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Our Ref: EMA/TA1/1

Date: 13 February 2013

Dear Sir/Madam

You are invited to the following:

**Shetland Charitable Trust
Room 16, Islesburgh Community Centre, Lerwick
Thursday 21 February 2013 at 10.00am**

Apologies for absence should be notified to Lynne Geddes on 01595 744592.

Yours faithfully

(signed) Dr Ann Black
Chief Executive

AGENDA

- (a) Hold circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of interest.
- (d) Confirm minutes of meeting held on 13 December 2012 (enclosed).

For Decision

1. Appointment of Chair and Vice Chair. Report enclosed

2. General Administration – Power of Attorney. Report enclosed.
3. Budget 2013/14. Report enclosed.
4. Governance of Subsidiary Companies – SCT Renewables Limited. Report enclosed.



REPORT

To: Shetland Charitable Trust

21 February 2013

From: Chief Executive

Report : CT1302001

APPOINTMENT OF CHAIR AND VICE CHAIR

1 Introduction

- 1.1 Trustees are asked to appoint a Chair and Vice Chair, to support the strategic direction and business of the Trust.

2 Background

- 2.1 In terms of the 2012 Deed of Trust adopted by the former Trustees, as at the Effective Date, being 20th February, 2013:-

- (a) all former Trustees demit office;
- (b) the First Appointed Trustees and the First Councillor Trustees take up office; and
- (c) all *ex officio* appointments cease to operate.

In addition, as a consequence, the Trust has no elected Chair or Vice-Chair.

- 2.2 In terms of the Trust's Administrative Regulations, until the Chair is elected, the Chief Executive, and failing him/her such Trustee as may be selected by the meeting, shall preside.

3 Purpose and Responsibilities of Chair and Vice Chair

- 3.1 The Chair's overall purpose, as set out in the Administrative Regulations of the Trust, is to provide leadership and direction to the Trustees, enabling them to fulfil their responsibilities for the overall governance and strategic direction of the charity. The Chair also contributes to developing the Trust's aims, objectives and goals in accordance with the Trust Deed and legal and regulatory guidelines.
- 3.2 The Chair will work with the Chief Executive to ensure that Trustee decisions are acted upon and the charity is managed in an effective manner.

3.3 The Chair's main responsibilities are:

- chairing Trust meetings;
- leading the Trustees and members of the senior management team to develop strategic plans for the charity;
- providing support and leadership to the Chief Executive and ensuring that the charity is run in accordance with the decisions of the Trustees and the charity's governing document; and
- liaising with the relevant staff to draft agendas for trustee meetings and ensure that the business is covered efficiently and effectively in those meetings by observing the Administrative Regulations.

Other duties of the Chairman are:

- taking action on behalf of the Trust on matters which will not admit of delay;
- speaking with the press or other media on behalf of the Trust;
- acting as "spokesperson" for the Trust in other situations;
- representing the Trust at functions; and
- representing the Trust on external bodies.

3.4 The Vice Chair of the Trust shall substitute for the Chair as and when required and support him/her in fulfilling his duties.

4 Method of Appointment

4.1 The method of appointment is set out in the Trust's Administrative Regulations and is described below.

4.2 The method of election shall require that all nominations for the position of Chair shall be sought prior to the first ballot and no further nominations will be allowed after voting begins. Also prior to voting, nominees shall be permitted to address the meeting as to their candidature. However, no questions will be allowed. Voting shall be by secret ballot. Regardless of the number of candidates, each Trustee will vote for one candidate at each ballot. After the first ballot, the candidate who secures a clear majority of the total votes cast shall be elected. However, in the case of no clear majority, the lowest scoring candidate shall drop out and the second ballot will take place.

This method shall continue until the appointment is made either by clear majority or a choice between two remaining candidates. In the case of an equality of votes, the Chair shall be elected by lot as between those who received equal votes and proceed on the basis that the person to whom the lot falls upon had received the additional vote.

- 4.3 It is proposed that the same process be followed for the appointment of a Vice Chair.

5 Financial Implications

- 5.1 The Trust Deed allows the Trust to "reimburse the Trustees out of the Trust Fund for all expenses reasonably incurred by them in connection with the Administration of the Trust....."¹

6 Recommendations

- 6.1 Trustees are asked to:
- (a) Appoint a Chair, through the process set out at 4.2.
 - (b) Appoint a Vice Chair, through the process set out at 4.2.

AB/TA1
24 January 2013

Report No: CT1302001

¹ Deed of Trust Schedule of Powers Section 18



REPORT

To: Shetland Charitable Trust

Date 21 February 2013

From: Chief Executive

Report: CT1302002

General Administration Power of Attorney

1. Introduction

1.1 This report is presented to formalise the Trust's signing arrangements.

2. Background

2.1 Trustees agreed on 13 September 2012 to adopt the reorganisation scheme as submitted to OSCR and approved on 3 July 2012. A revised Trust Deed was registered in the Books of Council and Session on 27 September 2012. The major change to the Trustee body was to reduce the number of Trustees to fifteen, from, at maximum, twenty eight.

2.2 Trustees are asked to agree new Power of Attorney arrangements.

3. Present Position

3.1 It is proposed that documents may be signed by any three of the fifteen Trustees appointed in terms of the Schedule of Governance Arrangements, dated 13 and 14 September 2012 and registered in the Books of Council and Session on 27 September 2012.

3.2 It is further proposed that the Trust's Legal Advisers are instructed to prepare a Power of Attorney in those terms.

4. Financial Implications

4.1 There are no financial implications arising from this report.

5. Recommendations

5.1 Trustees are recommended to instruct the Trust's Legal Advisers to draft a Power of Attorney in the terms referred to in paragraph 3.1 above and set out in the Administrative Regulations.

Reference: EMA/TA1
Date: 16 January 2013

Report Number 1302002

2

REPORT

To: Shetland Charitable Trust

21 February 2013

From: Chief Executive

Report No: CT1302003

Budget 2013/14

1 Introduction

- 1.1 This report sets out the recommended budget for 2013/14, which stands at £10.48 million. This includes an allowance of £188,840 to cover a funding application which has been deferred until 28 March 2013. Indicative budgets of up to £11 million for the year's 2013/14 and 2014/15 were approved at the meeting on 21 February 2012 (min ref CT/03/12).
- 1.2 The budget has been set in line with the Trust's projected financial position, and in accordance with the three year funding strategy, implemented in 2012/13.

2 Background

- 2.1 The Trust sets its budget strategy using a three year cycle. The strategy is to limit expenditure to no more than £11 million per annum, which is calculated to preserve the Trust's investable reserves at £220 million. A three year strategy was set to limit expenditure to no more than £11 million for the period to 31 March 2015.
- 2.2 At their meeting on 8 September 2011 (min ref CT/52/11), Trustees agreed to implement three year funding packages for all organisations it currently funded, subject to the normal application process. It was envisaged that this would give a period of stability to the funded bodies, in the climate of shrinking public funding streams.
- 2.3 All funded bodies were asked to submit bids for the three years on a cash standstill basis.

3 Present Position

- 3.1 This report concentrates on the budget figures for 2013/14, which is the second year of the three year budget. A few of the organisations were to be reviewed after year one's funding, and these are highlighted in paragraph 4.2 and 4.3 below.

- 3.2 The table below provides a summary of the budgets for each of the three years:

Table 1: Summary of Three Years Budgets: Ongoing Revenue

Category	Approved Budget	Recommended Budget	Indicative Budget
	Year 1	Year 2	Year 3
	2012/13 £'000	2013/14 £'000	2014/15 £'000
Charitable Organisations	5,229	5,221	5,220
Schemes	4,951	4,719	5,240*
One-off projects	200	0	0
Trust Administration	540	540	540
Total	10,920	10,480	11,000

* This figure varies from year to year as the Planned Maintenance Budget varies. The maximum figure has been included.

- 3.3 A full list of the Trust's budgets is given in Appendix 1. In summary, the proposed budget presented in this report complies with the Trust's policy of self-sustainability, but Trustees should continue to carefully control expenditure, whilst monitoring current and potential investments in order to ensure maximum income for the Trust going forward.

Funding Recommendations for 2013/14

4 Charitable Organisations - £5,220,923

- 4.1 **All the bids in this section have been supported by the Trust's Service Co-ordinators for the full three years.**

4.1.1 **Shetland Amenity Trust (SAT)** – funding of **£1,052,728** is recommended. The grant provides core and project funding to support the organisational and staffing costs of SAT. External funding is levered in where possible. SAT seeks to deliver an effective holistic service which enhances all aspects of Shetland's cultural and natural heritage. The service supports, encourages and facilitates the sound management and sustainable development of Shetland's natural and cultural resources and facilitates access to it.

4.1.2 **Shetland Arts Development Agency (SADA)** – funding of **£696,038** is recommended. The grant goes towards meeting some of the core and project costs of promoting, developing and delivering activities in the fields of dance, drama, theatre, film, literature, music, crafts and visual arts with a view to the advancement of arts and culture and improving the quality of

life for the inhabitants of Shetland. External funding is levered in where possible.

