

**Shetland Islands Council****28 March 2012**

Emergency Towing Vessel	
P&H-10-12-F	
Report Presented by Harbour Master	Ports and Harbours Operations

1.0 Summary

- 1.1 This report updates the Members on issues pertaining to the provision of an Emergency Towing Vessel (ETV) in the waters surrounding Shetland.

2.0 Decision Required

- 2.1 The Council is recommended to:
- 2.1.1 Note contents and areas of progress; and
- 2.1.2 Discuss and highlight any areas of concern.

3.0 Detail

- 3.1 An ETV working group was set up with the purpose of trying to assist in finding a solution for the two Scottish based ETVs. The group consists of officers and Members from the affected Local Authorities (Shetland, Orkney, Highland and Western Isles), governmental bodies and industry representation.
- 3.2 The last meeting of the group was on 01 March 2012 at the Scotland Office, Edinburgh. At the meeting it was confirmed that the ETV operating in the Minches would not be replaced with the Department for Transport, Treasury and Ministry of Defence all unable to find a viable or financial case for retaining the ETV. However there was better news for the ETV in the waters around Shetland and Orkney in that work was continuing with government and Oil and Gas UK to find a solution.
- 3.3 The four local authorities have stood shoulder to shoulder throughout the review of the Coastguard stations and the ETVs. The decision not

to replace the ETV based in the Minches has resulted in two sub groups now forming.

- 3.4 Recent events in the Minches may cause Government to re-think the possible provision of an ETV for the Minches. Local professional opinion is that it was more by good luck than judgement that prevented any major pollution and allowed the recent grounding to float free without the use of a tug.
- 3.5 Originally a fleet of four tugs fulfilled the function of ETV around the UK coastline. Currently only one ETV, the “Anglian Sovereign” remains, covering the waters around Shetland and Orkney. The vessel is currently at anchor in Orkney, near Kirkwall.
- 3.6 The current contract for the last remaining ETV has had a recent reprieve but is due to end at midnight on 31 March 2012.
- 3.7 The Emergency Response Vessel “Grampian Frontier” has been suggested as a possible vessel available and able to take on the functions of an ETV. Details of the vessel are attached as Appendix A.
- 3.8 The proposal would be to locate the vessel in / around the Schiehallion oil field. This would allow the vessel to respond to any incident within Shetland and Orkney waters within a 12-hour time frame.
- 3.9 It has been suggested that the vessel may need some additional equipment and the crew will need to undergo training and instruction before taking on the new role.
- 3.10 A MCA table top exercise is to be held to test the viability of the proposal. Officials from both Orkney and Shetland are expected to be invited. It is thought that the exercise could be carried out in early April.
- 3.11 At the meeting it was also suggested that there might be a break in the ETV cover before any new contract can be put in place. Representation was made to government that this would be unacceptable.
- 3.12 The Treasury and Oil and Gas UK are currently finalising a draft agreement, which will include as part of the process the issue of liability and indemnity. It is hoped that the draft may be completed by the end of the week.
- 3.13 It is not currently known how long the provision of an ETV would be guaranteed should the proposed agreement become finalised.
- 3.14 The MCA has a framework agreement with the British Tugowners Association (BTA) for emergency chartering arrangements for harbour tugs. This agreement is known as the Coastguard Agreement on Salvage and Towage (CAST). There was some passing reference to CAST at the meeting. The agreement covers activation, contractual arrangements, liabilities and operational procedures, should MCA request assistance from any local harbour tug as part of the response to an incident. Both the MCA and many maritime professionals have

described the Agreement as not fit for purpose. A CAST working group was set up, however little progress is known to have been made.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – This report supports the key aspirations in the Corporate Plan of Maintaining a Sustainable Economy and Maintaining a Sustainable Environment.
- 4.2 Community /Stakeholder Issues – The community of Shetland have an interest in ensuring that the lessons learnt from the Braer and subsequent reports are acted upon and not forgotten.
- 4.3 Policy And/Or Delegated Authority – As a strategic matter of local and national importance, and due to the timescales involved, consideration of this report has not been delegated to any Committee and a decision of the Council is therefore required.
- 4.4 Risk Management – This report is for noting. However failure of the ETV cover in the waters around Shetland increases the risk to Shetland of another Braer type incident impacting on our shores.
- 4.5 Equalities, Health And Human Rights – None arising from this report.
- 4.6 Environmental –This report is for noting. However the environmental impact of a large tanker, or indeed any large vessel grounding on our shores has the potential for a major adverse environmental impact.

Resources

- 4.7 Financial – None arising from this report.
- 4.8 Legal – There are no known legal issues arising from this report.
- 4.9 Human Resources – None arising from this report.
- 4.10 Assets And Property – None arising from this report.

5.0 Conclusions

- 5.1 The retention of ETV cover for Shetland waters undoubtedly improves the capability to respond to vessels in difficulties before they impact on the Shetland coastline.

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27 March 2012

List of Appendices

Appendix 1: Details of the Grampian Frontier

Background documents:

None



Name.	GRAMPIAN FRONTIER	
Design.	NSS-IMT 1800 FSV	
Class / Type	ERRV BV 100 A1 LMC FIFI I	
	Oil Recovery Class	
	UKOOA Class B ERRV	
Call Sign.	MWQB7	
IMO No.	9141156	
MMSI No.	234487000	
Built / Yard	1997 / YDD, Hull, England	
Mob Phone		
Sat Phone		
VOIP Phone		
Email		
Port of Registry	Lerwick, Scotland	
Rescue & Emergency Response Equipment		
Daughter Craft Davit # 1	Caley Ocean Heave Compensated	
Daughter Craft	Delta 9.5m metre (Petrol)	
Daughter Craft Davit # 2	HydroMaskin Heave Compensated	
Daughter Craft	Delta Phantom 10.25 metre (Diesel)	
Fast Rescue Craft Davit # 1	Caley Ocean Heave Compensated	
Fast Rescue Craft x 2	2 x Avon SR 6.4 15 Man (Petrol)	
Dacon Scoop	7 Metre Dacon Scoop	
Dacon Rescue Crane	Hiab 2t @ 10m	
Cosalt Rescue Basket	Fitted & Launched from fore deck	
Jason Cradles Frames	Fitted	
Winch Area	Located on Aft Main Deck & Fore Deck	
Emer. Towing Capability	250t Tow Winch fitted	
Dispersant Tanks	2 x 5 Tonne Tanks below Main Deck	
Dispersant Spray Booms	Fully outfitted Port & Starboard	
Searchlights	2 x Wheelhouse mounted & remote operated	
Navigation and Communication Equipment		
Radar(s) (Fwd)	Furuno 2815 ARPA	Furuno 2110
Radar (Aft)	Furuno FR 7041	
ECDIS	Safe Marine ECDIS System	
PLB System	N/A	
DGPS(s)	Furuno DGPS 80	
Gyro(s)	2 x Anschutz S20 Gyro	
Autopilot	Anschutz Nautopilot D	
Magnetic Comp	Henry Browne Sestrel	
Echo Sounder	FE 680	
Digital Depth Recorder	N/A	
Navtex	JRC Navtex	
Sat Comms	Inmarsat C, Fleet 77 CapSat (A2)	
MF/HF Radio	Sailor SSB 2150 (A2)	
UHF	3 x UHF Units	
VHF (Fwd)	3 x Sailor RM 2048	
VHF (Aft)	2 x Sailor RM 2048	
Helo Radio	Jotrun 2602	
AIS	Jotrun AIS TR 2500	
VHF Direction Finder	Furuno DF FD 527	
Doppler Log	N/A	
SSAS	Furuno Felcom	
Portable VHF	3 x Navico GMDSS	
Portable VHF	3 x ICOM M10E VHF & 4 x ENTEL	
UHF Base	1 x Motorola	
Portable UHF	2 x Kenwood UHF	
Sonic Helmets	3 x Sonic Helmets Mk 10	
Smartpatch Phone	ICOM PS1	
Crew Facilities		
Crew Cabins	24 Man Single & Double Berth cabins c/w en suite facilities	
Recreation & Leisure	1 Messroom, 1 Lounges,	
Leisure	1 x Sauna, 1 x Gym, 1 x Ships Office	

**Shetland Islands Council****28 March 2012****Improvement Plan Progress Report**

IP-009-F

**Chief Executive
Executive Manager – Improvement &
Performance****1.0 Summary**

- 1.1 This report presents the Accounts Commission's follow up report on our improvement work, gives an update on latest progress with the implementation of the Council's Improvement Plan to date and sets out proposals for continued Improvement activity in the next Council.
- 1.2 Shetland Islands Council agreed an ambitious Improvement Plan with the Accounts Commission in November 2010. This was intended to deliver a root and branch review of this Council's culture; identify changes needed in its political and other management arrangements, set out the standards to which it will aspire and overhaul its corporate systems and processes.
- 1.3 In their follow up report in January this year the Accounts Commission welcomed the prompt action and progress made by the Council delivering this plan, but emphasised the need for this positive direction and change to be sustained and consolidated.
- 1.4 Audit Scotland highlighted the good overall progress made by the Council in implementing its improvement plan, in particular by implementing new political management arrangements and a new management structure.
- 1.5 They also observed that some elements of the plan had not progress in line with original timescales, particularly around some aspects of financial management, but commented that at this stage this does not present a significant risk so long as improvement continues.
- 1.6 The Council is also clear that while we have achieved a very considerable amount in a short space of time, there is still some way to go, and that improvement activity must be continued into the new Council.

