Shetland
Islands Council

REPORT

To: **Executive Committee**   **3 February 2004**

From: **Head of Organisational Development**

Report No: CE-02-F

**Corporate Plan 2004-08 and Implementation
Community Planning Framework**

1   Introduction

1.1   This report presents the final Corporate Plan, 2004-2008 for approval and adoption. This follows consultation with partner organisations.

1.2   This report also provides recommendations for publication and distribution.

1.3   Recommendations for successful implementation are also made.

1.4   This report also presents 'Together – Shetland, Shetland's Framework for Community Planning', for working together and with communities, for approval and adoption.

2   Background

2.1   The Corporate Plan outlines the Council's priorities for 2004-2008; the key actions the Council is going to take to deliver on these; the way in which it will organise its business and administration for successful implementation; as well as commitments to staff.

2.2   Council approved the draft Corporate Plan 2004-2008 last cycle, with minor amendments, for consultation with stakeholders (Minute Ref 167/03).

2.3   This draft Plan has since been sent to partner organisations of the Community Planning Board, as key stakeholders, inviting comment: namely NHS Shetland Board, Shetland Enterprise Co Ltd, Association of Shetland Community Councils and the Northern Constabulary. The Plan was also debated at the Community Planning Board on 19 January 2004.

2.4   The Corporate Plan provides a means to openly steer and shape the way in which the Council wishes to take forward its business, within the local Shetland context. However, it does not attempt to address all of the activities and issues that come

with the remit of a local authority, but rather to provide that activity with strategic direction.

2.5 In order to ensure this is achieved effectively it is therefore crucial to develop a plan to ensure its successful implementation.

2.6 The draft Community Planning Framework was presented to Executive Committee on 21 October 2003 for feedback and comment (Minute Ref 27/03). After consultation with stakeholders, the Community Planning Board approved it on 1 December 2004.

2.7 It provides a broad, overarching framework within which organisations can continue to improve the delivery of public services best suited to the needs of individuals and communities throughout Shetland.

2.8 Both documents have been presented to Executive Committee in draft form recently. Any changes since these times have been minor. Copies are available in the Members room and on the Intranet.

3   Proposals

3.1 It is proposed that Executive Committee recommend the approval and adoption of the Corporate Plan 2004-08 for approval and adoption by Council.

3.2 It is proposed to publish the Plan by the end of February, as a colour 16-page 21x21cm booklet. The Marketing Section of the Economic Development Unit is working to provide current pictures for inclusion within the Plan.

3.3 It is proposed to distribute the Plan widely to staff, organisations, agencies, public venues, communities and community groups throughout Shetland.

3.4 A planned method to ensure the successful implementation of the Corporate Plan is attached as Appendix A. This covers finances, consistent planning and action, capacity building, performance management, communication, and workforce.

3.5 It is proposed that Executive Committee consider and comment on these methods for implementation. Once approved an Action Plan to deliver on these methods and the priorities will be established and brought to the next cycle of meetings. This will include designating responsibility for each priority to the appropriate Councillors and senior officers.

3.6 It is also proposed that Executive Committee recommend the approval and adoption of the Community Planning framework to Council.

4   Financial Implications

4.1 It is anticipated that implementation of the Corporate Plan will be accommodated with existing budgets. In addition it provides overall guidance to continuous improvement in the effectiveness and efficiency with which the Council delivers services to the public.

4.2 The cost of publication and distribution is to be met within approved budgets within Organisational Development.

5 Policy and Delegated Authority

5.1 The Executive Committee has within its remit to advise and make recommendations to the Council on the "co-ordination of policy and planning", however, it does not have within its remit authority to change policy. The Corporate Plan and Community Planning Framework, as principle policy documents, therefore require approval by Council.

6 Conclusions

6.1 The Corporate Plan provides an essential reference point in determining and agreeing priorities and the basis for better communication with the community and the Council's staff. It sets priority for action within that of the Community Plan. And it provides a context from which service plans can develop specific service priorities and deliver on continuous improvement.

6.2 One aspect of ensuring successful implementation is to publish and distribute widely. However, successful implementation also requires planned and timely actions covering finances, consistent planning and action, capacity building, performance management, communication, and workforce.

7 Recommendations

I recommend that the Executive Committee recommends to the Council that:

7.1 It approves the Corporate Plan 2004-2008, subject to agreement of any changes as a result of comment from the Community Planning Board and partner organisations.

7.2 It approves the method for publication and distribution.

7.3 It approves the proposed methods for implementation.

7.4 It approves the Community Planning Framework.

13 January 2004
Our Ref: JS/JJ   Report No: CE-02-F

Executive Committee - Tuesday 03 February 2004
Agenda Item No. 01 - Public Report

Implementing the Corporate Plan

Section 2 of the Corporate Plan provides an overview of how the Council intends to organise its business and administration to make sure the Community and Corporate Plans are implemented successfully.

This paper provides detailed methods for this implementation.

FINANCES
Ensuring we manage our financial resources so we can sustain the services we want to provide and help develop our economy:
- Revenue budgets will be kept within agreed limits and the Councils Capital programme aligned with available funds; and
- Making sure revenue budgets will be contained within the limits of our annual and long-term budget strategy.

CONSISTENT PLANNING AND COMMITMENT TO SUSTAINABLE DEVELOPMENT
Making sure all our planning and decisions focus on delivering our priorities:
- Requiring all Council reports, service plans, strategies and policies to explain how the service works within and towards the corporate and community planning framework and priorities from 2004; and
- Ensure service planning is in place by 2004.

CAPACITY BUILDING
Developing the capacity of Councillors and Officers to work towards these aims through effective development programmes:
- Assigning responsibility for each of the priorities to a Councillor and lead officer, to take on responsibility for implementation and monitoring;
- Increase understanding and incorporation of the Community and Corporate Plans into Members and Officers day-to-day work, by establishing toolkit and training by June 2004; and
- Ensure all service managers, or equivalent, have participated in the Community Planning Capacity Building Training within two years.

PERFORMANCE MANAGEMENT
Challenging target setting, frank and honest performance review and informed re-planning of how we deliver best value services, will become the normal business process of the Council:
- Establishing SMART objectives in relation to the Council's priorities;
- Ensure systems of meaningful target setting, monitoring and operation are in place within two years for:
a. Community Planning
b. Corporate Planning
c. Departments
d. Services;
- Increase understanding and incorporation of best value into Members and Officers day-to-day work, by establishing toolkit and training by April 2004;
- Make sure the Education best value service review is finished by mid 2004 and its agreed recommendations implemented;

- Ensure a full programme of best value service reviews that covers the whole Council is in place by April 2004; and
- Develop the organisation into one in which best value becomes engrained within work practices on a day-to-day basis.

COMMUNICATION

Communication will be improved both within and outwith the organisation:
- Informing staff about the corporate plan and what it means;
- Deliver and monitor the Communications strategy and actions;
- Update the Guidelines for Consultation every two years;
- Continue to promote and provide Engaging and Consulting Communities Training; and
- Work with Community Planning partners to develop a robust mechanism for engaging with communities.

WORKFORCE

To develop the workforce into one which is motivated and highly capable:
- Staff development programmes;
- Modernisation of Human Resource policies;
- Performance review;
- Clear commitments by the Council to its staff; and
- Clear expectations of the staff to the Council and customers.

TOGETHER – SHETLAND

Shetland's Framework for Community Planning

For Working Together and With Communities

Across Shetland

Foreword
Mrs E Fullerton, Chairperson of Community Planning Board

Shetland is a great place to live: safe, exciting, dramatic and beautiful. It has one of the highest standards of public services in the country. There are, for the majority of the inhabitants, opportunities to pursue education and jobs; to participate in sport, music and arts; and to enjoy nature first hand, both on land or sea. However the current challenge is to ensure these opportunities are maintained and made available to all who wish to participate.

Community Planning is a legal duty of many public agencies in Shetland. It is initiated by the Council. The main purpose of the Community Planning Board is to provide overall direction to improving the quality of life in Shetland and on the development and delivery of services. We, as a community, have very high expectations. This is commendable. However there are indications that Shetland will experience changes over the next decade that could affect life as we know it today. A downturn in the economy is forecast and environmental changes may be contrary to maintaining our pristine environment. Along with the rest of Scotland there is evidence of an ageing and declining population; this will put extra demands on many public services and reduce the available workforce.

Nevertheless, it is often the case that out of adversity comes innovative solutions. This has been true of Shetland in the past. The high aspirations and strength of identity of the Shetland community, along with the strong position we are in at the moment means that organisations and individuals are well placed to agree a vision for the future.

Community Planning is about enabling Shetland to remain a place people are proud of and wish to live; offers worthwhile and satisfying jobs; where people are safe and well cared for as necessary; and where all enjoy a clean and exciting environment where they can develop natural abilities or new skills and interests; and where they are a part of the whole community.

This requires trust and partnership between agencies and the people of Shetland. We have many excellent examples of how this has worked in the past; finding local solutions to our local problems. However, we must work carefully to ensure that all communities and individuals have a voice and that all organisations are involved in planning for the future. That is one of the tasks of the Community Planning Board and the reason for this draft Community Planning Framework. We need your views and ideas if we are to maximise life in Shetland together.

Contents

Shetland's Vision

To be a sustainable and self-sufficient community where everyone works together towards the same goals. Our vision is to ensure the long-term vitality and well-being of Shetland; a place where:

- Our economy is prosperous, competitive and diverse;
- Our society is vibrant, healthy and safe, and one in which everyone is able to take part;
- Our outstanding environment is conserved and enhanced; and
- Our unique cultural identity and spirit is celebrated and promoted.

A key approach is to maintain and strengthen the population of Shetland, particularly in rural areas.

Shetland's Aims

Economic Element
- To maintain and improve the prosperity of Shetland, by making sure businesses, communities and individuals reach their full economic potential; particularly at this time, when we cannot be sure of Shetland's future economy;

Social Element
- To make sure all individuals, groups and communities have equal access and opportunity to a healthy, safe, active and vibrant society;

Environmental Element
- To ensure that Shetland's environment remains of high quality, with its distinctive landscapes, habitats and species conserved and enhanced, and the community's environmental footprint reduced;

Cultural Element
- To make sure Shetland keeps its distinctive character and works for excellence in everything it does.

Our Principles

As agencies in Shetland, we provide a variety of public services. We will work together to make these services better, and more suited to the needs of the people of Shetland.

Therefore, at all times, we will:

- **Work together:**
  - To ensure we are accountable in the tasks we set ourselves;
  - In an open way;
  - Within a joined-up framework for drawing together all our different initiatives;
  - To remove any overlap in our services; and
  - To achieve more than the sum of our parts.

- **Talk and Listen to Communities:**
  - By making sure local communities and groups all have an equal voice;
  - Making sure children and young people are included; the future of Shetland is dependent upon them;
  - In order to learn more about the needs and desires of Shetland, so that we can adapt our services to meet these;
  - In a way which will make clear how we intend to engage with communities; and
  - Encourage people to take part in this debate.

- **Work to Make sure that Services give value for money, and are appropriate to Shetland circumstances:**
  - Not compromising the future for the sake of the present;
  - Making sure that services are designed around and centred on the people who are using them;
  - Continuing to improve;
  - Learning from past experience and taking advice from others; and
  - Being clear about how we will achieve our work from the start, and open about our plans.

Shetland's Priorities: the Shetland Model

Economic Element – Promoting Sustainable Economic Development

- Market Shetland - its environment, culture and products;
- Make sure everyone is able to develop skills in Shetland, which match jobs and opportunities.
- Make sure everyone in Shetland is able to afford efficient transport and telecommunication links. These will be of high quality and will support economic and community development;
- Develop the economy of Shetland; keeping and creating jobs without continuing to depend on a few industries;
- Develop the economy of rural areas, so that rural communities remain and/or become places where people can live and work with good career prospects.

Social Element – Benefiting People and Communities

- Make the health of the Shetland population better, especially for those with poorer than average health.
- Make sure that everyone in Shetland, no matter what his or her needs, is treated in a fair way;
- Make sure everyone is able to take part in all activity, if they choose;
- Encourage people to take part in their communities and groups.
- Enable people to make the most of themselves and their talents.
- Make sure everyone is safe and is able to feel safe;

Environmental Element – Looking After Where We Live

- Protect and enhance Shetland's unique and distinctive landscape, especially its archaeology, buildings and natural environment;
- Protect these unique resources by making sure they are used carefully, that the negative impact of activity is minimised and the efficient use of energy is ensured;
- Ensure people and businesses make as little waste as possible. Any waste should be re-used, recycled or recovered before careful final disposal;
- Protect and enhance the numbers and diversity of plants and animals;
- Provide Shetland's scattered communities with sustainable and easy to use systems of transport.

Cultural Element – Celebrating Shetland's Personality

- Respect Shetland's cultural identity: by promoting, celebrating, contributing and supporting its diverse cultural traditions, heritage, creativity and activity;
- Provide locally appropriate solutions to address national priorities;
- Set excellent standards for services, lifestyle, outlook, products and people;

For Targets in relation to these Priorities, see Appendix C

APPENDIX A
Roles and Responsibilities

The Community Planning Board's primary role is to provide leadership to the overall direction and delivery of services best suited to the needs of individuals and communities throughout Shetland.

This requires the Board to be able to assess the overall picture across all agencies, all aspects of service delivery and all facets of Shetland life. In order to help pull these strands together, a framework has been developed within which Shetland can develop over the next 10 years. This framework will be adopted by the Board to sponsor positive action and ensure the monitoring of targets at the highest level, in such a way as to ensure sustainability and well-being for the community of Shetland.
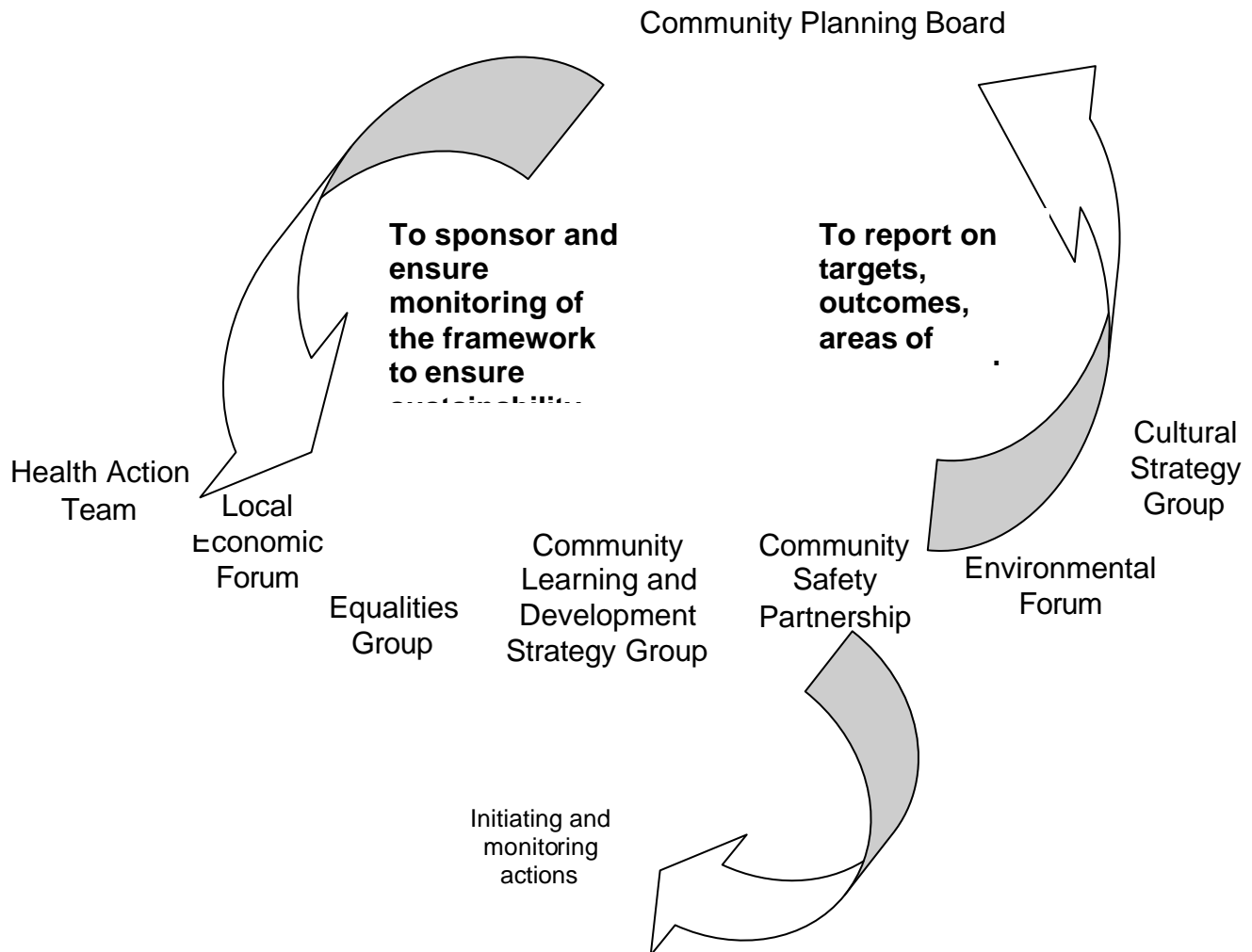
A number of cross-agency strategic groups have been designated responsibility by the Board for particular priorities; implementing actions to achieve these and undertaking detailed monitoring. The timely flow of information to and from the Board is crucial to this process. These groups report to the Board on progress against targets every six months, also providing detail about specific issues, good practice and where the Board could assist with progress. This enables the Board to establish an overall view across Shetland and assess whether any advice or action is required by the Board to ensure activity is amended, progressed or halted. At times, this will require the Board to work together to find solutions to problems and to difficulties occurring between partner agencies.

Agencies and organisations are widely represented on these strategic groups, which act as umbrellas for a range of other groups. These groups are responsible, along with specific agencies, for initiating and monitoring actions to achieve Community Planning priorities.

Activities may therefore be initiated and ongoing, to achieve one or more of these priorities. However, to ensure a balance between the four elements of the Shetland Model, in recognition of the links that exist between all priorities, activity is undertaken with the intention of working towards all priorities. Therefore all other plans and strategies, including the core corporate and operational plans of the partner organisations, will increasingly be developed within this framework. Only then can Shetland, together, ensure the social, economic, environmental and cultural well-being and sustainability of the Shetland community.

It is recognised that Shetland is not static; therefore neither should the framework. Feedback loops will ensure changes will be made as and when appropriate. However, an overall review of the framework will be undertaken every two years.

Members of the Board, in sponsoring implementation of this framework, additional projects and supporting projects, have responsibilities to both the Shetland community and the partner organisations which they represent.

Community Planning Board

To sponsor and ensure monitoring of the framework to ensure ~~sustainability~~

To report on targets, outcomes, areas of .

Health Action Team

Local Economic Forum

Cultural Strategy Group

Equalities Group

Community Learning and Development Strategy Group

Community Safety Partnership

Environmental Forum

Initiating and monitoring actions

All Other Plans and Strategies, including the core corporate and operational plans of the partners organisations and implementation groups.

APPENDIX B
Our Actions - The Framework

The framework of aims and priorities has been developed from national and local themes and priorities as a means of directing, co-ordinating and, where appropriate, rationalising initiatives and groups within Shetland. Responsibility for initiating actions is clearly designated:

	Element	Priorities	Direct Responsibility	Targets and Monitoring (status to be reviewed March 2004)
CP1	Economic	Market Shetland – its environment, culture and products	Local Economic Forum	2012 Strategy
CP2	Economic	Make sure everyone is able to develop skills in Shetland, which match jobs and opportunities	Local Economic Forum (LEF)	Under Development Targets to be set by March 2004
CP3	Economic	Make sure everyone is able to afford efficient transport and telecommunication links. These will be of high quality and will support economic and community development.	Local Economic Forum	Under Development Targets to be set by March 2004
CP4	Economic	Develop the economy of Shetland; keeping and creating jobs without continuing to depend on a few industries.	Local Economic Forum	2012 Strategy
CP5	Economic	Develop the economy of rural areas, so that rural communities remain and/or become places where people can live and work with good career prospects.	Local Economic Forum	2012 Strategy
CP6	Social	Make the health of the Shetland population better, especially for those with poorer than average health.	Health Action Team	Targets to be set by March 2004
CP7	Social	Make sure that everyone in Shetland, no matter what his or her needs, is treated in a fair way.	Equalities Group	Under development Targets to be set by March 2004
CP8	Social	Make sure that everyone is able to take part in all activity, if they choose.	SIC's Community Services Strategy Group	Social Justice Milestones Targets to be set by March 2004
CP9	Social	Encourage people to take part in their communities and groups	Community Learning and Development Partnership	Under development Targets to be set by March 2004
CP10	Social	Enable people to make the most of themselves and their talents.	Community Learning and Development Partnership	Under development Targets to be set by March 2004
CP11	Social	Make sure everyone is safe and is able to feel safe.	Community Safety Partnership	Under development Targets to be set by March 2004
CP12	Environ- mental	Protect and enhance Shetland's unique and distinctive landscape, especially its archaeology, buildings and natural environment.	Environmental Forum	Under development Targets to be set by March 2004
CP13	Environ- mental	Protect these unique resources by making sure they are used carefully, that the negative impact of activity is minimised and the efficient use of energy is ensured.	Environmental Forum	Under development Targets to be set by March 2004
CP14	Environ- mental	Ensure people and businesses make as little waste as possible. Any waste should be re-used, recycled or recovered before careful final disposal.	Environmental Forum (via O and S Waste Strategy Steering Group)	Orkney and Shetland Waste Strategy

CP15	Environ-mental	Protect and enhance the numbers and diversity of plants and animals.	Environmental Forum (via Living Shetland Steering Group)	
CP16	Environ-mental	Provide Shetland's scattered communities with sustainable and easy to use systems of transport.	Environmental Forum	Under development Targets to be set by March 2004
CP17	Cultural	Respect Shetland's cultural identity: by promoting celebrating, contributing and supporting its diverse cultural traditions, heritage, creativity and activity.	Cultural Strategy	Under development
CP18	Cultural	Provide locally appropriate solutions to national priorities.	Community Planning Board	Under development
CP19	Cultural	Set excellent standards for services, lifestyle, outlook, products and people.	Community Planning Board	Under development

The Shetland Model covers the traditional elements of sustainability: balancing and linking economic, social and environmental priorities to ensure a sustainable future for Shetland.   It also includes a cultural element, recognising the importance of Shetland's distinctive culture.   It is not restrictive, enables innovation and includes a feedback mechanism, whereby the Board are able to consider and refine the Model in light of new information. A checklist against which services and policies can be measured and assessed is at Appendix D.