- 4.1.3 **Shetland Recreational Trust (SRT)** – funding of **£2,518,550** is recommended. The grant assists with the cost of providing leisure and sports facilities at locations throughout Shetland. The facilities are seen as places where communities meet, socialise and play, as well as an attraction for tourists in Shetland's unpredictable climate.
- 4.1.4 **Disability Shetland (Recreation Club & Social Activities)** – funding of **£12,641** is recommended. The grant supports the running costs of the recreational club and also contributes to the costs of delivering the social activities project at Islesburgh.
- 4.1.5 **The Swan Trust** – funding of **£44,650** is recommended. The grant assists with the cost of keeping the restored Swan available for use as an approved sail training vessel. Young people are encouraged to sail on the Swan, to appreciate Shetland's fishing history and experience wildlife and culture.
- 4.1.6 **Shetland Churches Council Trust** – funding of **£54,055** is recommended. The grant is used to provide financial support to churches for maintaining and improving the fabric of the church buildings. Part of the grant (10% max.) is also used to support Christian community events and training.
- 4.1.7 **Shetland Befriending Scheme** – funding of **£54,418** is recommended. The scheme provides young people with an opportunity to form a trusting relationship with an adult, to promote the young person's welfare and personal development. The grant covers salary costs and volunteers expenses.
- 4.1.8 **Citizens Advice Bureau (CAB)** – funding of **£147,383** is recommended. The grant is used towards the core costs of providing a general information and advice service, as well as a specialist welfare rights, employment and immigration service.
- 4.1.9 **Voluntary Action Shetland** – funding of **£144,367** is recommended. The grant funds some of the core costs of providing a central point for advice and information to the voluntary sector in Shetland, and also contributes to the provision of management services to Disability Shetland.
- 4.1.10 **Shetland Folk Festival** – funding of **£18,000** is recommended. The grant is used to assist with the costs of providing artists to perform at the annual Folk Festival.
- 4.1.11 **Shetland Accordion and Fiddle Festival** – funding of **£12,000** is recommended. The grant is used to assist with

travel expenses for visiting musicians performing at the annual Accordion and Fiddle Festival.

4.1.12 **Local Charitable Organisations** – funding of **£14,000** is recommended. This budget funds a scheme to provide a source of funding for small voluntary organisations who offer care and welfare activities and services.

4.1.13 **Women's Royal Voluntary Service** – funding of **£47,622** is recommended. The grant funds much of the core costs of providing a range of community projects for elderly and disabled people in Shetland.

4.2 **All the bids in this section have been reviewed by the service co-ordinator and the funding supported for 2013/14 and 2014/15.**

4.2.1 **The New Shetlander** – The Service Co-ordinator recommended one year's funding only to allow for a review to be carried out into the future viability of the publication. The review has been completed and funding of **£670** is recommended for the next two years. The grant provides a contribution towards the production costs of the "New Shetlander" magazine.

4.2.2 **COPE Ltd** – The Service Co-ordinator recommended one year's funding only, pending a review and re-structure. The review is ongoing to achieve a business model which will best suit the client group, whilst remaining financially sustainable. Funding of **£154,967** is recommended for the next two years. The grant funds some of the core costs of the organisation to allow it to provide training, support and employment opportunities to adults with learning and/or physical disabilities.

4.2.3 **Couple Counselling Shetland** – The Service Co-ordinator recommended one year's funding only. This was to allow a review of professional protocols and supervision arrangements by the Chief Social Work Officer (CSWO). The review has been carried out, and funding of **£12,000** is recommended for the next two years. The grant assists with the cost of providing a counselling service to resolve or reduce relationship problems.

4.2.4 **Shetland Link Up** – The Service Co-ordinator recommended one year's funding only. This was to allow for a review of the progress made towards recommendations by the CSWO. The review has been carried out and funding of **£47,994** is recommended for the next two years. The grant funds the core costs of the organisation enabling it to provide an informal meeting place to support people who are affected by mental health problems.

4.3 **Shetland Youth Information Service** – the Council is reviewing its Youth Information Strategy. The Service Co-ordinator recommended

one year's funding only pending a review of the service. The review is nearly complete, and it is recommended that a decision on future funding of **£188,840** per annum be deferred until the next meeting of Trustees on 28th March, to enable the outcome of the review to be considered.

5. **Schemes - £4,719,001**

- 5.1 **Development and Support Grant Aid Schemes** – funding of **£14,272** for the Development Scheme and **£72,321** for the Support Scheme is recommended. These grant aid schemes are designed to assist community groups and voluntary organisations with operating costs and programme, project or activity costs.
- 5.2 **Arts Grant Scheme** – funding of **£35,000** is recommended. This budget supports a grant aid scheme to financially assist individuals and community groups for a wide range of arts activities.
- 5.3 **Sheltered Housing Heating** – A standard weekly subsidised charge for heating and lighting for sheltered housing tenants has historically been applied by the SIC. Subsidy has been provided by the Trust. A set weekly charge was intended to give sheltered housing tenants 'peace of mind' with regard to energy costs. Energy costs have increased significantly during recent years, at the same time subsidy has decreased leaving the SIC with a significant deficit year on year. SIC took a view in February 2012 that this position is neither equitable nor sustainable and a decision was taken that the subsidised charge should end. The top up grant of £25,500 from the Trust is therefore no longer required
- 5.4 **Senior Citizens Clubs** – funding of **£20,000** is recommended. This budget supports senior citizens clubs with a programme of activities.
- 5.5 **Support to the Rural Care Model** – funding of **£2,491,000** is recommended. The budget pays for the recognised additional cost of running small care homes, particularly in the rural areas on the basis that the level of service is over and above that which could normally be provided by a local authority. The intention is to recognise the Trust's role in adding value to the level of community care services that can be provided in Shetland. The Trust's funding is used to pay for the additional overheads/fixed costs associated with the diseconomies of scale and the additional costs due to remote locations.
- 5.6 **Social Assistance Grants** – funding of **£5,000** is recommended, which is a reduction of £30,000 in last year's funding. This scheme provides assistance to individuals who have been assessed as being in need of material or financial assistance. Changes in the criteria for eligibility, coupled with

the availability of other grants, have resulted in the budget being underspent for several years. The recommended funding amount is felt to be a more accurate reflection of the budget requirement. The Service Co-ordinator has requested that the budget be set at £15,000, however since the criteria was changed last year the spend on this budget has reduced dramatically, with a spend to date for this year only £4,400.

- 5.7 **Bus Services for Elderly and Disabled Persons** – funding of **£49,980** is recommended. This scheme supports the cost of daily transport services in Lerwick, to/ from clients' homes and/ or various social work establishments for elderly and disabled persons.
- 5.8 **Supported Employment** – funding of **£8,000** is recommended. This budget was established to pay some of the staffing costs for certain individuals on supported work placements. The number of participants has reduced to one, and work is ongoing to phase the scheme out.
- 5.9 **Springfield Chalet** – funding of **£1,500** is recommended. This budget is used to cover the shortfall in the net direct costs of running the Springfield Chalet. The administration of the chalet has been carried out by Disability Shetland on a trial basis from 1 April 2012, and it has been agreed that the Trust will guarantee the sum of £1,500 in case of losses in the first three years of operation. The operation of the chalet is currently under review.
- 5.10 **Christmas Grant Scheme** – funding of **£432,000** is recommended, which is a reduction of some £55,000 on last year's budget. The detailed justification is shown at Appendix 2. In 2009/10, Trustees decided to target the Christmas grant to those most in financial need. This has led to a reduction in the number of grants paid, and a significant reduction in the Trust's liability for Income Tax.
- 5.11 **Planned Maintenance Programme** – funding of **£1,589,928** is recommended. The Maintenance Programme continues to represent a significant proportion of the Trust's spending commitments year on year. The detailed Planned Maintenance Programme at Appendix 3, of £1,589,928, represents a decrease of some £121,621 on 2012/13. Planning and programming maintenance inevitably means some variation in the annual budgets within the programme. The Trust is directly or indirectly responsible for over 40 buildings. The philosophy of the Trust has always been to invest in these buildings, to maximise their useful life. A major review of the Trust's Planned Maintenance Programme has been completed. In the programme arrived at in the review, the total "ideal" works programme totalled over £2.4 million for 2013/14, but work has been ongoing to bring the overall figure to within the target. Officers will continue to work with the

organisations over the next five years to bring their maintenance budgets to a more sustainable level.

- 5.13 **Management and Administration** – Funding of **£539,760** is recommended. The 2013/14 budget is shown in detail in Appendix 4.

A detailed analysis of the purpose of each of the organisations and projects is set out in Appendix 5, to justify the applications for funding. Also included in Appendix 5 are key targets and outcomes to be achieved during 2013/14, which forms the basis of the Grant Offer Letter and performance reporting system.

6 Draw Down of Funding

- 6.1 Trustees are required to formally agree the “draw down” (ie paying the grant) of funding to each of the organisations, which have successfully applied for funding from the Shetland Charitable Trust. Rather than considering each application separately, Trustees are asked to approve drawing down funding for all the organisations as indicated in Appendix 1. The costs (Appendix 1) and level of service (Appendix 5) have been agreed as part of the budgeting process through the application forms. This enables payment (usually 50% of the total grant) to be made to the organisations on, or as soon as possible after, 1 April 2013.
- 6.2 The standard grant conditions are included for information, at Appendix 6. There are variations for awards to charitable companies and for small awards of less than £25,000.

