Shetland Amenity Trust Public Meeting

MEETING
31 January 2020 09:00

PUBLISHED
27 January 2020

Agenda

Location	Date	Owner
Garthspool Board Room, Lerwick	31/01/20	

1. Hold as read the circular calling the meeting	Chair
2. Apologies for Absence	Chair
3. Declaration of Conflicts of Interest, if any	Chair
4. Public Section of the Minutes of Meeting held on 8th January 2020	Chair

    4.1. Adoption

    4.2. Matters Arising (not otherwise on the agenda)

    4.3. Action Points

5. Chief Executive's Report	MR

6. Departmental Reports - For Information

6.1. Business Services	TL
6.2. Development	DC
6.3. Engagement	SM
6.4. Operations	AJ

        6.4.1. SMAA Service Plan 2020/21 - to follow

7. Any Other Competent Business

IN PRIVATE

8. Private Section of the Minutes of Meeting held on 8th January 2020	Chair

    8.1. Adoption

    8.2. Matters Arising (not otherwise on the agenda)

    8.3. Action Points

9. Departmental Reports - For Information

9.1. Business Services	TL

        9.1.1. Management Accounts as at 31st December 2019 - to follow

Agenda

Location	Date	Owner
Garthspool Board Room, Lerwick	31/01/20	

10. Reports to Trustees

   10.1. SAT Supporter Scheme   SM

11. Human Resources Committee held 23rd January 2020 - verbal update   AH

12. Any Other Competent Business   Chair

TRUSTEE ONLY BUSINESS

Minute of the Public Meeting of Shetland Amenity Trust held at 10.00 a.m. on **Wednesday 8ᵗʰ January 2020** in the Conference Room, Garthspool, Lerwick

Present:
Mrs R. Mackenzie (Chairman)
Mr M. Barecki
Mr N. Martin
Ms A. Moncrieff
Dr L. Riddell (via BlueJeans)
Mr F. Robertson

In Attendance:
Mr M. Roberts (Chief Executive)
Mrs C. Carter (Executive Assistant)
Mr D. Cooper (Head of Development)
Mr A. Johnson (Head of Operations)
Mrs T. Leslie (Head of Business Services)
Ms S. Middleton (Head of Engagement)
Mr D. Bennett (BBC Radio Shetland)
Mr C. Cope (Shetland News)
Mr Keagan Murray (Shetland Times)

Mrs Mackenzie welcomed everyone to the meeting rescheduled from December and wished everyone a Happy New Year

1. The circular calling the meeting was held as read.

2. **Apologies for Absence**
   Apologies were received from Mr W. Brown, Mr A. Hamilton & Ms P. Megson

3. **Declaration of Conflicts of Interest**
   Mr Robertson declared that there were members of his family who were employed by Shetland Amenity Trust.

4. **Public Section of the Minutes of Meeting on 15ᵗʰ November, 2019**

   4.1 Adoption
   The minutes were approved on the motion of Mr Robertson, seconded by Ms Moncrieff.

   4.2 Matters Arising
   None

   4.3 Action Points
   Noted

5. **Chief Executive's Report**
   The content of the report circulated with the agenda was noted by trustees.

   Shetland Charitable Trust (SCT) Expression of Interest (EoI) – Mr Roberts confirmed that the EoI for additional funding of up to £100,000 was being finalised

1

and would be available for Mrs Mackenzie to review and sign-off prior to the submission deadline of 13th January.

SAT Strategic Plan – Mr Roberts also confirmed that meetings already held with stakeholders regarding the Trust's new Strategic Plan had been very positive and further meetings were scheduled over the next couple of weeks.

6. **Departmental Reports**

6.1 Operations – Noted

6.2 Engagement - Noted

Grayson Perry Exhibition – This had proven very popular and would come to an end at the weekend with a talk given by Simon Groom, Director of Modern & Contemporary Art at National Galleries Scotland.

Memorial Lecture – This year's annual memorial lecture would be held in Shetland Museum & Archives on Thursday 16th January, in memory of the late Walter Scott, Botanist. It would be given by Prof. Jim Wilson of the University of Edinburgh who, over the last decade, has led 2 large genetic epidemiology studies in Orkney and Shetland looking at health and genes.

Shetland Wool Week (SWW) Retail Provision – Dr Riddell referred to the volume of work generated by retail associated with Shetland Wool Week and suggested that volunteers could be used to assist with fulfilling orders, etc. Ms Middleton confirmed that the Trust was looking at its use of volunteers across the entire Trust as well as during events such as SWW. However, the Post Office had just released a printer that could process packages more efficiently and this should assist in the future.

Mr Roberts stated that the Trust's current volunteers were quite hidden which was unusual and ways of making them more public-facing were being investigated.

Staff Development – Referring to staff having attended workshops and seminars, Dr Riddell stated that it was important that information received at these was disseminated further to staff unable to attend in person. Ms Middleton confirmed that whilst this had happened within teams, it should be extended further and she would arrange this in future, perhaps through Lunch & Learn sessions.

7. **Any Other Competent Business**

None

The public section of the meeting came to an end and there was a short break to allow Mr Roberts to give statements to the press

SHETLAND AMENITY TRUST
JANUARY 2020 MEETING
Public Meeting Action Points

Action	Item First Raised	Actioner	Target Action Date	Progress
Data Management report to be provided to Trustees	11/18	MR & TL	On completion of ICT Migration	See item 6.1
Convene SMAA strategy working group	Item 7.1 December 2018	SM	as soon as possible	Discussions still ongoing with SIC regarding membership. (01/20)
Arrange future board meeting at Sumburgh Head	Item 8.4 September 2019	CC	31st March 2019	In hand (01/20)

CEO's Report (public session)

Author: Mat Roberts   Meeting Date: 31st January 2020

Executive Summary

Context

My FY 2019/20 goals are:

1. Improve SATs financial stability
2. Deliver SAT's new strategy through a new corporate plan and annual business plan
3. Review and update SAT core process to enable business change
4. Support the Trustees continuing governance development plan

My 3-year goals are:

1. Reducing unstructured debt
2. Create a portfolio of commercially successful products
3. Property review implemented
4. Future project pipeline in place

In summary, my focus is to understand and control our costs, invest in SAT's core activities and develop commercial offerings to offset anticipated reductions in core funding and deliver our emerging strategy.