- 1.7 There is a statutory requirement on the Council to consider the Accounts Commissions findings and recommendations and decide how it will respond to them. The statutory procedure requires the Council to publish a notice containing a summary of its decisions in relation to this report, following approval of the summary by the Commission.

2.0 Decisions Required

The Council is asked to

- 2.1 Discuss the Accounts Commission's follow up report (Appendix 1) and note the Commissioners have asked the Controller of Audit to prepare a further progress report in approximately 12 months time.
- 2.2 Note the latest progress reported in the March - Improvement Plan Progress Report (appendix 2);
- 2.3 Approve the framework for a new Improvement Plan as described below (draft in Appendix 3).
- 2.4 Delegate authority to the Chief Executive to agree with the Accounts Commission the terms of the statutory notice to be given by the Council following this meeting.

3.0 Detail

- 3.1 The Accounts Commission met in December 2012¹ to consider Audit Scotland's follow up report on progress the Council has made since 2010. Their findings were published on the 18th January 2012 and are attached as Appendix 1.
- 3.2 The Commission welcomed the prompt action and progress made by the Council but emphasised the need for this positive direction and change to be sustained and consolidated.
- 3.3 The Council is also clear that while we have achieved a very considerable amount in a short space of time, there is still some way to go. We must make sure that we take just as effective action on the outstanding areas of the improvement plan; and ensure that the changes we have put in place are sustained.
- 3.4 The Chief Executive, the Council's Corporate Management Team, the Improvement Sounding Board and senior members have considered these findings and have reviewed our improvement planning to best make certain we continue to make solid progress forward.
- 3.5 24 of the 29 work streams on the Improvement plan are completed, or substantially implemented.

These include;

- New political governance arrangements

- Revised and extended Planning and Performance Management Arrangements
- Communications strategy
- Updated support services to members
- New Community engagement approach
- Revised management structure
- New Community plan and Single Outcome Agreement
- New Community Planning governance arrangements
- 2011/12 financial savings on track
- 2012/13 and 13/14 budgets approved targeting significant further savings
- Restructured Finance function
- Updated budget strategy, reserves policy and investment plan
- Updated financial regulations
- New asset management strategy

3.6 There are 5 areas to be concluded.

They are;

- Delivering the training, development and learning programme for members and managers (further work on this is planned for May / June for member induction and thereafter for follow up training programmes).
- Implement a new complaints procedure and supporting processes (awaiting national guidance on number of levels).
- Update and implement Employee Performance Appraisal and Development arrangements. (To be in place by June).
- Reinvigorate the Council's policy of jobs dispersal. (Some progress made, but further action required).
- Resolve the Grouping qualification of the Councils accounts. (The Council is continuing to investigate all avenues and options).

3.7 The Council is also now seeking to move more of its improvement planning and activity onto a robust self-assessment basis, rather than reliance on the commentary of external scrutineers.

3.8 At the same time the Council needs to progress the large number of service reviews it has committed to. We must make sure that is done in a co-ordinated way with the Improvement Plan, so that activity is best planned, managed, resourced and tracked.

3.9 To address these requirements a draft "Improvement Plan" has been developed to guide activity over the next months (appendix 3). It also gives the new Council a basis to use when considering how it takes over the management of Improvement activity and is expected to be updated early in the new Councils term.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – At its meeting on 10th November 2010 (min ref 161/10) the Council resolved to approve the Improvement Plan attached as Appendix 2 to the report as the Council's official response to those Accounts Commission findings and recommendations, and delegate authority to the Chief Executive to take the necessary action to implement it.
- 4.2 Community /Stakeholder Issues – NONE
- 4.3 Policy And/Or Delegated Authority –
 - 4.3.1 The Councils constitution – Part A Governance - specifies the Executive Committee as the managing body for the Corporate Improvement Plan. However, in terms of the statutory requirements, only a meeting of the Council can determine the decisions required in relation to this report.
- 4.4 Risk Management – Failure to deliver and embed the improvements agreed increases the risk of the Council working inefficiently and being subject to further negative external scrutiny.
- 4.5 Equalities, Health And Human Rights – NONE
- 4.6 Environmental – NONE

Resources

- 4.7 Financial – It is anticipated that remaining Improvement Plan implementation will be funded from previously approved budgets.
- 4.8 Legal – Section 103E of the Local Government (Scotland) Act 1973 specifies the Council's statutory obligations with respect to the report with findings by the Accounts Commission. These include considering the findings at a meeting of the Council, and publishing a notice about the Council's decisions in relation to those findings.
- 4.9 Human Resources - NONE
- 4.10 Assets And Property – NONE

5.0 Conclusions

- 5.1 The Council should study the comments of Audit Scotland and the Accounts Commission to assist us complete the implementation of our improvement plan and make sure the changes already made are sustained.

For further information please contact:

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7/03/2012

Links to Background documents:

Appendix 1 – Accounts Commission Findings

Appendix 2 - March 2012 – Improvement Plan Progress Report

Appendix 3 - Draft Improvement Plan 2012 – 2017

Shetland Islands Council

Statutory follow-up report



Prepared for the Accounts Commission
January 2012

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

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Commission's Findings

1. The Controller of Audit made this report to update the Accounts Commission on the progress made by Shetland Islands Council on its improvement plan. The council had approved its improvement plan on 10 November 2010 when it accepted the Commission's recommendations arising from a public hearing which the Commission held in June 2010.
2. The Commission accepts the report by the Controller of Audit. It welcomes the prompt action and progress made by the council with its improvement plan. It is encouraged that the council has now put in place many of the basic but essential building blocks of Best Value, including new political and management arrangements.
3. The Commission emphasises the need for this positive direction and change to be sustained and consolidated, especially in the context of some considerable challenges to be faced by the council in the near future. The Commission believes that these challenges include: a continuing need to address financial constraints; the need to appoint a new Section 95 officer; the longer term appointment of a chief executive; and forthcoming council elections.
4. There are positive indications that the council is developing a culture of continuous improvement: this change needs to be continued and the council needs to ensure that it has the capacity to do this.
5. The council also needs to do more to demonstrate more effective strategic financial management and to improve the capacity of its finance function, for example to avoid similar difficulties that were experienced this year in the timely and accurate preparation of accounts.
6. The Commission is seriously concerned to note that the auditors have given a qualified opinion on the council's financial statements, due to the omission of the Shetland Charitable Trust results from the group accounts. This is the sixth year in succession that there has been a qualification of those statements. This means that, in the year to 31 March 2011, the council's grouped financial statements did not include some £220 million of public funds, which raises the risk that the people of Shetland are not presented with a comprehensive picture of public resources. But the Commission notes that the council is committed in its improvement plan to addressing this situation during 2012.
7. The Commission requests that the Controller of Audit provides it with a further report in approximately 12 months' time, to enable the Commission to review the council's progress in implementing actions and in maintaining the improvements it has made over the last 12 months.