7. Conclusion

- 7.1 The recommended budget is some £10.48 million, some £458,000 lower than last year. A recommendation has not been made in respect of Shetland Youth Information Service, as the results of a review are awaited, but an allowance of £188,840 has been included.

8. Recommendations

- 8.1 I recommend that Trustees:
- (a) consider the applications for funding for the charitable programme for 2013/14 set out in Appendix 1, to provide the services set out at Appendix 5, and agree to the level of financial assistance as recommended, totalling £10,479,684 for 2013/14, recognising that funding for the Shetland Youth Information Service has been included, but will only be presented for consideration on 28 March 2013;
 - (b) subject to (a) above, approve the draw down of the approved grants budgets, including the preparation of the Grant Offer Letters, which set out simple statements of services and standards expected to be received for the grants awarded.

The Appendices to this Report are listed below:

- Appendix 1: Programme
- Appendix 2: Christmas Grants
- Appendix 3: Planned Maintenance
- Appendix 4: Management and Administration
- Appendix 5: Service Performance
- Appendix 6: Copy of Standard Grant Conditions

Shetland Charitable Trust budgets for 2013/14

	2012/13 Trustees approved £	2013/14 recommended Funding £
<u>Charitable Organisations</u>		
Shetland Amenity Trust	1,052,728	1,052,728
Shetland Arts Development Agency	696,038	696,038
Shetland Recreational Trust	2,518,550	2,518,550
Disability Shetland Recreation Club	12,641	12,641
The Swan Trust	44,650	44,650
VAS - New Shetlander	670	670
Shetland Churches Council Trust	54,055	54,055
Shetland Youth Information Service	188,840	188,840
Shetland Befriending Scheme	54,418	54,418
Citizens Advice Bureau	147,383	147,383
COPE Limited	154,967	154,967
Couple Counselling Shetland	12,000	12,000
Shetland Link Up	47,994	47,994
Voluntary Action Shetland	144,367	144,367
Festival Grants	30,000	30,000
Local Charitable Organisations	14,000	14,000
Womens Royal Voluntary Service	47,622	47,622
Alternative Psychological Therapies	26,212	-
Sub Total Charitable Organisations	5,247,135	5,220,923
<u>Schemes</u>		
Community Development Grants	14,272	14,272
Community Support Grants	72,321	72,321
Arts Grant Scheme	35,000	35,000
Sheltered Housing Heating	25,500	-
Senior Citizens Clubs	20,000	20,000
Support to Rural Care Model	2,491,000	2,491,000
Social Assistance Grants	35,000	5,000
Buses for Elderly and Disabled	49,980	49,980
Supported Employment	8,000	8,000
Springfield	1,500	1,500
Xmas grant Scheme	487,000	432,000
Planned Maintenance	1,711,549	1,589,928
Sub Total Schemes	4,951,122	4,719,001
<u>One-Off Projects</u>		
SRT - Scalloway Pool Roof	200,000	-
Trust Administration	539,760	539,760
Total	10,938,017	10,479,684

Appendix 2

Justification for Christmas Grant Budget 2013/14

Pensioner and Disabled Persons:
2012/13 estimate, based on actuals to date

Beneficiary	Estimated Number	Grant Amount £	2012/13 cost £
Pensioners	969	300	290,700
Disabled Persons	381	300	114,300
Administration			3,000
Tax			15,000
Total Estimated Cost			423,000

Pensioner and Disabled Persons – 2013/14 estimate

Beneficiary	Number	Grant Amount £	2013/14 estimate £
Pensioners	980	300	294,000
Disabled Persons	400	300	120,000
Administration			3,000
Tax			15,000
Total Estimated cost			432,000

Appendix 3

2013/14 Planned Maintenance

	Statutory	Planned Maint	equip/ vehicles	Capital	Budget 2013/14	Budget 2012/13
<u>Shetland Recreational Trust</u>						
Clickimin Leisure Complex	29,987	278,324	100,110		408,421	513,370
Unst Leisure Centre	12,657	89,403	2,206		104,266	109,185
Yell Leisure Centre	12,657	110,968	1,040		124,665	107,471
Whalsay Leisure Centre	12,681	48,505	3,530		64,716	92,978
West Mainland Leisure Centre	13,345	61,058	3,130		77,533	56,223
North Mainland Leisure Centre	11,553	102,682	33,176	35,217	182,628	93,084
Scalloway Pool	12,735	34,603	6,070		53,408	132,195
South Mainland Pool	12,735	39,102	1,108		52,945	54,120
SRT Workshop						2,900
TOTAL SRT	118,350	764,645	150,370	35,217	1,068,582	1,161,526
<u>Shetland Amenity Trust</u>						
Shetland Museum and Archives	23,350	69,634		3,000	95,984	104,364
SAT other	57,500	120,000	98,050		275,550	270,500
TOTAL SAT	80,850	189,634	98,050	3,000	371,534	374,864
<u>Shetland Arts</u>						
Garrison Theatre	6,790	8,809			15,599	40,799
Bonhoga Gallery	2,480	4,543			7,023	6,448
SADA office	1,880	500			2,380	2,380
TOTAL SADA	11,150	13,852	-	-	25,002	49,627
<u>Other areas</u>						
22-24 North Road	1,330	4,826			6,156	6,156
Market House	6,900	24,439		4,000	35,339	31,211
Springfield Chalet	315	1,900			2,215	4,065
Swan		32,100			32,100	35,100
Technical support/Prof fees					49,000	49,000
TOTAL Other	8,545	63,265	-	4,000	124,810	125,532
Grand Total	218,895	1,031,396	248,420	42,217	1,589,928	1,711,549

**Shetland Charitable Trust
Management and Administration**

	2012/13 Budget £	2013/14 estimate
Staffing Costs		
Basic Pay and Allowances	350,000	370,000
Professional Membership Fees	1,000	1,500
Travel and Subsistence	7,000	8,000
Training and Staff Development	2,500	8,000
Sub Total Staffing Costs	360,500	387,500
Operating Costs		
Insurance	10,000	10,000
Administration	3,000	5,000
Supplies and Services	5,000	8,000
Bank Charges	1,000	500
Professional Fees: Other	4,000	15,000
Miscellaneous Items	1,500	2,000
External Audit Fees	25,000	26,500
Trustees' Allowances	7,500	0
Trustees' Expenses	5,000	8,000
Legal Fees	80,000	80,000
Recruitment costs	20,000	2,000
Sub Total Operating Costs	162,000	157,000
Property Costs		
Energy Costs	3,500	5,000
Water Rates	3,000	2,000
Cleaning	3,500	3,500
Sub Total Property Costs	10,000	10,500
Supplied Services	-70,000	70,000
Bought In Services		
Finance	43,000	30,000
Internal Audit	9,000	0
Committee Services	12,000	12,000
Computer Services	9,100	9,100
Messenger Service	2,000	1,500
Insurance Admin	2,160	2,160
Sub Total Bought In Services	77,260	54,760
Total	539,760	539,760

Charitable Organisations

Organisation / Project	Purpose	Key Targets 2013-14
<p>Shetland Amenity Trust</p>	<p>To provide core funding to support the organisational and staffing costs, to support the diverse range of services and enable the Trust to lever in additional funding.</p> <p>Shetland Amenity Trust will continue to deliver an effective, holistic service which embraces all aspects of Shetland's cultural and natural heritage. The service supports, encourages and facilitates the sound management and sustainable development of Shetland's natural and cultural resources and facilitate access, both intellectual and physical, thereto for all.</p>	<p><u>Finance, Administration and Management</u></p> <p>Support the complex and diverse range of projects/services offered by the Trust.</p> <p>Ensure Finance Function continues to support the business needs of the organisation.</p> <p>Implement a new staff appraisal system.</p> <p>Continue to review the structure and function of administration within the Trust to ensure that it effectively supports the Senior Management Team, Trustees and the wider organisation.</p> <p><u>Interpretation</u></p> <p>Revise and update the Shetland Interpretive Plan.</p> <p>Continue to support the provision of interpretive panels where appropriate.</p> <p>Continue to support the network of community museums and history groups working in partnership ensuring that investment in this sector is safeguarded for future generations</p> <p>Working along with Shetland Heritage Association, develop and rationalise a coherent strategy of support for community museums and heritage groups.</p> <p>Maintain the suite of interpretive leaflets.</p> <p>Maintain the Shetland Heritage and Culture website and online presence for the Heritage Hub.</p> <p>Consider and develop innovative interpretive initiatives of the highest quality, thereby setting new standards for the better interpretation of Shetland.</p> <p>Continue to develop and publish works under the Trust's Heritage Publications banner.</p>

