Shetland Islands Council

Environment and Transport Committee   **22 April 2015**

Shetland Islands Council Carbon Management Plan : 2015 - 2020
EO-02-15-F

Executive Manager - Estate Operations	**Infrastructure Services Department Estate Operations**

1.0   Summary

1.1   The report details how Estate Operations and the Carbon Management Project Team will progress the implementation of a Carbon Management Plan for the period 2015 - 2020.

2.0   Decision Required

2.1   That the Environment and Transport Committee and Policy and Resources Committee:

2.1.1   RECOMMEND to Council that it adopt and implement the attached Plan.

2.2.2   INSTRUCT officers to progress the projects set out in the plan to help achieve our carbon reduction targets as a matter of priority.

3.0   Detail

3.1   The attached Plan is Shetland Islands Council's first formal Carbon Management Plan. Carbon Management Plans are required under the Climate Change (Scotland) Act 2009 as a key tool in tackling climate change by reducing carbon emissions from our operations and our estate.

3.2   Carbon reduction and climate change adaptation, mitigation and resilience building are now seen by both UK and Scottish Government and by international business leaders as an increasingly urgent matter for action. Government views action in this area as a key issue which should be included in all business Risk Registers.

3.3   In 2008 Shetland Islands Council (along with all Scottish Local Authorities) was a signatory to the Scottish Climate Change Declaration. This Plan details the actions required to support this Declaration. Further drivers for change which the Plan responds to are the UK Climate Change Act 2008; the Climate Change Public Bodies Duties Guidance issued in 2011 and Low Carbon Scotland: Meeting the Emissions Reduction Targets 2010 - 22.

3.4   Reviewing the Council's operations, estate, assets and procurement methods identifies the actions required to move to a low carbon future which can also save the Council money in the longer term.

        The current costs of energy and materials, combined with the future certainty on increased costs in these areas, means that all services have much to gain in seeking to reduce their energy and procurement costs by working in a more resource efficient manner in everything they do. This Plan will help to support the Council's delivery of the medium term and long term financial plans.

3.5   Government has recently introduced mandatory annual reporting for public bodies on their carbon reduction and climate change work. This is stated to be "a means of encouraging local authorities to raise their game in this area". Should this encouragement fail it is certain that local government will be faced by annual mandatory targets in the very near future.

3.6   Scotland has a national target for carbon reduction of 42% of its emissions by 2020 over a baseline of 2007/8. Shetland Islands Council has delivered an annual carbon reduction of 2.68% per year from 2007.   Therefore focused action is required to achieve 32% savings in the next 6 years, which equates to an annual reduction of 4.53%.

3.7   The main project themes to be tackled by this plan (which are the areas likely to become subject to future mandatory reporting) are those that will deliver the greatest carbon savings:

        • Transport and fleet operations in all services
        • Energy and water use in all Council buildings
        • Business/staff travel within and outwith Shetland
        • Sustainable procurement and resource use
        • Waste disposal and minimisation
        • Energy efficient housing
        • Staff and community awareness raising
        • Street lighting
        • ICT Services

3.8   By adopting the Plan Council will:-

        • Reduce energy consumption and support efficient resource management in all service areas
        • Reduce carbon emissions and associated costs in all service areas
        • Contribute towards climate change mitigation

- Make carbon management and efficient, sustainable resource use central to the way we provide our services and run our operations
- Provide a unified platform for monitoring, managing and assessing resource use
- Ensure that the Council conforms to its Public Body Duties under the 2009 Climate Change (Scotland) Act
- Provide support for Best Value 2 and Sustainability reporting
- Help the Council operate on a more sustainable basis in line with the Council's medium term Financial Plan.

4.0   Implications

Strategic

4.1   <u>Delivery On Corporate Priorities</u> – This Plan delivers an action in the Corporate Plan, Improvement Plan and Community Plan/Single Outcome Agreements and is a step towards "a well managed Council, dealing with the challenges of the present and the future, and doing so within our means".

4.2   <u>Community /Stakeholder Issues</u> – Increasing levels of greenhouse gases are almost agreed by world scientists to be a major contributing factor in global warming and climate change.

Thelocal impact of climate change with rising sea levels and increased storm activity will have a disproportionate effect on island communities. We will face more disruption to transport and freight delivery, increased storm damage and possible increased power issues.

By approving and implementing the Plan the Council will begin to work in a focussed manner with its community to identify, review and tackle these issues.

4.3   <u>Policy And/Or Delegated Authority</u> – In accordance with Section 2.3.1 of the Council's Scheme of Delegation the Environment and Transport Committee has responsibility for discharging the powers and duties of the Council within its functional area.

Section 2.2.1(2) sets out the Policy and Resources Committee role in advising the Council in the development of its strategic objectives, policies and priorities.   A Decision of the Council is required on the adoption of the plan as part of the Strategy Framework.

4.4   <u>Risk Management</u> Climate change is included in the Infrastructure Departmental and Corporate Risk register as a key issue for consideration. In light of Government statements concerning mandatory reporting, failure to approach the issue in a focussed manner will create a risk of future financial penalties which will be applied by Government as part of the introduction of mandatory targets.

4.5   <u>Equalities, Health And Human Rights</u> – Certain ongoing and potential projects e.g. domestic energy efficiency work, will support the local community in addressing health problems and will tackle fuel poverty.

It is also certain that failure to address the likely effects of climate change will lead to considerable negative effects locally and globally in the medium term future. These will include loss of habitat, scarcity of food crops and associated financial losses, poverty and ill health.

4.6   Environmental – It is considered that this Plan will require a scoping review for strategic environmental assessment. As the Plan is the Council's Carbon Management Plan it will become the principle strategy document for carbon reduction and management Council wide.

By tackling carbon emissions from Council services the Plan will support climate change mitigation and adaptation. It also supports the Council's Environmental policy and sustainable development strategy.

Resources

4.7   Financial - The implementation of the Plan will contribute to the efficient use of resources and result in real ongoing savings in energy and procurement costs for the Council.

Wherever possible, funding requirements will be met from external sources in the form of grants and interest free loans which are currently available.

The Plan will help the Council to avoid any financial penalties from failure to deliver its Public Body Duties under the 2009 Climate Change (Scotland) Act.

4.8   Legal – Under the Climate Change (Scotland) Act 2009 Councils are required to tackle their carbon emissions and make preparations to respond to climate change. The attached Plan will provide the methodology for the annual mandatory reporting in this area.

4.9   Human Resources – Certain projects included within the Plan will impact upon staff. In particular staff travel within and outwith Shetland will be reviewed with the intent of reducing actual travel through increased use of technology. Where travel is required more energy efficient methods will require to be adopted. It is possible that this may require up-skilling staff will to achieve these changes. Any initial staff training costs identified to deliver this cultural change will be offset with ongoing financial savings.

4.10   Assets And Property – The efficient use of our assets is a key feature of any Carbon Management Plan. Types of projects include energy efficiency works; fleet efficiencies; disposal of redundant/poorly efficient buildings/stock and increased virtualisation of operations using ICT.

5.0   Conclusion

5.1   By approving the Carbon Management Plan and by encouraging all Departments to review their operations in light of its recommendations the Council will give clear and positive leadership to move Shetland forward to a low carbon future.

This report supports the delivery of the Council's Public Bodies Duties in terms of the Climate Change (Scotland) Act 2009. Local authorities are tasked by Government to reduce their carbon emissions and to support their community and community planning partners in doing the same.

It is likely that Government will introduce mandatory targets within the next two years, so by focussed action now the Council will be placing itself in a favourable position in advance of the proposed mandatory targets and reducing potential for financial penalties.

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13 April 2015

List of Appendices

Carbon Management Plan (2015 – 2020)

END

Shetland Islands Council

Carbon Management Strategy
Carbon Management Plan 2015 – 2020

Lunnasting School Wind Turbine

Sandwick Allotments

Fetlar Development's Electric Minibus

Sellaness Biomass Boiler

Apr 2015 - Revision 1.6

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Foreword by Council Leader

Over the past few years the priority for Shetland Islands Council has been addressing our financial position. We've made great progress towards living within our means but to limit our thoughts to continuing business as usual will not be sufficient in the future.

Other issues are now becoming pressing; none more so than the accepted problem of climate change. Nationally and globally it is now vital to address the very real economic and social impacts of climate change on present and future generations.

As a Council these impacts will be felt in the delivery of all of our services. Increased storm events will affect our transport options and create pressure on our infrastructure and buildings. The need for reliable cost effective energy and heating will require to be balanced by a need to decrease peak demand on the Shetland grid. Our economy will be affected by freight disruptions and the changing availability and price for food and basic items nationally and internationally caused by climate disruptions in their own production areas.

To limit these effects we now need to move to a low carbon society where all our resources are used most efficiently and where we pull together to ensure community benefit.

The Carbon Management Programme is a key component of our strategy to fundamentally change the way the Council works so that it becomes an environmentally sustainable organisation, where its present needs can be met without compromising the ability of future generations to meet their needs.

To achieve this Shetland wide, carbon management must become an embedded responsibility of each and every elected member, departments, staff and service partners. It must also be linked into the wider Shetland community.

Over the past six years a low carbon transition has been slowly put in motion but despite some progress we remain in the early stages of the journey. We must now increase momentum if we are to avoid the increased costs that will result from inaction.

This Plan sets out a roadmap for the next five years. I ask you all to consider how your own area of work and life will be affected by climate change and to help plan for how we can all become more efficient in our use of resources to deliver a better future for all.

Councillor Gary Robinson
Council Leader

Executive Summary

This is Shetland Islands Council's first formal Carbon Management Plan (CMP). The plan aims to reduce emissions from our fleet, buildings, street lighting and other facilities. It prioritises actions that reduce our carbon footprint with the added benefit of cutting costs in most cases.

The actions that form the backbone of the plan seek to deliver carbon and financial efficiencies without reducing the quality of service delivery. The main purpose of the CMP is to:

- Define our carbon emissions baseline and provide detailed projections for future emissions
- Provide a 5 year implementation plan for achieving the desired reduction target
- Confirm funding, ownership and responsibility for delivery
- Outline project governance requirements
- Plan stakeholder management and communications to continue to secure support and encourage culture change.

The main project themes (which are subject to mandatory reporting) that will deliver the greatest carbon savings are:

- Transport and fleet operations in all services
- Energy and water use in all Council buildings
- Business/staff travel within and outwith Shetland
- Waste disposal and minimisation
- Energy efficient housing
- Sustainable procurement and resource use
- Staff and community awareness raising
- Street lighting
- ICT Services

In this time of limited resources, both financial and human, we will target our efforts to where we can have the greatest impact and will maximise the leverage of additional external funding into Shetland, from a variety of sources, to assist us on our journey to a low carbon economy.

1. Introduction

1.1. Carbon Management Plans are required under the Climate Change (Scotland) Act 2009 as a key tool in tackling climate change by reducing carbon emissions from our operations and estate.

1.2. Within Shetland it is becoming clear that the potential impact of climate change on our islands will be considerable. Increased sea levels and storm intensity resulting from a changing climate will have a considerable effect on how we live and work. Already harbours have been damaged and shipping and transport has been disrupted by the increased frequency and severity of storms. This pattern is set to escalate. The current costs of energy and materials, combined with the certainty of future increased costs in these areas, means that all services and organisations have much to gain in seeking to reduce their energy and procurement costs and in working in a more resource efficient way in everything they do.

1.3. Shetland Islands Council aims to reduce carbon emissions by 42% by 2020 (the national target) over the baseline of 2007/8. This would have equated to an annual reduction of 3.23% from 2007/8.

1.4. Our current position relative to the 2007/8 baseline shows an actual carbon reduction of approximately 2.68% per year from 2007/8 to date. We are therefore left with a 31.73% savings target to achieve over the next 6 years. This now equates to an annual reduction of 4.53% over the next 6 years. This will be challenging in the current financial climate. This is summarised below in Figure 1.
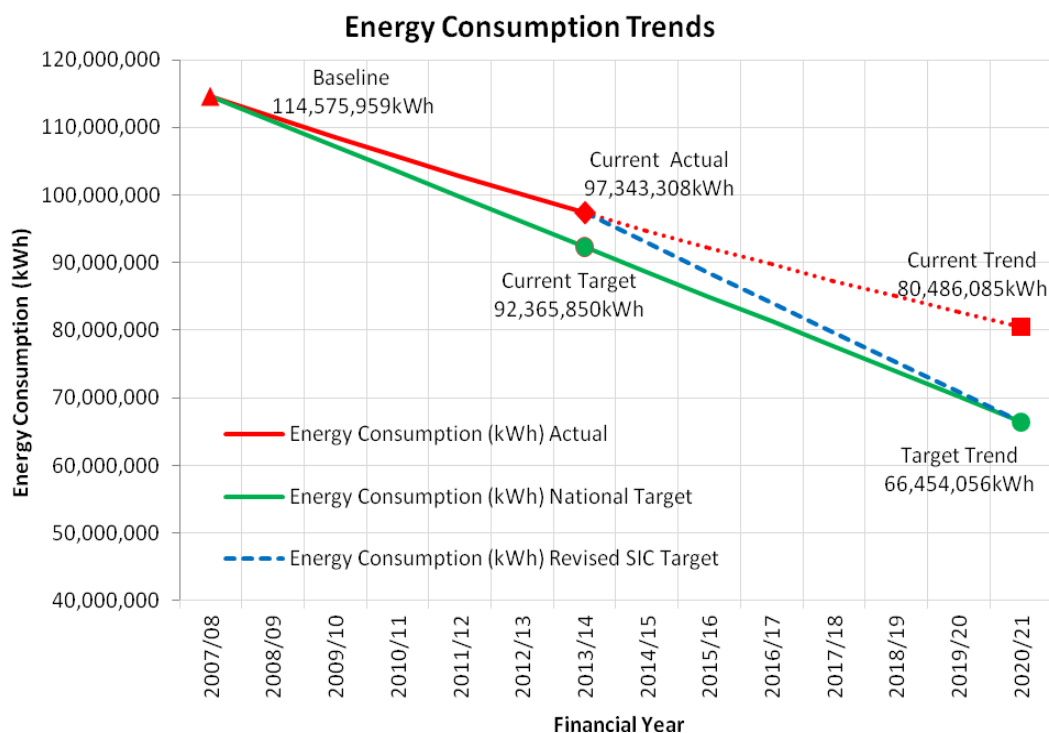

Figure 1: Energy Consumption Trends

1.5. Shetland Islands Council is an all purpose island authority consisting of an Executive Service supplying Member support and five Directorates as shown below:

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                        │  Chief Executive │
                        └──────────────────┘
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│Services  ││Health &  ││Services  ││Services  ││Services  │
│          ││Social    ││          ││          ││          │
│          ││Care      ││          ││          ││          │
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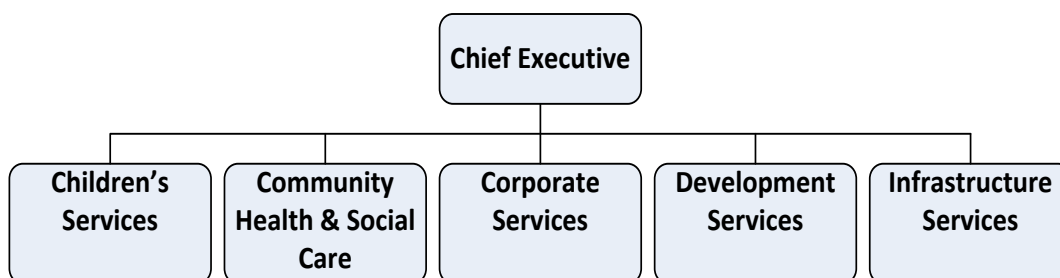
Figure 2: Shetland Islands Council – Overview Structure

1.6. The overall Council structure is given in Appendix 4.

1.7. Each of the areas highlighted impacts on carbon emissions through its operations and can make a positive contribution to Council costs savings and emission reduction by delivering the projects proposed in our Carbon Project Register. Each Directorate will have an implementation portfolio to deliver in order to reduce the Council and community's overall spend and carbon emissions. This will move us to a position of sustainable and efficient resource use.

2. Carbon Management Strategy

2.1. By delivering our Carbon Management Plan we will seek to reduce emissions from our estate and its operations. This can only be achieved with the full support of other services and by the levering in of external finance. How and why this must be achieved is detailed in the following Sections.

Context and Drivers

2.2. The climate change and energy landscape in Scotland pulls together a range of actions, regulation, targets and drivers. As well as an ambitious emissions reduction targets, we also have a range of renewable energy targets that seek to deliver at least 50% renewable electricity, 11% renewable heat, and 10% renewable transport fuels by 2020.

2.3. The UK and Scottish Governments have placed an emphasis on local authorities setting a leading example on Climate Change. Action by local authorities will be critical to achieving the Government's climate change objectives, such as the long term goal to reduce CO_2 emissions by 80% by 2050 as set out in the Climate Change (Scotland) Act 2009 and the UK Climate Change Act 2008.

2.4. Scottish Government's target for carbon is a reduction of 80% on our 2008 baseline by 2050 with a midpoint of a 42% reduction on the same baseline by 2020.

2.5. Shetland Islands Council (along with all other Scottish local authorities) was a signatory to the Scottish Climate Change Declaration in 2008 accepting this duty and agreeing to respond.

2.6. These have created a number of external drivers for local authorities such as:

.1 **Energy Performance Certificates**: Since 4 January 2009 there is a legal requirement for all public sector buildings where the public has access, with a total useful floor area of over $1,000m^2$, to display an Energy Performance Certificate (EPC) in a prominent place, clearly visible to the public. This shows the building's energy efficiency rating on a scale from A – G, much like the rating system of electrical appliances. This requirement now covers all buildings of $500m^2$ and is about to encompass all buildings of $250 m^2$. This brings in almost all of the Council Estate.

.2 **Carbon Reduction Commitment**: Is a mandatory "cap & trade" emissions trading scheme for organisations whose total electricity consumption is greater than 6,000MWh or approximately £500k. If an organisation falls within the CRC scheme all electricity and fuel emissions are covered except emissions from domestic buildings and street lighting.

.3 **Rising Energy Prices**: The Council has experienced continued fuel and energy increases of around 107% since 2004/5. In 2008/09 Shetland Islands Council spent around £2.75 million on energy (electricity, gas and heating oil) in non-domestic properties and over £3.25 million on fuel oil. This is only set to rise in future as demand for fossil fuel surpasses supply.

2.7. Further drivers for change arise from the UK Climate Change Act 2008 and the Climate Change Public Bodies Duties Guidance issued in 2011; The Low Carbon Scotland: Meeting the Emissions Reductions Targets 2010-2022 Report on Proposals and Policies (RPP2); the Low Carbon Scotland Public Engagement Strategy; the Scottish Climate Change Adaptation Framework and the Adaptation Scotland Climate Change Adaptation Workbook. All of the above – especially RPP2 – have produced various topic specific Plans for action.

2.8. The Council is a large employer with approximately 2,277 FTE employees. As a community leader the Council should lead by example, setting the standard for other local organisations to follow.

2.9. More emphasis is also nationally being placed on delivering accurate and consistent measurement of greenhouse gas emissions by the use of the internationally recognised Greenhouse Gas Protocol and by an evolving suite of local authority climate change datasets and indicators published by the Department of Energy and Climate Change (DECC) and others.

Low Carbon Vision

2.10. Shetland Islands Council, along with its Community Planning partners, is committed to achieve sustainable development for our islands and their

communities based on recognition of the need to protect and enhance our unique environment whilst making the most effective use of our resources.

2.11. Working in partnership we will strive to reduce our carbon emissions and deliver a low carbon future by embedding carbon reduction and sustainable resource use into all our processes and into how we manage our day to day operations.

Strategic Themes Supported

2.12. The CMP sets out Shetland Islands Council's intention to reduce carbon emissions. Many of the actions to be implemented will potentially produce financial savings as well as carbon savings.

2.13. These savings will support our goal of being "a well managed Council, dealing with the challenges of the present and of the future, and doing that within our means" (Corporate Plan 2013 -17). Indeed, the CMP supports many of the strategic priorities identified in the Corporate Plan.

2.14. In delivering carbon savings we are conscious of the need to provide vital services cost effectively. This may mean we may have to change the way we do things to make the delivery more efficient.

2.15. We are also mindful of how change could affect vulnerable and disadvantaged people. By making best use of renewable technologies to lever in external funding we hope to support our local communities to achieve a sustainable future in a low carbon economy.

Targets and Objectives

2.16. One of the main aims of undertaking this project is to identify an accurate, up to date picture of the Council's carbon emissions and from that develop a detailed **Action Plan** which builds upon what we've already done and which allows the Council to continually reduce its CO_2 emissions in forthcoming years.

2.17. A "Top Down" management approach is required to drive forward the CMP to give the operations the best possible chance of being implemented successfully. **Without a firm commitment from Members and key decision makers within Directorates, the CMP will lack focus and credibility.** The reporting structure set out in this Plan seeks to engage the existing management structure in supporting, funding, delivering and reviewing the effectiveness of the CMP.

2.18. In establishing a Carbon Management programme the Council has set the following targets and objectives:

.1 To reduce Shetland Island Council's CO_2 emissions by 42% by 2020, using the average for financial years 2005/06, 2006/07 and 2007/2008 as a baseline. Thereafter, reduce the Council's CO_2 emissions year on year in line with national legislation. See Figure 9: Business as Usual – Carbon Emissions.

.2   Particularly to continue to reduce energy consumption in Council owned public buildings year on year;

.3   To encourage workforce involvement in the identification of opportunities and the implementation of actions;

.4   To continue to lead by example and encourage our partners and the community to make changes to reduce carbon emissions;

.5

2.19. The Plan requires the support and commitment from elected Members, Managers and staff across the Council. It is designed to deliver these aims and targets through:

.1   A revision of **policies and processes** to embed carbon reduction in Shetland Islands Council.

.2   A programme of **projects** that help us to deliver carbon reductions.

.3   The identification of **resources** to implement these changes.

.4   Systems of performance monitoring.

3.   Emissions Baseline and Projections

Scope

3.1.   We have measured the emissions from our operations for the years 2007/08 to 2013/14. Figures for 2014/15 won't be available until 30 Apr 2015. This information – our baseline - can then be used as a basis to compare our progress year on year.

3.2.   Activities creating emissions are diverse and cross cutting. These include all heating, lighting, water supply and all energy use in and in relation to all Council buildings. It also includes all movement of goods and people from, to and within all Council buildings and assets. In a Shetland context this includes movement by car, ferry, airline or by public transport including all fleet operations and staff travel within and out with Shetland.

What Is Included?

3.3.   Due to the wide scope of carbon generation there are many possible data sources to be considered and included. However, following recent investigation, it has been shown that current methods of data collection are very varied in both quantity and quality.

3.4.   Council assets (buildings, properties and vehicles) are recorded but not in a manner which entirely supports the analysis and monitoring of their role in creating carbon emissions. This needs to be achieved.

3.5.   We have incorporated data from the Council's "Energy Manager" software and "Triscan" fuel management software systems.

3.6. Details of member/officer mileage is retained (both essential and casual) and is included.

3.7. Street lighting data is currently being revised and improved.

3.8. Procurement information will also need development so that it can demonstrate carbon considerations. All materials purchased should be able to demonstrate that they have been bought under policy guidelines that meet our low carbon agenda over their service life.

What Is Not Included?

3.9. We have not included any data on landfill/recycling within this CMP. This data is widely reported by Scottish Local Authorities and is available at: http://www.sepa.org.uk/waste/waste_data/lacw.aspx

3.10. Employee commuting or business travel off island is not included in the baseline at present.

3.11. While the Council cannot control how people travel to and from work, and commuting is also difficult to measure on a consistent basis, we will support and suggest a car share scheme and hope to include this and business travel in future revisions of this plan.

3.12. The baseline also excludes Council housing energy use as it was felt that whilst we can try to influence tenants, we cannot directly control their energy use. It is hoped that issues such as emissions from Council owned housing may be included in future versions of this document.

