Sustainable Economy Action Area of the Corporate Plan, by encouraging enterprise and sustainable economic growth, and by supporting projects engaged in community enterprises.
- 2.2 It 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 (CHCP).

3.0 Risk Assessment

- 3.1 This report presents a significant risk to the Council. Failure to address core funding to COPE could place the organisation in financial difficulties in a relatively short period of time. This could potentially lead to certain enterprises having to cease trading, with associated job losses, a reduction in services and fewer employment 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 Members should note that many of those affected by potential 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 that has been agreed for inclusion in the Council's Capital programme.

4.0 Background

- 4.1 COPE became a registered charity in June 1998 and currently operates a range of enterprises in Lerwick including Shetland Soap Company, COPE Catering, COPE Pet supplies, Karibuni Delicatessen, COPE Trees and Shrubs and the Shetland Scrapstore.
- 4.2 At present COPE employees around 50 people, 11 of whom have a disability. COPE also provide placements for approximately an additional 50 people with learning and physical disabilities. In addition to this COPE cater for Bridges participants, clients from Criminal Justice Department, Shetland College Students and general volunteering. The number of weekly hours each participant spends at COPE varies from one hour to 35 hours.
- 4.3 In recent years COPE has received in the region of £600,000 of funding per annum from local public sources in order to sustain the various services and enterprises that it operates. In financial year 2009/10 COPE received funding as follows:

- Shetland Islands Council (SIC) - £104,000
- Shetland Charitable Trust (SCT) - £155,000
- Shetland Development Trust (SDT) - £350,000

It should be noted that COPE, through its various activities, generates a further £600,000 from trading and other income.

- 4.4 Members will recall that the arrangement where SDT provided unconditional funding from its surplus ceased with effect from 1 April 2010. This decision left COPE facing a substantial shortfall in funding.
- 4.5 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: 26/10, SC40/10). 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 and present this to the Council for consideration.

- 4.6 At a meeting of the Council's Services Committee on 2 September 2010 members approved a report entitled "*COPE – Update on future funding arrangements*" (Min Ref: SC 79/10). This report approved COPE's new Strategic Plan for 2010-2013 and provided delegated authority to the Head of Community Care, or nominee, to enter into detailed negotiations with COPE and Shetland Charitable Trust in order to develop a new funding mechanism and long term funding solution for COPE.
- 4.7 At a meeting of the Shetland Charitable Trust on 8 September 2010 Trustees approved a report entitled "*Application for funding - COPE*" (Min Ref: SCT 55/10). This report approved the award of a further tranche of lifeline funding to COPE for the six-month period of October to March 2011 inclusive. This funding ensured COPE would have sufficient funds to continue to the end of the current financial year.
- 4.8 The Council's Community Care Service, Economic Development Unit (EDU) and Shetland Charitable Trust 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.

5.0 Present Position

- 5.1 COPE appointed an Interim General Manager during the summer of 2010 and has recently recruited three new Board members. This should assist with the delivery of its Strategic Plan objectives over the next three years.
- 5.2 During the past year officers in the Council's Education and Social Care Department have met to review COPE's current situation and have been in regular dialogue with colleagues in Shetland Charitable Trust to consider future funding arrangements.
- 5.3 Progress with the new funding model has been linked to the Council and the Charitable Trust's budgetary processes for 2011/12. Now that both organisations have set their respective budgets for the next financial year, officers have been able to finalise their proposals for the new funding mechanism for funding for COPE in 2011/12. Funding for future years and in the longer term remains uncertain given the poor projections for public sector finance over the next 15 years.
- 5.4 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.
- 5.5 Members should note that COPE has advised the Council and Charitable Trust that they would benefit from additional office space for 2-3 members of staff. Currently their office space is also used by staff for breaks, which is far from ideal. Accommodation options continue to be explored. Voluntary Action Shetland has been made

aware that COPE would be interested in space at Market House, should any office space become available in the future.

- 5.6 COPE advised that its existing ICT and telephony provision is not fit for purpose. COPE used the Council's ICT Service to carry out an audit of their existing provision and following a review of current equipment and service needs COPE have been advised that their current IT equipment and phone provision are inadequate and in need of replacement. The capital cost of upgrading COPE's ICT and Telephony equipment is not included in the proposed funding mechanism below.
- 5.7 The proposed new funding mechanism as described in Section 6 has been shared and discussed with representatives of COPE. COPE have recently confirmed that it is happy with the proposals and have indicated that it is willing to enter into the new funding arrangement with the Council / Charitable Trust. The new funding mechanism will be underpinned by the approved Community Health and Care Partnership Commissioning Strategy (Min Ref: SC 04/09).

6.0 Proposals

- 6.1 It is proposed that COPE's new funding mechanism be closely linked to participant's individual care plans to ensure that all personal care and support needs are met in the workplace.
- 6.2 These proposals relate to adults with additional support needs who are on work experience placements who would otherwise be eligible for day care. They do not apply to young people on work experience placements organised by their school, nor do they apply to people with disabilities who hold down paid employment with COPE or to people placed at COPE by the Department of Work and Pensions' Workstep Scheme or other departments' schemes.
- 6.3 It is proposed that the new funding mechanism supports changes to the way in which COPE allocates hours and placements to participants. At present COPE are operating near capacity and have clients that vary from receiving up to 35 hours per week support all year round, down to clients who are supported for an hour or two for a few weeks. This may be as a result of the individual participant's level of disability and the enterprise where that participant is placed. However it has been identified that there is little evidence of throughput at COPE, for example some participants may be capable of moving on to employment elsewhere. With the number of people with learning and/or physical disabilities expected to double over the next ten years, the preferred model from the Council's point of view in commissioning the service would be for placements at COPE to be time-limited with an agreed Personal Development Plan that identifies individual goals for moving on to other employment opportunities, training or similar. This approach is now used successfully by Moving On in conjunction with the Eric Gray Resource Centre when providing local supported employment opportunities for other people with additional support needs. If this

model were adopted by COPE, then it would lead to better long-term outcomes for more people with disabilities.

- 6.4 It is proposed to introduce a new three-tier grouping of participants linked to their individual service needs. Each group type will have an hourly subsidy rate that will in turn be used to calculate the actual amount of funding due to COPE based on actual hours when a service was delivered. The proposed hourly rates will be related to the cost of supporting clients in the Council's Eric Gray Resource Centre (EGRC). Placements would be made on the basis of each individual's assessed needs and future plans agreed through Shetland's single shared assessment process, With You For You, which uses national eligibility criteria to determine priority levels. The groups and rates proposed are listed in the table below.

Participant Group Type	Proposed Funding Level
Low needs	One third of EGRC daily rate - £23 per day or £11.50 per session
Moderate needs	Two thirds of EGRC daily rate – £46 per hour or £23 per session
Substantial or critical needs	Same daily rate as EGRC – £70 per day or £35 per session

- 6.5 It is proposed that the service specification would be for 50 x 3 hour sessions per week i.e. 2 sessions per day, 5 days per week for 5 places at a time. Funding would be on the basis of 15 sessions for participants with substantial needs, 15 for moderate needs and 20 for low needs. At the rates set out above, this would give a total of approximately £114,000.
- 6.6 This leaves a shortfall in funding of £288,000. COPE has been advised to approach Shetland Charitable Trust, who will be meeting on 24 March 2011, to meet the shortfall.
- 6.7 It is proposed that the new funding mechanism and working arrangements at COPE are phased in gradually during financial year 2011/12. The proposals above present a significant change to the way staff work and how participants are currently supported and it is deemed appropriate to allow a reasonable period of time and flexibility for COPE to implement the new arrangements and liaise with participants, families and other stakeholders.
- 6.8 It is proposed to put a one-year Service Level Agreement (SLA) in place in order to ensure continuity for people with disabilities currently supported by COPE. Members will be advised of progress with the new arrangements in the annual service performance reports.
- 6.9 It is proposed that delegated authority is approved for the Head of Community Care, or her nominee, to develop a new SLA and service specification based on the proposals as detailed in paragraphs 6.1 to 6.8 above. It is anticipated that the new SLA would be in place from 1st April 2011.

- 6.10 Details of the commissioned service will be published on the Council website and arrangements for future years would be subject to the processes set out in the CHCP Commissioning Strategy.

7.0 Financial Implications

- 7.1 The Community Care Service's budget for commissioned services (code GRA00191701) for financial year 2011/12 has insufficient funds to allocate a sum of £114,000 to COPE Ltd for the purposes as described in this report. However, there are funds available in the Community Care's budget for commissioned services (code GRA0019 2402) and it is proposed that a virement for £25,016 be made between the budget codes to meet the request from COPE. This is an increase of almost £62,000 on the amount in the current SLA between the Council's Community Care Service and COPE, which is provided to support up to eight people with substantial levels of need. Some of whom only attend for one or two sessions currently.
- 7.2 Members should note that Shetland Charitable Trust approved their budgets for 2011/12 on a stand still basis. This leaves a shortfall of £288,000 in funding for COPE in 2011/2012, compared with the funding levels for 2010/2011, and it is recommended that Shetland Charitable Trust be approached for funding to meet this shortfall.
- 7.3 It may be possible for COPE to attract funding from external sources to support their activities in 2011/12 as they are moving to new ways of working, however, this is uncertain in the current financial climate and likely to be short term if successful.

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 The proposals in this report are within existing policy on Community Care and budget provision is made in the budgets for 2011/12 approved by the Council on 10 February 2011 (Min Ref SIC 05/11).

9.0 Conclusion

- 9.1 COPE urgently needs to secure core funding to provide stability and allow service delivery to be maintained at current levels as lifeline funding from Shetland Charitable Trust expires on 31 March 2011.
- 9.2 The changes proposed in Section 6 will introduce a change in emphasis as to how services are commissioned from COPE Ltd by the Council. However 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. COPE have

indicated their willingness to adapt and re-shape service provision going forward.

- 9.3 The Council's Community Care Service and Shetland Charitable Trust are the two most appropriate sources to provide ongoing revenue funding to COPE. If Members approve this report and Shetland Charitable Trust agrees to fund the shortfall in funding at its next meeting later this month, then the future of COPE should be resolved. However, the Council will continue to support and encourage COPE to explore alternative funding sources as and when they arise.

10.0 Recommendation

I recommend that Members approve the proposals as set out in Section 6 of this report.

CF/MJD/EW/AN
10 March 2011

Report No: SC-06-11-F



REPORT

To: Services Committee

10 March 2011

**From: Community Work Manager
Community Work Service
Education and Social Care Department**

**Service Manager – Environmental Health
Environment and Building Services
Infrastructure Services Department**

Participatory Budgeting project

1 Introduction

- 1.1 Shetland Islands Council submitted a successful bid to the Scottish Government to participate in the pilot of Participatory Budgeting in Scotland. This report reviews the use of PB to date, and proposes a programme for the future use of PB in Shetland.

2 Link to Council Priorities and Risk

- 2.1 This project assists the Council to deliver on SOA strengthening communities' outcomes by helping local communities to flourish, becoming stronger, safer places to live, offering improved opportunities for a better quality of life.
- 2.2 PB also addresses the Council's commitment in the Corporate Plan to recognise each person's strengths, and build on these to give them greater capacity, increased confidence and encourage responsible citizenship.
- 2.3 Good quality community engagement is key to Participatory Budgeting. By developing PB in Shetland, the Council will be assisting in the delivery of the Corporate Improvement Plan's Community Engagement project
- 2.4 While there are no direct risks associated with this report, this project is being monitored and evaluated by the Scottish Government; therefore a poorly executed project could present some reputational risks.

3 Background

- 3.1 Participatory Budgeting (PB) directly involves local people in making decisions about the spending priorities for a defined public budget. The Council was awarded £10,000 match funding from the Scottish Government in February 2010, to enable a Participatory Budgeting pilot project to be implemented in the North Staney Hill area of Lerwick. In this pilot the residents of North Staney Hill were given the opportunity to decide how a pot of money should be spent to best meet the needs of the local community.
- 3.2 This funding pot was increased from £20,000 to £40,000 following a successful bid for LEADER funding. The original £10,000, sourced from the Council's Antisocial Behaviour budget therefore levered in £30,000 of external funding into the community.
- 3.3 Community Work and Environmental Health have and continue to provide the support and guidance to enable North Staney Hill Community Association to lead on this project. This has contributed to the development of skills and capacity within the Association, which can be transferred to other aspects of the organisations ongoing work.
- 3.4 The PB pilot, renamed "Wir Community, Wir Choice", has provided an opportunity for residents to have their say on what needs to be improved in their community and for the Association, the Council, community groups and other agencies to better understand the needs of the community.
- 3.5 An extensive consultation process was undertaken, including questionnaires to every household, workshops with primary and secondary pupils, public meetings and open days in the Hall. The community participated enthusiastically in this process, highlighting a range of issues and ideas on how to develop and improve the community.
- 3.6 Significantly, consultation feedback highlighted how positive residents feel about their community, and how they share concerns on a fairly consistent set of issues. These issues were translated into a set of Community Priorities to reflect the community's expressed need to help local people, improve the local environment, and develop activities, which bring people of all ages and backgrounds together. Organisations were then invited to develop projects which would deliver on one or more of these local priorities, and submit a bid for "Wir Community, Wir Choice" funding. A total of 14 funding bids were submitted.
- 3.7 On 25th September 2010, around 90 people from the North Staney Hill community came together to vote on which projects should

receive a share of the £40,000 funding pot. Each organisation gave a short presentation on how their project would meet identified community needs / priorities. 71 members of the community then voted individually for their preferred projects, with those receiving most votes, receiving funding.

- 3.8 Feedback collected on the day showed that residents enjoyed the event, and believed that they had been given a real opportunity to make choices to change their community for the better. More than half of participants agreed that “this is a good way to get people involved in my area” and that “this opportunity is good for my neighbourhood”.
- 3.9 Projects which received funding included the delivery of a weekly drop-in cafe in the hall which will provide support to substance misusers and vulnerable adults; the creation of a community garden which will involve members of the local community working alongside the Moving On project; upgrading the Hall’s technology to enable a wider range of activities to be delivered for the community; and a community planting scheme which will involve the community coming forward to the Association with bids to plant up communal green spaces throughout the area.
- 3.10 The voting process was undertaken by residents with great care, consideration and a sense of responsibility. Top votes were awarded to the projects that will have a lasting impact in the community; projects that involve ongoing participation from residents, projects that bring the community together, and projects that provide support to some of the most challenging residents in the community.
- 3.11 While funded projects are only now getting underway in the community, evaluation of this pilot to date has shown that the PB is effective for the following reasons:
- The community consultation has enabled the Community Association, the Council and a range of other organisations to better understand the needs of residents in the area;
 - Local people have been involved in directly setting the local priorities for the area;
 - It has demonstrated a different way for the Council and other agencies to work with residents, which gives local people a real choice about what happens in their community;
 - The Community Association are now able to deliver projects that would not have progressed otherwise;
 - The community have identified their own needs and issues, and are also involved in developing and delivering solutions

- rather than asking the Council to deliver additional or new services;

- The Community Association now has a clear remit from the community and are working through an action plan to meet community needs;
- The Community Association has increased confidence, skills and capacity as individuals and as an organisation;
- There has been improved communication between a range of services and the Association, in negotiating and planning solutions to identified needs;
- The Pilot has attracted positive press and interest from other communities within Shetland;
- The Pilot has highlighted what's good about the community, and created a positive image in an area which has suffered stigma in the past;
- The attendance at the Voting Day exceeded expectations and that of all previous local public meetings;
- There was a wide range of attendees at the Voting Day including residents who do not normally attend events or public meetings in the area, and residents from traditionally excluded groups;
- Many of the negative assumptions held by services about the area have been broken down;
- Elected Members who attended the voting day were able to engage positively with the community and sit alongside residents engaging in a democratic process;
- The funding process was streamlined and clear to those applying – with clear and transparent links to the needs identified by the community.
- There has been a 20% reduction in the number of calls to the Police (and requiring a Police response) during the same six-month period from within the area before and after PB was introduced.

3.12 While the PB funded projects will deliver on a range of the community needs identified, the Local Service Delivery Group for the area is also working closely with the North Staney Hill Community Association, to find solutions to address other outstanding issues.

3.13 The PB process is time and resource intensive but it is anticipated that as expertise grows in the community the reliance on Council Officers should reduce. The PB process does not create an expectation that the Council will act to resolve issues identified by the community, but facilitates a process whereby the community can act for itself to meet its own needs.

3.14 Best practice in PB suggests that it should be a cyclical process whereby a project is completed and then repeated, in order to

build on and develop the work. Experience would suggest that it is the process of engagement with the community and the choices given that are important, not necessarily the size of the budget.

4 Proposals

- 4.1 A follow up smaller scale PB project be delivered in the North Staney Hill area, with £5,000 made available from the Council's Antisocial Behaviour budget 2010/11.
- 4.2 That existing knowledge and skills of PB be used to roll out a further project in the Sound area of Lerwick (communities to the south of Tesco roundabout), with a total of £12,500 made available from the Council's Antisocial Behaviour budget; £5,000 in 2010/11 and £7,500 in 2011/12, with attempts made to bolster this budget with match funding from external sources.
- 4.3 That this process is used to develop a better shared understanding of the needs of the communities within the Sound area.
- 4.4 That this PB process is grounded in the community, led by the community with support from the Council.
- 4.5 That support is given to Youth Services to deliver a PB project involving young people across Shetland, with £2,500 made available from the Council's Community Planning budget 2011/12.
- 4.6 That as many people as possible are involved in the roll out of PB in order to build and develop the knowledge, skills and capacity of Officers and community members.

5 Financial Implications

- 5.1 There are no new or additional financial implications contained within this report.
- 5.2 A budget of £20,000 can be found from within existing resources (Antisocial Behaviour Budget and Community Planning budget) to deliver the proposals contained in this report. The Service Manager, Environmental Health and Policy Manager, Policy Unit have delegated authority to allocate these funds.
- 5.3 The Council's Antisocial Behaviour budget has provision to fund diversionary activities that build community cohesion. The Council's Community Planning budget has provision to fund activities, which strengthen the community planning process in Shetland. The PB process is shown to strengthen communities, build capacity, community cohesion, and help to build positive

relationships between communities and services. This process also contributes to the development of a more comprehensive and shared understanding of community needs.

- 5.4 Further efforts will again be made to bolster this budget by leveraging in additional / match funding from external sources.

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 on the matters within approved policy and for which there is a budget.

7 Conclusions

- 7.1 The PB process provides a powerful way of engaging with local people, of finding local solutions to local issues, and building stronger communities. It has the potential to reduce the draw on resources as communities' build their skills and capacity, and become more resourceful. By using the skills and resources within a community, PB can help deliver on a variety of local needs reducing dependency on Council resources.
- 7.2 PB can empower communities and provides an opportunity to develop a greater awareness of the difficulties of making decisions on competing priorities. With raised awareness of the difficulties the Council faces in balancing demands on its budget, so it may be possible to raise the stakes and involve the community in decision making on its broader priority setting and spending.

8 Recommendations

- 8.1 I recommend that the Services Committee:
- 8.1.1 Approve the proposal to roll out PB as a mechanism for engaging with communities – starting with a follow up project in the North Staney Hill area of Lerwick, and a new project in the Sound area of Lerwick.
- 8.1.2 Note that follow up report(s) will be presented to Services Committee for information.

March 2011
Our Ref: BC/AJ

Report Number: CD-04-11



REPORT

To: Services Committee

10 March 2011

From: Sport and Leisure Services Manager

PROPOSED NEW CAPITAL GRANT AID SCHEME FOR COMMUNITY FACILITIES IN SHETLAND IN PARTNERHIP WITH COMMUNITY ENERGY SCOTLAND COMMUNITY ENERGY EFFICIENCY PROGRAMME (C.E.E.P.)

1. Introduction

- 1.1 The purpose of this report is to seek Members approval for the creation of a 2-year pilot project for a new capital grant aid scheme for community facilities in Shetland. The Community Energy Efficiency Programme (C.E.E.P) would provide a 2-stage grant application process for community groups to obtain specialist advice on energy conservation measure at stage 1, and then be able to apply for capital grant assistance towards the measures identified for the facility at stage 2.
- 1.2 If approved, this scheme will be 50% part funded through EU LEADER Funding and 50% part funded by Shetland Islands Council, with Community Energy Scotland contributing support and advice in kind.
- 1.3 The main aim of this scheme would be to target community facilities that are managed by volunteers to become more sustainable through more efficient use of energy.
- 1.4 The Executive Director of Education and Social Care is seeking approval to operate the C.E.E.P under delegated authority over a two-year period i.e. 2011-12 and 2012-13; and for agreement to commit up to £200,000 as match funding for this scheme from the Capital Grants to Voluntary Organisations – General budget over these two financial years i.e. £100,000 in 2011-12 and £100,000 in 2012-13 (subject to approval of funding through the capital programme).

2. Links to the Corporate Plan

- 2.1 The recommendations in this report will assist the Council to meeting its corporate objectives for “Maintaining a Sustainable Economy” and “Maintaining a Sustainable Society”. This C.E.E.P will create employment opportunities during the life of projects and support communities to be “Greener” and more sustainable in the future. It will also support local groups to realise their potential and provide a higher quality of service and facilities to their communities.

3. Risk Management

- 3.1 There are no major risks associated with the recommendations in this report for the Council.

4. Background

- 4.1 Many community facilities throughout Shetland are struggling to meet their energy costs and are becoming less sustainable. This is due to the increased costs of energy supplies and a reduction in income from less usage by local groups, often due to the inadequate heating. Shetland Islands Council has identified this issue as a major concern with many community facilities having to spend up to 30% of their annual expenditure on energy costs. In 2009 the Shetland Halls Association sent out a questionnaire to a wide selection of community buildings in Shetland. From the 17 responses it was found that the average energy bill for a community group was £2,291 but this average covers a wide range from £200 to £15,000. There are presently over 100 community buildings in Shetland managed by voluntary management committees. The community buildings are a wide range of ages; construction types, usage patterns and some have already undertaken work to improve their energy efficiency.

5. Present Position

- 5.1 In order to assist groups that manage community facilities throughout Shetland, a new two-stage pilot grant aid and support scheme C.E.E.P is being proposed. A copy of the C.E.E.P Guidelines can be seen in Appendix A to this report.
- 5.2 In the first instance Officers from Community Energy Scotland and Shetland Islands Council would provide support to ensure groups are eligible for assistance, provide information on steps to reduce energy bills such as energy tariffs and provide initial independent advice on energy efficiency measures and renewable energy technology available. Following on from the initial contact where specific projects had been identified, grant assistance would be available for groups to receive further more specific information such as a detailed building survey or engineers report. The level of grant assistance available through stage 1 would be up to 90% funding up to a maximum of £2,000.
- 5.3 At Stage two of the C.E.E.P groups would be able to apply for further capital grant assistance to undertake the works identified at stage 1. For example if the building survey has identified lighting and insulation as the key aspects to tackle, assistance would be given to get quotes, complete grant applications and where necessary signpost match funding which could be drawn in. In addition where several groups are looking to develop similar projects it may be possible to group them together to enable economies of scale. The level of funding available through stage 2 would be up to 75% up to a maximum of £40,000.
- 5.4 Examples of measures which could be covered by the grant include additional insulation, innovative lighting solutions, de-stratification fans,

thermal blinds, dropped ceilings, programme timers for electric heating units, the introduction of “smart technology” for buildings or the provision of remote energy surveillance systems. Grants may also be able to cover renewable energy technology but the greatest emphasis will be given to reducing energy losses.

- 5.5 Rationale behind scheme - Shetland Islands Council are promoting the better use of current community facilities as opposed to a “demolish and build new” programme. This ethos is reinforced by Community Energy Scotland who have found that historically carefully focused support has led to much greater utilisation of existing facilities with increased sustainability of buildings and community groups alike. As public funding for community groups becomes scarcer there is a responsibility to support communities to become smarter in their outlook. In addition as community groups spend a high proportion of their expenditure on energy bills this cost can prevent, limit, and sometimes de-motivate local community groups to raise funds for ongoing building improvements, and to raise funding for the provision of services, activities and events. In this negative spiral of excessive energy costs, the community facility is used less and less as user groups find it difficult to tolerate the cold, leading to fewer bookings and less income for the facility. The partnership working on this scheme hopes that this new initiative will assist to reverse that trend.
- 5.6 Project management - Shetland Islands Council and Community Energy Scotland both have a proven track record in this area. Shetland Islands Council has experience over a number of decades of working with communities and managing grant aid schemes. Community Energy Scotland have been working closely with community groups to develop renewable energy and energy efficiency projects since 2002 and are currently assisting over 600 community projects across Scotland, ranging from improving insulation in community halls through to community owned revenue generating projects installing large wind turbines. Community Energy Scotland are recognised as the key organisation in Scotland working with communities to help them develop their own energy and energy efficiency projects. At present Community Energy Scotland have assisted over 60 community groups and are currently delivering over £1.75m in support funding in Shetland.
- 5.7 Benefits – It is believed that this new scheme targeted at energy efficiency measures and behavioural change could have the following benefits:
- Improve the sustainability of groups;
 - Allow groups to make the most efficient use of energy;
 - Reduction in carbon emissions;
 - Makes community facilities more comfortable for users, thus leading to increased usage and earned income;
 - Revitalising local communities through increased use of facilities and better social cohesion, quality of life;
 - Improves the fabric of existing facilities and reduces ongoing maintenance costs;
 - Reduces grant aid dependency from public bodies to carry out such repairs and upgrades in the future;

- Increases life expectancy of community buildings and their contents;
- Reduces ongoing maintenance costs;
- Reduces energy demand for dehumidifiers;
- Awareness raising within the community of the benefits of energy efficiency measures, renewable energy technology and behavioural change.
- Empowers community group to take on other projects, which will benefit the local community.

5.8 Objectives - Projects supported by this new scheme would be expected to meet at least three of the five following objectives;

- To reduce their proportion of expenditure on energy bills
- To reduce carbon emissions
- To increase usage through warmer and more attractive facilities
- To increase income
- To improve the user experience

5.9 In order to provide the match funding for the C.E.E.P a Stage 1 LEADER Programme application has been approved, and the Shetland Local Action Group will consider a Stage 2 application at their meeting today i.e. 10th March 2011.

6. Duplication of Effort

6.1 Discussions have been held with a wide range of local and national agencies and organisations represented in Shetland to ensure there is no duplication of effort in relation to funding opportunities to community groups with capital assets. The following is a summary of findings;

- ***Energy Saving Trust***
Can give advice to community groups on energy saving measures but main focus is on householders and business. No Grant Aid programmes are available from Energy Saving Trust to community groups with capital assets
- ***Carbon Reduction Shetland***
Gives advice to community groups, individuals and business. Offers free energy saving bulbs and loans of energy metres. No Grant Aid programmes are available from Carbon Reduction Shetland to community groups with capital assets.
- ***Shetland Heatwise***
Can and will act as a contractor supplying services such as insulating and draught proofing for example. No Grant Aid programmes are available from Shetland Heatwise to community groups with capital assets.
- ***Shetland Islands Council Energy Unit***
Focus on Council properties and tenants. Undertakes assistance to those in fuel poverty. No Grant Aid programmes are available from Shetland Islands Council Energy Unit to community groups with capital assets.

- ***Powerdown***
A small number of Powerdown Officers operate in certain communities throughout Shetland. Powerdown officers can give advice to community groups but no specific Grant Aid programme is available to undertake projects.
- ***Shetland Business Energy Efficiency Scheme – SIC EDU***
Offers financial support to business and social enterprise to undertake energy efficient measures. Community groups with capital assets are not eligible for assistance
- ***National Lottery – various funding streams***
Advice received from The National Lottery indicates that financial assistance in this area to community groups through “Growing Community Assets” is “unlikely”. Financial assistance through “Awards for All” may be successful although there is a cap of £10,000. Applicants will need to make a strong case and the project will need to meet at least one of the “Awards for All” outcomes.
- ***Community Energy Scotland***
Community Energy Scotland provides support to community groups ‘to build confidence, resilience and wealth at community level in Scotland through sustainable energy development’.

7. Evidence of Need

- 7.1 At present, Community Energy Scotland is supporting 25 pipeline community groups that would be eligible for assistance under this scheme. A further 60 groups are already engaged with Community Energy Scotland and other new applicants are likely to respond keenly to the launch of a new fund. In 2009 Shetland Halls Association and Shetland Heritage Association held an event ‘Towards a Greener Future’. At this event there was a large and diverse attendance and feedback highlighted the interest from community groups in renewable energy and energy efficiency measures.
- 7.2 Over the life of this project it is anticipated that at least 30 projects would be supported by this scheme, although it is possible that the number could be higher depending on the size of each project.

The potential type of community facilities that could supported is shown below:

Youth Centres
Boating clubs/waterfront trusts
Golf Clubs
Community Halls
Heritage Centres
Youth Hostels
Changing Facilities
Plus many others

8. Proposals

8.1 It is proposed that Members agree:

8.1.1 to the establishment of the 2-year pilot project - C.E.E.P Grant Aid Scheme;

8.1.2 the scheme guidelines, which are attached as appendix A to this report.

8.1.3 to the provision of a budget of up to £100,000 in financial years 2011-12 and 2012-13 to match the funding being requested from the EU LEADER programme i.e. £200,000 in total.

8.1.4 that a follow up report at the end of the pilot, should be prepared to assess the impact of the scheme, based on a formal evaluation of the objectives set out at paragraph 5.8.

8.1.5 that delegated authority be approved to the Executive Director Of Education and Social Care, or her nominee to approve applications within the guidelines of this scheme.

9. Financial Implications

9.1 On 8th December 2010 the Council agreed a 5-year capital programme, including a provision of £300,000 in each of the next 5 financial years i.e. 2011-12 to 2015-16 for the Capital Grants to Voluntary Organisations – General Scheme. This budget is used to support a variety of capital projects across Shetland and provides grant assistance towards the feasibility, design and capital elements of a project.

9.2 Officers are of the opinion that a sum of £100,000 could be reduced from this budget in each of the next two financial years, without adversely affecting to many projects. In addition, if the LEADER funding is approved then the Council contribution towards this new scheme would be doubled thus ensuring that more projects could be funded.

9.3 However, Members will be aware that it was agreed by the Council on 10th February 2011 that a sum of up to £5.2m should be removed from the capital programme to meet the overall savings figure required for the Council in 2011-12. Therefore, although no decisions have been made as to where these saving will come from, Members should be aware that this grant aid budget, as an area of discretionary spending, could be a potential source for the required savings. The recommendations in this Report are therefore subject to the approval of the overall Capital Programme, later in the year.

