



REPORT

To: Shetland Islands Council

27 April 2011

**From: Head of Finance
Head of Capital Programming**

Report No.: CPS-05-11- F

Subject: Strategic Service and Financial Issues

1.0 Introduction and Key Decisions

- 1.1 This report presents two financial issues for consideration outwith the budget-setting process that was concluded by the Council on 23 March 2011, namely the Fibre Optic Cable and a request for grant assistance to Hjaltland Housing Association towards 75 new social houses.
- 1.2 Members are asked to consider the strategic nature of these projects alongside existing Council financial policy and to make decisions as to how they should be supported.

2.0 Links to Corporate Plan 2010–12 and Risk Analysis

- 2.1 This proposal links to the actions set out the Corporate Plan under Section 1: Maintaining a Sustainable Economy and Section 2: Maintaining a Sustainable Society.
 - 2.1.1 Wealthier: Develop the telecommunications network throughout Shetland to offer high level broadband services for business development in all areas of Shetland.
 - 2.1.2 Stronger: We will ensure the right house is available in the right place at the right price.
- 2.2 There is a risk that failure to ensure the development of high level broadband services across Shetland will prevent local businesses from operating effectively and competing at a national and international level. The Council's operations would be greatly impeded without a replacement for the current Pathfinder system.

- 2.3 The Council has, through its Local Housing Strategy, a stated aspiration for more affordable housing.
- 2.4 The Housing Service plan identifies that Shetland Islands Council 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”*.
- 2.5 The Housing Service action plan requires the Head of Housing to, *“continue to investigate options for increasing housing supply in Shetland”*.
- 2.6 The Sustaining Shetland document endorsed by the Community Planning Board states that, *“we will increase the supply of housing to 12,000 by 2025”*.
- 2.7 There is a risk that failure to ensure a supply of affordable housing will limit the ability of the local economy to grow. It is also a potential contributor to wider social problems.

3.0 Background

- 3.1 At the special Council meeting on 10 February 2011, Members agreed to a programme of cuts across revenue budgets totalling £9.4 million.
- 3.2 Members then agreed to reduce the value of works in the 2011/12 capital programme by just over £5 million on 23 March 2011.
- 3.3 These measures contributed to a reduction in the projected draw on reserves for 2011/12 to £35.7 million.
- 3.4 The Head of Finance presented a report to the Council on 23 March 2011 that summarised all the elements of the current financial position. That report is intended to inform the Council's consideration of financial policy over the incoming months, with the aspiration that the foundation of the budget strategy for 2012/13 and beyond can be established by autumn of 2011.
- 3.5 The Council's General Fund financial policy framework states that the General Fund discretionary Reserves should be maintained at no less than £250 million. Their value at the start of the 2010/11 financial year was £276 million, which is expected to have reduced to £274.6 million at the end of the 2010/11 financial year. This represents the total value of all the S.I.C. funds, some of which are earmarked for specific purposes and would not be applicable to the projects set out in this report.

- 3.6 Subject to expected levels of income from investments being realised, the expenditure planned for 2011/12 will reduce the value of the Reserves to around £260 million.
- 3.7 As part of the budget setting strategy referred to in paragraph 3.4 above, the Council will need to review the policy of maintaining reserves at no less than £250 million.

4.0 Proposals

4.1 Fibre Optic Project

- 4.1.1 The Council has been developing a private high bandwidth fibre optic network across Lerwick for more than a decade. This process has been largely opportunistic, the principal mechanism being the expansion of the Lerwick District Heating scheme which has laid cabling duct in the trenches dug for the schemes pipes.
- 4.1.2 In recent times this process has been somewhat complemented and to a certain extent overshadowed by the Pathfinder Project which has extended the reach of Council network services beyond Lerwick as well as to some of the more difficult Lerwick sites. It should be noted however that the performance of the Pathfinder network is significantly (in the order of 1000th) less than that offered by private fibre. Fundamentally fibre is strategic, lasting up to 25 years whereas wireless is tactical, lasting only a few years.
- 4.1.3 Pathfinder has an inherent problem as it only runs until March 2014 after which the network will in all likelihood be unfunded and unable to deliver the bandwidth required. Council sites that have been used for Pathfinder services are now fundamentally reliant on this network connectivity to deliver services.
- 4.1.4 This gives the Council a finite window in which to:
- 4.1.4.1 design and deliver a Pathfinder replacement,
 - 4.1.4.2 pressurise Thus and/ or the Scottish Government to extend Pathfinder both in terms of bandwidth and lifespan, or
 - 4.1.4.3 reduce the number of sites that need high bandwidth network services to a level which is affordable at commercial network rates.
- 4.1.5 Further to this, it has been recently identified that the current multi-mode fibre that is in place does not require immediate upgrade in order to run the network at > 1Gb speeds. It has been proved that this is possible, and is actively running using our current multi-mode fibre and Cisco infrastructure. This changes the fundamental objectives of this project away from an

emphasis on the immediate need to upgrade the current fibre infrastructure.