Fuel Poverty

3.13. The links between carbon management and energy efficiency are clear, as are the links between energy efficiency and fuel poverty.

3.14. Fuel poverty is not specifically covered within this plan but is designated as a high priority issue with Shetland Islands Council. The Council's statement on Fuel Poverty is contained in the Local Housing Strategy.

3.15. Across Shetland fuel poverty is an all tenure issue that is not restricted to social housing. Social housing has very clear energy efficiency targets to achieve in terms of the Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard in Social Housing (EESSH).

3.16. The Council's Housing Service has rolled out programmes that have improved the building fabric, insulation and heating systems of Council housing stock across Shetland.

3.17. For private sector housing, the Council administers the Scottish Government's "Home Energy Efficiency Programme for Scotland: Area Based Scheme", which is

commonly known as "HEEPS:ABS". This initiative is designed to tackle fuel poverty and increase energy efficiency in homes.

3.18. Formerly known as the National Retrofit Programme, ABS follows an area-based approach with initial focus on the most deprived areas. Schemes draw on a range of data including indices of multiple deprivation, child poverty, the Scottish House Condition Survey and heat mapping.

3.19. ABS is intended to cover all homes in Scotland in 10 years from 2013. These measures seek to improve energy efficiency, help alleviate fuel poverty and contribute to Shetland's Carbon Management.

Baseline

3.20. The Carbon emissions baseline has been calculated using a variety of data sources from within Shetland Island City Council. The baseline is the average of the 3 financial years 2005/06, 2006/07 and 2007/08. The total baseline energy consumption is 114,575,959kWh with the area breakdown shown in Figure 3.

Baseline Energy Consumption by Area 2007/08
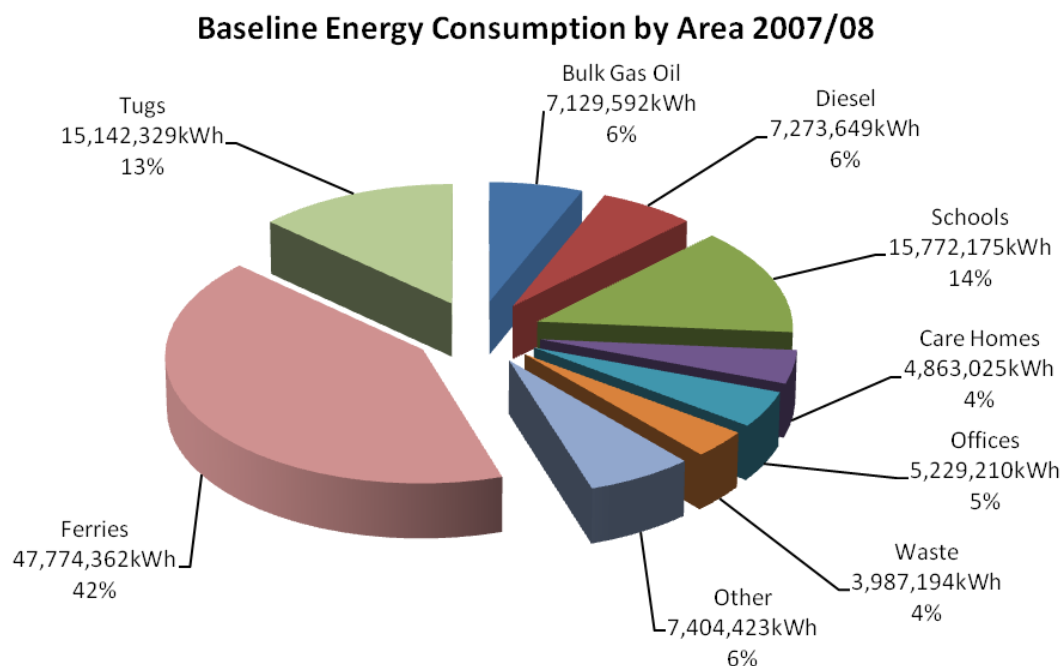
Figure 3: Baseline Energy Consumption by Area 2007/2008

3.21. What is clearly evident is that fuel for ferries, tugs and vehicles constitutes well over half of our total energy consumption. These figures are even more compelling when we examine the spilt by fuel type as shown in Figure 4.

Baseline Energy Consumption by Fuel Type 2007/08
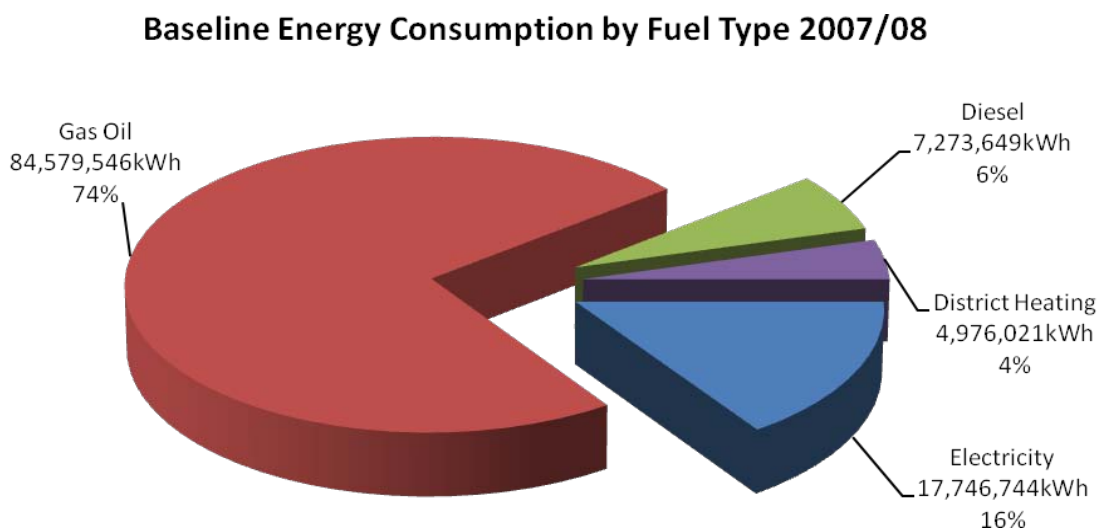
Figure 4: Baseline Consumption - Split by Fuel Type 2007/2008

Current Consumption

3.22. The total energy consumption for 2013/14 is 97,366,754kWh with the area breakdown shown in Figure 5. This is an improvement in most areas, particularly given that the Council's built estate has grown since 2007/08.
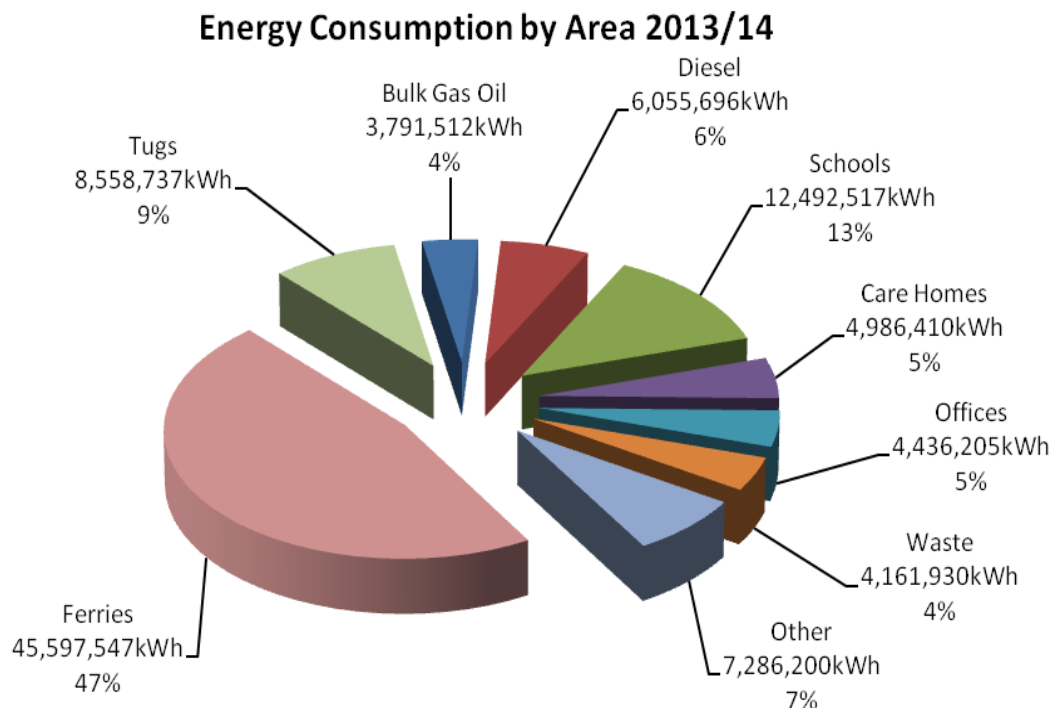
Figure 5: Energy Consumption by Area 2013/2014
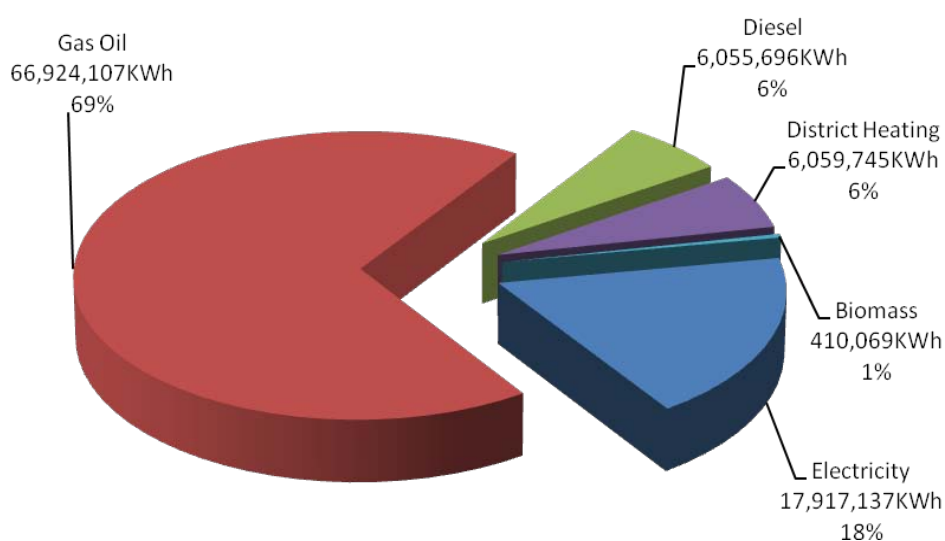
Figure 6: Baseline Consumption - Split by Fuel Type 2013/2014

Carbon Management Performance to Date

3.23. Since the Climate Change Act came in to effect in 2009 various disparate energy savings projects have taken place within the Council. There have also been some Council downsizing of both staffing levels and accommodation requirements and various resource efficiency projects have been undertaken as part of the recent Council refocusing. These include the delivery of service reviews and cost saving programmes. In most cases these activities will have reduced our carbon emissions.

3.24. One of the first actions required in implementing this Plan will be to create and monitor clear, accurate and diverse data flows.

3.25. The following graph shows that the Council has reduced its carbon emissions by approximately 15% since 2007/8 with an average annual reduction of 2.68%. To reach the national target saving of 42% by 2020 we would have had to save around 3.23% year on year.
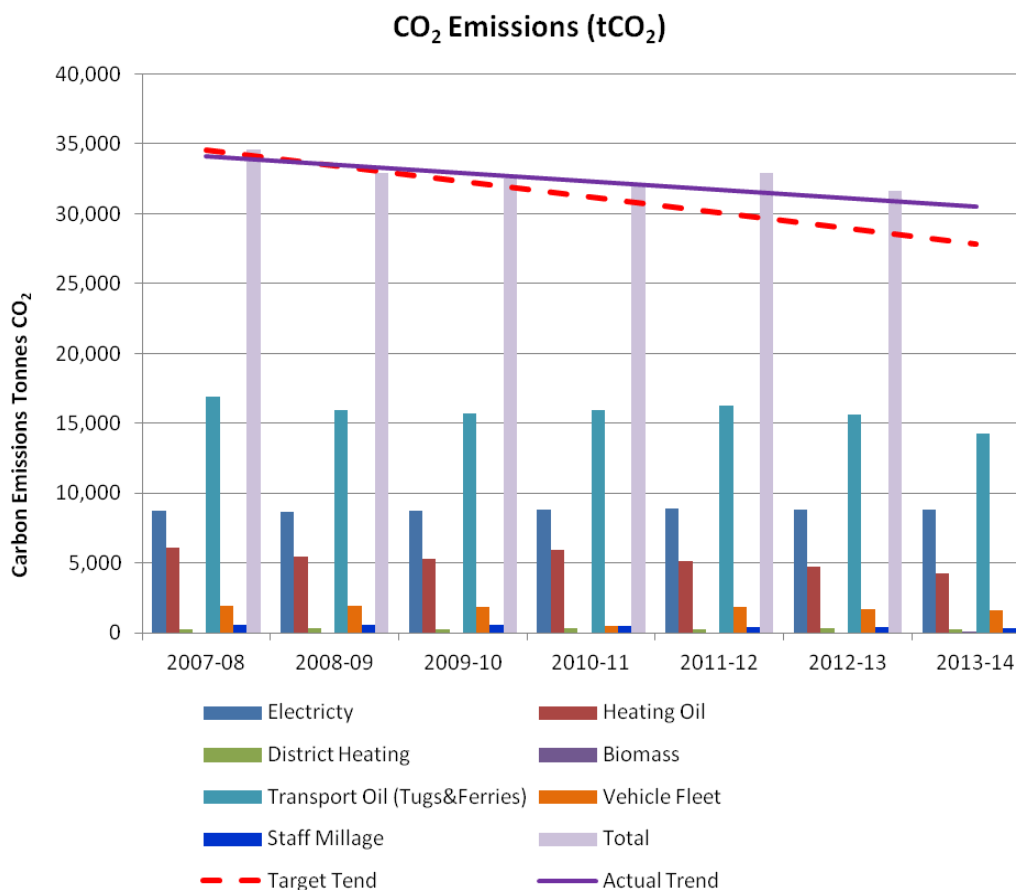
Figure 7: Tracked CO_2 Emissions 2007/08 to 2013/14

Energy Consumption By Sector
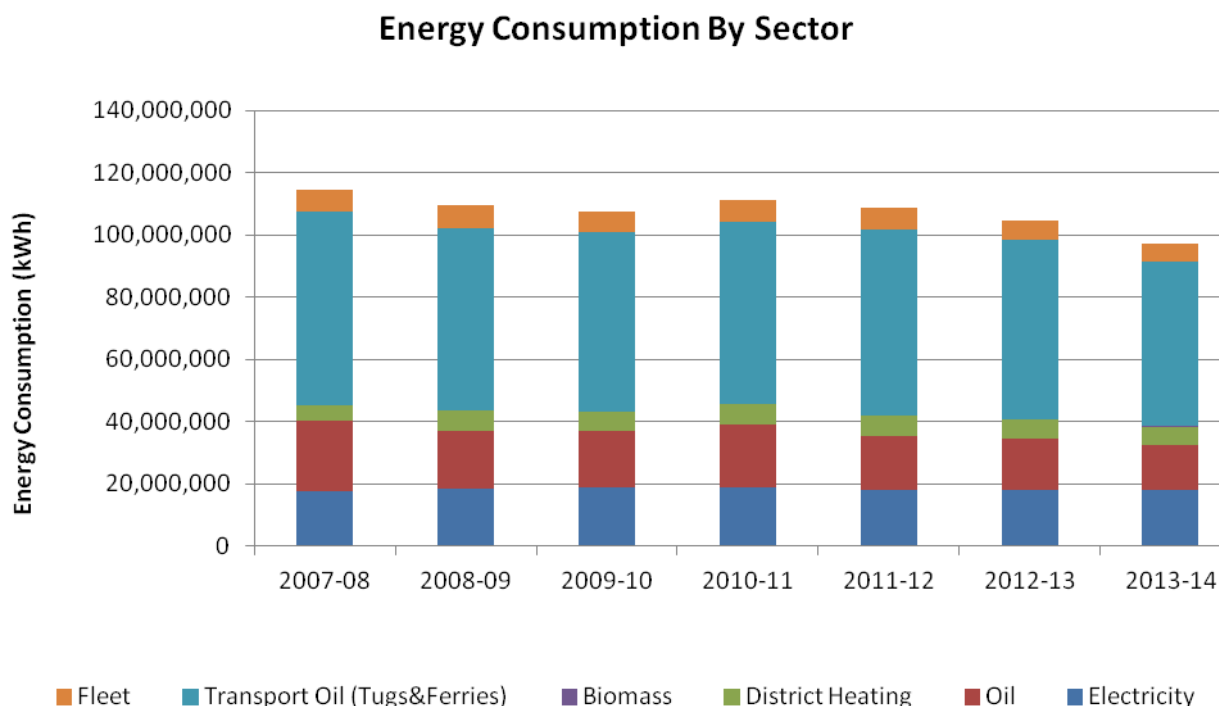
Figure 8: Energy Consumption by Sector 2007/08 to 2013/14

Energy Consumption by Energy Type
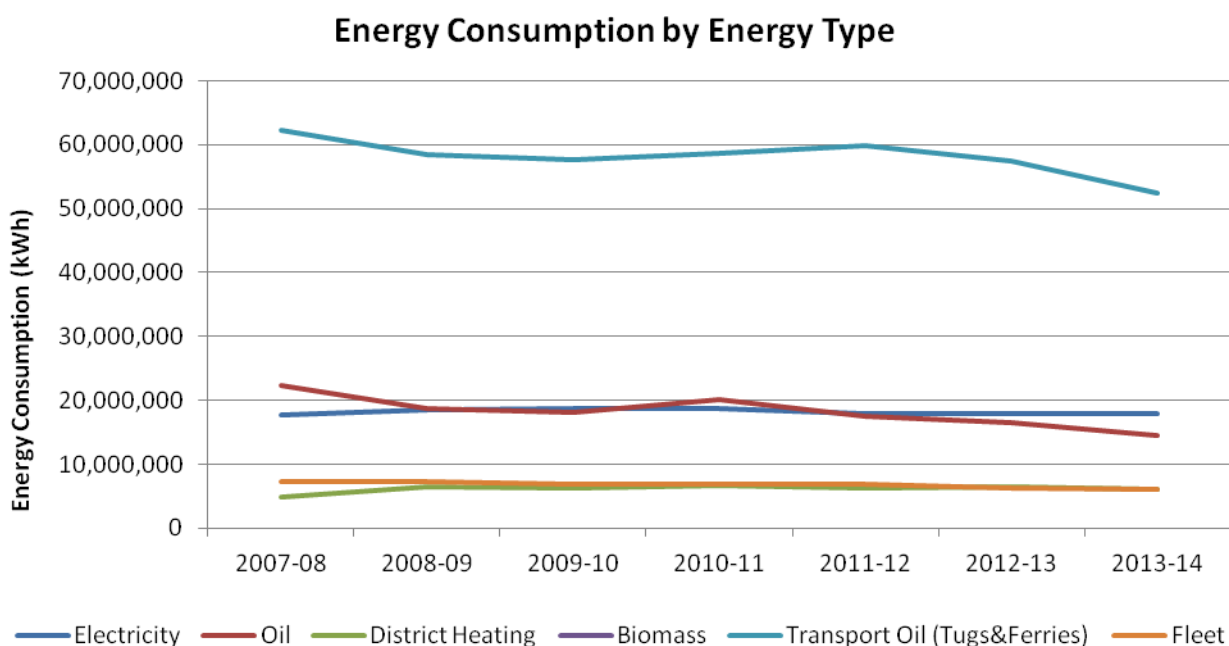
Figure 9: Energy Consumption by Energy Type 2007/08 to 2013/14

3.26. Figure 8 sets out energy consumption by sector while Figure 9 shows the energy consumption tracked by type over the same period. Common to our carbon emissions it can be seen that Transport Oil is by far the greatest single consumption across the Council.

3.27. The aspirational programme of works proposed at "Appendix 2 – Example Project Framework" should build on this annual saving and increase our output to deliver further sustainable reductions towards our 2020 target of 42%.

3.28. However, to fully meet the target an annual reduction of 4.53% would be needed from 2014 – 2020, and to do so will require some **radical thinking**.

Projections and Value at Stake

3.29. We have projected our carbon emissions forward to see how we will perform in the period 2015/16 to 2020/15. This is so that we can calculate our 'Value at Stake' – the difference between putting carbon reduction measures in place and carrying on with our 'business as usual'. These results are shown in Figure 10.
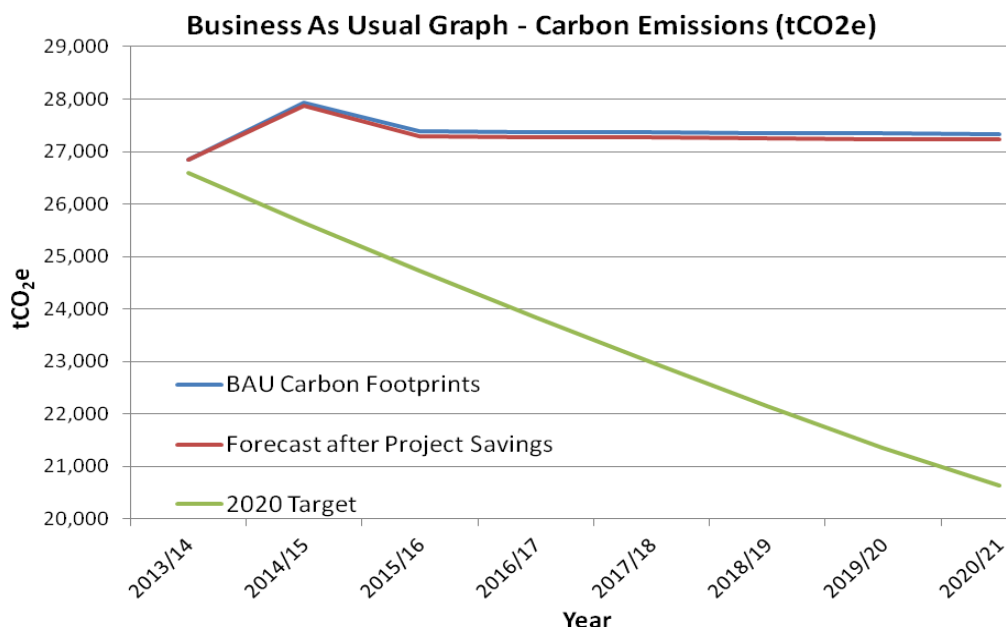
Figure 10: Business as Usual – Carbon Emissions (tCO2e)

3.30. Using this data it is also possible to calculate the rising energy and fuel costs over the next 5 years if the Council continues to operate as it currently does as shown in Figure 11 below. Despite any potential CO_2 savings arising from Council efficiency initiatives, the expected energy cost increase will negate any savings and will actually lead to overall cost increases.
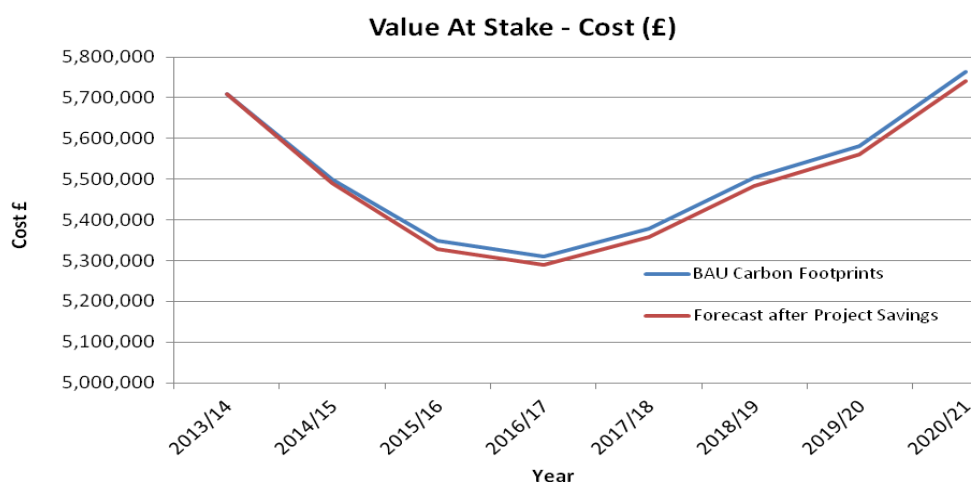
Figure 11: Financial Projections

Robust Data and Comparisons

3.31. Robust accountability and monitoring mechanisms are essential aspects of any low carbon management system. Scotland's annual climate change targets are explicit in the rate of greenhouse gas emissions (GHG) reduction required each year and the target level of annual emissions that is permitted under the Climate Change (Scotland) Act 2009 over the period 2010 to 2027.