9.4 The C.E.E.P can be viewed as a “spend to save” initiative as the investment in community facilities through this scheme, will increase the life expectancy of facilities funded and reduce their ongoing maintenance and energy costs. It will also enhance the overall sustainability of the facilities through increased usage and income.

Therefore, this will potentially reduce the size and frequency of funding requests for capital and revenue grant assistance from the Council in the future.

10. Policy and Delegated Authority

- 10.1 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 establish a new grant aid scheme then a decision of the Council is required.

11. Conclusion

- 11.1 Shetland Islands Council and Community Energy Scotland are extremely well placed to host and deliver a meaningful energy reduction scheme aimed at community groups with capital assets.
- 11.2 A focused approach has been developed with an innovative scheme to work closely with groups to find their specific requirements rather than a one size fits all approach. The joint approach to the delivery of the project will bring out the strengths of Shetland Islands Council, Community Energy Scotland and the group being assisted; and will ensure that groups develop feasible and manageable projects which will deliver lasting results. These projects should also result in wider benefits to the community through making facilities more sustainable and inviting to use.
- 11.3 Therefore, support for this scheme will accommodate a wide range of benefits for communities across Shetland and provide an opportunity for the Council and Community Energy Scotland to attract an additional £200,000 of extra funding into Shetland.



10. Recommendation

- 10.1 I recommend that the Services Committee recommend that the Council adopt the proposals in Section 8 of this report.

March 2011
Our Ref: NWW/MD/

Report No: CD-03-11-F

Appendix A

 Community Energy Scotland Cumhachd Coimhearsnachd na h-Alba	Shetland Islands Council Education and Social Care Department Grants Unit	
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Community Energy Efficiency Programme (C.E.E.P.) Grant Application Guidelines

This is a two stage grant aid scheme designed to support community groups that own, manage and maintain facilities to become more energy efficient and make a lasting difference in the community.

This two stage grant scheme supports community organisations to deliver services, activities and initiatives in relation to Sport; Art; Environment; Heritage; Culture; Learning; Health; Social; and other community activities.

We hope this scheme makes a **real difference to the quality of life** for people living in Shetland.

1. What our grants are for -

This grant scheme will support projects and groups:

- to reduce the proportion of their expenditure on energy bills
- to reduce carbon emissions from their facilities
- to increase usage through warmer and more attractive facilities
- to increase their income
- to improve the user experience of their facilities

2. We expect all funded projects to demonstrate that –

- it meets a community need
- it represents value for money
- it is well planned
- there are long term benefits
- it makes a difference to the community
- the project expenditure can be accounted for
- it is delivering energy efficiency improvements

3. Who can apply?

Your organisation can apply for funding from the Community Energy Efficiency Programme if: –

- ☐ you are based in Shetland
- ☐ you are a non-profit making organisation
- ☐ you have an open constitution or set of rules which clearly defines your organisation's aims, objectives and procedures
- ☐ you have a bank or building society account in the name of your organisation which requires at least 2 signatures on each cheque or withdrawal
- ☐ you can enclose your most recent annual accounts which have been certified as true by a person independent of your organisation
- ☐ you spend the grant within a year

4. Who cannot apply?

- ☐ Public bodies
- ☐ Organisations in receipt of annual core funding from either Shetland Charitable Trust and/or Shetland Islands Council for services purchased
- ☐ Companies which aim to make a profit
- ☐ School organisations and school projects
- ☐ Individuals
- ☐ Organisations outwith Shetland

5. Constitutions

A constitution should include:-

- ☐ an organisation's name, aims and objectives
- ☐ details of how it achieves those objectives
- ☐ details of how its committee is elected or appointed
- ☐ details of how people can join the organisation
- ☐ details of what will happen to the assets of the organisation if it closes
- ☐ the date when the constitution was adopted and signed on behalf of the organisation

If you need help drawing up a constitution or changing your existing constitution staff can assist with this. See contact details below.

6. How do you apply / making an application

It is a requirement of this scheme that all applications for grant assistance are submitted ***in advance*** of your project commencing.

Application forms will be sent out to you **within two working days** of requesting a form but you may also collect an application pack from your local Community Office.

You should contact staff **at the earliest opportunity** to discuss your organisation's project eligibility and to get assistance with completing the application form.

7. What you can apply for?

We will consider funding: –

- ☐ insulation improvements
- ☐ draught proofing measures
- ☐ innovative lighting solutions
- ☐ de-stratification fans
- ☐ introduction of smart technology
- ☐ provision of remote energy surveillance systems
- ☐ provision of thermal blinds
- ☐ installation of dropped ceilings
- ☐ provision of programmed timers for electric heating units
- ☐ professional fees and other specialist services
- ☐ statutory consents
- ☐ non recoverable VAT
- ☐ other energy efficiency measures

This grant aid scheme may also consider the installation of renewal energy technology such as wind turbines, solar power, ground source heat pumps, air source heat pumps etc.

We will not fund: –

- ❑ general running costs that sustain current activity
- ❑ items that only benefit an individual e.g. prizes, personal clothing, strips and personal equipment
- ❑ loan or endowment payments
- ❑ projects with no long-term sustainability
- ❑ second hand vehicles and second hand equipment (unless valued or certified by an independent/qualified assessor)
- ❑ projects/activities that have already taken place
- ❑ business or commercial ventures
- ❑ fundraising expenses
- ❑ schools projects. Such projects may be eligible for funding from the SIC's Education Service.

8. How much can you apply for?

The Community Energy Efficiency Programme has **two stages** of grant assistance, which are as follows:

- **Stage 1** – groups can apply for up to 90% of eligible costs up to a maximum of £2,000. This will enable community groups to employ specialist advice on energy reduction measures that could be introduced into their facilities in order to reduce carbon emissions, create savings on energy costs and increase usage levels.
- **Stage 2** – groups can apply for up to 75% of eligible costs up to a maximum of £40,000. This will enable community groups to carry out improvements and works to their facilities in order to reduce carbon emissions, create savings on energy costs and increase usage levels.

Eligible groups may apply for a Stage 1 and Stage 2 grant, depending on the nature of its specific project.

9. Application process

In the first instance you are encouraged to contact a Shetland Islands Council Community Worker and/or Community Energy Scotland's Development Worker to arrange a meeting with your Committee to discuss your proposed project.

If your group and potential project is eligible for consideration under the Community Energy Efficiency Programme, you will be encouraged to complete the appropriate Application Form. Assistance to complete application forms may be offered from the Community Energy Scotland Development Worker or Shetland Islands Council Community Worker.

Once you have completed your grant application in full, attached all the necessary documents and worked through the application checklist, please send the application form and enclosures to your local Community Office for the attention of your Community Worker.

Please note for Shetland-Wide organisations, with the exception of sports organisations, you should return your applications to the Lerwick, Bressay and Gulberwick Office.

- ❑ On receipt of your application we will check if it is complete and ensure all the necessary information has been enclosed.
- ❑ We will acknowledge receipt of your application **within 5 working days** or return your application if not complete, and will let you know what else you need to do.
- ❑ Your completed application will be jointly assessed by officers of Shetland Islands Council and Community Energy Scotland.
- ❑ You will be informed of the decision in writing **in no more than 6 weeks** of receiving the completed application.
- ❑ Successful applications will be issued with a grant offer letter and acceptance docquet.
- ❑ Once your organisation has accepted the terms and conditions of the grant and returned the acceptance letter 50% of the total grant award will be paid into your organisation's bank account.

The remainder of grant assistance shall be released on receipt of grant claim forms and paid project expenditure.

- You must comply with the scheme's grant conditions and may only use the grant for the purpose as set out in your application form.
- You will be required to complete a project evaluation form and submit a certification of expenditure form together with details of all relevant expenditure within **12 months** of the grant offer.

10. If your grant application is unsuccessful

We will tell you the main reasons why in a letter **within 6 weeks** of receiving the completed application. You may also find it useful to contact your local Community Worker or Community Energy Scotland Development Worker as appropriate for advice and further assistance.

Following receipt of the explanation you may wish you to revise your application and resubmit it or appeal the original decision.

11. Data Protection Act 1998 / Freedom of Information (Scotland) Act 2002

The Shetland Islands Council is registered as a Data Controller in terms of the Data Protection Act 1998. The information provided by you will be stored by the Council on a central electronic database and will be used in a number of ways by different departments of the Council when processing any funding applications made by your organisation.

The information will not be transferred out with the Council without your explicit consent. Please contact us if you have any queries about how your information will be used.

The Freedom of Information (Scotland) Act 2002 gives members of the public the right to request any information that we hold. The Council regularly releases information about grant awards and information regarding your application may be made available to the public. Any personal information provided will be processed in accordance with the Data Protection Act 1998.

12. Child Protection requirements

From 1 April 2008 any organisation seeking financial assistance from this grant aid scheme must comply with Child Protection requirements if they:

- 1. Organise activities for children and young people under the age of 18;**

Or

- 2. Arrange activities attended by children and young people under the age of 18, and have staff or volunteers engaged in a 'childcare' position as defined in the Protection of Children (Scotland) Act 2003 ***

If either of these conditions applies to your group, then you will need to ensure that you have in place **all** of the following: a Child Protection Policy and Child Protection Procedures; a Code of Conduct for staff and volunteers; an Equal Opportunities Policy.

Templates for these documents are available from the Education and Social Care Department or at www.shetland.gov.uk/childsafeshetland/Grantaidtemplate and must be approved and signed by committee members of your group. You must also carry out Enhanced Disclosure checks for any individuals working or volunteering in a 'childcare' position, to ensure that they are not on the Disqualified from Working with Children List. This is in order to comply with the Protection of Children (Scotland) Act 2003.

Staff or volunteers in a 'childcare' position include those 'whose normal duties include caring for, training, supervising or being in sole charge of children' and would cover, for example:

-

- Instructors or coaches who work with children (even with other adults present)
- Adults who accompany children on visits (even if their own children are part of the group)
- Adults who supervise other people's children who are 'sitting out' of activities

Even if your group does not fall within this list, it might still be subject to the requirements of the Act. If this is the case, you may wish to seek further advice from either the Central Registered Body for Scotland (CRBS), who process Disclosure checks for volunteers, on 01786 849777, or Disclosure Scotland on 0870 609 6006. Contact details for local support on this subject and more information are available on the ChildSafe Shetland website: www.shetland.gov.uk/childsafeshetland

13. Other considerations

- ❑ No applications can be considered for expenditure already incurred.
- ❑ All grant awards are subject to the scheme's approved grant conditions and availability of finance.
- ❑ Any grant assistance not spent within one year will be repaid to Shetland Islands Council unless it has agreed otherwise by the Council and Community Energy Scotland.
- ❑ All grant awards through this scheme must be acknowledged on all publicity and marketing material.
- ❑ Your organisation's contact details must be included in Shetland Islands Council's online Shetland Community Directory and you will be responsible for making any changes to your organisation's details as necessary. If you have not joined the Shetland Community Directory please contact your local Community Office for information, or look up the website at <http://content.shetland.gov.uk/communitydirectory>

14. Service pledges

The following service pledges apply to this grant aid scheme:

- ❑ the Grants Unit will provide **accurate information** about their grant aid schemes and application procedures.
- ❑ all grant application forms requested will be sent out **within 2 working days**.
- ❑ all grant application forms received will be acknowledged **within 5 working days**.
- ❑ all organisations receive a decision on completed grant application forms **within 6 weeks**.
- ❑ all organisations that have had grant applications rejected will receive a **written explanation** of why it was unsuccessful.
- ❑ All organisations that have had a rejected grant application advised in writing have the **right to appeal** against the decision.

15. Contact details

The following offices are available to give advice and guidance with your grant applications and project planning and should be consulted at the earliest opportunity **prior to completing a grant application**.

When your application form has been fully completed and all relevant information attached, it should be returned, **in the first instance, to your local Community Office**.

Grants Unit
Hayfield House
Hayfield Lane
Lerwick
ZE1 0QD
Tel. (01595) 743827 / 743828

Community Energy Scotland
Moars Park
Weisdale
Shetland
ZE2 9LN
Tel. (01595) 830206

Lerwick, Bressay & Gulberwick Office

Old Library Centre
Lower Hillhead
Lerwick
ZE1 0EL
Tel. (01595) 743880

North Mainland & Whalsay Office

4 Havragord
Brae
Shetland
ZE2 9SZ
Tel. (01595) 743969

West & Central Mainland Office

Scalloway Public Hall
Scalloway
Shetland
ZE1 0UJ
Tel. (01595) 745301

Sport and Leisure Services Manager

Hayfield House
Hayfield Lane
Lerwick
ZE1 0QD
Tel. (01595) 744046

North Isles Office

C/o Yell Leisure Centre
Mid Yell
Shetland
ZE2 9BN
Tel. (01595) 745715

South, Fair Isle & Skerries Office

C/o Sandwick Junior High School
Sandwick
Shetland
ZE2 9HH
Tel. (01595) 745364

Community Work Manager

Hayfield House
Hayfield Lane
Lerwick
ZE1 0QD
Tel. (01595) 744060

or email grants.unit@shetland.gov.uk

16. Sample Accounts

The following set of accounts is merely designed to act as a rough guide to help organisations when producing their annual financial statement. Please note the sample accounts detailed overleaf are not in a compulsory format and therefore the categories, dates and amounts below will vary depending on the nature of your organisation, or the activities or services your organisation delivers.

If your organisation is registered as a charity, you must ensure your annual accounts also comply with the requirements of the Office of the Scottish Charity Regulator (OSCR).

However, the text that is detailed in **BOLD CAPITAL LETTERS** is the standard information we require to see in your annual accounts and your organisation should include this information.

On completing your annual accounts, please note we require you to have them checked and certified by an independent individual – see help notes for further guidance. You may also wish to supply additional notes with the accounts statement where clarification of income and expenditure is required – e.g. miscellaneous items.

TIMBUCTOO YOUTH CLUB
ACCOUNTS FOR THE PERIOD 1 APRIL 2003 to 31 MARCH 2004.

OPENING BALANCE **£1,072.64 Cr.**

INCOME

Membership subscriptions	184.00
Entry fees	122.50
Fundraising	119.07
Tuck shop sales	161.38
Donations	10.00
DEVELOPMENT GRANT (EQUIPMENT)	300.00
SUPPORT GRANT	510.00
Bank Interest	<u>2.93</u>
TOTAL INCOME	£1,409.88

EXPENDITURE

Tuck shop purchase	135.64
Transport	117.50
Venue hire	500.00
Administration costs	68.21
Affiliation fees	50.00
Repairs and Maintenance	89.25
Arts and crafts (Consumable Equipment)	177.13
Cleaning Materials	19.05
DEVELOPMENT GRANT (EQUIPMENT)	400.00
Miscellaneous items	<u>44.16</u>
TOTAL EXPENDITURE	£1,600.94

PROFIT OR (LOSS) **(£191.06)**
CLOSING BALANCE (AS AT 31st MARCH 2004) **£881.58 Cr.**

ACCOUNTS PREPARED BY JOHN SMITH - TREASURER

SIGNED **DATE**

INDEPENDENT EXAMINER'S STATEMENT

**I CERTIFY THAT I HAVE EXAMINED THE PAPERS AND BOOKS PRESENTED TO ME BY
TIMBUCTOO YOUTH CLUB AND IN MY OPINION THE ABOVE ACCOUNTS IS A TRUE AND FAIR
RECORD OF THE RECEIPTS AND PAYMENTS.**

SIGNED **DATE.....**

PRINTED **DATE.....**

INDEPENDENT EXAMINER'S ADDRESS (PLEASE DETAIL):



REPORT

To: Services Committee

10 March 2011

From: Sport and Leisure Services Manager

REVIEW OF REVENUE GRANT AID SCHEMES TO GROUPS IN SHETLAND - PROPOSALS

1. Introduction

- 1.1 The purpose of this report is to present the finding of the recent review of the Education and Social Care Department's Revenue Grant Aid Schemes and seek Members approval for the proposals that have emerged from this review.

2. Links to the Corporate Plan

- 2.1 The proposals in this report link to the Corporate Plan by seeking to improve the Council's business and to make sure that the priorities outlined in the plan can be delivered in an efficient and sustainable way.

3. Risk Management

- 3.1 There are no major risks associated with the recommendations in this report for the Council. However, as Members will be aware the grant aid schemes are a discretionary service. Therefore, if more savings are required from the grant aid budgets in future years to meet further corporate savings targets, then a further review of the schemes will be required to make sure that the schemes are consistent with the budgets available at that time.

4. Background

- 4.1 At a meeting of the Services Committee on 17th June 2010, Members agreed that a review of the Education and Social Care Department's Revenue Grant Aid Schemes should be undertaken. Members also agreed to a number of key issues and high level questions that should be considered through the review. These questions and the survey results are shown in Appendix A to this report.

- 4.2 A description of the various grant aid schemes to be reviewed and their budgets for 2010 -11 can be seen in Appendix B to this report.
- 4.3 The total amount available for these schemes in 2010-11 from Shetland Islands Council and Shetland Charitable Trust is £409,041 i.e. SIC - £322,448 and SCT £86,593.
- 4.4 In 2009-10 the expenditure on these schemes was £421,718 (SIC - £335,171, SCT £86,547). A total of 194 grant applications were approved throughout the year, which along with local and external funding made a total contribution of £1,007,255 towards the local economy in Shetland.
- 4.5 In terms of governance, this report covers the totality of the review and consultation process undertaken. The recommendations only deal with the grant schemes operated by Shetland Islands Council. For the schemes, which are funded by the Shetland Charitable Trust and administered by the Council in partnership with the Trust, a separate report will be presented to the next Trustee meeting to seek the Trustees' approval for the changes.

5. Present Position

- 5.1 In order to commence this review an online questionnaire was prepared and circulated to community groups and individuals throughout Shetland in September 2010. The information gathered from the survey, which had 136 responses, was used to stimulate further discussion at two public consultation meetings that were held in November 2010. Although not having large attendances the consultation meetings were very productive and allowed attendees the opportunity to discuss the review in more detail. A copy of the survey results can be seen in Appendix A. In order to assist their presentation the main findings of the survey were summarised into main responses, which are shown along with the percentage of responses to each question.
- 5.2. Following the public meetings in November 2010, officers from the Council and Charitable Trust considered the finding of the questionnaires and public meetings and developed a set of proposals, which were presented to a further public meeting on 6th February 2011. Those present generally welcomed the proposals put forward and recognised that they were fair in the current financial climate and had generally reflected the views expressed throughout the consultation.
- 5.3. At this public meeting it was also explained that it was likely that the Council's contribution towards these grant aid schemes would decrease by £47,799 in 2011-12 in order to contribute towards the Council's overall savings for that year. Therefore, the proposals that have been developed through the review have been done with this in mind, and as Members will be aware these savings were agreed by the Council at their meeting on 10th February 2011.

- 5.4. The proposals that have been developed through this review specifically relate to the grant aid schemes below:

Development Grant Scheme
Support Grant Scheme
Support Grant Scheme for Youth Centres
Maintenance of Community Facilities Scheme
Ground Maintenance Scheme
Bridge End Outdoor Centre
Unst Youth Centre Trust

- 5.5 The other budget identified in Appendix B i.e. Grants to Voluntary Organisations – General has no detailed guidelines and is considered by Members on a project-by-project basis. All Playschemes are now funded through the Development Grant Scheme.

6. Proposals

- 6.1 As a result of the questionnaire and public meetings the following proposals have been agreed for consideration by Members.

- 6.1.1 Should financial support be made available for individuals as well as groups?

No – it is proposed that individuals should not be considered for grant assistance.

Reason - In line with the results of the questionnaire and consultation meetings it was concluded that individuals should be supported, but that this should be as a member of an organised group rather than as an individuals in their own right.

- 6.1.2 Should “means testing” i.e. An assessment of bank balances held by the applicant, be introduced for the new grant aid schemes?

Yes – It is proposed that community groups with bank balances in excess of £10,000 should be asked to confirm what the funds are for. Groups with significant funds that are not specified as restricted or designated funds may not be considered for grant assistance.

Reason – In line with questionnaire results and consultation meetings it was concluded that there should be an assessment of funds held by an organisation, but that this assessment should not act as a disincentive for groups that are fund raising for a specific purpose. Therefore, the figure of £10,000 was seen a reasonable figure for a community group to have as a general reserve. However, any group with bank balances higher than £10,000 would be asked to explain why they are holding these funds. If they are being held for a specific purpose e.g. a capital project etc then the group would still be eligible for grant assistance. If the group had no plans for the funding, then their application would be rejected, as it would be

concluded that they did not require the funding. The purpose stated for any surplus funds would be monitored over time to make sure that groups were using these funds for the projects intended.

- 6.1.3 Should future grant aid schemes continue to prioritise funding for groups that cater primarily or exclusively for children and young people under 18 years of age?

Yes – it is proposed that all grant aid schemes should continue to prioritise funding for groups that cater primarily or exclusively for children and young people under the age of 18 years.

Reason – The questionnaire and consultation meeting clearly stated that young people should be a priority for the grant aid schemes.

- 6.1.4 Should future grant aid schemes continue to provide higher levels of funding for umbrella bodies/associations that have an agreed development plan for their organisation?

Yes – it is proposed that Shetland wide groups and/or umbrella organisations that have an agreed Development Plan should be able to access higher levels of funding.

Reason – The questionnaire and consultation meetings concluded that it was appropriate to provide higher levels of funding for umbrella groups or associations with an agreed development plan. This was seen as an incentive to support groups who were proactive in planning their activities and looked ahead to the future.

- 6.1.5 Should future grant aid schemes consider higher levels of funding for groups that have amalgamated together? This might be on the basis that the member organisations would therefore not be able to apply for grant aid separately.

Yes – it is proposed that merged groups should be considered for grant aid and that a pilot scheme should be considered in 2011-12 to identify the merits and issues that arise from this proposal. It is further proposed that this pilot scheme be funded with the grant assistance that is being offered to Shetland Islands Council towards the creation of Community Sports Hubs.

Reason – There was general support for this idea but uncertainty as to how it would work in practice. Therefore, in order to consider this concept further it is proposed to undertake some pilot projects that could look at this issue in more detail. The basis of this concept is that by bringing groups together, they could share resources, reduce the number of office bearers required and create larger, more sustainable organisations. An example of this might be the establishment of a Community Sports Club in a particular area of Shetland, where there is currently a number of different clubs that are

supported by the same people, all performing different roles on the different committees. In order to support this idea in more detail Sportscotland are offering grant assistance of up to £22,958 to Shetland Islands Council to further develop the idea of Community Sports Hubs.

- 6.1.6 Should future grant aid schemes continue to support the running and maintenance costs of groups that manage and maintain community facilities?

Yes – it is proposed that community facilities should continue to be a priority for funding in all schemes and that Bridge End Outdoor Centre and Unst Youth Centre should continue to be funded.

Reason – The questionnaires and consultation process clearly supported that view that community facilities managed by community groups should be seen as a priority for funding and can clearly demonstrate value for money through voluntary input.

- 6.1.7 On the basis of the proposals in 6.1.1 to 6.1.6, it is further proposed that there should be **no changes** to the following grant aid schemes, which currently provide funding up to the levels shown below:

Support Scheme – 50% up to £5,000

Support to Youth Centres Scheme – 75% up to £15,000

Ground Maintenance Scheme – 75% up to £6,000

Maintenance of Community Facilities – 75% up to £5,000

Reason – These are the schemes that support young people and community facilities across Shetland and should be priorities for funding.

- 6.1.8 On the basis of the proposals in 6.1.1 to 6.1.6, it is proposed that the **Development Scheme** should be changed as follows:

Adult groups – funding reduced from 50% up to £1,000, down to 50% up to £500.

Adult associations/umbrella groups – funding reduced from 50% up to £2,000, down to 50% up to £1,000.

Junior groups – funding reduced from 75% up to £1,500, down to 75% up to £1,000.

Junior associations/umbrella groups – funding reduced from 75% up to £4,000, down to 75% up to £3,500.

Reason – The Development Scheme provides funding for all types of groups in Shetland. However, through the consultation process it was identified that there were probably groups that were receiving Development Grant assistance there were not

considered a high priority. In addition, there needs to be savings identified and this is the scheme where it was believed that savings could be made without affecting the priorities agreed through this consultation process.

- 6.1.9 Adult groups applying for grant assistance towards travel costs for off island events or competitions will only be considered for financial support if they are representing Shetland, the region or a national body. The only exception being where the travel is for a course or event that enables the participant(s) to make a further contribution to their group or the wider community.

Reason – The consultation process identified that there were a number of adult groups receiving Development Grant assistance for projects that were not considered a high priority. Therefore, it was concluded that travel grant assistance should not be available for all projects, but should still be available for groups that are travelling to represent Shetland, the region or a national body. The only exception being to allow travel costs for people who are undertaking a course or attending an event where they will develop skills that can be taken back to Shetland and used for the benefit of others.

- 6.1.10 All incomplete grant applications received must be completed within a maximum period of 2 months from the date of receipt, the only exception being where groups are applying for a Development Grant along with their agreed annual Development Plan. In these cases the application would have to be completed with a period of 2 months of the start of the financial year i.e. by the end of May each year.

Reason – At present some groups submit applications before the required deadlines and then ignore requests for additional pieces of information to complete the application process. These groups have been treated with a fair amount of tolerance to ensure that projects continue to happen. However, with less funds available and more demands being placed on staff it is believed that applications should be completed within a reasonable timescale; and it is considered that 2 months is a reasonable timescale.

- 6.1.11 Electronic application forms are introduced for the various schemes.

Reason – This will save on costs and paper and allow groups to download applications from the Council's website. It will also streamline the authorisation process and allow applications to be considered more efficiently.

- 6.1.12 A new grant condition be introduced in regards to the Protection of Vulnerable Groups (Scotland) Act 2007 i.e. that in order to receive grant assistance from the Council groups must comply with the Protection of Vulnerable Groups (Scotland) Act 2007.

Reason – The PVG (Scotland) Act 2007 was implemented on 28th February 2011 and places requirements on all organisations working with children and vulnerable adults, including community groups. At present all groups receiving grant assistance from the Council are required to comply with the Protection of Children (Scotland) Act 2003. Therefore, new groups and groups who regularly apply to the Council for grant assistance should have little trouble in updating their documentation to comply with the PVG (Scotland) Act 2007.

- 6.1.13 The existing delegated authority to the Executive Director of Education and Social Care, or her nominee, to approve grants within the approved guidelines for the schemes below should continue. The schemes are as follows:

Development Grant Scheme
Support Grant Scheme
Support Grant Scheme for Youth Centres
Maintenance of Community Facilities Scheme
Ground Maintenance Scheme
Bridge End Outdoor Centre – same as Support Grant Scheme
Unst Youth Centre Trust – same as the Support Grant Scheme

Reason – The schemes generate a large number of applications and have been delegated to Officers to approve, for many years. This system has worked well and ensured that applications have been dealt with in a reasonable timescale.

- 6.1.14 Delegated authority be approved to the Executive Director of Education and Social Care, or her nominee, to update the various scheme guidelines in 6.1.13, if the proposals in this report are approved and implement the new schemes from 1st April 2011.

Reason – this will ensure that the scheme guidelines can be updated in time for implementation of the new schemes from 1st April 2011.

7. Financial Implications

- 7.1 At their meeting on 10th February 2011 the Council agreed a number of savings, which included a 15% reduction of £47,799 in the Education and Social Care Department's Revenue Grant Aid Schemes and a deletion of the Playschemes budget of £4,080. Therefore, if the proposals in this report are agreed then it is proposed that the Development Grant Aid Scheme budget for 2011-12 be reduced by £26,824 and the Grants to Voluntary Organisations – General budget for 2011-12 be reduced by £20,975. The other schemes budgets would remain unchanged from 2010 -11. This would mean that the revised total budget for the grant aid schemes for 2011-12 would be £270,569, as shown below:

Development Grant Scheme	£ 55,819
Support Grant Scheme	£111,509
Support Grant Scheme for Youth Centres – Included above	
Maintenance of Community Facilities Scheme	£ 10,000
Ground Maintenance Scheme	£ 29,131
Bridge End Outdoor Centre	£ 5,000
Unst Youth Centre Trust	£ 5,000
Grants to Voluntary Organisations – General	<u>£ 54,110</u>

Total **£270,569**

- 7.2 Members should note that Shetland Charitable Trust approved their Development and Support Grant Scheme budgets for 2011-12 on a stand still basis.

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 matters within approved policy and for which there is a budget. However, as this report is seeking to change some of the policy and guidelines for these grant aid schemes then a decision of the Council is required.

9. Conclusion

- 9.1 Through this consultation process it has been identified that from a community perspective the priorities for funding should be to support young people and community facilities. In addition, there is also a reluctant acceptance that budgets and the amount of grant assistance available to groups will be reduced and monitored more closely in the future. Therefore, the proposals that have been put forward seek to address these priorities and put in place measures to more closely scrutinise the projects that are seeking funding from the Council and Charitable Trust.
- 9.2 If the proposals in this report are approved then the guidelines for the schemes in 6.1.13 will be updated. In addition, the schemes that are shared with Shetland Charitable Trust will also have to be considered by the Trust to ensure that the proposed changes are acceptable to trustees.

10. Recommendation

- 10.1 I recommend that the Services Committee recommend that the Council adopt the proposals in Section 6 of this report.

March 2011
Our Ref: NWW/MD/F6.1

Report No: CD-02-11-F

Appendix A

REVIEW OF REVENUE GRANT AID SCHEMES TO GROUPS IN SHETLAND

Grant Aid Review Survey – Questions and Results

136 responses

1. At present only community groups can apply for grant assistance. Should financial support be made available for individuals as well as groups?

Yes	-	36% (49)
No	-	47.1% (64)
Don't know	-	16.9% (23)

Main response themes:

Yes

- For those performing at a high, elite, national or international standard.
- Individuals should be treated the same as groups.
- If there is no local group providing the individual's chosen activity.
- If it will benefit the wider community.
- Based on needs, such as financial, age, disability – to support equality and diversity.

No

- Not in current financial climate. If budgets are to be cut, this will only create further pressure on funding. Grant funding should benefit the majority or as many people as possible, which is via groups. Groups give best value.
- Individuals can/should raise their own funds/sponsorship.
- Individuals are already funded through grants to groups/should not be funded twice.
- Because of accountability and monitoring issues.
- But possibly yes in exceptional circumstances.