<p>Shetland Amenity Trust cont...</p>		<p><u>Natural Heritage</u></p> <p>Maintain, enhance and develop the present functions of the SBRC database.</p> <p>Continue to meet the targets as set for the Ranger Service.</p> <p>Continue to progress the interpretive elements of the Sumburgh Head project.</p> <p>Manage Geopark Shetland as per the Action Plan agreed by the Shetland Geology Working Group and maintain membership of the Global Geopark Network.</p> <p>Ensure that all species of endemic and threatened hawkweeds are in cultivation (working with Woodlands Team).</p> <p>Organise and deliver the annual Shetland Nature Festival.</p> <p><u>Archaeology</u></p> <p>Further develop the SMR online record and facilities.</p> <p>Develop a successful application for World Heritage Status for "Mousa, Old Scatness and Jarlshof: the Jenith of Iron Age Shetland".</p> <p>Secure funding for the continuation of the Old Scatness project and th plan for the final stages.</p> <p>Develop Old Scatness Broch as a high quality visitor centre with use of innovative architecture to protect and showcase the site.</p> <p>Enhance and develop the use of the SMR database, responding to land management issues and other enquires; developing the marine aspect of the SMR, maintaining and developing the SMR database.</p> <p>Continue to work closely with Shetland Islands Council on development control issues.</p> <p>Complete Phase 1 of the Viking Unst project and consider further phases.</p> <p>Develop future archaeological projects, such as a second phase of the Viking Unst project or the West Side Prehistory project and identify sources of funding.</p>
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<p>Shetland Amenity Trust cont...</p>		<p>Host the Viking Congress in 2013.</p> <p>Complete and publish the Iron Age and Post Medieval volumes of Old Scatness and the Viking Unst volume. Progress other publications, including the Old Scatness Landscape volume.</p> <p>Take forward the "Archaeology Alive" programme and continue to develop the Shetland's Past project.</p> <p>Working with local groups, help to develop their needs and aspirations in relation to archaeology in their areas.</p> <p><u>Place Names</u></p> <p>Record place names from oral and archive sources.</p> <p>Maintain the Shetland Place Names database and linked digital mapping, and develop a strategy for public access.</p> <p>Become the recognised authority on location and recording of Shetland place names.</p> <p>Research and publish information on Shetland place names.</p> <p>Record information on Shetland's inshore fishing meids.</p> <p>Develop links with educational establishments and prepare resources in partnership with other Trust staff.</p> <p>Provide accurate visitor information on location, pronunciation and meaning of place names for use in publications and by tour guides and rangers.</p> <p>Promote the project at local, national and international events.</p> <p>Represent the Trust on Shetland ForWirds committee and provide support for the promotion and development of the dialect.</p> <p>Lead the Trust's participation as a partner in the THING (Thing sites International Networking Group) Project 2009-2012.</p> <p><u>Environmental Improvements</u></p> <p>Continue and expand core activities such as community recycling of food and drink cans, glass and the salvage of architectural</p>
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<p>Shetland Amenity Trust cont...</p>		<p>building materials for public renovation projects.</p> <p>Engage with the community at all levels to increase awareness and understanding of Shetland's environment and the actions they can take to protect and enhance it.</p> <p>Further develop glass recycling and, in particular, recycled glass pavers and other high quality recycled products.</p> <p>Complete the review of Enviroglass.</p> <p>Undertake Da Voar Redd Up activities and community involvement environmental improvement and litter prevention initiatives.</p> <p>Continue the valued Muck and Bruck operations throughout Shetland.</p> <p>Ensure the Trust remains at Gold Level in the Green Business and Tidy Business Award Schemes and is a contender in national award/recognition schemes in relation to the above projects.</p> <p>Celebrate the 25th anniversaries of the Dunna Chuck Bruck campaign and Da Voar Redd Up.</p> <p><u>Woodlands</u></p> <p>Secure a suitable arboretum site and explore funding opportunities.</p> <p>Continue to support and promote local tree planting initiatives.</p> <p>Initiate or support projects which reintroduce native/endemic species in appropriate natural habitats.</p> <p>Review the Shetland Woodland Strategy.</p> <p>Cooperate with the Forestry Commission and other bodies in relation to forestry grants, woodland development, etc.</p> <p>Pursue biomass initiatives, e.g. Short Rotation Coppice.</p> <p>Develop propagation programmes at the Staney Hill Horticultural Unit using traditional methods and tissue culture.</p> <p>Bring remaining endemic Shetland hawkweed species into cultivation.</p> <p>Maintain an effective advisory service and</p>
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<p>Shetland Amenity Trust cont...</p>		<p>demonstrative role in Shetland's woodland development.</p> <p>Rebrand and update existing Tree Planting information notes and expand the series.</p> <p>Plan an active role in the development of the Open Space Strategy for Shetland.</p> <p>Undertake landscaping works at Trust and other properties, where appropriate.</p>
<p>Shetland Arts Development Agency</p>	<p>To encourage, support, inspire, promote, develop and deliver activities in the fields of: dance; drama; theatre; film; literature; music; crafts; and visual arts with a view to the advancement of arts and culture and improving the quality of life for the inhabitants of the Shetland Isles.</p> <ul style="list-style-type: none"> • Exhibitions by local, national and international artists and makers at Bonhoga • Promoting and supporting Visual Arts • Promoting and supporting Crafts development • Provide Drama development opportunities • Develop Dance activities • Promoting and supporting Literature development • Promoting and supporting Music development • Encouraging Film and Digital Media development • Encourage 	<p><u>Craft Development</u></p> <ul style="list-style-type: none"> • Organise and promote a Shetland Arts Textile Festival for August 2013. A focus for the event is the proposed international touring exhibition at Bonhoga Gallery from 3rd August – 13th September 2013. <p>Target: 125 participants/60 special event attendees/2 workshops/36 workshop attendances/60 tourers/40 forum attendees/22 students/35 film attendees/2 exhibitions/12 artists</p> <ul style="list-style-type: none"> • Continue regular open public knitting group, in the Mareel cafe mezzanine – directed by the participants, e.g., in collaboration with Alzheimer's Scotland. <p>Target: 12 groups, 96 participants</p> <ul style="list-style-type: none"> • When appropriate, organise networking evenings in Bonhoga Gallery, associated with visiting artists or current craft exhibition and liaise for student involvement with Shetland College Senior Lecturer in Creative Industries and Course Leader BA Contemporary Textiles <p>Target: See Textile Festival.</p> <ul style="list-style-type: none"> • Deliver a programme of mentoring for the Manager of Bonhoga Gallery, to develop knowledge and awareness of crafts, applied art, craft in installation and fine art; supporting the Bonhoga Manager in craft product selection and exhibition. <p>Target: 1 mentee</p>