Introduction

1. The purpose of this report is to update the Commission on the progress Shetland Islands Council has made on its improvement action plan. The report includes the outcome of the further audit work requested by the Commission in August 2010 following the Public Hearing in June 2010.
2. On 9th December 2009, the Accounts Commission considered a report¹ under Section 102(1) of the Local Government Scotland Act 1973 on the Shetland Islands Council Annual Audit 2008/09. The report noted that the council's financial statements had been qualified for the fourth consecutive year and highlighted concerns about working relationships in the council, governance and accountability, and strategic leadership.
3. The Commission requested that I carry out further focused audit work and report on the council's actions to address the issues which led to the qualifications of the financial statements and the financial challenges it faces. The work would also assess the current position on member/ member and member/ officer working relationships and the impact on strategic leadership within the council.
4. On 13th May 2010 the Commission considered the resulting report². In light of the nature of the issues covered in the report, the Commission decided to hold a public hearing. The public hearing was held in Lerwick on 28th and 29th of June 2010.
5. Following the hearing the Commission published its findings³ on 16th August 2010. In the findings the Commission recommended:

"The council must put in place a comprehensive programme of improvements as a matter of urgency to address the issues we have identified. The programme should set clear objectives, milestones and timescales for delivery.

This programme of improvements should ensure that:

- *the council can develop the leadership, governance and strategic direction it requires*
- *there is the basis for effective working relationships among councillors and between councillors and officers*
- *all procedures for decision-making are robust and transparent, and can command public confidence*
- *the council has the capacity to deliver its financial strategy.'*

¹ http://www.audit-scotland.gov.uk/docs/local/2009/sr_091209_shetland.pdf

² http://www.audit-scotland.gov.uk/docs/local/2010/sr_100506_shetland.pdf

³ http://www.audit-scotland.gov.uk/docs/local/2010/ac_100816_shetland_findings.pdf

6. The Commission went on to make 13 specific recommendations and required me to provide a further report 'in around 12 months' time' on the progress made by the council. The Commission also stated that, on receipt of the report; it would 'give consideration at that point to any further measures that need to be taken.'
7. The Local Government (Scotland) Act 1973 (as amended) required the council to consider the findings at a meeting of the council within three months of receiving them, and to decide whether to accept any or all of these recommendations and what action to take in response to them.
8. Alistair Buchan, the Chief Executive of Orkney Islands Council took up post on a secondment basis as interim Chief Executive in August 2010 for a fixed term of two years and three months with an option to extend for a further six months until April 2013.
9. At a meeting on 10th November 2010 the council accepted the Commission's recommendations and approved an improvement plan. The improvement plan set out a range of work-streams and associated milestones which include the introduction of new political management arrangements, the development of a medium to long term financial strategy and the creation of a new chief officer structure during 2011.
10. In January 2011 the Commission considered a report on the 2009/10 audit which highlighted that the auditors had given a qualified opinion on the financial statements of Shetland Islands Council for the fifth consecutive year. The qualification related to the fact that the council has not included the results of the Shetland Charitable Trust (SCT) in its group accounts for 2009/10. The Commission also agreed to take an update report at its meeting in December 2011. This timing was informed by the milestones in the council's improvement plan.

Overall conclusions

11. The council has taken prompt action to address the issues highlighted in the audit reports and in the Accounts Commission's findings and has made good progress to date on implementing many important elements of its improvement plan.
12. Some aspects of financial management have improved; the council has introduced more effective financial planning and budget setting arrangements and agreed a strategic budget plan and principles to underpin its reserves policy. Budget monitoring reports to elected members have improved, but need to improve further.
13. Some aspects of financial management remain an area of significant concern however. The latest budget monitoring reports indicate that the council has significant challenges in delivering its 2011/12 budget. The process of finalising the annual accounts was problematic, the financial statements were qualified again due to the omission of the Shetland Charitable Trust results from the group accounts, and the annual audit report to the Controller of Audit and elected members raised concerns about the resourcing of the finance function.
14. In its findings the Accounts Commission recommended that:

'The council must put in place a comprehensive programme of improvements as a matter of urgency to address the issues we have identified. The programme should set clear objectives, milestones and timescales for delivery. '

And that

'This programme of improvements should ensure that:

- the council can develop the leadership, governance and strategic direction it requires
- there is the basis for effective working relationships among councillors and between councillors and officers
- all procedures for decision-making are robust and transparent, and can command public confidence
- the council has the capacity to deliver its financial strategy.'

15. Since August 2010 the council has:
 - accepted the Accounts Commission's findings and agreed an improvement plan
 - appointed an interim chief executive on a secondment basis on a fixed term contract, who has led the work on improving the council with considerable commitment and resilience, guiding the council through a series of important and difficult decisions
 - implemented new committee structures and appointed a council leader
 - implemented a set of supporting governance arrangements including new standing orders, schemes of delegation and codes of conduct

- implemented a new management structure which has resulted in a completely new management team at Director level
 - improved the working relationships between and amongst members and officers
 - adopted a longer term financial strategy and improved the budget setting process
 - engaged with a range of partners to improve capacity and support improvement
16. The full impact of the improvement action taken to date has yet to be realised and the council understands that there is still a long way to go before it can demonstrate all the attributes of a Best Value council. However, the changes to date do indicate a clear commitment to change and provide a solid foundation to support on-going improvement.
17. The council is moving in the right direction and there is a clear commitment to improve. The council's self awareness has improved and it understands that it must continue to focus on its priorities and what needs to improve for the future.

The improvement plan

The council has made good progress overall on its improvement plan, in particular by implementing new political management arrangements and a new management structure.

Some areas of financial management, including financial planning and budgeting, have improved. Significant concerns remain however about other aspects of financial management, including the process of finalising the financial statements, the qualification of the accounts and the resourcing of the finance function.

18. In its findings, published in August 2010, the Accounts Commission made a range of recommendations. In response, the council agreed an improvement plan in November 2010. The plan contains 38 action points to address the Commission's recommendations under the following headings:
 - leadership, vision and strategic direction
 - governance
 - financial management and accountability
 - community planning
 - asset management
19. The council has made good progress overall on its improvement plan, in particular by implementing new political management arrangements and a new management structure.
20. The council has been working constructively with a range of external partners to support its improvement work in a number of areas.
21. Progress on the improvement plan is monitored regularly by the council's management team, and by elected members, both at committee and through a member officer improvement sounding board.
22. The pace of change has been good. [Exhibit 1](#) illustrates the significant steps taken by the council since the Accounts Commission's findings and recommendations in August 2010.

Exhibit 1

Timeline of key events

Month	Key events
May 2010	Accounts Commission considers audit report by the Controller of Audit
June	Accounts Commission holds a Public Hearing in Lerwick
August	Interim Chief Executive takes up post

Month	Key events
	Accounts Commission publishes findings and recommendations
November	Council accepts the Commission's recommendations and agrees an improvement plan
January 2011	Revised member code of conduct comes into effect
February	Council agrees 2011/12 budget
March & April	<p>Council approves process to develop strategic direction for the next 10-15 years</p> <p>Council agrees new committee structure and appoints members to committees</p> <p>Council agrees range of constitutional documents to support governance</p>
May	New committees start to meet
June	Council agrees new management structure
July	<p>Three of the five Directors appointed (Children's Services, Community Care Services, Development)</p> <p>Planning and Performance Management Framework (PPMF): Policy Direction agreed</p> <p>Community consultation and engagement guide approved</p> <p>Communications strategy approved</p> <p>Financial planning and budgeting framework approved</p>
September	<p>4th Director appointed (Infrastructure Services), council decides to re-advertise for the post of Corporate Services Director and advertises for Executive Manager - Finance</p> <p>Efficiency partnership group (comprising senior managers and union representatives) established</p>
October	<p>Consultation on the 2012/13 budget.</p> <p>Guidance issued to services on PPMF</p>
November	<p>Consultation on the 2012/13 budget.</p> <p>2012/13 Strategic Budget Plan and reserves policy principles agreed</p> <p>Interim appointment to Director of Corporate Services post</p>