- 4.1.6 Recently, a number of new council premises have been, or are being built. These new sites all have network connectivity requirements.
- 4.1.7 A project has recently been established by ICT to further investigate the options available to the Council and to identify key objectives.
- 4.1.8 One of the objectives of this project is to replace Pathfinder connections with fibre ones where possible.
- 4.1.9 A second objective is to connect new sites, and sites with low-bandwidth (ADSL etc) connections with fibre where possible.
- 4.1.10 A third objective is to install a new backbone in Lerwick (Hayfield - ICT- Town Hall campus) with single mode fibre, thus delivering upgraded capacity and an alternate route to the existing backbone. This is critical to remove the single point of failure of the connection to ICT. The Hayfield to ICT section has been completed and is awaiting termination as at August 2010.
- 4.1.11 A fourth objective of this project would be to liaise with the Shetland Telecom project bringing fibre to Lerwick from Scalloway and Sandwick, and to manage the connection of these long-distance connections upon reaching the councils' fibre network in Lerwick. The Shetland Telecom project requires access to the Lerwick fibre as their plans do not extend inside the Lerwick boundary.
- 4.1.12 There are clearly significant financial implications, yet to be fully determined, irrespective of the number or combination of these objectives to be realised. The potential for external funding is currently being explored, however it is likely that there will be significant direct cost to SIC if this project is to be promoted.

4.2 New Build Funding Proposal - Hjaltsland Housing Association

- 4.2.1 This proposal is for the payment of a grant to Hjaltsland Housing Association (HHA) of £3.5m to accelerate the building of 75 new social houses for rent. The properties are already in the HHA development programme and currently unable to proceed in the short term due to cuts in Government funding. This grant will allow the houses to be purchased in a much shorter timeframe than expected awaiting Government funds. HHA have asked for a response to their request by the end of April, in order to submit a bid for grant assistance in line with the new funding arrangements for housing associations.
- 4.2.2 Services Committee considered this proposal at its meeting on 25 November 2010 (Minute Reference 105/10) and having

weighed up the detailed strategic, service and financial benefits and risks, agreed that the proposal was a cost effective means of achieving the Council's targets relating to housing supply and legal obligations on homelessness.

4.2.3 The 75 units are made up of four schemes. The four schemes all form part of the Council's Strategic Housing Investment Programme (SHIP) The schemes all have planning permission and are ready to proceed to construction. The schemes are:

4.2.3.1 North Star, Lerwick (15 units)

4.2.3.2 Pegasus Place, Lerwick (12 units)

4.2.3.3 Strand, Tingwall (40 units)

4.2.3.4 Ladies Mire, Brae (8 units)

4.2.4 The estimated cost of the proposal is £11.2m. HHA will be able to apply for Grant from the Government. HHA will also be able to access private finance, through mortgage schemes. In essence, with the reduction in Government assistance HHA has applied for the Council to step in and provide local grant assistance instead.

4.2.5 By grant aiding an external organisation, the Council is giving up the rental income stream from that property. On average, the Council's rent levels could secure about £3,000 per annum, so about £120,000 over the 40 year life of a house. This would just about cover the average capital cost, over the life of the asset. In this proposal, the properties would be owned and operated by Hjaltdland Housing Association so they would receive the rental income stream. It is not envisaged that an additional 75 units would have any impact on staffing levels or revenue costs of either organisation.

4.2.6 The cost of the proposal is £3.5m. The average cost for the works element of the houses range from £100,000 to £130,000. This has been assessed by the Scottish Government to be value for money. This is broadly in line with the outcome of the Council's tendering exercise for Hoofields. The average cost per unit would be about £47,000, net of subsidy.