Our Actions   - Additional Projects

In addition to providing leadership to the overall direction and delivery of public services, the Board will be initiating a number of specific projects, which will form a crucial part of the Community Plan. For example: to maintain and increase the population of Shetland; promote Shetland as an attractive place to live and work; ensure the regeneration of fragile communities, including through decentralisation; and to improve the integration of transport links.

Those projects to commence in 2004 and beyond are currently being assessed, but will be ones:
- for which the community, both and young and old, has expressed a need;
- where there is seen to be direct benefit to communities throughout Shetland; and
- which would not have been developed at this time without the initiation and sponsorship of the Board.

Our Actions   - Supporting Structures

The Community Planning Board recently initiated three projects to support Community Planning in Shetland:

1) A robust and effective mechanism with which to **engage fully and effectively with communities**.
2) A mechanism for **datasharing** to gather and present data in such a way as to support policy making, plan services, evaluate progress and create a better understanding of the complex and interacting factors surrounding issues.

3) The **development and implementation of a Capacity Building Plan**, to build the knowledge and skills of organisations in the benefits, statutory requirement and ways in which organisations can work in partnership more effectively and use the consultation mechanism to engage effectively with communities.

Action Plan

A detailed action plan to ensure the efficient and timely completion of tasks for which the Community Planning Board has responsibility is being developed and implemented by the Organisational Development Service of the Council. For information please contact the Policy Unit, contact details can be found at the end of this document.

Much of the actions are being undertaken as a means of improving service delivery without additional cost. However, the Scottish Executive is increasingly looking to fund localities through the Board, and the challenge will be to ensure that adequate structures are in place to implement this.

APPENDIX C
Our Targets

The Community Planning Board ensures the monitoring of the following targets, where practicable, on an annual basis. Each strategic group is responsible for reporting this information to the Board and monitoring these, and other, more specific targets on a more regular basis.

ECONOMIC

Target setting and monitoring directly by Local Economic Forum, to achieve by 2012.

General

- Increase the population from c. 22,000 to 23,000
- Create 1050 jobs, at a rate of 105 jobs per year, from 11,800 jobs (full-time and part-time) in 2003, with a large number of these to be of high quality.

CP1: Market Shetland – its environment, culture and products.
Under development for March 2004.

CP2: Make sure everyone is able to develop skills in Shetland, which match jobs and opportunities.
Under development for March 2004.

CP3: Make sure everyone in Shetland is able to afford efficient transport and telecommunication links. These will be of high quality and will support economic and community development.
Under development for March 2004.

CP4: Develop the economy of Shetland; keeping and creating jobs without continuing to depend on a few industries.
ICT Sub-Targets:
- Implementation of high speed broadband data link to the mainland.
- Development of a self-sustaining Shetland super-portal website promoting the Shetland brand and demonstrably drawing in business to Shetland companies.

Renewable Energy Sub-targets:
- Construction of an electricity connector to UK mainland capable of exporting large quantities of power.
- 50% of Shetland's energy to be supplied from renewable sources.

Processing – Primary
- Establishment of three specialised processing units for fresh whitefish including species such as monk, farmed cod/halibut and haddock.
- One organic salmon processing facility.

Processing – Secondary
- Development of high tech processing facility for adding value to whitefish.
- Expansion of added value salmon processing.

CP5: Develop the economy of rural areas, so that rural communities remain and/or become places where people can live and work with good career prospects.
- 16,000 people living in communities outside Lerwick
- 100 public sector jobs decentralised from Lerwick
- 20 community economic development projects completed

SOCIAL

CP6: Make the health of the Shetland population better, especially for those with poorer than average health.

Monitored by the Health Action Team, targets are currently being set.

To improve the well-being of our young children through reductions in (1) the proportion of women smoking during pregnancy, (2) the percentage of low birth-weight babies, (3) dental decay among 5 year olds, and (4) by increasing the proportion of women breastfeeding

To improve the health of young people through reductions in smoking by 12-15 year olds, teenage pregnancies among 13-15 year olds and the rate of suicides among young people

To improve the health of families by reducing smoking, alcohol misuse, poor diet and mortality rates from coronary heart disease

To (1) increase the number of older people taking exercise and (2) reduce the rates of mortality from coronary heart disease of older people and (3) reduce the prevalence of respiratory disease

To reduce the incidence of (1) drugs misuse in general and (2) of injections and sharing of needles in particular

CP7: Make sure that everyone in Shetland, no matter what his or her needs, is treated in a fair way.

Under Development for March 2004 and to be monitored by Equalities Group.

CP8: Make sure everyone is able to take part in all activity, if they choose.

The 29 Social Justice Milestones established by the Scottish Executive have been assessed within the Shetland context. A Shetland version has been developed with responsibility for monitoring and target setting shared amongst existing relevant strategic groups. Shetland Islands Council's Community Services Strategy Group undertakes overall monitoring of these. Targets to be set by March 2004.

CP9: Encourage people to take part in their communities and groups.

Under Development by March 2004 and monitoring by the Community Learning and Development Partnership.

CP10: Encourage people to make the most of themselves and their talents.

Under Development by March 2004 and monitoring by the Community Learning and Development Partnership.

CP11: Make sure everyone is safe and is able to feel safe.
Under Development for March 2004.
Target setting and monitoring by the Community Safety Partnership.

ENVIRONMENTAL
The development of measures and targets and who should monitor is under development.

CP12: Protect and enhance Shetland's unique and distinctive landscape, especially its archaeology, buildings and natural environment.

CP13: Protect these unique resources by making sure they are used carefully, that the negative impact of activity is minimised and the efficient use of energy is ensured.

CP14: Ensure people and businesses make as little waste as possible. Any waste should be re-used, recycled or recovered before careful final disposal.

CP15: Protect and enhance the numbers and diversity of plants and animals.

CP16: Provide Shetland's scattered communities with sustainable and easy to use systems of transport.

CULTURAL
CP17: Respect Shetland's cultural identity: by promoting, celebrating, contributing and supporting its diverse cultural traditions, heritage, creativity and activity.
The development of measures and targets is under development by March 2004, to be monitored by Cultural Strategy Group.

CP18: Provide locally appropriate solutions to address national priorities.
The development of measures and targets is under development by March 2004, to be monitored by the Community Planning Board.

CP19: Set excellent standards for services, lifestyle, outlook, products and people.
The development of measures and targets is under development by March 2004, to be monitored by the Community Planning Board.

APPENDIX D

CHECKLIST

This checklist is about ensuring Shetland is a sustainable [1] and self-sufficient community where everyone works together towards the same goals. Our vision is to ensure the long-term vitality and well-being of Shetland; a place where:

- Our economy is prosperous, competitive and diverse;
- Our society is vibrant, healthy and safe, and one in which everyone is able to take part;
- Our outstanding environment is conserved and enhanced; and
- Our unique cultural identity and spirit is celebrated and promoted.

A key approach is to maintain and strengthen the population of Shetland, particularly in rural areas.

It is about improving our situation and getting the best out of the way we use things, whilst limiting any negative impact our actions have now or in the future. It has been developed from the Community Planning Board's Priorities and Principles and from Network for the 21st century's Sustainability Checklist.

It provides a tool to help identify the most sustainable way forward, which ensures the social, economic, environmental and cultural well-being of the Shetland community. The purpose of your plan/strategy/service may primarily be social, economic, environmental or cultural, but it might have impacts or benefits in other areas that you haven't yet considered. It is important to go through this checklist at an early stage and ensure it is working towards the Shetland Model, and incorporated within strategies and service plans, or equivalent.

There is a pro forma to be completed and a number of questions under each priority, designed to help you consider the priorities in more detail. More detailed information is available in the form of tool-kits [hyperlink] and resource boxes. For further assistance please email policy@sic.shetland.gov.uk or phone (01595) 744537.

An electronic copy can be downloaded from: [hyperlink]

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[1] Such that any development, which meets the needs of the present, does not compromise the ability of future generations to meet their own needs (Bruntland, 1992). Recognising the remote location of Shetland requires that we are particularly concerned with being self-sufficient, using and disposing of resources within close proximity to appropriate essential services.

Please tick to indicate if working towards Community Planning priorities:

	Priority	✓/✗	Evidence
1	Marketing Shetland		
2	Skills Development		
3	External Communication		
4	Economic Diversification		
5	Strengthening Rural Communities		
6	Improving Health		
7	Equal Opportunities		
8	Social Justice		
9	Active Citizenship		
10	Achieving Potential		
11	Community Safety		
12	Unique Landscape		
13	Natural Resources		
14	Management of Waste		
15	Biodiversity		
16	Internal Transport		
17	Cultural Identity		
18	Think and Act Collectively		
19	Excellence, inc Best Value		
20	Links with existing services/ organisations		

ADDITIONAL QUESTIONS

ECONOMIC

CP1. How does this improve the marketing of Shetland and Shetland's environment, culture and products?

CP2. Does this ensure individuals can develop skills in Shetland to match improving work opportunities in the economy?
Are efforts made to encourage uptake of such opportunities by: long term unemployed, people with special needs or others who may be socially excluded; young people; and people from outside Shetland who can potentially be attracted to Shetland as a place to learn?

CP3. Does this ensure Shetland has access to transport and telecommunication links, that are of high quality, particularly broadband links, establishment of PSO, external transportation services?

CP4. Does this broaden Shetland's economic base, maintaining and creating jobs and allowing the population to be much less dependent upon a narrow band of industrial sectors;
   a. Does it create jobs or retain existing jobs?
   b. Does it help to diversify the local or regional economy?
   c. Does the project purchase goods and services locally
   d. How does the project impact on existing businesses
   e. Will the project compete with existing local businesses
   f. Will the project impact on businesses in surrounding areas?
In particular in relation to skills development, renewable energy development, oil industry support services and decommissioning, product added value, aqua-culture, diversification into new species such as cod, entrepreneurship, research and Innovation, E-business, broad-band link, Craft/Music Sector development, Culture/Heritage project commercialisation and ICT development.

CP5. Does this foster sufficient economic activity in the remoter parts of Shetland to ensure that rural communities remain and/or become places where people can live and work with good career prospects?

SOCIAL

CP6. How does this contribute towards improving health and reducing health inequalities for the Shetland population; limiting harmful affects to health and maximising health benefits.

CP7. How does this take account of all the different needs of the population, ensuing access for all and promoting the need for harmony and understanding of all groups in Shetland?

CP8. How does this ensure individuals and communities are able to fully participate?
Does the project improve access to infrastructure, services, information or support?
Does the project assist people on low incomes and disadvantaged groups?

CP9/CP10. How does this encourage individuals to be involved within their communities?
Does the project provide training or other resources to increase community confidence or allow the community to be more self-reliant?
How has this ensured that the communities concerned have been involved in the planning and decision-making?
Has development involved talking to and listening to local communities and communities of interest as partners, in a meaningful way?
Have services been developed in direct response to the needs and aspirations of Shetland?
Does this have widespread support from the community?

CP11. How does this ensure communities are safe and experience no fear of crime?

ENVIRONMENTAL

CP12. How does this protect and enhance the built environment and land use, suitable to Shetland's built and landscape heritage?

CP13. How does this ensure resource use is minimised?
How does this ensure pollution is minimised?
Is there an increase in the use of resources or energy?
Is a result any loss of habitat or erosion?
Is there a loss of non-renewable local resources?
How does this encourage and minimise the efficient use of energy and/or renewable energy sources?
Has an energy efficiency assessment been undertaken?
Does it aim to reduce car use and promote public transport, where appropriate?
Has the development or use of renewable energy sources been considered?

CP14. How does this encourage waste minimisation, then re-using, recycling or recovering?
Does it take steps to reduce what resources the project is using, ie. considering buying in bulk to reduce packaging and transport costs?
Does it reuse existing resources?
Does it use recycled materials and rechargeable equipment?
Does it ensure recycling opportunities are used or developed to minimise the amount of waste materials generated?
Does this ensure careful final disposal?

CP15. How does this protect and value the diversity of nature, adopting good environmental management practices?
Have good environmental management practices been adopted?
Does it involve the protection of fragile ecosystems?
Does it provide interpretation of the local area?

CP16. Under development

CULTURAL

CP17. How does this promote Shetland's personality: by promoting celebrating, contributing and supporting Shetland's diversity of cultural traditions, heritage, creativity and activity?
Does it promote or increase access to culture, arts or crafts, music, sport, local history or archaeology?

CP18. Has this been examined in terms of how it can be best delivered within Shetland's unique situation?
Does it promote the aspirations of Shetland communities to a wider audience?

CP19. How does this set excellent standards in services, lifestyle, outlook, products and people, which are rigorously upheld?
How does it strive to continuously improve and deliver Best Value Services?
Does it focus on service delivery?
Does it base actions on sound evidence?
Does it question established practice and listen to the experience of others?

CP20. How does this link with existing services or organisations?
Does it involve work with other organisations to avoid duplication and/or fill a 'gap'?
Does it work with other services and organisations to co-ordinate and maximise resources?
Does it add value, by being able to achieve more than the sum of the parts?
Does it provide a framework for co-ordinating initiatives and partnerships?
Does it streamline the planning and delivery of services, removing wasteful overlap and improving efficiency and effectiveness?

APPENDIX E
The Community Planning Board

The Community Planning Board currently comprises representatives, senior members and officers, from the following local agencies:
- NHS Shetland
- Shetland Enterprise Company Limited
- Association of Shetland Community Councils
- Northern Constabulary, and
- Shetland Islands Council

However, now Community Planning has been placed on a statutory footing, the Board are undertaking an exercise to review membership.

The Board meets on the first Monday of every other month and is currently chaired by Betty Fullerton, Chairperson of NHS Shetland Board.

Appendix F – COMMUNITY PLANNING IN SHETLAND

We hope that all organisations and communities in Shetland will increasingly feel a part of Community Planning in Shetland. The following are those involved in strategic Community Planning groups.

Key:
CLD – Community Learning and Development Strategy Partnership
CPB – Community Planning Board
CS – Cultural Strategy Group
CSP – Community Safety Partnership
EG – Equalities Group
HAT – Health Action Team
LEF – Local Economic Forum

Arts Trust (CS)
Deals with music development, dance performances, writers' workshops and community projects supported through a grant aid programme, such as Shetland Folk Festival and Shetland Film Club
Tel: (01595) 694001 Fax: (01595) 692941 Email: admin@shetland-arts-trust.co.uk Website: www.shetland-arts-trust.co.uk

Association of Shetland Community Councils (CPB)
Promotes a link between the Shetland Islands Council and Shetland Community Councils with a commitment to social inclusion and democracy.
Tel: (01595) 693816 Fax: 01595 696787 Email: sheltandcss@zetnet.co.uk

BP Exploration (LEF)
A private company for the processing of Oil and Gas.
Tel: (01806) 243000 Fax: (01806) 243200 Email: svt-public-relations@bp.com

Careers Scotland (CLD, LEF)
This organisation provides careers guidance for all ages, in the form of information services and assistance to enter appropriate education, training and work.
Tel: 695791 Fax: 694011 Email: Shetland.careers@zetnet.co.uk
Website: www.shetland.careers.org.uk

Childcare Partnership (CLD)
The Childcare Partnership was formed in 1999, with members from the public, statutory agencies, and private and voluntary sectors. Its purpose is "to work together to support and develop services, which meet the needs of children, young people and families in Shetland." The Childcare Partnership is based at the Bruce Family Centre.
Tel: Chairperson Sandra Gray on 694936 or Co-ordinator Rosemary Inkster on 697460 Email: rosemary.Inkster@sic.shetland.gov.uk

Environmental Forum
This Forum of the Council provides a mechanism for facilitating discussion, consultation and understanding of all matters relating to environmental policy and action, which involves all relevant stakeholders across Shetland.

Tel: (01595) 744800 Fax: (01595) 695887

Federation of Small Businesses (LEF)

An organisation that operates to strengthen the voice its members in political matters: small business and the self-employed.
Tel: (01950) 422434 Fax: (01950) 422434 Email: christena@fsbdial.co.uk
Website: www.fsb.org

4QL (LEF)

A private enterprise specialising in the development and management of effective software solutions for small businesses.
Tel: (0870) 0660289 Fax: (0870) 7052562 Email: sales@4ql.co.uk
Website: www.4ql.co.uk

Shetland Tenants Forum (CLD)

Shetland Tenants Forum is an umbrella organisation for tenant and resident groups throughout Shetland. Their committee comprises representatives of all active tenant and resident groups. In addition to providing advice and assistance to tenant and resident groups in a variety of ways e.g helping a new group to set up, providing administrative assistance such as photocopying, co-ordinating information from external sources and agencies, the office provides advice and information to individual tenants on all aspects of housing and tenancy matters and has a public access PC for use by tenants to source additional information such as the Housing Options Guide.
Tel: (01595) 695197 Fax: (01595)695197 Email: shetlandtf@btclick.com

Islesburgh Trust (CLD, CS)

Islesburgh Trust provides services, which enable individuals and groups to address their personal and social learning needs. This in turn, strengthens the social, cultural and economic fabric of the community.
Tel: (01595) 692114 Fax: (01595) 696470 Email: enquiries@islesburgh.org.uk
Website: www.islesburgh.org.uk

Job Centre Plus (CLD, LEF)

Jobcentre Plus has been set up to help more people into work, to help employers fill their vacancies, and to give people of working age the help and support which they are entitled to if they cannot work.
Tel: (01595) 732050 Fax: (01595) 732066 Email: Hubert.Hunter@jobcentreplus.gov.uk or Maggie.Gemmill@dwp.gsi.gov.uk
Website: www.jobcentreplus.gov.uk

Lerwick Port Authority (LEF)

As well as having statutory powers and duties relating to the conservation, maintenance and operation of the port of Lerwick and its facilities, the Authority is an independent self-financing business with a large property portfolio of offices, warehousing and operational land let out to a wide range of harbour related businesses and organisations.
Tel: (01595) 692991 Fax: (01595) 693452 Email: info@lerwick-harbour.co.uk
Website: www.lerwick-harbour.co.uk

NHS Shetland (CLD, CPB, CSP, HAT, EG)

Shetland NHS Board is responsible for commissioning and delivering health care for the population of Shetland. Local Hospital Services are provided from the Gilbert Bain and Montfield Hospitals. Community and Primary Care services are delivered through ten general practices and Health Centres across Shetland. Visiting specialist services and more specialist services, delivered on the mainland, supplement the service provided by locally-based Consultants in General Medicine, General Surgery, Paediatrics, Psychiatry, Occupational Health and Public Health.
Tel: (01595) 743 063   Website: www.show.scot.nhs.uk/shb

North Atlantic Fisheries College (LEF)

The NAFC is used to train individuals for various occupations within the fishing industry. It is ideally placed for fisheries training, lying at he heart of the northern European fishing grounds. Tel: (01595) 772000 Fax: (01595) 772000 Email: admin@nafc.ac.uk
Website: www.nafc.ac.uk

Northern Constabulary (CPB, CSP, EG)

Policing in Shetland is based upon a partnership approach, where a professional relationship exists will all departments of the Shetland Islands Council as well as with the various voluntary agencies. It is the constabulary's responsibility to underpin the wellbeing of all areas in Shetland. Priorities of the police include Road Safety and Crime Management
Tel: (01595) 692110 Website: www.northern.police.uk

Shetland Amenity Trust (CS)

Shetland Amenity Trust aims to protect, improve and enhance buildings and artefacts of architectural, historical, educational or of other interest in Shetland; provide, develop and improve facilities for the enjoyment of the Shetland countryside and its flora and fauna; and promote research, study and recreation. Core services include architectural heritage, archaeology, woodlands, interpretation and access, biological records centre and environmental improvement.
Tel: (01595) 694688 Fax: (01595) 693956 Email:
shetamenity.trust@zetnet.co.uk
Website: www.shetland-heritage.co.uk/amenitytrust

Shetland Arts Trust (CS)

Established to promote, develop and co-ordinate the arts in Shetland, bringing together a wide range of arts organisations, public bodies and trade unions to assist in creating new opportunities for the arts, and to create centres of appropriate size and scale in Shetland to enable the arts to be promoted more effectively.
Tel: (01595) 694001 Fax: (01595) 692941 Email: admin@shetland-arts-trust.co.uk
Website: www.shetland-arts-trust.co.uk

Shetland College (CLD, LEF)

Shetland College aims to provide full-time and part-time courses in a wide range of subjects relevant to the needs of the many islands that make up Shetland.