3.32. A robust evidence base is vital in ensuring that appropriate decisions can be made on the most effective means of meeting carbon reduction targets. These figures will also provide the basis on which the estimates of the required financial investments to deliver the policies and proposals have been derived.

3.33. In order to assist local authorities in demonstrating their accountability Government is developing a standard tool to be rolled out to all local authorities in 2015. This tool will assist in consolidating data and will ensure that the annual mandatory reporting mechanism is operated on a common baseline across all Authorities. Shetland Islands Council will adopt and adapt this tool to suit local conditions when we receive it.

3.34. The Carbon footprint tool will allow for the forecasting of project performance. Demonstrated below is a typical BAU graph for the hypothetical savings available on the proposed "Hydrogen Ferries" project.

3.35. This method will allow us to evaluate the potential savings of each proposed project and demonstrate whether it would deliver the required savings. These figures can then be used in spend-to-save bids and/or for external funding bids.

3.36. It will also provide a template data standard which would need to be implemented across all Council services.
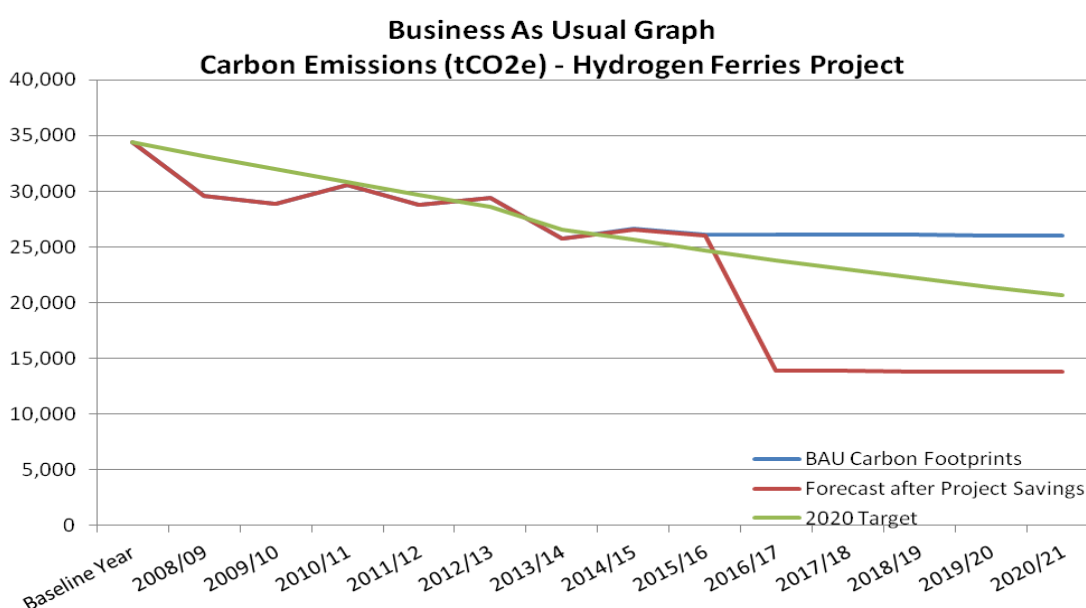
Figure 12: Business As Usual – Hypothetical Hydrogen Ferries Project

4. Carbon Management Projects

4.1. Shetland Islands Council has been working for a number of years on identifying, funding and implementing projects that have increased energy efficiency and reduced carbon emissions. Thus far our primary focus has been revenue cost savings in line with the targets contained within medium term financial plan. A selection of these is given in the **CMP Project Register**.

4.2. It's anticipated that the CMP Project Register will be the primary means of capturing this Council's carbon savings regardless of how or why the project is initiated. Many projects won't fall under the direct umbrella of carbon reduction but will, nonetheless, realise carbon savings. For example, the replacement of ageing built assets, plant or vehicles will undoubtedly include energy efficiency as a basic design and procurement standard.

4.3. From a Council perspective, it therefore makes sense for us to capture and report all savings under the carbon reduction agenda. So, as projects are developed they should be added to the CMP Project Register.

4.4. To facilitate changes and upgrades to the register without affecting the entire plan we have included it as a separate document. It will be centrally held on the Council network as a share point document. This simplifies version control and means that services can easily update their own project information.

4.5. The CMP Project Register will include timelines for implementation and also projected savings figures both for carbon and for costs (where known). This will ensure an ongoing tally can be made of achievement towards our 2020 targets, and will be reported quarterly to the CMP Project Board and annually to the Council.

4.6. At present the proposed projects do not meet our targets but this plan is a working document and will be reviewed and updated on an annual basis. It is expected that further projects will be included over the lifetime of the Plan.

Reduction Themes and Objectives

4.7. Projects that will deliver ongoing reductions are detailed in Appendix 3 - Carbon Project Register.

4.8. Appendix 2 – Example Project Framework sets out a variety of carbon reduction projects that can be delivered Council wide by all services. These examples are common to all local authorities and are based on the national policy and project requirements outlined in RPP2.

4.9. The Scottish Government published "Low Carbon Scotland: Meeting our Emissions Reduction Targets 2013-2027: The Draft Second Report on Proposals and Policies" on 29 January 2013. The document is often referred to as RPP2.

4.10. It sets out areas of work which we should be addressing in order to reduce our carbon emissions and meet national targets by 2020. How these will be achieved, and the extent of any long term savings will depend upon levels of upfront funding to develop and deliver each project.

4.11. The aim of this list is to demonstrate the breadth of work being carried out nationally by local authorities and to act as an aide memoire for Council services in identifying potential works. However, the list is neither exhaustive nor exclusive and it will change and develop during the life of the Carbon Reduction Programme.

5. Carbon Management Plan Finance

Background

5.1. The potential financial benefits to be gained by the Council from undertaking the Carbon Management Programme are significant.

5.2. We can safely assume that all types of energy and fuel costs will rise significantly above inflation over the lifetime of this Plan. It is also likely that procurement and maintenance costs will similarly rise above the rate of inflation. The projected rate of real time operational costs should we carry on Business as Usual is therefore considerably higher than current operational costs.

5.3. Financial constraints placed upon the Council are significant and are likely to continue. Investing in resource efficiency and energy saving measures can result in some "quick wins" and other more gradual savings. By acting now and using the maximum amount of Government and other funding available we will be:-

   .1   Saving ourselves capital outlay by using grants and 0 % loans available now and probably not later.

   .2   Avoiding long term cost rises in having to do the work eventually when these funds are closed.

   .3   Placing ourselves in a position to make ongoing savings at a time of financial restraint.

   .4   Potentially avoiding any legal penalties which will flow from failure to meet targets.

5.4. There is also the possibility of income generation through developing renewable installations and the conversion of excess wind generation to chemical storage. However, if we are to make meaningful and sustainable savings we need to look at **radical** and **innovative** approaches to our local problems.

5.5. Examples of this are the conversion of life expired and inefficient heating systems (predominantly oil fired) to renewables such as biomass, thermal storage or

hydrogen fired combined heat and power plants or the decarbonisation of the Council's Transport Fleet.

Funding Sources

5.6. The increasing significance of carbon reduction both nationally and internationally means there are an increasing number of funding schemes on offer for specific works e.g. electric vehicle charge point installations, electric vehicle grant schemes and European development funds.

5.7. Reduced energy and fuel costs resulting from this Plan will contribute in the medium and long term to our financial planning and will help protect front line service delivery across the Council against cutbacks arising from increased budgetary pressures.

5.8. **Existing Budgets** - some projects are being driven by other Council priorities but also have carbon savings associated with them e.g. the replacement of old boiler systems with biomass or the refurbishment of schools which includes insulation upgrades. As a result, they are already funded by other non carbon budgets.

5.9. **Central Energy Efficiency Fund (CEEF)** - we have secured external funding from the Scottish Government's CEEF fund. This Council successfully created a ring-fenced CEEF Fund, to increase capital investment in energy efficient and low carbon technologies. This fund is used to finance energy efficiency and renewable energy projects within the Council. Projects must demonstrate a payback period of 7 years or less and funds have been used on a rotating basis.

5.10. **Grant Funding** - we may be able to support this programme through various tranches of external grant funding and bid for specific funding for individual projects. We need to take advantage of external funding available from central government and other sources, to enable us to take forward the carbon reduction agenda. These funding sources are likely to require match funding from the Council.

5.11. **Low Cost Loans** - A number of external funders are in the market e.g. Salix Funding and the Green Investment Bank. These offer low cost loans payable over 5 to 8 years – generally paid for by the savings generated after installation. Using these funders would give Council a stand still position at worst for 5 to 8 years during which time the savings generated will have paid back the loan. There after there would ongoing revenue savings.

5.12. **Spend to Save Budget** – where projects have a payback period of 3 years or less (this period is currently under review) it may be possible to make a "spend to save" funding bid. The rationalisation of building use, fleet driver training and awareness raising projects are prime examples of projects that may fit the criteria and may have clear CO_2 benefits.

5.13. **Income from Renewables** – this will become an increasingly attractive and important option in the short term as the UK Government attempts to encourage

greater uptake of renewable energy through financial incentives. Excess wind capacity could be converted to chemical storage and used as a viable alternative to fuel oil or diesel. Other options under consideration include biomass heating systems, solar water heating and photo voltaic arrays.

5.14. It should also be noted that a number of the carbon reduction technologies coming onto the market could create employment and economic opportunities for our islands – e.g. in the renewable field or alternative fuel production. Developing these now will be advantageous to both Shetland and its communities.

Resource Implications

5.15. The downside to any initiatives we undertake are that staff will be required to develop and implement funding bids and project plans to a tight and often short deadline. The Carbon Management Team will actively support funding bids with all services to ensure that external funding is maximised and the Councils budgets receive the benefits of any external money which may be available.

6. Actions to Embed Carbon Management

6.1. Shetland Islands Council is committed to reducing its carbon emissions. The Carbon Management Programme Board, with the support of the Environment & Transport Committee, will take responsibility for ensuring that the Carbon Management Plan is delivered.

6.2. Carbon emissions and energy efficiency are currently one of the Corporate Plan's Critical Success Factors and are reported as a key performance indicator under the Infrastructure Directorate's performance review monitoring.

6.3. In order to strengthen our corporate aims and encourage commitment to the Carbon Management Programme it is planned to incorporate the Councils CO_2 reduction targets into the Corporate Business Plan.

6.4. The Carbon Management Plan should also support the Council's Environmental strategies which aim to promote efficient use of resources.

6.5. The Council's should be developing sustainable Building Standards for Council Buildings to ensure that all Council projects meet sustainable development principles early in the development and design process.

6.6. These organisational targets should also align with the Community Plan and the carbon reducing targets within the Single Outcome Agreement (SOA).

Policy Alignment – Saving CO_2 across Council Operations

6.7. Shetland Islands Council should develop a Responsible and Sustainable Procurement Strategy in line with work carried out by other local authorities. This work would be undertaken by the Procurement Section.

6.8. To ensure accurate reporting of carbon, and in tandem with this programme we should plan to account for carbon impacts within all Capital Bids and Service Need Case reports. This will also be used as one of the measures to gauge the merit of Business Cases.

6.9. In addition it is recommended that all works carried out under Planned Maintenance budgets are evaluated for carbon and/or energy savings at the planning and evaluation stage. This will ensure the optimum solution is agreed rather than continuing to replace like for like.

Data Management – Measuring the Difference, Measuring the Benefit

6.10. Energy consumption data is input into the "Energy Manager" data monitoring system and extracted by the Carbon Management Team on a monthly basis. The Energy Management Team uses this information to measure performance and consider how energy may be reduced through technical or technology improvements. This will also assist with items 6.8 and 6.9 noted above.

6.11. In order to actively manage the Council's carbon footprint, emissions will be recorded and updated annually. This data will be used to track progress and inform future project initiation.

Responsibility – Saving CO2 is Everyone's Job

6.12. The Carbon Management Plan will be most successful if everyone is involved with the process. In order to ensure that all staff can fully participate, an Awareness Programme is being designed to directly engage with staff. Carbon Management will be a core value that is established as part of all staff induction and reinforced through corporate and service specific training and programmes. We aim to ensure that staff will bring their home energy efficiency good habits to work.

6.13. As part of this programme, Energy Champions as a senior level will be established across services to ensure that local services meet corporate targets. This is a way to measure the effectiveness of corporate campaigns.

6.14. In terms of carbon management planning and our actions to embed this within the Council, the following matrix sets out our current position (red line) against our aspirational mid-term target for 2017 (blue line) and our goal for 2020 (green line).

Carbon Management Matrix - Embedding

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT
BEST							
5	• Top level target allocated across the Council • CO$_2$ reduction targets in Directorate Plans	• Council/Committee/CMT review progress against targets on quarterly basis • Quarterly diagnostic reports provided to Directorates • Progress against target published externally	• CM integrated in responsibilities of Senior Managers • CM part of all job descriptions • Central CO$_2$ reduction advice available • Green Champions leading local action groups	• Quarterly collation of CO$_2$ emissions for all sources • Data externally verified • Monitoring in place for: – buildings – street lighting – waste – transport	• All staff given formalised CO$_2$ reduction: – induction and training – communications • Joint CM communications with key partners • Staff awareness tested through surveys	• Finance committed for 2+yrs of Programme • External funding being routinely obtained • Ring-fenced fund for carbon reduction initiatives	• CO$_2$ friendly operating procedure in place • Central team provide advice and review, when requested • Barriers to CO$_2$ reduction routinely considered and removed
4	• CO$_2$ reduction commitment in Corporate Strategy • Top level targets set for CO$_2$ reduction • Climate Change Strategy reviewed annually	• Sponsor reviews progress and removes blockages through regular Programme Boards • Progress against targets routinely reported to Corporate/Directorate Management Teams	• CM integrated into responsibilities of Directors • Council/Committee/CMT regularly updated • Staff engaged though Green Champion network	• Annual collation of CO$_2$ emissions for: – buildings – street lighting – transport – waste • Data internally reviewed	• All staff given CO$_2$ reduction: – induction – communications – CM matters communicated to external community	• Coordinated financing for CO$_2$ reduction projects via Programme Board • Finances committed 1yr ahead • Some external financing	• Comprehensive review of policies complete • Lower level policies reviewed locally • Unpopular changes being considered
3	• CO$_2$ reduction vision clearly stated and published • Climate Change Strategy endorsed by Members and publicised with staff	• Core team regularly review CM progress: – actions – profile & targets – new opportunities	• An individual provides full time focus for CO$_2$ reduction and coordination across the organisation • Senior Sponsor actively engaged	• Collation of CO$_2$ emissions for limited scope i.e. buildings only	• Environmental / energy group(s) given ad hoc: – training – communications	• A view of the cost of CO$_2$ reduction is developing, but finance remains ad-hoc • Some centralised resource allocated • Finance representation on CM Team	• All high level and some mid level policies reviewed, irregularly • Substantial changes made, showing CO$_2$ savings
2	• Draft Climate Change Policy • Climate Change references in other strategies	• Ad hoc reviews of CM actions progress	• CO$_2$ reduction a part-time responsibility of a few department champions	• No CO$_2$ emissions data compiled • Energy data compiled on a regular basis	• Regular awareness campaigns • Staff given CM information on ad-hoc basis	• Ad hoc financing for CO$_2$ reduction projects	• Partial review of key, high level policies • Some financial quick wins made
1	• No policy • No Climate Change reference	• No CM monitoring	• No recognised CO$_2$ reduction responsibility	• No CO$_2$ emissions data compiled • Estimated billing	• No communication or training	• No specific funding for CO$_2$ reduction projects	• No alignment of policies for CO$_2$ reduction
WORST							

Figure 13: Actions to Embed Carbon Management

7.   Programme Management of the Carbon Management Plan

7.1.   It is important that the Carbon Management Plan's performance is reviewed regularly to ensure that action is being taken to reduce the Council's own emissions.

7.2.   The baseline and target should be incorporated across all Service Plans and reported as part of the standard performance reporting cycle to the relevant Committees.

Governance, Ownership and Management

7.3.   All local authorities in Scotland have developed and are delivering carbon management plans and projects. Based upon their experience, it is now a mandatory requirement that a formal structure be established and retained throughout the life of the programme and beyond to ensure that projects are implemented, results monitored and quantified effectively when compared against the individual project goals.

7.4.   Strategic links are important to ensure continuity of the decision making process and integration into the Council's long term goals and those of its community planning partners.

7.5.   These links are also vital to ensure that high level support is retained for the programme. The process used in managing our CMP is to predict and identify risks and issues at a programme level, identify the means of managing and resolving these, ensure that actions are taken and regularly review their status. This section will reinforce the need for good programme governance by outlining:

.1   The senior and strategic ownership of the carbon reduction target

.2   The ongoing development and implementation of carbon saving projects identified within the CMP

.3   The project board and team who will ensure coherence and coordination of the plan and the projects.

The Carbon Management Programme Board – Strategic Ownership & Oversight

7.6.   This group's role is to coordinate and ensure delivery of the CMP. Each board member will have a responsibility to be their service's Champion and to report the progress made on the Carbon Management Plan.

7.7.   The team's membership will be reviewed annually to ensure all key services are represented. The role of the team will also be reviewed regularly.

7.8.   The Carbon Management Programme Board will meet quarterly to monitor progress in delivery and to address any barriers to implementation. An annual report will be placed before Council showing the progress made in that year and detailing any difficulties in delivery.

Carbon Management Governance Structure
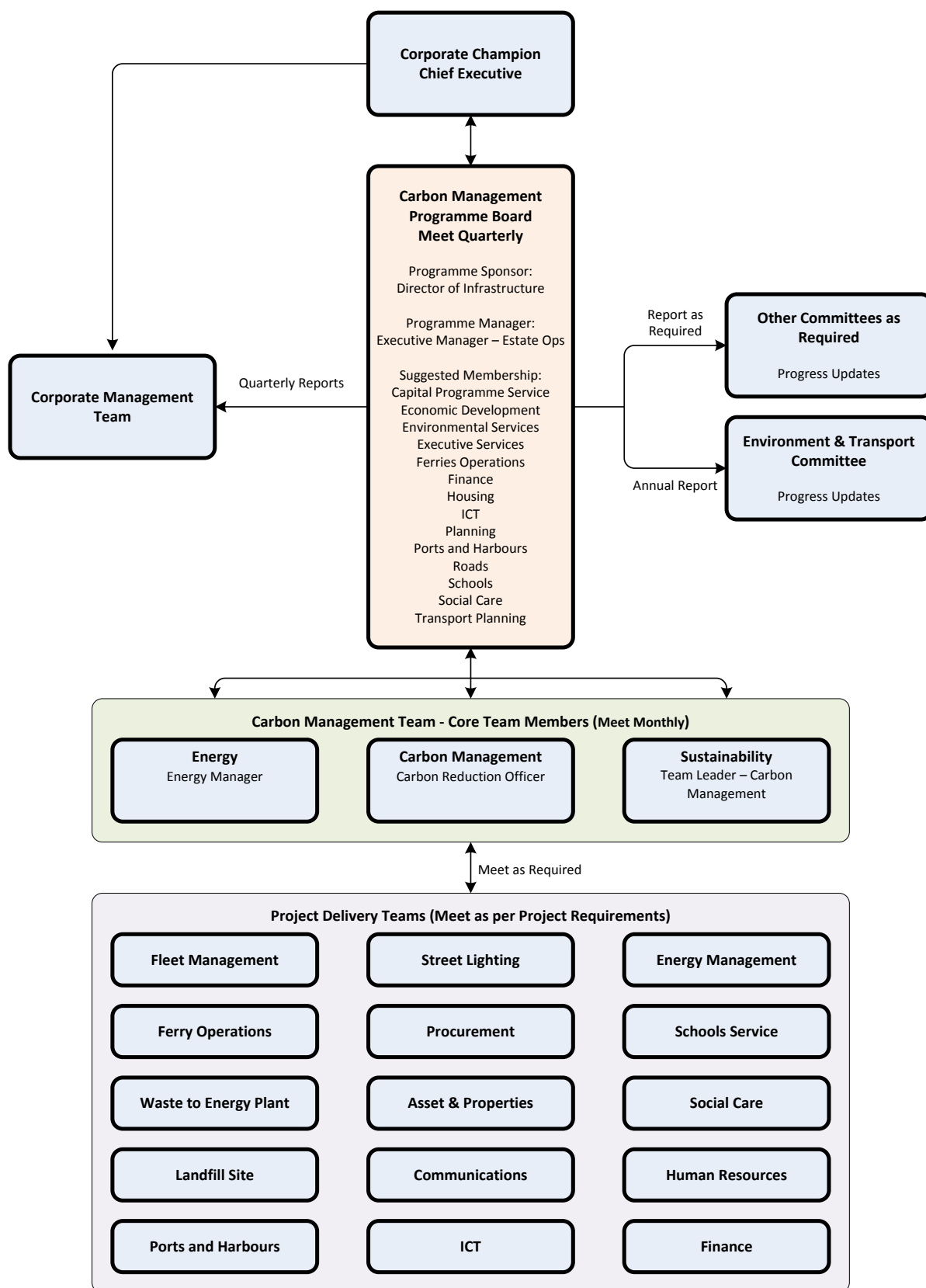
Figure 14: Carbon Management Structure

The Carbon Management Programme Board - Terms of Reference

7.9. The Board will:

.1 Champion and provide leadership on carbon management

.2 Set and review strategic direction and targets

.3 Own the scope of the carbon management plan and prioritise carbon reduction projects

.4 Monitor progress towards objectives and targets

.5 Remove obstacles to the successful completion of carbon management projects not just to be a committee but a driver for change

.6 Report quarterly to the Corporate Management Team and annually to the Environment & Transport Committee

.7 Share best practice with community planning partners, public bodies, businesses, voluntary and community groups

7.10. Where aberrations are noted during the standard monitoring process an Exception Report may be needed and any action required to remedy the matter will be subsequently reported.

7.11. The Board will be asked to approve a set of key milestones set out in the **Action Plan** at an early meeting. These milestones will be used to gauge progress and delivery success. While the nature of the milestones may vary they will be used to signify the completion of a significant deliverable e.g. a key decision, an element of new infrastructure or the securing of finance. These milestones will provide the Board with an early warning system to identify where delivery is not as originally envisaged.

The Carbon Project Team – Delivering the Projects

7.12. The Carbon Project Team is the group that has identified and is tasked with delivering the projects that make up the CMP. It is anticipated that each project will be managed under the Council's standard Prince 2 Project Management format. Regular reviews and reporting are an integral part of the process.

7.13. This group will meet on a monthly basis to report on progress. It is recognised that as projects will commence at different times, officers will not be expected to attend every meeting, instead focussing on those most relevant to them.

7.14. The group will be co-ordinated and jointly chaired by the Team Leader – Carbon Management, Carbon Reduction Officer and Energy Manager. They will manage and co-ordinate the group's progress as part of the wider carbon reduction and energy efficiency agendas.

7.15. The role of each individual on the group is to represent their service, provide expertise and lead on progressing the plan's work within their area. This will also

involve feeding back information to colleagues, being an advocate for the principles of sustainability and acting as a point of contact.