4.2.7 The Council can evidence a significant under supply of affordable rental homes in Shetland. The proposal to accelerate the building of the four schemes would result in 75 units being completed in 3 years rather than 8.

4.2.8 There are no statutory requirements to grant fund housing or increase overall supply by any means. However, indirectly, any increase in housing supply will alleviate pressure on the general needs waiting lists and so make more houses available to the council for meeting its statutory obligations to the homeless.

5.0 Timing

- 5.1 The funding implications of the HHA project described in section 4.2 above means that the Council needs to decide whether or not to support the proposal by the end of April 2011.

6.0 Financial Implications

- 6.1 If Members are minded to award a grant to Hjaltsland Housing Association at £3.5m, it can only do so by drawing down additional funding from reserves or by removing an equivalent value of projects from the approved capital programme. Members have recently taken action to cut the revenue and capital programme, to ensure that the 2011/12 budgets approved are in line with current financial policy. Consideration of the Hjaltsland Housing Association proposal will therefore need to be determined by the Council to be of strategic enough importance (to meet the corporate priorities on population growth, economic development and equalities) that it warrants consideration outwith the normal approval process for the capital programme.

7.0 Policy and Delegated Authorities

- 7.1 Section 8.0 of the Council's Scheme of Delegations state that there is no delegation of matters relating to the approval of the Capital Programme or the allocation of reserves so a decision of the Council is required.

8.0 Conclusions

- 8.1 The proposed Fibre Optic project described in section 4.1 of this report is currently under development and no commitment can be given at this time. Members are asked to consider this project, and the Council's involvement in telecommunications on a wider basis, and to agree that funding should be made in 2011/12 available on a one-off basis, subject to a sound financial case being evidenced through the gateway process.
- 8.2 The HHA proposals set out in section 4.2 of this report cannot yield any financial return. The issue here is the degree of importance that Members place on a proactive approach to dealing with the issue of homelessness. The contribution to HHA would deliver much needed accommodation in a timescale that the Council is currently unable to match and secure some external funding from the Scottish Government.

9.0 Recommendations

9.1 I recommend that the Council considers the proposals set out in this report and :

9.1.1 notes that the Fibre Optic project will be further developed over the next few months and considered as part of the overall review of the capital programme in the autumn; and

9.1.2 considers the relative strategic importance of the provision of affordable housing and either:

(a) agree to award a grant of up to £3.5m to Hjaltland Housing Association, subject to appropriate conditions to be agreed by the Head of Housing, with funding provided:

either

(i) by an additional draw on reserves and note that by doing so the predicted reserves levels may stand at £256.5 million (all other assumptions remaining the same) by March 2012;

or

(ii) by reducing the approved capital programme by an equivalent value of projects and so prioritising spend on social housing above other currently approved projects;

or

(b) reject the request for grant assistance from Hjaltland Housing Association at this time as it is outwith the agreed approval process for the capital programme and should be considered alongside all other competing priorities.

Our Ref: RMS/CPS-05-11-F

21 April 2011



REPORT

To: Special Shetland Islands Council

27 April 2011

From: Head of Legal and Administration

Political Management Arrangements – Residual Matters

Report No. LA-24-F

1.0 Introduction

- 1.1 The purpose of this report is to assist the Council to continue its consideration of the Review of Political Management Arrangements following the decisions taken at the Council meetings on 7 and 23 March 2011.

2.0 Link to Corporate Priorities

- 2.1 The revision of political decision-making structures has been accorded the highest priority by the Council as a key stage in its Improvement Plan.

3.0 Risk Management

- 3.1 Having agreed its political management framework, there is a risk that failure to complete the constitutional arrangements and make the necessary appointments could result in a decision making vacuum. The recommendations in this report take forward matters needed to complete the tasks.

4.0 Background and Proposals

- 4.1 A list of decisions taken by the Council on 7 and 23 March 2011 is attached as **Appendix 1**.
- 4.2 The appointments required to be taken by Council today are set out in **Appendix 2**.
- 4.3 At an information seminar following the Council meeting on 23rd March 2011 a number of Members noted that the composition of the functional committees was to be 11. In addition to the Chairman and

Vice-Chairman of each committee and the seven ward members, still to be appointed, there was general consensus that one of the remaining two places, should be allotted as an ex officio position to the leader so that he had direct participation and oversight of the policy development function of the Executive Committee Role through the work of these committees. This was considered unobjectionable and no contrary idea was put forward. The recommendation is to simply incorporate this change within the constitution of each committee and this is reflected in Appendix 2.