<p>Shetland Arts (Continued)</p>	<p>performances at Mareel and the Garrison Theatre</p>	<ul style="list-style-type: none"> • Lead an exhibition in contemporary silversmithing by Rod Kelly and Sheila MacDonald 9th March – 21st April 2013. <p>Target: Part of Bonhoga Gallery exhibition section</p> <ul style="list-style-type: none"> • Provide craft mentoring for individuals, groups, organisations by email, calls or meetings. <p>Target: 50 individuals or groups</p> <ul style="list-style-type: none"> • Deliver joint Visual Arts/Craftmakers Award Scheme in partnership with Creative Scotland and Shetland Islands Council, subject to matched funding. <p>Target: 13 makers</p> <ul style="list-style-type: none"> • Depending on funding, carry out a reviewed quality assessment of the work of applicants for full membership of Shetland Arts & Crafts Association and the Shetland Craft Trail <p>Target: 15 individuals</p> <ul style="list-style-type: none"> • Provide an event to support and assist Shetland Wool Week <p>Target: 1 event, 45 participants</p> <p><u>Dance Development</u></p> <ul style="list-style-type: none"> • Continue the work in the area of traditional dance, catering for every age range and in all areas of Shetland. <p>Target: 100 workshops/2500 participants</p> <ul style="list-style-type: none"> • Further investigate the possibility of creating a community contemporary dance group. <p>Target: 1 group, 8 members, 1 performance</p> <ul style="list-style-type: none"> • Support existing practitioners to access development opportunities. <p>Target: 6 practitioners</p> <ul style="list-style-type: none"> • Support grass roots initiatives – in particular to examine ways of providing practical, non interventionist, support for initiatives like the Shetland parkour group.
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<p>Shetland Arts (continued)</p>		<p>Target: 2 groups</p> <ul style="list-style-type: none"> To engage with other agencies on the use of dance in different settings, and where appropriate to facilitate activity. Examples might include healthy living initiatives. <p>Target: 2 organisations</p> <ul style="list-style-type: none"> Visiting Dance Performance – when practically and financially possible, to assist with selection of visiting dance productions, and whenever possible to encourage <p>Target: 1 performance, 120 audience, 1 workshop/10 participants</p> <p><u>Drama Development</u></p> <ul style="list-style-type: none"> Continue the ongoing development of SYT – the company has a national/international reputation for highly innovative, quality theatre. <p>Target: 2 projects/6 performances/24 rehearsals/250 participants/600 audience</p> <ul style="list-style-type: none"> To mentor senior members of Splinters Youth Theatre in the provision of workshop activity with younger members. <p>Target: 3 groups/40 rehearsals/1200 participants/600 audience</p> <ul style="list-style-type: none"> To develop a touring pantomime programme for community halls. <p>Target: 12 participants/4 performances/280 audience</p> <ul style="list-style-type: none"> To engage with other agencies on the use of drama in different settings, and where appropriate to undertake activity. Examples might include (but not be restricted to) “Skills for Work Interview Techniques”, “Mind Your Head”, occasional support for schools services. Target: 3 partnerships/participant numbers unknown Possibly in partnership with Shetland
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<p>Shetland Arts (continued)</p>		<p>Film club, to run night class on relevant topic (eg American Playwrights on Screen)</p> <p>Target: 6 classes/15 students</p> <p><u>Visual Arts Development:</u></p> <ul style="list-style-type: none"> To offer support and advice to artists, including applying for commissions and exhibition opportunities outwith Shetland. Where possible, and where funding allows, continuing to develop artist commissions with Shetland. <p>Target: 50 artists/2 commissions</p> <ul style="list-style-type: none"> To run the Visual Artist/Craft Makers Award scheme to which artist can apply for a percentage of costs associated with creative, professional and economic development activities, including exhibition costs. <p>Target: 8 artists</p> <ul style="list-style-type: none"> To provide professional development sessions for artists, school, community and youth services staff as part of the Bonhoga Gallery Education Programme. This is run in partnership with Creative Links, SIC Schools service as part of the national Creative Learning Network <p>Target: 3 sessions/24 participants</p> <ul style="list-style-type: none"> Depending on the availability of funding, assist in the provision of the Bonhoga Gallery Education Programme: school gallery visits with follow up artists' workshops in schools. <p>Target: 4 events/40 participants</p> <ul style="list-style-type: none"> Where possible, and funding dependent, continuing to develop opportunities for artists to deliver paid workshops, residencies, demonstrations and talks about their work through community and partnership projects and events. <p>Target: 4 artists/6 events</p> <ul style="list-style-type: none"> Co-ordinate workshops and training
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<p>Shetland Arts (continued)</p>		<p>days offering guidance, support and advice to artists regarding being self-employed, marketing and promoting themselves and their work.</p> <p>Target: 2 events/12 artists</p> <ul style="list-style-type: none"> • Dependent on the availability of funding, continue to co-ordinate the space2face Arts and Restorative Justice project in partnership with the Community Mediation Team, Criminal Justice Social Work and the Children's Reporter. <p>Target: 30 sessions/60 participants/1 artist</p> <ul style="list-style-type: none"> • Develop the existing Restorative Justice and Arts training programme to be able to roll it out to other agencies and organisations across Scotland. These courses would be run by a partnership between Shetland Arts and the Community Mediation Team. <p>Target: 2 training events/20 participants</p> <ul style="list-style-type: none"> • Continuing to develop the Arts in Care Homes project. <p>Target: See Literature Development section</p> <p><u>Film and Digital Media Development</u></p> <ul style="list-style-type: none"> • By careful programming of Mareel, to ensure that there are films for every interest group, encouraging and attracting audiences to try out different kinds of films. <p>Target: 760 screenings/48,000 audience</p> <ul style="list-style-type: none"> • Organise and promote Screenplay, the annual film festival. <p>Target: 1 festival/20 screenings/events/1800 audience</p> <ul style="list-style-type: none"> • To work in partnership with Shetland Film Club to provide outreach screenings in care centres and remote communities. <p>Target: 12 screenings/events/500 audience</p> <ul style="list-style-type: none"> • To provide support for individual film makers and film making groups.
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<p>Shetland Arts (continued)</p>		<p>Target: 3 groups/10 individuals/4 events/20 participants</p> <ul style="list-style-type: none"> To provide support for visiting film and production companies. <p>Target: 3 companies</p> <ul style="list-style-type: none"> To work in partnership with the Shetland College/UHI to establish the potential for a season of films to support their Nordic Studies course. <p>Target: 1 org/12 students/3 screenings.</p> <ul style="list-style-type: none"> To work with Drama Development Officer to provide a series of film night classes. <p>Target: See Drama Development section</p> <p><u>Literature Development</u></p> <ul style="list-style-type: none"> Support and advise aspiring and established writers. <p>Target: 80 sessions/10 individual writers</p> <ul style="list-style-type: none"> Continue to support the work of partner organisations, such as Schools Service, Shetland Library, and the Youth Service. <p>Target: 8 organisations/50 sessions</p> <ul style="list-style-type: none"> Continue support of community writers groups, and facilitation of literature activities in partnership with ILP and Annsbrae House. <p>Target: 4 groups/48 participants/86 sessions</p> <ul style="list-style-type: none"> Run Creative Writing Residency in Shetland Primary Schools, in partnership with Schools Service. <p>Target: 1 residency/6 schools/12 sessions/182 pupils</p> <ul style="list-style-type: none"> Research and set up professional feedback scheme for developing writers. <p>Target: 1 scheme/10 participants</p> <ul style="list-style-type: none"> Further develop arts activities in Care Centres. <p>Target: 2 workshops/30 participants</p>
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<p>Shetland Arts (continued)</p>		<ul style="list-style-type: none"> • Teach Songwriting Module of NC Music Course. <p>Target: 18 sessions/10 students</p> <ul style="list-style-type: none"> • Organise and promote Wordplay, the annual book festival. <p>Target: 15 events/1200 audience</p> <p><u>Music Development</u></p> <ul style="list-style-type: none"> • Continue support for local groups (such as Shetland Jazz Club, Shetland Young Promoters Group and the Shetland Community Orchestra) and educational initiatives in conjunction with Shetland Islands Council and Shetland College. <p>Target: 6 groups</p> <ul style="list-style-type: none"> • Continue support for local music promoters. <p>Target: 5 promoters</p> <ul style="list-style-type: none"> • Continue to develop and deliver the full time NC and HNC Music Courses in partnership with Shetland College. <p>Target: 2 courses/20 students</p> <ul style="list-style-type: none"> • Develop a range of evening classes in music and multimedia production to be delivered in Mareel in conjunction with Shetland Islands Council's Adult Learning. <p>Target: 3 courses/30 students</p> <ul style="list-style-type: none"> • Organise a programme of workshops and masterclasses to be delivered by visiting musicians and industry professional for students and for the public. <p>Target: 4 masterclasses or workshops/40 students</p> <ul style="list-style-type: none"> • Oversee the initiation of Mareel's Creative Apprenticeship programme through which trainees in technical and music business areas will gain practical experience and an accredited education qualification whilst working in Mareel's situational learning environment.
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<p>Shetland Arts (continued)</p>		<p>Target: 1 apprenticeship</p> <ul style="list-style-type: none"> • Provide support to Shetland students undertaking the Applied Music Degree programme, being delivered across the UHI network. <p>Target: 5 students</p> <ul style="list-style-type: none"> • Work with Young Promoters Group and Shetland Youth Services to provide a programme of youth-oriented performances and music-making initiatives. <p>Target: 2 performances/200 audience each/6 workshops/10 participants/1 residential weekend/10 participants</p> <ul style="list-style-type: none"> • Develop the Caught by the Sea festival – a new festival curated/programmed in conjunction with Caught by the River festival and Shetland Nature Festival. <p>Target: 6 concerts/events/1500</p> <ul style="list-style-type: none"> • Develop the Harris Playfair Big Band Project. <p>Target: 5 workshops/25 participants/1 concert/250 audience</p> <ul style="list-style-type: none"> • Organise and promote annual international fiddle school, Fiddle Frenzy <p>Target: 8 concerts/96 workshops/90 participants/1870 audience</p> <ul style="list-style-type: none"> • Organise and promote annual Peerie Willie Guitar Festival. <p>Target: 5 concerts/3 workshops/20 participants/1000 audience.</p> <ul style="list-style-type: none"> • Provide employability taster sessions for secondary age pupils. <p>Target: 4 workshops/10 participants each</p> <ul style="list-style-type: none"> • Provide Vocational Pathways Sound Engineering Programme for secondary age pupils <p>Target: 18 sessions/10 at each</p>
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<p>Shetland Arts (continued)</p>		<p><u>Weisdale Mill/ Bonhoga Gallery</u></p> <ul style="list-style-type: none"> • Provide an exhibition programme for 2013-2014. <p>Target: 21 exhibitions (over 3 spaces)</p> <ul style="list-style-type: none"> • Continue to develop a diverse visitor experience with emphasis on encouraging children and families to engage with the arts. <p>Target: 21,000 visitors</p> <ul style="list-style-type: none"> • To provide temporary exhibitions in Mareel, the Yell ferry and Fair Isle. <p>Target: 3 venues/3 exhibitions</p> <ul style="list-style-type: none"> • To Further develop Renegade Week, providing an impromptu "pop up" space for a local artist to take over a sectioned off part of the Main Gallery space upstairs to try out a new experimental piece of work. <p>Target: 1 artist/1 exhibition</p> <ul style="list-style-type: none"> • Continue to develop appropriate activities and/or workshops for all ages to accompany exhibitions. <p>Target: 10 activities/300</p> <ul style="list-style-type: none"> • Further develop the Stairwell Gallery as a space for showing artist film/moving image/community projects. <p>Target: 5 exhibitions</p> <ul style="list-style-type: none"> • Continue to develop our partnership with Shetland College and encourage joint events and exchange of skills wherever possible. This may include discussion evenings, debates, and artist/curator talks for students around exhibitions. <p>Target: 2 events/20 participants</p> <p><u>Bonhoga Gallery Education Programme</u></p> <ul style="list-style-type: none"> • To continue to provide interpretation panels, information on current exhibitions and Things to See and Do activity sheets, and occasional competitions, in the gallery for visitors of all ages.
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<p>Shetland Arts (continued)</p>		<p>Target: 7 school visits/105 pupils</p> <ul style="list-style-type: none"> • Continue to run and host professional development sessions for artists, school, community and youth services staff as part of the Bonhoga Gallery Education Programme and linking with the Curriculum for Excellence. This is run in partnership with Creative Links, SIC schools services, as part of the national Creative Learning Network. <p>Target: see visual arts section</p> <ul style="list-style-type: none"> • Depending on funding, to run the other components of the Bonhoga Gallery Education Programme: school gallery visits with follow up artists' workshops in schools. <p>Target: 3 artists/9 schools</p> <p><u>The Garrison Theatre</u></p> <ul style="list-style-type: none"> • Depending on the availability of funding, provide touring theatre productions <p>Target: 2 productions</p> <ul style="list-style-type: none"> • Ensure Garrison is available for local groups and events. <p>Target: 20 productions/events</p> <ul style="list-style-type: none"> • Develop education activities based on the operation of the theatre. <p>Target: 2 events/30 participants</p>
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<p>Shetland Recreational Trust</p>	<p>To provide wide range of leisure and sport activities and facilities at 8 locations throughout Shetland. The facilities are professionally operated, well maintained to a high standard with appropriate opening hours. The facilities are seen as places for whole communities to meet, socialise and play. They are a major attraction for local residents and an important factor in attracting tourists.</p>	<ol style="list-style-type: none"> 1. Maintain opening hours, so far as is possible within the approved budget. <p>Annual Target Opening Hours:</p> <table data-bbox="826 421 1417 721"> <tr><td>Clickimin Leisure Complex</td><td>5,500</td></tr> <tr><td>Unst Leisure Centre</td><td>3,800</td></tr> <tr><td>Yell Leisure Centre</td><td>3,700</td></tr> <tr><td>North Mainland Leisure Centre</td><td>3,900</td></tr> <tr><td>Whalsay Leisure Centre</td><td>3,700</td></tr> <tr><td>South Mainland Pool</td><td>3,000</td></tr> <tr><td>Scalloway Pool</td><td>2,700</td></tr> <tr><td>West Mainland Leisure Centre</td><td>3,900</td></tr> </table> <ol style="list-style-type: none"> 2. Maintain existing admission rates, and promote new users <p>Annual Target Admissions</p> <table data-bbox="826 936 1417 1236"> <tr><td>Clickimin Leisure Complex</td><td>425,000</td></tr> <tr><td>Unst Leisure Centre</td><td>25,000</td></tr> <tr><td>Yell Leisure Centre</td><td>40,000</td></tr> <tr><td>North Mainland Leisure Centre</td><td>60,000</td></tr> <tr><td>Whalsay Leisure Centre</td><td>50,000</td></tr> <tr><td>South Mainland Pool</td><td>30,000</td></tr> <tr><td>Scalloway Pool</td><td>28,000</td></tr> <tr><td>West Mainland Leisure Centre</td><td>54,000</td></tr> </table> <ol style="list-style-type: none"> 3. Contribute to the actions and priorities of the Shetland Sports Strategy. 4. Promote more joined up work between Shetland Islands Council, NHS Shetland and Shetland Recreational Trust to maximise the use of all recreation resources, to ensure more people have active lifestyles. 5. Improve physical access to community and sports facilities to encourage use of them by all people, both able and less able. 6. Develop and support imaginative and innovative approaches to getting all people active. 7. Develop community initiatives that seek to address low levels of participation particularly from hard to reach and vulnerable groups. 	Clickimin Leisure Complex	5,500	Unst Leisure Centre	3,800	Yell Leisure Centre	3,700	North Mainland Leisure Centre	3,900	Whalsay Leisure Centre	3,700	South Mainland Pool	3,000	Scalloway Pool	2,700	West Mainland Leisure Centre	3,900	Clickimin Leisure Complex	425,000	Unst Leisure Centre	25,000	Yell Leisure Centre	40,000	North Mainland Leisure Centre	60,000	Whalsay Leisure Centre	50,000	South Mainland Pool	30,000	Scalloway Pool	28,000	West Mainland Leisure Centre	54,000
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		<p>8. Ensure that programmes of school based and out of school activities and opportunities are developed to support children and young people to enjoy a safe and active life.</p> <p>9. Be an active partner in the Highlands and Islands Regional Sporting Partnership and contribute towards its annual action plan.</p> <p>Annual customer surveys</p> <p>Case studies</p> <p>Service targets for 2013/14 currently under review</p>
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Organisation / Project	Purpose	Key Targets 2013-14
Disability Shetland (Recreation Club and Social Activities)	<p>1. To support the running costs of the Recreation Club, including hiring venues, transport, volunteer expenses and training.</p> <p>2. To contribute to the costs of delivering the Social Activities project.</p>	<p>Sport Sessions (14)</p> <p>Swimming Sessions (Lerwick) (10)</p> <p>Swimming Sessions (Unst, 60)</p> <p>Medals ceremony (Annually)</p> <p>Yoga sessions (10)</p> <p>Bowls Competition (Annually)</p> <p>Wootton Lass Trips (20)</p> <p>New trained volunteers (15)</p> <p>Youth Sports Club sessions (30)</p> <p>Social Activities Wednesday Club (50)</p> <p>Recruitment of new volunteers (10)</p> <p>Case studies</p>
The SwanTrust	<p>To make the Swan available for viewing, restored in good working order and registered as an approved sail-training vessel.</p> <p>To encourage young people to sail on the Swan, to appreciate Shetland's sailing and fishing history and experience our wildlife and culture.</p>	<p>Usage:</p> <p>Shetland schools (10)</p> <p>Special Needs (2)</p> <p>Youth Groups (2)</p> <p>Analysis:</p> <p>School children (300)</p> <p>Youths under 25 (70)</p> <p>Adults (50)</p> <p>% users satisfied with service 80%</p> <p>% users who would return 80%</p> <p>Activity reports demonstrating outcomes to service users</p> <p>Case studies</p>