Annual Review Process

7.16. To ensure successful delivery and implementation of the programme, an annual progress review will be crucial. The aim of the review will be to:

> .1   Review the cost and all benefits from the programme
>
> .2   Capture the financial savings delivered
>
> .3   Review CO_2 savings achieved against the target
>
> .4   Utilisation of the Central Energy Efficiency Fund
>
> .5   Utilisation of SALIX funding
>
> .6   Progress made by the projects being implemented
>
> .7   Qualitative benefits e.g. engaging the community

Risks and Management Issues

7.17. At project level, the individual lead project officers will manage risks and issues arising, and if required, escalate issues to the Carbon Project Board or Corporate Management Teams.

7.18. Other more general risks are associated with the established project review process and via JCAD Risk. The key here is to maintain links between the project team members and the Carbon Management Programme Board to strengthen all aspects of the Carbon Management Plan delivery.

7.19. Current issues that may impact upon the Carbon Management Plan include the impact of budget cuts on proposed projects.

Benefits Realisation

7.20. Where possible, quantifiable benefits accruing from individual actions will be measured using energy consumption data. In cases where this is difficult a "before and after" monitoring of energy consumption will be undertaken. Actions have been identified within the Carbon Management Plan to improve data collection and availability.

7.21. Not every action developed as part of this plan will be quantifiable i.e. increased local food production and use for school dinners; training courses and the "Eco Schools" programme. Where this is the case the completion of these tasks will be noted against the action plan and project register.

7.22. A revised CO_2 emissions value will be calculated and published each year from automatic meter readings and, where these are lacking, billing information. This will enable progress against the targets in the CMP to be reported.

7.23. The Carbon Management Team will periodically review benefits and disseminate them to the Programme Board and various stakeholders.

Reporting and Evaluation

7.24. Targets will be reviewed annually in consultation with the Carbon Management Programme Board and the Carbon Management Team(s). Further actions identified throughout the period of the Carbon Management Plan will be considered for inclusion at this annual review. It seems appropriate to conduct this review roughly a month after the end of the financial year to enable end of year data collection.

7.25. As noted above, the review will include an updated calculation of CO_2 emissions and our progress against CO_2 reduction targets. It is the responsibility of each Project Leader to measure and report the progress against targets. The review will record financial savings, payback on investment, and CO_2 savings compared to the target. It should be noted that specific monitoring systems may have to be devised and that each project will require a clear and robust monitoring methodology in place so progress can be recognised.

7.26. Reporting on the progress of the Carbon Management Plan will be made by the Programme Manager to the Carbon Management Programme Board which in turn will report to the Corporate Management Team and ultimately to the Environment and Transport Committee and full Council as necessary.

7.27. As a result of the review, the Carbon Management Plan may require updating if, for example, the availability of funding changes or changes in priority in project delivery occurs.

7.28. The Carbon Management Plan is a dynamic and flexible working document, which will change over time. This will not only allow the Plan to reflect the ever-changing environmental and economic climate but also allow us to keep abreast of advances in technology to deliver more carbon reduction projects as new initiatives emerge.

Government Reporting and Performance Monitoring

7.29. The Climate Change (Scotland) Act 2009 requires all local authorities to submit an annual report to Government detailing works carried out to deliver the targets defined therein. Since 2014 this has become a mandatory requirement with a specific format in which Councils must detail all works carried out within the current financial year in all areas to deliver the national carbon reduction targets.

7.30. These reports are submitted to Government through the Sustainable Scotland Network office where they are reviewed and audited. Government then produces an Annual Report detailing the national picture.

7.31. It has been made clear by Government that if improvement in voluntary delivery of projects is not achieved within the next two years local authorities are likely to

face **mandatory** targets.   The new 2014 format of reporting will demonstrate whether the required uplift in action is being achieved by all local authorities.

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8.   Appendix 1 – The Carbon Management Action Plan

Ref.	CMP Aim	Action	Owner	Priority	Timing
1	Adopt a strategic approach to managing the CMP.	Implement the CMP reporting structure to inform & engage Members and Senior Management.	CMT CMB E&T	High	Q2 2015
2	Set a corporate goal to enable the SIC to continue the reduction of its Estate footprint and emissions to support climate change targets.	Include the implementation of CMP as an objective in the annual Corporate, Directorate and Service Plans.	CMT CMB E&T	High	Annual
3	Investigate all potential internal and external funding support for CMP activities.	Put in place regular meetings with key Finance and Development staff to discuss joint funding options.	CMB CMPT	High	Ongoing
4	Secure year on year funding to implement CMP projects. (secure, allocate & approve)	Develop a 7 year funding strategy to Implement the CMP measures.	CMB CMPT	High	Annual
5	Put in place mechanisms which allow us to monitor the Council's carbon footprint against emission reduction targets	Review Council wide data collection procedures and undertake a data mapping exercise and develop a data handling strategy	CMPT	High	Now
		Adopt data standards and modelling tools to inform quarterly updates and annual reduction target forecasts.	CMPT	High	Now
		Standardise carbon emissions data to align with Scottish Government reporting obligations	CMPT	Medium	Q2 2015
6	Track CMP progress and footprint performance.	Update the CMP Register to record project outcomes and BAU changes. (actual carbon/cost/implement date)	CMPT	High	Quarterly
7	Update and replenish the CMP register with new carbon reduction policies and measures.	Invite Council staff, Consultants, Contractors and the public to identify further carbon reduction measures.	CMPT	High	Quarterly
8	Optimise carbon reductions by reviewing CMP travel and transport policy/strategy.	Liaise with Transport Planning and HR to consider adopting further sustainable business travel and transport policies.	CMPT/TP/HR	High	Bi-Annual
9	Engage all Directorates to deliver carbon reductions through behaviour change.	Work collaboratively with Communications to develop an effective staff awareness campaign.	CMT CMB Comms	High	Q1 2015
10	Establish bespoke CMP training for Technical staff.	Connect to the Resource Efficiency Scotland support programme.	CMPT HR	High	Q3 2015
11	Enable the best projects to be selected for CMP deployment.	Develop a project priority system using carbon analysis and business case tools to select the best VFM projects for deployment.	CMPT CPS	Medium	Q3 2015

Ref.	CMP Aim	Action	Owner	Priority	Timing
12	Ensure cross-policy working with other Directorates to develop and introduce low carbon policies and measures.	Encourage members of the Project Board and Teams to identify, support and implement wider corporate carbon reductions.	CMB CMPT	Medium	Q1 2016
13	Embed low carbon/sustainable policy into future Council contracts to deliver corporate benefits.	Liaise with Procurement staff to review tender specifications and assessment criteria to deliver improved carbon performance.	CMPT CPS	Medium	Q1 2016
14	Agree the CMP Waste & Water reduction targets for the built Estate and Council operations	Consider baseline data and adopt new reduction targets in line with new waste recycling and water conservation practices.	CMPT ES	Medium	Now
15	Review high Council fuel use for our Ferry Fleet	Work with Ferries to consider fleet fuel usage, specification options and future footprint reductions	CMPT F TP	Medium	On-going
16	Develop Case Studies from successful pilot projects.	Use Case Studies to engage staff and replicate best practice projects across the estate	CMB CMPT	Low	Bi-Annual
17	Improve the resilience of CMP operations and management	Develop and implement Standard Operating Procedures for CMP tasks	CMPT	Low	On-going
18	Review the Shetland Islands Council 2015 CMP	Refresh the CMP to take account of BAU policy & footprint changes.	CMT CMB E&T	Low	Mar 2016

9.   Appendix 2 - Methods of Energy and Carbon Measurement

9.1.   Throughout this plan we make several references to the commonly used units of measure for energy, energy use and for assessing our carbon footprint in kilograms or tonnes of carbon. Many people will have some difficulty visualising what these are. What is the difference between a kW and a kWh?

9.2.   A **kWh** is a unit of energy. Energy is a measure of how much fuel is contained within something, or used by something over a specific period of time. The **kW** is a unit of power. Power is the rate at which energy is generated or used. So, a kWh is 1 kilowatt of power used in 1 hour. A kilowatt hour (kWh) will give:

9 uses of a kettle   **4 hours** of watching TV   **31 hours** on a laptop

9.3.   Many documents and websites also refer to **tonnes of CO_2** without much effort to explain what that actually is. Most people can't imagine what a kilogram or tonne of CO_2 looks like, so to make it more meaningful we would note:

.1   1 kg of CO_2 = 100 party balloons

.2   1 tonne of CO_2 = 100,000 party balloons

.3   1 tonne of CO_2 is equivalent to 1 hot air balloon measuring 10 m wide

.4   The Town Hall's Council Chamber has a volume of $260m^3$. It could hold almost half a tonne of CO_2 (or 0.48 tonnes to be more precise).

9.4.   One tonne of CO_2 is emitted when you:

.1   Burn 319 litres of diesel

.2   Use 300kg of standard office paper

.3   Breath 500 days

9.5.   What does tCO_2e refer to? It's defined as tonnes of carbon dioxide equivalent, which is a measure that allows you to compare the emissions of other greenhouse gases relative to one unit of CO_2. It is calculated by multiplying the greenhouse gas emissions by its 100-year global warming potential.

10. Appendix 3 – Example Project Framework

10.1. The undernoted list of possible actions to reduce our carbon emissions is gathered from the Government's RPP2. These are the areas proposed by Government that local authorities should develop projects from in order to deliver their Public Bodies Duties under the Climate Change (Scotland) Act 2009.

10.2. As projects in these areas are developed within Shetland they will transfer to Appendix 3 - Project Register.

Water

Monitor	• Install water meters in all properties and include in Energy Manager checks to identify leakage detection • Limit vehicle and other washing/cleaning schedules • Repair leaks/dripping taps/ running overflows
Reduction	• Install water usage reduction measures in all buildings; timers in urinals, cistern blocks and pressure controls
Procurement	• Purchase only water efficient equipment – washers, toilet fitments • Install where appropriate PV/solar water heating

Travel

Develop	• Travel Hierarchy rules for all staff/Members • Workplace Travel Plans • Data recording mechanism showing bus miles, lease miles, training miles, car hire miles, member miles, home care miles, support worker miles and business mileage per service to be reported annually
Promote	• Park and Ride options rurally • Active travel rurally by having bike lockers/stores at junctions linking to public transport options • Dial a Bus • Home Working Strategy and flexible and mobile working
Implement	• Cycle paths and Open Space strategy • Re-launch of car share scheme/car club (possibly involving Community Planning partners) • Employee travel survey
Support	• Bike maintenance training for staff
Design	• Lighting improvements, better surfaces, crossings and signage to support active travel

Vehicles/Fleet

Procure	• Electric pool car fleet for major offices to reduce small distance mileage • Electric street cleaning and vans
Implement	• Euro 5 validation for fleet (engine validation) • Telematics applied to all journey management and installed in all vehicles to identify poorly performing vehicles and bad practice. Assists maximising of usage and rationalisation of fleet asset, stops wasteful driver vehicle idling • Upgrade all fleet management software to monitor usage • Regular fleet maintenance schedule to reduce emissions • Reduction in age profile of fleet
Deliver	• Eco driving/fuel efficiency driver classes and monitor thereafter (10% reduction in fuel expected) • 25 hours annual training to all HGV drivers with refresher every 5 years • Train staff on driving Electric vehicles to encourage EV pool use • Campaigns with bus operators to encourage more usage of public transport
Review	• Grey fleet rules and payments
Investigate	• New technologies – hydrogen/plug in hybrids/low carbon buses • Working with Transport Scotland to fund and assist in fleet review and specific campaigning

Energy

Implement	• Programme to replace all inefficient heating plant, insulate and upgrade all buildings • Energy audits of all buildings (EPC's) • Energy monitoring programme using new software to detect aberrations • Use of thermal imaging to detect problem areas • Street lighting programme across whole estate including ferry terminals and traffic lights for LEDs • Voltage optimisation • Seven day timers on all large electrical – cookers, fridges, white boards etc • Programme of boiler time check optimisation • Sub meter floor on floor if needed • Biomass/renewable projects including non domestic RHI • Low energy efficient street/external lighting • Upgrade of Energy pages on Council website • Home Energy Scotland Area based Scheme

Develop	• Heat mapping
	• Programme of public roadshows
	• CRC and externally funded efficiency projects
	• E learning pack on energy use and carbon
	• School energy plans
	• Energy Policy and Implementation Plan for Council buildings
	• Training programme for all buildings
	• Senior manager /main contacts group
Audit	• Regular check of all units and fast report faults
	• Building champion regularly monitors how staff use energy
	• Renewables installed – capacity table
	• Smart meter utilities
	• Room temperatures
	• Each service given energy target (including reduction target) and carbon responsibility for it in each service plan

Awareness Raising

Implement	• Energy saving Advice on intranet/internet
	• Training for all outreach staff to recognise fuel poverty in clients and refer for support
	• Programme of lending energy monitors to staff for checking home wastage
	• Online hub for reduction ideas
	• Carbon campaign eg "Counting the Cost"/ "Tread Lightly"
	• Schools Global Foot Printing
	• ECO schools programme for nursery, primary and secondary schools
	• Public information leaflet on adapting to climate change
Support	• Earth Hour
	• Green Office Week
	• Climate Week, Bike Week
	• European Waste Aware Week
	• Eco driving training for householders
	• Climate Change teaching in schools and linked to youth groups

Local Food Production

Support	• Local food outlets
	• Local food production projects
	• Scottish farming innovation projects
	• Low emission agriculture projects
	• Livestock management measures
	• Funding for peatland restoration projects
	• Future proofing Scotland farming - adapt to and mitigate against climate change
Implement	• Food for Life Catering Mark in schools
	• Peat free horticulture in own estate
	• Optimisation of use of fertilisers and manures on own estate land
Develop	• Allotment Strategy
	• Fair Trade strategy

Contracts/Procurement

Review	• All contracts to ensure carbon considerations
Develop	• Sustainable Procurement strategy
	• E learning course on sustainable procurement
	• Links to Sustainable Procurement Working Group (SSN)
Implement	• Sustainable Procurement Action Plan
	• Revised contract documents to consider community benefits and sustainability at contract planning stage
	• E-tendering process
Enforce	• All staff developing contracts to have carried out sustainable procurement training
	• Proof of life cycle analysis process carried out before anything is procured
	• Stricter contract monitoring
	• Use of carbon metric in procurement
	• Production of environmental policy at tender stage for all contractors and ensure they provide information on vehicle and other impacts during the project tendered for

ICT

Promote	• Smart Working/corporate move to virtual desktop environment (applications stored remotely) • Remote Working • Screensavers with "Switch off" message
Implement	• Remote shut down and timed power down of PC's across estate • Server virtualisation/redesign • Green ICT procurement, particularly energy efficient units
Deliver	• Training in use of VC for all staff for use within Shetland as well as external • Train in use of webinars
Enforce	• Printer rationalisation • Standardisation of equipment and accessories

Community

Support	• Climate Challenge Fund bids from community groups • Bids for "Dark Skies" accreditation to enhance tourism • Electric vehicle network installation and communication
Campaign	• Carbon and Your Money Classes • Climate Change effect classes • Use of local produce/cookery classes

Political

Develop	• System of Carbon Champions and clear corporate senior leadership • Resilience Planning for climate change effects – community and in house • Carbon section in all induction training Council wide • Environmental strategy for Council and Community Planning projects • Programme for delivering improved Northlink and internal ferry carbon efficient engines (funded by Government)
Implement	• Carbon and climate change section in Corporate Risk Register • Change Spend to save to ensure longer payback for carbon projects • BV 2 carbon target • Embed emission reduction actions and sustainable development considerations in all major plans • Audit of posts holding essential car user payment and reduce same
Enforce	• Carbon targets in performance measurement agenda • Tighter monitoring of travel booking • Section in all reports on sustainability/carbon/environmental is "real" • All services to carry out self assessment questionnaire on carbon, climate change and sustainable development as part of service planning exercise

Train	• Members, senior managers and community planning partners trained in carbon and climate change • Carbon Impact Assessment • General carbon and energy saving training for all staff with carbon guidance manuals on the intranet • All senior managers to calculate BAU cost for service at 8% per year increase

Built Assets

Implement	• "A" band ISBEM rating for buildings • BREEAM standard for refurbishment/new build at "Excellent" • Rationalisation of property portfolio
Develop	• "Halfing Waste to Landfill" in construction • Sustainable timber procurement policy – WWF pledge and award system and CPET timber pledge and Forest Stewardship Council for all contractors • Functional Asset Management Plans for every asset • Carbon Footprint report annually as part of Asset Improvement Plan reporting
Enforce	• Building shut down and closure rules to limit energy use • Maximum office temperature at 21 • Ban on portable heaters
Advise	• Low carbon construction and land use technologies for assets

Marine

Develop	• Marine planning – for wave, tidal and offshore renewable including strategic cable installation • Strategy on mitigation and adaption of coastal erosion/flooding
Implement	• Draft national Marine Plan 2013 • Marine protected areas (including blue carbon seabed areas)

Waste

Implement	• WARPIT programme to recycle goods within the Council (reduces procurement spend and disposal costs for services) • Recycling facilities for businesses and households
Review/audit	• Waste vehicle routes • Waste audit all services
Support	• Community Recycling ventures eg Bike Project/Charity Shops • Business to reduce their waste and to see waste as a resource • Reuse of materials locally by internet market development
Enforce	• Recycled Content policy Council wide
Campaign	• Increase recycling community wide • Food Waste reduction (domestic and commercial)

Develop	• Internal Council Waste Minimisation Policy and Plan
	• Shetland Waste Strategy/Implementation Plan encouraging recycling
Partner	• Zero Waste (Scotland) on new Waste Strategy and increased recycling
	• Resource Efficient Scotland on campaigns

Transport

Lobby	• Government for carbon efficient external route operations (ferry and flight)
Implement	• Integrated transport timetables to encourage use of public transport
	• "Walk to School" paths and "Cycle Friendly Routes"
	• Journey share schemes
	• Purchase of subsidised bike programme as part of Cycle to Work
	• Cycle maintenance classes for staff
Develop	• School Travel Plans which deliver active travel
Advise & Campaign	• "Give Me Cycle Space" campaign
	• Bike Week/Shetland Walking Routes

Data

Lobby	• Both Governments (especially DECC) to consider more appropriate data sources for islands carbon calculations
	• ICARB to work with us on developing these appropriate statistics
Train	• All managers on carbon accounting for their operations
	• Appropriate staff in Carbon Masters Tool (Carbon Trust)
	• All staff to use Carbon metric Tools in procuring all materials

Economic Development

Develop	• Renewable Energy Strategy for Shetland (including tidal and hydrogen)
Support/Advise	• SME's to reduce their energy usage
	• Businesses on resource efficiency and development of products for the low carbon economy

Planning

Develop	• Local Development Plan and supporting Guidance documents
	• Access Strategy and supporting materials/booklets
	• Open Space Strategy
	• Allotment Strategy
Implement	• Access Strategy to support active travel
	• Local Development Plan criteria
Advise	• Building Control/Planning Officers advise on low carbon behaviour
	• Design guidance on use of low energy and sustainable materials eg wood instead of steel

Housing

Develop	• Energy surgeries for all social tenants
Implement	• EESSH (Energy efficiency standard in social housing) - 2020
Create	• Reduced need for travel by use of community hubs

Biodiversity

Develop Plans & Strategies	• Local Biodiversity Action Plans; Land Use Strategy; Peatland Plan
Implement	• Above Plans in Council owned estates
Encourage	• Precision agricultural techniques and use of new methods

Finance

Use of External Finance	• Salix, Green Investment Bank and commercial Green Deal loans; CEEF and Government grant funding (all sectors)
Reform of	• Spend to Save criteria for longer payback
• Use of External Finance	• Salix, Green Investment Bank and commercial Green Deal loans; CEEF and Government grant funding (all sectors)
• Reform	• Spend to Save criteria for longer payback

11. Appendix 4 – Carbon Project Register

Project Reference	Project Description	Capital Cost (£)	Project Status	Type of Emission Saving	Estimated Annual Savings			Completion Year
					(kWh)	(t CO$_2$e)	O&M (£)	
Aith JHS	Replacement Lighting	3,028	Complete	Grid Electricity	2,464	1.22	318	2014/15
Sandwick JHS	Replacement Lighting	27,870	Complete	Grid Electricity	29,000	14.41	3,373	2014/15
Overtonlea	Replacement Lighting	6,434	Complete	Grid Electricity	7,142	3.55	846	2014/15
North Haven	Replacement Lighting	6,434	Complete	Grid Electricity	7,142	3.55	848	2014/15
ET House	Replacement Lighting	6,504	Complete	Grid Electricity	7,044	3.50	814	2014/15
Waste Landfill	Replacement Lighting	18,899	Complete	Grid Electricity	24,339	11.77	2,499	2014/15
Aith JHS	Loft Insulation	20,713	Complete	Gas Oil	69,860	18.99	4,192	2014/15
Tingwall Airport	Radiant Heating Trial	6,080	Complete	Grid Electricity	14,071	6.99	1,687	2014/15
Fetlar Community Project	Heat and Electricity Supply to School		In Progress	Grid Electricity/Gas Oil	-	7.69	282	2015/16
ICT	Server Virtualisation		In Progress	Grid Electricity	90,682	45.07	9,490	Ongoing
Scalloway JHS	Biomass ESCO	35000	In Progress	Gas Oil	66,797	124.19	9,054	2015/16
Street Lighting	LED Conversions	38,305	Complete	Grid Electricity	61,333	30.49	6,826	2014/15
Blackness Pier	Replacement Lighting	20,800	In Progress	Grid Electricity	16,066	7.99	1,872	2015/16
Sound Primary	Replacement Lighting		In Progress	Grid Electricity				2015/16
Sound Primary	Re-roofing		In Progress	District Heating				2015/16
Bells Brae Primary	Heating/Lighting/Insulation		Planning Phase	District Heat./Electricity				2015 - 2017

11.1. **Historic Projects** - The following projects have been started in other services and should be added to this project list once full details are available:

- BMS systems installed in most larger properties
- Water meters fitted in some (but not all) buildings and some water reducing measures installed e.g. timers, pressure controls etc
- Car share scheme – needs to be re-launched
- Local Development Plan and associated projects
- Renewable Energy strategy (being revisited by Development)
- Access strategy and associated works
- New Waste Strategy (under review)
- Integrated transport timetables
- Subsidised bike scheme (Transport Planning)
- Cycle training in schools
- Marine planning – marine protected areas (blue carbon)
- Rationalise the property portfolio
- Reduce age profile of fleet – ongoing
- Environmental & Carbon section in every Council report
- Some server virtualisation and printer rationalisation
- Some shutdown ICT protocols
- Some green procurement information - not monitored
- Charge points and EV vehicles
- E-tendering
- Eco schools
- HEEPS:ABS
- Earth Hour supported
- Eco driving training for some staff

- Initial Heat mapping training
- Road shows on energy, waste and climate/carbon carried out annually
- Commercial EPC's – ongoing
- Street lighting led – some installed
- Biomass Installations to Mid Yell & Sella Ness