- 4.4 At the seminar, there was further discussion between Members on the possible make-up of the Executive Committee and a range of options were put forward. One proposal included preservation of the Conveners "Custodian of the Constitution" role for his Chairmanship of the Council without participation at Executive level. Other proposals included reduction in numbers of the Executive Committee to 7, 9 or 10 members or an increase to 13 or 14. Appointment of additional Members was seen as a potentially favourable component to ensure a degree of parity of Ward member representation. Members noted that in relation to the appointments of Chairman and Vice-Chairman already made the only Ward with no current representation on the Executive Committee was the Shetland West Ward. There would appear to be no clear consensus and therefore I have listed 3 options although these may not be exhaustive. A decision requires to be made regarding number of members for the Executive Committee and, thereafter, appointments should be made at this meeting.
- 4.5 Remaining issues and approval of the final constitutional documents is scheduled for 9 May and beyond, and a list is set out in **Appendix 3**.

5.0 Financial Implications

- 5.1 There are no financial implications arising directly from the acceptance of the recommendations of this report.

6.0 Policy and Delegated Authority

- 6.1 The political arrangements of the Council are not a function delegated to any committee and therefore remain a matter reserved to the Council. In any event, key Senior Office bearer positions are rightly the domain of the Council.

7.0 Conclusions

- 7.1 The Council has already concluded it needs changes to its political management arrangements in order to lead the process of renewal and improvement, during the life of this Council. Following initial appointments made on 7 and 23 March, this report submits the further appointments and matters for consideration.

8.0 Recommendations

8.1 I recommend that the Council proceed to make the range of appointments as set out in **Appendix 2**. as follows:-

- a) Confirm the ex officio position of leader on the functional Committees.
- b) Appoint the 7 Ward Members for each functional Committee:
- c) Appoint the additional Member to each functional Committee
- d) Confirm the number of Members required for the Executive Committee with regard to the options listed in appendix 2 :
- e) Make any necessary appointment(s) to complete the membership of the Executive Committee, and
- f) Agree that the Chief Executive in discussion with the Audit and Standards Committee determine the method of selection of the two independent Members of that committee for future appointment by the Council.

April 2011
JRR

DECISIONS TAKEN ON 7 MARCH

(1) **Political Management Framework**

Adopted and established a political management framework based on Model 2 set out in the report by the Chief Executive.

(2) **Executive Committee**

- (a) Established an Executive Committee
- (b) Agreed the following appointments –
 - Leader of the Council (to be chair of the Committee) – Councillor J Simpson
 - Chair for Children Families and Learning – Councillor B Fullerton
 - Chair for Communities, Health and Wellbeing – Councillor C Smith
 - Chair for Economy and Development – Councillor A Cooper
 - Chair for Environment - Councillor I Hawkins

(3) **Functional Committees**

- (a) Established 4 functional Committees –
 - Children, Families and Learning
 - Communities, Health and Wellbeing
 - Economy and Development
 - Environment

(4) **Office Bearer Role Definitions**

- (a) Agreed the role definition of Convener, Leader and Committee Chairs on the basis outlined in section 4 of the Chief Executive's report
- (b) Agreed the Leader will act as Vice Convener to support the civic role of the Convener

(5) **Audit and Standards Committee**

- (a) Established an Audit and Standards Committee all on the basis of, and with terms of reference based on those outlined in section 6 of the report by the Chief Executive

(6) **Development Management Committee**

- (a) Established a Development Management Committee to supersede the existing Planning Board all on the basis of, and with terms of reference based on those outlined in section 7 of the report by the Chief Executive

(7) **Licensing Committee**

- (a) Established a Licensing Committee to supersede, and with the current terms of reference of, the Licensing Sub Committee

(8) **Harbour Board**

- (a) Retain a Harbour Board

(9) **Shetland College Board**

- (a) Retain Shetland College Board

(10) **Remuneration**

- (a) Implicit in the appointments are the following remuneration arrangements in terms of the relevant regulations made under the Local Governance (Scotland) Act 2004