Questions this paper addresses

1. Is the above context right for us now and moving forward?
2. Are we looking after our people, our customers, our assets, our finances and our reputation?
3. Do we have the resources, skills and relationship we need to deliver the plans and commitments we have made?
4. Can we afford to do this?

These remain unchanged from my previous report as they are still front of mind and relevant

Conclusion

1. Our overall financial performance is under increasing pressure. The last 3 months of the financial year will be very hard.
2. Customer support is strong with excellent turn outs to all our exhibitions and events. We need to keep the focus on making sure these are commercially viable and contribute to the wider Trust.
3. Staff development is continuing with 8 projects coming forward under The Lens project.
4. We are reviewing all our projects and activities to understand which ones we can continue and in what format. Our fee for service partners are being briefed on the up to date costs of these services and how they may need to be tailored to meet respective ambitions.

Our performance in	2019/20 Today	2019/20 Target	Comment
Safety and Security	Amber	Green	Unchanged
Customer/Stakeholder Service	Amber	Green	Unchanged
Assets and finance	Red	Green	Declining
Reputation	Amber	Green	Unchanged
Metrics to be developed for all areas			

Input Sought

The Board's assessment of this report is requested.

The Report

1. What is on my mind?

Looking Back

WHAT HAS GONE WELL?
• The Strategic Plan Briefings we have been doing have gone well and the Plan is being well received.   • A first ever joint Trusts EOI has been submitted to the Shetland Charitable Trust. Impact Shetland looks to develop the tools, metrics and techniques needed to collect, assess and measure the impact civil society has on Shetland life.

WHAT HAS NOT GONE WELL?
• Financial pressure is building at a faster rate than normal.   • Discussions with partners on future funding arrangements have yet to conclude so 2020/21 is still uncertain.   • The EU Creative Europe have asked for significantly more evidence to support the final Follow the Vikings claim.

Looking Forward

OPPORTUNITIES?
• The final round of stakeholder briefings for the strategy are being planned and this will reach out to NGOs and government agencies who we have worked with and would hope to work with more in the future.   • The increased prominence of achieving Net Zero, tackling waste and reversing biodiversity at all levels of government and society shows how well placed and timed your new strategy is.

RISKS OR CONCERNS?
• Continued pressure on our cash flow.   • We now have a clear view of our basic business model and which places an even more urgent need on developing our commercial skills, products and services.

2. What are the implications?

WHERE DOES THIS LEAVE US?	WHAT ARE THE IMPLICATIONS?
My confidence in the outlook overall is positive. We are going into what will be the most challenging period of the rebuilding the Trust and securing our long-term future.	We need to look very hard at some of our activities and costs to align with your strategy, corporate plan and ambition. We now need to invest in making sure we get the most value out of the staff team. Take appropriate action to dispose of any redundant assets we have to re-invest in the next phase of the Trust.

Business Services Report

Author: Tracey Leslie   Meeting Date: 31st January 2020

Finance

The finance team are continuing to provide actual costing for service delivery across all departments. This analysis is very time consuming but crucial during the budgeting preparation.

Human Resources

Policy Review – Work is ongoing by the Human Resources (HR) Committee in which a full review of policies is being undertaken with input from Unison, ACAS, Peninsula and our external HR Consultant.

Breathe HR – Training sessions with Trust staff were carried out in December and this was well attended. Catch up sessions for those who could not attend are ongoing.

The introduction of Breathe, the cloud-based system for HR administration, has been well received by staff. The system enables employees to request leave, view annual leave entitlement and access to HR documents from multiple platforms. Breathe replaces the paper-based process which improves efficiency and the new system is GDPR compliant.

ICT

New Digital Signage displays have been created for the Sumburgh Head Visitor Centre and these will be in place in time for the site opening for Up Helly Aa.

Information and prices are being sourced for a people counter system to replace the system which was owned by Scottish Natural Heritage and removed a few years ago.

Migration to SIC – Please find attached the End of Project Report for the ICT Migration and the ICT Service Level Agreement between SAT and the SIC. The Specialist systems which are still to migrate are:

1. **CALM** – SMAA digital collection cataloguing system
2. **Recorder6** – Biological Records
3. **ArcMAP** – Geographic Information System
4. **Synergy** – Records temperature & humidity
5. **BMS** – Building Management System
6. **EPOS** – Electronic Point of Sale till system

1

The list is in order of priority and we are in the early stages of project managing the migration of CALM, the Museum's digital collection cataloguing system.

Administration
The admin team continue to provide essential support for all events including Shetland Wool Week, Shetland Boat Week and the Nature Festival.

The preparation for the Camping Böds opening in March is underway and processes and prices are being reviewed.

Looking Forward
We are looking to consolidate processes and procedures within the finance and administration departments as we work towards ISO9001.

Streamlining the processes will reduce errors, free up valuable time and improve internal communications. ISO9001 increases efficiency, improves supplier relationships and increases customer satisfaction demonstrating we are customer-focused and committed to delivering quality services.