Source: Audit Scotland

23. [Appendix 1](#) summarises the progress the council has made on each of the recommendations made by the Accounts Commission.
24. Some elements of the improvement plan have not progressed in line with the original plan, though at this stage this does not represent a significant risk. In some instances, the delay has been as a result of the on-going management restructuring process. In other areas, deadlines have been revised to combine and link related areas of improvement work. The progress on improvement actions relating to financial management has been more mixed. Some aspects of financial management have improved; the council has introduced more effective financial planning and budget setting arrangements and agreed a strategic budget plan and principles to underpin its reserves policy. Budget monitoring reports to elected members have improved, but need to improve further.
25. Some aspects of financial management remain an area of significant concern. The process of finalising the annual accounts was problematic, the financial statements were again qualified due to the exclusion of the Shetland Charitable Trust results and the annual audit report to the Controller of Audit and elected members raised concerns about the resourcing of the finance function. The latest budget monitoring report indicated that the council has significant challenges in delivering its 2011/12 budget.
26. The 2010/11 financial statements were qualified because of the continued exclusion of the results of the Shetland Charitable Trust (SCT) in the council's group accounts. This is the fifth consecutive year that the accounts have been qualified for this reason and the sixth year that the council's statements have been qualified due to its group accounts. The audit team did not receive any further evidence from the council in 2010/11 to support the view that the SCT should not be included within the group. The council is working towards resolving the qualification for 2012/13.
27. 2011/12 budget monitoring reports indicate that, efficiencies are being made, but if approved budgets for 2011/12 are to be achieved, the council's reserves will fall below its target. The 2012/13 budget-setting process is under way and the council knows that difficult decisions will have to be made to maintain reserve levels at its target level.
28. In October 2011 the council reviewed the improvement plan and revised the allocation of lead directors and lead officers in light of the management restructuring.

Leadership, vision and strategic direction

The council has established new political management arrangements and a new management structure.

29. Since his appointment in July 2010 the Chief Executive has led the work on improving the council with considerable commitment and resilience, guiding the council through a series of important and difficult decisions. In addition to governance and management restructuring these include; changes to the provision of secondary school provision at two schools, the 2011/12 budget process including a commitment to savings of £9.4 million, and decisions on the Viking Energy wind farm.

30. The council's most recent corporate plan was agreed in 2008 and was refreshed in 2010 for several reasons, including the need to include the impact of the economic downturn and the development of the Single Outcome Agreement. The plan is divided into two main parts: 'Maintaining a Sustainable Economy, Society and Environment', and 'Organising Ourselves Better', which sets out the key actions by the council to ensure the plan is delivered efficiently and effectively. The revision of the corporate plan was a positive step by the council and will help ensure that actions are planned to address current conditions. Progress on the corporate plan is reported to the council at six monthly intervals.

Developing a Long term Vision

The council has been working effectively with partners to develop a long term vision for the Shetland Islands.

31. In its findings the Commission recommended that 'The council should agree effective procedures for engaging with the local community and understanding its needs and expectations, and put these procedures on a systematic basis.'
32. In March 2011 the council approved a process to develop the strategic direction for the Islands for the next 10 – 15 years. Using a 'scenario planning' approach, supported by external advisors, the council has been working with partners from the public, private and third sectors to develop a long term vision.
33. The council anticipates that the vision will set a clear policy framework within which other strategic plans, including the local development plan, the local housing strategy and the transport strategy and departmental service would operate.
34. The process is overseen by a steering group comprised of elected members, the chief executive and senior managers, representatives from NHS Shetland, the Shetland Charitable Trust, Voluntary Action Shetland and the business sector.
35. The steering group intends to develop the vision to a point where it will provide a strong basis for the council's new corporate plan which will be developed following the local government elections in May 2012.
36. In addition to embarking on the scenario planning exercise, the council agreed a new community consultation and engagement guide in July 2011. The guide is based on the national community engagement standards and has been adopted by the community planning partnership. The council has used the guide to support an extensive community consultation exercise to inform the 'Blueprint for Education' programme and the 2012/13 budget setting process. This involved members and senior officers taking part in a number of community consultation events during the autumn and winter, an e-mail suggestion box for residents and web based video messages by the Chief Executive and chief financial officer.

Political leadership and management

In April 2011 the council approved new political management arrangements and made appointments to various posts and committees. Though the arrangements have not been in place that long, the initial indications are that they are helping the council to conduct business in a more focussed and organised way.

37. The council has:
 - established a formal role of 'leader of the council'
 - introduced an Executive Committee
 - revised its committee structure
 - agreed a new constitution and a range of supporting governance arrangements
38. Councillor Joseph Simpson has been appointed as the political leader of the council and chairs the Executive Committee. Councillor Alexander Cluness was appointed as Convener of the council. The Convener role is now more in-line with that role in other authorities, with the Convener chairing the council meetings and carrying out civic duties.
39. The leader's functions are set out in the Council's revised constitution and include chairing the Executive Committee, providing political leadership and direction for the organisation, leading the senior councillor chairs, working across the council to establish clear political direction, responsibility at political level for the management and maintenance of the council's reputation and providing the key political link between the officer structure and the political structure.
40. The council has established an Executive Committee made up of 11 members, including the leader, the convener, the chairs and vice chairs of the four functional committees and one other member.
41. The council has set up four functional committees:
 - Education and Families Committee (11 members)
 - Social Services Committee (11 members)
 - Development Committee (11 members)
 - Environment and Transport Committee (11 members)
42. The council has also set up additional committees and boards:
 - Audit and Standards Committee
 - Licensing Committee
 - Planning Committee
 - Harbour Board
 - College Board
43. The council adopted an inclusive process for developing the new committees and the underpinning governance arrangements. It held a series of seminars involving elected

members, officers and external advisers to inform the design of the new arrangements, develop a shared understanding of the issues, and improve working relationships.

44. The council has also adopted a range of other processes and forums to help it do business. It has used member seminars to inform policy development and these have provided a useful opportunity for members and officers to discuss issues and engage constructively. This has been a useful development and is in marked contrast to the previous arrangements where such discussions tended to be ad-hoc and restricted to a few individuals. Often this meant that the first substantive discussion and debate did not take place until a report was considered by a committee or full council.
45. In its findings the Commission recommended ‘Councillors and senior officers should work together to improve the management information available to councillors, to enhance the capacity and commitment to deliver robust appraisal of policy choices, and thereby help to ensure that councillors are supported to develop the skills to discharge their scrutiny role rigorously.’
46. Since the summer of 2010 there has been an improvement in the content of agendas considered by the council and its committees and the quality of reports has improved. In recent years the agendas of council and committee meetings contained a high proportion of reports which were primarily for information and/ or did not contain clear recommendations. The Chief Executive highlighted the need for this to change very soon after he took up post and the content of both agendas and reports has been improving. Areas for improvement remain (as covered in other sections of this report), but the early signs are encouraging.
47. Improved agenda management and better quality reports have also helped members fulfil their scrutiny role more effectively. Our observation of meetings indicates that scrutiny is more focussed and is improving.
48. Our observations of a range of council, committee and informal meetings to date and interviews with key stakeholders also indicate that the new political management arrangements, although still in the process of bedding in, have improved the way in which council business is conducted and provide a solid foundation for continued improvement.
49. The council has taken some significant and difficult decisions to make progress on its improvement plan, in particular around the creation of, and appointment to, the new political management arrangements and management structures. The council has also taken difficult decisions as part of the ‘Blueprint for Education’ where it has agreed to cease secondary school provision at Scalloway school and primary provision at Uyeasound school.
50. There are some areas where progress has been more limited. For example, the long standing issue about the replacement for the Anderson High School (AHS) remains outstanding. The current position is that the new AHS is being progressed through the council's 'gateway' process to help the council evidence that best value is achieved. Following this process, the council will be evaluating and presenting the various options to members to support the decision-making process. The current economic climate means that there has been uncertainty over the sources of funding for the construction of the new school. At the end of

November, however, the Scottish Government confirmed that the council will be permitted to bid for funding for the replacement of AHS from Scotland's Schools for the Future programme.

Governance

The council has made significant progress in reviewing, updating and improving its governance arrangements. Though the new arrangements are still relatively new and are bedding in, the early indications are that improvement is being achieved.