Combining modern well-equipped facilities with the friendliness and personal support that a small college can provide. Shetland College is also a partner in the UHI Millenium Institute.
Tel: (01595) 771000 Fax: (01595) 771001 Email: admin.offices@shetland.uhi.ac.uk Website: www.shetland.uhi.ac.uk

Shetland Community Enterprise Network (LEF)
Concentrates on the provision of services vital to rural communities such as training and job creation to identify the needs of the Shetland community.
Tel: (01595) 695903 Fax: (01595) 696568

Shetland Council of Social Services (CLD, EG)
SCSS has a wide and varied membership across Shetland and supports a number of voluntary social service organisations within the isles, with a wide range of advice and guidance as well as administrative and financial assistance.
Tel: (01595) 693816 Fax: (01595) 696787

Shetland Fish Processors Association (LEF)
Promotes the seafood produce and industries of Shetland highlighting individual processors and companies and provides a valuable window for potential customers to connect with seafood suppliers.
Tel: (01595) 693644 Fax: (01595) 696126 Email: sfpa@fishuk.net
Website: www.fishuk.netWebsite: www.fishuk.net

Shetland Islands Partnership (CLD, LEF)
Aims to assist communities throughout Shetland to draw up appropriate local strategies, to encourage local communities to develop their own projects and to advise them on funding options. Tel: (01595) 695903 Fax: (01595) 696568
Email: alec.miller@hotmail.com

Shetland Islands Council (CLD, CS, CPB, CSP, EG, HAT, LEF)
Plays a vital role within the economy, provides essential services such as transportation, education, social work, libraries, museums and environmental health to name but a few. The Council also supports all sectors of the economy by providing grant assistance for community initiatives and the voluntary sector.
Tel: (01595) 693535 Fax: (01595) 744509 Email: general.enquiry.office@sic.shetland.gov.uk Website: www.shetland.gov.uk

Shetland Islands Tourism (CS, LEF)
Responsible for promoting Shetland as a tourist destination, and provides information about excursions, accommodation and restaurants as well as Shetlands history, culture and traditions.
Tel: (01595) 693434 Fax: (01595) 695807 Email: Shetland.tourism@zetnet.co.uk
Website: www.visitshetland.com

Shetland Recreational Trust (CS)
Set up in 1980's and using Shetland's Oil revenues the trust has established leisure centres with swimming pools in Lerwick, Sandwick, Scalloway, Aith and Brae. Pools in the islands of Unst, Yell and Whalsay are part of rural leisure

centres offering a range of indoor sports in well equipped games halls, including rooms for community use and outdoor sports pitches.
Tel: (01595) 741000 Fax: (01595) 741001 Email: mail@srt.org.uk
Website: www.srt.org.uk

Shetland Retailers Association (LEF)
With around 50 members of the voluntary retailers association and 12 committee members drawn from the membership the main object of the association is to provide the best possible trading environment for all Shetland's retail businesses.
Tel: (01595) 696676 Fax: (01595) 692720 Email: admin@shetlandsmartlott.co.uk
Website: www.shetlandsmartlott.co.uk

Shetland Salmon Farmers Association (LEF)
Represents interests of salmon farming companies in Shetland, and through its marketing efforts, aims to increase awareness of Shetland Salmon and Shetland seafood products
Tel: (01595) 695579 Fax: (01595) 694494 Email: ssfa@fishuk.net
Website: www.fishuk.net

Shetland Youth Information Service (CLD)
The Shetland Youth Information Service is involved in a range of work: a young people's information cafe, outreach work, school exclusion projects, detached youth work, and anything else that comes along really!
Tel: (01595) 692002 Fax: (01595) 695001 Email: in fo@shetlandyouth.com

Train Shetland (CLD, LEF)
Deals with skillseekers training programmes which ranges from engineering courses to hairdressing. Also works with corporate training for the council such as short-hand and also deals with short courses.
Tel: (01595) 693877 Fax: (01595) 695915 Email: trainshetland@shetland.gov.uk

Telecroft 2000 (CLD)
Specialise in IT training for community groups and small businesses. Offers training for anyone who is interested, from beginners to people who want to improve their computing skills, internet training to businesses who wish to retrain employees. Training can be delivered in any safe premises at the centre in Unst, in the workplace or at home. –Tel: (01957) 711224 Fax: (01957) 711211 Email: t2k@telecroft2000.shetland.co.uk Website: www.telecroft2000.shetland.co.uk

APPENDIX G
Development of the draft Framework

Initially strands from national and local priorities were drawn together into a draft overarching framework, within which strategic planning and service delivery could be developed more efficiently and effectively with and between agencies across Shetland.

By recognising that in order for Community Planning to operate effectively and genuinely the strategic tier below that of the Board would be well developed and inclusive, providing relevant and timely information to the board, from which decisions can be made. The framework, therefore, not only draws together the strategic objectives of these groups, but also strengthens the links between these groups, the Board and thereby each other.

Senior Officers of Community Planning partners provided input and feedback at this stage, before assigning detailed development to a Management Team of Chief Inspector Andy Cowie, Dr Sarah Taylor, Director of Public Health, NHS Shetland and Head of Organisational Development, Shetland Islands Council.

The first draft of this framework was broadly approved by the Board on 22 September 2003, before being finalised and distributed to stakeholders and community groups throughout Shetland.

Work to finalise the Plan, to include additional projects the Board wishes to initiate and sponsor for and with communities is continuing.

Appendix H – COMMUNITY PLANNING

In Scotland

Community Planning is essentially about public, private and voluntary agencies working more effectively together and, in doing so, setting the communities who use the services firmly into the decision-making processes, by genuinely engaging with them. The aim is to improve the way public services are delivered in Scotland. Community Planning has recently been given a statutory underpinning, with the passing of the Local Government in Scotland Act, 2003, recognising the legitimacy and importance of this process.

Local Authorities are required to initiate, maintain and facilitate Community Planning in their area and have responsibility to determine the means of consultation and co-operation. Other agencies, Enterprise, Health, Police and Fire bodies, have a duty to participate. They are also required to invite and encourage all other public bodies in their area, and appropriate community bodies, to participate in Community Planning, tailored to suit the circumstances of each Community Planning partnership.

Working more effectively together can imply the pooling of resources, finance, people and skills to prepare a strategy or jointly deliver a service. This need not always result in joint delivery. In many cases it may also imply a greater clarity of responsibility between agencies.

Community Planning cannot be an additional, or parallel, process to the various partnership structures already in place – it should act as the key over-arching framework for other partnerships and initiatives at the regional, local and neighbourhood level.

Statutory guidance on Community Planning in Scotland can be found at http://www.scotland.gov.uk/views/views.asp

In Shetland

The Community Planning Board in Shetland was established in 1999, and the first Community Plan, 'Working Together for Shetland', published in 2001. A copy from this can be downloaded from the Shetland Islands Council website at http://www.shetland.gov.uk.   This plan concentrated on the key issues facing Shetland over the coming 10 years and a common vision of what the Board wished to see Shetland achieve in that time. This vision has been developed into the framework set out in this, the 2nd Community Plan for Shetland. The following programme of work was established to facilitate further joint working:

- Better integration between health and social care
- Better integration between the Council's economic development functions and between the Council and Shetland Enterprise Company
- Promotion of Community Safety
- Promotion of Public Health
- Working in Partnership
- Consulting with Communities

Progress To Date:

Progress on joining up ways of working at all levels of organisations, from the strategic to the operational is significant and rapid. This section provides just a snap-shot of activity:

Joint Future

The overall objective is to integrate, where appropriate, health and social care services in Shetland. Joint Future is a 'flagship' initiative from the Scottish Executive in relation to Community Planning. To date Shetland has many examples of good practice in this area, a large part due to the initial sponsorship and drive provided by the Community Planning Board.

Service areas currently being 'joined-up' are older people, mental health, occupational therapy, supporting people, learning disabilities and advocacy services within the community care framework. New carer services have also been set up with funding from the Scottish Executive. The Older People's Strategy is now complete with work to draw up proposals for Care at Home well underway. Social Care staff have joined-up with the Community Mental Health Team, to provide a more efficient service to the community. A broad Disability Strategy is being developed with separate strands for learning disabilities, physical disabilities and sensory impairment. In addition to a more seamless approach for the customer, this initiative is enabling the practical issues surrounding working in partnership to be explored and solutions found – such as joint funding, joint management of services, secondments between agencies, joint posts working for both the Council and NHS Shetland, use of property on a joint basis, the sharing of information, and so on.

Local Economic Forum

During their first year in operation, this multi-agency group undertook a mapping exercise of current services to identify potential overlaps or gaps in provision. Work is now progressing, through marketing, development of skills, access to transport and communication and diversification of activity to maintain and enhance prosperity in Shetland. Already, progress has been made with the establishment of the Internet Gateway Prototype, the arrival of the new Norrona and the first Shetland farmed cod sold to the US market.

Community Safety Partnership

The Community Safety Partnership, comprising of Shetland Islands Council, NHS Shetland and Northern Constabulary, was formally established in March 2003. Progress is being made to promote and develop Community Safety initiatives across Shetland. Issues causing concern, which were highlighted by the Community Safety Audit 2001 and the Northern Constabulary's Consultation Report 2001 have been prioritised and are awaiting review by the Partnership. Once the key issues have been addressed, progress will be made to develop Action Plans to resolve Community Safety worries. The Partnership will monitor and evaluate their progress at regular intervals.

A Healthy Shetland

Activity is underway to implement the Joint Health Improvement Plan 2003-04 (A Healthy Shetland). This was developed and is being implemented by a working

group of officers from the Council and NHS Shetland to improve health and reduce health inequalities in Shetland. The emphasis is on ensuring that all organisations across Shetland consider and improve their contribution to health. A seminar was held recently for those working in the field of strategic health to increase knowledge of the Plan and establish support needs; a number of initiatives are planned for the future.

8   Better Integrated Children's Services

In order to improve and integrate services to children and their families work is currently underway to roll-out the Local Support Network model developed at Brae, to all school cluster areas. The inter-agency Children and Young People's Planning Group are supporting this work.

9   Equalities

An Equalities Group has recently been established, with membership covering Police, Procurator Fiscal, NHS Shetland, the Council (Policy, Personnel, Community Learning and Development) and the Voluntary Sector. A framework has been drawn up, from which all future activity around the Equal Opportunity agenda for Shetland will emanate, including the requirements set out in the Race Equality Schemes of statutory organisations. This includes a Statement of Intent to be adhered to by all voluntary and public agencies in Shetland.

Community Learning and Development

A wide range of developments are taking place throughout Shetland to meet the Community Learning and Development national priorities, such as capacity building of staff to consult effectively with communities, adult literacy, youth work, and the regeneration partnership. A recent Community Learning and Development newsletter (April 03) offers more details. Plans for reviewing the Community Learning and Development strategy in light of recent guidance and incorporating Community Guidance are underway, with partners continuing to work together effectively.

Contact Details

COMMUNITY PLANNING BOARD

✉ Policy Unit
Shetland Islands Council
Town Hall
Hillhead
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Shetland
ZE1 0HB
☎ 01595 744537
🖨 01595 744509
📧 policy@sic.shetland.gov.uk

LOCAL ECONOMIC FORUM

✉ Shetland Enterprise Co Ltd.
Toll Clock
LERWICK
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ZE1 0HB
☎ 01595 693177
🖨 01595 693208
📧 shetland@hie.co.uk

HEALTH ACTION TEAM

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🖨 01595 744509
📧 policy@sic.shetland.gov.uk

COMMUNTIY LEARNING AND
DEVELOPMENT PARTNERSHIP

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🖨 01595 744056
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@sic.shetland.gov.uk

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🖨 01595 692810
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ENVIRONMENTAL FORUM

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🌍   Shetland Portal

Shetland
Islands Council

REPORT

To: Executive Committee 24th June 20033 February 2004th

From: Head of Organisational Development

REPORT Noº: CE-03-FD131-D1

ORGANISATIONAL DEVELOPMENT PRIORITIES BEST VALUE UPDATE

1 INTRODUCTION Introduction

1.1 The purpose of this report is to inform the Executive Committee of the perceived priorities of the Organisational Development Service, set out some proposals for tackling those priorities and provide an opportunity for discussion and feedback to help work planning. on the status and next steps for Best Value, Service Planning and Performance Management.

2 BACKGROUND Background

2.1 The creation of an Organisational Development Service was approved by the Council in February 2003 to enable a more focussed and better-resourced integrated service for ;

? Policy & Planning Coordination
? Organisational Development and Structures
? Community Planning & Focus
? Best Value

2.2 The remit to deliver this agenda was seen to be vested in the new Executive Committee.

BESTest VALUEalue ANDand SERVICEervice PLANNINGlanning

All Heads of Service have now been tasked to produce Service Plans by March 2004 for use in financial year 2004/2005. These Service Plans will be reported to Council for review and approval as they are completed.

EDUCATIONducation BestEST VALUEalue SERVICE REVIEWService Review

The Education Best Value Member/Officer working group has agreed their remit and terms of reference. The Lead officer for the review continues to be the Head of Education with support from the Head of Organisational Development and Head of Finance. Information gathering for secondary education is being supported by part time assistance from a recently retired Head Teacher.

At the last meeting of the group, along with updates on progress, a suggested method for choosing between alternatives based on evidence about their advantages and disadvantages or "Option Appraisal" was discussed. The outline of this method is appended to this report for Executive Committee comment and endorsement.

The next steps for the Education Best Value Service review will be to continue to gather the required information to inform option appraisal for secondary education and report recommendations back to the Council.

~~2.3 A Head of Service was appointed for Organisational Development on the 1st May and this report is a brief summary of the perceived key priorities for discussion.~~

~~3 ORGANISATIONAL DEVELOPMENT PRIORITIES~~**Best Value Audit**~~EST VALUE AUDIT~~

As reported to the last Executive Committee we have been selected for best value audit by Audit Scotland during 2004.

An overall review of Councils current state of readiness for such an audit and a high level summary of activity required to prepare has been undertaken.

This review confirms that a good deal of work needs to be done in a number of the key areas previously identified by the Council as the priorities of Organisational Development.

These include;

- Progressing implementation of the Corporate Plan
- Completing Service Plans for all service areas,
- Integrating these into an overall ~~Performance Management~~ Performance Management Regime,
- Confirming a method for selecting best value service reviews,
- Setting out a comprehensive review timetable,
- Creating and implementing best value service review standards and toolkits

Decisions and progress on this work along with updates on the plans the best value audit will be reported as they become available.

~~BEST VALUE RESOURCING~~ Best Value Resourcing

~~Corporate Plan –~~

~~As this is perhaps the key political statement made by the Council it would seem appropriate that the Executive Committee forms the "working group" that develops the plan.~~

~~Officer support will primarily come from Organisational Development as other senior managers main function in relation to this plan will be to develop appropriate service responses to implement its objectives. These responses should be captured in the Service Plans, an area which the External Auditors felt warranted higher priority. Guidance is now sought on the timetable for corporate plan development.~~

~~3.2 Community Planning Board and Community Plan – With the Local Government Scotland Act, the Community Planning now has a statutory basis and the Council has an obligation to facilitate and co-ordinate the Community Planning process. The Community Planning Board is in the process of updating the Community Plan and would expect to inform and be informed by the Council's Corporate Plan. The Community Plan, in general, must seek to balance economic, social and environmental objectives and reflect cross-cutting themes such as equality, health improvement and sustainable development. Council member appointment to the Community Planning Board is made by the Executive Committee. The last Council had a single political representative on the Community Planning Board; as there is a general wish to engage on environmental, economic and social themes a wider representation with links to each of the stakeholder forums may be an alternative option.~~

~~The Community Planning Board will have its next meeting on the 7th July and is continuing to update its community plan and develop supporting structures to strengthen effective community planning.~~

3.3 Best Value   Best value has also become a statutory duty with the adoption of the Local Government Scotland Act. The Council now has to "achieve continuous improvement in the performance of all its functions" and provides the Accounts Commission with the power to ensure that is happening.

Locally Best Value has found progress limited beyond the Education Service Review and options will have to be examined to complete work in that area. In the short term this will be informed by the seminar on the 26th June. Regardless of the outcome regarding Education effective progress will also have to be made in other areas.

In the previous Council the Standing Committee was the "member working group" providing political leadership to this process. The Executive Committee are requested to confirm that it will assume that role from now on.

Following that confirmation a detailed review of the overall state of progress regarding service reviews and options for next steps will be brought forward.

3.4 Single Status   The single status initiative to harmonise terms and conditions of staff is the biggest individual project being run out of Organisational Development. It is perhaps the biggest internal project the Council has ever undertaken and there are significant concerns about its timetable. An update report was provided to Council in February that overviewed progress and obtained approval to augment the project team with additional staff funded from existing Council budgets. Progress must now be made in this area and confirmation is sought from this committee that this project should continue to feature as a high priority for the service in order to achieve the implementation date of April 2005.

3.5 Staff Development and Training   There is widespread agreement that the Councils main asset is their staff and that if any real service improvement is going to be delivered it will be through the development and better application of the skills and abilities of staff and members. A Performance Appraisal scheme for Executive Directors and Service Heads has been in place since June 2000 and it is necessary to consider the next stage in the natural development of this scheme which is to cascade to other levels within the organisation. There is currently much discussion and debate ongoing about how the Council's staff development functions should be organised with Induction, Management Development and the College and Training Section Reviews all currently happening. It seems likely the conclusion of all these reviews will identify the need for proper co-ordination of Staff Development requirements, including members, within the core of the organisation. That will probably require a Staff Development role to be re-established within the Personnel Service, however that will be the subject of future reports.

Currently the general views of the Executive Committee are invited on the relative priority of staff development, particularly on any member training and development issues, as efforts will be made to deal with these, if possible, without waiting for all reviews to be complete.

3.6 Communications   The last Council's Corporate Plan recognised the need to improve Council communications. To that end a Communications Strategy and Customer Care Guidelines have been prepared and are now ready to be brought forward for final discussion and implementation.

The overall package of work also includes revised Public and Staff Suggestion Schemes, and updated Complaints Scheme and a revised version of the Council's Corporate Styles and Standards. The strategy contains proposals regarding Internal, External and Media Communications and recommends that the vacant Communications Officer post is filled to provide a dedicated member of staff whose prime function is to assist and improve the Council in all aspects of its communications.

The responsibility for ensuring a corporate approach to communication has not been delegated to any Committee or officer, therefore a decision of Council will be sought prior to implementation, with detailed reports next cycle. However the views of the Executive Committee regarding the priority of this work area is sought to inform the planning of future activities within Organisational Development.

4 FINANCIAL IMPLICATIONS Financial Implications

There are no direct financial implications associated with this report. At present there is no funding dedicated to Best Value. Meeting any direct

costs require suitable virements to be identified by the Head of Organisational Development with the assistance of the Head of Finance.

Options to deliver the necessary officer time needed to support and progress Best Value and Service Planning and prepare for the upcoming audit are currently being examined with support from the Senior Special Projects Coordinator.

4.1 Detailed proposals to progress each of the priority activities will be brought forward as required.

5 POLICY & DELEGATED AUTHORITY Policy & Delegated Authority

5.1 The Organisational Development and Best Value are part of the remit of the Executive Committee. The Executive Committee has delegated authority to implement decisions within its remit for which overall objectives have been approved by the Council, in addition to appropriate budget provision (SIC 90/03).

Council is currently considering the delegated responsibilities and decision making powers of the Executive Committee. However the nomination of Member representation of the Community Planning Board was specifically delegated by the Council to the Executive Committee, Minute Ref SIC 70/03.

6 CONCLUSIONS Conclusions

6.1 It is important for the Council to get the best from best value as a valuable tool in promoting continuous service improvement, which is also a statutory requirement.