Leader of the Council	£27,058
Convener	£20,294 (+ civic allowance)
Chair for Children, Families and Learning	£18,804
Chair for Communities, Health and Wellbeing	£18,804
Chair for Economy and Development	£18,804
Chair for Environment	£18,804
Chair – Audit and Standards	£17,832
Chair – Development Management Committee	£17,832
Chair – Licensing Committee	£17,832
Chair – Harbour Board	£17,832
Chair – Shetland College Board	£17,832

DECISIONS TAKEN ON 23 MARCH 2011

Confirmed the existing Membership of the following bodies:

Audit and Standards Board (*formerly Audit and Scrutiny Committee*)
Development Management Committee (*formerly Planning Board*)
Licensing Committee (*formerly Licensing Sub-Committee*)
Harbour Board
Shetland College Board

Appointed to the following positions:

Remunerated Positions

- 1 Chair – Audit and Standards – Councillor F Grains
- 2 Chair – Development Management Committee – Councillor F Robertson
- 3 Chair – Licensing Committee – Councillor J Budge
- 4 Chair – Harbour Board – Councillor R Henderson
- 5 Chair – Shetland College Board – Councillor A Hughson

Functional Committees

- 6 Vice-Chair for Children Families and Learning – Councillor C Miller
- 7 Vice-Chair for Communities, Health and Wellbeing – Councillor A Duncan
- 8 Vice-Chair for Economy and Development – Councillor A Doull
- 9 Vice-Chair for Environment – Councillor A Wishart

Additional Committees/Boards

- 10 Vice-Chair – Audit and Standards – Councillor A Duncan
- 11 Vice-Chair – Development Management Committee – Councillor G Robinson
- 12 Vice-Chair – Licensing Committee – Councillor C Smith
- 13 Vice-Chair – Harbour Board – Councillor A Cooper
- 14 Vice-Chair – Shetland College Board – Councillor L Baisley

DECISIONS REQUIRED ON 27 APRIL 2011

(1) Functional Committees

- (a) Agree functional committees will comprise 11 Councillor members in total; and
- (b) Appoint: 7 Councillors, one from each Ward;
Leader of the Council; and
1 further Member having regard to skill and expertise

(2A) Executive Committee:

Agree the composition of the Executive Committee of 11 Councillors:

Leader of the Council
Convener
Chair for Children, Families and Learning
Chair for Communities, Health and Wellbeing
Chair for Economy and Development
Chair for Environment
Vice Chair for Children Families and Learning
Vice Chair for Communities, Health and Wellbeing
Vice Chair for Economy and Development
Vice Chair for Environment
1 other member

OR

(2B) Executive Committee:

Agree the composition of the Executive Committee of 10 Councillors:

Leader of the Council
Chair for Children, Families and Learning
Chair for Communities, Health and Wellbeing
Chair for Economy and Development
Chair for Environment
Vice Chair for Children Families and Learning
Vice Chair for Communities, Health and Wellbeing
Vice Chair for Economy and Development
Vice Chair for Environment
1 other member

OR
(2C) **Executive Committee:**

Agree the composition of the Executive Committee of 9 Councillors:

Leader of the Council
Chair for Children, Families and Learning
Chair for Communities, Health and Wellbeing
Chair for Economy and Development
Chair for Environment
Vice Chair for Children Families and Learning
Vice Chair for Communities, Health and Wellbeing
Vice Chair for Economy and Development
Vice Chair for Environment

(2D) **OR**
Agree another composition.

Additional Committees/Boards

(3) **Audit and Standards Committee**

Agree that the Chief Executive, in discussion with the Audit and Standards Committee, determine the method of selection of the two independent Members of that Committee for future appointment by the Council.

DECISIONS REQUIRED ON 9 MAY 2011

- (1) Adopt the following Constitutional documents:
 - Part A – Governance
 - Part B – Standing Orders for Meetings
 - Part C – Scheme of Administration and Delegations
 - Part G – Scheme of Remuneration and Approved Duties

WORK IN PROGRESS

- (1) Ethical Framework documents:
 - Part F1 – Protocol on Councillor/Officer Relations
 - Part F2 – Councillors' Code of Conduct
 - Part F3 – Employee Code of Conduct
 - Part F4 – Protocol on Chief Officer Appointments
- (2)
 - Part D – Financial and Security Regulations
 - Part E – Contract Standing Orders
 - Part F – Code of Corporate Governance

END



REPORT

To: Special Shetland Islands Council

27 April 2011

From: Service Manager - Administration

Schedule of Meetings: May 2011 to March 2012

Report No. LA-25-F

1.0 Introduction

- 1.1 The purpose of this report is to seek Members' approval as to the diary of meetings for the remainder of 2011 up until the Council election period commences in March 2012.