Don't know

- Possibly for elite individuals or in special circumstances.

2. Should an assessment of bank balances held by the community group be introduced for the new grant aid schemes?

Yes	-	55.9% (76)
No	-	29.4% (40)
Don't know	-	14.7% (20)

Main response themes

Yes

- If a group's balance is high and the money not earmarked for another purpose, project or contingency. A group's own fundraising and sustainability should, however, be encouraged and taken into consideration. Evidence and/or an explanation should possibly be required.
- Some groups have more money than others so grants should be means tested. Grants should go to those who are less well off and need them most, not just to those who are good at filling in forms.
- Those with more money should receive a lower maximum grant or grant percentage.
- SIC/SCT grants should be a last resort. Groups should be asked if they have applied for external funding.

No

- This would discourage fundraising and saving. Groups may be raising funds for a particular project, or for long-term plans such as a large capital works, or for non-grant assisted costs. Active, financially prudent groups should not be penalised.
- Keep it simple, as it is at the moment, with the same availability to everyone. Extra checks mean extra bureaucracy and could lead to creative accounting. It is unlikely that groups applying do not need the money.
- Bank balance is too crude a measure.

Don't know

- Priority should be given to groups who are most in need BUT fundraising and saving for future projects should not be discouraged.

3. Should future grant aid schemes continue to prioritise funding for groups that cater primarily or exclusively for children and young people under 18 years of age?

Yes	-	64.7% (88)
No	-	27.2% (37)
Don't know	-	8.1% (11)

Main response themes:

Yes

- Because young folk have no independent source of income. Also to recognise and encourage the hard work and commitment of volunteers who work with these groups.
- To make sure that activities continue to be open to as many children as possible, regardless of their parental income, and to help prevent anti-social behaviour.
- Adult groups are usually more able to raise their own funds or contributions.
- But other groups such as the elderly or disabled should also be prioritised.
- Young people are the future.

No

- All ages should be treated equally, and applications considered on their merit and benefit to the community as a whole.
- Other groups should be prioritised such as the elderly, disabled or unwaged.
- Most young people are already well catered for.

Don't know

- As for the 'No' reasons above

4. Should future grant aid schemes continue to provide a higher level of funding for umbrella bodies/ Associations that have an agreed development plan for their group?

Yes	-	51.5% (70)
No	-	18.4% (25)
Don't know	-	30.1% (41)

Main response themes:

Yes

- Forward planning is good practice. It makes sure funding is used effectively, represents good value for money and encourages sustainability.
- Helps groups to progress and develop talent.
- But if groups produce 3-year plans, there should be 3-year funding.
- But groups should be helped to develop these plans.
- If it is not just a paper exercise to get more money.

No

- This is a paper exercise that favours those with the time and ability. It penalises smaller groups and is therefore unfair.
- Applications should be looked at on individual merits.

Don't know

- Possibly – but this must be regulated to make sure it's not just a paper exercise.
- This is not applicable or appropriate for some activities and organisations. They should not be penalised.

5. **Should future grant aid schemes consider funding to amalgamated groups for a number of different activities? This might be on the basis that the individual groups would therefore not be able to apply for grant aid separately.**

Yes	-	43.4% (59)
No	-	17.6% (24)
Don't know	-	39% (53)

Main response themes:

Yes

- This would be more efficient. It would cut down on volunteer time, administration and duplication of effort; funding could be used more effectively and collaboration would be encouraged. It would be sensible, especially in small communities where people are often involved in more than one group or committee.
- But groups should still be allowed to apply individually.

No

- Applications should be considered on an individual basis. Groups should be allowed to apply individually.
- This would be too complicated, confusing and restrictive.

Don't know

- Maybe, but individual groups should still be able to apply and not lose out.
- This question is too unclear and confusing!

6. Should future grant aid schemes continue to prioritise funding for groups that manage community facilities throughout Shetland?

Yes	-	69.8% (95)
No	-	10.3% (14)
Don't know	-	19.9% (27)

Main response themes:

Yes

- These facilities are the hub of community life and provide opportunities for organised recreational activities that would otherwise not take place. It is very important to keep them in good condition. They are run by hard-working volunteers and provide good value for money; much cheaper than if the SIC were running them. They give benefit to the whole community.
- Many of these groups are already struggling financially, and fundraising is only likely to become harder.

No/Don't Know

- Applications should be considered on individual merits.
- Keep funding these facilities but do not prioritise.
- Frequency of use of a facility should be taken into consideration.

7. If grant aid budgets are reduced in the future, the Council and/or Charitable Trust might be able to do more to assist community groups to secure alternative funding sources. What further assistance should individuals and groups be offered in order to secure more external funding?

Main response themes:

- More information and access to funding opportunities.
- More advice and assistance with completing grant applications.
- Continue with support and assistance of Community Work, Sport & Leisure and Grants Unit.
- Provide on-line database or guide on external funding.
- Hold regular training workshops or events to publicise funding opportunities.
- Make application process and forms easier.

8. It is important that grant assistance goes to groups and communities where it is most needed and makes a difference to improving quality of life in Shetland. For example, are there changes that could be made to improve the grant aid schemes and/or application process? Are there activities and projects currently accessing grant aid that should no longer be supported, or are there activities and projects that currently do not receive financial assistance that should be considered in future? In the event of less funding how can grant aid schemes benefit more people and be more effective?

Main response themes:

- Reduce grant sizes – percentages or amounts.
- Less funding for groups with large reserves.
- Less funding for non-vulnerable adult and/or sports groups.
- Less paperwork / fewer schemes / simplify process / online applications.
- Less to Lerwick and more to rural areas.
- Consideration of participation levels – most community benefit/people involved.
- Encourage joint working.
- Support volunteering and groups.
- Groups should do more fundraising and seek greater parental contribution – reduce SIC dependency.
- Promote healthy lifestyles.
- Judge applications on own merits.
- No change, leave as is.
- Increased scrutiny in application process and evaluation of projects.

9. Please use the space below to make any other relevant comments.

Main themes:

- Minimise demands on volunteers / keep it simple.
- Eliminate %age based approach.
- Groups are already having financial problems.
- Grants schemes good for community and value for money.
- Change how funds are used.
- Longer term funding / financial planning.
- Rural issues – prioritise funding for remote rural areas.

Appendix B

Shetland Islands Council (SIC), through the Grants Unit of the Education and Social Care Department currently provides a wide range of grant aid schemes to support community groups throughout Shetland. In addition, two of the schemes i.e. Development and Support Grant Aid Schemes are delivered in partnership with Shetland Charitable Trust (SCT). The various schemes and their respective budgets for financial year 2010 -11 are identified below:

Development Grant Scheme – SIC - £82,643, SCT - £22,272. This scheme is used to support sport and community groups to undertake a wide variety of projects including travel costs for events outside Shetland, equipment purchase, training courses and small capital projects etc.

Support Grant Scheme – SIC - £111,509, SCT - £64,321. This scheme is used to support the running costs of sport and community groups that work with children and young people under the age of 18.

Support Grant Scheme for Youth Centres – the budget for this scheme is contained in the support Grant scheme total. This scheme is used to support the running costs of eight Youth Centres throughout Shetland that deliver Youth Services in partnership with SIC.

Grants to Voluntary Organisations General – £75,085. This budget is used to support the Service Level Agreement with Shetland Golf Club, the annual running costs of Whalsay Golf Club and the grant offered to Shetland Island Games Association for their participation in the Island Games every second year.

Maintenance of Community Facilities Scheme - £10,000. This scheme is used to support small-scale maintenance projects on community owned and managed facilities throughout Shetland e.g. repairs to roofs, windows, car parks etc.

Ground Maintenance Scheme - £29,131. This scheme is used to support the running costs of community owned and managed outdoor sports facilities throughout Shetland i.e. Fraser Park - Scalloway, Strom Park - Whiteness, South Mainland Community Association – Boddam, Harbison Park – Whalsay etc.

Play-schemes - £4,080. This budget is used to support the running costs of voluntary play-scheme committees that deliver children's activities over holiday periods. This scheme is now funded from the Development Grant Aid Scheme.

Bridge End Outdoor Centre - £5,000 – This budget is used to support the annual running costs of the Bridge End Outdoor Centre.

Unst Youth Centre Trust - £5,000 - This budget is used to support the annual running costs of the Gardiesfauld Hostel in Uyeasound, Unst.



REPORT

To: Services Committee

10 March 2011

From: Sport & Leisure Service Manager

NATWEST ISLAND GAMES – ISLE OF WIGHT 2011

1.0 Introduction

- 1.1 The purpose of this report is to request grant assistance for the Shetland Team travelling to compete in the 2011 NatWest Island Games in the Isle of Wight.

2.0 Links to Corporate Priorities

- 2.1 The Corporate Plan 2010-2012 states “We must support individuals and communities to help them reach their full potential, cherish and promote our traditions and promote cultural activities.” The plan also recognise the key role that the Council has in improving the health of the population and promoting healthy choices.
- 2.2 Therefore, by providing financial assistance towards this project the Council will actively support individuals to develop their full potential, encourage community achievement and confidence through sport and provide a positive catalyst to encourage higher levels of participation in sport and physical activity for individuals to improve their health.

3.0 Risk Management

- 3.1 There are no major risks associated with the recommendations in this report for the Council.

4.0 Background

- 4.1 The Shetland team has participated in all of the previous Games and has received financial assistance from Shetland Islands Council towards the substantial costs of this participation.
- 4.2 The planning and management of the Shetland team for the 2011 NatWest Island Games is being co-ordinated by Shetland Island Games Association (SIGA) with support from the Council’s Sport and Leisure Service.

- 4.3 As Members will be aware, the 2005 Games held in Shetland was widely acknowledged as a great success, both in terms of the overall organisation of the event and for the Shetland Team, who had their highest ever medal tally of 46 medals, finishing in seventh place in the medal table.
- 4.4 At the 2009 Games, held in the Finnish Island of Åland, the Shetland Team of 94 competitors and officials returned with a total of 10 medals, ahead of the Western Isles and Orkney, who had 5 and 6 medals respectively.

5.0 Present Position – Isle of Wight 2011

- 5.1 Preparations are well underway for the 2011 NatWest Island Games, due to be held in the Isle of Wight from 25 June to 2 July 2011.
- 5.2 The Shetland Team this year will comprise of 98 people including competitors, medical staff and management. The Shetland Team will compete in 10 sports, as below, out of the 14 sports offered by the Isle of Wight Organising Committee:-

Archery	Golf	Swimming
Athletics	Sailing	Table Tennis
Badminton	Shooting	
Cycling	Squash	

- 5.3 Over the coming months, SIGA will finalise their plans for the Shetland Team's involvement in the Isle of Wight Island Games, including travel and accommodation arrangements. However, before any of these arrangements can be finalised a decision in respect of the funding to support these preparations is required.

6. Estimated Cost – Isle of Wight 2011

- 6.1 The total estimated cost of sending a Shetland team to the 2011 NatWest Island Games XIV in the Isle of Wight is £81,740. The full breakdown of expenditure is as follows: -

<u>Isle of Wight 2011</u>	£
Travel (including insurance)	51,710
Accommodation	18,600
Team Uniforms	6,906
Games Entry Fees & International IGA Affiliation fees	2,850
Pin badges and promotional items	1,674
TOTAL	<u>£81,740</u>

- 6.2 It is proposed that the main body of the Shetland Team will travel by Ferry to Aberdeen and then by charter flight to Southampton. The team will then travel by coach and ferry to the Isle of Wight. This is the shortest possible route and means that no additional overnight stays will be required on the UK mainland. It will also reduce the travel time

and ensure that our sportsmen and women are in good condition for the competition ahead.

- 6.3 There are no direct scheduled flights on this route and it has so far proved difficult to find a charter aircraft. However, discussions are ongoing with charter companies and the Western Isles team to explore the option of sharing a flight between Aberdeen, Stornoway and Southampton. Taking a larger single aircraft for both teams will hopefully provide an economy of scale and reduce costs.
- 6.4 The main body of the Shetland Team will be staying in basic accommodation in a caravan holiday park on the east side of the Isle of Wight. This allows the majority of the Team to stay together at a reasonable cost. There is a small number of Shetland competitors who will be travelling to the Games for just a few days and have made their own travel and accommodation arrangements.
- 6.5 The team will leave Shetland on the evening of Thursday 23 June 2011 and return on the morning of Sunday 3 July 2011 – a round trip of nine days and ten nights.

7. Proposed Funding

- 7.1 The following funding arrangement is proposed:

	£	%
Shetland Islands Council	19,600	24
Total Public Funding Required	<u>19,600</u>	<u>24</u>
Shetland Island Games Association	62,140	76
TOTAL COST	<u>£81,740</u>	<u>100</u>

- 7.2 Members should note that the grant assistance being proposed above is based on a Council contribution of £200 per member of the Shetland Team. The total amount being proposed is less than the percentage and amount of grant assistance approved by Shetland Islands Council for the NatWest Island Games in Åland in 2009, which was £35,000 or 32.98% of costs. Appendix A shows the level of support offered to the Shetland Island Games Team since 1987 and Members will note that the level of funding from the Council has generally decreased in percentage terms year on year.
- 7.3 Members may also wish to note that the estimated individual contribution for each team member towards the cost of these Games is in the region of £700 per person assuming the funding package above is achieved. This amount will vary for the small number of team members that are organising and paying for their own travel and accommodation arrangements.
- 7.4 The figure above for individual contribution does not include spending money, unpaid holiday time from work (for some team members) and

provision of individual team equipment, training costs etc., all of which must be met by individual team members.

8. Financial Implications

- 8.1 The Sport and Leisure Service budget for Grants to Voluntary Organisations – General – Revenue (GRJ 3201 2402) for the financial year 2011/12 has sufficient funds to meet the amount requested by Shetland Island Games Association.
- 8.2 Members should note that as a result of the corporate savings plan agreed by the Council on 10th February 2011 the Education and Social Care Department's revenue grant aid budgets were reduced by £47,799. These saving were partially met by reducing the Grants to Voluntary – General budget (GRJ 3201 2402) for 2011-12 by £20,975, from £75,085 to £54,110.

9. Policy and Delegated Authority

- 9.1 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.

10. Conclusions

- 10.1 Shetland's continued participation in the NatWest Island Games is important for the development of sport in Shetland. It provides an opportunity for Shetland's sports people to compete and represent Shetland on an international stage. The Games provide incentive and experience for Shetland's young and talented sports people who are now finding their way internationally, representing Scotland in major events.
- 10.2 The investment that Shetland Islands Council has made in its facilities and towards the development of Shetland sports people is certainly paying dividends, and continued participation in the Games provides an ideal benchmark to monitor the success of this investment. It also contributes locally to a stronger sense of community achievement and identity.

11. Recommendations

I recommend that that the Services Committee approve: -

- 11.1 a grant of up to £19,600 to Shetland Island Games Association for the purposes outlined in this report.
- 11.2 that any offer of grant be subject to the standard conditions applying to the Grants to Voluntary Organisations General Scheme.

Date: March 2011
Our Ref: NWW/BK/SPO9

Report No: CD-06-11-D!

Appendix A

Shetland Islands Council Financial Assistance to Shetland Islands Games Association

Year	Host Island	Total Costs	Grant Award	Funding Percentage	No. of competitors
2009	Aland	£106,111	£35,000	32.98%	93
2007	Rhodes	£96,210	£35,000	36.38%	66
2005	Shetland	N/A	N/A	N/A	N/A
2003	Guernsey	£98,306	£38,000	38.65%	126
2001	Isle of Man	£88,460	£34,000	38.44%	107
1999	Gotland	£68,000	£34,000	50.00%	89
1997	Jersey	£77,600	£38,000	48.97%	99
1995	Gibraltar	£78,400	£38,400	48.98%	96
1993	Isle of Wight	£60,087	£26,187	43.58%	61
1991	Aland	£60,000	£28,300	47.17%	75
1989	Faroe	£40,800	£20,400	50.00%	42
1987	Guernsey	£44,510	£22,255	50.00%	80



REPORT

To: Services Committee

10 March 2011

From: Sport and Leisure Services Manager

WHALSAY GOLF CLUB – SUPPORT GRANT

1. Introduction

- 1.1 The purpose of this report is to consider an application for grant assistance from Whalsay Golf Club (WGC) towards their annual running costs.

2. Links to the Corporate Plan

- 2.1 The proposals in this report link to the Corporate Plan by supporting employment opportunities in Whalsay and by helping to retain an active rural population. It also helps to foster and encourage active lifestyles, community development and provides an opportunity for individuals to achieve their full potential.

3. Risk Management

- 3.1 There are no major risks associated with the recommendations in this report for the Council. However, if the funding request in this report is not approved, it will create considerable financial difficulties for WGC, potentially leading to job cuts, a deterioration of the course, and a loss of members and income. This creates a risk that the Council's relationship with the Whalsay Community could be damaged.

4. Background

- 4.1 At a meeting of the Leisure and Recreation Committee on 29 February 1996, a grant of £62,545 was awarded to WGC towards the cost of constructing a new clubhouse (Min Ref 21/96). The total cost of this project was £125,090.
- 4.2 The new clubhouse was successfully completed and officially opened on 29 June 1996.
- 4.3 Like all sport clubs in Shetland, WGC has an open constitution and encourages members and visitors from all areas of Shetland and beyond and from all sections of the community. The club usually has members that do not live in Whalsay and often has members that do not live in Shetland.

- 4.4 WGC, through its voluntary committee, is responsible for all aspects of the operational management of the course including its staff, equipment, plant, clubhouse management, catering and bar services, junior coaching and development, membership administration, fund raising and organisation of its annual competition programme. Members will be aware that most other sports in Shetland do not have these management responsibilities as their facilities, staff etc are directly provided either by Shetland Islands Council or Shetland Recreational Trust.
- 4.5 Therefore, the provision of golf facilities and the development of the sport in Whalsay is done in a very cost effective way with all of the management and administration of the Club being provided on a voluntary basis. Other sports clubs in Shetland also put in large amounts of voluntary effort towards their activities but in most cases do not have the wide range of responsibilities that are undertaken by the WGC.
- 4.6 Members will be aware that the other Island authorities do not support the annual running costs of the golf clubs on their Islands, but they do support them with project funding where required. However, there are many mainland authorities that do provide funding for golf clubs, either directly by providing municipal golf courses or by providing support in other ways. Examples of these are: Aberdeen City Council, Edinburgh City Council, West Lothian Council, East Ayrshire Council, South Ayrshire Council, Inverclyde Council and Falkirk Council who provide municipal courses. Also Highland Council that has received Scottish Government approval to offer peppercorn rents to Tain, Invergordon, Thurso, and Torvean Golf Clubs, for land and facilities owned by the Council; thus saving the clubs significant amounts on an annual basis.

5. Present Position

- 5.1 During 2010, WGC has continued to provide a quality golfing experience with the green keeping staff ensuring that the course is maintained to a high standard.
- 5.2 After funding was received from Sportscotland a new junior development practise area was completed last year. This new facility includes a mini driving range, a practise bunker, practise putting green and a chipping area. The practise area is well used; not only by junior players, but also all by those visiting WGC.
- 5.3 Members should note that during 2010, the overall membership at WGC was down on 2009. This has mainly been attributed to the disappointing summer weather last year. The Gents membership decreased from 100 to 94, while the ladies numbers has remained at 28 members. The junior membership has decreased from 36 to 28. The junior members continue to be coached and supported by WGC volunteers. All junior members have taken part in the Club's coaching sessions throughout the year.
- 5.4 Despite the poor weather in 2010 WGC reported that visitor numbers and subsequent green fee revenue remained at the same level as the 2009 season. Visiting golfers mainly came from the UK, but there were

also visiting golfers from the Faroe Islands, Ireland, Norway, Germany and the USA .

- 5.5 In April 2010 the Editor and a photographer from the prestigious magazine, "Golf Monthly", visited WGC. This visit led to a very positive and prominent article being published in one of the magazines summer editions. This has helped to raise the profile of the Club to an audience much further afield and the committee hopes to build on this publicity and attract more visitors in the future.
- 5.6 Following discussions with Officers from the Sport and Leisure Service, WGC has submitted a Support Grant Application for their 2011 financial year i.e. 1st January 2011 to 31st December 2011. From Appendix A it can be seen that WGC are requesting a grant of £10,000 towards their estimated annual running costs for 2011 of £58,200. The Club is proposing to contribute a sum of £48,200 or 83%, through their own fund raising efforts, to meet the remainder of the running costs.
- 5.7 If Members approve the proposed grant of up to £10,000, this will represent a 24% reduction in the amount of grant assistance awarded to WGC from last year, which was £13,150 towards their financial year 2010.

6. Proposals

- 6.1 It is proposed that Members agree a grant of up to £10,000 to Whalsay Golf Club's towards their running costs for financial year 2011. The source of this grant is the Sport and Leisure Services budget for Grants to Voluntary Organisations – General – Revenue (GRJ 3201 2402) for the Council's financial year 2011/12.

7. Financial Implications

- 7.1 The Sport and Leisure Service budget for Grants to Voluntary Organisations – General – Revenue (GRJ3201 2402) for the financial year 2011/12 has sufficient funds to meet the amount proposed for WGC.
- 7.2 Members should note that as a result of the corporate savings plan agreed by the Council on 10th February 2011 the Education and Social Care Department's revenue grant aid budgets were reduced by £47,799. These saving were partially met by reducing the Grants to Voluntary – General budget (GRJ 3201 2402) for 2011-12 by £20,975, from £75,085 to £54,110.

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.

9. Conclusion

- 9.1 WGC is a well-managed community facility that relies on the support of a large number of volunteers to continue its operations. Approval of this

grant will allow WGC to continue employing two green keeping staff on a full time basis during the summer months and on a part time basis during the winter months. It will also allow the Club to continue providing a well-maintained facility for its members, the wider community and visitors to Shetland. Therefore, on the basis that the grant will directly support the continuation of full and part time jobs in Whalsay, then it is proposed to support this request for grant assistance.

- 9.2 The proposed reduction in grant assistance to WGC is considered reasonable by Officers in the Sport and Leisure Service and is broadly in line with the level of reduction in the Grants to Voluntary organisations – General budget. In addition, committee members of WGC have indicated that they could continue to operate at the same level with this reduced amount of financial assistance.

10. Recommendations

- 10.1 I recommend that the Services Committee approve:

- 10.1.1 a grant of up to £10,000 to Whalsay Golf Club for the purpose outlined in this report.
- 10.1.2 that any offer of grant be subject to the standard conditions applying to the Grants to Voluntary Organisations - General scheme.

March 2011
Our Ref: NWW/MD/SPO5.14.3

Report No: CD-05-11-D1

APPENDIX A

WHALSAY GOLF CLUB

Proposed Budget 2011

	Income (£)	Expenditure (£)
Membership Fees	15,800	
Competition Entry Fees	9,500	
Green Fees	3,000	
Other fund raising (raffles, functions, etc)	5,700	
Sponsorship and donations	5,500	
Bar profit	8,500	
VAT refund	200	
Audit and accountancy		550
Advertising		1,500
Clubhouse development & equipment		500
Course development		6,500
Greens Staff		22,450
Haulage & bus hire		1,000
Catering		2,400
Prizes & donations (funded by other fundraising, sponsorship, donations, raffles & entry fees)		5,300
Machinery		3,900
Running costs (heating, lighting, gas & stationery)		3,600
Clubhouse staff wages		5,700
Insurance & rent		2,000
Bank interest & fees		300
Loan repayments		2,500
	48,200	58,200

Expenditure	58,200
Income	48,200
Shortfall	10,000

Report

To: Services Committee

10 March 2011

From: Head of Community Care

Report No: SC-08-11-F

Community Health & Care Partnership (CHCP) Agreement 2011 - 2014

1. Introduction

- 1.1 This report presents the annual revision of the CHCP Agreement for approval.
- 1.2 The CHCP Agreement 2011 – 2014 will be presented for approval by Shetland NHS Board on 22 March 2011.

2. Links to Corporate Priorities

- 2.1 The CHCP Agreement supports the priority targets articulated in Shetland's Single Outcome Agreement under the National Priority Area: Healthier, specifically:-
"We will support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those most in need."

3. Risks

- 3.1 Risks relating to community health and care services are set out in the CHCP Risk Register, which is included in the CHCP Agreement. The main risk associated with this report is that the pace of change required to ensure that we have sustainable solutions in place to meet the growing needs of an ageing population is not achieved, leading to poorer outcomes for vulnerable people in the community.

4. Background

- 4.1 The format of the CHCP Agreement has evolved over the last four years. It is the main reference document for all activities within the CHCP. It sets out the governance arrangements; the financial framework; community health and care service plans by care group; the communications strategy; the CHP Risk Register and CHP Commissioning Strategy.
- 4.2 The annual review draws on the consultation exercises undertaken during the year through a number of strategic planning groups and detailed consultation on individual projects. For example, during 2010/2011 there has been extensive consultation on the development of a Clinical Strategy for NHS Shetland and stakeholder events on Long Term Conditions and Anticipatory Care and more recently on Reshaping Care for Older people and on “With You For You” Shetland’s redesigned single shared assessment process. Advocacy Shetland have researched customers views to inform the next three year Advocacy Development Plan.
- 4.3 The Agreement includes information regarding key development activities undertaken in 2010/2011. This is summarised in the CHP Main Priorities Action Plan, which is attached at Appendix 1.
- 4.4 The work programme is monitored by the CHCP Management Team chaired by the Head of Community Care and progress is reported routinely to the CHP Committee.
- 4.5 This year the section on Older People includes the DRAFT Reshaping Care for Older People Change Plan submitted to the Scottish Government on 28 February 2011. This is attached at Appendix 2 for ease of reference.
- 4.6 The national Long Term Conditions Collaborative programme comes to an end on 31 March 2011. Shetland’s Long Term Conditions Action Plan is included in the section on Primary Care reporting the outcome of this initiative locally. Areas where work is on-going have been incorporated into future plans contained elsewhere within the CHCP Agreement, in particular in the Reshaping Care for Older People Change Plan.

- 4.7 A separate care section has been included on Substance Misuse summarising the work of SADP, Shetland's Alcohol and Drugs Partnership.
- 4.8 A full copy of the CHCP Agreement 2011 – 2014 is available in the Members room.

5. **Proposals**

- 5.1 The proposed development priorities for 2011/2012 for Shetland's Community Health and Care Partnership are: -
 - 1. To implement the Reshaping Care for Older People Change Plan (see Appendix 2);
 - 2. To support the implementation of the Clinical Strategy; developing and taking forward action plans for service developments in Primary and Community Care;
 - 3. To implement reablement programmes across all community care settings and services;
 - 4. To review the approved work programme for additional long term care places in the context of the Reshaping Care Change Plan;
 - 5. To substantially complete the building phase for the OT Resource Centre, keeping the project on target for opening in summer 2012;
 - 6. To continue to promote Local Service Delivery Groups (LSDGs) and the Public Partnership Forum Network across Shetland with a view to having on-going dialogue with the community on health and care issues;
 - 7. To review the CHCP Commissioning Strategy, working towards pooled budget arrangements for all community care groups by 2012/13;
 - 8. To continue to promote With You For You including further work on electronic data sharing and direct access to shared information from dispersed work locations;
 - 9. To develop a Joint Respite Strategy;

10. To build on the liP Bronze Award achieved in March 2010; supporting the workforce and taking forward the recommendations of the liP Assessor's report, linking these with NHS Shetland and Shetland Islands Council Organisational Development initiatives;
11. To complete a review of the Human Resources and Organisational Development Section of the CHCP Agreement seeking more collaborative, shared support arrangements for the workforce;
12. To complete all pilot projects recommended in the Sheltered Housing Review;
13. To support implementation of the new Local Housing Strategy, in particular the plans for housing to support an ageing population;
14. To continue the implementation of Telecare and Telehealth projects and solutions for individual customers and provide an evaluation of the Telehealthcare programme locally;
15. To support implementation of the Council's Corporate Improvement Plan, for example in projects promoting job dispersal and the sustainability of remote rural and island communities across Shetland;
16. To develop proposals for better integration of Children's Services in the organisation and work of the Community Health & Care Partnership;
17. To review the governance arrangements for the CHP in light of the reviews of Scotland's CHPs undertaken by the Scottish Government and by Audit Scotland. The Audit Scotland Report is due to be published in the summer of 2011.

- 5.2 Progress will be monitored by the CHCP Management Team and reported to CHP Committee and Services Committee usually on a quarterly basis.

6. Financial Implications

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

- 6.2 The funding streams for all Community Health and Care Services are set out in the CHCP Agreement bringing together the approved budgets for both Council and NHS Shetland Community Health and Care Services.

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 on the matters with approved policy and for which there is a budget.

8. Conclusions

- 8.1 The CHCP Agreement is the main reference document for all community health and care services in Shetland.
- 8.2 The revised agreement reflects the culmination of a lot of hard work by staff across the CHCP in particular regarding a shift in the balance of care away from institutional care settings towards home and homely environments in the community. The successful conclusion of the Interim Placement Services Review has meant that no one has been delayed in hospital for more than six weeks over the last six months and the Interim Placement Unit in Montfield Hospital has not been used since August 2010.
- 8.3 The plans for 2011/2012 are ambitious and include a number of projects that are designed to ensure that we develop services that are fit for purpose and sustainable in the long term.

9. Recommendation

- 9.1 I recommend that the Services Committee approve the CHCP Agreement 2011 – 2014 including the service development priorities set out in section 5 above.

Action Plan on Main Priorities from CHCP Agreement 2010-2013 - Update Report March 2011

Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
1. To maintain the reported position of zero discharges from hospital delayed by more than six weeks against national HEAT targets	DCS	<ul style="list-style-type: none"> To implement the actions in the Discharge Action Plan To continue to explore innovative solutions 	On-going	No one is inappropriately placed in hospital	Reported numbers of people delayed by more than six weeks have been maintained at zero. There have been no delayed discharges including no-one coded 71X since 17 August 2010
2. To reduce the number of people coded 71X to zero and maintain this position	DCS	<ul style="list-style-type: none"> To develop additional capacity in the community by implementing the Long Term Care Review recommendations 	120 additional places by 2020	No one is inappropriately placed in hospital	Montfield Support Services opened in August with 17 places. Work to create 40 additional places in Lerwick is at the detailed design stage.
3. To implement the actions arising from the Interim Placement Services review	H of CC	<ul style="list-style-type: none"> To monitor outcomes of the different workstreams To develop and implement an exit strategy for the review mainstreaming on-going commitment to target of zero delayed discharges To prepare a final review report on the need for Interim Placement Services locally 	Dec 2010	No interim placements in hospital. Reduction in use of interim placements in other formal care settings e.g. residential care	The IPU in Montfield Hospital has not been used since 17 May 2010. Numbers of people delayed in hospital have been reduced from 24 in May 2009 to 0 in August 2010. The longest wait in Sept 2009 was 70 weeks. The longest wait in August 2010 was 5 weeks. There have been 51 admissions to Montfield since it opened. Reports have been presented regularly to the CHP Committee. The future of the in-patient services no longer in use will be taken forward through the Clinical Strategy.