7 RECOMMENDATIONS Recommendations

T I recommend that the Executive Committee should;

7.1 Endorse the proposed outline for best value option appraisal after any comment Confirm member appointment(s) to the Community Planning Board, and.

Note the activities of Organisational Development in promoting the incorporation of best value within the day to day working of the Council and preparing for the upcoming audit.

Executive Committee - Tuesday 03 February 2004
Agenda Item No. 02 - Public Report
7.2Note the other contents of this report.

Date: 10th June16 January 2003ndNovember 2003November 2003
Our Ref: JRS/AMAAMA   Report No: CE-03-FD131-D1

Report Nº:

Appendix 1

Shetland Islands Council - Option Appraisal within best value service reviews.

In any review process there will come a point where alternatives must be weighed up against each other to try to identify the best choice. In public services this almost always requires a number of factors to be taken into account beyond simple cost. Ultimately decisions about what option to implement must be made by those whose responsibility that is. However it is usually helpful for decision makers to have evidence about the relative benefits and costs of the alternatives presented in a clear fashion along with information that tries to draw the overall picture together.

There are many alternative schemes which can be used to support this type of decision making. Most eventually come back to identifying the key outcomes that the organisation is trying to achieve, and the factors that are most significant to all stakeholders. It is very helpful to get all the important factors on the table so a full understanding of why some options are recommended is clear and transparent. There is a scheme of this sort already in use for the prioritisation of Education capital projects. Similar schemes are also used for choosing between tenders during procurements exercises.

If an approach is to be developed that would be useful for option appraisal within best value review across the wide range of Council services its overall shape must be fairly general, but capable of being applied to a wide range of different situations.

The scheme set out below is a proposal for an option appraisal method to be used in best value reviews by Shetland Islands Council. This can do no more than help cause the right evidence to support sound decision making to be gathered and presented clearly. However if it achieves that it will have contributed much to the process.

Option Appraisal - Suggested Factors

Area	Factor
Value for money	- Quality of Service - Revenue Costs - Capital Costs - Technical Feasibility & Risk

Fit with Council vision and aims	• Consistency with aims and priorities • Future flexibility or adaptability
Acceptability and Community impact	• To key stakeholders • To the general public

The above factors seek to represent the key issues that any choice between methods of service delivery, or even levels of service provision, need to take into account. Changing the list of factors used in a review would need approval of Executive Committee.

The next table sets out the kind of evidence for each factor that a comparison between alternatives in the Education Service needs to gather. This sort of evidence would need to be identified and then gathered in each review after agreement by the relevant best value review team.

Option Appraisal – Evidence Required (example for the set of options being considered in the Education BVSR)

Area	Factor	Significance	Evidence Needed	Output
Value for Money	Quality of Service in terms of effect on students.	Likely academic and other significant student outcomes for each scenario.	Any available information on historical student performance between schools and between students transferring and those who did not have to transfer.	Report on students. Academic attainment rates, etc.
	Revenue Costs	Overall revenue cost per annum Revenue cost per student for each scenario	Current costs and model for future costs	Tables of C
	Capital Costs	Changes to build of AHS or classrooms at local school or hostel accommodation	Student numbers and class numbers Available capacity at schools involved	Tables of c associated
	Technical feasibility / Risk / Timelieness	Review of any travel constraints dependence on new technology etc.	Predicted travel times. Special technology required	Report on t / risk of ea

Area	Factor	Significance	Evidence Needed	Output
Fit with Vision & Priorities	Fit with overall strategy and values	How do options support the Community / Corporate Plan / other key strategies	Community & Corporate Plans Education and other Community Services Strategies and Plans School Plans	Report
	Future flexibility or adaptability	How do options compare over time and against population changes or learning method changes	Student numbers / class & Teacher numbers. Population change models Educational methods change models Transport change models	Educationa Building fle
Acceptability and community impact	To stakeholders and local opinion	What acceptability and wider impact do the options have for local, students, parents and community groups	Surveys of local I opinion on options Effects on communities or other local groups	Statistics o
	To the general Shetland public	What acceptability and wider impact do the options have across Shetland	Views of other constituency members. Any general surveys of Shetland opinion.	Report on opinion

The evidence needed on how each alternative would perform against each factor is gathered for the relevant review group. They can then make a judgement in each case on how well that is expected to be done and if desired assign a score for each alternative.

For each case a judgment of what represents very good, acceptable and poor outcome needs to be made and each review team would be expected to apply some consistency between factors.

Option Appraisal - Suggested Weightings.

Objectives	Factors	Weight
Value for money	• Quality of Service • Revenue Costs • Capital Costs • Technical Feasibility and Risk	• 30 • 10 • 10 • 10
Fit with Council vision and aims	• Consistency with aims and priorities • Future flexibility or adaptability	• 10 • 10

Acceptability and Community impact	• To key stakeholders • To the general public	• 15 • 5

It is likely that some factors will be agreed to have more significance than others from service area to service area. If an appraisal is to come to a final recommendation on the "best" alternative this relative importance needs to be factored in.

There must also be flexibility in how important a factor is from review area to review area. However it is better to try to agree the relative importance of factors before running an appraisal to help impartiality.

The factors above are proposed for general usage based on research of other similar schemes but it is suggested that a review group can change the relative weightings when agreeing their specific scheme for option appraisal, with approval from Executive Committee.

REPORT

To: **Executive Committee**   **3 February 2004**

From: **Senior Special Projects Officer**

Staffing Levels

Report No: CE-01-F

1. Summary

1.1. This report provides information on staffing levels in the Council since December 1999. Allowing for the size of population, overall numbers of Council staff remain high in comparison with other authorities, but there has been a shift in emphasis, with fewer people now working in corporate and central support roles, and more in service delivery. The method of calculation used by CoSLA does not take into account employees whose costs are met from sources outwith the Council, or those who are employed for a fixed period to carry out a specific task.

1.2. This report is for noting.

2. Background

2.1. At the meeting of the Executive Committee held on 9 December 2003 (min. ref.: 31/03), the Chief Executive undertook to draw up an analysis of:-

- Staffing shifts and levels since 1999
- How these are allocated by service area, and
- Benchmark comparisons with other local authorities in Scotland.

2.2. This was to be reported to the Council as part of an ongoing policy review on revenue spending. This report sets out the main findings.

2.3. For budgeting purposes, the significant statistic is the full-time equivalent figure. This is because the salary cost to the Council is the same if five people work one day a week, or one person works five - although obviously there is more management effort required in the former case. This report concentrates on full-time equivalents, because its purpose is to inform decisions on revenue spending.

3. Joint Staffing Watch

3.1. All Scottish local authorities supply information on staff numbers to CoSLA, in a quarterly exercise known as Joint Staffing Watch. CoSLA sets out the format of the quarterly report, and prescribes how staff should be allocated between categories of work, and divided into salary bands. Using information from CoSLA returns therefore allows consistent comparison to be made across time, and with other local authorities.

3.2. The CoSLA categories do not quite coincide with the way the Council organises its services, because they relate to what people actually do, rather than their job title or the department in which they work. Thus the electronic technicians who service the computers and other equipment in the schools, are classified by CoSLA as "Education – Other", even though they actually work in the ICT Unit which forms part of the Executive Services department. The categories are helpful, however, in providing consistency so that the overall picture is unaffected by departmental re-structuring. For example, a quantity surveyor whose work was defined as "Central Support" continues to be counted in that category even though he no longer works for Corporate Services but is now part of the Community Services department.

3.3. The Joint Staffing Watch categories also require staff to be allocated into one of four categories, according to their pay. "Band A" staff comprise firstly all Chief Officials and secondly all higher-paid Single Status staff who used to work under APT&C terms and conditions. These are employees who are paid at scp50 or above, which in today's terms is about £35,000 per annum. Most staff in Band A will therefore be managers, rather than hands-on service deliverers, although there will be exceptions. In this report, the term "managers" refers to staff in Band A, in terms of CoSLA's definition.

3.4. The quarterly Joint Staffing Watch returns for the SIC, are prepared from the most recent salary run. This is not quite the same as the number of actual employees in place, because it will exclude employees who have only just started with the Council, but may include late payments to employees who left some time previously. All Service Heads are able to provide a detailed reconciliation between the Joint Staffing Watch figures used in this report, and the actual individuals in their services.

3.5. At the time this report was prepared, the most recent Joint Staffing Watch return available was that of 6 September 2003, based on the salary run for the end of August 2003. The most recent annual comparisons across all thirty-two Scottish local authorities were published by CoSLA in August 2003; the comparisons were based on the June 2002 quarterly returns, made over a year earlier.

4. Staffing shifts and levels since 1999

4.1. In December 1999, the Council employed 3,024 individuals, of whom nearly half worked part-time. The number of staff expressed as full-time equivalents was 2,080.9. Re-structuring moves during 2000 removed the client-contractor split, and in 2002 the opportunity was offered for individuals to apply for early retirement or voluntary redundancy. The Corporate Services department was also re-organised. By September 2002, the number of individuals employed had dropped to 2,937, which translated into 2,079.5 full-time equivalents. By September 2003, however, as a result of various national initiatives and locally increased demand for services, the Council employed 3,038 individuals, which equated to 2,173.2 full-time equivalents.

4.2. Further analysis shows the change in emphasis over recent years; in September 2003 there were fewer people in corporate and central support roles, and more service deliverers, than in December 1999. Both sets of figures may be viewed in Appendix

A, which shows the Joint Staffing Watch quarterly movements between December 1999 and September 2003.

4.3. Fewer people are now employed on corporate and central support duties:-

Corporate & Central Support	managers	staff
	FTE	FTE
In December 1999	15.0	202.9
nett movement	(2.0)	(5.3)
In September 2003	13.0	197.2

whilst the figures for those involved in actual service delivery, show an increase:-

Service Delivery	managers	staff
	FTE	FTE
In December 1999	59.0	1,804.0
nett movement	23.0	77.0
In September 2003	82.0	1,881.0

The nett movements are the result of a number of factors and shifts over the last four years.

4.4. As regards the number of managers, McCrone pay increases implemented over the last twelve months, resulted in moving twenty-seven Assistant/Depute/Head teachers out of the "staff" and into the "manager" bracket. If this is taken into account, then it can be seen that since December 1999 there has been a drop in the number of managers elsewhere.

4.5. In connection with staff numbers, analysis of recent movements gives an indication of the scale of changes over the four years, as services adapted to new priorities. Nearly fifty extra full-time equivalents have been employed by Social Care since 1999, to address initiatives such as Care in the Community. Of these, about forty have been in the two lowest-paid categories, which include home helps and social care workers. Similarly, some thirty-six full-time equivalents have been recruited over the past year, as part of the expansion in the provision of Special Needs education. The Executive Director of Infrastructure Services advises that over the same period, it was decided that, given the level of work regularly required of the direct labour workforce, it would be better value to expand the workforce, rather than to continue with heavy amounts of institutional overtime; around twenty-four full-time equivalents have been taken on in the last twelve months.

5. Staff Allocation by Service Area

5.1. Turning from the CoSLA-defined categories of staff, and looking at the Council's own structures, the full-time equivalents as at September 2003 are spread over the departments and services as follows:-

department	service	Managers	staff
		FTE	FTE
Executive Services	Town Hall	2.0	7.6
	Finance	2.0	70.5

	IT Unit	1.0	26.2
	Legal and Admin	3.0	38.1
	Assessor	1.0	12.5
	Organisational Development	2.0	13.0
	sub-total	*11.0*	*167.9*
Community Services	Central	2.0	37.7
	Community Development	1.0	78.4
	Education	56.0	564.6
	Housing	1.0	101.7
	Social Care	1.0	342.2
	sub-total	*61.0*	*1,124.6*
Infrastructure Services	Central	1.0	28.2
	Building Services Unit	1.0	198.8
	Environment	1.0	76.2
	Planning	1.0	20.5
	Roads	4.0	123.4
	Transport (including ferries)	5.0	186.1
	sub-total	*13.0*	*633.2*
Agencies	Economic Development	5.0	72.5
	Ports & Harbours	5.0	80.0
	sub-total	*10.0*	*152.5*
GRAND TOTALS		95.0	2,078.2

As before, the term "managers" is used to cover all staff who are paid at scp50 or above. The position of the Assessor's staff is slightly different, and is described in paragraph 6.3.1.

6. Benchmark comparisons

6.1. Five local authorities have been selected as comparators. Orkney, Eilean Siar and Argyll & Bute are all island groups. Highland is geographically large and more populous than the islands, but it has similar challenges to face in terms of rurality and sparsity of occupation. Clackmannan is the smallest mainland authority, in terms of population.

6.2. For its population, Shetland has by far the largest number of FTE staff in the benchmark group and, indeed, in Scotland:-

FTE staff per 1,000 population	Shet-land	Orkney	Eilean Siar	High-land	Clack-mannan	Argyll & Bute
Corporate	1.8	0.3	1.5	0.7	0.9	0.7
Central Support	7.5	6.2	5.3	2.8	3.5	3.2

FTE staff per 1,000 population	Shet-land	Orkney	Eilean Siar	High-land	Clack-mannan	Argyll & Bute
Arts, Sport & Leisure	0.8	1.2	0.4	0.6	0.4	0.4
Education: other staff	14.2	9.6	10.7	6.1	8.5	4.7
Education: teachers	19.8	15.8	14.7	12.9	10.9	11.6
Housing	3.1	0.6	2.1	0.8	1.6	1.5
Libraries, Museums & Galleries	1.5	1.5	1.2	0.9	0.4	0.3
Social Work	14.5	18.6	15.1	7.6	5.4	8.9
DLO / DSO	14.7	12.1	8.5	7.3	8.3	9.4
Environmental	3.4	0.4	1.0	0.4	1.0	1.3
Planning & Economic Development	2.1	1.0	1.1	0.8	0.7	0.8
Roads & Transport (incl. ferries)	12.3	4.4	1.9	1.1	0.7	1.7
Trading Standards	0.3	0.2	0.1	0.2	0.1	0.1
TOTAL	96.0	71.9	63.6	42.2	42.4	44.6

6.3. The figures are drawn up on a consistent basis by CoSLA, but in some respects they are not comparative:-

6.3.1. CoSLA collects information on staff who are paid through a Council's payroll system; it takes no account of whether the costs of the staff actually fall on that council. Thus the Shetland Islands Council is required to include the Charitable Trust staff in the figures it supplies to CoSLA, even though these costs are met by the Charitable Trust. Similarly, the District Assessor's staff in Orkney, numbering nearly fourteen full-time equivalents, are included in the Shetland total of "Corporate" staff by CoSLA, although half their costs are met by the Orkney Islands Council.

6.3.2. Not all of the staff included in Joint Staffing Watch are paid for out of Council funds. An increasing number of posts throughout Scotland are funded directly by the Scottish Executive in support of central initiatives; the Excellence Fund is one example. In Education alone, over seventeen full-time equivalent SIC posts are paid for by these initiatives.

6.3.3. No distinction is made between employees in established posts, and those in fixed-term employment. When funding is directly allocated from the Scottish Executive in support of a particular initiative, many Councils choose to have the related work carried out by consultants. It has been the trend in Shetland in recent years, to prefer to employ staff on a fixed-term contract to undertake the work in-house; a recent example would be the production of a group of housing strategies required by the Scottish Executive, and paid for by them. Eilean Siar used the funding to pay private consultants to carry out the work, but here in Shetland a team of seven people with local knowledge has been employed for a limited period, to carry out the same work.

6.3.4. If all or part of a service is contracted out by a Council, then the staff carrying it out are not treated as employed by that Council. In such cases, a comparison of

expenditure on the work contracted-out would be a more useful benchmark indicator.

6.4. Clearly, staff figures alone give no indication of the level or quality of service provided.

7. Financial Implications

7.1. There are no financial implications arising from this report. The following figures are expressed at 2003 prices:-

TOTAL EMPLOYEE COSTS	1999/00 £000	2002/03 £000
Corporate and Central Support Staff and Managers	6,401	5,733
Service Delivery Staff and Managers	34,353	33,785
TOTAL	40,754	39,518

8. Policy or Delegated Authority

8.1. Matters relating to organisational development and structures stand referred to Executive Committee (min ref: SIC 70/03).

9. Conclusion

9.1. Compared with other local authorities, overall numbers of Council staff remain high, but fewer people now work in corporate and central support roles, and more in service delivery.

9.2. The CoSLA figures are not ideal as a means of comparison with other local authorities because, despite the guidelines provided, local interpretation can affect how staff are counted, and how they are allocated between categories. As regards Shetland's figures, however, more consistent and reliable information has been available since the Council started using the new CHRIS software in June 2002.

10. Recommendations
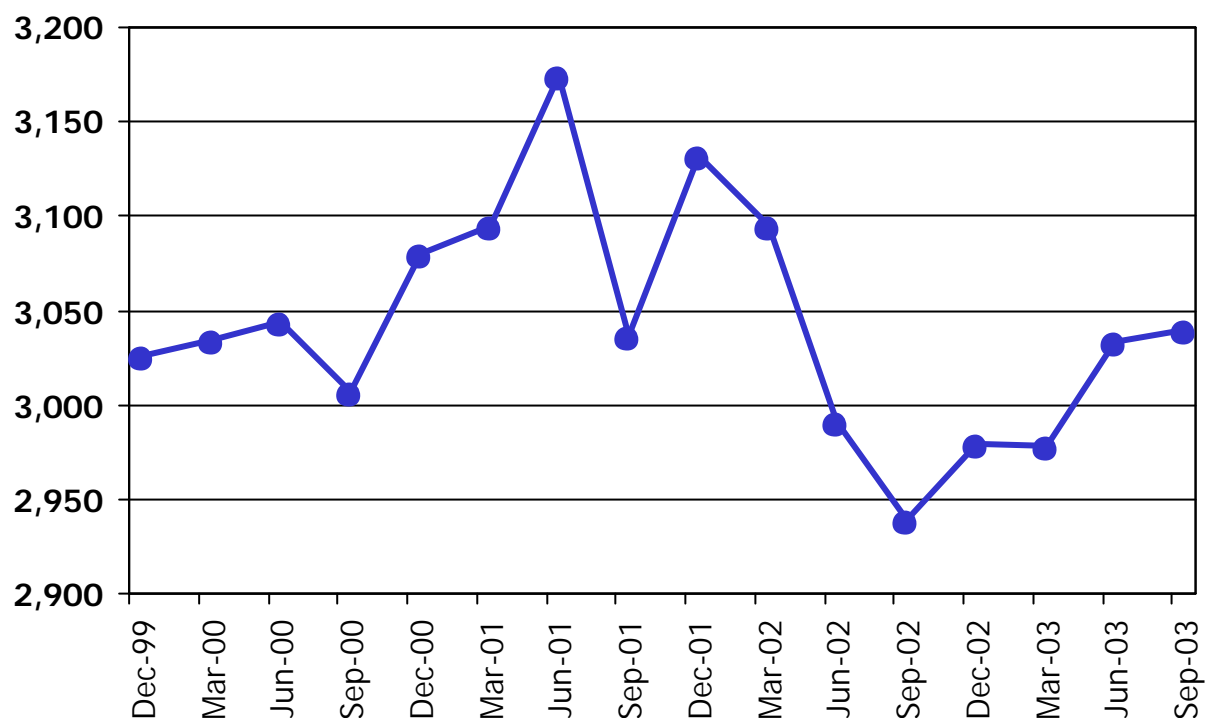
10.1.   I recommend that the Committee note this report.

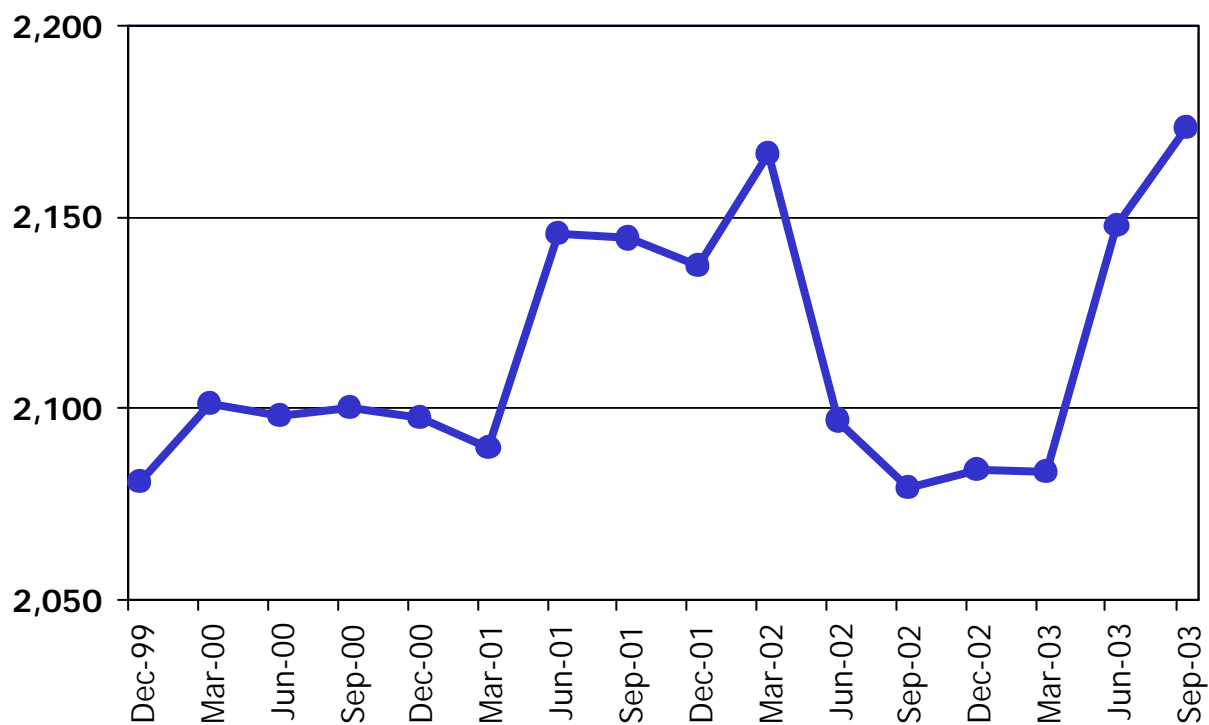Date: 26 January 2004
Ref: DESL/AMA   Report No: CE-01-F

APPENDIX A

Staff numbers since December 1999

Full-time equivalents since December 1999

Shetland
Islands Council

REPORT

To: Executive Committee   03 February 2004

From: Head of Community Development

CULTURAL STRATEGY FOR SHETLAND

1.   Introduction

1.1   The purpose of this report is to present the final draft of the Cultural Strategy for Shetland for consideration by the Executive Committee, and thereafter by Shetland Islands Council.