PROJECT DOCUMENTATION

PROJECT END PROJECT REPORT

Project:	**Shetland Amenity Trust – ICT Project**

Date: 10th April 2019

PRINCE2

Author:

Project Manager – responsible for creating Exception Report.
Project Manager - Producer – responsible for products production.
Project Assurance, Senior User, and Senior Supplier – responsible as Reviewers – independent of production.
Executive – Approver - confirms approval.

Version No: 0.1
[For example, first draft is 0.1, first agreed version 1.0]

1.   Project Manager's Report

The aim of this project was to build and formalise a service partnership between the Shetland Amenity Trust and Shetland island Council's ICT Department.

ICT were to provide network infrastructure, central file storage falling subject to corporate back-up policy, supported computer equipment and software and end-user IP telephony equipment.

The project delineated corporate data and system usage against legacy data and specialist systems.
It was accepted by both parties that in cases where SAT hosted or maintained data or systems outwith the SIC network, ICT could not support nor offer any assurances regarding the confidentiality, integrity or availability requirements for any such assets.

Specified applications - such as Sage HR and Payroll, an agreed volume of corporate data and user mailboxes were to be subjected to IT hygiene testing and subsequently migrated onto the SIC network.
Additionally, SAT's existing telephone numbers were to be ported over to SIC's incumbent supplier – Gamma.

At the start of the project, it was predicted that SAT staff would experience a noticeable cultural shift as they moved from a laissez-faire to a regulated ICT environment.
Expectations were set accordingly.

Migratory activity was to be organised with the aim of minimising disruption to SAT staff. By the end of the project, SAT's corporate ICT platform would be provided and supported by ICT.

The Project Team benefited from sufficient levels of in-house expertise to address technical considerations and to perform the work directly.

From an ICT perspective, the transition to go-live was relatively smooth and any issues were addressed dynamically as they arose.
SAT staff were very co-operative throughout the migration and the feedback received to date has been positive.

Further to this, the project's products will help facilitate smooth migration of any of SAT's externally-hosted specialist systems onto the SIC network.

2. Review of the Business Case

No business case was carried out for this work.

3. Review of Project Objectives

The Project successfully met all planned targets within tolerance.

Time

Project Go-live occurred two working days later than forecast to allow any migratory work assessed as disruptive to take place over the weekend. This minimised inconvenience to staff and it should be noted that the two day slippage occurred within the context of a 33 week project.

Costs

The project's outcome results in ICT billing SAT for support costs with billing issued every six months in arrears.

Support is costed on a per seat/machine basis and ICT currently support 53 seats at an annual cost to SAT of £36,941.

It was initially agreed ICT would support 67 seats but until SAT's legacy specialist systems are migrated onto the SIC network, support for these systems cannot be offered hence the reduced numbers.
As systems are migrated onto the SIC network, the number of seats supported by ICT is expected to rise accordingly.

Scope

It was agreed that until SAT could strategically asses the adequacy of each specialist system, immediate migration of all specialist systems onto the SIC network would not represent best use of SAT's finances nor the Project Team's efforts.

Consensus was met that SAT should first ascertain the necessity for each individual system, conduct market analysis and then either upgrade, replace or abandon as appropriate.

ICT would offer support by acting within an advisory capacity for this endeavour. Only once systems are assessed as essential and compliant with ICT security standards, would they be migrated or freshly deployed on the SIC network.

Benefits

SAT are now benefitting from ICT and Telephony services provided to the Council's standards. This includes modern equipment, corporate backup procedures and active security monitoring (including external firewall management).

SAT can now call upon twenty-four seven 365 support and the working relationship between organisations is expected to deliver value to both parties and beyond - making best use of public funds.

Risks

The risks identified at project initiation were managed and controlled.
The only additional risk the project encountered concerned the expiry of SAT's contract with the Maidenhead Data Centre where SAT's existing Exchange server was hosted.
Remedial action was taken and this risk was managed with minimal impact upon the project.

Effectiveness of Strategies and controls

The Project was kept on track due to adherence to proven methodology, the endeavours of a skilled and motivated Project Team and the strategic guidance of the Project Board.

4. Review of Products

Network and infrastructure
- All Active Directory work completed.
- Network infrastructure configured and deployed.
- VM's used for migration decommissioned.

Systems
- Systems audit, assessment and road-mapping initiated.
- Migration of Sage Payroll and Sage HR to SIC network completed.

Phones
- End-user handset build configured and deployed.
- Back-end Call Manager settings configured.
- SAT DDI ranges ported to Gamma.

PCs and software
- PC's build and deployed.
- Office 365 tested and SAT's licensing tenancies updated.
- All old SAT kit and data in ICT's possession securely disposed of.

Data
- SAT's data audited and - where possible - consolidated.
- Fileservers built and Distributed File Sharing settings configured.
- User's mapped drive settings established.
- 4TB of specified corporate data migrated and now subject to backup policy.
- Corporate data AV scanning and deletion of infected files completed.

Email
- SAT mailbox audit and domain rationalisation completed.
- Mailbox creation on SIC infrastructure and data migration completed.
- MX records amended.
- Corporate data AV scanning and deletion of infected files completed.

5. Lessons Report

Delineating corporate from specialist systems allowed ICT to implement a solid foundation and start supporting SAT earlier than may have been otherwise possible.

Splitting the project into two phases – with one phase geared more towards exploratory and investigative work, the other engaging more with hands-on technical tasks – helped keep the project on track.

SAT specialist staff did not have a particularly easy time liaising with specific system vendors during system road-mapping.
The quality of any given vendor's responses during this body of work should be scrutinised and taken into consideration when the time comes to evaluate specialist system usage.