2.0 Link Corporate Priorities

- 2.1 The terms of this report do not directly support the Council's Corporate priorities, but may indirectly contribute towards the Council's Priorities and the Single Outcome Agreement by ensuring improvement in operational efficiency and by reducing bureaucracy.

3.0 Proposals

- 3.1 The proposed scheduling of Council, Committee, Sub-Committee and Board is attached as Appendix 1.
- 3.2 Members are asked to note the following:
- All morning meetings commence at 10 a.m., and all afternoon meetings commence at 2 p.m.

4.0 Policy and Delegated Authority

- 4.1 Approval of the Council's diary of meetings requires a decision of the Council, as required by Section 8.0 of the Council's Scheme of Delegations.

5.0 Financial Implications

- 5.1 There are no financial implications associated with the recommendation in this report.

6.0 Recommendations

- 6.1 I recommend that the Council approve the schedule of meetings attached as Appendix 1.

April 2011
AC

LA-25 - Appendix 1

2011 Week beginning Monday	Date Week ending Friday	Monday	Tuesday	Wednesday	Thursday	Friday	
23 May	27 May a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE				1
	p.m.						
30 May	3 June a.m.	EXECUTIVE COMMITTEE		ENVIRONMENT COMMITTEE	AUDIT AND STANDARDS BOARD		2
	p.m.						
6 June	10 June a.m.			COMMUNITIES, HEALTH AND WELLBEING COMMITTEE			3
	p.m.						
13 June	17 June a.m.			CHILDREN, FAMILIES AND LIFELONG LEARNING COMMITTEE	SHETLAND COLLEGE BOARD		4
	p.m.						
20 June	24 June a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE	ECONOMY AND DEVELOPMENT COMMITTEE	SCT		5
	p.m.				HARBOUR BOARD		
27 June	1 July a.m.						6
	p.m.						
4 July	8 July a.m.	EXECUTIVE COMMITTEE					7
	p.m.						

2011	Date	Monday	Tuesday	Wednesday	Thursday	Friday	
Week beginning Monday	Week ending Friday						
11 July	15 July a.m.			SIC			8
	p.m.						
18 July	22 July a.m.						recess
	p.m.						
25 July	29 July a.m.	Planning Site Visits	DEVELOPMENT MANAGEMENT COMMITTEE				
	p.m.						
1 Aug	5 Aug a.m.				SCT		
	p.m.						
8 Aug	12 Aug a.m.	EXECUTIVE COMMITTEE		ENVIRONMENT COMMITTEE	AUDIT AND STANDARDS BOARD		1
	p.m.						

2011 Week beginning Monday	Date Week ending Friday	Monday	Tuesday	Wednesday	Thursday	Friday	
15 Aug	19 Aug a.m.			COMMUNITIES, HEALTH AND WELLBEING COMMITTEE			2
	p.m.						
22 Aug	26 Aug a.m.	Planning Site Visits	DEVELOPMENT MANAGEMENT COMMITTEE	CHILDREN, FAMILIES AND LIFELONG LEARNING COMMITTEE	SHETLAND COLLEGE BOARD		3
	p.m.						
29 Aug	2 Sept a.m.			ECONOMY AND DEVELOPMENT COMMITTEE	HARBOUR BOARD		4
	p.m.						
5 Sept	9 Sept a.m.				SCT		5
	p.m.						
12 Sept	16 Sept a.m.	EXECUTIVE COMMITTEE					6
	p.m.						
19 Sept	23 Sept a.m.	Planning Site Visits	DEVELOPMENT MANAGEMENT COMMITTEE	SIC			7
	p.m.						
26 Sept	30 Sept a.m.						8
	p.m.						