2.   Current Position

2.1   It is some eighteen months since Mayfield Arts and media were engaged to prepare a Cultural Strategy for Shetland.

2.2   At the outset, it was agreed that it was important to consult with agencies and the wider public to ensure that the agreed strategy could enjoy wide ownership throughout Shetland.

2.3   To that end, a wide range of stakeholder organisations and departments were invited to a series of themed meetings to encourage focussed discussion.

Group 1:   Arts, Heritage, Libraries, Museums, Crafts
Group 2:   Well Being – Sport & Recreation, Health, Quality of Life
Group 3:   Community Development, Education and Regeneration
Group 4:   Media, Economy and Tourism

2.4   Public meetings were held in Gutcher, Brae, Scalloway, Lerwick, Bixter and Sandwick. In addition, the inaugural meeting of Youth Voice engaged young people in discussion around the cultural strategy.

2.5 As a result of these consultations and taking notice of the draft guidance from COSLA and the Scottish Executive on developing local cultural policies a draft cultural strategy for Shetland was produced by Mayfield Arts and Media. (Appendix 1).

2.6 This draft has been further developed taking cognisance of the views expressed by the previous Culture and Recreation Services Forum when discussed earlier this year and also by the partner agencies with a responsibility for delivering cultural activity in Shetland.

2.7 The partner agency group consists of wide representation from Shetland Islands Council including Community Development, Education, Economic Development, Corporate Policy, Infrastructure Services, Shetland Arts Trust, Shetland Amenity Trust, Shetland Recreational Trust, Shetland Enterprise, Shetland Islands Tourism, Islesburgh Trust, National Health Service Shetland and Shetland College.

2.8 The strategy has been refined to reflect three main themes:

- Access, participation and potential
- Creativity and heritage
- Learning, economy and regeneration

These themes are consistent with the draft guidelines from Scottish Executive which sets out the role of cultural activities in addressing cross-cutting issues.

2.9 Equally the Community Planning Board has recognised the Cultural element as one of the aims set out in their draft planning framework "Together – Shetland". "Cultural Element – To make sure Shetland keeps its distinctive character and works for excellence in everything it does".

The draft Community Planning Framework sets out as a priority "Respect Shetland's personality: by promoting, celebrating, contributing and supporting Shetland's diversity of cultural traditions, heritage, creativity and activity".

The Community Planning Board considered the draft Strategy at its meeting on 19th January and generally endorsed it.

2.10 Cultural Strategy can be seen as an overarching document which celebrates the value of cultural activities in their own right as an important contributor to Quality of Life.

2.11 As important, however, as I have said above is the significant contribution that cultural activity makes to addressing cross cutting issues such as social inclusion, access, achieving potential, economic development and lifelong learning.

2.12 It is for this reason that so many agencies and council services have contributed to, and will continue to contribute, to the cultural strategy.

2.13 An action plan is currently being drawn up which will set out specific tasks to be achieved within the three themes over the next year. This action plan will be completed once the strategy has been approved and will be made available following that.

2.14 This action plan is based around strong partnership working and will be a mixture of existing pieces of work perhaps reflected in another plan – e.g Shetland Arts Trust 4 year Plan or Sport and Recreation Strategy, or be something new.

2.15 However, it is recognised that the Strategy will be delivered within existing resources, although it is certainly expected that the Strategy will be a vehicle to attract additional external resources.

3. Summary

3.1 The draft cultural strategy for Shetland focuses on three main themes.

3.2 These themes are addressed in an action plan currently being written.

3.3 The Cultural Strategy is an overarching document to which Shetland Islands Council and many partner agencies have contributed.

3.4 The Cultural Strategy is seen as contributing to "Together – Shetland", the draft planning framework of the Community Planning Board.

3.5 The action plan will be delivered within existing resources but it is hoped that the Strategy will be able to lever in further external resources.

3.6 The Strategy celebrates the intrinsic value of cultural activities but also stresses the importance of culture in addressing many of the cross-cutting issues being faced in Shetland today.

4. Financial Implications

4.1 There are no financial implications with this report, as it is intended that the actions arising from the Strategy will be delivered within available resources.

5. Policy and Delegated Authority

5.1 While matters pertaining to cultural activity are referred to the Services Committee, it is felt that as the Cultural Strategy embraces the work of many services across the Council, this report should be considered by the Executive Committee in terms of its wider role for policy and planning co-ordination.

5.2 The Executive Committee however, does not have delegated authority to approve overall objectives, and therefore a decision of the Council is required.

6.   Recommendations

6.1 I recommend that the Executive Committee approves the draft strategy and recommends it to Shetland Islands Council.

January 2004
Our Ref: GS/lal   Report No. CD-147-F

Shetland
Islands Council

REPORT

To: Executive Committee   03 February 2004

From: Community Learning & Development Officer
            (North Isles)

CALOR SCOTTISH COMMUNITY OF THE YEAR AWARDS 2003

1.   **Introduction**

    1.1   The purpose of this report is to inform the Executive Committee of the recent success of the Yell Community Council in the Calor Scottish Community of the Year Awards 2003. This report will also inform the committee about the awards and acknowledge the work undertaken by the Yell Community Council before and during their application process.

2.   **The Calor Scottish Community of the Year Awards**

    2.1   These awards were launched in 1998. Over the past six years more than one third of Scotland's communities have entered. (Sandwick Community Council won the award in 1999) The awards are organised for the Association of Scottish Community Councils, supported by the Scottish Environment Protection Agency, Scottish Business in the Community and The Robert Gordon University, and are sponsored by Calor Scotland.

    2.2   The five main categories are as follows:

- Environment
- Business
- Young People
- Community Life
- Older People

    2.3   Community Councils, and more recently community groups, can choose to enter into as many or as few of the above categories. Each category is

judged and the awards are given out into either winner, highly commended or commended.

3. Yell Community Council's Achievements

3.1 The Yell Community Council put a great deal of work into their submission and the further stages of this award scheme. Significant planning for the application was required which included meetings with relevant local businesses, people, professionals and organisations.

3.2 The Community Council was nominated for all five categories and at the end of October the judges came to Yell. The Community Council gave the judges a tour of Yell highlighting and visiting places of interest and speaking to local people, businesses and community organisations.

3.4 Yell Community Council won the Business Category Award and were also commended in the Young People, Environment and Community Life Categories. Two representatives from the Community Council attended the award ceremony in Edinburgh in December 2003, where the Minister for Communities, Margaret Curran MSP, presented the awards.

3.5 This award is national recognition of the quality and range of activity a small island community like Yell can achieve and highlights in particular:

- A real effort is being made to protect and improve the local environment.
- Local history/heritage is of great importance to the community.
- The local community eagerly support any new and existing business ventures.
- Yell is a very enterprising/innovative community.
- A real effort is being made to keep employment in Yell.
- Yell has a strong sense of community spirit and a wide range of community organisations that actively encourage participation by all members of the community.

4. Financial Implications

4.1 There are no financial implications.

5. Policy and Delegated Authority

All matters concerning Community Council stands referred to the Executive Committee (Min Ref: SIC70/03).

6.   Recommendations

I recommend that the Executive Committee:

6.1   notes the contents of this report and acknowledge the achievements of the Yell Community Council and community in the Calor Scottish Community Of The Year Award 2003.

February 2004
JC/lal   Report No. CD-143-F

Shetland
Islands Council

10 REPORT

To: **Executive Committee**   **3 February 2004**

From: **Development Officer**

REPORT NO.: DV007-F
SHETLAND RENEWABLE ENERGY FORUM
SHETLAND STRATEGY FOR RENEWABLE ENERGY DEVELOPMENT

1.0 Introduction

1.1   The Shetland Renewable Energy Forum (SREF) has drawn up a strategy document for the development of renewable energy in Shetland. The SREF Executive Committee have asked the Economic Development Unit to put the strategy document before the Council to inform Councillors of the SREF's aims and objectives and with a request for the Council's official endorsement of the document. A copy of the document "Shetland Strategy for Renewable Energy Development" is attached as Appendix 1.

2.0 Background

2.1   The Shetland Renewable Energy Forum (SREF) was established in March 2003. The Forum's constitution is attached as Appendix 2 and provides details of the membership of the organisation and its aims and objectives.

2.2   The SREF have represented the Shetland Renewable Energy Sector at two major UK renewable energy conferences in Orkney and Aberdeen, raising the profile and promoting Shetland's renewable energy resources and the opportunities for developing the renewable energy sector in Shetland. In January 2004 the SREF organised a seminar on the future use of hydrogen as a fuel and the concept of the hydrogen economy, highlighting opportunities for Shetland in becoming involved in the research and development of hydrogen related products and infrastructure. The SREF have also met with Ofgem, Scottish and Southern Energy Plc and the DTI and put across many of the issues important to Shetland.

2.3   The SREF strategy document was launched at a public meeting in the NAFC on 15 January 2004.   In preparing the document the SREF consulted extensively with many organisations and stakeholders. A list of consulted organisations is included in the strategy document (see Appendix 1).

3.0 Financial Implications

3.1   There are no financial implications arising from this report.

4.0 Policy and Delegated Authority

4.1   The following economic development priorities are relevant to this subject:-

- Improvement of the marketing of Shetland and Shetland products

- Economic Diversification

- Strengthening Rural Communities in Shetland

- Targets – Renewable Energy

These policies were adopted by the Executive Committee on 9 December 2003 (Min. Ref. – 34/03) and by the Council on 17 December 2003 (Min. Ref. – 161/03).

4.2   This report is being presented to the Executive Committee in accordance with its remit for policy and planning co-ordination and economic strategy (SIC Min. Ref. 90/03). However, the Committee does not have delegated authority to approve policy, and therefore a recommendation to the Council is required.

5.0 Conclusion

5.1   The Shetland Strategy for Renewable Energy Development is a key document in developing the overall Shetland approach to this important economic opportunity. It is essential that the islands presents a co-ordinated front on the subject and the Council is central to the effort required to develop renewable energy.

6.0   Recommendation

6.1   It is recommended that the Executive Committee recommends to the Council that:

a)   the Shetland Strategy for Renewable Energy Development is adopted to guide Council policy in renewable energy; and,

b)   the aims and objectives of SREF are endorsed.

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Shetland Strategy for Renewable Energy Development

Shetland Renewable Energy Forum
January 2004

Cover Photo by John Coutts

www.sref.co.uk

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Foreword

by Tavish Scott MSP

"The last quarter of the 20th century brought the oil industry to Shetland. Many benefits have flowed into Shetland. But how these islands build a diversified economy, as oil's importance to Shetland changes, is a vital question for the future.

The first quarter of the 21st century could see just as great an opportunity for the islands, with renewable energy taking over as the oil industry declines, but the benefits this change will bring to Shetland depend in large part on the islands being properly prepared to deal with the challenges the renewable energy industry brings.

A key part of this preparation has been the setting up of the Shetland Renewable Energy Forum and their work to develop this strategy for the new industry in Shetland. I am therefore delighted to be asked to provide a foreword for so important a document for Shetland's future.

Shetland's wind, waves and tides provide the raw material for a major renewable energy industry. On top of that, we have in the islands the engineering and marine skills which will be vital to the tapping of these renewable resources. The key is to ensure that these natural and human resources are used to the maximum benefit of the islands and that, in using them, we protect our environment. Shetland has sought to protect the environment that many traditional industries, and new ones, depend upon, and that commitment must continue.

This document brings together commercial, community and educational objectives and uses them to prepare a detailed Action Plan. Delivering the Action Plan will be no little undertaking. It will need hard work by many individuals and organisations, including Shetland's elected representatives. If Shetland is to reap the maximum benefit from renewable energy, and welcome the industry on Shetland's terms, it is important that there is a clear vision of the islands' aims which all can work to deliver. This plan should be a vital tool in turning a vision for Shetland's future into a reality for the benefit of people throughout the Islands."

Tavish Scott

1.0   Introduction

In furtherance of Objective 3.3 of the Shetland Renewable Energy Forum Constitution, this strategy document is presented for reference and endorsement.

2.0   Aim

The aim of the Strategy is to record the ongoing consensus of the Shetland Community with regard to appropriate renewable energy development, raising awareness of the current renewable energy industry, identifying areas of concern and offering potential opportunities and benefits. A list of companies and organisations consulted during the development of the Strategy is appended (Appendix A).

The Strategy is intended to complement other local strategies and action plans and a list of considered documents is appended (Appendix B). The Strategy shall be reviewed and amended regularly.

3.0   Scope of the Strategy

The Strategy covers all matters related to the principal aim of the Shetland Renewable Energy Forum, namely: "To ensure that Shetland maximises the economic and community benefit of developing its renewable energy resources while minimising the impact on the environmental, social and visual amenity of the islands.

4.0   Amendment to and review of the Strategy

The Strategy may be amended at any time upon written submission to the Shetland Renewable Energy Forum. The Executive Committee of the Forum will consider all proposed amendments. Any reasonable amendments will be issued for consultation to the endorsing bodies. After consultation the proposed amendment shall again be placed before the Executive Committee of the Forum for approval or rejection based on comments received during the consultation. Any approved amendment shall be incorporated into the strategy with immediate effect.

The Shetland Renewable Energy Forum will review the Strategy at each Annual General Meeting and amendments proposed at that time shall be received as if made by written submission.

5.0   Context

There are several legislative and non-legislative programmes which have created a strong demand for renewable energy developments. The most relevant include the targets set by the UK and Scottish Parliaments for set percentages of all electricity requirements to be met from renewable sources by 2010[2].

The Strategy aims to ensure that Shetland can realise the full potential of its renewable energy generation capacity. The Strategy takes account of the fact that as of 2004 it will be necessary to significantly strengthen the UK national electricity transmission and distribution grid to allow Shetland access to national markets.

Inherent in this Strategy is the understanding that a reduction in energy demand as a result of better energy efficiency measures must be the first priority.
The second priority will be to encourage an increase in the amount of small renewable embedded and distributed generation capacity throughout Shetland, relieving the pressure on the existing island electrical grid.

However it is accepted that these measures alone may not be sufficient if Shetland is to avoid increases in carbon emissions. It will be worthwhile to maximise the acceptable contribution of large-scale, national grid-connected renewable developments.

Although Shetland is strongly committed to further renewable energy development it is recognised that particular types of development can give rise to public concern. Wind farms have a visual impact on the environment and it is acknowledged that there are extremely important natural heritage issues to be addressed.

National and international statutory obligations and publicly accepted recommendations to protect designated areas, species, habitats and historic environments must be respected.

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[2] UK target 10%; Scottish target 18%

6.0   Competitive advantages existing in Shetland

6.1   Existing deployment of renewable energy technologies

- One of the UK's longest serving wind generation facilities has existed in Fair Isle, Shetland since 1982 and is a model for other community renewable energy projects.

- Commercial wind developments have been present in the islands since 2000.

- Shetland has hosted research and development for several technologies including tidal energy and hydrogen energy storage.

6.2   Existing community involvement

- Small-scale renewable energy has always been popular in Shetland with many crofts historically using wind and water for energy.

- Shetland responded positively to the opportunities provided by the Scottish Community Renewables Initiative.

- Shetland has a generally pro-active community willing to be involved in project ownership and development.

6.3   Existing educational services

- Shetland has a successful Energy Advice Centre promoting energy efficiency and advising the public, companies and the local authority on energy matters.

- Lunnasting Primary School has led the way among Shetland schools by integrating operating renewable energy facilities into the school infrastructure.

- Shetland Renewable Energy Forum has been active since 2002. The Forum is a pro-active source of information about renewable energy in Shetland.

6.4   Resources existing in Shetland

- Shetland has been proven to have one of the richest wind, wave and tidal resources in the UK[3]. The abundant renewable energy potential is currently under-exploited.

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[3] Orkney and Shetland Renewable Energy Resource Assessment 2004

- Shetland has local human resources with experience and training in renewable energy technologies. Several local renewable energy businesses exist and operate. These individuals and companies have successfully undertaken a range of projects over a variety of scales.

- Shetland has indigenous industries with a skills synergy suitable for renewable energy development including, glass fibre product manufacture, electrical and electronic design/installation, civil engineering design and construction, environmental assessment, project management, light/medium/heavy engineering fabrication, mechanical/marine engineering design and construction, hydraulic engineering, workboat and marine craft operation, etc.

- Companies based outwith Shetland have located projects in Shetland, recognising Shetland's unique environment.

7.0   Objectives identified for Shetland

29 relevant objectives have been identified.

7.1   <u>Commercial Objectives for Shetland</u>

Short Term (0-5 years)

7.1.1   Establishment of an electrical interconnector between the national UK and Shetland electrical grids.

7.1.2   Application of technical and environmental options to maximise renewable energy development potential within Shetland.

7.1.3   Publication of a portfolio of resources, skills, technology and expertise available in Shetland.

7.1.4   Production in conjunction with Scottish and Southern Energy plc of a map of the Shetland electrical grid for issue to interested parties.

7.1.5   Early confirmation of government Renewables Obligation targets beyond 2015.

Long Term (5 years +)

7.1.6   Growth and development of renewable energy businesses and diversification in businesses with the necessary synergies.

7.1.7   Increased research and development activities in renewable energy to be undertaken in Shetland.

7.1.8   Increased capacity by local businesses to manufacture and install small-scale renewable generation technologies.

7.1.9   Research, development and application of alternative technologies for storing and exporting energy from Shetland.

7.1.10 Development in conjunction with Public Electricity Suppliers of embedded energy schemes and tariff structures for small-scale renewable energy in Shetland.

7.1.11 Maximised involvement of Shetland based companies and individuals in all stages of renewable energy projects.

7.1.12 Reduced development timescales for renewable energy projects through close consultation with planners and environmental bodies (such as Scottish Natural Heritage, the Royal Society for the Protection of Birds, Shetland Biological Records Centre, etc.) and encouragement of early contact between developers and environmental bodies.

7.2   Community Objectives for Shetland

Short Term (0-5 years)

7.2.1   Development of community-scale renewable energy plans and projects.

7.2.2   Establishment of local targets and priorities within communities.

7.2.3   Publication or distribution of a "template" explaining processes for communities to develop renewable energy schemes.

Long Term (5 years +)

7.2.4   Provision of equivalent of 100% of Shetland's energy requirements from renewable energy sources (consistent with the EU 100% Renewable Energy Islands' Target)[4].

7.2.5   Achievement of 100% community ownership for renewable energy in identified or island areas sufficient to match local requirements.

7.2.6   Achievement of a minimum of 25% community ownership in all renewable energy development in Shetland.

7.2.7   Increased standards of energy efficient design and construction in local housing and other buildings.

7.2.8   Preservation, protection and enhancement of Shetland's natural flora, fauna and marine life including statutory designated areas in the locations of renewable energy development.

7.2.9   Preservation, protection and enhancement of Shetland's archaeological heritage in the locations of renewable energy development.

7.2.10 Minimisation of all and any unavoidable pollution or negative environmental effects related to the development, construction, operation or removal of renewable energy developments.

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[4] 100% Renewable Energy Island – A target recognised by the EU "Campaign for Take Off" programme. Shetland would form a renewable energy partnership where local bodies combine to produce an amount of renewable energy equivalent to the energy consumed within Shetland.