12. Appendix 5 – Shetland Islands Council – Service Structure
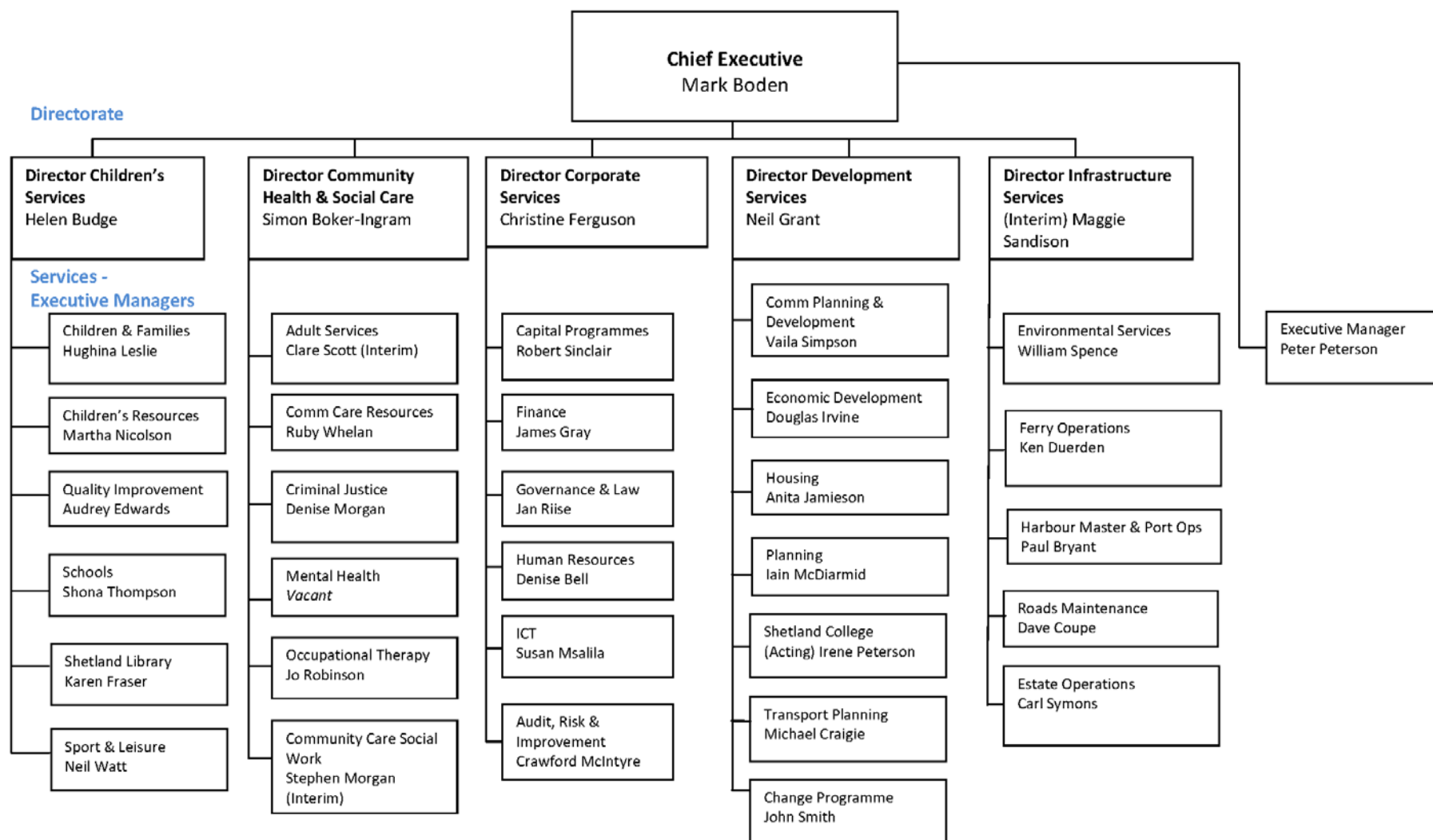
Figure 15: Shetland Islands Council - Service Structure

13. Appendix 6 – Carbon Management Board & Team Composition

	Role	Job Title & Service Area	Name
Programme Management Board	Corporate Champion	Chief Executive	Mark Boden
	Project Sponsor	Director of Infrastructure Services	Maggie Sandison
	Programme Manager	Executive Manager – Estate Operations	Carl Symons
	Service Representatives	Executive Manager - Capital Programme Service	Robert Sinclair
		Executive Manager - Economic Development	Douglas Irvine
		Executive Manager - Environmental Services	William Spence
		Executive Manager - Executive Services	Peter Peterson
		Executive Manager - Ferry Operations	Jim Mouatt
		Executive Manager - Housing	Anita Jamieson
		Executive Manager - HR	Denise Bell
		Executive Manager - ICT	Susan Msalila
		Executive Manager - Planning	Iain McDiarmid
		Executive Manager - Roads	Dave Coupe
		Executive Manager - Transport Planning	Michael Craigie
		Finance	TBC
		Ports and Harbours	TBC
		Schools	TBC
		Social Care	TBC
Core Team	Carbon Management	Carbon Reduction Officer	Alan Grieve
	Energy	Energy Manager	John Simpson
	Sustainability	Team Leader - Carbon Management	Mary Lisk
Project Delivery Leads		Asset & Properties	TBC
		Building Services	Steven Goodlad
		Communications	TBC
		Ferry Operations	TBC
		Fleet Management	Ian Jeromson
		ICT	TBC
		Landfill Site	TBC
		Ports and Harbours	TBC
		Procurement	Colin Black
		Schools	TBC
		Social Care	TBC
		Street Lighting	TBC
		Waste to Energy Plant	TBC
Project Support		Administrative Support	TBC
		Management Accountancy	TBC
		Communications	TBC

14. Appendix 7 – Radical Thinking? - An Alternative Energy Model

Power Grid

Wind Turbines

Power

Power

Electric Vehicles

Power

Hydrogen Storage

Combined Heat and Power Plant

Hydrogen

Hydrogen

District Heating Scheme

Heat

Private Vehicles

Council's Ferry Fleet

House

House

House

Hydrogen Bus

School

Thermal Store

Care Home
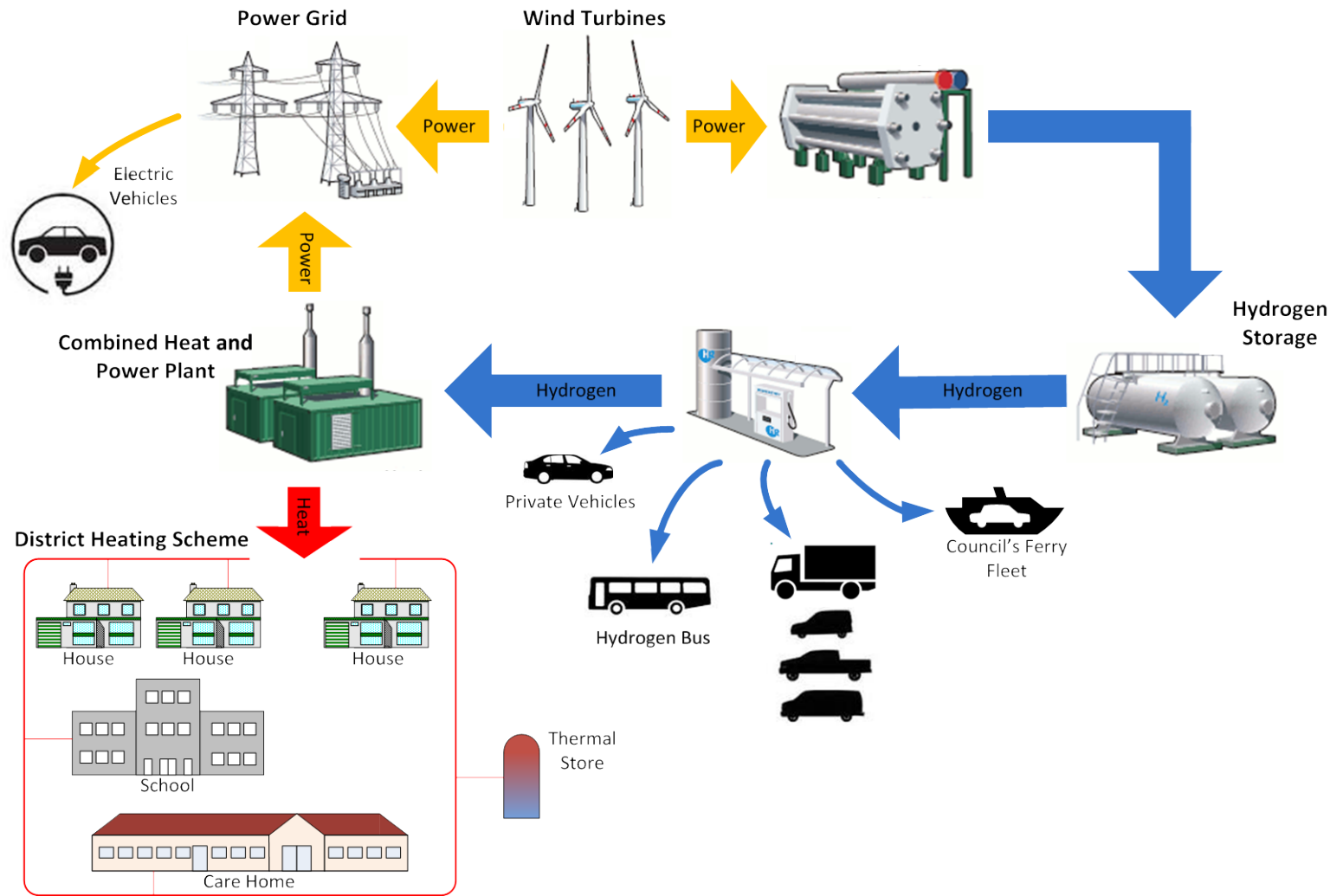
Figure 16: Hydrogen Production Life Cycle

Shetland Islands Council

Environment and Transport Committee   **22 April 2015**

Exceptions to Contract Standing Orders for Work on Ferries
ISD-07-15-F

Director Infrastructure Services	Infrastructure Services Department

1.0 Summary

1.1 This report is to inform the Environment and Transport Committee of the emergency works carried out without being tendered.

2.0 Decision Required

2.1 That the Committee NOTES the exceptions from Contract Standing Orders for emergency repair work carried out on Shetland Islands Council ferry m.v. "Geira" and m.v. "Fivla".

3.0 Detail

3.1 The Council's Contract Standing Orders require competitive tendering where the estimated value of goods, works and services is in excess of £10,000. Where the estimated cost is equal to or greater than £50,000, appropriate advertising would apply in accordance with the Contract Standing Orders.

3.2 There is a facility in the Standing Orders in Part 1, Paragraph 2 (iii) for an exception for "the execution of .... services, certified by the relevant Service Director as being required as an emergency measure so as not to permit the invitation of tenders. "Emergency" means only an event which could not reasonably have been foreseen."

3.3 During the routine drydocking of m.v. "Geira" the two 50 person liferafts were inspected and condemned. Given that the vessel could not be passed by the MCA to return to service without liferafts the purchase of replacement liferafts were instructed as an emergency measure to limit the delay in returning the vessel to service. The cost of the replacement liferafts was £19,990.

3.4 On 27th December 2014, the m.v. "Fivla" ran aground and was holed. A temporary repair was undertaken at Cullivoe to enable the vessel to move to Malakoff in Scalloway for repair. Given the need to repair this vessel was unforeseen the works were instructed as an emergency

measure to limit the delay in returning the vessel to service. The cost of the repair was £61, 571.

3.5   By using the Director of Infrastructure Services authority as described in 3.2 above, the necessary repair works in both instances were instructed immediately.

3.6   The circumstances narrated in this report demonstrate that these were emergency situations justifying the use of a negotiated procedure with one supplier.

4.0   Implications

Strategic

4.1   Delivery On Corporate Priorities – Development of a sustainable Inter Island Ferry Service contributes to the "Stronger" section of the Community Plan and also to the Corporate aim to use resources sustainably.

4.2   Community /Stakeholder Issues – Communities and Stakeholders are not affected by this issue.

4.3   Policy And/Or Delegated Authority – In accordance with Section 2.3.1 of the Council's Scheme of Delegations the Environment and Transport Committee has responsibility for Ferry Services. The Council's Contract Standing Orders apply to all Council service departments. Contract Standing Orders Part 1, Paragraph 2 (iii) – emergency works apply. All instances of exceptions to Standing Orders require to be reported to the relevant Committee within 6 months.

4.4   Risk Management – There is a risk to the economical and social well being of the island communities if ferries cannot be returned to service as quickly as possible following technical problems.

4.5   Equalities, Health and Human Rights – There are no Equality, Health or Human Rights implications.

4.6   Environmental – There are no Environmental implications.

Resources

4.7   Financial

        The cost of the emergency works described in paragraph 3.3 of this report is £19,990.00 and in paragraph 3.4 is £61,571.

4.8   Legal

        There is a legal requirement for Ferry Services to comply with EU Procurement Regulations and Council Contract Standing Orders.

4.9   <u>Human Resources</u>

The only Human Resources implications are the resource required to ensure compliance.

4.10   <u>Assets & Property</u>

N/A

5   Conclusions

5.1   It is in the best interest of the Ferry Service and the island communities that ferries are returned to service as quickly as possible following breakdown.

5.2   Return to service was expedited by using the facility in the Council's Contract Standing Orders for Emergency Situations rather than the vessel remaining out of service until a tendering exercise was concluded.

For further information please contact:
Maggie Sandison Director Infrastructure Services
01595 744851
13 April 2015

END

Shetland Islands Council

Environment and Transport Committee	**22 April 2015**
Education and Families Committee	**27 April 2015**
Social Services Committee	**30 April 2015**
Policy and Resources Committee	**04 May 2015**
Shetland Islands Council	**27 May 2015**

Review of Transport for Children with Additional Support Needs and also Social Care Service Users	
Report No: TP-07-15-F	
Report Presented by: **Director of Development Services** **Director of Children's Services** **Director of Community Health & Social Care**	**Development Services Department** **Children's Services Department** **Community Health & Social Care Department**

1. Summary

1.1. In the summer of 2014, the Council commissioned the consultancy Eforensics to undertake a detailed Review of Transport for Children with Additional Support Needs (ASN) and Social Care Service Users.

1.2. The Review comprised of five elements:

a) A Stocktake of the current resources available, services delivered and the operating context including demographic and legislative changes;

b) Consideration of Eligibility to Travel Assistance, as assessed by Social Care and Schools Services' professional staff and Accessibility of actual travel solutions;

c) Development of a new Assisted Travel Policy which outlines the process wherewith to commission services to meet the assessed

travel needs. NB: Commissioning may now be either by the Council or Individual Service Users under Self-Directed Support (SDS) arrangements;

d) An examination of current management arrangements across the Council for commissioning travel and make suitable recommendations for any improvements;

e) Consideration of a Communications Plan wherewith to explain any changes to services recommended in the Review.

1.3. This report gives a summary of the key findings of the work undertaken and makes recommendations as to how improve the current arrangements.

1.4. This report sets out the detail of the review and the conclusions reached.

2. Decision Required

2.1. That the Environment and Transport Committee, the Education and Families Committee, the Social Services Committee and the Policy and Resources Committee RECOMMEND that the Council **RESOLVES** to:

2.1.1. Note that no service withdrawal is planned for current service users as a result of this report;

2.1.2. Note that the key recommendations are not designed to deny services to potential service users but to ensure that a disciplined, equitable and consistent approach is taken to offering travel assistance and to avoid duplication of publically funded travel assistance;

2.1.3. Note that a key underpinning recommendation is that the Council and health partners is to actively promote independence rather than dependence;

2.1.4. Note that there are no operational cost implications arising from the proposals within the Consultancy Report, which seeks to achieve modest savings over time, by reducing the Council's reliance on the private sector and increasing the use of the Community Transport sector;

2.1.5. Approve the new Assisted to Travel Policy (contained in Appendix 5 of the consultant's report attached as Appendix One to this report) under which service professionals assess eligibility to travel assistance and Transport Planning puts into place a cost effective transport solution.

3. Detail

3.1. The full consultancy report is attached as Appendix One to this covering report.

3.2. As the fully detailed report is at Appendix One, paragraphs 3.3 to 3.9 below simply list the recommendations of the Review[1]:

3.3. The creation of a new subjective ledger code that differentiates between "Staff Travel" and "Staff Travel with a Service User". Finance colleagues suggest the creation of a client travel cost subjective code, which would leave all staff travel within normal travel codes. If staff are travelling and incurring costs to meet client needs they would also code their cost to the client subjective code as this would form part of the package which met needs.

3.4. The award of some ASN or SC routes to the Third Sector using VAS as a clearing house for booking; this could usefully start with some consistent and high costs journeys on a "proof of concept" pilot basis. Target saving based on re-patriating 20% of routes set at £10,000 pa.

3.5. In a similar vein to the recommendation above, it is recommended that some of the most expensive current contracted taxi routes be considered for re-allocation to the Third Sector. The six runs alone cost the Council c£200,000 pa; given the lower cost base of the Third Sector and the lack of profit motivation, savings should be realisable to the Council.

3.6. The individual costs of all travel arrangements as well as the monthly budget monitoring for Transport Planning should be shared with Service professionals.

3.7. Develop a Business Case to replace older Blue Bus and fill vacancies in order to avoid service disruption and/or curtailment.

3.8. All current ad-hoc arrangements should be tested against the new Assisted Travel Policy and amended if they are non-compliant. In addition as part of the Care Package bi-annual reviews, the travel assistance should be reviewed at least annually for ongoing appropriateness and need.

3.9. Training and suitable resources should be identified so as to allow Transport Planning to more fully optimise the Flexi-Route™ software for scheduling and proactive information sharing.

---

[1] NB: Recommendations have been tested with management and professional staff and agreed as practical and practicable.

4. Implications

<u>Strategic</u>

4.1 <u>Delivery on Corporate Priorities</u> - Reliable and affordable external transport links are essential to the economic and social wellbeing of Shetland. In addition, the report's recommendations are consistent with the Corporate Plan goal of developing the Community Transport Sector on the Islands.

4.2 <u>Community /Stakeholder Issues</u> - No detrimental issues are anticipated.

4.3 <u>Policy and/or Delegated Authority</u> - The Committees have delegated responsibility for the functional and service areas within their remit and within Council policy. The Policy and Resources Committee has referred authority to advise the Council in the development of its policies. Approval of new policy is a matter reserved to the Council.

4.4 <u>Risk Management</u> - This set of recommendations reflects, and seeks to mitigate, a series of risks which are articulated throughout the main consultancy report at Appendix One.

4.5 <u>Equalities, Health and Human Rights</u> - There are no negative Rights or Equalities implications involved in the implementation of this report.

4.6 <u>Environmental</u> - None, indeed the replacement of the older bus should reduce emissions and hence lead to carbon reduction.

<u>Resources</u>

4.7 <u>Financial</u> - All operational cost implications will be achieved within existing budgets.

It is anticipated that modest savings could accrue over time as moves take place towards reducing the Council's reliance on the private sector and increasing use of the Community Transport Sector[2].

4.8 <u>Legal</u> - The recommendations are cognisant of a wide range of legislative requirements including, for example, the significant issues of Self Directed Support legislation which came into force in April 2014.

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[2] Corporate Plan 2014 commitment to develop a Community Transport Sector.

4.9 Human Resources - No additional or changed Human Resources are required.

4.10 Assets and Property - The report has no Property implications but does recommend the replacement of a Blue Bus on a like-for-like basis.

5.0 Conclusions

5.1 The conclusion of the Review can be summarised as follows; the service is being delivered well but access to transportation is not being consistently awarded and transport arrangements cannot be demonstrably shown as best value. In addition, it has been timely to take stock and assess demand; this is likely to rise with major service re-provision in education and social care facilities as well as demographic challenges of an ageing population which also has increasing wheelchair dependence.

5.2 The report's recommendations align to Governmental initiatives of creating independence rather than dependence.

For further information please contact:
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Date Cleared: 16 April 2015

List of Appendices
Appendix 1 – Detailed Consultancy Review Report

END

Shetland Islands Council

REVIEW OF TRANSPORT FOR CHILDREN WITH ADDITIONAL SUPPORT NEEDS (ASN) AND ADULT SOCIAL CARE (SC) SERVICE USERS

September 2014

Providing vital services for children and adults and the transport services we all need.

We must continue to provide the essential services that people in Shetland really need. We will have to change how we do some things to make services more efficient and to make sure we can continue to provide them in the long term, but we will do that with people, not to them.

Shetland Islands Council: Corporate Plan 2014

FORENSIC ACCOUNTING SERVICES (EDINBURGH) LIMITED©

Document Control

Owner	SGR
Issue and Date	2 July 2014

Version Control

Issue	Author	Date	Details of Change
0.1	SGR	2 July 2014	Initial draft
0.2	SGR	4 July 2014	Further data re: budgets
0.3	SGR	7/7/14	Work on Draft Policy for Accessibility
0.4	SGR	8/7/14	Further input
0-5	SGR	11/7/14	Refining and broadening
0.6	SGR	15/7/14	As above plus more Finance data
0.7	SGR	16/7/14	As above
0.8	SGR	17/7/14	Input from 16/7/14 Workshop
0.9	SGR	18/7/14	Vehicle data
0.10	SGR/EAP	21/7/14	Refining & Peer Review for QA
0.11	SGR/EAP	24/7/14	Ideas and QA
0.12	SGR	11/8/14	Refinement
0.13	SGR	15/8/14	Refining & adding code of practice
0.14	SGR	27/8/14	Workshop on draft report.
0.15/0.16	SGR	1/9/14	Final week refining
0.17	SGR	3/9/14	Hazel Tait comments
0.18	SGR	4&5/9/14	C Horrix, C Russell & C Scott comments
0.19	SGR	11/9/14	SGR adding Taxi data
0.21	SGR	7/1/15	Director Revisions
0.22	SGR	30/3/15	Members' Seminar Revisions

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2. Eligibility & Accessibility Issues

3. Communications

4. Recommendations

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3. Risks and Issues

4. Interdependencies and Future-proofing

5. Draft Assisted Travel Policy

6. Code of Practice – Children with Additional Support Needs

7. Annual ASN Re-application Form

EXECUTIVE SUMMARY

Purpose of the Review:

The Review considered the effectiveness, efficiency and value for money of the Council's travel arrangements for children with Additional Support Needs[3] and Social Care Service Users who had been assessed as eligible to receive assistance with Travel. Recommendations have been made to improve the service and make savings; also Risks have been flagged as and when relevant and these are summarised in an Appendix.

For clarity, whilst the Review specifically excluded detailed consideration of mainstream home to school transport, as this is regulated by statute, its inter-dependencies were recognised and given due regard.

Review Approach:

The Review comprised of five elements:

1. A Stock take of the current resources available, services delivered and the operating context including demographic and legislative changes;

2. Consideration of Eligibility to Travel Assistance, as assessed by Social Care and Schools Services' professional staff and Accessibility of actual travel solutions;

3. Development of a new Assisted Travel Policy which outlines the process wherewith to commission services to meet the assessed travel needs. NB: Commissioning may now be either by the Council or Individual Service Users under Self-Directed Support (SDS) arrangements;

    (All new or revised Policies shall be approved by Elected Members)

4. An examination of current management arrangements across the Council for commissioning travel and make suitable recommendations for any improvements;

5. Consideration of a Communications Plan wherewith to explain any changes to services recommended in the Review.

The Project's wide-ranging nature is reflected in the breadth of people contacted during the process; the names are listed at Appendix One.

---

[3] Additional Support Needs – terminology introduced in the Education (Additional Support for Learning) (Scotland) Act 2004

The complex nature of this subject is also reflected in the necessary depth of a STEEPLE Contextual Analysis that is attached as Appendix Two.

Appendix Four shows some of the key inter-dependencies and challenges in designing these services both now and into the future.

Overview of Current Service

The Council's current Transport arrangements for Children with Additional Support Needs and Adult Social Care Service Users are delivered using private contractors, taxis, five Council owned (and operated) buses, Council Escorts on public buses and officers using their own vehicles (aka Grey Fleet).

The major perceived omissions in the nature of this service profile are:

- No planned and structural utilisation of the Third Sector, and hence over-exposure to private sector pricing in a buoyant economy;
- No corporate adherence to and promotion of, "Self-Travel as the default-position" and thus
- A service built around Transport, not Travel and the creation of dependence not independence.

It is not possible to definitively quantify the current total spend by the Council on ASN and SC Transport as some elements are not coded overtly in the ledger to transport codes. As an indication, the total revenue spend is in the order of £600,000 pa and, whilst this includes a revenue charge of £50,000 for depreciation, there is currently no capital budget for replacement vehicles.