TBA: To be advised

1
02/03/2011

Action Plan on Main Priorities from CHCP Agreement 2010-2013 - Update Report March 2011
Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
4. To support increasing numbers of older people to remain in their own homes or in homely environments in their local communities. The local target is for 46% of all older people receiving care services long term to be supported at home;	H of CC	<ul style="list-style-type: none"> •To continue to develop flexible, responsive care at home services across Shetland. •To promote self-care and self-managed care. •To develop anticipatory care programmes linked to the work of the Long Term Conditions Collaborative. 	On-going	Better outcomes for patients. Reduction in emergency admissions to hospital and inappropriate admissions to hospital and residential care.	The Long Term Conditions Collaborative comes to an end on 31 March 2011. Shetland's CHP has made good progress in implementing all the actions in the LTC Action Plan. Key themes including anticipatory care, self care and self-managed care will be taken forward as part of the Reshaping Care Change Plan
5. To maintain progress on the approved work programme for additional long term care places, meeting all target deadlines	H of CC	<ul style="list-style-type: none"> • To complete the detailed design for additional capacity in Lerwick • To complete the detailed design for a dedicated dementia resource to replace Viewforth 	Dec 2010	Improved choice of appropriate long term care settings. No delays in hospital.	Feasibility studies have been completed and funding approved for detailed design work.
6. To open the temporary based care home at Montfield	H of CC	<ul style="list-style-type: none"> • Completion of capital works •Commission the building •Recruit and train staff 	July 2010	No one delayed in hospital. Access to intermediate care programmes at Montfield to promote reablement.	Montfield Support Services opened on 17 August. Support offered to customers has been wide-ranging including reablement programmes and palliative care.

TBA: To be advised

2
02/03/2011

Action Plan on Main Priorities from CHCP Agreement 2010-2013 - Update Report March 2011
Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
7. To continue to promote Local Service Delivery Groups (LSDGs) and the Public Partnership Forum Network across Shetland with a view to having on-going dialogue with the community on health and care issues	H of CC	<ul style="list-style-type: none"> •To establish the reporting structures that link PPF & CHP governance arrangements. •To promote the work of the LSDGs •To re-invigorate LSDGs that have been less active 	On-going	To have on-going dialogue with communities on health and care issues. To develop a community led health model	Planning in Localities Steering Group (PILSG) continues to support LSDGs in a practical way. A draft Working Agreement for the PPF describing the relationship between the PPF and the CHP has been approved. The inaugural meeting of the PPF took place on 2/08/10
8. To promote public engagement on the national programme "Reshaping Care for Older People" through all service developments using existing consultation methods and the Public Partnership Forum	H of CC	•Include themes from the Reshaping Care for Older People in work on Clinical Strategy; report to Board and Committee and include in work with LSDGs and the PPF.	On-going	To develop a common understanding of the best practice model for the support of an ageing population.	The themes have been covered in the work in the Long Term Care Review and Dementia Redesign projects. Reports have been presented to Board and Committee and information has appeared in local media. Local Change Plans have been drafted, agreed by partner agency representatives and submitted to the Scottish Government
9. To complete a review of services for younger adults with physical disabilities including supported accommodation and services provided at Montfield Hospital	DCS	This review will be taken forward through the Interim Placement Services Review, which will look at all long stay hospital provision	Dec 2010	Plans to increase community based support for people with physical disabilities	Reports to the Council and NHS Board have noted that the four hospital beds designated for this care group have not been used for a number of years. Work on NHS Shetland's Clinical Strategy has recognised that these beds are no longer required for this care group.

TBA: To be advised

3
02/03/2011

Action Plan on Main Priorities from CHCP Agreement 2010-2013 - Update Report March 2011
Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
10. To develop a Joint Respite Strategy	H of CC	Terms of Reference required. Project team to be established and project manager identified	TBA	Equitable framework for respite care. More flexible responsive respite care provision	Start delayed due to lack of capacity at management level to lead this review. Research into the background and policy drivers has started. This will be included in the Reshaping Care Change Plan.
11. To implement the With You For You quality assurance framework including the Customer Relations function	H of CC	<ul style="list-style-type: none"> Procedures established for routine gathering of data. Establish Customer Relations (CR) Officer role 	Sept 2010	Robust assessment processes that respond to customers' needs/demands	Quality Assurance framework approved and WYFY Partnership established. CAB have recruited a full time Customer Relations Officer and the Customer Relations phone line is open.
12. To continue the implementation of the Telecare work programme to support more people at home or in extra care housing, including a number of pilot projects to inform the rollout of Telehealthcare solutions	SM OT	<ul style="list-style-type: none"> To develop detailed proposals covering processes and criteria for Telecare solutions. To implement Telecare solutions linked to health and community care service models 	Dec 2010	More people supported at home through promoting independent, self-caring solutions, supported by flexible response. Efficiency savings.	JIT have provided £128K to support Telecare in Shetland. Good progress has been made through the Interim Placement Services Review. Three pilot projects have been developed during 2010 and Telehealthcare solutions are being mainstreamed. Telehealth models are being explored for more remote areas of Shetland.

TBA: To be advised

4
02/03/2011

Action Plan on Main Priorities from CHCP Agreement 2010-2013 - Update Report March 2011
Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
13. To complete all pilot projects recommended in the Sheltered Housing Review	Executive Director Education & Social Care	<ul style="list-style-type: none"> •To take forward the pilot projects identified and work on implementation of solutions across Shetland based on the findings 	2 nd pilot to be developed by Dec 2010	More people supported at home in their own homes	Services provided through the pilot at Uyeasound are being established on a permanent basis. Work on the Scalloway Pilot is in hand. A draft report has been written and proposals put together for implementation of the pilot.
14. To complete work on the Primary Care Strategy as an integral part of NHS Shetland's Clinical Strategy	DCS	<ul style="list-style-type: none"> • Collate information and statistics •Research best practice • Develop consultation materials 	Sept 2010	Comprehensive sustainable Primary Care model for future years.	There have been two meetings with primary care staff. The information has been included in the draft Clinical Strategy which was approved by Shetland NHS Board on 22 February 2011.
15 To complete the work on the Long Term Conditions Action Plan ensuring all work strands are transferred to mainstream service delivery models e.g. anticipatory care and case management	DCS	<ul style="list-style-type: none"> • Complete outstanding development work. •Develop an exit strategy 	Dec 2010	Better systems in place to manage Long Term Conditions	Most of the LTC Action Plan is completed. Areas where work is continuing are being incorporated into the Reshaping Care Change Plan.
16. To build on the liP Bronze Award achieved in March 2010; supporting the workforce and taking forward the recommendations of the liP Assessor's report	H of CC	<ul style="list-style-type: none"> •To discuss the liP report with staff •To develop an Action plan based on the review •To implement the recommendations 	March 2011	Healthy organisation. 3 of the ten indicators reviewed in 2010/2011	An Action Plan has been drafted and work has started through discussions with staff teams.

TBA: To be advised

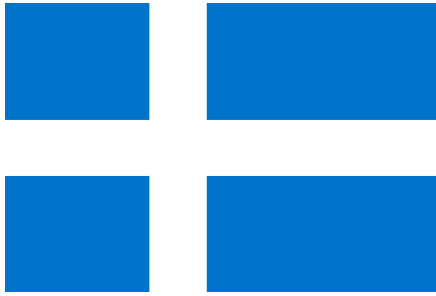
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Action Plan on Main Priorities from CHCP Agreement 2010-2013 - Update Report March 2011
Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
17. To develop proposals for better integration of Children's Services in the organisation and work of the Community Health & Care Partnership	TBA	<ul style="list-style-type: none"> • Look at different models for CHP & CHCP structures and governance regarding children's services. • Present proposals for agreement to the Board and SIC 	TBA	Better Integration of Services and seamless transition from Children's to Adult Services	Start delayed in previous years due to lack of capacity at management level to undertake this review. This has been delayed further to await the outcome of the Audit Scotland Review of CHPs and proposals to restructure the management and committee structures of the Council by June 2011.
18. To review the governance arrangements for the CHP in light of the Scottish Government's and Audit Scotland's Reviews of CHPs; both are due to be published in 2010	H of CC	<ul style="list-style-type: none"> • To contribute to the work of Audit Scotland in this area • To interpret the findings as appropriate to the local context • To involve all stakeholders in debate on issues as soon as the findings are available 	TBA	Streamlined governance arrangements for the CHP	Video Conferencing with Audit Scotland representatives to discuss the data gathering phase took place in June 2010. Questionnaire was completed by the end of July. Additional information has been provided including reports on With You For You and the Interim Placement Services Review. The CHCP Agreement has also been submitted as the main reference document for Shetland. The final report will be published by Audit Scotland during the summer of 2011 after the Scottish Government elections.

TBA: To be advised

6
02/03/2011



Reshaping Care for Older People in Shetland Change Plan

Reshaping Care for Older People in Shetland - Change Plan

1. Reshaping Care Change Plan Authorisation

We accept this DRAFT Change Plan for submission to the Scottish Government and authorise work to be taken forward by Shetland's Community Health Partnership.

The key development areas in the Change Plan have been agreed by:-

1. Shetland's CHP Committee
2. Shetland's Community Planning Delivery Group
3. Shetland Islands Council Services Committee

Minutes from the meetings are attached below at Appendix 1.

The details and outcomes of a stakeholder event held on 7 February 2011 to discuss the key development areas are available separately and will be used to inform the work going forward.

Resource allocations are indicative and will be confirmed in the final version of the Change Plan due to be submitted to the Scottish Government in June 2011.

Signed on behalf of partner organisations:	Date:
..... Ralph Roberts, Chief Executive, NHS Shetland	
..... Alistair Buchan, Chief Executive, Shetland Islands Council	
..... Catherine Hughson, Executive Officer, Voluntary Action Shetland	

Reshaping Care for Older People in Shetland - Change Plan

2. Background

The Scottish Government recognises that current patterns of care for older people are not sustainable for a number of reasons including:-

- Demographic pressures, in particular the projected growth in the proportion of older people
- The associated workforce issues
- The need to continually improve health and social care outcomes
- The increasing cost of institutional care and
- Financial pressures.

The Scottish Government also recognises that current patterns of care may at times act against the best interests of local communities as set out in the agreed policy objective of maximising independence for as long as possible.¹

The Reshaping Care for Older People programme is a joint initiative whereby the Scottish Government, NHS Scotland and COSLA aim to engage all interests across Scotland to reshape care and support services in order to meet the national policy objectives in ways that are sustainable and fair. The programme is being taken forward through the Ministerial Steering Group on Health and Community Care chaired by the Minister for Public Health and Sport.

The Change Fund for 2011/2012 has been set up by the Scottish Government to support the Reshaping Care Programme by providing bridging finance to facilitate shifts in the balance of care from institutional settings to primary and community settings.

Shetland's share of the £70 million set aside for 2011/2012 is **£328,000**.

This will be paid to Shetland NHS Board following approval by the Ministerial Steering Group of Shetland's Reshaping Care Change Plan.

¹ "Reshaping Care for Older People – Emerging Proposals" MSG/DECEMBER 2009/PAPER 3, Mike Martin, Scottish Government PIOD (Partnership Improvements and Outcomes Division)
Reshaping Care Change Plan V7 02/03/2011
Ref: CF/

Reshaping Care for Older People in Shetland - Change Plan

Locally considerable progress has been made in shifting the balance of care from institutional settings to home.

In 2004 NHS Shetland set up an Interim Placement Unit (IPU) on the Montfield Hospital site in partnership with Shetland Islands Council. This Unit sought to address the difficulties that were being experienced in providing care packages, home support or care home placements for patients ready for discharge from hospital.

The Unit was intended to be a temporary solution and since that time, NHS Shetland and Shetland Islands Council have worked in partnership to take forward the Shifting the Balance of Care agenda within Shetland.

In 2008/09, following formal consultation regarding the consolidation of services onto the Gilbert Bain site, the remaining NHS inpatient services were moved from the Montfield site, leaving just the IPU and Day Hospital services at Montfield.

As part of the Shifting the Balance of Care work, we have been seeking to ensure people are cared for in the most appropriate environment. This included a target of reducing reliance on the IPU and ensuring people are cared for in the community where this is appropriate. We are now at a point where the beds within the IPU have not been used for some time and as part of its Clinical Strategy NHS Shetland is considering decommissioning the inpatient services in Montfield Hospital.

In order to facilitate these changes, NHS Shetland has been ensuring there are sufficient NHS resources available to support the shift towards community-based care. For example, extra GP time has been provided at Lerwick ealth Centre and additional support has been put in place by community nurses, specialist nurses and therapists to support the Council in developing reablement services at Montfield.

Health Centre and additional support has been put in place by community nurses, specialist nurses and therapists to support the Council in developing reablement services at Montfield.

In 2009/2010 the Community Health Partnership undertook a review of all interim placement services in Shetland to tackle issues of delayed discharges from hospital. There were 24 people delayed in hospital in May 2009. The Interim Placement Services Review combined work across five key areas:-

1. Single Shared Assessment
2. Supported Accommodation and Extra Care Housing
3. Telecare
4. Long Term Conditions and Anticipatory Care and
5. Hospital Patients Review.

These combined to give a whole systems approach to the problems locally.

The numbers of people delayed in hospital were reduced gradually over a period of 12 months and there have been no interim placements in a hospital setting since August 2010 and no one delayed in hospital for longer than six weeks.

Reshaping Care Change Plan V7 02/03/2011

4 of 9

Ref: CF/

There are currently 22 hospital beds that are no longer required to meet the demand for inpatient hospital care.

Reshaping Care for Older People in Shetland - Change Plan

3. Objectives

To use the Change Fund to support Local Policy Aims for Older People as set out in Shetland's Community Health and Care Partnership Agreement 2010-2013².

- To enable more older people to remain at home
- To increase levels of independence, self-care and self-managed care
- To reduce unplanned, emergency and inappropriate admissions to hospital
- To facilitate early discharge from hospital.

In addition, in response to the evolving financial context, to deliver overall efficiency savings of at least 10% across the programme.

And to accelerate the development of new models of care that are:-

- Geared towards long-term conditions
- Embedded in communities
- Team based
- Integrated continuous care
- Preventative care
- Patient as partner
- Self care encouraged and facilitated
- Carers supported as partners
- High tech³.

4. Benefits

- Improved outcomes for customers: customers feel safe, supported at home or in a local community setting
- Reduced pressure on hospital beds and residential care places
- Sustainable solutions to support needs in the community
- Better support for frontline staff
- Better use of resources

² Community Health and Care Partnership Agreement 2010-2013, May 2010

³ Reshaping Older People's Care, COSLA 2009

Reshaping Care for Older People in Shetland - Change Plan

5. Constraints

Tight timescales –

- DRAFT Change Plan to be agreed and submitted to the Scottish Government by 28 February 2011
- Final Plan agreed and submitted to Scottish Government by June 2011
- Change Plan implemented during financial year 2011/2012

Demographic profile of Shetland population and remote islands localities

Budget constraints across the Council, NHS and Third Sector partners

Reshaping Care for Older People in Shetland - Change Plan

6. Risks	
Failure to agree final plan	Low
On-going recruitment and retention problems locally	Medium
Lack of resource at senior manager level to manage the work on the Change Plan through to implementation	Medium

7. Lead Officers
Simon Bokor-Ingram, Director of Clinical Services, NHS Shetland Christine Ferguson, Head of Community Care, SIC / NHS Shetland /CHP General Manager

8. Funding
<p>The budget allocation for services for older people across Shetland's Community Health Partnership is set out in the CHCP Agreement. The CHCP Agreement also sets out the financial and governance frameworks that apply.</p> <p>Budgets are aligned between NHS Shetland and Shetland Islands Council.</p> <p>The detailed budget provision for 2011/2012 is attached below at Appendix 2.</p> <p>The Council budget was set on 10 February 2011 (Min Ref SIC 05/11)</p> <p>The initial budget for NHS Shetland will be set at the meeting of Shetland NHS Board on 22 March 2011.</p> <p>The total budget for older people available to Shetland's partners in 2011/2012 is approximately £23 million.</p>

Reshaping Care for Older People in Shetland - Change Plan

9. Proposals

The draft Change Fund proposals are set out in Appendix 3.

The information from the local stakeholder event held on 7 February 2011 has been reflected in the proposed work streams.

The provisional allocation of the £328,000 Change Fund budget for Shetland in 2011/2012 is shown against the different work streams. Before this is agreed in the final Change Plan, these proposals will be assessed against the identified objectives.

10. Performance Measures

- Reduction in emergency hospital bed days for people aged 75+
- Reduction in hospital bed days lost to delayed discharges
- Reduction in direct admissions to care homes from hospital
- Reduction in residential care waiting list
- Shift in care home usage from permanent care to short breaks and reablement
- Increased use of self-directed support and/or individual budgets
- Experience measures for customers and unpaid carers from the Community Outcomes Framework
- Increase in use of supported housing and Telehealthcare for people aged 75+
- Increase in numbers of people aged 75+ supported at home
- Decrease overall spend on institutional care settings by £500,000 in 2011/12
- Create overall efficiencies in the delivery of Older People's care of at least 10% across the partnership

11. Roles and Reporting Structure

NHS Shetland and Shetland Islands Council

- To have overall responsibility for the agreed outcomes from the Change Plan
- To have overall responsibility for the management and administration of the work streams in the Change Plan

Reshaping Care for Older People in Shetland - Change Plan

Community Health Partnership	<ul style="list-style-type: none">• To have devolved responsibility for managing and overseeing implementation of the change plan• To monitor progress• To advise Shetland NHS Board, Shetland Islands Council and Shetland's Community Planning Partnership regarding progress and any issues
Local Partnership Finance Team ⁴	<ul style="list-style-type: none">• To work on the detailed budget allocation and support the implementation of the Change Plan
Voluntary Action Shetland	<ul style="list-style-type: none">• To represent the Third Sector in all activities regarding the Change Plan• To link with individual partner organisations in the Third Sector providing information, advice and support
Lead Officers	<ul style="list-style-type: none">• To ensure that the Change Plan is implemented within the agreed timescales and within budget• To prepare reports for Community Planning, NHS Shetland and Council committees as required
Reporting:	The lead officers will prepare update reports on a quarterly basis for CHP Committee, SIC Services Committee and the Community Planning Delivery Group

⁴ Local Partnership Finance Team for the CHP. See CHCP Agreement
Reshaping Care Change Plan V7 02/03/2011
Ref: CF/

Extract from Draft CHP Committee Minutes – 27 January 2011

CHP 11/06 RESHAPING CARE FOR OLDER PEOPLE - CHANGE FUND

Change Fund is a Government incentive to help implement the Reshaping Care for Older People policy. The Government is to top slice £70M of national funding. Shetland's share for 2011/12 is £328,000 and is to be paid to Shetland NHS Board, but in order to receive the money Shetland must agree and submit a draft Change Plan by 28 February 2011.

A stakeholder event is proposed for 7 February to help shape the plan. Any contributions for the Change Plan would be welcome. Christine Ferguson, Head of Community Care, is to collate the information and circulate a draft plan to Committee, as there are no further meetings before the end of February. Christine and Kathleen Carolan, Director of Nursing and Allied Health Professionals, are to attend a partnership workshop on 2 February.

It was thought that the headings highlighted in section five of the report would be a good starting place and that it should be possible to implement the plan fairly quickly. It would seem to meet the criteria as set out in the guidance and should be ready by June. The stakeholder event should bring together a good mix of professionals from NHS, SIC and the 3rd sector.

Generic Health & Care Support Worker Models are key considerations. They should help sustain services in the outer islands and in supported accommodation.

The committee agreed the recommendations in the report

**EXTRACT from Draft Minute of Community Planning Delivery Group
Held on 31 January 2011**

3. Reshaping Care for Older People – Change Fund

The Group considered a report by the Head of Community Care (Appendix 1).

In summarising the main terms of the report, the Head of Community Care advised the Group on the Scottish Government's proposal to shift the balance of care from institutions to the individual's own homes or the community. She reported on the requirement for Shetland to prepare a "Local Change Plan", with the draft to be submitted to the Scottish Government by 28 February, and that the Plan has to be signed off through the Community Planning Partnership process.

In response to questions, the Head of Community Care provided further explanation on a number of the areas to be included in the Change Plan, set out in Section 5.2 of the report.

P Malcolmson commented that although developing the Change Plan would be a challenge particularly in the short time-scale, there would be real opportunities for Shetland to build on what is currently in place.

The Group agreed that the quarterly updates on the Change Plan that is reported to the Community Health and Care Partnership (CHCP) should also be presented to CDPG meetings, and progress will also be monitored through the Single Outcome Agreement.

The Group approved the recommendations in the report.

Extract from Draft Services Committee Minutes – 3 February 2011

06/11 Reshaping Care for Older People Change Fund

The Committee considered a report by the Head of Community Care (Appendix 6) which sought approval for proposals regarding the allocation of specific funding from the Scottish Government.

In response to questions from Members, the Head of Community Care said that a lot of work was being done to develop person-centred care planning, so that a person's current and future needs are anticipated, considered and planned for. She said the Government was seeking a single system, but there was considerable debate regarding how it would work and the view of local authorities was that a "one size fits all" approach would not work. The Head of Community Care went on to confirm that there were systems in place for recording unmet needs, and whilst there was a minor increase in the Occupational Therapy waiting list, the number of people in residential care was at its lowest for a number of years, and more people were now cared for in their own home rather than in a formal care setting, and bridging funding would be used for that.

The Committee approved the recommendations in the report, on the motion of Mrs B Fullerton, seconded by Mr C Smith.

Decision:

The Committee **RESOLVED** to:

- 1 note the information presented in this report and the Reshaping Care for Older People Change Fund Guidance attached at Appendix 1 to the report;

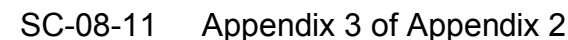
- 2 agree that a Draft Change Plan is prepared following the stakeholder event on 7 February incorporating the topics in paragraph 5.2 above and that this is submitted to the Ministerial Steering Group by the deadline of 28 February 2011;
- 3 agree that the Change Plan will be formally agreed as an integral part of the CHCP Agreement 2011 – 2014 due to be presented to Shetland NHS Board and SIC Services Committee in March 2011; and
- 4 agree that the implementation of the Change Plan will be taken forward by the CHCP Management Team and monitored by the CHP Committee on a quarterly basis.
- 5 recommend that the Community Planning Delivery Group consider and agree on regular updates for the Community Planning Partnership from the CHP Committee.

Funding Streams by Care Group	SCT	SIC (1)	NHS (2) Shetland	Budget £'000's
Older People including Dementia (4)				
Care Services at Home:	-	-	-	-
· Personal Care Service	0	5,193	0	5,193
· Domestic Tasks	0	1,380	0	1,380
Community Nursing	0	0	2,452	2,452
Residential Care:	-			-
· Local Placements ^	2,491	7,446	984	10,921
· Mainland Placements	0	74	0	74
Day Care	0	2,394	46	2,440
Reshaping Care for Older People	0	0	328	328
Long Stay Hospital	0	0	600	600
Senior Citizens' Clubs	23	0	0	23
WRVS	48	0	0	48
· Lunch & Social Clubs				
· Good Neighbours Scheme				
· Blether Together				
· Reminiscence Scheme				
· Accessible Transport				
Totals	2,562	16,487	4,410	23,459

Notes:

NHS expenditure does not include:

- Acute hospital care (Gilbert Bain Hospital or outside Shetland)
- GP services
- Other Primary Care services (i.e. Opticians, Pharmacy)



Proposals for Shetland 2011/2012

Change Fund
Allocation
Total = £328,000

Topic / Aims	Work Streams / Tasks	Links to other Topics / Work Streams	Resource Requirements 2011/2012	Lead Responsibility
1. Anticipatory Care and Long Term Conditions <i>improved health and well-being; fewer admissions to hospital and residential care settings;</i>	Embed anticipatory care planning and community response services in primary care <ul style="list-style-type: none"> ➤ Implement ACPs for all older people ➤ Implement case management in primary care through GP practices (LES) and community nursing ➤ Develop 24/7 community nursing service ➤ Investigate regular screening for older people including memory function ➤ Develop information resources on anticipatory care and LTCs ➤ Focus in A&E on ACP to prevent admissions to hospital in a crisis ➤ Improve/extend access to WYFY data to support ACPs ➤ Promote healthy lifestyles ➤ Training for customers and carers ➤ Staff training in enablement 	Carers' support With You For You Palliative Care	24/7 nursing service in the community <div style="text-align: right;">£80k</div> Future years funding from shift in resources to community LES – ACP and screening through GP surgeries <div style="text-align: right;">£20k</div> Future years funding from shift in resources to community Training programmes <div style="text-align: right;">£8K</div> <div style="text-align: right;">Total £108K</div>	Director of Nursing Service Manager Primary Care



<p>2. Generic Health and Care Support Worker Models <i>sustainable support services; improved continuity of care; make better use of resources across Shetland;</i></p>	<p>Introduce Generic Health and Care Worker posts in localities to support people at home using national job profile</p> <ul style="list-style-type: none"> ➤ Identify early implementer localities ➤ Pool budgets and recruit/redeploy <p>Provide opportunities for care workers in care centre settings to maintain or attain nurse qualifications/registration and undertake nursing tasks.</p> <ul style="list-style-type: none"> ➤ Develop governance framework and pooled budget ➤ Identify early implementer sites ➤ Recruit/redeploy staff <p>Further develop generic support worker model with an emphasis on reablement and housing support</p>	<p>Non-doctor islands</p> <p>Anticipatory Care and Long Term Conditions</p>	<p>Recruitment/secondment early implementer site(s) £30K</p> <p><i>Future years funding from shift in resources to community</i></p> <p>Training/CPD £5k</p> <p>Total £35k</p>	<p>Director of Nursing</p> <p>Service Managers</p> <p>Community Care Resources</p>
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3. Non-doctor islands; <i>sustainable solutions to meet the needs of small island communities</i>	Review access to medical and other clinical services for remote island communities <ul style="list-style-type: none"> ➤ Review transport provision ➤ Implement Telehealth solutions ➤ Improve ICT links e.g. video and teleconferencing facilities ➤ Mobilise resources to visit island and other remote and rural communities to share specialist resources in a decentralised model e.g. AHPs, learning disability services, mental health services including dementia services, Implement actions from the Clinical Strategy and NHS Property Strategy	Generic Health and Care Workers Telehealthcare	Customer, carer and staff training programmes £5K Total £5K	Director of Clinical Services
4. Respite Care Strategy; <i>better support for family/unpaid carers; more flexible use of resources</i>	Develop Respite Care Strategy including:- <ul style="list-style-type: none"> ➤ Role of care centre settings; shift to reablement / short breaks ➤ Flexible, responsive short breaks including at home ➤ Training for carers ➤ Pooled budgets and allocation of specific funding e.g. Carer Information Strategy Funding 2011/2012 and Change Fund ➤ Direct access to resources for customers and unpaid carers; self-assessment 	Carers : Links to carers' strategies including young carers' strategy Long Term Conditions and Anticipatory Care	Carer Info Strategy programme for 2011/12 £30K Project Manager temp appointment/secondment for Respite Strategy £15k Total £45K	Head of Community Care



<p>5. Medication <i>Improved health and well-being;</i> <i>Increased independence;</i> <i>Reduction in number of falls</i></p>	<p>Review medication systems for older people</p> <ul style="list-style-type: none"> ➤ Single system ➤ Increase use of medication dispensers for self-managed care <p>Review prescribing for older people and poly pharmacy issues</p> <ul style="list-style-type: none"> ➤ Increase use of non-drug therapies e.g. CBT, pain relief ➤ More appropriate prescribing for palliative and end of life care <p>Review medication for all older people</p> <ul style="list-style-type: none"> ➤ Continual review of medication as an integral part of the support plan /ACP <p>Improve access to medication</p> <ul style="list-style-type: none"> ➤ Minor ailments scheme ➤ Transport/ delivery of medication ➤ Access to pharmacists 	<p>Long Term Conditions and Anticipatory Care</p> <p>Carers</p> <p>Non-doctor islands</p>	<p>New systems development programme including training for customers, carers and staff; project resource (backfill); investigate new role for clinician with special interest</p> <p>£50K over 2 years</p> <p>Total £25k</p> <p>Break even by year 3 and then anticipate savings in future years</p>	<p>Director of Pharmacy</p>
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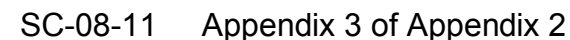
<p>6. Specialist medical resources for older people <i>Improved health and well-being; Increased independence; Reduce falls</i></p>	<p>Develop access to specialist resources for:-</p> <ul style="list-style-type: none"> ➤ Dementia ➤ Palliative care ➤ Frail older people <p>Continue to develop multi-disciplinary working and strengthen links with specialist services (e.g. palliative care specialist in Aberdeen)</p> <p>Implement new care pathways for frail older people</p> <p>Develop specialist support for falls prevention and frail older people</p> <p>Promote direct access for customers and carers to specialist resources/advice</p>	<p>Long Term Conditions and Anticipatory Care</p> <p>Medication</p> <p>With You For You</p>	<p>Investigate options for practitioners with special interest roles : GPs, nurses, AHPs</p> <p>Training and backfill £20k</p> <p>Access to specialist resources outwith Shetland using VC, visiting services for frail older people</p> <p>£10k</p> <p>Total £30k</p> <p>Future years funding from shift in resources to community</p>	<p>Director of Clinical Services</p>
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7. Telehealthcare <i>reduce need for institutional care</i> <i>reduce hospital admissions</i> <i>facilitate early discharge from hospital</i> <i>provide home based alternatives to residential care</i> <i>support local communities</i>	Promote Telehealthcare as an integral part of individual support plans and in new service developments e.g. extra care housing <ul style="list-style-type: none"> ➤ Include in WYFY & induction training ➤ Raise awareness in the community ➤ Develop locality response services ➤ Review 24/7 response requirements ➤ Promote good neighbour schemes ➤ Review delivery/transport for simple equipment ➤ Campaign for better ICT links ➤ Increase Telehealth solutions, self-care and self-managed care 	Housing; Sheltered Housing Review and Local Housing Strategy Local Development Plan Community Planning Long Term Conditions and Anticipatory Care	Management & admin £70k Telehealth and ICT equipment and upgrades £100k Establish good neighbour schemes – pump priming £20k Total £180K	Telecare Project Manager
8. Housing <i>better use of existing accommodation through adaption for support needs; future proofed housing</i> <i>reduced need for specialist accommodation including care homes and designated sheltered housing</i>	Implement recommendations of Local Housing Strategy with regard to the housing needs of an ageing population <ul style="list-style-type: none"> ➤ Complete Scalloway pilot looking at integrated staff teams ➤ Review processes for integrated equipment stores/ pooled budgets ➤ Promote future proofing - all housing Increase percentage of long term care places in people's own homes and supported accommodation models <ul style="list-style-type: none"> ➤ Extra care housing as part of Isleshavn replacement and Lerwick long term care project Review transport requirements Develop handyperson services WER	Housing; Sheltered Housing Review and Local Housing Strategy Local Development Plan Community Planning LTC and Anticipatory Care Telehealthcare With You For You Zetrans Transport Review	Future proofing protocols and design spec £15K Total £15k Extra care housing developments in Yell and Lerwick/central area Capital funding £5.5M over 4 years	Head of Housing Head of Community Care



<p>9. Assessment and Care Management</p> <p>With You For You</p> 	<p>Develop comprehensive training programme for all staff across statutory and third sector partners including:</p> <ul style="list-style-type: none"> ➤ Assessment skills ➤ Talking Points (national initiative) ➤ Care and support planning ➤ Case recording and documentation ➤ Care/case management and care co-ordinator roles ➤ ICT systems and data sharing ➤ Financial aspects – costs, accessing funding, individual budgets and self-directed support ➤ Welfare Rights <p>Develop user friendly, shared ICT system for WYFY with direct access to up to date information</p> <p>Develop signposting materials on-line with customer and carer access via internet</p>	<p>Community Planning</p> <p>Community Development</p> <p>Long Term Conditions and Anticipatory Care</p> <p>Telecare</p> <p>Community Capacity Building</p>	 <p>Training programme £5k</p> <p>ICT system £200k</p> <p>Integrated, multi-disciplinary, primary/community care teams in localities; links to LSDGs :- backfill for project management £15k</p> <p>Total £220K</p>	<p>Head of Community Care</p> <p>Chief Social Work Officer</p>
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12. Joint Commissioning Strategy <i>more efficient use of resources; faster access to services</i>	Review CHCP Commissioning Strategy to:- <ul style="list-style-type: none"> ➤ Support pooled budgets for older people ➤ Support direct access to partnership resources through delegated governance models Complete Integrated Resource Framework mapping exercise <ul style="list-style-type: none"> ➤ Provide full details of all funding streams across statutory and independent sectors ➤ Develop models for financial resourcing of Reshaping Care plans showing shift in resources from institutional care settings to primary and community care ➤ Develop 5 and 10 year targets for the shift in resources. 	Community Planning SIC & NHS financial governance systems All Reshaping Care work streams	Support from Joint Improvement Team Support from Scottish Government for IRF £20k Total £20k	Head of Community Care
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Specific Funding streams 2011/12	£'000s
Reshaping Care	328
Carer Information Strategy	30
IRF	20
Total	378

Other funding in the tables above is included in Shetland Islands Council and NHS Shetland budgets for 2011/12



Notes:

1. Shetland's allocation of the £70M national change fund for 2011/2012 is £328K. It is anticipated that the change fund will continue at this level for a further 3 years. This will depend on the national spending review that will take place after the Scottish Government elections in May 2011.
2. The change fund should be considered within the context of the total spend on older people by the partnership and is intended as a catalyst for a shift in resources, specifically in funding, away from institutional care settings to services in primary and community care.
3. The total spend on services for older people in Shetland is included in the Older People's section of the CHCP Agreement. The CHCP Agreement is updated annually. The revised agreement covering 2011 – 2014 will include the Reshaping Care Change Plan and allocation of the Change Fund budget as an integral part of the section on Older People.
4. Work will be required in 2011/2012 to further develop the CHCP Commissioning Strategy in line with the Change Fund Guidance. It is anticipated that further guidance from the Scottish Government will seek to establish Joint Commissioning Strategies for 2012 – 2020 that will encompass longer term Change Plans.