7.3   Educational Objectives for Shetland

Short Term (0-5 years)

7.3.1   Workshops, seminars, etc. to be held to identify the potential for and promote local involvement in renewable energy.

7.3.2   Extraction of and contribution to renewable energy knowledge in other information sources beyond Shetland.

7.3.3   Increased school visits to renewable energy installations.

7.3.4   Provision of curriculum and industry links to integrate renewable energy into education.

Long Term (5 years +)

7.3.5   Continued support of the Shetland Renewable Energy Forum as an institution for renewables related debate and as a source of information and advice relating to renewable energy.

7.3.6   Establishment of local initiatives to promote energy efficiency timed to complement known national initiatives.

7.3.7   Growth of installed renewable energy projects at schools and other educational facilities.

8.0   Summary

Shetland has important natural and human resources relating to renewable energy which have not been fully exploited. It will be important for Shetland to extract local benefit from any such exploitation and ensure that the natural environment is not unreasonably disturbed in doing so.

If undertaken properly the advance of renewable energy development within Shetland could provide a significant local industry offering diversification from traditional business sectors.

The Strategy can be referred to when considering renewable energy development within Shetland to gauge if proposals are suitable and beneficial for Shetland.

9.0   Action Plan

This is not a complete list but rather a list of suggested actions relating to the Strategy objectives.   It is not the intention of this Strategy to set timescales or place named responsibilities for actions that are only suggested here. Individual interested parties will set their own timescales and tasks.

It is proposed that where any party has completed any suggested action, it be recorded here so that others need not repeat the work. Interested parties can then see who has completed such tasks. The recording of tasks would be made by amendment to the Strategy in accordance with 4.0.

Objective Number		Suggested Actions	Who Done By
7.1.1	a	Lobby OFGEM to support SSE System Review Proposals relating to connection of Shetland to national grid.	
	b	Collate and present to SSE details of committed renewable energy projects within Shetland	
7.1.2	a	Discuss with SSE to identify system requirements of embedded generators.	
	b	Discuss with environmental organisations the preferred methods of generation, times of construction and locations for developments and establish methods, times and locations that should be avoided in order to minimise environmental damage.	
7.1.3	a	Find existing study or establish funding for and instruct local skills study.	
	b	Find existing study or establish funding for and instruct local industry synergy study.	
	c	Collate studies with Shetland Enterprise resources study, summarise and publish.	
7.1.4	a	Discuss objective with SSE and accept advice and contribution.	
7.1.5	a	Lobby local and appropriate parliamentarians for immediate and repeated announcements confirming Renewables Obligation targets beyond 2015.	
7.1.6	a	Provide general information to forthcoming interested parties.	
	b	Identify and collate information on funding sources for issue to interested parties.	
	c	Publicise industry to local business through media and seminars.	
7.1.7	a	National promotion of collated studies produced under objective 7.1.3 with details of existing research and development in islands.	
	b	Identify and collate information on research and development funding sources for issue to interested parties.	
7.1.8	a	Discussion with SSE regarding connections procedure and recording of advised best practice.	
	b	Production of summary of responses to Community initiatives received from objective 7.2.1 for issue to interested parties.	
7.1.9		General benefit from actions taken towards objectives 7.1.3, 7.1.6 and 7.1.7	
7.1.10	a	Clarify existing tariffs etc. during SSE discussions for objectives 7.1.1, 7.1.2 and 7.1.4	
	b	Discuss with OFGEM acceptable regimes based on global practice examples.	
	c	Lobby SSE and OFGEM for introduction of locally favoured tariff, etc. options.	
7.1.11	a	Record publicised local financial involvement in projects for providing to developers as examples of good practice.	
		General benefit from actions taken towards objectives 7.1.3, 7.1.5 and 7.1.7	

Objective Number		Suggested Actions	Who Done By
7.1.12	a	Collate available information on environmental action taken for existing renewable energy developments.	
	b	Confirm with planners and environmental bodies acceptability of previous actions and record	

suggested alternative actions.

c   Issue above information on request.

d   Promote within above, and other published information on renewable energy, close involvement with environmental bodies and commending early contact.

7.2.1   a   Advertise in local media to identify interested communities.

b   Identify and collate community funding sources for issue to interested communities.

c   Co-ordinate with other community support groups (e.g. HIE Community Renewables) to act as support to active communities.

d   Provide responding communities with collated information on renewable energy projects and "template" produced under objective 7.2.3.

7.2.2   a   Collect feedback from communities and assess to identify task lists.

b   Compare task lists to identify repeating or shareable tasks.

c   Co-ordinate efforts to advance tasks.

d   Continue involvement with communities and react as projects develop.

7.2.3   a   Arrange discussions or meetings between appropriate bodies to clarify and record various funding processes.

b   Collate information on companies with relevant ability to undertake development of renewable projects; emphasising companies identified under objective 7.1.3

c   Publish funding and company information in a single document for issue to communities.

7.2.4   a   Appoint management consultant to advance European process at appropriate time.
General benefit from actions taken towards objectives 7.1.5 and 7.2.1

7.2.5   General benefit from actions taken towards objective 7.2.1

7.2.6   a   Publish non-sensitive details about local ownership of existing and committed renewable energy developments.

b   Promote the local intent to expect local ownership or partial local ownership within all developments undertaken within Shetland.

c   Hold discussions between relevant parties to identify and agree means to give incentives to include local ownership in all developments and fair means to discourage wholly externally owned development.

7.2.7   a   Review or initiate commissioned work/design standards from significant local developers. i.e local authority, housing associations etc. to include energy efficiency measures.

b   Promote energy efficiency at local exhibitions etc.

7.2.8   a   Consult with Scottish Natural Heritage and other environmental organisations in order to identify which species, habitats and locations are most at risk from renewable energy development in Shetland.

b   Identify possible mitigation measures relating to identified species risk.

c   Discuss designated areas map suggestion with environmental bodies and accept advice and contribution.

d   Collate and issue above information on request.

7.2.9   a   Inform Shetland Archaeological Society about nature, size and implications of potential renewable energy developments in Shetland so that they may raise concerns relating to specific projects during consultations and planning processes.

7.2.10   a   Hold discussions between relevant parties to identify less obvious environmental considerations arising from individual generation unit positions and operating methods.

b   Collate and list known instances of pollution associated with renewable energy and issue on request.

Objective Number	**Suggested Actions**		Who Done By

7.3.1   a   Identify and collate funding assistance available for workshops, seminars etc. and parties willing to host/undertake such events.

b   Endorsing bodies to actively promote such events.

7.3.2   a   Shetland Renewable Energy Forum to officially associate with other Forum groups in Scotland (Orkney Renewable Energy Forum, Scottish Renewables Forum) and initiate knowledge share.

b   Shetland Renewable Energy Forum to promote pertinent information gained.

7.3.3	a	Prepare an updateable list of all existing renewable energy development within Shetland and contact information.
	b	Present list to Shetland Islands Council Education Department for distribution to schools with indications of willingness of parties on list to be involved with school projects, visits, etc.
	c	Identify and collate funding assistance available to parties involved with educational systems.
7.3.4	a	Discuss with Shetland Islands Council Education Department targets and needs relating to all energy within existing curriculum.
	b	Issue list prepared under objective 7.1.3 to Shetland Islands Council Education Department for use with work experience placement etc.
		General benefit from actions taken towards objective 7.3.1.
7.3.5	a	Promote Shetland Renewable Energy Forum in local media to increase membership.
	b	Identify funding sources for Forums and pass to Shetland Renewable Energy Forum.
	c	Shetland Renewable Energy Forum to publish outcomes and progress.
7.3.6	a	Establish existing national and local schemes to promote energy efficiency.
	b	Hold meeting(s) between relevant parties to identify and investigate opportunities for energy efficiency schemes.
	c	Identify and collate funding available for such schemes.
	d	All endorsing bodies to actively promote schemes during event.
7.3.7		General benefit from actions taken towards objective 7.3.1 and 7.3.3

Appendix A

List of Consulted Organisations

The following bodies were consulted during the development of the Shetland Strategy for Renewable Energy Development:

A list of official endorsements is held by the Shetland Renewable Energy Forum

Association of Shetland Community Councils
Crofters Commission
The Engineering Business Ltd
Fair Isle Electrical Company Ltd
Hjaltland Housing Association Ltd
KIMO Environmental Agency
Lerwick Port Authority
National Farmers Union
North Atlantic Fisheries College
Royal Society for the Protection of Birds
Scottish Environmental Protection Agency
Scottish Natural Heritage
Shetland Aerogenerators Ltd
Shetland Amenity Trust
Shetland Architectural Society
Shetland Crofting Farming and Wildlife Advisory Group
Shetland Development Trust
Shetland Enterprise
Shetland Fishermen's Association
Shetland Islands Council
Shetland Islands Tourism
Shetland Recreational Trust
Shetland Salmon Farmers Association
Shetland Wildlife
Shetland Windpower Ltd
Sullom Voe Terminal Operator (BP)
Unst Partnership

Alistair Carmichael MP
Tavish Scott MSP

Plus all Shetland Renewable Energy Forum members

Appendix B

List of Complementary Local Strategies and Action Plans

The following local strategies and action plans have been considered during the formation of the Shetland Strategy for Renewable Energy Development:

Community Plan – Association of Shetland Community Councils
Local Biodiversity Action Plan (Living Shetland Project)
Shetland Local Economic Strategy – Shetland Islands Council
Shetland Local Plan – Shetland Islands Council
Shetland Structure Plan – Shetland Islands Council
Sustaining Shetland Strategy

Shetland Renewable Energy Forum
Constitution

1. NAME
The name of the association is "**Shetland Renewable Energy Forum**"
(hereinafter called "the Forum").

2. AIM
The aim of the Forum is "To ensure Shetland maximizes the economic and community
benefit of developing its renewable energy resources while minimizing the impact on
the environmental, social and visual amenity of the island."

3. OBJECTIVES
The objectives of the Forum are to:-
3.1 Promote the development of renewable energy projects in Shetland for the
benefit of the Shetland community.
3.2 Assist its members to obtain information and advice on technical, financial
and legislative issues related to the development of renewable energy
initiatives in Shetland.
3.3 Act as a consultation group for the further development of the Renewable
Energy Strategy for Shetland.
3.4 Encourage and promote research and development activities in renewable
energy to be undertaken in Shetland.
3.5 Act as a lobbying group to support the shared interests
of its members.
3.6 Promote and support the development of technologies for storing and
exporting energy from Shetland.
3.7 Support the establishment of a grid connection with the wider UK /
European electricity grid network which will benefit Shetland as a significant
stakeholder.
3.8 Support the investigation of best technical and environmental options for
increasing renewable power and energy generation in Shetland.
3.9 Support the development of a portfolio of skills, technology and expertise
available in Shetland in regard to renewable energy and ensure the maximum
involvement of such Shetland-based companies and individuals in renewable
energy projects (including EIA and feasibility studies).
3.10 Encourage the development of embedded energy schemes, and the
preferential use of, and tariff structures for, renewable energy in Shetland.
3.11 Encourage the provision of facilities, funding and services for the benefit
of members of the forum.

4. POWERS
In furtherance of the above objectives but not further or otherwise the forum shall
have the following powers.
4.1 To raise funds required for the achievement of the above objectives by any
lawful means.
4.2 To employ such persons on such terms as may be necessary.
4.3 To enter any arrangements with any government or authority, local or
otherwise and obtain from such government or authority any rights, privileges

and concessions and carry out, exercise and comply with any such arrangements, rights, privileges and concessions.

4.4 To employ all efforts towards ensuring that reasonable electricity tariff mechanisms and grid connections are established and maintained which enable maximum use of local renewable resources and export of same from Shetland.

4.5 To do all such other things as are necessary for the attainment of the above objectives.

5. MEMBERSHIP

Full Membership of the forum shall be open to :

- Any resident of Shetland interested in the production of renewable energy
in Shetland, individual, business or organisation in Shetland;
- Any private or community organisation or business with an interest
in the production of renewable energy in Shetland which is more than 50% owned in Shetland;
- Any non-profit distributing organization operating in Shetland;

Only full members have voting rights within the SREF. The SREF maintains the right to hold meetings exclusively for full members, should they express the wish to do so.

Associate Membership of the forum shall be open to any individual, business or organisation based outside Shetland, which/who supports the objectives of the forum and by invitation thereof. More specifically Associate Membership is open to :

- Any non-resident of Shetland with an interest in the production of renewable energy in Shetland;
- Any public, private or community organisation or business with an interest
in the production of renewable energy in Shetland, which is less than 50% owned in Shetland;

Individual Supporters:

The Forum shall welcome support from individuals not in the above categories subject to such terms and conditions it sees fit. Individual supporters will have no membership rights.

Subscription:

The amount and dates of payment of full members' and associate members' subscriptions shall be set by the Annual General Meeting.

Termination of Membership

(i) Non payment of the annual subscription shall result in the termination of membership.

(ii) The Committee may terminate the membership of any member whose conduct the Committee consider to be detrimental to the Forum, provided:

(a) that an attempt has been made by the Committee to draw the matter of complaint to the attention of the member concerned and to resolve any dispute by conciliation and,

(b) that the member concerned shall have been given at least one week's notice of the meeting at which the question of his or her expulsion is to be discussed together with details of the allegations and an opportunity to be heard by the

Committee.

6. MEMBERS MEETINGS
Annual General Meeting
The Forum shall hold an Annual General Meeting in the month of March .
The business of the Annual General Meeting shall be:
- The consideration of the accounts of the Forum and the Committee's report,
- The election of 10 members of an Executive Committee, including a Chairperson and Vice Chairperson,
- The appointment of a secretariat to channel communications, maintain the web site, act as treasurer and take minutes of meetings;
- The fixing of subscriptions,
- The appointment of auditors and
- Any other business of which proper notice has been given or that the Chairperson decides is "competent business".

Extraordinary General Meeting
An Extraordinary General Meeting shall be convened, giving 14 days notice, either by the Committee or on the written submission of not less than 6 full members of the Forum, such submission specifying the business proposed to be transacted at the meeting.

Notice of General Meetings
Notice of General Meetings shall be given by the Secretary at least 10 working days before the date of the meeting. Such notice shall specify the time and place of the meeting and the business proposed to be transacted at the meeting, including any resolution proposed to be put to the meeting.

Quorum
The quorum at each General Meeting or Executive Committee shall be 5 Full members. If a quorum is not present within one half of an hour of the time set for the meeting, the meeting shall proceed if 5 or more full members are present, otherwise the meeting will be adjourned to such time and place as shall be determined by the Committee, but not more than one month from the date of the original meeting. If a quorum of full members is not present at any General Meeting no major decisions that affect the other members of the Forum or the Forum as a whole shall be made.

Chairperson
The Chairperson/Vice Chairperson of the Forum shall preside at General Meetings and Executive Committee Meetings, in their absence, the members present may choose one of their number to preside.

Procedure at General Meetings
(i) Voting – All questions arising at any General Meeting shall be decided by a majority of those present and entitled to or nominated to vote thereat. In the case of equality of
votes the Chairperson shall have a second or casting vote.
(ii) Minutes – Minute books shall be kept by the Secretary who shall enter therein a record of all proceedings and resolutions.
(iii) At General Meetings where a quorum of full members is present those

represented may delegate functions to the executive committee or any working group consisting of 2 or more members (i.e. sub-committee) for any specific purpose.

7. Executive Committee

(i)   An Executive Committee of 10 full members (including Chairman and Vice Chairman) shall be elected by full members at the AGM.

(ii) The purpose of the Executive Committee shall be to take forward issues raised at the Forum meetings and direct the activities of the Chairman on behalf of the Forum.

(iii) Election of the executive committee shall require one nomination and one seconder (by a Full member). Should more than the assigned number of Executive Committee Members be nominated, election for each shall be by written ballot with each full member casting votes for three candidates. The excess number of candidates will be excluded on the basis of least votes cast.

(iv) By agreement of the Chairman, the Executive Committee can invite any member or non-member to attend meetings in the capacity of an observer or adviser. (A standing invitation will be extended to Shetland Islands Council Development Department, Shetland Islands Council Planning Service, Shetland Enterprise and Scottish Natural Heritage).

(v)   The Chairman will provide a report on the proceedings of the Executive Committee at each General Forum Meeting and each AGM.

(vi) A member of the appointed Secretariat will be present at all committee meetings to take minutes and provide a financial report (but will have no voting rights).

(vii) The Executive Committee shall represent the Forum in any matter related to the promotion of the Objectives of the Forum, and in no other matter.

8. FINANCE

• The Forum will open and maintain in credit a bank account to be established by resolution at any General Meeting of the Forum.

• Such account will be administered by the signature of any two office bearers (the Chairperson, Vice Chairperson, or nominated Committee Member) who are nominated signatories.

• All monies raised will be applied solely towards the promotion of the Objectives of the Forum and for no other purposes.

• The Secretary / Treasurer will ensure that proper accounts of the finances of the association are maintained and that the accounts are audited once a year and presented at the AGM.

Shetland
Islands Council

MINUTE   A

Shetland College/Train Shetland Board of Management
Council Chamber, Town Hall, Lerwick
Wednesday 4 December 2003 at 2.15 pm

Present:

A J Cluness
C B Eunson
E Fullerton
F B Grains
W H Manson
W A Ratter
W N Stove

Apologies:
A Black
J L B Smith

In attendance (Officers):
G Dargie, Principal, Shetland College
E Smaaskjaer, Admin Officer, Shetland College
W Shannon, Project Manager, Further and Higher Education and Training
K Smith, Service Manager, Train Shetland
J Watt, Short Course Organiser, Train Shetland
G Johnston, Head of Finance
A Drummond-Hunt,
J Hutt, Shetland Enterprise
H Anderson, Secretary

Chairperson
Mr D Ratter, Chairman of the Board, presided.

Circular
The circular calling the meeting was held as read.

12/03   **Minute**

               The minute of the meeting held on 7 November 2003 was approved on the
               motion of Mr Cluness.

13/03   **Revised Management Structure at Shetland College**

Mr Dargie explained that the report that had been circulated was not the final version. Following informal consultation with staff it had been proposed that job descriptions for all staff, including support staff, be revised. (Amended report attached at Appendix 1). He confirmed that this report had been prepared following discussion with Mr Alan Gray, Mr Shannon and the Chairman. If the Board of Management approves this report, it is hoped that a rigorous and effective review will be undertaken with a target date for completion at the end of this Academic year. The Chairman expressed the hope that this would be a relatively simple process. It was confirmed that the initial round of consultation had taken place and that, if approved, the report would proceed through the formal consultative process.

The recommendations contained within the report were moved for adoption on the motion of Mr Cluness, seconded by Mrs Grains.

14/03   **Staff Attendance at Board of Management Meetings**

The Board considered a report by Mr W Shannon, Project Manager, Further and Higher Education and Training (Appendix 2).

The Chairman intimated that he hoped that the Board of Management would at all times be an open meeting, and that anyone in a position to attend meetings would be welcomed, and would at the invitation of the Chairman be able to address the meeting. It was noted, however, that should there be reports with exempt information in respect of the Local Government (Scotland) Act 1973, then all observers would be asked to leave the meeting.

The recommendations contained within the report were moved for adoption on the motion of Mr Stove and seconded by Mr Eunson.

15/03   **Accumulated Deficit and Future Funding for Shetland College**

The Chairman invited Mr G Johnston, Head of Finance, to speak to this report (Appendix 3). Mr Johnston explained the historic accumulated deficit, and outlined the proposals which he hoped, if approved, would give the new Board of Management a new start and enable them to operate on a basis of financial health and stability.

With regard to property and leasing costs, the Chairman explained that the Scottish Executive had until last year, paid the leasing costs.

With regard to the position with SUMs, it was suggested that the position, whereby funding was based on earlier activity, be discussed rationally with the Funding Council. The full extent of earlier activity had not been properly accounted for, and therefore there was an argument which could be put forward as to a requirement for additional funding to cover activity which had not previously been paid for.

Mr Cluness said that this report re-emphasised how valuable the Shetland Islands Council consider Shetland College, but that, if approved, these

recommendations would not reduce the responsibility of the Board to be prudent.

Mr Cluness then moved the recommendation of the report be commended to the Executive Committee of Shetland Islands Council. The Mr W H Manson seconded this.

16/03   **Accommodation Report**
– Train Shetland

Following considerable discussion as to a variety of options, it was agreed on the motion of Mr Manson, seconded by Mrs Fullerton, to approve the proposals contained in Ms Smith's report (Appendix 4).

It was hoped that the feasibility study would be as quick and comprehensive as possible and would include, if necessary, proposals for an interim solution, noting that any interim solution should be one which does not necessitate additional moves before permanent accommodation is secured. The Chairman said that the work being carried out by Train Shetland was much valued, and he was keen that this situation be resolved without any undue delay.

Mr Drummond-Hunt, Asset and Properties Manager, confirmed that he would report to the Board early in the New Year.

17/03   **Schedule of Meetings 2004**

The recommendation contained in the report (Appendix 5) was approved on the motion of the Mr W H Manson, seconded by Mr Stove.