Key Findings:

1. As alluded to above, the recording and accounting treatment of Transport for these groups of Service Users is such that the total spend in this area of activity cannot currently be assessed with absolute certainty. The following are some of the reasons for this:

   - Staff travel with Service Users: there is presently no delineation in the ledger between "Staff Travel" with or without a Service User;

   - Taxi utilisation is coded elsewhere in the ledger and not reported/managed coherently as a single transport budget; and

   - Grants to Third Parties do not always identify any element relating to transport.

2. Notwithstanding the foregoing, the visible element of the revenue budget for these services is in the order of £600k; which has fallen from £743k in 2011/12. This is a 20% reduction overall and a further target reduction of almost 12% (or £70,000) is sought in 2014/15.

3. Further reduction in this budget does not appear sustainable in the face of increasing demand and scarce current resources. Any curtailment must be managed carefully so as to avoid diluting the availability and quality of the service provided. Finally, it should be noted that the impending demographic factors that may actually necessitate an increase in investment in future years.

4. In addition, the current budgetary control regime creates a mismatch insofar as the professional instigating a need for transport, e.g. a Care Manager/Co-ordinator, does not always see the budgetary consequences of their action as Transport Planning predominantly holds the budget. This anomaly requires to be addressed in order to:

   - aid accountability and to remind commissioners that transport is not free; and

   - allow appropriate costings, based on total costs, for transport to be developed under the SDS regime.

5. Appendix Four shows some major dependencies that should be strategically considered in future transport planning, these include:

   - a major service re-design of adult care services and the re-provision of the Eric Gray Resource Centre is likely to increase the demand for transport and not reduce it, paragraph 1.10 refers; and

   - the new Anderson High School and this may provide new challenges for transport.

6. A number of risks have been identified during the Review; these are highlighted at the relevant paragraph and summarised at Appendix Three.

7. There is a need to re-establish and assert the following principles:

   - The default position of the Council is that Service Users will self-travel;

   - Independence not dependence is being promoted; and

   - There is no automatic transition from a young person accessing travel support to the adult automatically being able to access travel support – a fresh assessment will be needed.

Potential Savings:

As the Review progressed, a number of potential savings initiatives have been identified and these are noted below:

1. Reducing reliance on Private Contractors - £10,000

2. Releasing surplus vehicles: £2- 6,000 depending on number released

3. Re-arranging most expensive current contracted journeys; value to be assessed.

Cost Pressures:

As part of future years budgeting, the following issues that may give rise to future year budget pressures should be noted:

- Anticipated 20% increase in the number of children with Additional Support Needs in the medium term;

- In the order of 45 potential Service Users who are not currently accessing services, as noted in the Eric Gray Re-provisioning Committee Report in July 2014;

- Re-provisioning schemes with transport and travel implications including Eric Gray Centre, Anderson High School and Viewforth. The implications here may be as simple as avoiding future revenue costs by designing access, egress and parking arrangements which are suitable for larger vehicles from the outset and thus avoiding a scenario when only smaller vehicles such as taxis can transport Service Users to the facilities; and

- In the absence of allocated capital, revenue resources may be required to lease vehicles when existing fleet items reach the end of their useful lives.

1. STOCKTAKE

Finance

1.1 The gross visible revenue budget for Transport for Children with Additional Support Needs (ASN) and Social Care Service Users in 2014/15 is £645,000. An annual grant is received from the Charitable Trust of £50,000 to reflect the charitable nature of some of the journeys undertaken by the Transport Service. Depreciation is charged at £50,000 on the assets though no capital has been earmarked for replacement of buses.   **Risk.**

1.2 The budget noted above is described as "visible" insofar as some elements of cost are not coded to these budget headings. Examples of hidden costs include:

- Elements of any grants to Third Sector groups that include an element of transport provision;

- Costs for Staff travel where Service Users are transported; and

- Taxi fares for Adult Social Service Users.

1.3 The gross budget is split as per the diagram below:

Budget 2014/15: £k
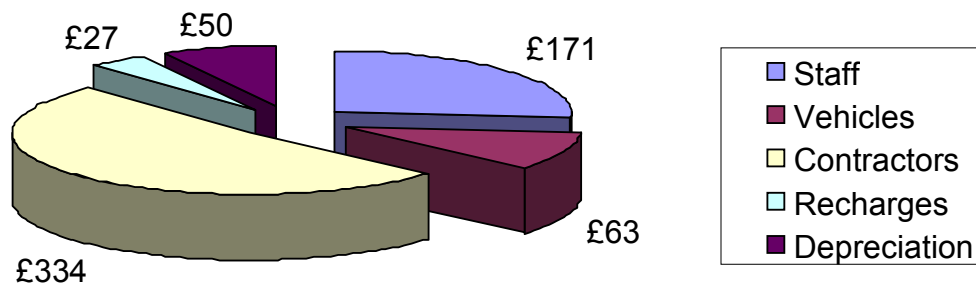
This diagram illustrates that the single largest cost element; £334,000, or 52% of the gross budget, is spent with external contractors, a position seemingly at odds with a Council policy of delivering services using internal resources wherever possible.

1.4   In order to explain this apparent anomaly, it is important to consider the trends in expenditure. The undernoted table shows the actual net outturn position for 2011/12, 2012/13 and 2013/14 as well as the budget for 2014/15:

	2011/12	2012/13	2013/14	2014/15
Total ASN & SC Transport spending	£743,117	£708,354	£670,367	£596,061
Overall reduction 2011-2015				-19.8% £147,056
Contractor spending	£452,371	£434,513	£390,745	£334,027
Contractor spend reduction 2011-15				-26.2% £118,344

1.5   The reliance on the independent sector represents a risk for the Council as the Island's economy is currently buoyant with almost full employment. This fact may lead private contractors to increase prices charged to the Council to levels that the oil and gas industry is willing to pay.   **Risk.**

1.6   An approach to mitigate this risk is to increase usage of the Third Sector and thus support the emerging community transport sector in Shetland. If adopted savings could ensue. If a 10% net profit margin is assumed within the £334k spent with private contractors, then ceasing all use of such contractors could yield savings of £33,400. As part of the Action Planning following this report, these assumptions should be tested and definitive savings targets established.

1.7   In the short term, a wholesale transfer to the Third Sector is unrealistic as the Community Transport sector is insufficiently resourced/developed to deliver these services. As a target, a 20% reduction in private contractor use could be applied and this could save c£7,000. This however would not be the only saving as volunteer drivers would reduce the cost-base of the Community Transport sector delivering services; realistically **a £10,000 saving** could be targeted from simply switching 20% of journeys to the Third Sector from independent contractors.

1.8   In terms of Service Users, the service currently provides transport services for 24 children with ASN and 50 Social Care Service Users (at August 2014). Using a very broad brush approach, the budget spend per users is c£8,000 pa (including Depreciation); this appears high and individual journey outliers should be challenged to assess whether more cost-effective solutions could be found.

1.9   This level of expenditure suggests that innovative schemes, such as the following may prove to be more cost-effective and hence best value:

- paying "buddies" to teach individuals to self-travel; or
- providing families with a vehicle for their private use.

Such innovation is however currently hampered by the disconnection between the decision makers and the budget-holders with a consequent dilution in accountability. **Risk**

1.10   The user numbers mentioned above however may mask hidden demand; a recent Committee report on re-provisioning the Eric Gray Resource Centre[4], notes that the "Council knows of 45 people with learning disabilities who presently do not access day services". Similarly, there is a forecast growth of 20% relating to adult wheelchair users arising from children transitioning into adult social care. **Risk.**

1.11   In considering the current travel contracts, especially in the light of underused Third Sector capacity, the following journeys were noted as exceptionally expensive and it is recommended that consideration be given to replacing commercial with Third Sector arrangements:

- Contract example one: £180 per day including Escort
- Contract example two: £179.99 per day including Escort
- Contract example three: £141.29 per day including Escort
- Contract example four: £124.97 per day including Escort
- Contract example five: £184.57 per day including Escort
- Contract example six: £137.29 per day including Escort.

These journeys alone cost £948.11 per day or just under £200,000 pa if travel is accessed on 200 days.

1.12   In addition to the budget controlled by Transport Planning referenced at paragraph 1.1, the budget and outturns for Community Care controlled Transport for 2012/13 as managed elsewhere within Social Care were as overleaf:

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[4] Report approved by Council 3 July to re-provide the EGRC with a new build option; target 2017 completion.

Type-code	Description	Budget	Outturn	Variance
1470	Travel Costs: Taxis, Ferries & Flights	£47,192	£55,338	-£8,146
1484	Transport Contractor (largely Meals on Wheels)	£130,980	£116,427	£14,553
1486	Transport and Contracted Services	£2,380	£8,035	-£5,655

1.13 Analysing the costs of transport in the preceding paragraphs has shown a lack of overall cohesion in managing the Council's overall Transport service. One team in the Council is planning transport of Social Care Service Users whilst another, the transport of their food.

1.14 On a related issue, a visit to Montfield House showed that the most difficult transport problem faced was not related to Service User travel, due to a sensible self-travel default approach but to a heavy dependence on Taing House for meals and thus daily food-runs. These runs were undertaken by a Handy-person Monday to Friday but were difficult out of hours and at weekends often necessitating taxi reliance, a more costly option. **Risk.**

> *Montfield House, helpfully, has a default policy that Service Users will make their own way to the facility.*

Vehicles

1.15 In addition to the independent contractor vehicles mentioned above, the Council owns and operates five buses – "the blue buses". These buses are aged as follows: 1x 53 plate (2003), 2 x 59 (2009) and 2 x 60 (2010) plate buses (pictured). They are all manufactured by Optare™ and are low floor buses designed to maximise accessibility. Whilst depreciation of c£50,000 per annum is charged against the revenue budget, there are no capital funds earmarked to replace these buses. **Risk.**

1.16   More specific data on these buses:

Reg. Number	Owned/ Leased	Registered (Date)	Purchase Date	Purchase Price (GBV)	Current Mileage (km)	13/14 Maint. Cost
SV53HMA	Owned	31-Oct-03	06-Jun-06	£55,000	207,640	£7,173
YJ59NNE	Owned	01-Dec-09	16-Nov-09	£96,700	61,253	£1,848
YJ59NNF	Owned	01-Dec-09	10-Dec-09	£99,200	52,048	£8,403
YJ60KFY	Owned	01-Sep-10	27-Aug-10	£97,885	10,437 *	£2,701
YJ60KFZ	Owned	01-Sep-10	27-Aug-10	£97,885	77,391 *	£1,676

(* = It is recommended that the routes for these vehicles are swapped to equalize mileages and hopefully reduce maintenance costs and maintain residual values)

1.17   Insurance: The direct cost of buying insurance for Council vehicles was £86.96 per vehicle in 2013/14. This is for Third Party Only cover only and it should be noted that the excess on this cover is £28,000. Any costs for damage/injury to third parties will have to be paid from the Council's insurance fund. In the same way as costs of third party claims up to £28,000, any cost of damage to Council vehicle is paid for from its own insurance fund. The total cost of damage to Council vehicles for 2012/2013 was approximately £44,000 (working out at c£1,300 per vehicle). Third Party costs for 2012/13 came in at around £3,450.

1.18   Blue Bus staffing: the Council employs five Drivers and three Escorts for the Blue Buses. There are currently vacancies for a Driver and an Escort and failure to fill these vacancies will impact on service delivery especially when schools return.   **Risk.**

1.19   The Blue Bus service is scheduled and overseen by Transport Planning; it is also registered under S19 of the Transport Act 1985 which allows not-for-profit organisations such as Councils and charities to charge fares for bus travel on a non-profit basis. This also gives the Council access to Bus Service Operators Grant which is a fuel-based governmental grant.[5].

1.20   The scheduling of these buses is undertaken using Flexi-Route™ software; a package that has significant functionality including a comprehensive suite of standard reports. Unfortunately, at this time, the management information relating to the buses is under-developed and the reports are not populated and hence cannot be shared with Service Users. This fact, though understandable due to resource limitations in Transport Planning, is disappointing as this data could help Departments better

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[5] Bus Service Operators Grant (BSOG) is a grant paid to operators of eligible local bus services and community transport organisations to help them recover some of their fuel costs. https://www.gov.uk/government/collections/background-to-the-bus-service-operators-grant-bsog

understand the nuances of the service and also provide the data to underpin a Business case for any vehicle replacement.   **Risk.**

1.21   Given the foregoing, it is recommended that resource be identified to allow the Flexi-Route™ system output to be optimized as part of a new proactive management information approach.

1.22   In addition to the Blue Buses, the Council's Viewforth and Newcraigielea Social Care facilities both have mini-buses which are presently under-used and expensive to maintain given the modest mileage currently being undertaken; table below illustrates costs and mileage. The under-use is largely a consequence of changing needs and increasing difficulty in finding staff with a suitable D1 driving license and MiDAS training to drive them.   **Risk**

Registration Number	Make/Model (Description)	Purchase Date	Purchase Price	Current Mileage(km)	Maintenance Cost 13/14
BX07XTA	Renault Master MM33 DCI 100 Mini-bus	01-May-07	£25,406	55,284	£1,113
MX56OHN	Volkswagen Disabled Passenger Mini-bus	21-Dec-06	£33,340	81,888	£4,453*

* = Included in the VW costs noted above were exceptional costs namely, replacement brakes, exhaust and clutch, £1,718, a significant cost in 2013/14.

1.23   It is recommended that consideration be given to releasing one or both of these vehicles either completely (yielding a capital receipt to the Council) or offering them to the Third Sector to facilitate the savings initiative noted at paragraph 1.6. **Possible savings £2-£6,000 pa** in revenue running costs.

1.24   It is also recommended that a Business Case be developed to replace the most elderly Blue Bus and to fill the driver and escort vacancies so as to avoid major service disruption.

Social Care

1.25   As with all other Social Care services across Scotland, the Council's Service is facing a number of significant strategic changes which will impact on how services are delivered in the future. In this context, strong and affordable transport arrangements must be put in place to maintain access to services. Also in this context, it is imperative that the current policy/discipline of bi-annual Care Package reviews is maintained. It is recommended that consideration of the transport element of the Care

package is also made bi-annually and recorded along with other case notes. This will avoid any transport arrangements becoming open ended and potentially help support independence rather than creating dependence.

1.26 These changes must be reflected in any transport changes suggested as a result not only of this Review but also in the Council's budgetary provision for transport. In this context, it is noted that a £70,000 reduction in available funds for Social Care transport has been built into the 2014/15 budget and the ramifications of this must be managed very carefully and with due regard to demographic challenges currently being forecast.

1.27 The two most significant national change initiatives, which are shown as key dependencies in Appendix Four, are:

- Integration of adult health and social care. Shetland, with its joint Director appointment, is well placed to manage the impact of this integration but it is vital that those involved recognise the facilitatory nature of transport and don't simply view transport as the Cinderella service in the background and coping with a heavy workload; and
- Personalisation including Self Directed Support (SDS): as a means of offering social care Service Users greater choice in how they receive and pay for services. If transport is deemed to be in-scope of SDS then it is vital that the relevant costings are accurate (so as not to render the residual service non-viable) and that the market is nurtured so that genuine choices and comparisons can be made.

1.28 Self Directed Support (SDS) which came into effect from 1 April 2014 has seen a low take up among services users across Scotland and in Shetland. In summary, the four statutory choices now being offered by the Council to eligible Service Users are:

OPTION	NARRATIVE
1	The making of a direct payment by the local authority to the supported person for the provision of support.
2	The selection of support by the supported person, the making of arrangements for the provision of it by the local authority on behalf of the supported person and, where it is provided by someone other than the authority, the payment by the local authority of the relevant amount in respect of the cost of that provision.
3	The selection of support for the supported person by the local authority, the making of arrangements for the provision of it by the authority and, where it is provided by someone other than the authority, the payment by the authority of the relevant amount in respect of the cost of that provision.
4	The selection by the supported person of Option 1, 2 or 3 for each type of support and, where it is provided by someone other than the authority, the payment by the local authority of the relevant amount in respect of the cost of the support.

1.29   As part of the roll-out of SDS, there is an expectation that the Council will give all suppliers equal support in "market shaping" – this is activity which seeks to give clear choices to Service Users so that they can control more effectively the services they access and the costs thereof. This activity will necessitate the Council getting alongside the emerging Community Transport sector and advertising their available capacity to all commissioners.

1.30   The Council approved Adult Social Care: "Contributing to Your Support" with effect from September 2013. This policy initiative, which introduces charging for certain services, may possibly have application, subject to Elected Member agreement, vis-à-vis the costs of transport provision; it is based on a flat rate user-charge and is not designed to cover costs.[6]

1.31   In contrast to the flat rate charges mentioned above, SDS requires detailed and defensible service-specific costings wherewith to offer choice to Service Users. Given the visibility issues raised from paragraph 1.1, this costing represents a potential risk to the Council.   **Risk**

1.32   In the social care context, there are a number of extant transport arrangements that are inconsistent and appear to have arisen on a reactive rather than planned basis; amongst these are:

- Eric Gray Resource Centre[7] a day centre for clients with learning disabilities and autistic spectrum disorders – heavy current users of transport and this trend is forecast by staff to be increasing;
- Supported employment including to COPE Limited and access to further education opportunities;
- Viewforth House has access to a Council minibus; the service re-design must include a review of its transport needs for this facility and its replacement;
- Newcraigielea and Arheim facilities have allocated Fleet vehicles and some user charges are levied; and
- Ad –hoc, and often very expensive, contracts placed for Service Users in remote areas.

It is recommended that each of the above arrangements be re-considered in the light of the Assisted Travel Policy and changes made wherever necessary.

1.33   The SWIFT™ Social Care Service User database is not currently used to track travel arrangements and also the inclusion of NHS patient identifiers

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[6] Community Health & Social Care will, in the near future, be reviewing CYS, the potential for transport charges could be part of that review.
[7] Report approved by Council 3 July to re-provide the EGRC with a new build option; target 2017 completion.

is only now being rolled-out. These omissions may allow duplicated payments, journeys or payments to occur, a potentially significant risk if SDS take-up levels rise.   **Risk**

1.34   A consistent narrative during the Review from those interviewed suggests that the Council is not always following its own or national eligibility criteria, a situation that causes inappropriate precedents to be established.
                                                                         Risk

Children's Services

1.35   Children with Additional Support Needs (ASN): At 20 September 2013, the Council had 241 Children assessed as either Stage Two or Three Additional Support Needs i.e. requiring a package of additional measures to protect their ability to access and benefit from education.

1.36   This cohort of children represents 7.4% of the total number of children on the school roll (3,246).

1.37   There are no Special Schools for children with ASN in Shetland but there are units at Bells Brae and Anderson High Schools that cater for children with multiple and complex needs. It is in accessing these facilities that most of the travel issues arise. In the context of the Anderson High School facility, it should be noted that there is no separate building for ASN provision in the re-provision plans for the High School when it moves to the Clickimin site. Access and egress arrangements will require to be carefully considered from the outset. Appendix Four shows this and other key dependencies diagrammatically.

1.38   Statutory guidance about home to school journeys is clear but where there are children with ASN the position is less so. Over recent years, in times of financial plenty, it could be argued that there has been over-provision from the Council based on wants and not needs. Such a position is no longer financially sustainable and thus a re-basing to a statutory basis of provision should be considered.

1.39   In the context of the statutory conditions, it is also notable that the Council sets aside the statutory distances for home to school transport in winter months (October to April) and introduces a local 1.5 mile radius wherewith children get free school transport. This policy, interestingly, is also adopted by Orkney Islands Council.

1.40   In addition to re-basing mentioned above, the opportunity should be taken to encourage the development of life skills in children including, accessing public transport and/or walking. This resonates strongly with an emerging theme of this review i.e. "travel not just transport" and also that "not all solutions need have wheels".

1.41   The SEEMIS™ Children's Services Pupil database is not currently used to track and manage travel arrangements. This omission may allow duplicated payments, journeys or payments to occur, a potentially risk.[8]

Risk

1.42   Accessing Travel Assistance for Service Users: over recent years the approach to accessing this travel assistance has been helpfully transformed from the school requesting travel assistance to the parents making the request on an annual basis. This transition allows the Children's Service, where appropriate, to ask the school to discuss with parents whether travel arrangements other than use of school transport as provided is in the best interests of the child or whether an alternative approach may be more beneficial.

1.43   The annual need to apply also sends out a powerful message to parents that transport is not free and that changing circumstances should be recognised. Appendix Seven shows the simplicity of the annual re-application form.

1.44   It is recommended that, to enhance the information flow to parents, the Council should share with them the indicative costs of the service being offered. Indicative costs should be shared as sharing actual contractor costs may give rise to accusations of inappropriate disclosure citing "Commercial in Confidence" concerns.

Strengths Weaknesses, Opportunities and Threats

1.45   The following analysis was compiled during a Workshop involving senior service managers. Whilst it has not been prioritised or moderated a number of key and consistent messages are evident. As part of the Action Planning, the Strengths and Opportunities must be developed and the Weaknesses and Threats addressed.

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[8] Advised by C Horrix that this will be addressed as soon as practical.

STRENGTHS	WEAKNESSES
• Corporate Resources, Systems, Insurance etc • Range of options & resources (finance) • All individuals accessing services will have an assessment of need, albeit transport is perhaps not considered currently (WYFY[9] and GIRFEC[10]) • Motivated and open-minded people • Resourceful communities and teams • Budget Responsible Officers are clear thus there is potential benefits of efficiency and scope to direct resources elsewhere • Current "Rolls Royce" provision • We have a number of different kinds of provision which should (but don't necessarily) enable flexibility • Until recently we have had the ability to make provision without regard to cost • Timed/Scheduled service seems to work well centrally (Lerwick)	• EGRC staff time escorting customers • Visibility of finances/budget awareness of cost of provision • Poor communication • Lack of flexibility including outside set times. Constraints on time. • Availability of drivers • Overall co-ordination – in the Council, who does what? • Bureaucracy and red tape • Political interventions can make application of equitable process/assessment challenging • Review of provision between children and adult services (statutory level of provision changes) • Assessment of need is not linked to provision of transport • Lack of suitable vehicles and D1 Bus entitlement on licences, 1997 onwards • Remote areas cannot replicate Lerwick arrangements • It is expensive and does not necessarily promote independence or resilience or best value • We work too much in isolation and don't seek sufficient joined-up approaches • Lack of clarity around roles • Solutions being addressed in locality or individual service – so no appreciation of the wider picture or better solutions

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[9] WYFY – With You, For You
[10] GIRFEC – Getting It Right For Every child

OPPORTUNITIES	THREATS
- Potential to do things better for the community (less time, responsive, less bureaucracy) - More integration between services and SIC/NHS - Better define areas of responsibility - Self Directed Support & Personal budgets - Charging CYS[11] excludes mobility component of PIP[12]/DLA[13] - WYFY Review can pick up transport issues and eligibility - To work holistically across teams, services, initiatives to create a joined up economic service that meets needs and manages expectations of clients - Make use of the considerable goodwill and skills of members of the community in a more organised way – requires identification of what these are. - Streamline service and avoid duplications with knock-on effect to free up resources that are ultimately already there - Growth planned for Third Sector to build Community Transport resources	- Make the wrong decisions and invite further challenge - Shetland economy is strong thus staff shortages for the council - Lack of budget with regard to service provision. Less finance available to fund services - Increasing numbers of service users – age related/ASN etc. - Increase in demand due to service growth - Decreasing/diminishing resources further savings to be achieved in subsequent years to meet MTFP[14] - Cost of service not best value - If we don't join up the dots to identify a system that is best value and meets our needs, we risk ending up with a service that has its budget slashed, without any forward planning - Incompatible people having to share transport - Isolation - Age of Blue Buses £70k target saving 20% increase in wheelchair use forecast.