2011 Week beginning Monday	Date Week ending Friday	Monday	Tuesday	Wednesday	Thursday	Friday	
3 Oct	7 Oct a.m.	EXECUTIVE COMMITTEE		ENVIRONMENT COMMITTEE	AUDIT AND STANDARDS BOARD		1
	p.m.						
10 Oct	14 Oct a.m.						recess
	p.m.						
17 Oct	21 Oct a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE				
	p.m.						
24 Oct	28 Oct a.m.						2
	p.m.						
31 Oct	4 Nov a.m.			COMMUNITIES, HEALTH AND WELLBEING COMMITTEE			3
	p.m.						
7 Nov	11 Nov a.m.	EXECUTIVE COMMITTEE		CHILDREN, FAMILIES AND LIFELONG LEARNING COMMITTEE	SCT		4
	p.m.				SHETLAND COLLEGE BOARD		
14 Nov	18 Nov a.m.	Planning Site Visits	DEVELOPMENT MANAGEMENT COMMITTEE	ECONOMY AND DEVELOPMENT COMMITTEE	HARBOUR BOARD		5
	p.m.						

2011 Week beginning Monday	Date Week ending Friday	Monday	Tuesday	Wednesday	Thursday	Friday	
21 Nov	25 Nov a.m.						6
	p.m.						
28 Nov	2 Dec a.m.	EXECUTIVE COMMITTEE					7
	p.m.						
5 Dec	9 Dec a.m.			SIC			8
	p.m.						
12 Dec	16 Dec a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE		SCT		
	p.m.						
19 Dec	23 Dec a.m.	EXECUTIVE COMMITTEE		ENVIRONMENT COMMITTEE	AUDIT AND STANDARDS BOARD		1
	p.m.						
26 Dec	30 Dec a.m.	<i>Public Holiday</i>	<i>Public Holiday</i>	<i>Xmas Closedown</i>	<i>Xmas Closedown</i>	<i>Xmas Closedown</i>	
	p.m.						

2012 Week beginning Monday	Date Week ending Friday	Monday	Tuesday	Wednesday	Thursday	Friday	
2 Jan 2012	6 Jan a.m.	<i>Public Holiday</i>	<i>Public Holiday</i>				
	p.m.						
9 Jan 2012	13 Jan a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE	COMMUNITIES, HEALTH AND WELLBEING COMMITTEE			2
	p.m.						
16 Jan 2012	20 Jan a.m.			CHILDREN, FAMILIES AND LIFELONG LEARNING COMMITTEE	SHETLAND COLLEGE BOARD		3
	p.m.						
23 Jan 2012	27 Jan a.m.		<i>[Lerwick Up Helly Aa – no meetings]</i>	<i>Public Holiday</i>	ECONOMY AND DEVELOPMENT COMMITTEE		4
	p.m.				HARBOUR BOARD		
30 Jan 2012	3 Feb a.m.	EXECUTIVE COMMITTEE					5
	p.m.						
6 Feb 2012	10 Feb a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE	SIC	<i>Sp SIC? Council Tax Setting</i>		6
	p.m.						
13 Feb	17 Feb a.m.	EXECUTIVE COMMITTEE		ENVIRONMENT COMMITTEE	AUDIT AND STANDARDS BOARD		1
	p.m.						

2012 Week beginning Monday	Date Week ending Friday	Monday	Tuesday	Wednesday	Thursday	Friday	
20 Feb	24 Feb a.m.			COMMUNITIES, HEALTH AND WELLBEING COMMITTEE			2
	p.m.						
27 Feb	2 March a.m.			CHILDREN, FAMILIES AND LIFELONG LEARNING COMMITTEE	SHETLAND COLLEGE BOARD		3
	p.m.						
5 March	9 March a.m.	<i>Planning Site Visits</i>	DEVELOPMENT MANAGEMENT COMMITTEE	ECONOMY AND DEVELOPMENT COMMITTEE	HARBOUR BOARD		4
	p.m.						
12 March	16 March a.m.	EXECUTIVE COMMITTEE					5
	p.m.						
19 March	23 March a.m.			SIC	-28	<i>Notice of Election -27</i>	6
	p.m.						
26 March	30 March a.m.	-26	-25	-24	-23	-22	
	p.m.						
2 April	6 April a.m.	-21	-20	-19	-18	<i>Good Friday</i>	
	p.m.						

2012	Date	Monday	Tuesday	Wednesday	Thursday	Friday	
Week beginning Monday	Week ending Friday						
9 April	13 April a.m.	Public holiday Easter Monday	-17	Close of nominations -16	-15	-14	
	p.m.						
16 April	20 April a.m.	-13	-12	-11	-10	-9	
	p.m.						
23 April	27 April a.m.	-8	-7	-6	-5	-4	
	p.m.						
30 April	4 May a.m.	-3	-2	-1	Election Day		
	p.m.						