18/03   **Presentation by Dr Jana Hutt**

Dr Hutt gave a presentation on the roles and responsibilities of a Board of Management. These covered a number of different areas, including Roles and Responsibilities and Governance issues (Appendix 6). Dr Hutt explained that there was guidance available for incorporated Colleges, but none for non-incorporated Colleges, however those available for incorporated Colleges could provide guidance on best practice.

Following discussion, it was agreed that a full training day for Board Members would be most beneficial, and it was agreed that this should be arranged at a time mutually convenient to Board Members and Dr Hutt.

19/03   **Staffing Report – Train**
Shetland

The Chairman moved that the Board resolves in terms of subsection 4 of Section 50A of the Local Government (Scotland) Act 1973 to exclude the public from this meeting during consideration of this item on the grounds that it is likely that, if the public were present, there would be disclosure of exempt information

as defined in paragraphs 1 and 11 of Schedule 7A to the said Act. The Mr W H Manson seconded the motion.

Ms Smith, in speaking to her report (Appendix 7), said that the work undertaken by Train Shetland had expanded considerably over the past 4 years, for example there had been 90 trainees 4 years ago, that number had increased to 205 and the staff complement remained the same.   A review of the staffing position had been delayed while the review of the Colleges had taken place, and there was now a need for additional staff, particularly to cover short course provision which had increased significantly.

The Chairman said that he had visited Train Shetland and was pleased to report that he had found a staff with a very positive attitude to their work.

In clarifying a point raised, Ms Smith said that the she had inherited 2 members of staff from Shetland Training Services, but had not inherited the salary budget. In addition she confirmed that money was ring-fenced for the Skillseeker Programme and could not be transferred to the Short Course Programme.

Ms Smith also confirmed that the report had gone through the normal consultative process.

The Mr W H Manson, Mr Manson, moved the adoption of the recommendations, seconded by the Chairman.

20/03   **Date of Next Meeting**

Tuesday 20 January 2004 at 2.15 pm.

Shetland
Islands Council

MINUTE   A

Shetland College/Train Shetland Board of Management
Council Chamber, Town Hall, Lerwick
Tuesday 20 January 2004 at 2.15 pm

Present:

A J Cluness
A Black
C B Eunson
E Fullerton
W H Manson
W A Ratter
J L B Smith
W N Stove

Apologies:

F B Grains

In attendance (Officers):
G Dargie, Principal, Shetland College
I Horne, Vice-Principal, Shetland College
E Smaaskjaer, Admin Officer, Shetland College
W Shannon, Project Manager, Further and Higher Education and Training
K Smith, Service Manager, Train Shetland
J Watt, Short Course Organiser, Train Shetland
A Drummond-Hunt, Asset and Properties Manager
F Stirling, Community Learning and Development Manager
H Anderson, Clerk to the Board

Chairperson
Mr D Ratter, Chairman of the Board, presided.

Circular
The circular calling the meeting was held as read.

01/04   **Minute**

               The minute of the meeting held on 4 December 2003 was approved on the
               motion of Mr Manson.

02/04   **Community Learning and Development**

Mr Shannon introduced Ms Stirling and explained that her presentation would be the first of a number to the Board. Ms Stirling gave a presentation on Community Learning and Development to the Board (Appendix 1), and explained that the last time HMI had visited, they had inspected only the local authority, but the next visit would involve all the partners. She stressed how good the partnership was with Shetland College, and that this partnership in respect of Adult Literacy had resulted in 213 people to date helped to improve core skills. She also mentioned that staff had to go to Dundee to get the necessary training; this was Degree based, but could perhaps be also provided at a lower level. She said this was perhaps an area which the Board might wish to explore further. She then invited questions. Mr Eunson asked for clarification with regard to the need for training in Dundee. Ms Stirling explained that in order to achieve a professional qualification in Community Education, staff did their work-based training in Shetland and their theory in Dundee. In answer to a question from Mrs Fullerton, she explained the criteria used for assessing priorities, and explained that the wording in these still had to be refined.

Mr Dargie said that he was pleased to endorse Ms Stirling's comments regarding the partnership with Shetland College and the contribution that was being made to improving skills within the Community.   He then mentioned that the College had been successful in gaining ESF funding for 3 new part-time tutors, who would be based in the north mainland and north isles. This application had been made with the assistance of the Community Learning section, who had been most supportive.   In addition, he reported 38 Adult Literacy enrolments this year, and said that without the close working relationship between Ms Huebeck from Community Learning and Ms Eunson from Shetland College, this advancement would not be made.

The Chairman thanked Ms Stirling for her very informative presentation, and said that the Board looked forward to future presentations from other parties.

03/04   **Chairman's Report**

The Chairman introduced his report (Appendix 2), and explained that essentially this was provided to establish a format, which would become a feature of all future meetings.   He said that he wished to engage with the Board as much as possible, and therefore if Board Members had any items they wished included in this report, they should bring these to his attention between meetings and he would include them in his report.

Ms Fullerton referred to paragraph 2.4 and the Chairman confirmed that the posts of all staff on long-term temporary contracts had been established, although it was noted that there would always be a requirement for short-term temporary contracts.

04/04   **Guidance on College Strategic Planning**

Mr Dargie introduced his report (Appendix 3) and explained that the College had a requirement to draft a 3-year Strategic Plan every year, with a submission date of the end of March.   Last year saw feedback for the first time from the Funding Council to a report which had been brought together for the College by Allan Gray, to say that it was a good robust plan.   Essentially, the task now was to update, rather than revise the plan.

He particularly mentioned the key objection of the SFEFC, which was to achieve and maintain financial security across all colleges by 2006. SFEFC had indicated by a telephone call yesterday that they wished to be formally notified that Shetland College has achieved this, and he would be actioning this as soon as possible.

He further asked the Board to note that there had always been a requirement to submit a 1-year Operational Plan by the end of July each year, but from next year on the requirement would be for both Strategic and Operational Plans to be submitted by the end of June each year.

The Chairman said that it was important in the production of a Strategic Plan to ensure that there was an Executive Summary.   Mrs Fullerton said that given the date for submission, the Board on this occasion would be unable to have much input, but hopefully the Board would be engaged more fully and have more input in future Strategic Plans.

Mrs Fullerton then moved the adoption of the recommendations in the report, seconded by Mr Stove.

05/04   **Shetland College SUMs**
Audit

Mr Dargie introduced his report (Appendix 4), and said that accounting properly for SUMs was crucial to the business of the College and its income.   The previous year's SUMs had been subject to Audit, and no areas of concern had been identified.

The Board noted the content of the report on the motion of Mr Manson, seconded by Mr Smith.

Mr Dargie then referred to the up-to-date SUMs position for current year, which had been tabled (Appendix 5). He explained the figures, said that the College was ahead of the position it was at this time last year, and pointed out that the target was 4865, which had to be achieved, and there were still almost 1400 to go. He said that some figures still had to come in, and he was confident that the College would make the target one way or another. In answer to a question, Ms Smaaskjaer agreed that some enrolments had not yet been entered on the system; enrolments were not in from the Outreach Centres and there would be some Nightclass enrolments to come.

Mrs Fullerton asked how SUMs calculations are made. Mr Dargie explained that they apply to Further Education only, and 1 SUM is equal to 1 student doing one module for 40 hours; in addition SUMs can be weighted according to requirements of certain courses, for example Engineering and Special Needs are both weighted. The value of one SUM is £153.00, and therefore a key part of the College income.

Dr Black asked whether the College still has more students in the pipeline, and whether there were contingency plans or projections of what would happen should the College not be on target. Mr Dargie responded that if the College fails to meet the target by the end of July 2004 the Funding Council would claw back next year's funding. However, SUMs are still available from Engineering Courses at the North Atlantic Fisheries College, and from short courses with Train Shetland.

Mr Shannon said that it was important for Shetland College to maximise its own SUMs. The other SUMs eligible activity in Shetland is over and above this and so it is important that Shetland College achieves its targets and we can then seek extra funding for these other activities.

The Chairman confirmed that this was essential and he would be seeking a meeting with Roger McClure, Chief Executive of the Funding Council.

Mr Eunson asked whether there was any scope to simplify the method of calculation locally. The Chairman confirmed that this was not possible.

Mr Manson queried whether any credit was given to anticipated future requirements, and it was explained that the funding was frozen meantime, but was an area which certainly needed to be explored. Further discussion ensued regarding the possible provision of CPD training for teachers locally, and Dr Black mentioned that the Renewable Energy project should generate additional SUMs if and when its up and running

06/04 **Terms of Reference for Steering Group of Shetland International Studies Centre**

The Chairman reported on the meeting of this Group which had taken place earlier today, and to the verbal report by Dr Wills. He explained that the Capital Costs of this project were now looking manageable, and that an ERDF bid will be placed for funding in late March. He also answered questions on the consultation which had taken place with the Unst Community in relation to the project concept.

Following consideration of the report (Appendix 6), on the motion of Mr Cluness, seconded by Mr Manson, it was agreed that the newly formed Board of Management was now the right group to report to, and that there would be a need, once funding was secured, to appoint a Project Team to supervise activity and report back to the Board. The Board of Management had representatives from the Funding Partners, and liaison with appropriate organisations and the

local community would be achieved by inviting representatives to attend Board Meetings.

07/04 **Term Dates**

Mr Dargie explained that the dates proposed were a compromise which took into account the term dates of Shetland Schools and the UHI term dates.

On the motion of Mrs Fullerton, seconded by Mr Smith, the Board approved the recommendations contained in the report (Appendix 7).

08/04 **Income and Expenditure – Shetland College**

The Board considered and noted the contents of the tabled report (Appendix 8). Ms Smaaskjaer explained that the first page showed the budget as set up for the year, and the second page showed activity. The deficit of £105,000 had not taken into account the funding agreed by Shetland Islands Council to cover property and leasing costs.

The Chairman thanked Ms Smaaskjaer for the easily understood presentation of the figures, and was pleased to say that the Board would receive regular updates in this same format.

09/04 **Train Shetland – Service Plan/Development Plan**

The Chairman, in introducing the report (Appendix 9) congratulated Ms Smith on a quite exemplary piece of work.

Ms Smith mentioned the difficulties of different Audit and SIC requirements in relation to submission of these plans, which could result in her having to review and submit 3 different versions of these plans in a one-year period. Mr Shannon said he would follow up on this and see if the problem could be resolved.

The Board noted that in future they would have a key role in determining strategy, and approved the recommendations of the report on the motion of Mrs Fullerton, seconded by Mr Smith. The Board, on the suggestion of Ms Smith, agreed that updates on the Development Plan should be provided to the Board quarterly.

10/04   **Train Shetland – Status Report**

The Board noted the content of the report (Appendix 10) and agreed that this would be a quarterly submission to the Board.

Mr Drummond-Hunt was invited to comment on the accommodation situation, and explained that the feasibility study had been called off because there were insufficient alternatives available, and it had been considered an unnecessary use of funds to pursue this route.

He outlined the alternatives being considered for the longer-term solution, but the short to medium term position was more difficult. Mrs Smith confirmed that she required premises with a minimum of 4 training rooms. Mrs Fullerton asked whether this accommodation had to be in Lerwick, or whether decentralisation had been considered. It was explained that there would be severe transport difficulties for the younger client group; essentially accommodation outside Lerwick would create an access problem.

It was agreed by the Board that no possibility would be ruled out, and that Mr Drummond-Hunt would come back to the Chairman with proposals no later than late March. The Chairman would contact Board Members, and if considered necessary a special meeting will be called.

11/04   **Shetland College Minutes**

The Board noted the minutes provided for their information.

Mr Eunson asked for clarification concerning the Draft Heads of Section Minute and reference to the relationship between Train Shetland and Shetland College. He was assured that they were working well together in respect of SUMs and other issues.

Mrs Fullerton referred to the same minute, and to mention of a need for marketing expertise to bring in business. This was an issue which she thought should be addressed in the Strategic Plan. Mr Smith agreed and said that there was a need to keep an eye on what new development was happening in Shetland, and identify areas where business could be brought into the College.

Mr Shannon informed the Board that there would be a presentation on Economic Development at the next meeting of the Board.

12/04   **AOCB**

The Chairman intimated that Dr Hutt would be in Shetland during the week commencing 15 March 2004. He would ask the Clerk to liaise with Board Members and Dr Hutt to identify a suitable date and venue for the Training Session for Board Members.

13/04   **<u>Date of Next Meeting</u>**

Tuesday 9 March 2004 at 2.15 pm.

Shetland
Islands Council

NOTE

Environment Forum
Council Chamber, Town Hall, Lerwick
Tuesday 13 January 2004 at 10.30 a.m.

Councillors:
J A Inkster   I J Hawkins
Capt G G Mitchell   W Tait

Apologies (for lateness):
Mr J H Henry

In Attendance (Officers):
S Cooper, Head of Environment
A Hamilton, Head of Planning
M Dunne, Service Manager, Environmental Health
D Macnae, Network Manager
A Taylor, Conservation Manager
M Smith, Roads Inspector
B Barron, Planning Officer
D Haswell, Committee Officer

Also:
J C Irvine, SIC
C Brown, Campaign for Dark Skies
W Fraser, Association of Shetland Community Councils
P Kelly, Shetland Astronomical Society
D Rea, Sustainable Community Owned Renewable Energy
M Rea, Sustainable Community Owned Renewable Energy
R Holmes, Scottish Energy Efficiency Office
D Thomson, Shetland Aerogenerators Limited
B Kelman, Scottish & Southern Energy Plc
J Swale, Scottish Natural Heritage
N Martin, Shetland Heat Energy and Power
D Watson, Shetland Enterprise

Chairperson:
Mr J A Inkster, Chairperson of the Forum, presided.

Circular:
The circular calling the meeting was held as read.

Executive Committee - Tuesday 03 February 2004
Agenda Item No. 09 (a) - Public Report
1/04   **Light Pollution Presentation**
            The Forum noted a Discussion Paper by the Head of Planning
            (Appendix 1).

            Mr C Brown, Campaign for Dark Skies, provided Members with a
            Powerpoint presentation on light pollution. A copy of the slides used
            are attached as Appendix 1A. Some discussion ensued following the
            presentation, a summary of which is as follows:

            Mr N Martin said that Sandwick Community Council had recently
            discussed the issue of light pollution and it was suggested that in rural
            areas during the week, it could be possible for street lights to be turned
            off at, for example, 12 Midnight. To leave streetlights on all night was a
            waste of energy and was costing someone money. At times when
            street lighting was switched off, people could carry torches, if
            necessary.

            The Chairperson said that, obviously, security lighting would have to be
            considered although sensors could time security lighting. Mr Brown
            said that lights timed by sensors were a good idea. However, it was
            clear from his experience at Broonies Taing where security lighting was
            installed, he had been able to wander around the premises without
            being noticed or questioned. It was highly likely that if premises did not
            have security lights and people were wandering around with torches,
            people were more likely to be suspicious at torchlights.

            Mr P Kelly agreed that it would be energy efficient for security lights to
            come on when they sensed movement. Mr Kelly said that the Shetland
            Astronomical Society had a large telescope that had been sited in
            Lerwick in the 1960's. It had not been used in Lerwick since then
            because, at that time, there was a lot of light pollution from the Sound
            area. It was now sited in Fetlar because the skies there were less
            polluted. He also agreed that the northern lights were a potential tourist
            attraction in Shetland.

            Mr W Tait, Member for Sandwick, Bigton and Levenwick, asked if it was
            really necessary for the amount of streetlights that were erected in
            Sandwick. The Chairperson said that it probably was not necessary but
            said that were certain standards that had to be applied when erecting
            streetlights on a road. He added that it would be dangerous if a road
            had shadowed areas. With regard to Cunningsburgh, he explained that
            originally, it was not the intention for Cunningsburgh to be lit from one
            end to the other but the Member for the Area at the time insisted that it
            should be.

            The Network Engineer advised that it was an option not to have
            streetlights in an area such as Sandwick. However, when the schemes
            were being built, an exhibition was held in Sandwick where people
            could view the plans. Some residents did not want streetlights but the
            majority did and streetlights were installed. Shetland and other parts of

the Highlands and Islands had a lot of scattered villages and, therefore, it was inevitable that you would end up with more streetlights.

The Network Engineer continued to say that when it was decided that streetlights would be erected in a scheme, the lights did have to meet a certain standard. The Department were moving away from the Shetland standard lamppost and down lights gave out less pollution. The "candle" type of lamps was the only kind that could successfully light some areas in Shetland, e.g. the Lerwick lanes. The issue of lighting was an integral part of any schemes that were designed. Officers did recognise that light pollution was an increasing concern in Shetland and there were a number of measures that could be put in place to reduce light pollution. However, there were some things that could never be changed and this would involve the 30 year streetlight replacement programme that Mr Brown had mentioned.

The Chairperson said that streetlights had to be of a certain standard in Shetland because of the high winds. However, this did not prevent the Council from taking action to reduce light pollution.

Referring to some of the slides from the presentation, Mrs I J Hawkins said that she had never experienced such glare as had been demonstrated on the slides. She said that she had welcomed the streetlights when they had been erected in Scalloway and added that streetlights were necessary for Health and Safety purposes. She was horrified to hear the suggestion that a zoning policy should be introduced to control domestic lighting in Shetland and said that people had enough rules and regulations to meet when they were building a new house without having to consider appropriate lighting. Mrs Hawkins concluded by saying that people should be proud of the lighting in Shetland.

Mrs W Fraser said that the Council should monitor the proliferation of streetlights, particularly in rural areas. A lot of people lived in rural areas so as to avoid light pollution. She added that the Council could undertake to raise people's awareness about lighting.

The Chairperson said that there had to be a question of balance and people had to be able to move around safely outside. He added that it would be virtually impossible to solve both problems. However, the presentation and comments at the meeting today had highlighted a problem.

In response to a question from Mr R Holmes, the Network Manager said that although he did not have the information to hand today as to how much the Council spend on electricity for streetlights per annum, he guessed it was approximately £100K. He said that he would provide Members with the actual figure at the next meeting.

Mr J Swale asked if it would be possible for the Council to make information available to potential home owners and owners of industrial

premises as to the benefits to be gained from installing appropriate lighting. The Chairperson said that the Forum would agree as to how this issue would be progressed.

Mr C Brown said he appreciated the concerns raised by Mrs Hawkins regarding more restrictions being placed on home owners. In relation to the comments made by the Network Engineer, he agreed that it was critical for lighting engineers to be involved in any new developments at an early stage.

The Network Manager advised that the Council's present position came within planning guidance as to when it would be appropriate to put lighting into new schemes and when it would not be appropriate. This was based on the number of houses, etc. Lighting was invariably provided when new pavements were installed. This was done after local consultation, usually in the form of an exhibition in the area. He reiterated the point that local consultation certainly took place. It was often the case that where lighting was provided, this would encourage people to go out more often and this also related to the question of amenity, not only safety. People who did not have cars or were on low incomes would use the lighting facilities.

The Forum agreed to recommend to the Infrastructure Committee and, thereafter, the Council that the Council should have a policy document on the issue of light pollution. It was agreed that the policy did not have to be a very formal document but could offer guidance.

The Chairperson said that a draft policy would be prepared and would be brought back to the Forum for discussion.

The Chairperson thanked Mr Brown for his excellent presentation and said that it had been very thought provoking.

2/04 **Presentation by the Northern & Western Isles Energy Efficiency and Advice Centre**
The Forum noted a Discussion Paper by the Conservation Manager (Appendix 2).

Mr R Holmes, NWIEEO, provided Members with a Powerpoint presentation on energy efficiency. A copy of the slides used are attached as Appendix 2A.

The Chairperson thanked Mr Holmes for an interesting and informative presentation.

The Conservation Manager advised that he had always been a bit concerned about the overall approach to energy efficiency in the UK. As a domestic user of energy, the cost per year of £1,200 was a lot of money. Whilst there was a certain amount of assistance available for people on benefits to make savings, for the vast majority of ordinary people the prospect of spending approximately £5K - £10K to upgrade

their heating system in order to make significant savings was not very appealing. There seemed to be a split, in that businesses could apply for grants to upgrade their heating systems in order to achieve savings but there was not a similar scheme available for domestic users. If there was a scheme available for domestic users, he was sure that a lot of people would take it up.

Mr R Holmes advised that he was involved in the business side of the Scottish Energy Efficiency Office (SEEO) and the main thing they could offer people was advice on energy efficiency, rather than loans or grants. The SEEO could visit people's houses and give them advice. The Conservation Manager responded by saying that advice did not achieve as much as if there had been hard cash available.

The Chairperson said that a good point had been raised and the domestic sector was missing out, particularly as the amount of users of the domestic sector was possibly greater than the business sector. The Chairperson asked if there was any assistance available to the domestic sector.

Mr R Holmes said he agreed that there should be more assistance and incentives available for domestic users. The Head of Environment explained that grant assistance was available from the Council for people to upgrade domestic heating.