Glossary

A&E	Accident and Emergency
ACP	Anticipatory Care Plan
AHP	Allied Health Profession
ICT	Information and Communication Technology
IRF	Integrated Resource Framework
LES	Local Enhanced Service
LTC	Long Term Condition
WER	Within Existing Resources
WYFY	With You For You; Shetland's Single Shared Assessment



REPORT

To: Services Committee

10 March 201

From: Service Manager – Housing & Property

Report Number: HS-07-11

Allocation Policy Annual Review

1. Introduction

- 1.1. This report details recommendations regarding the annual review of the allocation of quota targets and letting profile areas contained in the Shetland Islands Council's Allocation Policy

2. Links to Corporate Priorities & Risks

- 2.1 Housing is a key contributor to the Council's Community Planning Partnership priorities in maintaining an economically active population. The Single Outcome Agreement has the following strategic outcome under its 'stronger' section: *Ensure all unintentionally homeless households are entitled to settled accommodation by 2012*. Audit Scotland has identified this as a risk for the Council.
- 2.2 The Single Outcome Agreement also has the following strategic outcome under its 'healthier' section: *We will support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those that are most in need*.
- 2.3 The 2010/11 Housing Service Plan identifies that Housing Services will: *Continue to work towards the national target for eliminating homelessness by 2012, including revised policies and procedures*.
- 2.4 The overall aim of the Housing Service is to ensure we are providing safe, well-designed, energy-efficient homes that meet the demands of our unique environment and are available across Shetland to meet different levels of affordability.
- 2.5 In terms of risk, there is no direct financial risk associated with this report. However, there are political, economic, social, education and health risks associated with high levels of unmet housing need. The

consequences of this unmet housing need will have financial implications for those Council services supporting housing, social, education and health.

- 2.6 Further, the lack of sufficient numbers of affordable housing units mean there is a risk of an increase in the Council's statutory duties beyond 2012, which it may be unable to meet.

3. Annual Review of Allocation Targets

- 3.1. During the period 1st April 2010 to 18th January 2011, 522 new applications were received and registered on the Orchard Housing Management System. As of January 2011 there was an average of 52 applications being received per month, which is a slight decrease of 2 per month since the last report.

- 3.2. The number of new applications received brings the total number of applications on the waiting list for housing in Shetland as of January 2011 to 833. These are broken down into application type as follows:

Application Type	No Jan 11	% Jan 11	% Feb 10	% Mar 09	% Feb 08	% Feb 07
Waiting List	539	65%	65%	68%	71%	65%
Transfer (inc HHA)	206	25%	24%	26%	21%	25%
Homeless	85	10%	8%	6%	7%	9%
Relocating Worker	0	0%	2%	0%	1%	1%
Special Cases	3	0%	1%	0%	0%	0%
Total	833	100%	100%	100%	100%	100%

- 3.3 This table shows an increase in the percentage of homeless and transfer applications with the percentage of waiting list applications remaining the same since February 2010.
- 3.4 One of the challenges faced by the Council in relation to allocations is striking a balance between housing people under homelessness legislation and meeting housing need more generally.
- 3.5 The Council's Allocation Policy takes account of a wide range of housing need – and it is important that a reasonable proportion of social lets are available for households who are not homeless but are looking to move or who are otherwise in housing need. It is also a legislative requirement that reasonable preference is given to homeless households, and also to others in particular housing need (such as large families and those living under unsatisfactory housing conditions).
- 3.6 The Council aims to achieve this balance, through the use of a quota system. Last year, the Council reviewed the Allocation Policy, taking the 2012 targets into account and set the following quota targets:

Lerwick	1 – 2 Apt	3 Apt	4 Apt	5 Apt +
Homeless	90%	60%	50%	50%
Waiting List	5%	30%	35%	25%
Transfer	5%	10%	15%	25%

Landward	1 – 2 Apt	3 Apt	4 Apt	5 Apt +
Homeless	50%	50%	20%	50%
Waiting List	30%	40%	50%	25%
Transfer	20%	10%	30%	25%

3.7 As of January 2011, there had been 294 new lets. Of these 136 were temporary lets to meet the Council's homeless duties, 32 lets to sheltered tenants, 11 were mutual exchanges, 9 were allocations to tenants being decanted and 1 was an allocation to the independent living project.

3.8 There were therefore 105 lets to general need tenancies, assigned a quota, between 1st April 2009 and 31st January 2010. Detailed in the tables below are performance against each quota target, and the number of offers accepted and the percentage of lets by category for Shetland overall:

		Lerwick		Landward	
Apt	Quota Group	Actual	Target	Actual	Target
1-2 Apt	Homeless	64%	90%	19%	50%
	Waiting List	27%	5%	67%	30%
	Transfer	9%	5%	14%	20%
3 Apt	Homeless	72%	60%	50%	50%
	Waiting List	22%	30%	38%	40%
	Transfer	6%	10%	13%	10%
4 Apt	Homeless	17%	50%	12%	20%
	Waiting List	33%	35%	76%	50%
	Transfer	50%	15%	12%	30%
5 Apt +	Homeless	0%	50%	0%	50%
	Waiting List	0%	25%	0%	25%
	Transfer	100%	25%	0%	25%

Shetland Overall				
Category	No. Accepted	Offers	Quota Allocated	Annual Target
Homeless	34		32%	55%
Waiting List	53		51%	30%
Transfer	18		17%	15%
Total	105		100%	100%

3.9 It can be seen that for 1-2 apartment housing (bedsit / 1 bedroom) the homeless quota is significantly below target and the waiting list and transfer quotas are over target. The main reason for this continues to be the mismatch between supply and demand in Lerwick.

- 3.10 In line with policy changes introduced last year, 44 offers of housing were made to homeless applicants in areas out with Lerwick, but 32 of those offers were refused.
- 3.11 For 3 apartment housing (2 bedrooms), the homeless quota is on target.
- 3.12 The homeless quota is below target for 4 apartments (3 bedrooms) and 5 apartments (4 bedrooms) – however this is due to the low number of homeless applicants requiring this size of property. All homeless households in need of this size of accommodation have been provided with settled accommodation.
- 3.13 Overall the numbers of homeless households being housed in Shetland is very low and our inability to meet our targets for smaller households, despite changes made to the allocation policy last year to assist, remains a major concern.
- 3.14 It is proposed that the quota targets for 2011/12 be set as follows to maintain 50% homeless quota overall, but to better reflect actual performance during 2010/11:

Lerwick	1 – 2 Apt	3 Apt	4 Apt	5 Apt +
Homeless	80%	60%	40%	30%
Waiting List	10%	20%	30%	35%
Transfer	10%	20%	30%	35%

Landward	1 – 2 Apt	3 Apt	4 Apt	5 Apt +
Homeless	60%	60%	40%	30%
Waiting List	20%	20%	30%	35%
Transfer	20%	20%	30%	35%

4 Offers and Refusals

- 4.1 As noted in paragraph 3.10 above, another concern is the numbers of offers that are refused by applicants. The table below details the numbers and reasons for refusals, with 88 offers refused out of a total of 229 offers made (38%). The highest refusal rate is for homeless applicants, with a 52% refusal rate. This is likely to reflect the shift away from only making offers in an area of choice, to a more pro-active assessment of what would constitute a reasonable offer.

Row Labels	Homeless	Transfer	Waiting List	Grand Total
Area Unsuitable	19	4	4	27
Too Far from Services	6	1	3	10
Property Too Small	1	3	4	8

Cannot Move at this time		1	7	8
Property unsuitable	2	2	3	7
Dislike Area	3	4		7
Found Alternative Accommodation	2	1	2	5
Applicant withdrew application	2		2	4
No Reply	1		3	4
Condition Of Property		1	2	3
Neighbour issue		1	2	3
Preference for other property	1		1	2
Grand Total	37	18	33	88

- 4.2 The main reason for refusal of offers by homeless applicants is that they feel the area is unsuitable for them. This will relate to a wish to settle in an area they have lived in previously or where they can be close to employment, health services or social and support networks.
- 4.3 Close proximity to employment or social networks is recognised as essential in terms of future tenancy sustainment and must be taken into account in an effort to prevent the recurrence of homelessness.
- 4.4 Processing offers and refusals is resource intensive. Under the terms of the Allocation Policy all applicants can receive up to two reasonable offers of accommodation.
- 4.5 In relation to homelessness, the Council has a statutory duty to secure permanent accommodation for unintentionally homeless applicants with a priority need. Permanent accommodation is defined as accommodation secured by a Scottish Secure Tenancy or, in the private sector, by an assured tenancy or in restricted circumstances a short assured tenancy.
- 4.6 The Council's duty would be fulfilled by a single offer of housing, even if this is refused by the applicant, provided that the offer was a reasonable one. Homeless people however should be treated on the same basis as other housing applicants in relation to the number of offers they receive.
- 4.7 A reasonable offer is not well defined, but emphasis is placed on the importance of offering a genuine choice of accommodation as this is more likely to ensure resettlement, and taking the particular circumstances and needs of the applicant and their household into account.
- 4.8 Practice by other local authorities is changing in this area, and some investigation into best practice is needed, before options can be evaluated.

- 4.9 In order to fully consider the options open to the council to address this issue, a short life officer working group will be established.
- 4.10 The purpose of the group would be to identify and evaluate options to address the high refusal rate, and to provide an update report to Committee with recommendations by October 2011.
- 4.11 Any other changes needed to the Allocation Policy, for example in relation to the Suspension Policy or the Nomination Agreement would also be considered as part of this report.

5. Annual Review of Letting Profile

- 5.1 The existing list of letting profile properties agreed by Council is:
- 1 – 9 St Olaf Street
 - 47 St Olaf Street
 - High Street
 - Parkfield
 - 12a North Road
 - 1-6 Rudda Park
 - Janitor's House Sound School
 - Ladies Drive
 - Rudda Court
- 5.2 These properties are designated as having a specific letting profile to ensure sensitive lettings. It is proposed that the Janitor's House, Sound School is deleted from the list as it has been transferred to the Schools Estate, and that all others remain.

6 Summary of Proposals

- 6.1 It is proposed that:
- 6.1.1 The allocation quota targets are set as detailed in 3.14 above; and
- 6.1.2 Janitor's House, Sound School is deleted from the lettings profile list.

7 Financial Implications

- 7.1 The Council will be required within six months of the changes in policy to ensure that these changes are publicised. These changes can be publicised within existing resources and therefore there are no direct financial implications as a result of this report.

8 Conclusions

- 8.1 Based on performance in relation to meeting quota targets, it is recommended that the quota targets be amended slightly to better

reflect actual performance last year, while retaining an overall target of 50% lets to homeless applicants.

- 8.2 The high refusal rate is a cause for concern, but additional work into best practice is required before options can be evaluated. It is proposed to establish a short life working group to consider this issue, and to provide an update report to Committee with recommendations on options by October 2011.

9 Policy & Delegated Authority

- 9.1 All matters relating to Housing stand referred to the Services Committee (Min Ref: SIC70/03), and the Committee has delegated authority to make decision on matters within it's remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision. However as this report recommends changes in the Allocation Policy, a decision of the Council is required.

10 Recommendations

- 10.1 I recommend that the Services Committee recommend to the Council that:
- 10.1.1 The allocation quota targets are set as detailed in 3.14 above;
and
- 10.1.2 Janitor's House, Sound School is deleted from the lettings profile list.

Date: 10 March 2011
Ref: VS/LJ

Report HS-07-11



REPORT

To: Services Committee

10 March 2011

From: Head of Housing

Report No: HS-08-11

Shared Equity Schemes

1. Introduction

- 1.1 During 2010 Services Committee requested the Head of Housing to feed back the final detail of a shared equity scheme for final decision and to prepare an advert seeking expressions of interest from individuals who may potentially be interested in such a scheme.
- 1.2 The previous Head of Housing drafted the report attached at Appendix 1 which has been considered by the Housing Strategy Steering Group on 14th February.
- 1.3 At the same time a bid has been submitted to the General Fund Capital gateway process for initial funding for a shared equity scheme.
- 1.4 Since the report was drafted additional information has been announced on an extension to the national open market shared equity scheme, targeted at 'remote rural' local authority areas.

2. Links to Corporate Priorities and Risks

- 2.1 Sustainable organisation – help us to make sure that we are making the best use of our resources and delivering services as effectively as possible.
- 2.2 Local Housing Strategy and 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 There is a risk that continuing to pursue a local solution is not the most effective use of resources and is duplicating a national scheme.

3. Scottish Government Open Market Shared Equity Scheme (OMSE)

- 3.1 Following the approval of the 2011/12 Scottish Budget an additional £16M was allocated for housing programmes. £3M of that additional allocation is for 'Remote Rural' authority areas and of the overall OMSE funding £1.27m has been allocated to Highland and Islands area.
- 3.2 The scheme has been extended to apply to all first time buyers in the classified areas. The minimum equity stake will be lowered from 70% to 60% with the maximum equity stake remaining at 90%. Threshold prices will remain unchanged for the time being.
- 3.3 The scheme would be administered locally by Hjaltsland Housing Association. Further guidance is expected in March 2011.

4. Financial Implications

- 4.1 The proposal for the Council to create its own Shared Equity scheme was accompanied by a General Fund capital gateway bid for up to £250k. This would require a new allocation of capital funding in the prioritisation of capital projects.
- 4.2 The government scheme is funded through external funding.

5. Policy and Delegated Authority

- 5.1 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 decisions on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.

6. Conclusions

- 6.1 The principle of shared equity is a valuable tool to have in the range of housing options for potential first time buyers in Shetland. Since the original report was drafted, the government have clearly recognised the value of such an initiative and has offered funding for an expanded scheme to what was previously available. It would not be efficient to operate two such schemes locally.

7. Recommendations

7.1 I recommend that;

7.1.1 The Services Committee note that the Government funded scheme (OMSE) is being taken forward for Shetland in partnership with Hjaltsland Housing Association;

7.1.2 The bid for capital funding currently in the gateway process is withdrawn.

Date: 10 March 2011
Our Ref: AMJ/LJ

Report No: HS-08-11



REPORT

**To: Housing Strategies Steering Group (HSSG)
Shetland Islands Council**

From: Head of Housing

Report No: HS-02-11

Proposal For Shared Equity Scheme

1. Introduction

- 1.1 Earlier in 2010 Services Committee requested that the final detail of a shared equity scheme to be fed back through the HSSG before coming back to Services Committee for a final decision (Min ref: SC 72/10).
- 1.2 The same decision outlined in 1.1 also requested 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.
- 1.3 The results of the expressions of interest and the detailed proposals in response are offered for consideration as a part of this report.

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 Key Purpose of Shetland’s Single Outcome Agreement is to maintain the Economically Active Population throughout Shetland, with a specific outcome to ensure the right house is available in the right place at the right price. The Council, in its Corporate Plan 2010/12 is undertaking actions to contribute to meeting this Purpose and Outcome.
- 2.5 Where purchasers require any form of mortgage, it is likely that they will want first security on the home. Thus, if the scheme is to be viable, the Council will only likely to be able to seek second security. If the Council does proceed with a detailed Shared Equity scheme, there may be risks for the Council. As the Council will be effectively taking a share in homes purchased, the Council’s investment may be at risk if there is any default on the purchaser’s mortgaged element of any purchase.
- 2.6 While the value of property is likely to increase in the medium to longer term, there is a risk that the Councils equity share may reduce in the short term.
- 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 7th 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 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 equity 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.

- 3.4 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.
- 3.5 An advertisement was placed seeking expressions of interest. An analysis of these results is attached as Appendix A. The main points are that:
- 3.5.1 There is sufficient initial interest in a shared equity scheme;
 - 3.5.2 There is interest in the purchase of sites;
 - 3.5.3 There is interest in all parts of Shetland;
 - 3.5.4 There is interest from some already in social housing and if available for this group, would free up Council or HHA housing;
- 3.6 The proposed working parameters of the scheme are set out in Appendix B.
- 3.7 Comments from individuals working in the local mortgage sector are set out as Appendix C.

4. Shared Equity Scheme – Principles

- 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 Scheme for the purposes of this report is where an individual formally fully 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. Thus, the Council's share may fall or rise in value.
- 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.

- 4.4 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.
- 4.5 Appendix D provides HNDA data. This data indicates that:
- 4.5.1 Properties in the lower quartile in the West Mainland, North Isles, Whalsay & Skerries should already be affordable;
 - 4.5.2 Properties in the lower quartile in Lerwick, Bressay and the North Mainland would require a subsidy of 20% to be affordable;
 - 4.5.3 Properties in the lower quartile in the Central and South Mainland would require a subsidy greater than 20% to be affordable. The problem with this scenario is that unlimited subsidy in these areas may push prices up in an area that already has high prices;
 - 4.5.4 In all areas, any household with an income greater than £35k per annum should be able to afford properties in the lower quartiles:
- 4.6 Taking the factors outlined in 4.5 into account, it would seem inequitable to have parts of Shetland to be excluded from such a scheme, particularly if the intention is to keep persons living in those areas. Clearly, it would not help if prospective house purchasers were attracted to other areas to obtain subsidy. At the same time having higher levels of subsidy in areas where prices are already high might fuel an increase in property values and so further excludes more individuals from the market. Thus, it becomes necessary to make a judgement on what the level of subsidy should be to remain equitable and avoid perverse incentives. In the first instance and for the purposes of this pilot, I would recommend that subsidy is applied as set out in table 1 below. The effects should be monitored and adjusted where required into the future.

Table 1

Locality	Maximum SIC stake	Maximum household income
Central Mainland	25%	£35,000
South Mainland	25%	£35,000
Lerwick & Bressay	20%	£35,000
North Mainland	20%	£35,000
West Mainland	15%	£35,000
North Isles, Whalsay & Skerries	15%	£35,000

4.7 The main principles of the proposal are:

- 4.7.1 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;
- 4.7.2 Qualifying criteria will be set to target those on low incomes that are first time buyers as set out in Table 1 above and Appendix B;
- 4.7.3 Incentives will be built in to encourage the purchaser to buy out the Council share at the earliest opportunity;
- 4.7.4 Purchasers may still have to find a deposit to satisfy their respective mortgage lenders (see appendix C);
- 4.7.5 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;
- 4.7.6 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. Therefore, the money originally invested can be re-cycled into expanding this or other schemes as required into the future;
- 4.7.7 The value of properties to be purchased will be capped to reflect average earnings of those on low incomes. A cap of £125,000 (2010 prices) would ensure that those on low incomes have a wide range of properties to search;
- 4.7.8 The availability of this scheme as a funding option may encourage private sector, speculative, low cost, private sector housing investment:

4.8 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:

- 4.8.1 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;
- 4.8.2 The quality of such houses are assured and minimal additional expenditure should be required in the early years for maintenance;

- 4.8.3 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;
 - 4.8.4 The Hoofields scheme will become multi tenure to enhance redevelopment objectives;
 - 4.8.5 The income from the sales can be returned to the Council and so if deemed necessary and appropriate, be made available for appropriate housing activity:
- 4.9 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.
- 4.10 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 price 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.
- 4.11 A worked example of how the scheme may work is set out in table 2, below:

Table 2.

Example of Equity Share	Cost	Percentage
Purchase price of new home	£100,000	
Purchaser's mortgage and any cash deposit	£80,000	80%
SIC's Equity Share	£20,000	20%

In this example, if the home is sold for £110,000, the main purchaser would get £88,000 (80%) and the Council get £22,000 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. Any such authority will follow the gateway process. 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 Council's interests in such an equity scheme through detailed legal documentation and strict financial qualifying criteria.

8. Recommendations

- 8.1 I recommend that the Housing Strategies Steering Group / Services Committee recommend that the Council:
- 8.1.1 Agree to accept the principles in section 4 and the working parameters for the proposal in Appendix B, for the Council to try and operate a pilot 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;

- 8.1.2 Instruct the Head of Housing to seek explicit consent from the Scottish Government to operate this scheme in accordance with the requirements of the Housing (Scotland) Acts;
- 8.1.3 Prepare a submission to the Capital Programme Service for consideration of this pilot under the Council's Gateway Process, to secure the necessary funding;
- 8.1.4 Based on the parameters in Appendix B, agree for the Council staff to work on detailed documents to operate a shared equity scheme pilot. The progress to be reviewed by HSSG / Services Committee at six monthly interval.

Date:

Our Ref: CM/LJ

Report No: HS-02-11



REPORT

To: Services Committee

10 March 2011

From: Executive Director – Education and Social Care Department

SHETLAND MUSEUM AND ARCHIVES SERVICE PLAN 2011/12

1. Introduction

- 1.1 This Report invites Members to approve the 2011/12 Service Plan for the Museum and Archives services, provided through Shetland Amenity Trust, as part of the agreement that is in place for funding those services.

2. Links to Corporate Plan

- 2.1 The Council has a priority to celebrate Shetland's Cultural identity and the provision of a museum and archive service contributes greatly to this priority.

3. Risk Management

- 3.1 There are no significant risks associated to the recommendations in this report. The Museum and Archive service are closely monitored by the department, both financially and in terms of service performance.

4. Background

- 4.1 The specific power to provide a museum service is contained in the Public Libraries Consolidation (Scotland) Act 1887. The powers and duties of local authorities with respect to cultural facilities and activities are now contained in the Local Government and Planning (Scotland) 1982 Act. It is section 14 of the 1982 Act, as amended, which now provides that "a local authority shall ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities". In terms of sections 53 and 54 of the Local Government Etc. (Scotland) Act 1994, the local authorities set up by the Act are obliged to make proper arrangements for the preservation and management of their records, both those which they create and those which they inherit from their predecessors or acquire from elsewhere

- 4.2 Shetland Islands Council has in place a 25 year service level agreement with Shetland Amenity Trust for the provision of museum and archive services. As part of that agreement, the Council is asked to approve the services and service levels to be provided each financial year, as set out in a Service Plan.
- 4.3 The Museum and Archive building is owned and operated by Shetland Amenity Trust, so the agreement covers only service issues. The Service Plan provides the justification for the budget, which is negotiated each year with Shetland Amenity Trust, depending on the Council's overall Budget Strategy. Performance monitoring on this Service Plan will be prepared for Members on an annual basis.
- 4.4 Appendix A sets out the Service Plan for the museum and archives for 2011/12 that details the level of service to be delivered by Shetland Amenity Trust. This is a full description of all the services provided, beyond that which the Council contributes towards.

5. Current Position

- 5.1 The Service Plan for the museum and archives for 2011/12 has been drawn up by officers of Shetland Amenity Trust.
- 5.2 The Service Plan sets out the key areas of activity as being:
- Collections
 - Exhibitions
 - Lifelong Learning
 - Heritage Hub and Community Museums
 - Readers and Researchers

The Service Plan details what actions and outcomes can be expected over the coming year.

- 5.3 Members should note that funding for the Museum and Archives Services has been reduced from £1,141,683 (2010/11) to £1,138,214 (2011/12).
- 5.4 Members should note the Council's Education and Social Care Department annually funds Shetland Amenity Trust to provide the following:
- Archive service
 - Museum service
 - Education service
 - Museum facility

The Council's Museum and Archive funding does not include a financial contribution to Hay's Dock restaurant or the museum shop.

6. Financial Implications

- 6.1 A budget of £1,138,214 for financial year 2011/12 from SIC General Fund was approved by Council on 10 February 2011 for the provision of a museum and archives service. (SIC Min. Ref 05/11).
- 6.2 As required under the terms of the Service Level Agreement between the Council and the Shetland Amenity Trust, consideration has been given to the following information: -
- Current year Service Plan;
 - Current year service performance reports;
 - Current year quarterly management accounts;
 - Previous year Annual Report and Financial Accounts.

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 on the matters within approved policy and for which there is a budget.
- 7.2 All matters pertaining to museum and archives services fall within the remit of the Services Committee and this Report addresses issues within policy and within budget. The Report seeks specific approval to disburse the funding.

8. Recommendations

I recommend that Services Committee:

- 8.1 Consider and approve the Service Plan for the provision of museum and archive services for 2011/12, subject to approval by Shetland Amenity Trust;
- 8.2 Agree to disburse the funding of £1,138,214 in two equal instalments during financial year 2011/12.

SHETLAND AMENITY TRUST



Shetland Museums and Archives Service Plan 2011-2012

Museum and Archives Service
Hay's Dock
Lerwick
Shetland ZE1 0WP

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Introduction

This plan is a management tool to identify the correct resources to deliver a quality service; analyse and plan for future requirements; monitor service delivery; and provide an action plan for improvements.

The Shetland Museum was created by Zetland County Council and Lerwick Town Council in 1966, after a long campaign by the people of Shetland. The Shetland Archives came into existence ten years later, following the reform of local government throughout the U.K. The services were run by Shetland Islands Council from 1976-2005, and transferred to Shetland Amenity Trust in October 2005. The Museum and Archives collections remain the property of Shetland Islands Council, and the Amenity Trust manages the service through a Service Level Agreement with the Council.

Shetland Amenity Trust's Museums and Archives service comprises the main Museum and Archives at Hay's Dock, Lerwick; a reserve collection stores at Staney Hill, Lerwick and SBS Base, Greenhead; the Croft House Museum at Voe, Dunrossness.

The Museums and Archives service contributes to the quality of life in Shetland, by safeguarding the material and written evidence of people and their environment. Museums and Archives provide for their users a sense of continuity and pride in place, and preserve the history and traditions of the community that they serve. The service actively promotes Shetland's distinct culture, past and present, and in doing so plays a crucial role in the cultural tourism sector.

This Service Plan covers the period 1st April 2011 to 31st March 2012. The action plan covers the same time period and sets out what is thought to be achievable and manageable as the services grow. This plan will be reviewed annually and, in particular, the action plan will be monitored by Shetland Amenity Trust and Shetland Islands Council.

Through the monitoring of targets and action plans, the service plan will provide evidence for continuous improvement, and demonstrate best value for all areas of service delivery within the Museums and Archives.