Organisation / Project	Purpose	Key Targets 2013-14
The New Shetlander	To provide a contribution towards the printing, distribution and administration costs of producing the New Shetlander, net of sales and subscriptions.	Production of New Shetlander Target: 4 issues Promotional Event for Shetland Dialect Target: 1 Magazine Sales Target: 1000 per quarter Subscribers Target: 100 per quarter
Shetland Churches Council Trust	To maintain church buildings and support community events, along with support for training and education.	<p><u>Appropriate management of trust affairs</u> To hold regular meetings of Trustees, around 6 per year, to consider Grant applications and to receive reports from Trust representatives on various groups that the trust is involved in.</p> <p><u>Maintenance and enhancement of church buildings</u> To continue to assist Christian congregations with the upkeep and repair of their buildings, particularly where they have a wider architectural or community benefit, in order to ensure that these buildings can continue to provide satisfactory places of worship.</p> <p><u>To facilitate the provision of access to church buildings and to the activities taking place therein, for those who have disabilities or other physical impairments</u> To ensure, where practical, that entrances are not a barrier to wheelchair users and that other impairments, such as deafness, are mitigated by provision of "Loop" systems.</p> <p><u>To facilitate congregations of differing denominations to come together and provide an opportunity for all people in Shetland to join with the whole church in worship</u> To work together to co-ordinate and facilitate services and events.</p>

<p>Shetland Churches Council Trust</p>		<p><u>To enable young people to be able to attend events despite the high cost of travel to mainland and to encourage members of congregations to undertake relevant training</u></p> <p>To help defray some of the costs of travel from Shetland, to enable people, including youth, to participate fully in activities.</p> <p><u>To provide Christian representation on secular organisations and to be "salt" in the community</u></p> <p>Sit on committees and bodies dealing with issues such as drugs and alcohol, Emergency Forum, etc</p>
<p>Shetland Befriending Scheme</p>	<p>Offering young people the opportunity to form a trusting relationship with an adult to promote his/her personal development</p>	<p>To continue to provide a high quality Befriending Service to Children and young People Shetland wide.</p> <p>Target: Up to 25 children & young people will receive a service per annum</p> <p>To continue to support, monitor and review matches occurring on a regular basis to ensure the befriending is benefiting the young person</p> <p>Target: 75% of children & young people will achieve a positive outcome</p> <p>To continue to to actively promote the service to the Shetland Community and engage in recruitment drives to seek new volunteers</p> <p>Target: Ongoing</p> <p>To recruit up to 8 new volunteers in the next financial year to offer the befriending service to young people</p> <p>Target: Between April 2013 and March 2014</p> <p>To have up to 8 newly trained volunteers ready to be matched to a young person</p> <p>Target: Between April 2013 and March 2014</p> <p>Case studies</p>