(Mr J H Henry attended the meeting).

The Conservation Manager said he appreciated that the commercial sector received financial assistance partly as a consequence of it having to pay the climate change levy. However, he said that he paid a significant levy on his electricity bill. If the community did not address these issues then people would lose out. The Chairperson said that the domestic users took this issue very seriously.

In response to a query from Mrs Dorothy Rea, Mr Bob Kelman advised that the tariffs for storage heating in Shetland was changed a few years ago to bring it into line with tariffs on the mainland. Mr Kelman said he could sympathise with users of electricity in Shetland. He said he had undertaken various checks on his own storage heating system to ensure he got the best tariff available and the system was as good as you would get in the north of Scotland. He added that domestic users could obtain their power supply through any company as it was an open market.

The Chairperson said it was clear from the feeling of the meeting that Officers should look closely at the domestic side of things and it was clear that the business side was fairly well catered for. It was agreed that this would be brought to a future meeting of the Forum.

3/04 **Presentation on E-Fuel Energy Storage Technology**

The Forum noted a Discussion Paper by the Head of Planning (Appendix 3).

Mr Michael Rea, Sustainable Community Owned Renewable Energy (SCORE) provided the Forum with a Powerpoint presentation entitled "Shifting the Balance of Power". A copy of the slides used is attached as Appendix 3A. The presentation included information on the benefits of fuel cell storage and Refuel, a liquid electrolyte which could be easily transported and could be used in suitably-designed vehicles.

The Forum noted that Mr and Mrs Rea were building a house in Unst based on refuel. It would be a stand-alone system and, upon completion, Members were very welcome to visit the house.

Members welcomed the information provided and it was agreed that Mr Rea would be invited to attend the Forum in perhaps, one to two years time, to update Members on this issue.

CHAIRPERSON

Shetland
Islands Council

NOTE

Social Forum
Council Chamber, Town Hall, Lerwick
Thursday 20 November 2003 at 10.30am

Councillors:

W N Stove   C B Eunson
E J Knight

Stakeholders:

B Baker – Church Representative
W Fraser – Association of Shetland Community Councils
J Grant – Shetland Welfare Trust
M Hannah – Teacher Representative
N Henderson – Islesburgh Trust
G Hession & A Pearson – Shetland Community Drugs Team
C Hughson – Shetland Council of Social Service
J Johnston – Shetland Recreational Trust
J Leask – School Board Representative
A Mitchell – School Board Representative
J Nicolson – Teacher Representative
S Simpson – Shetland Islands Tourism
Dr S Taylor – NHS Shetland
M Stout – Alcohol Advice Centre

Apologies:

Councillor W H Manson
Councillor G G Mitchell
Hjaltland Housing Association
Shetland Citizens Advice Bureau
Shetland Childcare Partnership
Shetland Youth Information Service
Mr J M Hannah, Teacher Representative
S Hubbard – Cinema Steering Group
R Wemyss – Music Steering Group

In Attendance (Officers):

J Watt, Executive Director, Community Services
G Smith, Head of Community Development Service
J Smith, Head of Organisational Development
R Sim, Education Development Officer
A Nicol, Youth Development Officer

Executive Committee - Tuesday 03 February 2004
Agenda Item No. 09 (b) - Public Report
E Perring, Policy and Development Assistant
L Geddes, Committee Officer

Also:
K Hubbard, Cinema Steering Group
J Thorne, Cinema Steering Group
T Allan, Music Venue Steering Group
D Gardiner, Music Venue Steering Group
S Hook, Music Venue Steering Group
J Hutton, Music Venue Steering Group
J Jamieson, Music Venue Steering Group
C Miller, Music Venue Steering Group
T Peaker, Music Venue Steering Group
L Sinclair, Music Venue Steering Group
A Tait, Music Venue Steering Group
S Spence & M Robertson, A B Associates
J Swale

Chairperson:
Mr W N Stove, Chairperson of the Forum, presided.

Circular:
The circular calling the meeting was held as read.

Minutes:
The note of the meeting held on 2 October 2003 was confirmed.

The Chairman said that he had recently been advised that the notes of the Forum meetings are not presented to the Executive Committee, as he had understood to be the case. He said that he would look further into this, as he felt that any suggestion to changes in policy should go through the proper channels.

12/03   **Cultural Strategy for Shetland**
         The Forum considered a report by the Head of Community Development (RECORD Appendix 1).

         The Head of Community Development summarised the main terms of the report, advising that it was hoped this would be the final draft. It had been eighteen months since Mayfield Arts and Media had been engaged to take this forward, and since then there had been developments in the community planning framework. One of the real strengths of the document was that there were now a range of agencies, both within and outwith the Council, onboard.

         He went on to say that it had been suggested to him that Shetland culture should not be considered in isolation of the alcohol culture which, it was felt, influenced culture in Shetland. Whilst the Strategy did not go into this in detail, he hoped that the action plan would take forward pieces of work around these themes. It was important that the document was considered as an "umbrella" strategy which would link into other strategies and plans, and it was anticipated that they would

address the misuse of alcohol issue. The action plan was almost complete and it would then be possible to take the Strategy forward.

In response to a query, the Head of Community Development explained that it was intended that the Strategy would have a three-year shelf life, but that the action plan would be more time specific. It was recognised that actions would have to be delivered within available resources, but it was hoped that the Strategy would be a lever to bring in external resources.

A member said that he was concerned that there appeared to be only one reference to the Shetland dialect which, he felt, was an integral part of the Shetland culture, along with literature and history. He referred to the value placed on these elements in Faroe, and said he felt that teaching of these elements should be at the forefront of any strategy.

The Head of Community Development referred to Aim 2.2 of the Strategy, and said that he hoped that the importance of the Shetland dialect, history and literature had been recognised. This had been one of the issues raised during the consultation period, and it would be referred to more specifically in the action plan. There were also ongoing discussions with the Education Service regarding the development of these elements in schools, and it was hoped there would be opportunities to apply resources to that.

The Education Development Officer added that large resource packs on dialect materials had been issued to schools a few years ago, so work was being carried out in Shetland schools. However it was also important to recognise that children were now part of a wider contemporary and international culture and it was important to emphasise dialect and cultural heritage within the context of a changing situation.

Ms K Hubbard, Shetland Arts Trust, advised that SAT had recently secured funding to host a conference on the dialect early next year, and there would be an opportunity to raise these issues at the conference.

The Forum otherwise recommended approval of the draft strategy.

13/03   **A Venue for the Development of Music and Cinema**
The Forum considered a report by the Head of Community Development (RECORD Appendix 2).

Ms K Hubbard introduced a presentation from members of the Cinema Steering Group and the Music Venue Steering Group. She said that whilst there had been a tendency to concentrate on the actual building, the presentation today would focus on the services that could be provided.

Mr M Stout began the presentation by speaking about recent problems in Lerwick Town Centre and the issue of alcohol misuse. He referred to the "Fusion" music venue in Orkney which had been very successful in

helping to deal with these issues, as young people now had the opportunity to participate in something positive. The fact that "Fusion" provided a practical focus for a healthy music scene was seen to be of huge value, and he felt that there was a need to invest in something which would give people a chance to feel good about themselves.

Mr J Thorne then went on to speak about the potential of the project to make a contribution to economic diversity and cultural tourism in Shetland. He said that it was a key objective of Scottish Enterprise to encourage more people to encourage more people to live in, work in and visit the Highlands and Islands. It was also recognised that people should be given the opportunity to develop themselves through music and the arts in a purpose-built environment. He went on to speak about the necessity to broaden the economy due to the uncertainty facing traditional industries, and said that there was also a need to broaden the range of tourism products and services available to address this.

Mr R Sim then spoke about educational aspects which could be enhanced by the provision of a cinema and music venue. A cinema would particularly add to media studies provision in Shetland. This currently could not be taken forward in the way it should due to the lack of a cinema. He went on to speak about the resources that had been invested in instrumental tuition in Shetland, and said that a dedicated music venue would be of immense value, not just for performers, but also for those who wished to undertake study of the music industry beyond school. A dedicated music venue would build on the high quality of music education already provided in Shetland, and would allow for expansion in other areas.

Ms A Tait, representing the views of young people, said that whilst most young people appreciated facilities already provided, there was a general feeling that there should be a range of facilities which were socially inclusive. Not all young people were interested in sport and, whilst the film programmes provided at the Garrison Theatre were welcomed, there were limitations on this service. She went on to say that many young people were excluded from musical activities as they largely took place in licensed premises, and problems in accessing cultural activities were further exacerbated for young people in rural areas.

Ms A Nicol, Youth Development Officer, added that young people attending the recent Youth Voice conference had agreed that there was a need for improved cinema and music access, and a wish to be involved in this.

Ms L Sinclair then went on to speak about the importance of music to remote communities. Local halls provided a ready-made structure in rural Shetland, and a central music venue in Lerwick would be vital in helping to promote and support events throughout Shetland. She went on to speak about a lack of support for local people who wished to expand on their musical education and training. This resulted in many having to leave Shetland.

Ms J Jamieson concluded the presentation by highlighting the benefits to the local economy and the potential for delivering a quality musical experience to a global audience. She spoke of the advantages of working together to ensure that many people could benefit from initiatives and said that it was recognised that all of these issues could address the Groups' vision for a locally owned, high quality, purpose-built facility which could not only be an investment for Shetland, but a catalyst for development of the Shetland music industry and cultural tourism.

The Head of Community Development referred to the themes of the Cultural Strategy for Shetland, and said that the Forum had heard today that the project had the potential to showcase and deliver on these themes. He commended the project and said that it would be a good example of how investment in infrastructure could move everything that had been done in Shetland so far onto a different level.

The Chairman referred to paragraph 2.5 of the report, and said that he had concerns that the site would not be available if resources only became available after 2008.

The Head of Community Development confirmed that the site that had been identified at the North Ness was owned by SLAP. He understood that SLAP still saw this as the preferred use for the site, and that he had not been advised otherwise. However, the major obstacle was the availability of funds, and there was concern that this may put pressure on SLAP to rethink. He went on to refer to the two pieces of work which were ongoing in relation to the project – the social and economic impact of the Music Development Project being carried out by AB Associates which was almost complete, and work being done to quantify the social and economic benefits a venue would have on the music industry.

Mr D Gardiner referred to a study carried out by KPMG in 2000 which measured how much the music industry was worth in the UK. He advised that if these findings were applied to Shetland, it would mean that the music industry would be worth £3-3.5million. This showed that there was potential for it to be a viable industry in Shetland, and that it could be worth a lot more if there was a focused approach.

In response to a query regarding funding, the Head of Community Development explained that it had been intended to utilise European and Scottish Arts Council (SAC) Lottery funding, although the potential for this was decreasing as time went on. However, there was real excitement in the SAC, and they considered this to be a flagship project, so it was hoped to keep them on board. He confirmed that all sources of external funding or sponsorship would be pursued in order to lessen dependence on the Council, and went on to confirm that the project had been placed in the Council's Capital Programme but that it had not been possible to allocate resources to it. Whilst the new Council had not had the opportunity to debate the project, the policy of

the previous Council would remain until the new Council decided to change it.

It was suggested that the potential of contributions directly from the Scottish Executive should be explored, as there appeared to be a growing awareness within the Scottish Executive of the importance of culture in Scotland.

A member referred to earlier discussions on the alcohol culture in Shetland, and said that he felt that it was important that there were alternatives to this, such as this project. Therefore, whilst there may be resource shortages within the Council, it was also the case that there were areas where it would be desirable to spend more.

Another member questioned whether the best use of existing facilities was being made, and felt that a new venue would be a catalyst for existing venues to do more.

Some members commented that the venue would make a significant difference to the quality of life in Shetland for everyone, not just young people. It was noted that it may also help address the issue of young people gathering at the Market Cross.

The Chairman thanked members of the Groups involved for their presentation and commented that it was obvious that they were passionate about the project.

14/03 **Joint Future Implementation Group**
The Forum noted a report by the Community Care Manager (RECORD Appendix 3), and agreed that this report should be presented to the Forum on a six-monthly basis.

15/03 **Communication and Consultation on Potential Impact of Cuts in Shetland Charitable Trust**
The Forum considered a report by the Executive Director – Community Services, Assistant Manager – Islesburgh Community Centre and Manager – Alcohol Advice Centre (RECORD Appendix 4).

The Executive Direct advised that the report had been produced in response to a request at the last Forum meeting, and that it was highlighting the fact that there was anxiety about the potential cuts.

Some members expressed their concerns at the timescales involved. As any cuts would be likely to come into effect in the coming financial year, this did not leave enough time to start planning for any potential cuts in funding. It was also felt that it would be unlikely that cuts could be made without affecting services at the point of delivery. Members representing organisations funded by the Shetland Charitable Trust said that this was causing anxiety for those responsible for delivering services, and also for clients.

The Chairman pointed out that the Council had yet to discuss whether it would accept any potential transfer of services back to the Council from the Trust.

The issue of jointly funded services between the Council and NHS Shetland was also discussed. It was emphasised that any cuts in these services would have to be managed together in order to avoid a situation where a problem in one area would simply be bounced into another. It was noted that there would have to be a mechanism to consult on services for which there was a joint planning responsibility.

A member commented that it was important for Councillors to show leadership and direction, and it was also vital that there was open consultation.

The Executive Director referred to paragraph 2.5 of the report, and said that the Community Planning Board would be meeting on 1 December. She did not anticipate that it would be a problem for the points raised at the Forum regarding communication to be discussed there. In response to a query, she confirmed that representation of voluntary organisations at the Community Planning Board was still under review and would be further discussed at the next meeting.

The Chairman suggested that this issue should remain as an item on the agenda, and that it would be possible to have a special Forum meeting when the Charitable Trust made its proposals known.

16/03   **Issues for Future Discussion**
The Chairman suggested that the "Young Carers Strategy" referred to at the last meeting as an issue for future discussion could be widened to cover other care services.

A member commented that he would like to see more discussion about local authority responsibilities in relation to care services, and a wider look at the voluntary and independent sector organisations and their directions.

The Forum agreed that the main theme for the next meeting should be "care services".

The Head of Community Development advised that it had been intended that the public arts strategy would be presented to the Forum, as there was a desire for the Forum to have some input.

As the next scheduled meeting of the Forum clashed with the next meeting of the JFIG, the Forum agreed that the date should be changed to 22 January.

CHAIRPERSON

Shetland
Islands Council

REPORT

To: **Executive Committee**   **03 February 2004**

       Shetland Fisheries Training Centre Trust   **30 January 2004**

11   **From:**   **Colleges   and   Training**
Project Manager

REPORT NO: DV009-F
NORTH ATLANTIC FISHERIES COLLEGE BUDGET PROPOSALS 2004/2005

1.0 <u>Introduction</u>

1.1   This report sets out the budget framework for all of the activities and costs associated at the North Atlantic Fisheries College, Scalloway for the financial year 2004/05 and is presented to both the Trustees at the NAFC and Shetland Islands Council.

2.0 <u>Background</u>

2.1   The NAFC has since its opening in 1992 received annual grants from the Council for its running costs. For the financial year 2003/04 the NAFC received a grant of £1,565,370.00 and for the same period SSQC Limited received a grant of £254,114.00.

2.2   The budget proposals contained in this report at Appendix 1 take in all of the costs to the Council of the various bodies connected to the fisheries industry shown at appendix 1 and have been developed in conjunction with the interim college manager. The underlying principle has been to streamline all of the activities on site and to use existing resources in the best way possible.

2.3   The Board of Trustees are responsible for college and commercial activities as well as providing services on behalf of the Council fulfilling both its statutory obligations and ongoing commitment to the industry.

2.4   The new director of the NAFC, Mr Peter Dryburgh, takes up post on the 1 March 2004 and the proposals contained in this report will allow for a period of stability and for him to take stock during his first year in post.

2.5   The board of trustees at the NAFC and the Council have agreed to follow through the one stop shop approach where all of the activities at the NAFC

will be the responsibility of the board and delegated to the new director who will have an overview of services provided for the Council, college activities and the commercial wing through SSQC Ltd and SFCL Ltd. The budget framework contained at appendix 1 provides for this and the structure underneath the director will also reflect this approach.

3.0   Proposals

3.1   In providing a service on behalf of the Council for Fisheries and Marine Resources the NAFC will absorb two of the development officer posts through a "TUPE" transfer and the secondment of the acting Coastal Zone Manager will come to an end whereby he will revert to being an employee of the NAFC in the consolidated post of Coastal Zone Manager. The interim Fisheries Manager will remain in post until his planned retirement later in the year and assist the new director with local knowledge and expertise for the first few months.

3.2   The grants which have hitherto have been provide by the Council to Shetland Fisheries Training Association, SFTA and Shetland Shellfish Management Organisation, (SSMO) are also now being rolled into the total grant to the NAFC with the staff of SFTA and SSMO transferring into the establishment at Scalloway.

3.3   The NAFC with the knowledge and expertise present on site will on behalf of the Council provide the Fisheries and Marine Resource Service for both fisheries management and coastal zone management and again these costs will be absorbed into the total grant made available.

3.4   The NAFC running costs and SSQC grants are funded by a mix of general and reserve fund monies and the budget estimated for the coming year is £1,865,000.00. This is split between the reserve fund monies of £1,286,000.00 and is general fund of £579,000.00. The budget framework attached at appendix 1 is for a lesser amount than this but at the same time pursues a higher lever of service delivery by bringing in Fisheries and Marine Resources, SFTA and SSMO. There is therefore in essence more services available on site for less funding.

3.5   The total fisheries service cost to the Council on the basis of the figures at Appendix 1 shows a reduction in budget of £575,775 over the level of current year funding. Appendix 2 shows the income and expenditure accounts for the NAFC and forecasts a marginal deficit; it is proposed that this will be offset by savings at an operational level during the coming year.

3.6   There will be an additional cost for insurance cover for the activities carried out on site. This is currently being progressed through the Council's insurance section.

4.0   Financial Implications

    4.1   The running costs and SSQC grants detailed above are less than the reserve fund and general fund estimates for 2004/05 and are subject to budget approval.

5.0   <u>Policy and Delegated Authority</u>

    5.1   The Executive Committee of the Council has delegated authority for Further and Higher Education and Training matters within the overall objectives of the Council. However as there is yet no approved budget the recommendations in this report require a decision of the Council.

6.0   <u>Conclusion</u>

    6.1   The purpose of this report is to propose the budget framework for 2004/05 for all of the activities to be carried out at the NAFC. You will note from appendix 1 that the total fisheries service cost for 2003/04 was £2,839,658.00. There is therefore a reduction of more than half a million pounds of the total cost to the Council over the previous year.

7.0   <u>Recommendations</u>

    7.1   I would ask the Board of Trustees and the Executive Committee to recommend to Council that it award the following grant to the NAFC subject to budget approval;

    a) £1,775,802.00 for the financial year 2004/05

Our Ref: WES/KS   Report Number: DV009-F
Date 26 January 2004

APPENDIX 1

NAFC Budgets Framework

	2003/2004	**2004/2005**	
NAFC Running Costs	£1,565,370	£1,625,802	
SSQC Grant	£254,114	£150,000	
Sub Total	**£1,819,484**	**£1,775,802**	
Lease of NAFC Buildings from SLAP	£337,500	£337,500	
Lease of Moder Dy from SLAP	£26,360	£26,360	
Building maintenance	£99,000	£90,000	
TOTAL NAFC COST	**£2,282,344**	**£2,229,662**	
Shetland Fisheries Training	£22,500	0	
Shetland Shellfish Management Organisation	£45,000	0	
Fisheries & Marine Service	£489,814	£34,221	
TOTAL FISHERIES SERVICE COST	**£2,839,658**	**£2,263,883**	£575,775

APPENDIX 2

Budget Proposal 2004/05

	2003/04	2004/05
Income		
SIC Grants	£1,819,484	£1,775,802
Other Funders	£92,826	£126,326
EU Grants	£70,000	£0
EU and Other Projects	£251,954	£156,507
Bank Interest	£10,000	£15,000
Student Fees	£213,000	£298,436
Other Income	£24,000	£63,984
Port Arthur House	£16,500	£31,000
	£2,497,764	**£2,467,055**
Expenditure		
Salary Costs	£1,386,545	£1,698,228
Other Staffing Costs	£79,000	£108,730
Student Costs	£5,500	£10,568
UHI Costs	£3,000	£6,500
Library	£19,000	£26,568
Equipment and Materials	£37,500	£43,420
Maintenance and Services	£170,500	£155,700
Professional & Financial Costs	£187,500	£33,650
Marketing	£27,125	£20,000
Travel	£26,325	£31,110
Boats	£10,000	£11,000
SSQC Grant	£254,114	£150,000
Marine Hatchery	£53,000	£50,000
Port Arthur House	£117,500	£113,708
Marine Sciences Building	£70,500	£40,000
EU and Other Projects	£50,655	£56,568
	£2,497,764	**£2,555,749**
Profit/Loss	**£0**	**-£88,694**