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[11] Contributing to Your Support
[12] Personal Independence Payments
[13] Disability Living Allowance
[14] Medium Term Financial Plan

2   ELIGIBILITY & ACCESSIBILITY CONSIDERATIONS

2.1   It is important at the outset of any consideration on Eligibility issues to be very clear who controls this aspect of service provision. To be unequivocal, Service professionals such as Care Managers/Co-ordinators and Educational Officers are the sole eligibility gatekeeper to all Council provided/funded travel assistance. The assessment of need is theirs to control using appropriate statutory and local guidelines. Transport Planning does not have the right to challenge eligibility once it has been determined by Service professionals.

> *Service professionals such as Care Managers/Co-ordinators and Educational Officers are the sole eligibility gatekeeper to all transport services.*

2.2   Notwithstanding the above, the Transport Planning team should no longer be passive in identifying travel arrangements; once Eligibility to travel support has been determined. The availability of a ledger code can no longer be the prime determinant of a particular travel arrangement; all officers must consider how to get best value from such arrangements.

2.3   Once eligibility to travel assistance is determined by Service professionals, Transport Planning takes over and arranges accessibility by offering Service professionals a costed transport solution(s). For clarity, it is the Care Manager/Co-ordinator that determines the chosen solution with due regard to the needs of the Service User. All such care Packages will be reviewed bi-annually to assess continuing needs.

2.4   The key principles which underpin the Council's Assisted Travel Policy, a draft of which is at Appendix Five, are:

- Self-travel as the default expectation of the Council;

- Independence not dependence;

- Choice and control for the Service User;

- Recognition of the duty of care for the Service User, their carer or family; and

- No automatic entitlement to travel assistance in the transition from Young People's services to Adult services.

2.5   In seeking best value, the disconnection mentioned earlier between the decision making around eligibility to travel and the costs of the travel subsequently accessed should be considered carefully. It is recommended that the costs of travel arrangements as well as the monthly

budget monitoring for Transport Planning be shared with Service professionals.

2.6   Transport Planning's role is detailed at section 3 of this report; one aspect of that role is contract compliance; Appendix Six is a Code of Practice for internal and external contractors with responsibility to transport Service Users. Adherence to these minimum standards must be policed and there is a risk that current Transport Planning resources do not allow a sufficient degree of proactivity for this task. Failure to police such issues could lead to the Vehicle Operator Service Authority reporting non-compliance to the Traffic Commissioner with all the adverse publicity; see inset example.

Example:
At the Traffic Commissioner for Scotland hearing, Teejay Travel Ltd, which operates in Arbroath, was found to have not completed safety inspections on time and kept inadequate records.

Risk.

2.7   In considering the current circumstances of Accessibility and Eligibility, it is clear that the linkage between decisions made by professionals and the cost consequences of their decisions is insufficient to engender real accountability. This factor was also raised in the SWOT exercise summarised in paragraph 1.45.

2.8   To address the accountability-disconnect, it is recommended that Transport Planning advises commissioners as to journey-cost options once eligibility under the Assisted Travel Policy has been agreed. In addition, overall management accounting information for the total ASN & SC Transport budget should be shared with Service professionals on a routine basis.

3   MANAGEMENT ARRANGEMENTS

3.1   This Review has identified that there is considerable dubiety and misunderstanding of current arrangements for accessing transport and travel arrangements. This has led to sub-optimal arrangements being put in place. Consistency is now required and a sound and accessible communication of which teams/functions are responsible for what aspects of service.   **Risk.**

3.2   In the interest of clarity, the role and responsibility of Transport Planning (TP), which has very finite resources, is noted in the table below:

OTHER SERVICE OR AGENCY RESPONSIBILITY	TP RESPONSIBILITY
• Assess and approve Eligibility to travel; • "Own" the Service User or identify a Transport budget for exceptional circumstances/Service Users; • Liaison with Service Users vis Eligibility and subsequently Accessibility; • Liaison with Transport Planning to develop appropriate travel solutions; • Meals on Wheels – service and transport management; • Transport of food between facilities e.g. Taing House to Montfield House; • Health journeys – Scottish Ambulance Service or NHS Shetland • Collection and distribution of pharmaceutical products in the community (most notably in care facilities) – Community Pharmacist does this for people in their own homes. • Maintenance of the Council's Fleet • Decision making about Fleet replacement.	• Oversee Accessibility to Travel Assistance once Eligibility has been assessed; • Develop an array of costed travel options for Service Users so that individual or corporate commissioners have choice and control and to heighten accountability; • Develop Blue Bus schedules and routing; • Liaise with the Fleet Management Unit to ensure that there are sufficient vehicles available at any time; • Provide professional transport advice to assist with corporate compliance; • Manage the operational revenue budget of £595k for ASN and SC transport; • Liaise with and offer routes to the Community Transport sector via Voluntary Action Shetland (VAS); • Work with Legal and Procurement colleagues to procure contracted services; • Liaison with contractors regarding contract and legal compliance; • Budgetary control for the £600k visible revenue budget; • Business Case preparation for Blue Bus replacement.

3.3   In order to address the dubiety, it is recommended that consideration be given to developing an SLA between Transport Planning and Services in order to manage expectations and to tie budgets to activity and thus enhance accountability. For clarity, at this time, it is not recommended that Transport Planning becomes any kind of trading entity.

3.4   It is further recommended that Transport Planning should develop a stronger Management Information System by routinely sharing management accounting information on the £600,000 budget at paragraph 1.1 with Children's Services and Social Care decision makers to enhance accountability for their choices.

4   COMMUNICATIONS

External

4.1   Any changes recommended as a result of this Review must be proactively communicated to actual and prospective Service Users in an accessible manner which is consistent with the Council's duty of equality.

4.2   Given the relatively small population of children with Additional Support Needs, a letter to existing Service Users plus a general notice of change on the part of the Council website relating to children with ASN should suffice.

4.3   It is recommended that consideration be given to sharing indicative pricing information with parents to increase their awareness as to the cost of scarce resources.

4.3   The wide range and number of Social Care Service Users will necessitate a planned and carefully considered approach to communication. We recommend that the Council's Communications/Media team have a release ready when the report goes to Committee. This release should re-emphasise the key principles outlined in this report and a positive affirmation that this isn't a new and punitive regime but a restatement and re-affirmation of existing policies.

Internal

4.5   Given the divide between decision makers and those with budgetary responsibility, it is recommended that management accounting information on the travel budgets be shared with Departments on a regular basis to aid shared accountability and forward planning.

4.6   Care should be taken to communicate any changes to policy that have a public impact and why they're necessary to colleagues across the Council so that they have a consistent message when dealing with actual or prospective Service Users.

5   RECOMMENDATIONS

In summary, we recommend the following:

5.1   The formalisation of Transport Planning as the one-stop-shop for transport solutions across the Council; this must however, be suitably resourced as current work-levels prohibit taking on additional duties. It is anticipated that additional resources would pay for themselves in terms of challenging currently expensive journeys and acting as a gatekeeper for all future travel requests.

5.2   The creation of a new subjective ledger code that differentiates between "Staff Travel" and "Staff Travel with a Service User". Finance colleagues suggest the creation of a client travel cost subjective code which would leave all staff travel within normal travel codes. If staff are travelling and incurring costs to meet client needs they would also code their cost to the client subjective code as this would form part of the package which met needs.

5.3   The award of some ASN or SC routes to the Third Sector using VAS as a clearing house for booking; this could usefully start with some consistent and high costs journeys on a "proof of concept" pilot basis. Target saving based on re-patriating 20% of routes set at £10,000 pa.

5.4   In a similar vein to the recommendation above, it is recommended that some of the most expensive current contracted taxi routes be considered for re-allocation to the Third Sector. The six runs outlined at paragraph 1.11 alone cost the Council c£200,000 pa; given the lower cost base of the Third Sector and the lack of profit motivation, savings should be realisable to the Council.

5.5   Release unwanted mini-buses from Newcraigielea and Viewforth – possible revenue saving of £2 -£6,000 pa (depending on how many are released) and realising a capital receipt from selling the vehicles;

5.6   The individual costs of all travel arrangements as well as the monthly budget monitoring for Transport Planning should be shared with Service professionals.

5.7   Develop a Business Case to replace older Blue Bus and fill vacancies in order to avoid service disruption and/or curtailment;

5.8   It is recommended that, to enhance the information flow to parents, the Council should share with them the indicative costs of the service being offered.

5.9   Considerations should be given to developing a high level Service Level Agreement between Transport Planning and the Departments they support so as to manage expectations and be clear about mutual roles and responsibilities.

5.10   The risks noted in this report should be addressed in a systematic and planned manner.

5.11   Two of the 60 plate Blue Buses should have their routes swapped so as to equalise mileages and hopefully reduce depreciation and maintenance costs.

5.12   All current ad-hoc arrangements listed at paragraph 1.32 should be tested against the new Assisted Travel Policy and amended if they are non-compliant. In addition as part of the Care Package bi-annual reviews, the travel assistance should be reviewed at least annually for ongoing appropriateness and need.

5.13   Training and suitable resources should be identified so as to allow Transport Planning to more fully optimise the Flexi-Route™ software for scheduling and proactive information sharing; paragraph 1.21 refers.

PARTICIPANTS & REVIEW CONTACTS

- Neil Grant: Director of Development Services
- Michael Craigie: Executive Manager: Transport
- Elaine Park: Transport Planning
- Simon Bokor-Ingram: Health & Care Partnership
- Clare Scott: Community Care
- Chris Horrix: Children's Services
- Hazel Tait: Corporate Services
- Shelley Humphray: Corporate Services
- Carl Symons: Infrastructure Services
- Ian Jeromson: Infrastructure Services
- Marshall Henderson: Infrastructure Services
- Pauline Howie (CEO: Scottish Ambulance Service)
- Emma Perring
- Nick McCaffrey: Community Care Resources
- Lynne Peart
- Fiona Hillyear: Adult Learning Disability Services
- Robbie Simpson: Community Care Resources
- Teresa Slater
- Jordan Sutherland: Adult Learning Disability Services
- Catherine Hughson (VAS)
- Gussie Angus (VAS)
- Wendy Hand (VAS)
- Stan Semple
- Marion Lacey (Ready for Business LLP)
- June Porter
- Pat Christie
- Cllr Michael Stout
- Connie Russell: Adult Learning Disability Services

STEEPLE ANALYSIS

The under-noted matrix captures the context and associated challenges for the transportation of Social Care Service Users and Children with Additional Support needs (ASN).

SOCIAL	• Ageing population
	
	• Falling resident population of wage-earners
	
	• Fluctuating numbers of children with ASN
	
	• Transient oil industry population – impact on employment levels
	
	• Full employment – difficulty for SIC in recruiting lower paid jobs
	
	• "Wants versus needs" legacy culture
	
	• Nascent/under-developed Community Transport Sector
	    o Ongoing CT Review.
	    o Public Social Partnerships
	
	• Grey Fleet issues – staff travel in own vehicles

TECHNOLOGICAL	• ICT Scheduling systems (e.g. Trapeze, Cleric) – need a proportionate system for a small fleet • GIS, mapping software • Telematics • SWISS™ and SEEMIS™ - use of systems to record activity • Sustainable vehicles (electric v hybrid; ability to access external funding) • Low floor accessible public transport and/or taxis
ECONOMIC	• Affordability & Revenue savings target of £70k in a full year as a minimum • Self-Directed Support readiness for Indicative Budgets? • Lack of capital for vehicle renewal • Future Service Re-provision for Eric Gray Centre and Anderson high School – need to factor transport into considerations – Revenue Consequences of Capital Schemes • Inability to be flexible with Terms and Conditions to attract new employees (especially in the face of full employment)

ENVIRONMENTAL	• More sustainable options than traditional petrol/diesel engine vehicles • Fewer trips hence lower fuel consumed – needs better scheduling • Travel Hierarchy (Walk, Cycle, bus, pool car, own car, taxi)

POLITICAL	• Lack of overall Travel strategy
	• Independence Referendum uncertainty
	• Stance re: taking services arms-length?
	• Need Elected Member buy-in to be consistent with Eligibility and Accessibility Policies
	      o Propensity to "flex" policies thus diluting the force thereof
	      o Winter-specific rules – sacred?

LEGAL	• Type approval needed for non-standard new vehicles • Statutory versus non-statutory obligations • Self-Directed Support Act – into force April 2014 – SIC need for Market Shaping • Lack of drivers with D1 Licences • S19 and S22 Permit issues for Community Transport sector • X-ref to other initiatives with transport-dependencies such as the PSO, new AHS etc • Certificate of Professional Competence – driver training with a September 2014 compliance deadline
EQUALITIES	• Plethora of impacts across 9 Protected Characteristics and across Human Rights • Equity of access to services across a disparate geography • X-ref Choice and Control including SDS

RISKS & ISSUES IDENTIFIED

Using the delineation that Risks are potential events and Issues are real occurrences the following observations have been made:

RISKS	ISSUES

• Para 1.1 & 1.15: No replacement plans and/or capital for Blue Buses.
 	
 • Para 1.5 the Council is over-reliant on the independent sector for transport and current economic conditions mean that prices to the Council may not be optimal in the face of much private oil/gas business.
 	
 • Para 1.10: Latent demand for services; EGRC report signalled 45 users who currently do not access transport services and other intelligence points to a 20% rise in wheel chair users in the short to medium term.
 	
 • Para 1.18 recruitment: as alluded to above given the current economy, there is virtual full employment and thus recruiting for a driver and escort may prove difficult.
 	
 • Under developed SDS market; paragraph 1.28 refers
 	
 • Paragraph 1.30 - Under preparedness for issue of SDS budgets leading to SIC becoming a provider of last resort when money runs out or is mis-spent or when commercial operators let clients down
 	
 • Paragraph 1.2 - Lack of visibility on costs of:
     o Grey fleet
     o Grants to Third Parties/Third Sector for transport
 	
 • Para 2.6 If Transport Planning is to proactively police contract compliance per the Appendix Six Code of Practice, then additional resources may require to be found in the light of current workloads.
	• Para 1.18. Need to recruit a Blue Bus Driver and Escort in difficult employment circumstances
	 • CT Development Programme is slow
	
	 • Para 1.18 and 1.22 the recruitment issue above will be exacerbated by the national shortage of drivers with a D1 license.
	
	 • Para 1.33 There is currently no recording of travel arrangements in SWIFT™
	 • Para 1.09 The disconnect between the decision maker and budget holder may stifle innovation as savings will accrue to someone else's budget.
	 • Para 1.14 Montfield House is struggling at weekends to deliver food from Taing House and often relies on taxis.
	 • Para 1.34 Current Council travel criteria not consistently applied.
	 • Para 3.1 dubiety exists across the Council as to who does what in transport
	 • Para 1.21 there is no Management Information on Blue Buses despite having a fully functional software system with standard report functionality.
	 • Para 1.32 Service Users/Tenants at Arheim are contributing to the use of a Fleet Management Unit vehicle which is coming towards due for replacement yet no forward plans have been developed for a new vehicle.