ICT Service
Service Level Agreement

1. Introduction

This document details the Service Level Agreement (SLA) existing between Shetland Islands Council's ICT Service (ICT) and the Customer. The agreement applies to all Customers including Council Services, Schools and External Agencies. It covers both the provision of ICT equipment, services and support, and the responsibilities of the Customer's staff and any other persons they authorise to use said equipment and services (the End Users).

2. Management of the SLA

2.1 Approvals

The Customer management and the ICT Executive Manager will approve this agreement by separate correspondence.

2.2 Period of Agreement

This agreement is perpetual. For External Agencies, either party may terminate the agreement, by negotiation, with 3 months notice.

2.3 Review Dates

The ICT Executive Manager will meet with the Customer annually to review the agreement if either party feels this is necessary

2.4 Additional equipment

All requests for new equipment must be processed through the ICT Service Desk, and authorised by the ICT Executive Manager before processing. For specialist equipment, due to the involvement of external suppliers there is no specific resolution time for new equipment requests. However, a simple request can be expected to be fulfilled within one month. As charging is based on a per computer basis the annual charges will be amended accordingly.

2.5 Dispute Resolution

In the event of a dispute between ICT and the Customer the following procedure will be used:

Initially, all problems with ICT equipment and services must be reported to the ICT Service Desk (see 3.2). If the Customer has any issue or complaint with the support provided it must be raised with the ICT Executive Manager. If this dispute is not resolved at this level it will be escalated to the Director of Corporate Services. If the dispute continues an independent, external arbiter will be appointed.

3. Service

3.1 Availability

ICT will endeavour to take all reasonable steps to ensure all services are available to the customer and that unavoidable downtime is kept to a minimum. However, in the course of necessary maintenance, services may be made unavailable for short periods of times. If this is the case, all users will be warned in advance and kept updated throughout.

3.2 Fault Reporting

The ICT Service Desk can be reached by

> Telephone: 01595 74 4777
> Email: ictservicedesk@shetland.gov.uk

The ICT Service Desk is staffed from 08:30am to 5pm Monday to Friday, excluding public holidays and the Council Christmas closedown. If a serious fault occurs outwith these times an ICT staff member is on-call 24x7, 365 days a year, reachable via the ICT Service Desk number.

3.3 Resolution Timescales

All requests for ICT service must be logged on the ICT Service Desk where the details of the request will be recorded and a Work Order number allocated. Each Work Order is given a priority rating which then determines the resolution date/time.

If a Work Order cannot be resolved within the time limit, due to technical complications, delay with external suppliers, or it would be inconvenient to the customer, then the requestor will be contacted with the new date. ICT currently aims to meet 90% of resolution deadlines.

Priorities are listed in 2 main groups: Support and New Work. "New Work" applies to all new hardware and software. "Support" applies to all requests where previously installed hardware and software has stopped working properly.

3.3.1 Support Priority Levels

		Impact			
		High	**Medium**	**Low**	**Service**
Urgency	**High**	4 hours P1	1 days P2	2 days P3	1 week S1
	Medium	8 hours P2	2 days P3	2 days P3	1 month S2
	Low	2 days P3	2 days P3	5 days P4	3 months S3

If the Customer is dissatisfied with the priority allocated by the helpdesk, they may request a higher priority be set. The Helpdesk will agree with this whenever reasonable and will record the reason for the higher priority against the Work Order. Overuse or suspected misuse of this facility will be reported to the ICT Executive Manager who may, in exceptional circumstances, revoke this privilege.

3.3.2 New Work Priority Levels

Normal request – requiring authorisation

Authorisation	within 2 weeks
Major Project	PID approved within 3 months
Minor Project	PID approved within 6 weeks
Non Project	1 month

4. Service Description

4.1 The Standard Package

The standard package includes the services listed below (remove/amend as necessary). In addition to those specified ICT will provide any additional service that can be included at negligible cost.

Equipment and Software (support of)
  Workstations and monitors or laptops
  MS Windows
  MS Office
  MFD's, Printers, and other reasonable ancillary equipment

Central File Storage
  File storage and back-ups
  File sharing facilities
  Disaster recovery

Security Features
  Virus and Malware Protection
  Anti-porn E-mail Filtering
  Anti-Spam E-mail Filtering
  Web Filtering

Network Access
  Provision and support of LAN and WAN
  Fully monitored Access to Internet via Web filter
  Access to SIC Intranet (via Internet if necessary)
  Access to Corporate systems (where applicable)
  Access to Email
  Access to Network Printers or MFD's

Telephony
  IP telephony handsets and network (where applicable)
  IP telephony Call charges billed separately
  Mobile Telephony (charged separately)

Whiteboards and Projectors (Charges by agreement)
  Interactive Whiteboards
  Digital Projectors
  Note: ICT cannot fund or undertake permanent fitting of such equipment and this must be arranged directly by the Customer with the Building Services or another approved contractor. Projector bulbs are consumables and as such must be purchased by the customer.

4.2 Corporate Software/Hardware

Council Services will have access to all Corporate Systems listed below. External Agencies may have access to these systems upon agreement. Individual access is dependent upon authorised user access forms, as appropriate, being processed by the ICT Service Desk.

> Corporate Email System
> Telephony System
> Mobile Data System
> Intranet Hosting
> Website Hosting

Council specific Corporate Systems (not normally available to external agencies)

> Financial Management System
> Payroll and HR System

4.3 Specific Software/Hardware

4.3.1 Software held on ICT Unit Equipment

Specific system software which has been agreed to be supported by ICT will be added to the ICT service catalogue and reviewed annually. This software will normally be held on ICT hardware within ICT, Garthspool and will be backed up by ICT as per 4.4.

4.3.2 Software held on Site

Where specific system software is held on hardware on the Customers site, the backup procedure will be the responsibility of the Customer as detailed in 4.4. Unless by explicit agreement.