Shetland Amenity Trust's Corporate Plan, 2008 -2011:

"The protection, improvement and enhancement of buildings and artefacts of architectural, historical, educational or other interest in Shetland with a view to securing public access to such buildings and the permanent display for the benefit of the public of such artefacts for the purposes of research, study or recreation."

Shetland Islands Council's Corporate Plan, 2008-2011:

"Its principal aim is to ensure that the things the Council is going to do helps to contribute to improving Shetland's sustainability. In other words, we want to ensure that we are able to maintain the standard of service delivery that we have been fortunate to enjoy in Shetland and improve this wherever we can."

This will be implemented through 3 Action Areas:

- **Sustainable Economy**
- **Sustainable Society**
- **Sustainable Environment & Transport**

Our client group

Our clients include:

- Anyone who lives in Shetland
- Anyone who works in Shetland
- Community groups
- Visitors to Shetland
- Visitors to our website
- Researchers and enquirers

In addition the service has identified target groups for 2011/12. These are:

- School children (primary and secondary)
- Family groups
- Care homes
- Researchers and enquirers
- Community Heritage sector

Our pledges to customers

We will:

- Acquire and preserve objects and information for the public benefit
- Use the best possible practice for care of items in the collection
- Advise and promote good standards of collection care and interpretation to the network of Shetland museums and heritage groups
- Use collections to improve the quality of life in Shetland, promote a sense of place and belonging and of local pride, and enhance Shetland's image nationally and internationally
- Break down barriers to access
- Provide an information and enquiry service
- Create and instigate exhibitions, publications and events that are thought-provoking, inspiring, educational and enjoyable
- Consult with customers to ensure needs are being met

Our engagement with customers

In the previous five years we have:

- Consulted with users of the building and services to obtain feedback
- Consulted through meetings with Disability Shetland to ensure that the new Museum and Archives building will meet the needs of disabled visitors
- Consulted with care home workers through individual meetings to obtain feedback on the pilot Reminiscence Loans Service
- Obtained feedback from teachers regarding the pilot artefact lending boxes and the new Museum and Archives Lifelong Learning Service through questionnaires and meetings
- Liaised with local heritage groups and the Heritage Association to ensure no duplication of service, and that the Museums and Archives service is meeting their needs
- Consulted with main user groups of the temporary exhibitions space, to ensure the service is developed in line with their needs and aspirations

- Contributed to two major strategies Shetland Cultural Strategy and the Shetland Heritage Strategy
- Instigated Shetland-wide loans programme of museum objects to community museums

In the next year we will:

- Continue to engage with clients as we pilot and evaluate services
- Use information from this to improve our services

Part 2 How we engage with our Staff

Review and Development

Staff engagement occurs on a daily basis due to the nature of the office space within the building. Staff are fully encouraged to promote ideas and changes that may improve the quality of service and likewise raise concerns or potential problems.

More formal development meetings occur at least monthly where each staff member inputs agenda items for discussion and reports on actions from previous meetings and the service plan. In addition at least monthly meetings are held between the Museum and Archives and between the Museum and Visitor Service Staff to discuss ongoing and future issues.

A monthly Service Management Team meeting is held between the museum and archives and the senior management team within the trust concerning progress against service plans and the wider trust strategic plan.

Staff review and development sessions are being implemented across the Trust.

Through the Training Plan staff are encouraged to develop CPD opportunities and take part in training workshops that will benefit the service.

Part 3 The services we provide and why

Service Core Strategic Objectives

Shetland Museum and Archives tells the story of Shetland to a wide public audience and thereby is a focus for the celebration of Shetland's cultural and natural heritage.

The Shetland Museum and Archives Service will provide improved access to heritage, not only through the display and interpretation of its collections but also through its support and promotion of local museums and heritage sites. The service will continue to establish strong links with the local community encouraging a sense of ownership and involvement in the facility.

Areas of Activity:

Collections

- To hold in trust, for present and future generations, the material, written, oral and visual evidence of Shetland's people and their environment
- To acquire, preserve and make available objects and records for the benefit of the public

Exhibitions

- To maintain and develop permanent exhibitions
- To host and curate temporary exhibitions that explore and interpret Shetland's unique cultural heritage and identity
- To host and curate temporary exhibitions that experience the diversity and breadth of the surrounding national/international heritage and arts scene
- To create a range of travelling exhibitions that tell the Shetland story to a wider audience

Lifelong Learning

- Ensure that lifelong learning is integral to the work of the Shetland Museum and Archives and that the services and facilities are accessible to all visitors regardless of age, sex, ability or social, ethnic or religious background
- Understand the learning needs of visitors and potential users
- To offer a wide range of sustainable formal and informal learning opportunities
- Actively encourage new audiences to engage with Shetland Museum & Archives services and collections
- Work in partnership with other agencies, services and the wider community to promote the lifelong learning potential of Shetland Museum and Archives and deliver the aims of Community Planning

Heritage Hub and Community Museums

- To be active in advising and promoting good standards of collection care and interpretation to the network of Shetland museums and heritage groups
- To work with other community organisations and groups to encourage that a unified approach is adopted in presenting the many links of Shetland's heritage and culture

Readers & Researchers

- To provide a public resource for academic and casual enquiries
- To research our collections and archives
- To make our own research available to the public

These core objectives are delivered through a series of service documents. The key documents are:

- Service Plan and Action plans
- Lifelong Learning action plans
- Collection Management Policy
- Training Plan

Statutory Framework

Museums

The powers and duties of local authorities with respect to cultural facilities and activities are now contained in the Local Government and Planning (Scotland) 1982 Act. It is section 14 of the 1982 Act, as amended, which now provides "a local authority shall ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities".

Archives

In terms of sections 53 and 54 of the Local Government Etc. (Scotland) Act 1994, the local authorities set up by the Act are obliged to make proper arrangements for the preservation and management of their records, both those which they create and those which they inherit from their predecessors or acquire from elsewhere. This duty applies to records regardless of age, from those which have just been created to those which may already have reached a local authority archive repository. Before putting such arrangements into effect, the authorities are also obliged 'to consult the Keeper of the Records of Scotland, and have regard to any comments that he may make'.

National and Local Framework

The National Cultural Strategy – Creating Our Future ... Minding Our Past, 2000 recognises that museums contributed to Scotland's Cultural identity and stated that museums and other aspects of culture 'play an important role in bringing people together and promoting social inclusion' (Scottish Executive 2000).

Shetland Cultural Strategy

The Shetland Cultural Strategy as a live document will periodically undergo review and will inform the work of the Museum and Archives Services through the delivery of the strategy action plan. The current main aim to be delivered on is Aim 2.3, as follows: 'maintain, develop and promote the rich cultural and natural heritage arts and crafts, and archaeology of Shetland'. The Museum and Archives will adopt revised strategies as they become available.

The Museums Library and Archives Council Museum Accreditation Scheme

The Museum Accreditation Scheme sets nationally agreed standards for UK museums. To qualify, museums must meet clear basic requirements on how they care for and document their collections, how they are governed and managed, and on the information and services they offer to their users.

A National Learning and Access Strategy for Museums and Galleries in Scotland recognises that museums and galleries contribute to the development of a confident and creative Scotland by playing an invaluable role in advancing equality of access, and cultural engagement opportunities for all.

Shetland Amenity Trust's Strategic Plan sets out the objectives of the Trust and how they are to be delivered through key priorities and actions, while identifying the main issues and challenges.

Shetland Cultural Heritage Strategy sets out the key aims and objectives of the new Museum and Archives Service and its integration with the Amenity Trust and the network of community heritage groups.

Part 4	How we deliver the services
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The service is delivered by the following personnel:

Museum Curator

Overall management of the Museums service; responsible for strategic overview and direction.

Archivist

Overall management of the Archives service; responsible for strategic overview and direction.

Curator of Collections

Overall responsibility of the collections, management, storage and direction.

Exhibitions Officer

Responsibility for the delivery permanent and temporary exhibitions.

Curator and Community Museums Officer

Collections policy documentation, and advice to the network of community heritage groups.

Collections Assistant

Responsible for day-to-day care of the collections and research access.

Assistant Archivist

Responsible for developing all aspects of the Archives service.

Lifelong Learning Officer

Responsible for developing and delivering lifelong learning opportunities of the services.

Facilities Manager

Building operation and management.

Chef Manager

Responsibility for running the Café Restaurant and providing catering support for events.

Customer Services Manager

Responsible for developing all aspects of services to customers.

Resources (as at 1st March 2011)

Core Activity		
	Staff	Financial
Museum	4 full-time 3-part-time	£190,279
Archives	3 full-time 2 part-time	£155,787
Facilities	5 full-time 14 part-time	£297,527

In addition there are a growing number of active volunteers. There is also a number of additional staff employed to run and manage the Café Restaurant.

Infrastructure

Museum and Archives building and environs at Hay's Dock, Lerwick
 Croft House Museum, Southvoe, Dunrossness
 Museum store, Staney Hill, Lerwick

Shetland Museum and Archives also provide maintenance of facility at Bød of Gremista, as venue for Shetland Textile Working Museum.

Service Provision

Shetland Museum & Archives Service
 Opening Times 2011

Museum hours of opening:

	11th Sept 2010 – 29th April 2011	30th April 2011 - 9th Sept 2011
Monday - Friday	10.00 – 16.00	10.00 – 17.00
Sat	10.00 – 17.00	
Sun	12.00 – 17.00	

Archives hours of opening:

	11th Sept 2011 – 29th April 2011	30th April 2011 - 9th Sept 2011
Mon – Friday	10.00 – 16.00	10.00 – 16.30
Sat	10.00 – 13.00	
Sun	Closed	

Croft House hours of opening:

1st April 2011 to 9th Sept 2011
 Open daily - 10.00 to 13.00 and 14.00 to 17.00

Hay's Dock Café Restaurant hours of opening:

10th Jan 2011 – 29th April 2011

	Day	Evening
Monday – Thursday	10.30 – 15.30	Closed
Friday		18.30 – 21.00
Saturday	10.30 – 16.30	
Sunday	12.00 – 16.30	Closed

30th April 2011 – 28th May 2011

	Day	Evening
Monday – Thursday	10.30 – 16.30	Closed
Friday - Saturday		19.00 – 21.00
Sunday	12.00 – 16.30	Closed

29th May 2011 - 27th August 2011

	Day	Evening
Monday	10.30 – 16.30	Closed
Tuesday - Saturday		19.00 – 21.00
Sunday	12.00 – 16.30	Closed

28th August 2011 – 31st December 2011

Times to confirmed in due course.

Shetland Museum and Archives is closed 25th & 26th December 2011, 1st & 2nd January 2012.

SETTING OBJECTIVES & TARGETS

(1) Performance Monitoring

Monthly recording of visitor numbers

The Shetland Museum and Archives attracted 79,000 visitors during the period 1 April 2010 to mid-February 2011. The Croft House is open during the summer months only, and attracted 4,900 visitors in 2010. The Archives attracted around 1,400 visits from 1 April 2010 to mid-February 2011, plus numerous letter and telephone enquiries.

External revision / monitoring from national bodies

e.g. Museums Galleries Scotland, Museums, Libraries and Archives Council, National Archives of Scotland (inspections of records held under charge and superintendence of the Keeper of the Records of Scotland).

Appendix 1 Shetland Museum and Archives Service Action Plan 2011/2012

SHETLAND MUSEUM & ARCHIVES ACTION PLAN 2011 - 2012		
Service Operation	Tasks	Outcomes
Collections	Ongoing repacking and storage of collections in store: overhaul large object pallet storage	Organised and cared for collection.
	Continue research on taatit rug collection to improve knowledge of collection.	Make reserve collections more accessible via display, publication
	Continue restoration of boat collection.	Use of boats within dock core to Shetland Museum and Archives vision document
	Flatten rolled and framed paper artefacts.	Standardise conservation conditions, maximise storage space, and facilitates transfer to archives
	Continue with transfer of paper items to archives.	Consolidation of collections within building in correct environmental conditions.
	Continue textile storage transfer and integrate knitwear.	Improves storage conditions allowing greater access to reserve collections
	Research on 19th century knitting patterns in published sources.	Display and publication
	Publish "Gunnister Man" volume.	Highlight reconstruction work and history of period
	Assess new additions to photo archive and continue scanning new acquisitions.	Ensure preservation and accessibility of fragile negative material.
	Continue to conserve and digitise oral history collections.	Preserve information for posterity.
	Continue cataloguing and conserving map collections in archive.	To ensure collections are organised, and cared for appropriately.
	Continue adding to, and improving existing records, of online catalogue.	Provision of wider access to researchers out with the building.
	Continue the transfer of the Reid Tait Collection from the library.	To ensure all rare published material is safely stored in the archives repository.

Exhibitions	Monitor and update Exhibitions Policy.	Ensure meeting needs of service.
	Develop action programme of updates to permanent and temporary displays.	Core function - to displays of reserve collections, encouraging repeat public visits.
	Produce three new focus displays.	Core function - to create changeable displays, encouraging repeat public visits.
	Investigate and develop partnered exhibitions and events.	To create co-ordinated access to Shetlands culture.
	Develop a series of temporary exhibitions for the wall outside Auditorium.	Maximise use of exhibition space within building creating opportunities for changing exhibitions.
	Develop exhibition for Tall Ships event in 2011.	Ensure Museum and Archives is fully integrated into these major local events.
Lifelong Learning	Consolidate learning opportunities from primary to secondary.	Programme of learning opportunities for schools.
	Develop a range of informal learning opportunities for different audiences.	To ensure that visitors have a range of ways to engage with the collections and with scholarship about Shetland. To provide learning opportunities for different audiences e.g. schools, families, adults, experts and new users.
	Plan events and exhibitions to tie in with local and national events e.g. Johnsmas Foy, Fiddle Frenzy.	Work in partnership with other organisations, build community involvement, broaden visitor understanding of how collections can be used.
	Develop a series of publications on aspects of Shetland's culture, building on the Guide Book into a series of theme guides. Also a range of occasional papers based on research on our collections.	A range of publications that expand on the delivery of information from the collections.
Heritage Hub and Community Museums	Review and investigate improvements to environmental monitoring equipment for community museums.	More efficient monitoring and recording of conditions, especially for stores and including light monitors.
	Provide support and advice for accreditation.	Improved service delivery interpretation, and collection care in community museums.
Readers /researchers	Attract new users and groups to the archives.	To introduce the archives to new audiences.

ICT	Instigate new CALM documentation software for museum.	Improved access to collections and allow exchange of information between museums.
	Update, improve and add to website content.	Ensure timely possible access to information on the service.
	Continue investigating making the oral history collection available for use in the searchroom.	To provide public access to this collection.
Staffing	Develop and maintain training plan and CPD opportunities.	Ensure updates to professional issues and high quality of service delivery.
	Further develop partnership agreement with National Museums of Scotland.	Ensure benefits for both Shetland Amenity Trust and National Museum of Scotland to accrue through joint initiatives and exchanges.
	Monitor staff performance and service delivery against detailed service work plans.	Maintain staff and project vision against resources and set outcomes.
	PhD – Doctoral thesis in history of Shetland literature, University of Glasgow.	Archives Assistant will have in-depth knowledge of relevant Archives collections, and be able to provide extensive access to researchers.
	MLitt – Orkney and Shetland Studies, University of the Highlands and Islands Millennium Institute.	Museum's Curator of Collections will gain a wider and better understanding of Shetland's history and material culture within the museum collection.



REPORT

To: Services Committee

10 March 2011

From: Head of Schools

SCHOOL HOLIDAY DATES 2013/14

1. Introduction

- 1.1 Following discussion at the Head Teacher's meeting on 3 March 2010, it was agreed that with effect from school session 2011/12 all five In-Service days will be set centrally. It was also agreed that four of the five school occasional holidays will be set centrally. Leaving one floating occasional holiday to be set by each individual school.
- 1.2 To compile these dates a small working group consisting of three Head Teachers, a Quality Improvement Officer and the Training and Development Officer was set up. It was agreed that they would set the occasional holiday dates and In-Service dates from 2011/12 through to 2013/2014.
- 1.3 As the School Term Dates for 2013/14 had not been agreed this group also compiled these, for agreement by Shetland Islands Council.

2. Link to Council Priorities

- 2.1 This report has no explicit link to the Corporate Plan priorities, but will help to create a culture where individual learners can strive to reach their full potential.

3. Risk

- 3.1 Customer risk as schools and parents / carers need these dates to be agreed so that schools can plan for the school year, and parents / carers can plan for any holidays they make take.

4. Proposals

- 4.1 The proposed new school term dates for 2013/14 are outlined in Appendix A.
- 4.2 The occasional holiday and in-service dates from 2011/12 through to 2013/2014 are also included in Appendix A.

5. Financial Implications

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

6. Policy and Delegated Authority

- 6.1 In accordance with Section 13 of the Council's Scheme of Delegation, 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.
- 6.2 The requirement for all education authorities to ensure that schools under their management are open for at least 190 days (excluding Saturdays and Sundays) in each school year is set out in the Schools General (Scotland) Regulations 1975 (as amended). Using these Regulations as the basis for determining term dates and holidays, authority to determine schemes for school term dates is delegated to the Services Committee.

6. Recommendations

- 6.1 It is recommended that the Services Committee approve the school holiday dates for 2013/2014, and the occasional holidays and in-service days for 2011/12 through to 2013/2014 as detailed in Appendix A.

February 2011

Our Ref: HB/sm

Report No: ED-03-F

SCHOOL TERM DATES, OCCASIONAL HOLIDAY DATES & IN-SERVICE DATES**TERM DATES FOR SESSION 2011-2012**

Term 1	Monday 15 August – Friday 7 October inclusive	40 days
<i>October holidays</i>	<i>Monday 10 October – Friday 21 October</i>	<i>10 days</i>
Term 2	Monday 24 October – Wednesday 21 December inclusive	43 days
<i>Christmas holidays</i>	<i>Thursday 22 December 2011– Tuesday 3 January 2012</i>	<i>9 days</i>
Term 3	Wednesday 4 January – Friday 30 March inclusive	63 days
<i>Spring holidays</i>	<i>Monday 2 April – Friday 13 April</i>	<i>10 days</i>
Term 4	Monday 16 April – Thursday 28 June inclusive	54 days

Occasional Holiday Dates for Session 2011-2012	In-service Dates for Session 2011-2012
Friday 24 February 2012	Monday 15 August 2011
Monday 27 February 2012	Tuesday 16 August 2011
Friday 25 May 2012	Monday 24 October 2011
Monday 28 May 2012	Tuesday 25 October 2011
1 floating day to be set by individual schools, in consultation with Parent Councils	Monday 16 April 2012

TERM DATES FOR SESSION 2012-2013

Term 1	Monday 13 August – Friday 12 October inclusive	45 days
<i>October holidays</i>	<i>Monday 15 October – Friday 26 October</i>	<i>10 days</i>
Term 2	Monday 29 October – Friday 21 December inclusive	40 days
<i>Christmas holidays</i>	<i>Monday 24 December 2012 – Friday 4 January 2013</i>	<i>10 days</i>
Term 3	Monday 7 January – Friday 29 March inclusive	60 days
<i>Spring holidays</i>	<i>Monday 1 April – Friday 12 April</i>	<i>10 days</i>
Term 4	Monday 15 April – Friday 28 June inclusive	55 days

Occasional Holiday Dates for Session 2012-2013	In-service Dates for Session 2012-2013
Friday 22 February 2013	Monday 13 August 2012
Monday 25 February 2013	Tuesday 14 August 2012
Friday 24 May 2013	Monday 29 October 2012
Monday 27 May 2013	Tuesday 30 October 2012
1 floating day to be set by individual schools, in	Monday 15 April 2013

consultation with Parent Councils	
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DRAFT TERM DATES FOR SESSION 2013-2014

Term 1	Monday 19 August – Friday 11 October inclusive	40 days
<i>October holidays</i>	<i>Monday 14 October – Friday 25 October</i>	<i>10 days</i>
Term 2	Monday 28 October – Friday 20 December inclusive	40 days
<i>Christmas holidays</i>	<i>Monday 23 December 2012 – Friday 3 January 2014</i>	<i>10 days</i>
Term 3	Monday 6 January – Friday 28 March inclusive	60 days
<i>Spring holidays</i>	<i>Monday 31 March – Friday 11 April</i>	<i>10 days</i>
Term 4	Monday 14 April – Friday 4 July inclusive	60 days

Occasional Holiday Dates for Session 2013-2014	In-service Dates for Session 2013-2014
Friday 21 February 2014	Monday 19 August 2013
Monday 24 February 2014	Tuesday 20 August 2013
Friday 23 May 2014	Monday 28 October 2013
Monday 26 May 2014	Tuesday 29 October 2013
1 floating day to be set by individual schools, in consultation with Parent Councils	Monday 14 April 2014



REPORT

To: Services Committee

10 March 2011

From: Executive Director of Education and Social Care

Music Instruction Review: Scope and Terms of Reference

1 Introduction and Key Decisions

- 1.1 At the Shetland Islands Council meeting on 16 February 2011, Members agreed to undertake a full review of the Music Instruction Service, following some recent audit analysis (Min Ref: SIC 11/11). Part of that decision required the Scope and Terms of Reference for the review to be presented to Services Committee in the next cycle. This report therefore gives Services Committee the opportunity to consider and approve the draft study (included at Appendix 1).

2 Links to Corporate Priorities

- 2.1 There is no explicit link to Corporate Priorities from undertaking a full review of the Music Instruction Service. It will contribute to securing effective and efficient provision, in line with the Council's obligation to deliver best value services. The review will provide detailed information and policy direction which will support the work on the Blueprint for Education.

3 Risk Management

- 3.1 There are no explicit risks associated with undertaking a full best value review of provision in this area. It will divert staff time and resources onto one aspect of service delivery, at a time when the strategic work on the Blueprint for Education requires to also be delivered. It will be important to ensure that both work streams are aligned but that priority can be given by staff to the strategic work of the Blueprint for Education.

4 Background

- 4.1 At Services Committee on 3 February 2011, Members considered a Report on the Review of Instrumental Music Instruction in Schools. On the casting vote of the Chair, Members approved the recommendations in the Report with an amendment that the appointment of the co-ordinator should be for current academic year only, as follows (Minute Reference 01/11):
- 4.1.1 The range of instruments on offer in schools should be narrowed to support equality and sustainability of provision. This should be done through natural wastage over a period of years.
 - 4.1.2 The current scheme of provision has not been in place long, the scheme should be allowed to continue until June 2012 to allow full alignment with the new 50 minute periods.
 - 4.1.3 The Schools Service has identified some areas where some amendments to the scheme would support more efficient administration. The Schools Service should revise the scheme of provision and present this during the next Council cycle.
 - 4.1.4 The scheme has proven to be time consuming in its administration and has impacted on officer and administration workload. The Schools Service should appoint a temporary part-time Instrumental Instruction administrator, for one financial year only. This post will be subject to monitoring and review to assess the impact on the service in order to determine the longer term need.
- 4.2 At the Shetland Islands Council meeting on 16 February 2011, following a decision to set aside administrative regulations to allow the matter to be debated, Members agreed to undertake a full review of the Instrumental Instruction in Schools service. The Executive Director of Education and Social Care was instructed to undertake a full Service Review to be prepared by November 2011, and for the scope and remit of the full Service Review to be presented to the next meeting of the Committee for a decision, and also to defer the decision to appoint to the part-time Instrumental Instruction Administrator post until the outcome of the Service Review.
- 4.3 This Report presents the draft scope and terms of reference for the review, for approval. The terms of reference are wide ranging and specifically seek to fully understand the part which the Music Instruction Service plays in contributing to a range of strategic objectives, aligned to the Single Outcome Agreement, around: economy; health; culture; heritage and skills and learning.
- 4.4 The review will include input from a range of interested stakeholders, as well as the pupils, parents and carers and staff.
- 4.5 In line with the requirements of a “best value” test, the method of delivery will also be subject to consideration, to ensure that the Council can demonstrate

the best possible mix of service quality and cost. This includes consideration of delivery through partnership arrangements or out-sourcing, as well as the current method of direct service provision, so it will be important that staff and partner agencies are involved in that analysis throughout the review. A range of performance measures and indicators will be developed, in order to provide Members with objective evidence upon which to base any decision on future provision.

- 4.6 In light of the significant budget cuts facing the Council, as addressed by the Head of Finance's Report to Shetland Islands Council on 16 February 2011, which identified a net deficit in the revenue account for 2012/13 of £16m, proposals will be put forward for Members consideration at a cut in the current level of this discretionary provision of 10%, 15% and 20%.

5 Proposal

- 5.1 Members are invited to consider, amend as required and approve the draft scope and terms of reference for the review of Music Instruction in Schools.

6 Financial Implications

- 6.1 There are no financial implications associated with undertaking this review, beyond the staff time dedicated to undertaking the work.

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. Responsibility for the Schools Service rests with Services Committee. Authority to undertake a review is vested in Services Committee. Any change to the current level of provision, following the review, would constitute a new policy and require a decision of the Council at that point.

8 Recommendations

- 8.1 I recommend that Services Committee consider and approve the scope and terms of reference for the Music Instruction Review, at Appendix 1.

February 2011

Ref: HAS/sa

Report no: ESCD-37-F

INSTRUMENTAL MUSIC INSTRUCTION REVIEW

SCOPE & REMIT

(DRAFT 22.02.11)

In the context of the Single Outcome Agreement and the three strategic priorities of:

- population growth;
- economic health and diversification; and
- equality.
-

Shetland Islands Council intends to undertake a strategic review of the instrumental music instruction and this will be prepared by November 2011.

The key strategic drivers which will shape this study will include:

- The Blueprint for Education, with a focus on quality and equality of provision;
- The Culture Strategy;
- The Economic Strategy;
- The Skills and Learning Strategy;
- Shetland College Business and Operating Plan;
- Shetland Arts Development Agency Business and Operating Plan.

The overall objective of the study will be to determine an over-arching vision for instrumental music instruction provision specifically, which will:

- from an educational perspective, determine the scope of provision required that supports delivery of the Curriculum for Excellence, whilst taking account of teaching resources. Consider whether there are amendments that can be made in the current scheme of provision that can improve the quality or efficiency of delivery. Consider and determine the extent to which instrumental music skills contribute to development of an effective learner in other subjects;
- from a life-long learning perspective, determine the scope of provision to meet identified community needs for adult and community learning;
- from a further and higher education perspective, to determine the appropriate entry and transition arrangements to meet identified needs for post school provision;
- from a heritage perspective, to determine to extent to which music instruction protects Shetland's music traditions;
- from a culture perspective, determine the extent to which investment in instrumental music instruction creates a unique selling point in marketing Shetland as a good place to live and work;
- from an economic driver perspective, determine the extent to which investment in instrumental music instruction creates or contributes to a sustainable creative industry sector in Shetland;
- from a health perspective, determine the extent to which investment in instrumental music instruction contributes to the health and well-being of pupils, students and learners.
- from a management perspective, determine how provision is distributed and quality assured and how instructors are line managed and supported. Consider whether current arrangements for management of instruments allows maximum usage of council assets

Taking all these elements into account, recommend the level of instrumental music instruction to be delivered:

- In schools;
- In colleges and other learning settings, including taking account of learning pathways from school to further and higher education provision.

The level of instrumental music instruction will be considered across all instrument groups: strings; brass; percussion; keyboard, voice and woodwind.

There will be specific consideration of provision of instruction in traditional music

From the audit already carried out, a gap analysis will then be undertaken to match identified provision to current staff levels, skills and abilities.

Recognising the financial climate within which the Council is operating and facing over the next 10 years, the review will acknowledge that this is a discretionary area of provision which may face further budget cuts. In that regard, the review will identify proposals for savings at 10%, 15% and 20% of net current costs (i.e. net of income charged)

The review will determine an appropriate funding source, from a “core” service and added value perspective (economic activity or heritage).

Consideration will be given to the most effective means of provision, including:

- Direct provision of own staff;
- Partnership arrangements with local organisations; and
- Out-sourcing to a private sector provider.

The Project Team will consist of:

Executive Director – Education and Social Care (Project Lead)

Project Manager.

Head of Schools

Director of Shetland College/Train Shetland

Schools Service Creative Links Officer

Representatives from:

Shetland Arts Development Agency

Shetland Amenity Trust

SIC Economic Development Unit

SIC Finance/HR/Legal Services/Policy

Shetland Charitable Trust

Visit Shetland

NHS Shetland

SIC Education Spokesperson

SIC Culture and Recreation Spokesperson)

Representative of Instrumental Instructors

Peer Reviewer (Head of Service level)

Focus groups will be held with a range of relevant stakeholders, including but not restricted to:

- Pupils
- Parents and Carers
- Staff and Union Representatives
- Shetland Folk Festival Society
- Shetland Accordion and Fiddle Society
- Atlantic Edge Music
- Organised Music Groups (such as Shetland Youth Jazz)
- Creative Scotland
- Shetland Youth Music Forum
- Creative Industries Group

The Review will establish a SMART Action Plan to implement any recommendations for change.

Draft 1, 21/02/11 HAS



REPORT

To: Services Committee

10 March 2011

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

Report No: F-014-F

**Education & Social Care Revenue Management Accounts
General Ledger, Reserve Fund and Housing Revenue Account
For the Period 1 April 2010 to 31 January 2011**

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 (ESCD) General Ledger, Reserve Fund and Housing Revenue Account (HRA) revenue management accounts (RMA) for the first 10 months of 2010/11.
- 1.2 This report will also highlight the position with regard to savings identified and the predicted outturn variances.

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 The appendices show financial data under the following headings:
- **Annual Budget** – this is essentially the budget for a service activity, which was approved by the Council as part of the Council Tax setting process for 2010/11. Budget Responsible Officers (BROs) have delegated authority, in most cases, to spend up to this budget, in order to deliver the policy decisions of the Council. BROs are therefore responsible for: the amount of service; the way in which the services are delivered; where the services are provided; and the quality of service provided. The most significant elements of cost for the Department are staffing costs (75%), transfer payments (9%) and property costs (7%). Transfer payments refer to a range of grant aid payments to individuals and organisations. Income figures are shown as minus.
 - **Year to Date (YTD) Budget** - the amount which we expect to spend or receive up to a given point (end of January) in the year. This report therefore covers the first 10 months of this financial year. YTDs for many budgets are simply split evenly across the year, i.e 10/12ths of the staffing budget, which would be expected to be spent at this point in the year. There are however some activities which are less easy to predict (for example, grant aid does not follow any particular pattern as it depends when the applications arise).
 - **Year to Date Actual** - the total income or expenditure up to a given point (end of January).
 - **Year To Date Variance** – this is the difference between the YTD budget and YTD actual. Figures in brackets are overspends.