MAJOR DEPENDENCIES VIS FUTURE PROOFING

The following dependencies require to be considered in any re-design of Travel arrangements in the future.

```
   SELF                                    HEALTH &
 DIRECTED                               SOCIAL CARE
 SUPPORT                                INTEGRATION

                                                      Eric Gray re-
                                                      provisioning
  Market                 ASN & SC
  Shaping                TRANSPORT
                                                      Viewforth re-
                                                      provisioning

  PUBLIC                                 COMMUNITY
 TRANSPORT                               TRANSPORT
  NETWORK                                 CAPACITY
 DEVELOPMENT                              BUILDING

              Anderson High
                School re-
               provisioning
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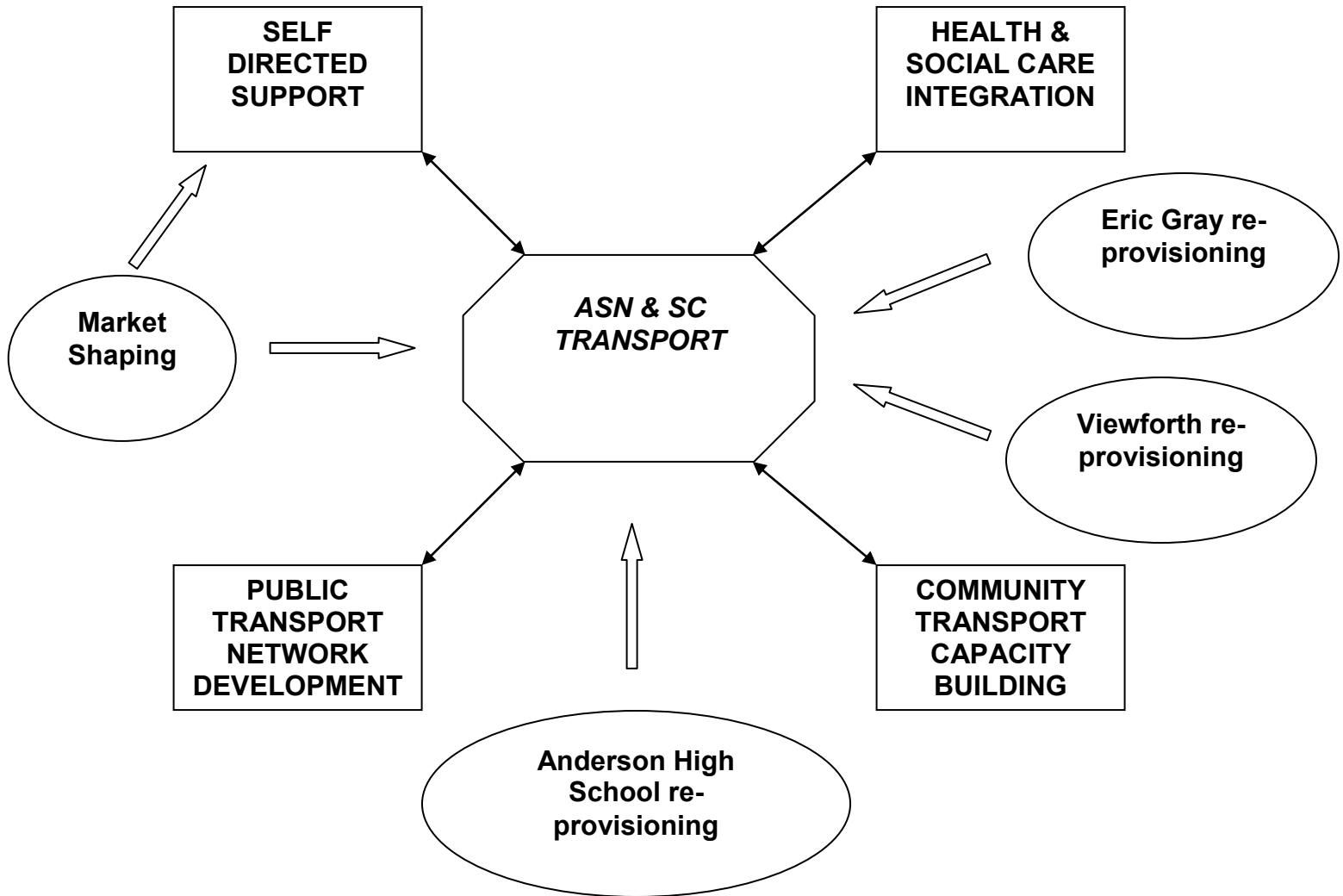
Shetland Islands Council

ASSISTED TRAVEL POLICY

(DRAFT)

Review Date: Approval plus 12 months

INTRODUCTION – HOW TO USE THIS GUIDANCE

There are two important aspects of regulating Travel arrangements – Eligibility to Travel assistance and Accessibility of a suitable Travel solution.

In the Shetland context, the following rules prevail:

- Travel is the key term as not all solutions will involve transport;

- Eligibility – this is determined by Service Professionals such as Social Workers, Children's Services Officers with reference to statute and local Service Policies.

- Accessibility[15] – only when Eligibility has been assessed will the specific Travel arrangements for an individual be determined. Adult Service Users will be offered choices including Self Directed Support Personal Budgets or Council procured services. Accessibility will be determined in partnership between the relevant Department and the Transport Planning Team.

- There is no guaranteed renewal of Travel Assistance when a Young Person transitions to Adult services – a new assessment will be undertaken and subsequently reviewed annually.

This Guidance comprises three flowcharts and an accompanying narrative; Flowcharts One and Two outline the process for assessing Eligibility for Adults and Children respectively and then Flowchart Three outlines how Accessibility will be enacted.

The narrative is intended to demonstrate the legal and practical context for the assessment process.

The Policy in overview is entitled Assisted Travel Policy and it should be approved by Committee and formally reviewed annually.

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[15] Accessibility - The identification of, and arrangements to access, a suitable travel arrangement for those assessed as Eligible for travel assistance from the Council.

FLOWCHART ONE: ADULT SOCIAL WORK SERVICE USER

Community Care Services has a Service User that requires to travel in order to access services.

Young Person previously entitled to Travel Assistance presents to Adult Services.

Is it a Health related journey e.g. access to an Out-Patient or Diagnostic Appointment?

YES → Health Board is required to arrange transport either by Scottish Ambulance Service or own resources.

NO

Care Manager/Co-ordinator applies Eligibility Criteria based on Statute and local Policy and reaches a decision whether Travel Assistance can be provided by the Council.

Decision?

NO → Self Travel arrangements put in place.

YES

Can the Service User Self Travel?
Encourage Independence.

YES → Self Travel arrangements put in place.

NO

Offer the individual the four statutory choices under Self Directed Support.
Own arrangements?

YES → Liaise with individual to ensure that suitable and sustainable travel arrangements are put in place.

NO

Care Manager or Co-ordinator to request appropriate travel arrangements be made by Transport Planning, subject to annual Care Package review – Flowchart Three

FLOWCHART TWO: ELIGIBILITY TO TRAVEL ASN

Annually, Parent/Carer approaches the Council with a request for travel for a child with ASN. Eligibility assessed according to legislation and Policy: Assistance decision reached.

NO →

School or Service Manager liaises with the Parent/Carer to explore alternatives.

Accept the decision?

YES →

Self Travel:
- Public Transport
- Own vehicle
- Other independent means

YES ↓

NO ↓

ASN team in Children's Services request that travel assistance arrangements be put in place by Transport Planning

← **YES**

Parent/Carer can contest the decision and an NHS opinion as to clinical/medical conditions may also be sought.

Successful?

NO →

To Flowchart Three

REVIEW OF ASN & SC TRANSPORT

From Flowchart One & Two
Service User assessed as eligible for Transport by Service professionals:

Referred to Transport Planning to challenge:

Has Service User own transport or a lift?

Yes → Lift accepted or self travel agreed

No

Has Service User a Motability car?

Yes → No SIC travel provision required.

No

Can Service User walk/access buses?

Yes → Refer to public transport info

No

Consideration between Service professionals and Transport Planning about the identified needs of the Service User is and thus TP can offer costed options which may require, by exception, to be adapted to reflect SDS transitioning arrangements:

Arrange Taxi

Arrange Third Sector collection

Arrange ambulance via SAS

Arrange SIC resource

Management Information: Costs, Occupancy, Utilisation and Ledger Codes.

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1. PURPOSE

This section of the Policy outlines the context for offering Travel assistance; it aims to support Social Care and Children's Services professional officers as they assess eligibility for Council support in their travel arrangements.

Once assessed, the Transport Planning function will provide access to transport in a cost-effective, fair and equitable way for those Service Users who have been assessed, by

The aim of this policy is to reflect national and local priorities by promoting:

- Independence rather than dependence
- Prevention rather than just intervention
- Duty of care from Users, Carers and families
- Choice and Control
- Healthy Living
- Improved quality of life
- Dignity
- Access to local accessible services
- Improve Public Protection arrangements, enabling people to live healthier lives in safer communities.
- Build community resilience
- Maintain services for the most vulnerable people whilst addressing financial challenges.
- Support, develop and make the best use our staff.

2. SCOPE

This Assisted Travel Policy applies to all Shetland Islands Council Service Users who have been assessed as eligible for assistance with travel from Children's Services or Social Care either Self Directed or by Direct Provision.

3. RESPONSIBILITIES

Service Providers, Commissioners and Assessors

Service Providers, Commissioners and Assessors must ensure that all Service Users are encouraged and assisted to travel independently and to make optimum use of public/mainstream transport options and their own financial resources.

This is consistent with:

a) The Same as You – Keys to Life

b) WYFY – With You, For You

c) DWP – Personal Independence Payments

d) Self-Directed Support (Scotland) Act 2013

e) The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011

f) The Welfare Reform Act 2012 (DLA to PIP)

g) Duty of Care from Service Users, parents and carers

h) Getting it Right for Every Child (GIRFEC)

i) Children and Young People (Scotland) Act 2014

j) Equalities Act 2010

k) Education Scotland Act 1980

The objective is to maximise independence and use of community based resources while reducing dependency on transport provided by the Council and simultaneously improving community transport links and to support and enable the implementation of the Council's Prevention policy

4 Practice Guidance for Assessors

Those professionals making an assessment will apply the following principles when considering the need for transport:

4.1 Resources from the Council will not to be allocated to meet transport related needs where the individual:

- Is able to walk, uses assisted mobility (motorised scooter, wheelchair aids – although these are only for short distances) either independently or with support from friends, family support worker, volunteer etc., to get to a local community service including college and it is reasonable for them to do so. The willingness or ability of a family member or a carer to undertake this task must be assessed and agreed as part of the assessment process. It is acknowledged and understood that some conditions mean that a Service User's physical or mental ability to do things may fluctuate and this should be reflected in the assessment.

- Receives benefit to facilitate their mobility needs and it is reasonable to utilise the benefit for these purposes (DLA, Personal Independence Payments) unless the benefit is insufficient to meet the need.

- Lives in a setting where care and support is funded by Housing and/or Social Care (Residential Care, supported living schemes, core and cluster, sheltered housing, shared lives). Where Supported Accommodation - individuals hold tenancy / occupancy agreement either paid for by individual or through housing benefit, this should not necessarily bar individual from assessment of travel needs/ allocation for transport.

- Has been provided with a car through Motability® or owns a privately purchased car and it is not unreasonable in terms of distance, timings and other commitments people may have to expect this to be made available.

- Can use public or community transport, such as voluntary transport either independently or with support (family, friend, carer, support worker) to get to and from community activities, which may include college and COPE.

- Becomes temporarily eligible for assistance by virtue of family/carer choices when their permanent circumstances do not qualify for assistance.

- Fails to comply with personal, parental or carer duty of care regulations detailed in Education legislation.

4.2   There is no standard definition of what is reasonable distance/time to access service or activities that meet social care needs. The individual Support Plan will define what is "reasonable" for the individual when considering assisted transport/travel. It is important to consider the nearest local community resource, in the first instance. If longer journeys are necessary the Service User will be matched to the most cost effective option of transport.

4.3   The principle is that wherever possible Service Users should be encouraged to make their own transport arrangements, with staff from Social Care acting as facilitators (Subject to Option 3 & 4 Social Care (Self Directed Support) Scotland Act 2013) – indicating appropriate transport options. Sensitivity will need to be applied to those situations where transport is currently provided and the review/reassessment results in allocation of resources that will not meet current arrangements. A time limited transition period, coupled with an impact assessment, may need to be agreed, in exceptional circumstances

4.4   Where Service Users incur extra expenses related to their disability or mental health this will be considered in their Support Plan.

4.5   The Support Plan will identify and review aspects of Independent Travel Planning – in part or full. In order to learn or regain skills and confidence in

road safety and orientation skills so that they can travel independently and improve other aspects of daily living and socialization skills.

4.6 Where a Service User cannot attend their nearest community activity including college or day support service because there is no placement available the assessor or support planner can make an exceptional case to the relevant Service Manager for additional resources.

4.7 Where a Service User chooses to attend a community activity, college or day support service that is not the nearest any additional cost of transport will be met by the indicative budget. Additional costs may be recovered by invoice from the Service User.

4.8 Where a Service User has no access to their own transport and cannot walk, use assisted mobility (wheelchair/aids) or use public transport, either independently or with support, then the Support Plan should lead to an allocation of resources to meet critical or substantial needs that are adequate to access transport to and from services or activities that meet needs - subject to agreement of Transport Planning.

4.9 Where it is identified that a carer will provide transport it is important that the assessor is able to demonstrate that the impact of this has been appropriately considered in an assessment of the carer's needs. Where it is concluded that the carer cannot provide transport because it would place an unreasonable demand on them, then the assessment may lead to an allocation of resources to meet the critical and substantial needs that can be met by enabling access to transport – subject to agreement of the Transport Planning. Where carers or friends have been identified as being able to provide transport, alternatives arrangements should be detailed in the contingency plan to cover periods where they are unavailable.

4.10 In all other circumstances, provided all transport options have been considered, evidenced and recorded, assisted transport may be used where available. However, this arrangement must be the most cost effective and is subject to an annual review Children's Services or Care Management professionals.

CODE OF PRACTICE FOR THOSE TRANSPORTING CHILDREN WITH ADDITIONAL SUPPORT NEEDS

The following Code of Practice outlines the mutual roles and responsibilities of those involved in the delivery of transport fort Young People with Additional Support Needs.

It applies equally to Council staff and contractors.

It is communicated to a wide range of stakeholders and is accessible on the Council's website for ASN.

SHETLAND ISLANDS COUNCIL

CODE OF PRACTICE

FOR TRANSPORTING YOUNG PEOPLE WITH ADDITIONAL SUPPORT NEEDS

September 2014

1.	INTRODUCTION

1.1 This Code of Practice has been produced by Shetland Islands Council to provide C ontractors, E scorts, P arents/Carers and S chool S taff w ith summary i nformation abo ut the pr ovision o f t ransport for pupils with Additional Support Needs (ASN) and their own responsibilities and duties.

1.2 The Code of Practice is issued to and relevant for:

- parents/carers of all pupils who travel on ASN transport;
- all sch ool st aff i nvolved w ith y oung pe ople w ith addi tional s upport needs; and
- all Contractors/Drivers/Escorts who operate ASN transport contracts

1.3 Young peopl e w ith Additional S upport N eeds who acce ss transport m ay have one or more of the following:

- moderate or severe learning disabilities;
- physical disabilities;
- emotional and behavioural difficulties;
- sensory impairment; or
- medical needs.

1.4 Contractors ar e r esponsible for t aking r easonable c are o f t he p upils in their ch arge. T hese i nstructions concern t he sa fety and su pervision o f passengers on A SN transport co ntracts for ed ucation, and co ntractors must ensure that drivers and escorts are suitably briefed and familiar with these instructions.

1.5 The Co uncil w ill co -ordinate t raining pr ogrammes with r egard t o general disability a wareness, manual h andling, first ai d, sa fety pr ocedures and other related issues. Risk Assessments as appropriate are in pl ace and are subject to annual review. Contractors should be aware that evidence of a ppropriate training w ill nor mally be r equired pr ior t o co ntracts bei ng awarded.

1.6 Contractors are r esponsible for e nsuring su itable ch ild r estraints and/or booster cu shions are pr ovided i n compliance w ith r elevant statute/regulations and Conditions of Contract.

1.7   It is the Contractors responsibility to ensure all drivers and escorts used in the pr ovision o f sc hool/ASN t ransport se rvices hold P VG/Enhanced Disclosure Scotland clearance. The Contractor will be required to produce evidence to confirm all drivers and escorts meet this requirement.

1.8   Drivers must:

- at all times be considerate of their passengers needs and wellbeing;
- take al l r esponsible s teps to ens ure p assenger co mfort a nd sa fety during the journey;
- treat p assengers in a se nsitive m anner ap propriate t o t heir ag e and ability;
- ensure that seat belts are worn at all times;
- ensure that t he nu mber of passengers carried does not ex ceed the number of seat belts; and
- be aware that failure to maintain acceptable timings without adequate reason will be grounds for termination of the contract.

2.   DRIVER CHECKS

2   <u>Before the Journey</u>

2.1.1   Check your vehicle to ensure that there are no defects which could affect th e sa fety of passengers during t he j ourney. R ecord t his inspection even to the extent of recording "Nil Defects" where this is appropriate.

2.1.2   Ensure that all the necessary equipment is on the vehicle, e.g. child seats; booster cushions and/or wheelchair and occupant restraints.

2.1.3   Check that you have a record of the telephone numbers to be used in t he ca se of breakdown, acci dent or del ay e. g. t he number o f Transport Planning t he co ntractor, t he sc hool an d parents/carers. Check that the on-board communication sy stem r emains switched on at all times so that you can be contacted at any time during the journey.

2.1.4   Ensure that the escort (if r equired) i s on-board prior t o pi cking up any pupils.

2.1.5   When picking up pupi ls from sc hool, u nless i nstructed ot herwise, the driver and vehicle should arrive before school finishing time so that the vehicle is parked in position and stationary when pupils are ready to board. D eparture at the e nd of t he school d ay will be 10

minutes after t he o fficial di smissal t ime, or as agreed w ith the school staff.

2.1.6   The dr iver must be av ailable t o at tend any relevant training which would hel p i n t heir under standing and m anagement of pupils with additional support needs (e.g. first aid etc).

2.2   <u>Picking up and Setting down Passengers</u>

2.2.1   Approach each stop with care – do not brake sharply.

2.2.2   When parking up and setting down passengers use only the agreed points. Do not drop off young people other than at an agreed place.

2.2.3   Keep all door s closed unt il y ou hav e br ought t he v ehicle t o a complete standstill.

2.2.4   Wherever possible, the vehicle must draw up close to the pavement on the near side of the road. If a pupil requires to cross the road at this point, they should be taken across the road and placed on the opposite pavement by the escort. Hazard warning lights should be activated during loading and unloading.

2.2.5   Ensure that only you or the escort opens or closes the door. Do not allow the pupil to do this.

2.2.6   If reversing is required, complete the manoeuvre whilst pupils are in the vehicle.

2.2.7   Passengers should b oard or al ight from t he v ehicle onl y from a side-facing door on t he near si de of the vehicle except when they are usi ng l ift eq uipment a t t he r ear o f t he vehicle. D rivers and escorts should be knowledgeable in the safe use of equipment both under nor mal and em ergency si tuations. S uch eq uipment sh ould be supervised at all times when in use.

2.2.8   Before moving o ff m ake su re; that pu pils on b oard ar e s eated, wearing seat belts or (if appropriate) occupant restraints, that doors are pr operly cl osed, that no bag s, c oats, etc. are ca ught i n t he doors, that t he nu mber o f p assengers does not ex ceed t he permitted number and that pupils who have alighted, and any other pedestrians are well clear of the vehicle.

2.3   During the Journey

2.3.1   Drivers should ensure that all doors and emergency exits remain free of any obstructions.

2.3.2   Where child-proof locks are fitted to a vehicle, the locks should be in the 'child safe' position for the duration of the journey.

2.3.3   Drivers should ensure that pupils are wearing seat belts or an appropriate occupant restraint system and that these are suitable for the pupils. In the case of wheelchair users an appropriate occupant restraint (not attached to the wheelchair) must be used in addition to the wheelchair restraints.

2.3.4   The route detailed by the Transport Planning at the start of each school session must be followed except for:

(a)   temporary revisions caused by the absence of pupils;
(b)   revisions caused by the admission of pupils or when pupils leave school; and
(c)   temporary deviations arising from traffic conditions.

Advice on any deviation must be given immediately to the Infrastructure Services (Transport) or Head Teacher (including any change in the pick-up arrangements for escorts).

2.4   Safety in the Case of Accident, Breakdown, Adverse Weather or (in certain circumstances) the Availability of the Parent/Guardian

2.4.1   In the event of interruption to the journey through mechanical breakdown, weather conditions or other reasons, the driver must immediately use the on-board communication system to contact the school and then the Transport Planning giving details of the situation.

2.4.2   In the event of interruption to the journey, the driver must ensure that the passengers remain in the vehicle unless circumstances render this unsafe. In the case of a breakdown/emergency the driver must contact Transport Planning who will arrange alternative transport and assistance as appropriate.

2.4.3   In adverse weather, drivers should use their discretion to decide whether a journey is possible. Journeys should not be started if the driver considers the road conditions to be such that the journey cannot be completed. In all cases, the driver should liaise with schools to keep parents/carers informed.

2.4.4 If, for un avoidable r easons, parents/carers are not at ho me w hen their ch ildren ar rive, t he driver will wait f ive m inutes onl y an d w ill then leave a note using the pro forma supplied and continue on his journey w ith t he ot her y oung per son. I f the parent/guardian continues to be u navailable, the driver m ay be advised t o take the pupil t o a ca re ag ency su ch as the C ouncil's Social C are Department. U nder t hese ci rcumstances, parents/carers will be responsible for collecting their children.

2.4.5 Drivers/escorts must never take pupils home with them.

2.5 Other Requirements

2.5.1 Drivers must not smoke in the vehicle, near pupils or in the school buildings or grounds.

2.5.2 Drivers must carry their Taxi Driver/Private Hire Car licence and ID Badge at all times and show these when requested.

2.5.3 Drivers must ensure t hat d angerous su bstances, animals, or unauthorised p ersons are not c arried i n t he v ehicle or al lowed t o enter the vehicle during the transportation of pupil.

2.5.4 Where there i s no es cort, dr ivers of ca rs and t axis will be fully responsible f or t he op ening and cl osing o f passe nger door s; t his function must not be left to the pupil to perform.

3. ESCORTS

3.1 General Requirements

3.1.1 Escorts are r esponsible f or t he ca re and su pervision of pu pils on the sch ool j ourney, and sh ould w ork with drivers to ensu re t hat pupils are as safe and comfortable as possible.

3.1.2 All esco rts should b e t rained to an ap propriate s tandard as specified by T ransport P lanning. S hould an esco rt f ail t o demonstrate a s atisfactory l evel on competence he/she w ill be replaced.

3.1.3 Escorts should m aintain a co urteous relationship w ith pu pils and parents/carers at al l times and sh ould be a ware of t he i ndividual needs of pupils.

3.1.4 Escorts should report any concerns about the upkeep or safety and reliability of the vehicle to the Transport Planning or concerns about pupils immediately to the Head Teacher. If in doubt, seek advice.

3.1.5 Escorts must not smoke in the vehicle, near pupils or in the school buildings or grounds.

3.2 <u>Before and After the Journey</u>

3.2.1 The driver and/or escort should hold up-to-date lists of children in their care which include normal home phone numbers and an emergency phone number for each child. The information is confidential and must not be left in the vehicle unattended or be disclosed to anyone other than the Infrastructure Services (Transport) staff, school staff or the operator/driver.

3.2.2 The driver and escort should be aware of the individual needs of each child such as specific seating requirements, medical or behavioural difficulties. Advice on the individual needs of pupils should be obtained from the Head Teacher and/or parents/carers. The escort should notify the school of any difficulties or changes.

3.2.3 The escort should meet and board the vehicle before the first pupil is collected either from home or from school and only leave the vehicle after the last pupil has been dropped off.

3.2.4 The escort is responsible for the direct supervision of the children and must remain on, or within, the immediate vicinity of the vehicle at all times, while passengers are on board.

3.2.5 Upon arrival at the child's home or the education establishment, the escort should assist the passenger to alight from the vehicle before handing responsibility over to the nominated responsible adult.

3.2.6 At the end of the journey, on no account should a passenger be left either alone or with an unauthorised person.

3.2.7 If, for unavoidable reasons, parents/carers are not at home when their child arrives, the driver will wait five minutes only, before continuing on the journey with the other children. If the parent/guardian continues to be unavailable, the driver will be advised to take the child to a care agency such as the Council's Social Care Department. Under these circumstances, parents/carers will be responsible for collecting their child. Drivers/escorts have been instructed never to take children home with them.

3.2.8 Drivers and escorts shall never agree to carry money for passengers between home and school/other Council facility. Should a child be required to take money to school, the parent/carer should put the money in a sealed envelope in the child's bag with written instructions on the envelope for school staff. NB: the development of cashless systems should ultimately negate the need for pupils to bring money to school in this way.

3.2.9 Where medication is in use by pupils, arrangements must be made for it to be handed to school staff by parents/carers; drivers and escorts shall have no involvement with passenger medication at all.

3.2.10 Should any pupil be involved in any minor accident on school transport, it will be the responsibility of the escort/driver to ensure that the Head Teacher is informed; on homeward journeys parents/carers should be informed. Infrastructure Services (Transport) should also be informed of all accidents.

3.2.11 Escorts must ensure that no unauthorised person or any animal enters or travels in the vehicle.

3.3 <u>Picking Up and Setting Down Passengers</u>

3.3.1 The escort must be familiar with the normal and emergency use of the passenger lift where pupils are conveyed in wheelchairs. The instructions given during training must be followed at all times.

3.3.2 Wherever possible, lifting must be avoided. In certain circumstances, lifting will be essential, for example, where a child is to be transferred to a vehicle seat. Escorts should wear clothing which does not hinder this. Manual handling training will be given in lifting and this must be followed.

3.3.3 Escorts must report to the Head Teacher any absences or reasons for absence if these are known.

3.4 <u>Seating Arrangements</u>

3.4.1 In vehicles fitted with safety belts, occupant restraints or harnesses, the escort must ensure that these are correctly and securely fastened around the pupil.

3.4.2 The escort must follow advice given about seating requirements, restraints and harnesses. Any concerns about pupil safety in relation to their seating should be passed to the Transport Planning.

3.4.3   All pupils in cars, taxis, minibuses and coaches must wear a seat belt or, in the case of wheelchair users, an occupant restraint. In all cases a seat belt or occupant restraint appropriate to the pupil's size must be used, including, if necessary, the use of booster cushions.

3.4.4   Where a pupil is transported using a harness or other restraint, these should be correctly secured and fastened before the vehicle moves off. The escort should be familiar with the correct and safe use of equipment used.

3.4.5   Where pupils are transported in wheelchairs, these must be secured in a forward facing position (or rear facing) but never sideways as they have little lateral strength. The wheelchair should be secured using either clamps or four point restraints if clamps are unsuitable. In addition to this, an independent occupant restraint must be used. Trays and unpadded pommels should be removed and safely and securely stowed.

3.4.6   Unless allocated to care for a particular pupil, an escort should sit where it is possible to keep all pupils in view at all times.

4.   SCHOOL STAFF

4.1   In the case of passengers with ASN, school staff will be expected to pass on any appropriate information to the escort/driver which will help him/her to better carry out his/her duties and responsibilities.   This information could include short term medical and /or behavioural issues.

4.2   Any messages received from the parent during the day concerning transport arrangements, absences, changes to the responsible adult who will meet the pupil at home etc should always be passed on to the escort/driver.

4.3   Should a transport vehicle fail to arrive, staff should contact the Contractor, in the first instance. Transport Planning should also be informed and, in addition, they should be made aware of problems with the transport provision.

4.4   School staff will be expected to take passengers to and from the vehicle and do any lifting that may be necessary. The duty to take children on and off the bus rests with the escort and driver.

4.5   Where problems are identified with seating, restraints etc, or other transport issues, staff should contact Transport Planning for advice.

4.6   School st aff ar e r esponsible for ensu ring t hat p arents/carers are m ade aware of any br eakdowns or acci dents, si gnificant c hanges in t ransport times in emergencies, absconding of pupils from transport etc.

4.7   School st aff ar e r esponsible for ensuring t hat Transport P lanning ar e informed of any ch anges of a ddress of pu pils or o ther c hanged circumstances (for example, a child leaving school) which affect the home-to-school t ransport. It is important t hat T ransport Planning is informed of any ch anges as early as possible. E xcept i n exceptional ci rcumstances, every effort will be made to provide seven working days' notice.

5.   PARENTS/CARERS

5.1   If t he ch ild w ears a har ness ot her t han t hat fitted i n t he v ehicle, parents/carers must m ake su re t hey are w earing i t co rrectly b efore t he vehicle arrives.

5.2   Parents/carers must t ake t heir c hild t o t he normal st opping place at t he agreed time.

5.3   It is the responsibility of the driver/escort to take children on to and off the vehicle.

5.4   If a child requires to be lifted it is the responsibility of the parent/guardian to lift their child on to the vehicle in the morning and off the vehicle at the end of the school day.

5.5   Parents/carers must m eet children at t he nor mal stopping places at the agreed times.

5.6   If parents/carers will not be at home when a child is due home, they must inform t he dr iver/escort in the morning t elling hi m/her who w ill m eet t heir child at home that afternoon. This information should also be confirmed to the sch ool. I f a ch ild i s to be r eturned t o a place ot her t han the n ormal stopping pl ace, t hen par ents/carers will be r esponsible for making alternative transport arrangements. In such circumstances both the escort and t he sch ool must be notified, in w riting i n t he morning t hat t he us ual transport w ill not be r equired hom e from sch ool t hat a fternoon. Parents/carers should al so pr ovide details of t he arrangements w hich have been made.

5.7   If, for u navoidable r easons, parents/carers ar e not at home w hen t heir child arrives, the driver will wait five minutes only before continuing on the journey w ith t he other ch ildren. If t he par ent/guardian co ntinues t o be unavailable, the driver may be advised to take the child to a care agency

such as the C ouncil's Social C are D epartment. U nder t hese circumstances, parents/carers will be responsible for collecting their child. Drivers/escorts have bee n i nstructed nev er t o t ake ch ildren h ome w ith them.

5.8   Any messages to school should be written not oral where this is possible.

5.9   Children's possessions should be contained i n a na med b ag w herever possible.

5.10   Should parents/carers have any cause for concern about the operation of the contract they should contact Transport Planning as soon as possible.

5.11   Any co ncerns o n e ntitlement t o transport w ill be discussed w ith staff a t Schools Service.

6.   EMERGENCY PROCEDURES

6.1   Should a ny passe nger r equire ur gent medical assi stance w hilst being transported, the pass enger co ncerned w ill be made as comfortable as possible, and the driver will take the passenger to the nearest point where help w ill be av ailable. T his could ei ther be back to sch ool, t o t he passenger's home base or t o t he ne arest Medical C entre (whichever i s closest). If necessary, the other passengers will remain on board until the sick passenger is delivered to an appropriate responsible person. If other passengers are delayed because of the emergency, contact will be made with the home base as soon as possible with an explanation of the reason for the delay.

6.2   Parents/carers will be adv ised by the driver/school staff of any medical or serious incident w hich i nvolves their ch ild on t he bus on t he day t hat incident occu rs. I n all ca ses of i ncident or acci dent, t he a ppropriate reporting pr ocedures must b e adh ered t o in t erms of ot her officials who may need to be notified in the circumstances, i.e. Transport Planning who will then notify others as appropriate.

APPENDIX SEVEN

SHETLAND ISLANDS COUNCIL
SCHOOLS SERVICE
Additional Support Needs Transport
Requirements Request Form 15/16.

Requested Start Date ....

Parents or guardians should complete this form annually if they wish to request school transport arrangements for the next school session that are additional or different to those provided for their location .e.g.

- *Arrangements for transport of a wheelchair*
- *An escort during travel to and from school*

Please note

- *We can make arrangements only to and from the address for which your child is registered on the school roll.*
- *There is no automatic right to transfer of transport assistance when your child moves from Primary to Secondary School,*
- *The authority is not required to make transport arrangements when your child attends a school that is not the catchment school because of a placing request made by you.*
- *The authority reserves the right to ask you for proof of your child's disability*

***Please return to the school office by** .*

Pupil			Class	Date of Birth
School				

Home Address		Home phone number	
		Mobile phone number	
		Email	

Is the pupil attending school full-time? Yes / No
If they are *not* attending full time, please supply times of attendance below

Mon	From	To	**Thurs**	From	To
Tues	From	To	**Fri**	From	To
Weds	From	To			

Please give additional information if pick-up and set-down will be <u>regularly</u> to a different address to the one above for any day of the week because of respite care arrangements.

Distance from home to school
Location of nearest pick-up point for school transport to school / to Lerwick schools
Do transport requirements include a wheelchair? Yes / No
Is individual supervision required? Yes / No
Other relevant information

Name of parent/guardian	Signature Date
FOR OFFICE USE ONLY	