4.3.3 Hardware

Additional hardware items may be included within the agreement on a support basis with explicit agreement.

4.4 Backups

Backing up of Software and Data located on ICT servers within ICT will be the responsibility of ICT.

For application servers located on the Customer sites, it is the responsibility of the Customer to ensure that periodic site specific additional backups are taken and stored off-site.

ICT do not backup data stored locally on workstation, laptop or external hard disks. It is strongly recommended that files are stored on the network servers as these are backed up.

Site specific technical advice on the best method for taking backups is available from ICT. For the avoidance of doubt, "memory sticks" or "pen drives" are not appropriate media for backups.

4.5 Costs Not Included

The ICT service packages do not cover the cost of:

> Furniture (e.g. desks, stands, printer tables, etc.)
> Consumables (e.g. ink/toner cartridges, paper, etc.)
> Fitting of digital whiteboards, projectors etc
> Digital Projector Lamps
> Any joinery work
> Any electrical work (including network cabling)

4.6 Unapproved Equipment

The procurement or installation of any software or hardware not specifically approved by ICT may be considered a breach of this agreement. If the Customer would like a new piece of equipment or software, they should contact the ICT Service Desk (see 2.4).

5. The Customer Agrees to the following:

5.1 Duty of Care

The Customer has a Duty of Care to take all reasonable steps in safeguarding ICT equipment and infrastructure, as well as other ICT users and their work, from harm. This duty extends to the Customer ensuring that due care is taken by all End Users.

5.2 ICT Security Policy

The Customer agrees to abide by the ICT Security Policy (see Appendix A) and to ensure that all End Users of their ICT facilities also comply.

It is the responsibility of the Customer to ensure that an approved Acceptable Use policy is agreed by all End-users who are not employees of the Council and that these records are kept up-to-date.

Any breach of the ICT Security Policy or reasonable suspicion of Unacceptable Usage must be reported by the Customer to the ICT Executive Manager as soon as practicable.

In exceptional cases, the ICT Executive Manager reserves the right to suspend or revoke End-user account(s) and access to the Councils network and system(s) at his sole and absolute discretion.

5.3   Unacceptable Usage

The following are examples of unacceptable usage of ICT equipment and network access and will be considered a breach of the ICT Security Policy:

i. The creation, transmission or storage of any offensive, obscene or indecent images, data or other material, or any data capable of being resolved into obscene or indecent images or material;

ii. The creation, transmission or storage of defamatory material, or of material which is designed or likely to cause annoyance, inconvenience or needless anxiety;

iii. The usage, transmission or storage of information, data or applications that infringe upon any copyrights;

iv. The use of ICT equipment or network access for any commercial purpose not directly related to the work of the Customer or the Council, except where specifically authorised by these bodies.

v. The use of issued usernames and passwords by anyone other than the designated user, or allowing access to ICT equipment by unauthorised users;

vi. Installation or use of any software or executable programs that have not been approved by ICT;

vii. Alteration, wilfully or through negligence, of the arrangement and settings of ICT's computing hardware and/or software. This includes connecting laptops or any other device to computers or networks;

5.4   Nominated Site Contacts
The Customer agrees to nominate members of staff to serve as ICT Contacts at each site. They will be expected to have a reasonable familiarity with ICT. They will serve as the first point of contact for ICT problems.

The ICT contact will be responsible for ensuring that on-site backups are completed (see 4.4).

Should this change, it is the responsibility of the Customer to inform ICT.

5.5 End User Representation

The Customer will serve as a representative of the End Users. With regards new equipment, complaints, funding or the provision of services, any interaction between ICT, Customer Staff, and the End Users must be coordinated by the Customer. Any support requests should still be reported directly by the Customer's Staff to ensure most effective response.

6. ICT Agrees to the following:

6.1 The ICT Service Desk

This is the primary point of contact for all faults reporting, upgrade requests and other ICT work. It allows access to our teams of ICT Professional Staff and allows fault resolution within our standard response times (see 3.3).

6.2 Equipment Replacement

Where reasonable, ICT agrees to provide and support the equipment provided. If a fault occurs with this equipment that cannot be repaired ICT agrees to replace the faulty parts with ones of similar functionality at no additional cost to the Customer, within the agreed numbers of computers for the Customer.

7. Finance

7.1 Standard Package

Service Partners will be charged a fixed amount based on the number of Computer "Seats" (PC/User). This will be invoiced 12 months in advance (subject to negotiation).

The number of Computer Seats or Users will be reviewed annually and the charge amended accordingly (see 2.4).

Additional Computers over and above the agreed number of Computer Seats or Users, or any other additional ICT equipment, will be charged to the Customer at the cost of the new equipment. Any non standard equipment, where there is an equivalent standard stock item, will be charged a surcharge to cover administration and additional support costs.

7.2 Specific Hardware/Software

For external agencies, support of additional application systems and hardware may be included within the SLA at an additional annual charge per system, subject to agreement. Excessive bespoke or support may be charged separately at standard day-works rates.

7.3 New ICT Service Development and Implementation

When the customer requires a new ICT Service to be developed, in addition to existing services, they may be charged all costs and implementation time at day-works rates. This will be agreed separately as part of the PID (Project Initiation Document) process.

7.4 Inflationary Increases

For external agencies, ICT will review and adjust the annual standard charge to take account of wage and inflationary increases.

8. External Agency Recharge

An equipment list will be provided annually as part of the annual review. This will include the number of Computer Seats or Users to determine the annual charge, the standard annual charge per seat, any additional supported systems subject to separate recharge, and the total recharge for the year.

The number of units will be reviewed annually and the annual charge amended accordingly (see 2.4).

