



Shapinsay Development Trust

SERVICE MANAGER - SMARTER PERFORMANCE OBJECTIVES

Objective as agreed by SDT Board July 2014	Review of progress as of 5 December 2014
<p>1. <u>Community Engagement</u> –</p> <p>To promote and improve the overall profile of the organisation.</p> <p>To play an active part in the community in order to</p> <ul style="list-style-type: none"> ○ Understand the community views, needs and aspirations highlighting any areas of disconnect between the community needs and the Trusts objectives. ○ Understand the needs and desires of the community ○ Support and enable the SDT board to make robust decisions with the best interests of the overall community and SDT. ○ Be able to communicate with people at all levels of the community. <p>[To conduct a review of SDT engagement processes and present recommendations for change to the board at the end of month 1.</p> <p>[To improve the overall image of the organisation by reviewing all communication tools/processes. (month 9)</p> <ul style="list-style-type: none"> ○ Review outcomes for the consultation event in March/April 14. ○ Leaflets/newsletters. ○ Website/social media. ○ Articles for press. ○ Fundraising events. ○ Meetings. 	<p>Ongoing via a mix of meetings, brainstorming sessions, telephone conversations etc.. Also via an extended, more expressive and informative <i>Shapinsay Sound</i> and a growing discussion about websites, presentation and future challenges. Indications of interest and engagement from Tourism Group, Heritage Trust and Kirk and after a development meeting last Wednesday also from the Community Association and Shapinsay School.</p> <p>Publication of SDT board agenda has been greeted favourably and five additional points of engagement were made ahead of the last meeting. Surgeries will be developed and promoted into the future and will become much more welcoming event once the Boathouse is available.</p> <p>Comment cards were circulated with the agenda and a few are now trickling in. Comments have greeted them favourably as has the promise of an annual report in early summer.</p> <p>The most challenging negative comments are directed at the board in terms that are hard for staff to address alone. There is still a great deal of 'looking back' and only an ongoing programme of openness (see below) can hope to address this.</p> <p>Reference should also be made to documents and proposals presented to the SDT board.</p>
<p><u>Projects</u> –</p> <p>To report on the status of current SDT projects and identify opportunities for future projects. .</p> <ul style="list-style-type: none"> ○ To gain a robust understanding of all current and proposed projects of the Trust (month2) ○ To identify and present a realistic plan of resourcing/delivering these projects with timescales (what projects are delivered in-house and what require outsourced provision?) <p>[Boathouse/Facilities</p> <ul style="list-style-type: none"> ○ To present a plan for the completion of the boathouse with timescales 	<p>Undertaken with the help of staff. Viewpoints are now being established on each project with a view to future development</p> <p>Ongoing – decisions have been made to outsource Boathouse tender process and project management but there is a substantial resource shortfall within the trust's staffing structure which was identified to the Chair in September, was marginally alleviated by a degree of help from LC at a modest cost but which is only being covered by high level of extra volunteer staff hours. This is unsustainable into the future.</p>

<ul style="list-style-type: none"> by end of month 3. ○ To review all possible interim locations for an office for SDT. (linked to above) ○ CES <ul style="list-style-type: none"> ▪ To liaise with CES and plan next steps following meetings in August 2014. Update to board at X month) ○ Broadband <ul style="list-style-type: none"> ▪ To conduct research into the feasibility of SDT implementing a fibre optic cable for Shapinsay – present to board at end of month X. 	<p>Considerable progress has been made on the Boathouse restricted mainly by service issues with SSE infrastructure staff. Plans and final costing are nearing completion and a timetable has been presented to the board which should permit the tender process to commence in January.</p> <p>CES – apart from the Aquaterra report progress has been slight. Progress on this front will be targeted for the period January to March</p> <p>This portion was overtaken by events and needs redefining. Engagement with CBS is ongoing and a technology trial involving a SDT director is about to commence.</p>
<p><u>Funding and Fundraising –</u></p> <p>To research the funding marketplace in order to identify future funding streams.</p> <ul style="list-style-type: none"> [To prepare a report to the board by end of month 6 in order to recommend future funding application routes. 	<p>Ideas for this are developing and will to some extent need to be influenced by priorities – especially if there is a need to speedily advance BTW solutions. The website and engagement processes underway are, in part, to enhance the prospects of future fund raising and should be considered part of this process.</p>
<p><u>Big Lottery Fund</u></p> <p>To gain a good understanding of the workings of BLF and its expectations on SDT.</p> <ul style="list-style-type: none"> [To hold a meeting with David Knight at BLF within month 1. [To develop an effective working relationship with BLF and David Knight. [To review and ensure SDT meet BLF expectations on report formats and timescales. (Month 2) 	<p>A relationship is being built which will be greatly enhanced as the boathouse project progresses</p>

Stakeholders/Networking –

To develop new and existing relationships with all relevant stakeholders.

- [To develop a clear understanding of the background, relationship and governance between SDT and its trading subsidiary SRL. (Update through discussion with Chair at 1to1 meetings)
- [To pro-actively develop relationships with key stakeholders e.g. HIE, DTAS, VAO and other Trusts. (ongoing)

Underway and ongoing. Engagement with SRL via induction, attendance at two joint board meetings and via the Turbine Manager. An informal conversation around behind the wire options is envisaged and will take place shortly. Engagement with HIE, VAO, OIC, OMS, BigL, DTAS, CBS, OTG developing. Contact made with representative of all trust by North Ron and Stronsay – which will be rectified.

Process and Systems –

To continuously improve the operation of the organisation by constantly reviewing our processes and projects to increase efficiency and value for money.

- [To have a clear understanding of our processes and systems through an effective induction by end of month 1.
- [To carry out a bi-monthly review of our operation and systems due to a rapid changing environment. Report to the chair at 1to1 meetings and at board meetings on changes.
- [To promote the organisation as being both 'open' and 'transparent' – benchmark us against other development trusts. Communicate with the community – answer the perception “where is all of the money going?”
- [To review current processes/systems to identify areas for development and/or improvements. By end of month 3.

I felt that my initial induction into SDT needed development so I devoted considerable personal time to better understanding processes during month 1 and month 2.

Development of processes/systems and transparency/openness has become an important part of the website/media/newsletter changes which are suggested and developing. As this is