51. In its findings, the Accounts Commission recommended that the council should review its approach to governance.
52. In addition to establishing the new political management structures, the council agreed a comprehensive set of supporting governance and constitutional arrangements. The council secured external support to develop the arrangements.
53. The council's new constitutional arrangements include:
 - a Constitution – including sections on conduct, the principles of good governance, roles and responsibilities and core skills and competencies
 - standing orders for meetings
 - a scheme of administration and delegations
 - an ethical framework – including a protocol on councillor/ officer relations, the councillors code 2010 and an employee code of conduct
 - a scheme of remuneration and approved duties
 - a code of corporate governance
 - a protocol on chief officer appointments
54. In its findings the Commission recommended that 'Councillors should work together to ensure that they have a shared understanding of the requirements of the Code of Conduct and other relevant guidance for the way they approach the council's business.'
55. The constitutional documents are comprehensive and should provide a solid foundation to support the council conduct its business effectively. It is essential that members and officers are familiar with the content of the documents and, most importantly, fulfil their respective duties in accordance with them.
56. The council's financial regulations and standing orders are currently under development. During 2011 the council commissioned external support for the development of these regulations and standing orders. Revised arrangements are due to be in place by December 2011.
57. In its findings the Commission also recommended that 'The council should review the way in which it advises councillors on the issue of their interests, and ensure that it is able to explain coherently and publicly the way in which councillors are expected to approach recurring issues such as the role of councillors as trustees of Shetland Charitable Trust.' It also recommended

‘The council should ensure that senior officers, particularly the relevant statutory officers, are able fully to advise councillors on their obligations.’

58. The revised constitutional documents clearly set out the role of the council’s statutory officers, including the monitoring officer. This, in combination with the roles and responsibilities of members and officers covered in the other constitutional documents provides a reference point to support good governance. It is important that members and officers use this on an on-going basis to ensure that it can demonstrate that it is applying the principles of good governance.

Management structures

The council has agreed a new management structure and has made significant progress in implementing the new arrangements.

59. In June 2011 the council approved a new senior management structure comprising:
- 5 Directors - replacing the previous arrangement of two Executive Directors and an Assistant Chief Executive
 - 34 Executive Managers - replacing 16 Heads of Service and 56 Service Managers
60. The main objectives of the management restructuring were to:
- Improve corporate leadership
 - Clarify lines of accountability, reduce duplication and ‘delayer’ the organisation
 - Improve communication within the organisation
 - Improve performance and efficiency
61. The 5 Directorates are:
- Children’s Services
 - Community Care Services
 - Corporate Services
 - Development Services
 - Infrastructure Services
62. In its findings, the Commission recommended that ‘The council should ensure that robust and transparent procedures are established and followed for the creation and filling of all posts, and the performance management and appraisal of all staff.’
63. The council approved a revised recruitment and selection process for the recruitment and selection of chief officers as part of updating its governance arrangements and secured external support for the process.
64. The council initially went through a robust internal recruitment process and, in July, appointed to three of the Director posts: Children’s Services, Community Care Services and Development Services. The appointments panel (which was made up of seven elected members) decided not to appoint to the two remaining posts and advertised externally. In

August, the council appointed an external candidate to be the Director of Infrastructure Services and in November made an interim external appointment to the post of Corporate Services Director.

- 65. The creation of posts and arrangements for staff appraisal are covered in the 'Building capacity & sustaining improvement' section of this report.
- 66. The council already has some shared services with NHS Shetland dealing with adult services, mental health, occupational therapy, GP primary care services and ophthalmics. Discussions are on-going between the council and NHS Shetland to consider further integration between health and social care services.
- 67. A combination of the recruitment process and early retirements has meant that none of the previous Executive Directors or the Assistant Chief Executive now hold Director posts.
- 68. The process of appointing to the next tiers of management is progressing, using a combination of job matching and internal and external recruitment where appropriate. At the time of writing all but four of these posts have been filled. The council aims to have completed this process by the end of the financial year 2011/12.
- 69. The council expects to make savings through the exercise. The council anticipates savings of £1.0 million in a full year (approximately 20% of the previous management cost for the posts covered by the restructuring.) The costs of voluntary severance will impact on these savings and will depend on the circumstances of the individuals involved, though the council expects that the costs will be recoverable within two years.
- 70. The council is now moving on to the next tier of management appointments at team leader level.
- 71. The council has implemented the restructuring process quickly to minimise the uncertainty associated with such an exercise. Inevitably however the process has led to some disruption and increased anxiety in a number of officers and has had some impact on the implementation of the improvement plan. This is to be expected, but it is important that the council ensures that it maintains the momentum on delivering the improvements.

Working relationships

Working relationships have improved. The council needs to ensure that effective working relationships are maintained to support continued improvement. This will be particularly important leading up to the council elections in May 2012.

- 72. Previous audit reports have commented on the sometimes problematic working relationships in the council. Our observations of council meetings and interviews with key stakeholders indicate that working relationships have improved. The new governance arrangements, including new codes of conduct and the council's communications strategy have set clearer expectations and roles and responsibilities which have helped working relationships.

73. There have been instances where tensions have arisen, but these have been less frequent than in recent years. At the beginning of 2010/11 the council's Monitoring Officer was aware of outstanding complaints against four councillors. These complaints were investigated with the result that two of them were not upheld while the remaining two led to a report being submitted to the Standards Commission. Following a hearing, the Commission handed down a sanction of 'censure' against two councillors and this was reported at a council meeting in October 2010. During 2010/11 there were three further complaints made to the Standards Commission against five councillors. All of these complaints were dismissed. On 9th November the Standards Commission published a decision on a complaint made about 10 elected members in relation to the Viking Energy wind farm project. The Public Standards Commissioner for Scotland found that the members had not contravened the Councillor Code of Conduct.
74. It is important that the council continues to nurture positive working relationships to help ensure that it can continue on its improvement journey. Given the proximity of the local government elections in May 2012 the 'political temperature' will rise in all councils. Within this context it is important that the council does not allow this to have a negative impact on the overall improvement it is making.

Building capacity & sustaining improvement

The council has improved its capacity by implementing its improvement plan. The changes to political management arrangements, governance and management structures have all helped with this. The council continues to develop training and development to support members and officers and has brought in external expertise to support improvement in key areas.

75. In its findings, the Commission recommended that 'The council should establish a comprehensive programme of training and development to be undertaken by all councillors and senior officers to enable them to understand how to perform effectively in their roles and how to demonstrate the value of good governance through their conduct. This programme should ensure that:
- councillors, in particular those holding positions with additional responsibilities, are able to develop clear and authoritative strategic leadership
 - councillors are able to distinguish appropriately the requirements of their separate duties as local representatives and corporate leaders,
 - mutual trust and respect is established among and between councillors and officers for their respective roles
 - senior officers establish a strong and effective commitment to meet their strategic corporate responsibilities.'
76. The progress on a range of the improvement plan actions covered elsewhere in this report provides evidence that the council is making progress in this area. The political management

arrangements and governance and constitutional documents help to clarify the roles, responsibilities and expectations of members and officers.

77. In addition, specific actions in the improvement plan are starting to help address the need to develop the capacity of the organisation.
78. The council has undertaken a range of training and development activities to support elected members, it: has:
 - held a range of informal seminars to members on governance and financial management
 - delivered briefings for members on decision making, chairing meetings, communications skills, corporate parenting and strategic environmental assessments
 - piloted 'e-learning materials' for members
 - engaged external support on areas of the improvement plan. This has given members alternative external perspectives on issues and arrangements.
79. Attendance at seminars and briefings by elected members has been encouraging overall, averaging 60 per cent. Attendance has varied however, though ranging from 95 per cent on the governance proposals to only 9 per cent on Strategic Environmental Assessment.
80. The council is currently using feedback from the activity to date to inform the development of a comprehensive induction programme for members to take place following the local government elections in May 2012.
81. Training and development for officers has been progressed in two ways. The council has purchased an 'e-learning package' to help support development. More importantly, the recruitment, selection and matching process has been used to identify training and development needs and the council plans to use this to inform individual training and development plans and a shared councillor/ senior manager leadership development programme.
82. In its findings, the Commission recommended that 'The council should ensure that robust and transparent procedures are established and followed for the creation and filling of all posts, and the performance management and appraisal of all staff.'
83. The recruitment and selection process is covered earlier in this report in the 'management structures' section. The council has also introduced arrangements to monitor the creation and filling of other posts in the organisation. Since May, the council has been considering reports on overall staff numbers as part of its efficiency and workforce strategy. Between 2007/08 and 2011/12 the number of full time equivalent posts grew from 2,536 to 3010, an increase of 19 per cent. From January 2011 all requests to recruit have been considered by a vacancy management panel chaired by a Director to ensure that senior management scrutiny was being applied to all recruitment. In September, the council approved the terms of reference for an Efficiency Partnership Group (EPG) to facilitate closer working between managers and trade unions to address the challenge of identifying and addressing efficiency savings. The number of full time equivalent employees has reduced by four per cent between September 2010 and September 2011.