Development Report

Author: David Cooper   Meeting Date: 31st January 2020

Executive Summary

Context

This report is an update on the position of various projects the Trust is currently involved with. It will indicate their current status and any progress from the last report.

Questions this paper addresses

1. Are our major projects on track to deliver against plan?
2. Overall, what are the implications for our outlook and plans?

Conclusions

1. Most projects are making progress and reasonably on track although time scales have been amended in some cases to more realistic levels. New projects are in development and applications for funding are being brought forward
2. The main implication for our current outlook and plans is the lack of growth in our core funding which may require all elements of the Trust to either look at project funding to make up deficits or to reduce the level of services they provide. This will inevitably put increased pressure on the development team in the medium to long term.
3. Strategic planning currently being undertaken will make a significant difference regarding the priorities attached to these projects. Corporate planning will indicate how those priorities should be managed

Input Sought

For information only

The Report

Are our major projects on track to deliver against plan?

PROJECT	UNESCO GLOBAL GEOPARK SHETLAND					
Objective	Current main task is to develop work plans for the Geopark going forward.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	July 2023	Budget	Benefits
Progress	The lack of a long-term sustainable funding stream for Geopark and in particular the low level of ongoing support from SIC means that the Geopark may need to return to a project-based funding model if it is to continue as part of the Trust's obligations. Emphasis for the Geopark Manager must now shift to project development. This model has been successfully applied in the past although it requires significant amounts of staff resource simply to maintain itself.					

PROJECT	PEATLANDS					
Objective	To help reverse the deterioration in peatlands. The project encourages and assists in restoring peatland bog through landscaping and water management. It also seeks to inform the public about the importance of blanket bog in carbon sequestration and the preservation of biodiversity.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Mar 2020	Budget	Benefits
Progress	Two major projects are now under way and the first claims are currently being processed. Paul Goddard and Sue White have been monitoring progress. We have set up a meeting schedule for the Sandgarth Project and are meeting regularly with the team from that project. Given the weather conditions progress is reasonably on track. SNH have requested that we continue to be agents on both projects although the contractor and client for Tait's Hill are the same person..					

PROJECT	YEAR OF COASTS AND WATERS					
Objective	To add value to Shetland Boat Week in 2020 using Visit Scotland funding.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Ongoing	Budget	Benefits
Progress	Sandy and I have identified a way to move the project forward pending the recruitment of an Events manager. We have made progress in project planning and I have spoken to YOCW partners. I have also spoken to Brian Wishart with regard to the Vaila Mae and the summer sailing programme. We met with Melanie Henderson from Sail Train Shetland last week and worked out a strategy for incorporating the STS element into boat week. I am going to use Eileen and Charlotte to move forward some specific elements of SBW that require immediate attention.					

PROJECT	OLD SCATNESS
Objective	To obtain UNESCO World Heritage Status for "The Zenith of Iron Age Shetland" that being the sites at Old Scatness, Jarlshof and Mousa Broch.

Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	2030	Budget	Benefits

Progress	Charlotte and I have met with Val and Adam and are beginning to work on possible long-term plans for the development of the site. Given that we have a number of new and relatively new Trustees we have contacted Alistair Hamilton to discuss holding a seminar to give some background and inform Trustees of the current situation regarding the site. We believe this will help with decision making on what will doubtless be a huge project.

PROJECT	FOLLOW THE VIKINGS
Objective	The promotion of Viking heritage to an international audience.

Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	June 2019	Budget	Benefits

Progress	The EU has asked for greater evidence of some of the project costs. In particular we need to be clear about how the project partner staff time contributed to project outcomes. This forms a large part of the matched funding and we need to provide more detail on the financial report. This type of issue is not uncommon and will take 2-3 weeks to complete.

PROJECT	ARCHIMEDES
Objective	To identify and implement a people counting system for our sites.

Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits

Progress	We met with Adrian Lines to discuss progress with researching people counting systems. He currently has several prices but is awaiting one more response from a company with a local agent. He is going to forward a copy of his report to the development team when complete. He has examined a number of options but will be looking most seriously at systems that use video or heat signatures to recognise individuals and can therefore track their movements around sites.

PROJECT	PROJECT LIFE					
Objective	To examine the possibilities of a joint project with a European partner to look at the effects of extreme weather and climate change on sites included in the Shetland Interpretive Plan.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	Still pending an answer on funding in February 2020. I have sent an e-mail to check on progress but no reply so far.					

PROJECT	MAD HATTER					
Objective	To provide a dashboard for access to statistical and financial information in a single location					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	All relevant staff members have been interviewed as to what information they would prefer to see on the dashboard. and we have rationalised the research data into a categorised list for presentation to Mesamorphic for cost estimate. We will assist Adrian to draft a proposal for Mesamorphic which defines the scope of the project.					

PROJECT	CLIMATE ACTION FUND					
Objective	The Climate Action Fund will support communities across the UK to act on climate change. These communities will demonstrate what is possible when people take the lead in tackling climate change. With National Lottery funding, they will work together, share their learning and be active participants in a broader movement of change.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	Charlotte and I completed an expression of interest. SAT will act as lead partner in a community project to develop Shetland's climate action through education, community engagement and carbon reduction. This will involve working with a large variety of local partners including: transition Turriefield, CAB, SIC, community groups, schools, crofters, fishermen, DVRU volunteers, SNH, RSPB, etc. This will be a broad project to develop toolkits, best-practice examples, working directly with communities and individuals to encourage positive carbon choices. As lead partner SAT will coordinate the work with all partners. Featured activities within the project will focus around peatland restoration, woodlands, heat and energy advice, marine litter, sustainable growing of food, waste reduction, climate literacy, and encouraging Shetland residents to engage in climate action. We should hear from the National Lottery by 24th January (update at meeting). If successful we will then need to move ahead with an application.					