5. Financial Position on the General Ledger (inc Support/Recharged)

- 5.1 Appendix 1 lists, by main service area, the services provided by the Education and Social Care Department and their net estimated cost to the Council in 2010/11. The term 'net' means that any income to that service is deducted from the total cost.
- 5.2 There is an under-spend of £2M (2.7%) against budget to the end of period 10 (See Table 1). In addition to this under-spend, the service has achieved savings of £2.7M to date (See Table 2).

Table 1: Summary of Position across General, Support and Recharged Ledgers for 10 months to January 2010

Service Area	Annual Budget	Year To Date Budget	Year To Date Actual	Year To Date Variance (Over)/Under Spend
	£m	£m	£m	£m
Directorate	2.8	2.5	2.4	0.10
Housing	2.3	1.8	1.8	0.06
Community Care	23.4	21.5	20.9	0.56
Children's Services	6.3	5.1	5.0	0.15
Schools	39.3	32.6	31.7	0.92
Sport & Leisure	1.8	1.5	1.4	0.11
Community Work	0.4	0.3	0.3	0.02
Train Shetland	0.6	0.5	0.5	0.09
Criminal Justice	0.02	0.02	0.01	0.01
TOTAL	77	66	64	2

5.3 Table 1 above demonstrates that, for the first 10 months of the year, the Department spent £2m less than expected for the period. There are no major areas of overspend which cannot be met from savings on other budgets headings. Overall, the Department is expected to come in within budget in this financial year, with any additional savings identified contributing to the overall corporate savings targets.

5.4 Appendix 2 sets out the position by cost centre and service area.

5.5 The main under-spends are on Staffing Costs (£1.4M) which have occurred due to vacancies, and delays in recruitment, as follows:

- Corporate Savings Achieved - £962K
- Across ESCD Pension Contributions - £330K
- Across ESCD Island Allowance - £85K
- Residential Childcare - £54K
- Housing Operational Services - £51K
- Cleaning Budgets - £39K

5.6 The remaining under-spends include:

- Across ESCD, Repair and Maintenance Landlord - £141K
- Across ESCD, All Training Costs - £130k
- Across ESCD, Equipment Repair and Maintenance - £109k
- Across ESCD, Travel Costs - £85K

5.7 The main over-spends are as follows:

- Child Off Island Accommodation - £174k
- Across ESCD, Overtime - £84K
- Across ESCD, Fuel Oil - £77K
- Across ESCD, Non-Domestic Rates - £302k as a result of the revaluations for 2010/11

5.8 To date a total savings contribution of £2.7M has been identified by the Education and Social Care Service, to match off against the budgeted savings required to be found in this area, as follows:

Table 2: Savings Contribution Achieved for 10 months to January 2010

Service	Savings Target	Achieved	Balance
Community Care	1,165,194	1,441,391	(276,197)
Schools Service	80,861	651,386	(570,525)
Children's Services	126,000	448,343	(322,343)
Directorate & Resources	0	49,094	(49,094)
Sport & Leisure	0	60,603	(60,603)
Community Work	0	5,130	(5,130)
TOTAL	1,372,055	2,655,947	(1,283,892)

5.9 As you can see from table 2 above, the Education and Social Care Department have fully met their savings target of £1.37M, and in addition have contributed over £1.28M to the corporate savings target.

5.10 The Executive Director of Education and Social Care has stated that "The Council's overall budget for 2010/11 placed an expectation on the Education and Social Care Department to secure savings of £1.4m. Each Head of Service has, since April 2010, undertaken a serious and significant review of the budgets set at the beginning of the year to achieve the corporate savings targets. This has meant that some service areas have had to be constrained in terms of the level of service, which might have been expected. At this stage in the year, the Department has achieved £2.7M savings, so contributing £1.28M to the overall corporate savings targets."

6. Financial Position on the Reserve Fund

6.1 Appendix 3 shows the position for the Reserve Fund by service area and type of spend, and Appendix 4 shows the same information by cost

centre. There is an under-spend of £6k (1%) against budget to the end of period 10.

- 6.2 The main under-spend is on Housing Initiatives (£10K). and is due to lower than anticipated use of advertisements and printing.
- 6.3 The main over-spend is on Modern Apprenticeships (£13K), and relates to Single Status back payments .
- 6.4 It is anticipated that the outturn position will be approximately £13K overspent.

7. Financial Position on the Housing Revenue Account (HRA)

- 7.1 Appendix 5 shows the position on the HRA by service area and type of spend, and Appendix 6 shows the same information by cost centre. There is an underspend of £43K (1%) against budget to the end of period 10.
- 7.2 The main variances are:
 - Customer Service - £25k under-spend, due to profiling on Repair and Maintenance and Housing Energy costs
 - Other - £31K over-spend, due to reinstatements
- 7.3. No significant variances have been identified to suggest that the outturn position will not be in line with the budget set.

8. Financial Implications

- 8.1 There are no direct financial implications associated with this report. The information is intended to enable Members to take action where necessary, should services not be able to be delivered within the allocated budget amounts. At period 10, the Executive Director of Education and Social Care has indicated that no specific corrective actions are required, and that ongoing efforts are being made to ensure that discretionary spend is contained in order to further contribute to the Council's overall corporate savings targets.
- 8.2 The General Ledger is under-spent by £2M, mainly on employee costs and operating costs as stated in 5.5 – 5.7 above.
- 8.3 The Reserve Fund is under-spent by 6k due to profiling and Single Status back payments.
- 8.4 The HRA is under-spent by £43k, which is mainly due to profiling and reinstatements.
- 8.5 As reported in the Head of Finance's Estimates Report in February 2010 (SIC 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.

- 8.6 To date a total savings contribution of £2.7M has been identified by the Education and Social Care Service however it should be recognised that following the Chief Executive's instruction of a moratorium on non essential spending, further savings will be identified and reported to the Council each cycle.

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 10 (April – January) including real savings of £2.7M to date.
- 9.2 No significant variances have been identified to suggest that the outturn position will not be in line with budgets set, however BROs will work hard to identify further savings as a contribution to the corporate savings target.

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 this report.

Report No: F-014-F
Ref: Accountancy/JT

Date: 1 March 2011

EDUCATION & SOCIAL CARE MANAGEMENT INFORMATION 2010/11 - PERIOD 10 **1st April 2010 to 31st January 2011**

<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance Including Savings (Overspend)/Underspend
	£	£	£	£
Education & Social Care Services (total)	76,844,955	65,969,688	63,942,234	2,027,454
Executive Director (inc Museums)	1,516,620	1,455,476	1,462,552	(7,076)
Resources	1,272,499	1,061,730	952,470	109,260
Community Care	23,366,045	21,462,827	20,903,658	559,169
Children's Services	6,287,720	5,148,671	4,994,149	154,522
Criminal Justice Unit	22,967	18,513	12,752	5,761
Housing	2,312,788	1,837,935	1,773,901	64,034
Schools	39,301,304	32,620,429	31,705,308	915,121
Train Shetland (inc Adult Learning)	605,876	544,985	452,364	92,621
Community Work	366,127	307,480	284,065	23,415
Sports & Leisure	1,793,009	1,511,642	1,401,015	110,627

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance Including Savings (Overspend)/Underspend
	£	£	£	£
Employee Costs (sub total)	67,355,185	55,916,505	54,478,840	1,437,665
Basic Pay	49,367,732	40,963,018	40,807,579	155,439
Overtime	387,870	330,143	414,168	(84,025)
Other Employee Costs	17,599,583	14,623,344	13,257,093	1,366,251
Operating Costs (sub total)	14,937,905	12,067,277	11,363,121	704,156
Travel & Subsistence	2,485,102	2,017,432	1,783,081	234,351
Property Costs	5,991,063	4,873,884	4,880,605	(6,721)
Other Operating Costs	6,461,740	5,175,961	4,699,436	476,525
Transfer Payments (sub total)	7,902,062	6,605,668	6,604,960	708
Income (sub total)	-13,350,197	-8,619,762	-8,504,688	(115,074)

TOTAL	76,844,955	65,969,688	63,942,234	2,027,454
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EDUCATION & SOCIAL CARE RMA 2010/11 - COST CENTRE DETAIL - PERIOD 10	1st April 2010 to 31st January 2011
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Description	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Directorate & Svs	1,516,620	1,455,476	1,462,552	(7,076)
SRJ0000 Exec Dir Educ & Social Care	245,624	203,181	188,134	15,047
GRJ1002 Data Sharing Project	78,916	67,393	74,605	(7,212)
GRL4210 Museums & Archives Prop Costs	50,397	43,219	58,129	(14,910)
GRL4217 New Museum & Arts Centre	1,141,683	1,141,683	1,141,684	(1)
Resources	1,272,499	1,061,730	952,470	109,260
SRJ2000 Resources Manager	147,821	131,568	85,392	46,176
SRJ2100 Information	139,606	120,343	112,281	8,062
SRJ2200 Staff Management	330,130	274,452	271,152	3,300
SRJ2201 Recruitment Expenses	183,597	142,808	125,427	17,381
SRJ2300 Administration	401,545	334,526	301,478	33,048
SRJ2500 Grant Administration	69,800	58,033	56,740	1,293
Community Care	23,366,045	21,462,827	20,903,658	559,169
GRA0010 Direct Payments	335,000	279,167	257,102	22,065
GRA0014 Community Care Income	-5,212,820	-2,289,924	-2,508,641	218,717
GRA0016 W & J Daycare Grant	183,733	183,733	183,733	0
GRA0017 Independant Sector Placements	662,912	485,679	450,154	35,525
GRA0019 Commissioned Services	379,500	326,039	327,122	(1,083)
GRA0020 Drugs & Alcohol Services	409,425	409,425	372,604	36,821
GRA0022 Public Partners Hip Forum	0	0	7	(7)
GRA0500 Carers Information Strategy	-18,000	0	0	0
GRA0600 Inspection Health & Safety	0	0	0	0
GRA0601 BLG Fabric	5,000	5,000	0	5,000
GRA0602 Electrical Systems	0	0	0	0
GRA0603 Mechanical Systems	0	0	0	0
GRA4100 Community Care Social Work	530,184	438,996	403,005	35,991
GRA4110 Health Service Social Worker	40,625	33,582	35,004	(1,422)
GRA4120 Mental Health Officers	91,393	73,478	63,124	10,354
GRA4130 Dementia Care Manager	51,320	43,127	42,037	1,090
GRA4160 Adult Support & Protection	4,913	61,208	55,218	5,990
GRA4161 Substance Misuse	0	-6,979	9,671	(16,650)
GRA4200 Preventative Services	2,625	2,188	3,112	(924)
GRA4500 Top Up Substance Misuse	54,500	41,167	58,877	(17,710)
GRA4600 Crossroads Packages	110,364	99,681	79,335	20,346
GRA5100 Eric Gray Resource Centre	1,016,936	833,242	855,520	(22,278)
GRA5200 ILP - Project Manager	516,200	384,835	369,608	15,227
GRA5210 ILP - Central	1,531,606	1,270,903	1,237,737	33,166
GRA5215 ILP - Rudda Park	2,303	2,122	954	1,168
GRA5216 ILP-Transition Flat	1,538	931	110	821
GRA5217 ILP-Outreach	0	0	0	0
GRA5218 ILP-Arheim	2,228	2,226	79	2,147

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
GRA5220 Stocketgaet	223,490	305,832	292,728	13,104
GRA5240 Local Area Co-Ordinator	5,639	4,699	3,238	1,461
GRA5250 Annsbrae/Mental Health Comm	571,639	437,424	422,140	15,284
GRA5251 Off-Island Placements	385,723	366,266	366,180	86
GRA5400 Occupational Therapy	522,676	460,072	451,228	8,844
GRA5401 Telecare	21,581	-2,847	-37,030	34,183
GRA5600 Banksbroo	373,222	414,357	404,448	9,909
GRA5620 Newcraigielea	766,178	614,634	607,363	7,271
GRA5621 Sea View	415,950	341,434	326,066	15,368
GRA5622 Intensive Sup Services	411,743	342,875	337,900	4,975
GRA5623 Outreach Project	120,000	0	0	0
GRA6100 Taing House	1,912,122	1,574,719	1,578,615	(3,896)
GRA6110 Viewforth	2,019,588	1,676,045	1,706,766	(30,721)
GRA6120 Edward Thomason House	2,778,246	2,302,592	2,284,122	18,470
GRA6130 Handypersons	0	0	2,131	(2,131)
GRA6141 Care @ Home-Central	242,212	199,239	229,287	(30,048)
GRA6143 Kantersted Kitchen	165,562	137,273	137,685	(412)
GRA6170 Montfield	1,068,336	797,025	771,319	25,706
GRA6300 Freefield	96,536	46,154	47,725	(1,571)
GRA6420 Interments	800	667	0	667
GRA6900 White/Grey Goods	5,000	4,167	0	4,167
GRA8050 Care@ Home Mgt & Admin	118,939	98,759	96,435	2,324
GRA8100 North Haven	1,726,961	1,434,974	1,434,863	111
GRA8110 Overtonlea	1,948,010	1,620,206	1,598,328	21,878
GRA8120 Wastview	1,506,815	1,254,608	1,257,720	(3,112)
GRA8130 Fernlea	1,009,288	835,471	842,865	(7,394)
GRA8140 Isleshavn	1,085,629	901,644	906,272	(4,628)
GRA8150 Nordalea	981,927	908,095	918,721	(10,626)
GRA8154 Brucehall	218,874	90,621	90,621	(0)
SRA0000 Head of Community Care	341,025	283,009	258,648	24,361
SRA1000 Community Care Service Managrs	118,036	97,934	106,853	(8,919)
SRA4000 Service Manager Social Work	95,054	79,371	74,690	4,681
SRA4101 Training Community Care	95,283	78,919	95,868	(16,949)
SRA4102 Training Vocational	51,071	42,348	33,972	8,376
SRA4103 Training Child Protection	19,712	16,250	6,565	9,685
SRA4104 Training Child Residential	31,406	25,834	14,707	11,127
SRA4105 Training Adoption	5,000	4,167	236	3,931
SRA4106 Training Child Services	0	0	0	0
SRA4107 Training SVQ	398,735	314,914	339,422	(24,508)
SRA4108 Social Work Degree	58,528	49,441	14,158	35,283
SRA4109 Training Food Hygiene	16,145	13,267	15,492	(2,225)
SRA4111 Training Manual handling	55,526	46,886	41,556	5,330
SRA4112 Training	124,335	103,282	97,750	5,532
SRA4113 Trng Adult Sup Protection	11,945	10,622	4,727	5,895
SRA5000 Adult Services Manager	54,314	44,957	30,179	14,778
SRA6000 Older People Manager	117,074	97,259	100,223	(2,964)
SRA6001 Traineeship Scheme	305,664	255,303	246,080	9,223
SRA8000 Service Manager Rural Care	63,021	52,233	49,326	2,907

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Children's Services	6,287,720	5,148,671	4,994,149	154,522
GRG1002 Quarff Additional Supp Needs	8,867	5,615	1,934	3,681
GRG1004 Blydehaven Nursery	75,858	60,529	49,764	10,765
GRG2001 Short Break Service	1,297,397	1,079,127	1,042,645	36,482
GRG2002 Residential Child Care	1,047,767	803,475	743,951	59,524
GRG2005 Child Off Island Accom	586,885	489,071	655,770	(166,699)
GRG2006 Adoption	96,179	77,055	86,888	(9,833)
GRG2007 Professional Foster Care	42,452	35,377	35,735	(358)
GRG2008 Section 29	12,960	10,800	9,835	965
GRG2009 Fostering	470,201	387,673	371,535	16,138
GRG2010 Shared Care	10,927	9,106	9,167	(61)
GRG2012 Voluntary Organisations	0	0	703	(703)
GRG2014 Children's Serv Improv Officer	104,124	86,676	86,589	87
GRG2015 Looked After Child-Savings	0	0	49	(49)
GRG2016 Unaccompanied Child	0	0	270	(270)
GRG3001 Family Support	600,323	499,086	431,610	67,476
GRG4001 Psychological Services	303,741	252,364	210,481	41,883
GRG4002 Sensory Impairment	254,204	211,485	206,764	4,721
GRG5001 Child Rights Services	42,419	31,652	41,772	(10,120)
GRG5002 Old School Centre Firth	0	0	224	(224)
GRG5004 Youth Workers	0	0	0	0
GRG5007 Getting itRight for EveryChild	91,958	76,455	48,764	27,691
GRG5011 Youth Development	0	0	0	0
GRG5012 Bridges Project	0	0	0	0
GRG6002 Child Care Strategy	206,795	172,087	134,708	37,379
GRG6004 Family Centre Services	441,149	361,712	320,520	41,192
GRG6005 Changing Childrens Services	50,202	46,636	60,577	(13,941)
GRG6006 Preventative Services	43,284	36,026	37,035	(1,009)
GRG6007 NOF Quality Childcare	0	0	0	0
GRG6008 Out of School Care	147,294	121,667	103,299	18,368
GRG7001 Youth Crime	30,999	27,461	23,777	3,684
SRG0000 Head of Children's Svs	147,135	122,413	127,389	(4,976)
SRG2000 Children's Res Svs Manager	61,461	51,079	50,873	206
SRG3000 Child Protection Co-ordinator	52,930	44,014	47,969	(3,955)
SRG6000 Family Support Manager	60,209	50,030	53,551	(3,521)
Criminal Justice	22,967	18,513	12,752	5,761
GRI0001 Offender Services	22,967	18,513	12,752	5,761

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Housing	2,312,788	1,837,935	1,773,901	64,034
GRH0050 Grass Cutting Service	53,060	53,060	48,754	4,306
GRH1078 Chalet/Sites	-27,079	-22,566	-20,572	(1,994)
GRH1082 Staff Housing	-21,875	-18,324	-1,151	(17,173)
GRH1084 Education Houses Hsg	-48,479	-39,726	-30,101	(9,625)
GRH1086 NASSO	17,375	14,479	158	14,321
GRH1100 Stocketgaet/Gremmasgaet	0	-23,433	-21,993	(1,440)
GRH1170 Homeless Persons	25,912	58,963	-6,485	65,448
GRH1175 12 A/B North Road	-7,457	-6,215	-8,024	1,809
GRH1270 Sheltered Housing	537,699	463,098	518,420	(55,322)
GRH1271 Banksbro	0	-5,083	-4,466	(617)
GRH2074 Economic Rents	-20,785	-17,296	-16,911	(385)
GRH2092 Scottish Homes-Prop Management	0	0	0	0
GRH2094 Supporting People	42,580	35,483	22,137	13,346
GRH2097 Furnished Tenancies	0	0	0	0
GRH2098 Outreach Service	362,641	301,605	326,007	(24,402)
GRH4274 Rent Rebates	-35,130	-117,274	-118,342	1,068
GRH4275 Rent Allowances	-35,130	-55,956	-57,024	1,068
SRH0000 Head of Housing	84,708	70,437	71,806	(1,369)
SRH1000 Operational Services	444,799	369,626	317,893	51,733
SRH2000 Business Support Services	402,512	331,033	335,848	(4,815)
SRH3200 Asset Management	405,958	336,770	325,000	11,770
SRH3300 Housing DLO Management	131,479	109,254	92,946	16,308

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Schools Service	39,301,304	32,620,429	31,705,308	915,121
GRE0005 Secondary Schools	0	0	0	0
GRE0006 Director, Central Support	1,329,119	1,203,571	598,638	604,933
GRE0102 Bursaries	190,000	101,295	95,827	5,468
GRE0103 Clothing Grants	20,900	17,417	19,655	(2,238)
GRE0104 School Boards Administration	32,046	26,704	14,236	12,468
GRE0107 School Milk	8,530	9,063	4,782	4,281
GRE0108 Educ Maint Allowance (EMA)	-10,000	-15,000	-2,902	(12,098)
GRE1101 Schools, Aith Nursery	40,290	33,566	32,098	1,468
GRE1103 Schools, Baltasound NS	46,282	23,971	21,851	2,120
GRE1104 Schools, Bells Brae NS	133,447	111,280	114,055	(2,775)
GRE1105 Schools, Brae Nursery	78,580	65,717	65,242	475
GRE1106 Schools, Bressay Nursery	30,402	26,889	23,315	3,574
GRE1109 Schools, Cunningsb'h NS	48,625	40,338	47,870	(7,532)
GRE1110 Schools, Dunrossness NS	78,686	65,435	65,409	26
GRE1111 Schools, Fair Isle Nursery	5,246	4,993	4,621	372
GRE1112 Schools, Fetlar Nursery	7,692	6,270	6,367	(97)
GRE1113 Schools, Foula Nursery	12,160	10,157	10,259	(102)
GRE1117 Schools, Happyhansel NS	47,370	40,345	39,270	1,075
GRE1119 Lunnasting Nursery	30,156	25,131	24,946	185
GRE1120 Schools, Mid Yell Nursery	71,948	57,666	58,590	(924)
GRE1121 Schools, Mossbank NS	139,101	115,287	119,791	(4,504)
GRE1128 Schools, Sandwick NS	89,656	75,978	75,662	316
GRE1129 Schools, Scalloway NS	80,526	67,067	67,919	(852)
GRE1130 Schools, Skeld Nursery	38,786	32,235	30,736	1,499
GRE1131 Schools, Skerries Nursery	12,388	10,363	10,782	(419)
GRE1132 Schools, Sound Nursery	107,335	91,021	88,699	2,322
GRE1134 Schools, Whalsay NS	77,808	65,185	65,285	(100)
GRE1135 Schools, Urafirth Nursery	37,515	31,381	31,220	161
GRE1137 Schools,Whiteness Nursery	66,125	55,681	55,894	(213)
GRE1150 Schools, Nursery - General	67,725	55,470	49,696	5,774
GRE1151 School Services, Nursery Suppl	10,377	6,949	4,223	2,726
GRE1160 Div Man, Commissioned Places	253,320	188,464	184,531	3,933
GRE1201 Schools, Aith Primary	269,290	225,542	220,901	4,641
GRE1203 Schools, Baltasound PS	187,644	171,699	174,220	(2,521)
GRE1204 Schools, Bells Brae PS	1,319,330	1,094,592	1,075,209	19,383
GRE1205 Schools, Brae Primary	421,573	349,575	356,146	(6,571)
GRE1206 Schools, Bressay Primary	126,281	100,108	93,903	6,205
GRE1207 Schools, Burravoe Primary	97,519	80,678	72,265	8,413
GRE1208 Schools, Cullivoe Primary	137,612	112,225	104,433	7,792
GRE1209 Schools, Cunningsb'h PS	298,604	245,139	221,918	23,221
GRE1210 Schools, Dunrossness PS	554,126	460,903	472,786	(11,883)
GRE1211 Schools, Fair Isle Primary	118,874	95,999	96,748	(749)
GRE1212 Schools, Fetlar Primary	35,446	31,317	28,812	2,505
GRE1213 Schools, Foula Primary	97,855	79,014	80,760	(1,746)

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
GRE1214 Schools, Tingwall Primary	237,718	199,827	201,337	(1,510)
GRE1216 Schools, Hamnavoe PS	216,928	180,503	176,525	3,978
GRE1217 Schools, Happyhansel PS	242,265	203,463	200,788	2,675
GRE1219 Schools, Lunnasting PS	146,635	122,968	126,529	(3,561)
GRE1220 Schools, Mid Yell Primary	223,177	186,219	187,095	(876)
GRE1221 Schools, Mossbank PS	329,859	269,394	262,656	6,738
GRE1222 Schools, North Roe PS	83,906	68,758	68,879	(121)
GRE1223 Schools, Ollaberry Primary	104,101	86,805	91,445	(4,640)
GRE1224 Schools, Olnafirth Primary	138,908	114,604	110,103	4,501
GRE1225 Schools, Papa Stour PS	4,435	2,524	4,285	(1,761)
GRE1227 Schools, Sandness Primary	83,549	68,310	61,758	6,552
GRE1228 Schools, Sandwick Primary	292,364	243,106	251,622	(8,516)
GRE1229 Schools, Scalloway PS	338,148	284,457	267,141	17,316
GRE1230 Schools, Skeld Primary	155,655	127,001	120,357	6,644
GRE1231 Schools, Skerries Primary	90,324	76,266	77,500	(1,234)
GRE1232 Schools, Sound Primary	1,156,068	956,371	941,685	14,686
GRE1233 Schools, Nesting PS	148,347	122,509	123,583	(1,074)
GRE1234 Schools, Whalsay PS	463,739	393,653	397,897	(4,244)
GRE1235 Schools, Urafirth Primary	101,185	86,041	99,034	(12,993)
GRE1236 Schools, Uyeasound PS	97,790	80,946	81,700	(754)
GRE1237 Schools, Whiteness PS	356,125	298,522	303,035	(4,513)
GRE1251 School Services, Primary Suppl	168,755	135,130	129,669	5,461
GRE1301 Schools, Aith Secondary	766,600	634,336	633,978	358
GRE1302 Schools, Anderson HS	4,611,531	3,851,865	3,824,442	27,423
GRE1303 Schools, Baltasound SS	600,396	493,539	510,327	(16,788)
GRE1305 Schools, Brae Secondary	1,947,617	1,619,131	1,613,012	6,119
GRE1320 Schools, Mid Yell SS	660,716	548,330	576,134	(27,804)
GRE1328 Schools, Sandwick SS	1,300,729	1,077,776	1,077,459	317
GRE1329 Schools, Scalloway SS	1,149,858	953,835	980,197	(26,362)
GRE1331 Schools, Skerries SS	82,985	68,371	70,199	(1,828)
GRE1334 Schools, Whalsay SS	747,096	610,464	598,901	11,564
GRE1340 Work Experience	32,640	27,151	25,407	1,744
GRE1351 School Service, Sec Supply	74,027	64,612	56,145	8,467
GRE1360 School Service, Halls of Resid	595,197	494,651	492,420	2,231
GRE1363 Bruce Hostel	0	0	0	0
GRE1401 Visiting Music Specialists	144,907	113,640	107,186	6,454
GRE1402 Visiting Art Specialists	218,329	180,067	179,227	840
GRE1403 Visiting PE Specialists	740,315	681,152	691,657	(10,505)
GRE1404 Knitting Instructors	100,639	96,756	96,214	542
GRE1405 Other Visiting Staff	83,473	69,694	70,497	(803)
GRE1407 Probationer Teachers	7,840	6,865	4,508	2,357
GRE1410 Science Technicians	208,824	173,629	172,207	1,422
GRE1412 Staff Development	74,482	66,238	77,783	(11,545)
GRE1417 Field Studies	41,578	34,586	34,435	151
GRE1418 Music Instructors	564,254	467,681	466,252	1,429
GRE1419 SVQ'S	45,000	36,075	35,110	965

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
GRE1422 Skills for Work	30,095	27,333	11,181	16,152
GRE1433 Support for Glow	0	0	0	0
GRE1436 Youth Music Initiative	36,709	4,123	-16,151	20,274
GRE1440 School Trips	0	0	0	0
GRE1441 Enterprise & Education	2,450	109,532	99,316	10,216
GRE1444 International Education	113,881	92,318	90,026	2,292
GRE1448 NPAF Parental Involvement Bill	0	0	0	0
GRE1455 Tamil Nadu Schools Exchange	0	0	0	0
GRE1456 Education & Excellence Busines	0	0	0	0
GRE1457 Support for Teachers	3,629	1,920	38,173	(36,253)
GRE1460 Ness Out of School Club	32,205	26,888	28,302	(1,414)
GRE1493 Careers Convention	0	0	0	0
GRE1500 Improvement Plans	14,500	11,333	8,065	3,268
GRE1501 MIS Support	84,301	73,751	66,147	7,604
GRE1506 In - Service	9,000	9,000	7,479	1,521
GRE1508 P.G.D.E	0	-305	-1,497	1,192
GRE1510 Science & Technology Fair	-5,441	-5,441	-5,323	(118)
GRE1513 NPAF Curriculum for Excellence	81,600	47,419	34,804	12,615
GRE1518 Olnafirth Art	8,405	8,022	8,405	(383)
GRE1520 Cultural Co-ordinator	65,877	51,992	46,941	5,051
GRE1522 Blueprint Consultation	133,572	116,891	128,911	(12,020)
GRE1523 Dialect Co-Ordinator	5,000	4,388	10,749	(6,361)
GRE1524 Supporting moderation	0	0	306	(306)
GRE1601 Playschemes	6,020	5,853	1,699	4,154
GRE1602 Youth Workers	476,094	386,445	365,942	20,503
GRE1603 Duke of Edinburgh	0	0	0	0
GRE1604 Islesburgh Youth Club	-2,360	-1,960	-1,735	(225)
GRE1605 Youth Development	24,037	19,904	15,863	4,041
GRE1606 Bridges Project	192,772	160,359	157,397	2,962
GRE1607 Wider Roles	0	-286	1,944	(2,230)
GRE1608 Sadat-Youth Work	0	-3,999	-12,000	8,001
GRE1609 Youth Bank Development Fund	0	0	-2,583	2,583
GRE3450 Special Education - General	626,369	388,902	337,646	51,257
GRE3451 Special Supply Cover	58,811	48,897	44,310	4,587
GRE3462 Additional Support Base	286,103	234,494	231,623	2,871
GRE3463 Club XL	140	140	138	2
GRE3470 Support for Learning	2,355,376	1,942,442	1,913,215	29,227
GRE3471 AHS ASN	893,213	738,015	736,537	1,478
GRE3473 Bells Brae ASN	913,933	762,316	758,871	3,445
GRE3500 Link Courses	2,000	1,500	892	608
GRE4410 Library	1,054,225	885,297	891,112	(5,815)
SRE0001 Head of Schools	89,562	74,301	78,390	(4,089)
SRE1600 Youth Service Manager	13,945	13,822	13,827	(5)
SRE6900 Quality Assurance	604,284	499,234	498,109	1,125
SRE6901 Administration Educ	110,620	91,990	124,066	(32,076)
SRE6902 Catering Support	284,263	220,005	185,753	34,252
SRE6903 Cleaning Support	41,607	33,877	28,157	5,720
SRE9301 DSMO - Aith Cluster	32,717	27,188	26,394	794