84. The council agreed a performance appraisal system for the chief executive in December 2010, which is supported by an external facilitator. The employee review and development policy is being revised and the council plans to implement performance appraisal across the organisation from December 2011.
85. The council has also used external support in a number of ways to build its capacity to help meet its challenges. The council has secured support from:
- COSLA
 - SOLACE
 - The Improvement Service
 - peer senior officer support- from the Highland Council, Comhairle nan Eilean Siar, Falkirk Council and Scottish Borders Council
 - external advisers - sourced through SOLACE enterprises, the Improvement Service and others to support work on strategic direction, management restructuring, developing governance and accountability, financial planning and management, HR issues.

Performance management and planning

There has been some improvement in performance management and planning arrangements, but further improvement is needed in this area.

86. In its improvement plan, the council committed to developing a planning and performance management framework (PPMF). The intention was that the framework would support the production of service plans and inform the budget process for 2012/13. The council also aims to implement the PPMF to support the community planning arrangements.
87. In July 2011, the council agreed a Policy Direction for the PPMF and while the report contains references to the core elements of a framework (objectives, strategic drivers, accountability arrangements and a planning and budgeting timetable) the framework is rudimentary at present. For the parts of the council where planning and budgeting arrangements are already well developed, the PPMF provides a checklist to help ensure the basics are covered. Where planning and budgeting arrangements are less well developed, the PPMF alone would not be sufficient to support the improvement the council wants to make. The council has recently developed additional guidance to supplement the PPMF policy framework to improve its delivery of the objectives of this work-stream.
88. Over the summer, the council procured an electronic performance management system which is used by a large number of other councils. Work is on-going to implement the system. If the system is implemented successfully it will provide the council with a useful tool to help it monitor performance in a more robust and systematic way.

Financial management and accountability

Some aspects of financial management have improved; the council has introduced more effective financial planning and budget setting arrangements and agreed a strategic budget plan and agreed principles to underpin its reserves policy. Budget monitoring reports to elected members have improved, but need to improve further.

Some aspects of financial management remain an area of significant concern however. The latest budget monitoring report indicated that the council has significant challenges in delivering its 2011/12 budget. The process of finalising the annual accounts was problematic, the financial statements were again qualified due to the exclusion of the results of the Shetland Charitable Trust and the annual audit report to the Controller of Audit and elected members raised concerns about the resourcing of the finance function.

Budget setting

89. In its findings, the Commission said 'The council should establish rigorous processes to ensure that it can put its use of resources on a footing that is consistent with implementing and sustaining its financial strategy, and demonstrate that it can deliver services in a way which achieves Best Value.'
90. In 2009, the council approved a strategy which established a single overall limit for drawings on reserves in 2011/12 of £24 million while maintaining the existing £250 million minimum level of reserves. On 10 February 2011 the council approved a budget for 2011/12 in line with this strategy. The budget included planned revenue savings of £9.4 million.
91. In July 2011 the council agreed a financial planning and budgeting framework, it also developed a timetable to review its reserves and charging policies and implemented Spend to Save projects.
92. The council is now preparing for the 2012/13 budget-setting process with the knowledge that difficult decisions will have to be made to ensure that the levels of reserves are maintained in line with its reserves strategy for future years. In October the Executive Committee approved a paper which detailed preliminary principles on the use of reserves for the 2012/13 budget strategy. This includes maintaining a reserves policy for the total of the general fund discretionary reserves (the reserve fund, the capital fund and the repairs and renewal fund) at no less than £250 million over the medium term. In November 2011 the council agreed a strategic budget plan for the 2012/13 budget onwards.

Budget monitoring and delivery

93. A report by the Head of Finance to the Executive Committee in October 2011 indicates that the council has significant challenges in delivering its 2011/12 budget. It highlighted that, if the detailed approved budgets are achieved in 2011/12, the council's reserves will fall to £219 million. Between the original budget being approved in February 2011 and the report to the

Executive Committee in October, revisions were made which increased the planned draw on reserves to £47.4 million.

- 94. In October 2011, the council reported that £7 million out of the £9.4 million revenue budget savings for 2011/12 had been achieved and that there was a reasonable degree of certainty that the remaining £2.4 million would be delivered. However, the council also reported that there was still £6.1 million to fund from corporate savings during 2011/12.
- 95. The council has made improvements recently to the format of financial monitoring reports for members. It is essential that financial reporting improves further to ensure members have a complete and up to date view of the financial challenges facing the council and the options that are available.

2010/11 Accounts

- 96. In its findings, the Commission said that ' The council should address the weaknesses in its finance function to ensure that it complies with good practice and relevant objective standards, and provides appropriate information to allow councillors to exercise robust strategic budget management'
- 97. There were significant problems with the council's preparation and submission of the financial statements. Although the unaudited accounts were submitted to the Controller of Audit on the deadline date of 30 June 2011, they did not comply with the code of practice as several sections were incomplete. In particular, the group accounts section of the financial statements had not been completed. Further to this, the council's financial statements included the accounts of the Shetland Islands Council Pension Fund which should have been submitted separately to the Controller of Audit. Amended sets of accounts were submitted on 4th and 26th July and 12th September. The audit work continued until 30 September, when a final set of Code compliant accounts was received by the audit team.
- 98. The annual audit report states ' In conclusion, the number of errors and omissions in the financial statements submitted for audit was unacceptable. The number of revisions to these accounts has increased substantially the amount of work for both finance staff and the audit team to conclude the audit this year. Of greater concern is that the council advertised for public inspection a set of financial statements that were not Code compliant and have now been changed substantially. More rigorous review processes need to be put in place so that the 2011/12 unaudited financial statements comply with the Code and present a true and fair view of the council's position.'

Qualification of the 2010/11 accounts

- 99. In its findings, the Commission recommended that the council 'should ensure that the qualification of its accounts in relation to the accounting treatment of the Shetland Charitable Trust is resolved in time for the audit of the financial statements for 2010/11.'
- 100. The 2010/11 financial statements were qualified because of the continued exclusion of the results of the Shetland Charitable Trust (SCT) in the council's group accounts. The annual

audit report to members stated 'The council's financial statements are an essential part of accounting for the stewardship of its resources. For the fifth consecutive year, we have given a qualified opinion on the financial statements of the council. The qualification relates to the fact that the council has not included the results of the Shetland Charitable Trust (SCT) in its 2010/11 group financial statements. We have not received any further evidence from the council to support the view that the SCT should not be included within the council's group. It remains our view, therefore, that the omission of the SCT and its subsidiaries from the council's group financial statements is not in accordance with The Code of Practice on Local Authority Accounting in the United Kingdom 2010/11 (the Code), and represents a material mis-statement of the group figures.'

101. The council and the charitable trust have engaged external legal advice on the matter of the trust and in September 2011 the Trust considered a report which recommended changes to the structure of the trust including a board made up of seven councillor and eight non councillor trustees. At the meeting the trustees voted not to change the trust's structure and decided to hold a referendum on the future governance of the trust. The timescales and the arrangements for the referendum are yet to be decided. In November the Chief Executive of the Office of the Scottish Charity Regulator wrote to the Trust raising concerns about the decision and requiring the trust to provide a timetable setting out the steps leading to changes to the trust's constitution. The letter also set out the actions OSCR might take if the trust did not comply, including issuing a direction to restrict the use of the trust's funds and a petition to the Court of Session.

Resourcing of the finance function

102. The 2010/11 annual audit report to the Controller of Audit and elected members stated that 'the significant problems identified during the audit highlighted that there is a need to adequately resource the finance department to ensure that it has the capacity to deliver Code compliant financial statements' and that 'the recruitment of an Executive Manager for Finance, who will be the replacement Section 95 finance officer, should be advanced as soon as possible.'
103. On 31st March 2011 the former Head of Finance and the former financial accountant retired. At that time the former Executive Director of Education & Social Care agreed to take on the role of acting Section 95 officer on a temporary basis. She decided in July 2011 to leave the council, although she agreed to continue as the Section 95 officer working to oversee the finalisation of the 2010/11 accounts and the 2012/13 budget-setting process.
104. The council has reviewed the structure of the finance function and is currently recruiting a permanent Director of Corporate Services who will oversee the section. In the meantime, the council has appointed an interim Director of Corporate Services until March 2012. The recruitment of a replacement Section 95 finance officer should also be advanced as soon as possible. The council is currently exploring options on how best to do this following a recent, but unsuccessful, recruitment process for the post of Executive Manager - Finance. The council is also currently recruiting to the post of financial accountant.