- <u>Community Heritage Funding</u> - Following approval by Trustees, the structure of this scheme will now go out to consultation with the first step being contact with SCT.

- <u>Between Islands Project</u> - Project team to be convened. Representatives of the lead partner are visiting for Up Helly Aa

- <u>Lunch & Learn</u> - Charlotte did a very useful L&L on her cruise ship report. It clearly indicated the potential of this market if we can grow a business model that suits the cruise market.

- <u>LENS Project</u> - Eileen has been working on this project and we have eight good ideas from SAT. Staff need a large amount of support to help them put their ideas on to paper but this could reap significant benefits.

- <u>New Connections Project</u> – We have got this project almost to completion. Final report has been drafted but needs to be finished urgently.

- <u>SCT Funding</u> – The team worked on writing an application to SCT for an Impact Shetland organisation which will develop tools to measure the socio-economic impact of charities in Shetland.

Engagement Report

Author: Sandy Middleton, Head of Engagement   Meeting Date: 31 January 2020

Introduction

December and January overview

The main focus for the last two months has been:

- Grayson Perry Exhibition final engagement, reporting and claims
- Wool Week, Boat Week and Nature Festival preparation
- Sumburgh Head pre-season preparations

Communications and marketing

- Press and promotional activities on Winter Events, retail, lectures and upcoming Up Helly Aa events
- Launch of Annual Review and associated promotion

Lifelong Learning and Exhibitions

- North Star film showing was sold out
- Final Gallery talks for Perry Exhibition well attended
- Simon Groom, Director of Modern and Contemporary Art at National Galleries Scotland delivered a talk on Grayson Perry to a packed auditorium on the final day of the Exhibition
- Lifelong Learning Officer Yvonne Reynolds in collaboration with Dr Ian Tait has now completed required reporting and claims for the Perry loan from Tate and supported packing up of exhibition and transit of the ceramics off island
- Professor Jim Wilson was invited to give the annual Memorial Lecture on 'Viking Genes' to a sell out audience
- Up Helly Aa programme of events developed including:
    - → Up Helly Aa bookbug
    - → UHA Family Funday
    - → Origins of Up Helly Aa Talks and music
    - → Junior Jarl Squad Galley
    - → Jarl Squad visit
    - → Additional opening on the Sunday and Monday
    - → Opening of new Gadderie Exhibition 'Men in tights'

Retail

- Development of Christmas and Up Helly Aa related stock and promotion
- Online shop photography and upload pf products in planning stages

Events

- Shetland Wool Week – 26th September to 4th October 2020
  → 2020 Patron selection underway
  → Development of sponsorship opportunities
  → Discussions with core tutors on 2020 classes and tutor development
  → Forms sent out to third party events providers requesting proposals for events
  → Wool Week annual 2020 patterns under development
- Shetland Boat Week – 1st August to 9th Augusts 2020
  → Project planning underway
  → Sponsorship requests circulated
  → Liaison with Sail Train Shetland on Year of Coasts and Waters funding and collaborative promotion
- Shetland Nature Festival – 4th July to 25th July 2020
  → Project planning underway
  → Festival will take place over a 3-week period in 2020 rather than the usual week, a similar number of events to take place over a longer period to enable more people to get involved/attend
  → Exploring ideas for events including proposals for more practical action conservation

Visitor Attractions

- Seasonal opening dates agreed for each site. Sumburgh Head, Crofthouse Museum and Shetland Museum and Archives will all go to 'summer' opening from 4th April until 4th October. Old Scatness will open from 26th May.
- Sumburgh Head – refurbishment of arrival area and shop, development of visitor experience improvements, Up Helly Aa opening and bookings being taken for the coming season
- Shetland Museum and Archives – venue hire and bookings being taken for the year ahead. Bookings for 2020 already 80% of those for the whole of 2019. Visitor numbers for the first two weeks of January are 70% higher than for the same period in 2019, attributed to the Perry Exhibition and talks.

CONCLUSION

The final stages of the Perry Exhibition, preparation for Up Helly Aa and work on key 2020 events has resulted in an extremely busy December and January period for the team.

Operations Report

Author: Adam Johnson   Meeting Date: 31st January 2020

Executive Summary

Context

This report is an overview of the Operational areas within Shetland Amenity Trust (SAT) and their respective progress and significant updates since the previous Board meeting.

Operations Area this paper addresses:
1. Facilities and Maintenance
2. Biological Records, Woodlands and Ranger Services
3. Museum
4. Archives
5. Archaeology

Conclusions

1. General awareness for Scott Arthur (Facilities and Maintenance Manager). Introduction of Helpdesk, Sumburgh Head lighthouse shop reconfiguration and Shetland Family History Society migration.
2. Data entry and planning application statistics. Survey work conducted in Papa Stour, Biodiversity update with Shetland Community Wildlife Group and International Swan Census count. Ranger service progress.
3. National Museums of Scotland visit. Between Islands exhibition; artefact and illustration selection.
4. Memorial Lecture by Prof. Jim Wilson and an autobiographical journal of the Shetland scholar Gilbert Goudie.
5. Improving access to Shetland Heritage, promotion of Heritage assets, Lens project and Development control.

Input Sought

For information only

Facilities & Maintenance

- <u>General</u> – Scott Arthur will continue to visit more properties across the next quarter of 2020. Focus for January has been on Energy (lighting), statutory compliance and service contract issues at the Shetland Museum & Archives. Other sizeable projects include the Unst Boat Haven roof, snagging list for the Boat Store and a yard clearance at Staney Hill.