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
SRE9303 DSMO - North Isles Cluster	32,358	26,746	26,699	47
SRE9305 DSMO - Brae Cluster	35,903	29,844	29,349	495
SRE9328 DSMO - Sandwich Cluster	36,769	30,577	30,725	(148)
SRE9329 DSMO - Scalloway Cluster	36,473	30,317	29,545	772
SRE9332 DSMO-Sound	35,439	29,456	29,354	102
SRE9334 DSMO - Whalsay Cluster	38,198	31,761	32,692	(931)
VRE4001 Aith School Catering	93,460	76,121	75,309	812
VRE4002 AHS Catering	366,401	298,437	291,389	7,048
VRE4003 Baltasound School Catering	56,735	46,686	44,731	1,955
VRE4004 Bells Brae School Catering	161,099	134,071	129,495	4,576
VRE4005 Brae School Catering	196,201	163,281	163,786	(505)
VRE4006 Bressay School Catering	19,499	16,210	15,825	385
VRE4007 Burrae School Catering	15,230	12,660	12,286	374
VRE4008 Cullivoe School Catering	9,380	7,793	6,425	1,368
VRE4009 Cunningsburgh School Catering	45,655	37,967	43,215	(5,248)
VRE4010 Dunrossness School Catering	83,059	69,093	63,514	5,579
VRE4011 Fair Isle School Catering	12,838	10,667	9,653	1,014
VRE4012 Fetlar School Catering	3,366	2,778	7,116	(4,338)
VRE4013 Foula School Catering	0	0	30	(30)
VRE4014 Tingwall School Catering	45,792	38,097	35,802	2,295
VRE4016 Hamnavoe School Catering	38,956	32,398	31,926	472
VRE4017 Happyhansel School Catering	41,504	34,526	33,466	1,060
VRE4019 Lunnasting School Catering	19,702	16,380	16,255	125
VRE4020 Mid Yell School Catering	83,260	69,296	63,020	6,276
VRE4021 Mossbank School Catering	44,198	36,771	38,669	(1,898)
VRE4022 North Roe School Catering	12,250	10,175	6,905	3,270
VRE4023 Ollaberry School Catering	19,289	16,039	15,780	259
VRE4024 Olnafirth School Catering	26,851	22,338	18,845	3,493
VRE4027 Sandness School Catering	8,099	6,723	5,648	1,075
VRE4028 Sandwich School Catering	156,227	130,019	127,044	2,975
VRE4029 Scalloway School Catering	123,339	102,629	98,060	4,569
VRE4030 Skeld School Catering	18,137	15,078	13,985	1,093
VRE4031 Skerries School Catering	15,477	12,864	10,637	2,227
VRE4032 Sound School Catering	153,824	128,028	119,642	8,386
VRE4033 Nesting School Catering	20,499	17,047	15,123	1,924
VRE4034 Whalsay School Catering	104,007	86,545	82,744	3,801
VRE4035 Urafirth School Catering	15,693	13,033	10,915	2,118
VRE4036 Uyeasound School Catering	3,052	2,543	1,172	1,371
VRE4037 Whiteness School Catering	57,612	47,930	45,507	2,423
VRE5001 Aith Sch Cleaning	46,223	37,386	31,078	6,308
VRE5002 AHS Cleaning	240,087	197,617	190,557	7,060
VRE5003 Baltasound School Cleaning	39,958	32,844	29,526	3,318
VRE5004 Bells Brae School Cleaning	63,618	52,896	50,985	1,911
VRE5005 Brae School Cleaning	108,017	89,807	89,521	286
VRE5006 Bressay School Cleaning	16,245	13,498	12,375	1,123

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
VRE5007 Burravoe School Cleaning	5,971	4,952	4,799	153
VRE5008 Cullivoe School Cleaning	6,079	5,042	4,711	331
VRE5009 Cunningsburgh School Cleaning	21,405	17,785	18,040	(255)
VRE5010 Dunrossness School Cleaning	28,269	23,488	25,279	(1,791)
VRE5011 Fair Isle Cleaning	5,832	4,835	4,498	337
VRE5012 Fetlar School Cleaning	1,741	1,429	1,899	(470)
VRE5013 Foula School Cleaning	5,524	4,603	3,086	1,517
VRE5014 Tingwall School Cleaning	12,338	10,246	10,059	187
VRE5016 Hamnavoe School Cleaning	32,126	26,712	24,276	2,436
VRE5017 Happyhansel School Cleaning	33,216	27,680	27,283	397
VRE5019 Lunnasting School Cleaning	11,309	9,396	8,109	1,287
VRE5020 Mid Yell School Cleaning	29,094	24,178	23,467	711
VRE5021 Mossbank School Cleaning	25,291	21,004	20,042	962
VRE5022 North Roe School Cleaning	10,121	8,406	7,611	795
VRE5023 Ollaberry School Cleaning	13,641	11,333	10,728	605
VRE5024 Olnafirth Cleaning	11,068	9,192	9,716	(524)
VRE5027 Sandness School Cleaning	7,756	6,437	6,079	358
VRE5028 Sandwick School Cleaning	86,116	70,546	67,863	2,683
VRE5029 Scalloway School Cleaning	81,428	67,157	64,601	2,556
VRE5030 Skeld School Cleaning	12,195	10,134	10,016	118
VRE5031 Skerries School Cleaning	6,497	5,390	5,809	(419)
VRE5032 Sound School Cleaning	38,087	31,651	32,682	(1,031)
VRE5033 Nesting School Cleaning	9,068	7,520	6,729	791
VRE5034 Whalsay School Cleaning	47,317	39,327	37,699	1,628
VRE5035 Urafirth School Cleaning	7,794	6,467	6,610	(143)
VRE5036 Uyeasound School Cleaning	8,336	6,920	6,190	730
VRE5037 Whiteness School Cleaning	20,750	17,235	16,150	1,085
VRE6001 Office Cleaning	313,418	256,817	260,997	(4,180)
VRE6002 Public Conveniences	104,715	85,174	87,571	(2,397)
Train Shetland (inc Adult Learning)	605,876	544,985	452,364	92,621
GRL4121 Evening Classes	98,004	84,292	66,875	17,417
GRL4123 Adult Learning	158,761	131,741	125,806	5,935
GRL4125 Adult Literacy Strategic Plan	183,481	172,295	124,288	48,007
GRL4126 Literacies Projects	0	0	211	(211)
GRL6002 Vocational Service	234,096	195,264	195,210	54
GRL6003 Vocational Training	-130,148	-108,892	-102,820	(6,072)
GRL6006 Short Courses	-41,545	-18,476	-41,943	23,467
GRL6007 Business Gateway Contract	-500	-208	-3,696	3,488
GRL6008 Construction Skills Contract	175	2,983	2,641	342
SRL6006 Short Course Management	103,552	85,986	85,794	192
Community Work	366,127	307,480	284,065	23,415
GRJ3301 Area Community Work	292,790	248,379	247,172	1,207
GRJ3302 Community Work Initiatives	-1,470	-1,470	-1,471	1
GRJ3303 Community Transport	14,851	10,045	3,003	7,042
GRJ3307 SLSDG (Vision)	0	0	-9,699	9,699
SRJ3300 Comm Learning & Dev Mgt	59,956	50,526	45,059	5,467

<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Sports & Leisure Assistance & Support	1,793,009	1,511,642	1,401,015	110,627
GRJ3100 Islesburgh Cafeteria	21,581	12,241	28,779	(16,538)
GRJ3101 Islesburgh	692,511	576,996	604,072	(27,076)
GRJ3102 Bridge-End Outdoor Centre	5,000	5,000	5,000	0
GRJ3103 Unst Youth Centre	5,000	5,000	3,464	1,536
GRJ3104 Fetlar Camp Site	5,640	4,304	3,463	841
GRJ3105 2 St Sunniva Street	12,157	9,402	6,687	2,715
GRJ3106 Knab Golf Course	0	0	0	0
GRJ3107 Parks General	271,688	233,306	225,072	8,234
GRJ3108 Play Areas General	104,712	71,002	62,556	8,446
GRJ3109 Multicourts General	7,002	4,835	882	3,953
GRJ3119 Duke of Edinburgh	2,815	1,907	2,881	(974)
GRJ3120 Sports Development	53,973	44,107	41,156	2,951
GRJ3122 Outdoor Educ and Activities	72,985	63,615	59,889	3,726
GRJ3125 Active Schools	85,448	127,204	98,127	29,077
GRJ3126 Active Futures	18,921	14,840	9,854	4,986
GRJ3127 Dance Mats	0	-4,000	-5,519	1,519
GRJ3128 Tall Ships Races	0	0	0	0
GRJ3129 Cash back for Communities	-136	-1,706	-5,997	4,291
GRJ3130 Comm use of Sandwich Came Hall	12,880	11,396	10,148	1,248
GRJ3131 Comm Use of Scalwy Games Hall	12,720	12,007	15,828	(3,821)
GRJ3201 Grants to Vol Orgs General	55,085	46,630	45,550	1,080
GRJ3202 Development Grant Aid Scheme	81,060	66,870	55,004	11,866
GRJ3203 Support Grant Aid Scheme	111,509	65,669	54,460	11,209
GRJ3204 Pitches Other	29,131	21,848	25,742	(3,894)
GRJ3205 Maintain Community Facilities	10,000	8,333	3,024	5,309
SRJ3000 Sports & Leisure Svs Mgt	121,327	110,836	50,893	59,943
TOTAL EDUCATION & SOCIAL CARE	76,844,955	65,969,688	63,942,234	2,027,454

EDUCATION & SOCIAL CARE MANAGEMENT INFORMATION 2010/11 - PERIOD 10	1st April 2010 to 31st January 2011
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<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Education & Social Care Services (total)	555,430	484,989	478,874	6,115
Adult Learning & Train Shetland	396,932	330,777	344,053	(13,276)
Housing	156,712	154,212	134,821	19,391
Sports & 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 (Overspend)/Underspend
	£	£	£	£

Employee Costs (sub total)	396,932	330,777	339,879	(9,102)
Basic Pay	287,794	239,828	248,428	(8,600)
Overtime	0	0	881	(881)
Other Employee Costs	109,138	90,949	90,570	379

Operating Costs (sub total)	13,500	11,000	7,999	3,001
Travel & Subsistence	0	0	4,174	(4,174)
Property Costs	0	0	0	0
Other Operating Costs	13,500	11,000	3,825	7,175

Transfer Payments (sub total)	144,998	143,212	130,996	12,216
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Income (sub total)	0	0	0	0
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TOTAL	555,430	484,989	478,874	6,115
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EDUCATION & SOCIAL CARE RMA 2010/11 - COST CENTRE DETAIL - PERIOD 10	1st April 2010 to 31st January 2011
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<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Adult Learning & Train Shetland	396,932	330,777	344,053	(13,276)
RRL6050 Modern Apprenticeships	396,932	330,777	344,053	(13,276)
Housing	156,712	154,212	134,821	19,391
RRH2800 Housing Initiatives	59,816	57,316	47,069	10,247
RRH2801 Tenant Participation	15,414	15,414	6,270	9,144
RRH2803 Shetland Women's Aid	81,482	81,482	81,482	0
Sports & Leisure	1,786	0	0	0
RRJ3007 Cunningsburgh Marina provision	1,786	0	0	0
TOTAL EDUCATION & SOCIAL CARE SERVICES	555,430	484,989	478,874	6,115

<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Housing Revenue Account Services (total)	(3,867,741)	(3,842,538)	(3,885,279)	42,741
Head of Housing	-1,200,000	-912,609	-926,684	14,075
Operational Services	1,362,365	794,618	789,314	5,304
Business Support	-4,030,106	-3,724,547	-3,747,909	23,362

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Employee Costs (sub total)	2,681	2,234	2,234	(0)
Basic Pay	0	0	0	0
Overtime	0	0	0	0
Other Employee Costs	2,681	2,234	2,234	(0)

Operating Costs (sub total)	2,370,098	1,503,910	1,496,251	7,659
Travel & Subsistence	0	0	0	0
Property Costs	2,335,276	1,471,509	1,478,295	(6,786)
Other Operating Costs	34,822	32,401	17,956	14,445

Transfer Payments (sub total)	28,981	27,848	12,461	15,387
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Income (sub total)	-6,269,501	-5,376,530	-5,396,225	19,695
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TOTAL	-3,867,741	-3,842,538	-3,885,279	42,741
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HOUSING REVENUE ACCOUNT

APPENDIX 6

EDUCATION & SOCIAL CARE RMA 2010/11 - COST CENTRE DETAIL - PERIOD 10	1st April 2010 to 31st January 2011
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<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Overspend)/Underspend
	£	£	£	£
Housing Revenue Account				
HRH0350 Housing Support Grant	-1,200,000	-912,609	-926,684	14,075
HRH1300 Ladies Drive Hostel	-40,748	-34,033	-41,298	7,265
HRH3100 Customer Services	49,253	41,657	17,034	24,623
HRH3150 Garages, HRA	19,200	16,000	-3,519	19,519
HRH3151 South Team Area 2	250,000	208,333	209,020	(687)
HRH3152 South Team Area 1	250,000	190,892	190,892	(0)
HRH3153 North Team Area 2	250,000	184,595	185,445	(850)
HRH3154 North Team Area 1	250,000	187,591	187,591	0
HRH3300 Other	335,160	0	30,794	(30,794)
HRH3350 Grazing Lets	-500	-417	-580	163
HRH4258 Cost of Refurbishment	0	0	13,935	(13,935)
HRH2047 Rents General Needs	-4,529,288	-3,759,148	-3,764,206	5,058
HRH2048 Rents Sheltered Housing	-576,162	-549,582	-549,392	(190)
HRH2355 Supervision & Management	22,870	35,731	17,194	18,537
HRH3200 Planned Services HRA	1,052,474	548,452	548,495	(43)
TOTAL HOUSING REVENUE ACCOUNT	-3,867,741	-3,842,538	-3,885,279	42,741



REPORT

To: Services Committee

10 March 2011

From: Capital Programme Service Manager

Report No: CPS-02-11-F

Subject: Capital Projects Update – Services Committee Projects

1.0 Introduction

- 1.1 This report sets out the current status and activity of the main Capital Projects which fall within the remit of the Services Committee. Other projects within all Council areas are also shown.

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 Risk

Financial:

- The main areas of risk are 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 The Appendix to this report summarises progress on the main projects. The financial status of the Services Committee projects is covered in ongoing Capital Programme Progress reports to Shetland Islands Council.

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-02-11-F

1 March 2011

Enc. Appendix 1 – Main Capital Projects Progress

Principal Capital Projects

Status update as at 22 February 2011

Listed by Committee

Services

New Eric Gray Resource Centre

- Feasibility study complete
- Query on zoning of preferred site resolved, possible planning issues regarding community benefit of alternative use of site
- Design team appointed and design ongoing
- Outline planning application to be submitted end March 2011
- Accommodation schedule being developed
- Design ongoing

Montfield Conversion

- Completed

Laburnum – New Build

- Feasibility study complete
- Awaiting decision on site – possible link to new AHS
- No further progress

Laburnum Refurbishment/ Extension

- Feasibility study complete.
- Upgrade of existing facilities considered adequate
- No further progress

Joint OT Resource Centre (ENABLING WORKS CONTRACTUALLY COMMITTED)

- Enabling works on site for completion April 2011
- Building at design stage, tenders out anticipated May 2011
- Site start summer 2011
- Contract Period 15 months.

Older People's Rolling Programme for new Care Places

- Study completed some funds may be required for land purchase.
- £75K budget allocated to developing proposals for Edward Thomason/ Taing House (see below)

Viewforth Replacement

- Recommendations are:
 - Edward Thomason/ Taing House (see below)
 - New Extra Care Housing development in central Lerwick – no progress
 - New care home in central Mainland – See separate report on this agenda

Edward Thomason/ Taing House

- Designs prepared and with Care Commission for comment prior to Planning submission end March 2011
- Projected site start January 2012
- Completion 2014

Replacement Leog (CONTRACTUALLY COMMITTED)

- Under construction through Hjaltland Housing
- Completion anticipated mid May 2011

Old Library Centre

- Study completed but delivery delayed, anticipated within 2 weeks

Shetland College Extension

- Design work completed other than late alterations
- Billing ongoing
- Tendering March 2011 for anticipated site start May 2011

AHS New Build

- Gateway process being developed with a view to finalising the design brief and reporting to Council summer 2011.

Little Tikes (CONTRACTUALLY COMMITTED)

- Works completed on site, some external items to be completed when weather improves

Mid Yell JHS (CONTRACTUALLY COMMITTED)

- Project completed but a number of outstanding issues to be completed, contractor to return to site end February 2011.

Isleshaven

- Design Team appointed
- Design ongoing , layouts & accommodation schedule to be prepared by end March 2011

Lerwick Crudens (CONTRACTUALLY COMMITTED)

- Now being progressed by Housing Service
- Works on site

Landward Crudens

- Now being programmed by Housing Service
- Design team appointed and design ongoing

New Housing – Hoofields (ENABLING WORKS CONTRACTUALLY COMMITTED)

- Planning permission granted
- Enabling works on site and due for completion October 2011
- Tenders for Building works returned and contractor selected, currently in EU standstill period.
- Building works to commence May 2011 with completion scheduled for April 2014 although contractor has indicated an earlier completion date may be achieved.

New Housing – Brae

- Design complete
- Awaiting de-crofting before tender documents can be issued

Infrastructure

Inter Island Fixed Links

- Procurement of Consultancy Services being progressed
- Brief will include maintaining existing facilities for the Whalsay Service while studies being progressed.

Fetlar Breakwater (CONTRACTUALLY COMMITTED)

- Project on site
- Progress on programme
- Anticipated completion end 2011

Skerries South Mouth (CONTRACTUALLY COMMITTED)

- Contractor appointed
- Meetings with stakeholders being arranged
- Anticipated site start early summer 2011

Gremista Landfill Phase 2 (CONTRACTUALLY COMMITTED)

- Works nearing completion – will be complete by the end of the financial year.

Harbour Board

Scalloway Dredging (CONTRACTUALLY COMMITTED)

- Project retendered and contractor appointed
- Start anticipated early April 2011
- Completion anticipated end 2011

Walls Pier (CONTRACTUALLY COMMITTED)

- Contractor appointed
- Start date on site 28 March 2011
- Contract period 48 weeks

Tugs for Sellaness (CONTRACTUALLY COMMITTED)

- Tugs delivered, possible 'claw back' of 500K for late delivery.

Development

Mareel (CONTRACTUALLY COMMITTED)

- On site
- Completion delayed, currently estimated end summer 2011

Fibre Optic Cable (CONTRACTUALLY COMMITTED)

- Cable laying to commence end February with an estimated 2 – 3 month completion timescale

SLAP

North Ness Offices (CONTRACTUALLY COMMITTED)
(note this is not a Council project, for information only)

- On site 3 May 2010
- Scheduled for completion 31 March 2012



MINUTE

B

**Shetland College/Train Shetland Board of Management
Room 4, Train Shetland, Gremista, Lerwick
Thursday 20 January 2011 at 2pm**

Present:

A J Hughson
L F Baisley
R C Nickerson
W H Manson

Apologies:

L Angus
G Robinson
J L B Smith
A Carter

In attendance (Officers):

G Smith, Director
H Sutherland, Executive Director, Education and Social Care
M Finnie, Service Manager - Capital Programme Service
I Peterson, Depute Director
S Smith, Operations Manager
L Murray, Management Accountant
L Adamson, Committee Officer

Chairperson

Mr A J Hughson, Chairperson of the Board, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

There were no declarations of interest.

Minute

The minute of the meeting held on 10 November 2010 was confirmed.

01/11 Shetland College Extension – Update from Capital Programme Service

The Board noted a report by the Director (Appendix 1).

The Chairperson said that as there had been some indication that the timescales for the project could be slipping, he considered that progress on the proposed programme of works should be brought to the Board's attention.

The Service Manager - Capital Programme Service gave a presentation to the Board (copy of slides attached as Appendix 1A), which outlined the proposed timescales for the various stages of the project. He advised that the programme of works was due to start at the beginning of 2011, and the Building Warrant would be submitted within the next few weeks. Regarding the Planning Application, the concerns raised by the Roads Service had recently been resolved and as no additional objections had been received, a decision from the Planning Service was expected soon. The Board noted that the project would be going out to tender during March/April, with the appointment of the contractor in mid April, and following a one month lead in period works on site would start during May.

The Service Manager provided the Board with a summary of the timescales and works relating to the 4 phases of the project. The Board noted that the proposed completion date for the project was the end of 2012, and that following a one-year defects period, the ERDF grant had to be claimed by the end of 2013.

In response to questions, the Service Manager advised that the costs associated with the alterations to the road layout proposed by the Roads Service should not be significant, and he indicated that the project was currently 6 weeks behind schedule. The Director provided an update on the ERDF funding, and clarified that agreement had been reached that the date for claiming the grant had been extended to reflect the new completion date.

The Board discussed some of the issues that could arise with the proposal to build on site, while ensuring that the College continues to operate efficiently, and it was noted that the aim would be to phase the work likely to cause most disruption to College operations around the holiday periods.

The Chairperson thanked the Service Manager for the informative presentation.

02/11 **Student Enrolments 05 January 2011**

The Board noted a report by the Director (Appendix 2).

In introducing the report, the Director advised that the target of 5,470 weighted SUMS, which included the additional NAFC SUMS, had been exceeded, with the total at December 2010 being 6,123. He explained that the increase in SUMS this year related to the number of spanning courses covering more than one academic year, and enrolments had been added to the system earlier than in previous years.

In response to a question, the Director advised that some Adult Learning Evening Classes are no longer included in the SUMS calculations, as they are now deemed to be recreational courses.

03/11 **Shetland College Annual Accounts to 31 July 2010**
The Board noted a report by the Director (Appendix 3).

The Director summarised the main terms of the report.

Ms L Baisley enquired whether additional awards could be introduced, which would give incentives to students and publicity to the College. The Director reported that a number of awards have been donated mainly from local businesses, however he agreed that other businesses could be approached to secure awards in additional subject areas, for example, the construction industry.

04/11 **Director's Update**

The Board considered a report by the Director (Appendix 4), and updates were provided on the following:

Application for University Title

The Director reported that the formal announcement that the UHI Millennium Institute would be awarded University title was expected on 2 February, and a Parliamentary reception was due to take place on 1 March. The Board agreed that the Chairperson should attend the reception.

Scottish Government Green Paper "Building a Smarter Future"

The Director reported that a meeting of the UHI had been arranged for 16 February, to prepare their draft response to the Paper. The Board agreed that a response was submitted from a Shetland context, and to ensure that Further Education is given sufficient weight.

UHI Logo

The Director tabled a paper with examples of the "University of the Highlands and Islands – Shetland College" logo (copy attached as Appendix 4A). Following a brief discussion, the Board agreed to the second example, with the two-tone blue flag, however it was suggested that the vertical line on the flag should be moved slightly to the left.

05/11 **Shetland College Self-Evaluation 2009/10**

The Board considered a report by the Director (Appendix 5).

The Chairperson complimented the Depute Director on the level of detail in the report.

In summarising the main terms of the report, the Depute Director advised that the intention had been to incorporate as much information as possible in the document, including the College's perceived strengths and areas requiring further development, to assist with the UHI inspection which is due to commence on 7 March. She added that the Director and the Heads of Sections had contributed, which ensured staff ownership of the document.

The Director advised that the intention was to present a progress report on the Self-Evaluation Document to the next meeting of the Board.

The Board approved the recommendation in the report on the motion of Mr A Hughson, seconded by Mr W Manson.

06/11 **Scottish Funding Council Indicative Main Grants to Colleges and Universities for Academic Year 2011-12**

The Board considered a report by the Director (Appendix 6).

In introducing the report, the Director summarised Section 3, which detailed the effect on the College's financial position following the proposed reduction in funding from the Scottish Funding Council.

The Director reported that with the Council's support to the College being mainly towards property costs the only flexibility would be on repair and maintenance to the College, and it was hoped that for a period of time with the new build there should be a reduction in demand for maintenance.

During the discussion, Mr W Manson said there was a need for the Council to be aware of the College's situation. He suggested that the College approach the Council, to ask for clarity on what the Council wants from the College, whether the current level of education should be maintained, and for Policy direction. He proposed that the Director prepare a report to Council.

In response to a question, the Director advised that there was a need to reiterate Shetland's case to the Funding Council that the College is operating on the margins of funding, and he suggested the possibility of joint representation with Orkney College.

The Executive Director, Education and Social Care confirmed that she would discuss the College's budget situation with the Council's Chief Executive and Head of Finance.

The Board approved the recommendation in the report on the motion of Mr W Manson, seconded by Mr R Nickerson.

In order to avoid the disclosure of exempt information, Mr A Hughson moved, and Mr W Manson seconded, to exclude the public in terms of the relevant legislation during consideration of the following item of business.

(The Director left the meeting).

07/11 **Post of Director of Shetland College/Train Shetland**

The Board considered a report by the Director.

The Executive Director, Education and Social Care summarised the main terms of the report.

During the discussion, the Executive Director responded to questions from Members of the Board, and the membership of the Recruitment Panel was confirmed.

The Board approved the recommendations in the report on the motion of Ms L Baisley, seconded by Mr R Nickerson.

The meeting concluded at 3.45pm.

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A J Hughson
CHAIRPERSON



MINUTE

B

**Shetland College/Train Shetland Board of Management
Room B5, Shetland College, Gremista, Lerwick
Thursday 24 February 2011 at 2.20pm**

Present:

A J Hughson
L F Baisley
R C Nickerson
W H Manson
J L B Smith

Apologies:

L Angus
A Carter
G Robinson

In attendance (Officers):

D Gray, Director
I Peterson, Depute Director
S Smith, Operations Manager
L Murray, Management Accountant
L Adamson, Committee Officer

Observer:

J Hutchison, Student Representative, Shetland College

Chairperson

Mr A J Hughson, Chairperson of the Board, presided.

The Chairperson welcomed Professor David Gray, recently appointed as Director of Shetland College. Professor Gray advised that since taking on the joint management responsibilities he had focused on meeting with staff and the Senior Team at the Shetland College. His next priority is to look at the financial situation to ensure the College is viable and sustainable over the coming years.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

There were no declarations of interest.

Member Attendance at External Meetings

None

Minute

Subject to the following, the minute of the meeting held on 30 January 2011 was confirmed on the motion of Mr R Nickerson, seconded by Mr J Smith.

01/11 - Shetland College Extension – Update from Capital Programme Service

The Chairperson reported that a requirement for an essential amendment to the design plan for the College extension had resulted in a delay with the planning application process. The intention now is that the application will be presented to the Planning Board in March, following which the project will progress to the tendering stage.

04/11 – Director's Update

UHI Logo

The Director reported that while deciding on the logo for the NAFC Marine Centre, Trustees had requested that “NAFC Marine Centre” should be on the top line, and “University of the Highlands and Islands”, on the bottom line. This proposal was not accepted by the UHI. However, Shaw Marketing has been commissioned to produce the logo for the NAFC Marine Centre, as agreed by Trustees. Following a brief discussion, the Board agreed that the Shetland College logo should also include “Shetland College” on the top line. The Director proposed that arrangements would be made for a joint launch.

06/11 – Scottish Funding Council Indicative Main Grants to Colleges and Universities for Academic Year 2011-12

In referring to the 3rd paragraph, Mr R Nickerson proposed that the Director prepare a report to Council to advise on the College's situation following the reduction in funding from the Scottish Funding Council.

08/11 **Shetland College Student Enrolments – 14 February 2011**

The Board noted a report by the Depute Director (Appendix 1).

In summarising the main terms of the report, the Depute Director drew the Board's attention to the decrease in the total FE full-time enrolments to what had been reported to the Board in January, which related to recent withdrawals. However she advised that there would be an increase following part-time enrolments later this month, and with the enrolments to SVQ level 4 and 5 courses. The Board noted that the Shetland College has exceeded its WSUMS target, and is delivering more than it is being paid for.

In response to a question from Mr R Nickerson, the Depute Director clarified that the monetary value the College would receive should it be paid for SUMS over the College's Scottish Funding Council allocation is £93,980.

In response to a question from Mr J Smith, the Depute Director agreed that comparison figures from other Colleges could strengthen the Shetland College's case for under-funding. The Director advised that 11 of the 13 Academic partners of the UHI are having to withdraw education as they are in the same position as the Shetland College as regards over provision. The Board agreed that

it was important to maintain dialogue with the Scottish Funding Council.

09/11 **Shetland College Operational Plan 6 Month Update**

The Board noted a report by the Depute Director (Appendix 2).

In response to a question from the Chairperson, the Depute Director reported that a promotional booklet had been produced which includes courses at the NAFC as well as individual booklets on vocational pathways, and these had been well received at recent Parents meetings. During the discussion, the Director said that there was a need for further engagement with schools as regards timetabling. The Depute Director reported from a recent meeting with the Head Teachers from Secondary schools to discuss Shetland College offering employability skills for higher education.

The Depute Director advised that a taster day for Secondary 5 and 6 pupils had been arranged for 29 April, to provide an introduction to a number of College areas (Business/Computing/Heritage) being provided.

In response to a question from Mr R Nickerson, the Depute Director advised that arrangements were being made for the Director to attend a meeting to progress the proposal to establish a Chair in Creative Industries for the UHI.

In response to a question from Mr Nickerson regarding progress with the delivery of the NC in Music, the Depute Director advised that a worthwhile meeting had taken place to discuss the music programme for next year, and the use of Mareel premises as a venue has been proposed. She said that discussions have to take place regarding costs and efforts made to promote the programme.

During the discussion, the Depute Director said that the College's budget has to be reviewed to decide which courses are viable. The Director commented that as the College is significantly above its SUMS target some urgent decisions are needed on how the College can best manage delivery of the programme.

Mr Nickerson commented that depending on the outcome of the submission for LEADER funding for the Learning Centres, there could be a need for the Director to present a report to the next meeting of the Board.

In order to avoid the disclosure of exempt information, Mr A Hughson moved, and Mr W Manson seconded, to exclude the public in terms of the relevant legislation during consideration of the following item of business.

10/11 **Minutes of the Shetland College Lecturers Joint Negotiating and Consultative Committee meetings held on a) 20 January 2011 and b) 4 February 2011**

The Board confirmed the minute of the meeting held on 20 January 2011 on the motion of Mr W Manson, seconded by Mr A Hughson.

The Board confirmed the minute of the meeting held on 4 February 2011 on the motion of Mr J Smith, seconded by Mr A Hughson.

The meeting concluded at 2.50pm.

.....
A J Hughson
CHAIRPERSON