105. The council must ensure that the new S95 officer has adequate authority, profile and opportunity to challenge directors of services on budgetary matters, during times when difficult choices on expenditure and savings will need to be made.

Other improvement activity

The council has made improvements to a number of supporting systems and processes which help it to do business more effectively. Some of the commitments in the improvement plan are behind schedule and need further development, but they do not compromise the improvement plan overall.

106. In its findings, the Commission recommended ‘ The council should improve the way it develops clear, coherent messages to communicate with the local community, and take steps to improve the way it conducts its relationship with the media and recognises the media’s legitimate interest in council matters.’
107. The improvement plan committed the council to establishing a communications office and a communications strategy. The council agreed the communications strategy in July 2011 and the establishment of a communications office is progressing as part of the management restructuring process. The communications strategy sets out clear guidance and clarifies roles and responsibilities and the council has become more structured about how it manages communications both internally and externally with the media. One indication of this is the reduction in the number of ‘leaks’ which have resulted in press coverage of issues in advance of them being considered by the council. There have been some instances of this, but far fewer than in recent years.
108. The council continues to be the focus of extensive media coverage on the islands and senior members and officers, in particular the Leader and the Chief Executive, engage actively and constructively with the local press and broadcast media.
109. The council also agreed to establish dedicated support services for members as part of the improvement plan. Admin support arrangements for elected members have been improved and the council is reviewing how best to further support members as part of the management restructuring process.
110. The council has been developing a process for dealing with complaints. Following consultation with members and officers, draft policy and guidance documents have been developed. The council is considering how and when to best implement the new process though progress is slightly behind schedule. This is due in part to the fact that the Scottish Public Services Ombudsman (SPSO) is developing a national framework for dealing with complaints and the council wants to ensure any new complaints process is compliant with the new national guidance.
111. In its findings, the Commission recommended ‘ The council should develop a systematic approach to engaging with the wider local government community, ensuring regular attendance at meetings of professional and representative bodies, and learning from good practice.’

112. The council's improvement plan recognised that the council needed make its external engagement more effective in particular by being more integrated in the Scottish local government community. The council carried out an audit of elected member membership and attendance at national forums and mapped out external engagement by senior officers. The council also sought advice and guidance from COSLA, SOLACE and the Improvement Service. Though this improvement workstream has been subject to some slippage and is not yet concluded, the indications are that the council is making better use of external engagement and networks.
113. After some initial progress on sharing best practice and benchmarking, developments in these areas has faltered. This is mainly as a result of the management restructuring process. The council recognises that it needs to review the leadership and ownership of some the improvement work-streams in the light of the new management structure.
114. The council has made some progress in developing its arrangements for managing its assets. The council's improvement plan contains a commitment to develop a new asset management strategy by December 2011. An asset strategy manager has been in post since April 2011 and work on the strategy is progressing. At its meeting in June 2011, the council agreed to develop an HQ at a site in North Ness. This will allow the council to rationalise its estate and also have more officers in a single location which potentially helps improve communication and joint working.

Community planning

115. The council is working with community planning partners to review and improve the community planning partnership structures.
116. The Commission did not make any specific recommendations in relation to community planning, though a number of the findings and recommendations for improvement have relevance to partnership working.
117. In its improvement plan, the council committed to reviewing the community planning governance structures and using the PPMF development to improve the effectiveness of the community planning arrangements.
118. In August 2011, the Community Planning Partnership's Delivery Group considered a report outlining the background to, and methodology for, carrying out a review of the partnership's strategic structures. The report notes the structural changes taking place in the council, the progress of the scenario planning exercise mentioned earlier in this report and concerns expressed by partners themselves about the 'added value of the highest strategic level of community planning in Shetland.'

Strategic reviews

119. The council is progressing a number of strategic reviews alongside its improvement plan. A number of these are at a fairly early stage and so the impact is yet to be proven, however the range of review work indicates a commitment to improvement.

120. The range of review work includes:

- Education Blueprint – this has led to changes to schools provision and other savings
- review of financial and HR administration – a project plan has been agreed and work-streams are being scoped
- Integration of Health and Social Services/ Community Care Review –this will provide recommendations in 2012
- ferries review – recommendations will be provided in 2012
- Ports for the future review – this led to the introduction of new terms and conditions for pilots, launch crew and tug crews and changes to the tug service and engineering services during 2011 and is anticipated to deliver year on year savings in the region of £1.8 million
- Estates and Direct Labour Organisation review – a project brief was considered by the corporate management team in November 2011

FRASER McKINLAY

CONTROLLER OF AUDIT

7th December 2011

Appendix: Summary of Progress on Accounts Commission Recommendations

Recommendations	Summary of Progress
The council must put in place a comprehensive programme of improvements as a matter of urgency to address the issues we have identified. The programme should set clear objectives, milestones and timescales for delivery.	On 10th November 2010 the council accepted the Commission's recommendations and approved an improvement plan. The improvement plan set out a range of work-streams, associated milestones and identified responsibilities.
<p>This programme of improvements should ensure that:</p> <ul style="list-style-type: none"> the council can develop the leadership, governance and strategic direction it requires there is the basis for effective working relationships among councillors and between councillors and officers all procedures for decision-making are robust and transparent, and can command public confidence the council has the capacity to deliver its financial strategy. 	<p>The council has agreed a new role of leader, convener and a new committee structure</p> <p>It has agreed a comprehensive set of supporting constitutional documents</p> <p>It is developing a long term vision for the islands with its partners</p> <p>Working relationships have improved</p> <p>Some aspects of financial management have improved. Significant concerns remain about some other aspects of financial management</p>

Recommendations	Summary of Progress
Specific recommendations	
<p>a) The council should establish a comprehensive programme of training and development to be undertaken by all councillors and senior officers to enable them to understand how to perform effectively in their roles and how to demonstrate the value of good governance through their conduct. This programme should ensure that:</p> <ul style="list-style-type: none"> councillors, in particular those holding positions with additional responsibilities, are able to develop clear and authoritative strategic leadership councillors are able to distinguish appropriately the requirements of their separate duties as local representatives and corporate leaders mutual trust and respect is established among and between councillors and officers for their respective roles senior officers establish a strong and effective commitment to meet their strategic corporate responsibilities. 	<p>The process of developing new political management arrangements and constitutional documents was informed and supported by a range of seminars with elected members.</p> <p>The council has developed and delivered a range of training and development arrangements for elected members. This is informing its induction arrangements for elected members following the local government elections in 2012</p> <p>It has carried out management training needs analysis as part of the recruitment and selection process for the management restructuring.</p>
<p>b) The council should review its approach to governance, and ensure that rigorous systems are in place to support clear and transparent decision-making, such as formal recording of meetings and routine systems for the dissemination of decisions and information to staff and the public.</p>	<p>The council has revised its political management arrangements, introduced new committees, new roles and new constitutional documents.</p> <p>Committee meetings are more formal and business and the quality of agendas and reports is improving.</p> <p>A new Communications strategy is making internal and external communications and dealing with the media more</p>

Recommendations	Summary of Progress
	structured and consistent.
c) The council should agree effective procedures for engaging with the local community and understanding its needs and expectations, and put these procedures on a systematic basis.	The council has introduced a community engagement strategy and is using it as part of its budget consultations which are currently under way.
d) The council should improve the way it develops clear, coherent messages to communicate with the local community, and take steps to improve the way it conducts its relationship with the media and recognises the media's legitimate interest in council matters.	A new Communications strategy is making internal and external communications and dealing with the media more structured and consistent.
e) The council should develop a systematic approach to engaging with the wider local government community, ensuring regular attendance at meetings of professional and representative bodies, and learning from good practice.	<p>The council is making better use of attending external meetings, for example at COSLA.</p> <p>There has been more limited progress on an improvement workstream relating to benchmarking and sharing good practice.</p>
f) Councillors and senior officers should work together to improve the management information available to councillors, to enhance the capacity and commitment to deliver robust appraisal of policy choices, and thereby help to ensure that councillors are supported to develop the skills to discharge their scrutiny role rigorously.	The quality of reporting has improved, though can still improve further