<p>Shetland Islands Citizens Advice Bureau</p>	<p>Providing an independent advice and information service to:</p> <ol style="list-style-type: none"> 1. Ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities, or of the services available to them, or through an inability to express their need effectively and 2. To exercise a responsible influence on the development of social policies and services, both locally and nationally. 	<p>New client contacts (3,500)</p> <p>New client issues (6,000)</p> <p>Repeat client contacts (6,000)</p> <p>Repeat client issues (10,000)</p> <p>Employment tribunals (or negotiated settlements, including ACAS) (10)</p> <p>Confirmed employment annual financial gains (£20,000)</p> <p>Confirmed annual financial gains across all subject areas, excluding Welfare Rights and employment gains (£50,000)</p> <p>Welfare Rights Appeal Tribunals (40)</p> <p>Welfare Rights Reviews/Supersessions (50)</p> <p>Welfare Benefit Health Checks (150)</p> <p>Welfare Rights confirmed annual financial gain (£750,000)</p> <p>Total debt managed, including Money Advice Project (£3,000,000)</p> <p>Annual surveys</p> <p>Case studies</p>
<p>COPE Limited</p>	<p>To provide training, support and employment opportunities to adults with learning or physical disabilities</p>	<p>To provide training, support and employment opportunities for 50 people with disabilities in Shetland.</p> <p>Expected to support a range of placements within the COPE enterprises</p> <p>Information will be provided about the number of participants moving on to other employment and training opportunities</p> <p>Service targets for 2013/14 currently under review</p>

<p>Couple Counselling Shetland</p>	<p>Providing a counselling service to resolve or reduce relationship problems</p>	<p>Recruit one counsellor to be trained and accredited by Relate Scotland (2 year programme)</p> <p>General client information and Case Studies</p> <p>Information on outcomes</p>
<p>Shetland Link Up</p>	<p>Providing support to people who are affected by mental health problems</p>	<p>Attendance at SLU Mixed Group (1,000)</p> <p>Total client contacts (1,500)</p> <p>Number of clients actively receiving a service at any one time (22)</p> <p>Number of volunteers at SLU(2)</p> <p>Total volunteer hours (200)</p> <p>Information will be provided about number of clients moving on with positive outcomes</p> <p>Satisfaction Outcome (75%)</p>
<p>Market House and Voluntary Action Shetland (also covers Disability Shetland management)</p>	<p>1. To provide a central point for the voluntary sector, providing office space, storage, administrative support, sign-posting, advice and information to the voluntary sector in Shetland.</p> <p>2. To provide an effective management, financial and administrative service to the Board, staff, volunteers and service users at Disability Shetland.</p>	<p><u>Building the Third Sector relationships with Community Planning</u></p> <p>Being a full partner on Shetland Community Planning Partnership involved in the development role of the single outcome agreement and in delivering national and local targets.</p> <p>Representing the third sector on strategic forums and partnerships both locally and nationally.</p> <p>Ensuring the third sector organisations, are given the opportunity to respond to relevant consultants both at local and national level with various levels of support as needed.</p> <p>Striving to ensure that third sector and their issues are raised and supported through the community planning process, therefore raising the profile of the third sector in Shetland.</p> <p>Playing a key role in the participation and promotion of third sector organisations at the scenario planning project.</p> <p>Using and promoting the national standards for community engagement to</p>

Market House
and Voluntary
Action
Shetland
(cont.)

communicate with the third sector using a variety of media, to meet their needs, offer support and advice.

Providing premises as a recognised "Hub" for developing and supporting third sector organisations.

Supporting and developing a strong third sector

Identifying, designing, delivery, and co-ordination of training to enable third sector organisations to operate more effectively, legally and efficiently. Using a range of agencies for deliver including local and national providers by means of bringing in people, video links and where necessary travel to the mainland to ensure quality training available.

Working closely with partners at operational level to ensure best use of local knowledge giving appropriate support and advice.

Linking with Supporting Voluntary Action programme and other local and national learning opportunities to ensure all staff are given the opportunity for development and up skilled to reflect the changing climate and need of the third sector.

Promoting collaborative and partnership working to ensure resources and expertise are shared to encourage efficiencies in monetary and time management terms.

Ensuring the wealth of expertise and knowledge in the staff team are effectively used to provide support service with ongoing staff development and opportunities for updating knowledge and practice.

Supporting third sector organisations to access funding opportunities from within Shetland, and from National and European sources.

Maintaining and strengthening links with funders to enable updates and deadlines to be communicated to the third sector in a timely manner.

<p>Market House and Voluntary Action Shetland (cont.)</p>		<p><u>Social Enterprise Development</u></p> <p>Linking with national learning opportunities for both staff and members of social enterprises such as various Supporting Voluntary Action Programme, Be Smarter and Social Enterprise Academy Leadership Programmes working together where possible to have a shared understanding.</p> <p>Using results and findings from local Social Economy research commission by VAS and partners to give a baseline to inform and shape development of enterprising behaviour and growth.</p> <p>Establishing a network to facilitate a peer support forum to identify their needs, share good practice and knowledge.</p> <p>Ensuring a representative from the social enterprise network has a place on relevant strategic partnership.</p> <p>VAS with partners work together to promote and encourage enterprising behaviour in the Shetland.</p> <p>Identifying opportunities for cross regional working, involving national and local intermediaries in the provision of services.</p> <p>Identifying ways of addressing barriers to enterprising behaviour to enable opportunities for all in the third sector.</p> <p>Working with both public and third sector organisations to further develop the procurement process, by means of supporting and up skill both and by providing an arena in which they can engage with confidence in the procurement process.</p> <p><u>Volunteer Development</u></p> <p>Meeting with employers across all sectors to encourage, develop and support volunteer opportunities.</p> <p>Assessing potential volunteers and matching accordingly with volunteering opportunities. Ensuring both the needs of the organisation and volunteer are being met.</p>
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<p>Market House and Voluntary Action Shetland (cont.)</p>		<p>Working with employers to develop and offer employee assisted volunteering programmes.</p> <p>Delivering a training programme on the benefits of volunteering to “hard to reach” groups to ensure volunteering is accessible to all, including young people following the national guidelines on Getting in Right for Every Child.</p> <p>Delivering National Soltaire Awards for youth volunteering and working in partnership with the local Rotary Club to further develop volunteering awards.</p> <p>Providing a varied training programme for volunteers, to enable them to be effective volunteers and use the transferable skills gained in other areas of life.</p> <p>Monitoring placement and progress of volunteers and organisations using the Managing Intelligence Platform.</p>
<p>Shetland Accordion and Fiddle Club</p>	<p>To provide opportunities for the performance of accordion and fiddle music at a festival. To provide the opportunity for visiting musicians to meet and play with local musicians thereby imparting knowledge and styles to each other. To provide an opportunity for young Shetland musicians to broaden their horizons and perform to large audiences. The Trust’s contribution is to assist with travel expenses for visiting musicians.</p>	<p><u>26th Shetland Accordion & Fiddle Festival 10-14 October 2013</u></p> <p>To maintain and build on the very high standard achieved in previous years.</p> <p><u>To encourage as wide a range of traditional music as possible</u></p> <p>To bring musicians from Scandinavia, Scotland, England, Ireland and Italy to the festival.</p> <p><u>To maintain Club membership numbers</u></p> <p>Over 600 members</p> <p><u>To maintain audience numbers at the venues</u></p> <p>Approximately 2700</p> <p><u>To maintain the number of club members from outside Shetland thus boosting off season Tourism</u></p> <p>Over 200</p> <p><u>To maintain revenue from tickets, raffles and memberships</u></p> <p>£30k +</p>

		SAFC will carry out a customer satisfaction survey and report results to SCT. Content to be agreed with Service Co-ordinator
Shetland Folk Festival Society	To assist with the costs of providing artists to perform at the 33rd Shetland Folk Festival and to help cover the costs of providing transport and venues.	<p>Festival Club – a central meeting place for members and artists</p> <p>1 youth event - featuring young musicians from throughout Shetland</p> <p>Concerts – approximately 21 concerts are held throughout Shetland with 5,000+ in attendance</p> <p>Outreach Concert – one held in either Unst, Fetlar, Out Skerries, Whalsay or Fair Isle, with up to 100 in attendance</p> <p>Additional Support Needs Concert – private concert for adults and children with additional support needs, with up to 100 in attendance</p> <p>Playgroup Concert – one held annually each year, with up to 300 in attendance.</p> <p>School Visit – at least one visit to a primary school for exchange of music and culture.</p> <p>SFFS will provide information on total number of tickets (per venue) and memberships sold</p> <p>SFFS will provide information on how many tickets/memberships are purchased from visitors to Shetland</p> <p>SFFS will carry out a customer satisfaction survey and report results to SCT. Content to be agreed with Service Co-ordinator</p>
Local Charitable Organisations	To provide grants to local charitable groups, where their activities or services are of a social or welfare nature, and provided predominantly by volunteers.	Groups supported include: Dunrossness Interchurch Fellowship and Samaritans