- <u>Helpdesk</u> – Scott and the Garthspool Admin Team will be introducing and operating a Facilities Helpdesk which will enable all stakeholders within SAT to report building maintenance tasks to a central point with a built-in escalation process. This will be rolled out in early February. Recorded statistics with % of open against closed Work Orders will be reported monthly, this will give a credible understanding of the backlog maintenance issues that exist.

- <u>Projects & Improvements</u> – The Maintenance Team have been carrying out remedial works to the shop area in Sumburgh Lighthouse with intent to improve customer experience, shop layout and flow of foot traffic. Works are due to be completed by 22nd January.

- <u>Shetland Family History Society (SFHS)</u> – The SFHS have completed their move into Garthspool and officially reopen on Thursday 23rd January 2020.

Natural Heritage

Data entry continued to dominate proceedings with over 1,600 records entered bringing the total held on the database to 323,429. Eleven requests for data/information were received during the period. A total of 99 planning applications were screened with data searches undertaken for 26 of them. In just two cases it was felt that the application in question had the potential to have a negative impact on important biodiversity and comments were sent to the relevant bodies.

Various bits of survey work were undertaken on a commercial basis raising around £1,000 for the Trust. Monitoring was undertaken on Papa Stour to assess any pollution coming from the fishing boat Coelleira that came ashore on the Ve Skerries. Work is still being conducted on Fair Isle to minimise impact of the construction of the new water treatment plant by Scottish Water on the Special Area of Conservation, while an Otter survey was undertaken on Burra in response to a planning application.

Work has continued to revise the 2020 biodiversity audit as time permits, under contract to SIC, but this is a time consuming, albeit important, task. I have also attended meetings with SNH and NAFC regarding the setting up of a Shetland Community Wildlife Group. This group's purpose would be to collect citizen science type data through encouraging more members of the public to get involved with wildlife recording. NAFC has a small start-up grant for three years and this is an interesting project in with which we should be a fully engaged partner if time permits.

Finally, I co-ordinated the International Swan Census in Shetland which engaged volunteers to count swans over the weekend of 10th-12th January. Out of interest, this revealed a total of 125 Whooper Swans and 30 Mute Swans wintering in the islands. Although the number of breeding pairs of Whooper Swans in the islands is now at an all-time high (12 pairs) the wintering population has decreased. This is almost certainly due to the provision of supplementary feeding at wintering sites on the UK mainland meaning that more swans move on from Shetland than was once the case.

Ranger, Howard Towll, has been continuing to monitor access infrastructure and undertake minor repairs on the majority of the SIC's 92 core paths and 47 access routes.

Museum

Work commenced between Shetland Museum & Archives (SMAA) and National Museums of Scotland concerning loans. We collated data on building details, environmental control and security. Requirements are stipulated by the lenders, and in 2020 we will have our first site visit since opening.

Work began on a partnership exhibition in 2020; the Between Islands show links museums in the Hebrides (grant holder), Orkney and Shetland. SMAA will receive a grant to cover all costs (e.g. graphics and installation). Discussions also continued with Creative Scotland regarding exhibition loans and travelling shows. This route will potentially enable us to gain further contemporary art shows, fully funded.

Both the Curator and Archivist assisted me in collating data and reports on service resources and funding.

Archives

Arrangements continued and were completed for the Memorial Lecture by Prof. Jim Wilson of the University of Edinburgh on 16th January. The University asked us to film the event for use in future publicity for the project, at their expense, and J.J. Jamieson was employed to do the work.

The normal campaign of assembling material for binding was carried out at the year-end and this will be going off to the binders shortly.

The Archives bought an autobiographical journal of the Shetland scholar Gilbert Goudie dealing with the years 1916-17, with help from a grant of £1,000 by the Friends of the National Libraries. The Archives already had all the other journals in the series; this one had become detached and was bought by a private individual in Brighton in the 1930s.

Archaeology

- <u>Digital Availability</u> – Val Turner worked with Li Sou (University of Bradford) and James Hepher (Historical Environment Scotland) to take 360degree photos of Old Scatness and also gave a videoed interview to Li. These will form part of the ibook which Li is creating for use at the Museum, Old Scatness, Jarlshof and on the Mousa Boat. Val has since reviewed/edited the draft text.

  Chris Dyer met with Rory Tallack regarding an archaeology component of a "Get Outdoors" app with the Ordnance Survey.

  The Archaeology Team met with Victoria Tait and Sandy Middleton and we are hoping that we now have an agreed way ahead to use social media platforms for promoting both Old Scatness and Shetland Archaeology. We have a volunteer working with us, Steve Jennings, who is keen to get this underway.

- <u>Reduced Carbon Footprint</u> – Val and Chris "attended" a day workshop in Inverness by video conference (via the UHI). The breakout group worked particularly well, when we and the Orkney contingent became a discussion group. Despite hiccups in the morning – due to problems at the Inverness end – the afternoon was highly successful and provided a model for future use.

- <u>Access to Heritage Learning Opportunities</u> – Val has been going through the referee's comments on her paper for the forthcoming Viking Congress volume, she has produced text for an Interpretation Board for Kebister and she and Jenny Murray met with a group of people wishing to promote Early Christian sites for pilgrimage. They will both continue to assist this group.

- <u>Provision of Access</u> - Val will be filming with the Japanese equivalent of the BBC at the Longhouse in Unst and at Jarlshof regarding Shetland's Viking past.

- <u>Condition of SAT Heritage Assets</u> - We have had a preliminary meeting around the conservation of Old Scatness and have discussed holding a seminar for Trustees to agree on which options we will focus our efforts on.

- <u>Sites and Monuments Record/Development Control</u> - Val compiled detailed information on the work of the archaeology section and Planning to inform Mat Roberts' meetings with the SIC.

  The team has also carried out their duties with regard to statutory development control functions provided to Shetland Islands Council under its Service Level Agreement.