<p>WRVS</p>	<p>To enable older people to get more out of life by delivering practical support and a range of community based services tailored to individual need</p>	<p>Achieve 10% growth in the number of users of WRVS Community Services by March '14.</p> <p>Continue 6 established social clubs:- Brae, Burra,, Lerwick, Walls, Whalsay and Northmavine.</p> <p>Continue 2 established lunch clubs:- Sandwick, "Cunningsburgh & Quarff" (increase attendance at clubs by 10%) increase the range of activities offered.</p> <p>40 people will receive support from our Good Neighbours service in 2013-14.</p> <p>Achieve a 10% growth in the number of passenger journeys by March '14.</p> <p>110 people will receive telephone support. Achieve 10% growth in number of telephone contact calls by March '14.</p> <p>Greater use will be made of volunteers in private cars for transport to clubs.</p> <p>70 people will be registered as active volunteers by March '14.</p> <p>Complete surveys using tailored questionnaires for each service during 2013-14</p> <p>Complete volunteer survey during 2013-14</p> <p>Carry out focus groups to help evaluate services.</p> <p>Produce report on results of the service-user and volunteer surveys and focus groups carried out in 2013-14</p> <p>Case studies</p> <p>Service targets for 2013/14 currently under review</p>
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Schemes

Organisation / Project	Purpose	Key Targets 2013-14
Development Grant Aid Scheme	An open grant scheme designed to support local voluntary organisations and community groups to develop and deliver small one off projects and/or activities. This scheme often helps to lever in external funding.	Demand for this budget varies from year to year, but it is anticipated that funding will be approved for about 10-20 community groups per annum.
Support Grant Aid Scheme	An open grant aid budget designed to assist community groups and voluntary organisations that cater exclusively or primarily for under 18's or junior sections of adult groups with their annual operating and programme costs.	Demand for this budget varies, but it normally assists about 12 qualifying groups.
Arts Grant Aid Scheme	To assist community groups and individuals with financial assistance towards a wide range of art genres (such as music, dance, drama, arts, literature and crafts).	This scheme is demand led, and has assisted up to 30 individuals and 15 groups in previous years.
Senior Citizens Clubs	Grants to senior citizens clubs, usually to help with transport costs, to enable their members to participate in social events, entertainment and club outings.	Grants of up to £2,100 to a number of Senior Citizens Clubs throughout Shetland. Up to 1,000 older people participate in these clubs.
Support to Rural Care Model	To support the rural care model in Shetland	To offset the high unit cost of locating small care homes in rural communities.
Social Assistance Grants	Small grants given to reduce hardship or to improve living conditions, where individuals have been assessed as being in need of material or financial assistance.	To meet clients' assessed needs where no other options exist.

<p>Bus Services: Elderly and Disabled (sponsored through infrastructure but for Community Care service users)</p>	<p>Providing daily transport to/from Community Care establishments for elderly and disabled clients for trips to lunch clubs, leisure activities, post offices, shops or other outings as required. This is available to clients attending Freefield Centre, Eric Gray Resource Centre, King Eric House, Stepping Stones Club and Disability Shetland.</p>	<p>The grant from the Charitable Trust covers 24% of the budgeted spend for this area and contributes to part of the following:</p> <p>The service to Freefield Lunch Club is provided to approaching 20 people each day (Monday to Friday), both from their homes to the Centre and back again, equating to 520 trips or approximately 10,400 passenger journeys per year for this purpose alone. The geographical spread across Lerwick is varied and includes the centre, north and south addresses.</p> <p>In terms of access to Taing Day Care Services, there are approaching 10 regular passengers and day care is access on five days of the week, totalling 5200 passenger journeys per year. There are 31 shoppers who currently access our buses to transport them to the shops, in each case this is one return trip per week, totalling 3,224 passenger journeys per year.</p>
<p>Supported Employment</p>	<p>To subsidise the cost of employing certain named individuals with special needs in work placements. This is part of the Department of Work and Pensions Workstep scheme to support people with disabilities to hold down mainstream jobs</p>	<p>This scheme is under review, as the number of participants has decreased over the years until only one remains.</p>
<p>Springfield Chalet</p>	<p>Direct costs of running Springfield, which is used as a holiday retreat by disabled persons and their carers</p>	<p>This service is under review</p>

- a) that the Grantee provides evidence that it maintains charitable status;
- b) that the Grantee will comply with every request from any authorised officer or agent of the Charitable Trust for the supply of such information as is required for the proper monitoring of the grant, including the minutes of formal meetings where appropriate;
- c) that the Grantee undertakes to spend the grant, and any interest earned thereon, solely in the interests of Shetland and its inhabitants for the grant purpose specified, acknowledging that individuals or bodies who do not form part of the community may benefit indirectly from this service;
- d) that the grant offer letter is accepted and returned within six weeks of the letter date;
- e) that the Grantee makes every effort to obtain external funding which might further reduce sums presently sought from the Charitable Trust;
- f) that the Grantee accounts for the application of the grant in statements to the Charitable Trust, the statements to be of a format and frequency to be agreed by the Financial Controller;
- g) that the Grantee provides service performance reports as required for the proper monitoring of the grant, the reports to be of a format and frequency to be agreed by the Service Co-ordinator;
- h) that the Grantee provides within six months of the end of the period for which the grant was given, accounts prepared in accordance with current regulations, showing how the grant was applied and what surplus remains (if any);
- i) that any unused monies at the end of the period funded be applied in the first instance to a general reserve in line with the Charitable Trust's agreed policy and thereafter be repayable to the Charitable Trust;
- j) that in the event of any of the foregoing conditions being breached, the grant may be repayable, in whole or in part, at the sole discretion of the Trustees of the Charitable Trust.

For conditions b), f), g) and h) you will be required to provide:-

- b) information on request;
- f) quarterly management accounts, within six weeks of the period end;
- g) six monthly service performance reports, within six weeks of the period end;
- h) accounts in the form prescribed by your legal form, and complying with the Statement of Recommended Practice.

The grant should not be used by the Grantee to offset costs in order to compete unfairly with the private sector. A full cost recovery model should be followed in order to ensure fair competition when bidding for all contracts.

Grants over £20,000 will be paid in two instalments, the first on receipt of the grant offer letter, duly signed, and the second on receipt of your required financial statements for the previous year.

REPORT

To: Shetland Charitable Trust

Date 21 February 2013

From: Financial Controller

Report: CT1302004

GOVERNANCE OF SUBSIDIARY COMPANIES – SCT RENEWABLES LIMITED

1. Introduction

- 1.1 The purpose of this report is to recommend that one Trustee be appointed to serve as Non-Executive Director on SCT Renewables Ltd, originally called Viking Energy Ltd. This will replace Mr Alastair Cooper who agreed to remain as a director for Viking Energy Limited (VEL) until suitable arrangements had been made.

2. Background

- 2.1 VEL became a wholly owned subsidiary of Shetland Charitable Trust in February 2012, and is required purely to improve the tax position of the Trust should profits flow from the Viking Energy project to Shetland Charitable Trust. VEL is no longer a trading entity and has no decisions to make. It is, in effect, a group mechanism. Shetland Charitable Trust investment funds will flow through VEL to the Viking Energy project and if the windfarm is developed and is profitable, profits will flow back through VEL to Shetland Charitable Trust.
- 2.2 Up until February 2012, VEL was the “Shetland Partner” in the Viking Energy partnership, the joint venture vehicle aiming to deliver the Viking Energy project. In February 2012 Viking Energy Shetland LLP was incorporated and took over the role of “Shetland Partner” in the Viking Energy Project.
- 2.3 At the Trust meeting on the 15 November 2012 Trustees reviewed a report from the Institute of Directors that recommended that in view of the reduced role VEL would play henceforth, that VEL has one board member.
- 2.4 VEL, is not a direct participant in the Viking Energy project. At their meeting on 13 December 2012, the Trust agreed to rename VEL to be SCT Renewables Limited, to better reflect its future role.

3. Proposals for SCT Renewables Ltd

3.1 Unlike the other subsidiary Companies that SCT owns, which operate as standalone commercial entities, SCT Renewables Ltd is simply a necessary mechanism. It is held by the Trust, and the Trustees will have the right to direct in terms of the company's revised Articles of Association. The company will be a conduit for investment and return of profit but will not be able to undertake any independent activity. It is for this reason that it is recommended that a Trustee be asked to become a director of this company, rather than seeking an external independent appointee. It is noted that this appears to diverge from policy. It is hoped that this report explains the reasoning behind this.

4. Conclusion and Financial Implications

4.1 Trustees agreed in December 2012 that one of the existing directors of VEL should continue in that role. Given that Mr Cooper will no longer be a Trustee of SCT from 20 February it is appropriate to request that Trustees appoint a replacement.

4.2 There are no direct costs resulting from these proposals beyond Companies House fees and a small amount of officer time, both of which can be met from within existing budgets.

5. Recommendations

5.1 I recommend that:

- (i) the Trust agree to appoint a Trustee to be the sole director of SCT Renewables Ltd, a corporate entity held by the Trust which the Trustees have the legal right to direct as per the company's Articles of Association; and
- (ii) Trustees accept the resignation of Mr Cooper.

Reference: AB/JPG/ /IS4
Date: 1 February 2013

Report Number CT1302004