Recommendations	Summary of Progress
<p>g) Councillors should work together to ensure that they have a shared understanding of the requirements of the Code of Conduct and other relevant guidance for the way they approach the council's business.</p>	<p>The codes of conduct and conduct of business formed a core part of developing the new governance arrangements and constitutional documents.</p> <p>The council had a number of seminars involving Improvement Service, Standards Commission and external support about the proposals etc.</p> <p>Elected members have attended training events on decision making, chairing meetings and communication skills.</p>
<p>h) The council should review the way in which it advises councillors on the issue of their interests, and ensure that it is able to explain coherently and publicly the way in which councillors are expected to approach recurring issues such as the role of councillors as trustees of Shetland Charitable Trust.</p>	<p>Role of elected members and statutory officers is defined in the constitutional documents and formed part of the member seminars.</p>
<p>i) The council should ensure that senior officers, particularly the relevant statutory officers, are able fully to advise councillors on their obligations.</p>	<p>Role of elected members and statutory officers is defined in the constitutional documents and formed part of the member seminars.</p>
<p>j) The council should establish rigorous processes to ensure that it can put its use of resources on a footing that is consistent with implementing and sustaining its financial strategy, and demonstrate that it can deliver services in a way which achieves Best Value.</p>	<p>Progress on improving some aspects of financial management including strategic financial planning and budget setting</p> <p>Progress has been more limited in other areas including; the process of finalising the financial statements and this remains an area of significant concern.</p>

Recommendations	Summary of Progress
	<p>The latest budget monitoring report indicated that the council has significant challenges in delivering its 2011/12 budget.</p>
<p>k) The council should address the weaknesses in its finance function to ensure that it complies with good practice and relevant objective standards, and provides appropriate information to allow councillors to exercise robust strategic budget management.</p>	<p>Budget monitoring reports to elected members have improved, but further improvement is required.</p> <p>The October 2011 annual audit report to the Controller of Audit and elected members highlights this as an area of concern.</p> <p>In November 2011 an interim appointment has been made to the post of Corporate Services Director until March 2012 and a recruitment process is under way for a permanent appointment to this post and the post of financial accountant</p>
<p>l) The council should ensure that the qualification of its accounts in relation to the accounting treatment of the Shetland Charitable Trust is resolved in time for the audit of the financial statements for 2010/11.</p>	<p>The 2010/11 financial statements were qualified.</p>
<p>m) The council should ensure that robust and transparent procedures are established and followed for the creation and filling of all posts, and the performance management and appraisal of all staff.</p>	<p>Robust recruitment and selection procedures were used to support the population of the new management structure and vacancy management is subject to close scrutiny.</p> <p>Performance management and appraisal arrangements are developing.</p>

Improvement Plan

Progress and Planned next steps as at : 1st March 2012

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
LV01A	Create understanding of effective political leadership, role and purpose.	Chief Executive <i>Alistair Buchan</i>	Improvement & Performance Manager <i>John Smith</i>	Changes to political structural arrangements complete and all appointments made.	Complete	
LV01B	Develop core competencies and an induction and training programme for Members.	Director of Development <i>Neil Grant</i>	Improvement & Performance Manager <i>John Smith</i>	Induction programme and ongoing member training and development programme under development	2 months	Implementat ion from May 2012
LV02	Create circumstances to support effective political leadership. Body to be established at political level, responsible for effective leadership and strategic direction of the Council as an organisation and to work with Chief Executive and Corporate Management Team.	Chief Executive <i>Alistair Buchan</i>	Improvement & Performance Manager <i>John Smith</i>	Structural Work complete and implemented.	Complete	
LV03	Fully embed Planning and Performance Management Framework (PPMF).	Director of Infrastructure <i>Phil Crossland</i>	Improvement & Performance Manager <i>John Smith</i>	PPMF Framework adopted by Council July 2011, Updated March 2012 Implementation of new Covalent software underway.	Complete 6 months	September 2012 for 6 month reporting

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
LV04A	Establish a communications office order to support the elected Members, the Council's corporate message and Shetlands reputation. Refresh the Communications Strategy.	Chief Executive <i>Alistair Buchan</i>	Executive Manager <i>Peter Peterson</i>	Communications Strategy completed and agreed by Council on 6 July 2011, implementation ongoing.	Complete	
LV04B	Establish dedicated support services for Members.	Chief Executive <i>Alistair Buchan</i>	Executive Manager <i>Peter Peterson</i>	A dedicated member of staff is in place on a temporary basis to allow the role to be developed. Long term arrangements to follow completion of management review	Complete Role to be assessed after 6 months	May 2012
LV05A	Create new community engagement strategy based on principles of structured community engagement.	Director of Development <i>Neil Grant</i>	Community Planning and Development Manager <i>Vaila Simpson</i>	New strategy approved and being used for consultation Must now ensure that this is part of continuous professional development for Managers and Members.	Complete Part of Manager / member training	From May 2012
LV05B	Co-ordinated response to complaints with lessons being learned and disseminated throughout the organisation	Director of Childrens Services <i>Helen Budge</i>	Improvement and Performance Manager <i>John Smith</i>	Draft Complaints Procedure has been prepared; this needs to be presented to Committee for agreement. Implementation will be supported via Covalent CPM system.	3 months 6 Months	June 2012 From September 2012

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
LV06	Develop Management Training	Director of Community Care <i>Christine Ferguson</i>	Exec Manager, HR <i>Denise Bell</i>	Development reports have now been received from SOLACE for the new Directors and Exec Managers and a report with proposals to CMT will be issued in March highlighting key themes to address.	2 months	To March 2012
LV07	Deliver Management Training	Director of Community Care <i>Christine Ferguson</i>	Exec Manager , HR <i>Denise Bell</i>	A leadership programme to be launched alongside new governance arrangements, following the completion of the management restructuring exercise.	6 months	From May 2012
LV08	Employee Performance Appraisal and Development	Director of Infrastructure <i>Phil Crossland</i>	HR Manager <i>Denise Bell</i>	Revised Employee Review & Development Policy under development; to be agreed. Employee Performance Appraisal and Development Management workshop for managers to be delivered.	4 months 6 months	By July 2012 From May 2012
LV09	Reinvigorate the Council's policy of jobs dispersal.	Director of Development <i>Neil Grant</i>	Improvement and Performance Manager <i>John Smith</i>	Pilot remote hub working Update remote working policy. Identify secure software to enable employees to use their own equipment. Submit report on remote working recommendations.	3 months	June 2012

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
LV10	Share Best Practice	Director of Infrastructure <i>Phil Crossland</i>	<i>Peter Peterson/ Sandra Laurenson</i>	Regular Manager development days are now underway, last held 28th February.	Complete	
LV11	Benchmarking	Director of Infrastructure <i>Phil Crossland</i>	Improvement and Performance Manager <i>John Smith</i>	Benchmarking measures defined Indicators to be incorporated into PPMF and Covalent Performance Management System.	Complete Same timetable as PPMF	See timetable for PPMF.
LV12	External Engagement	Director of Infrastructure <i>Phil Crossland</i>	Improvement and Performance Manager <i>John Smith</i>	Current external engagement activity register collated. Further external engagement activity and development to be planned on an ongoing basis.	Complete Ongoing	
LV13	Review current chief officer structure.	Chief Executive <i>Alistair Buchan</i>	HR Manager <i>Denise Bell</i>	Management restructure completed and implemented. 5 directors, 32 Executive Managers and 53 Team Leaders.	Complete	
LV14A	Update Recruitment and Selection Policy for protocols governing the process for Chief Officer appointments.	Chief Executive <i>Alistair Buchan</i>	HR Manager <i>Denise Bell</i>	Policy Update Work complete and used throughout management restructuring appointments.	Complete	

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
LV14B	Robust and transparent procedures for creation and filling of posts	Director of Childrens Services <i>Helen Budge</i>	HR Manager <i>Denise Bell</i>	Vacancy Management Panel and procedures complete and operational.	Complete	
G01	Develop understanding of good governance standards.	Chief Executive <i>Alistair Buchan</i>	Governance & Law Manager <i>Jan Riise</i>	Support provided for Members as new governance arrangements were implemented Part of Member / management training for new Council	Complete	From May 2012
G02	Revise governance structures.	Chief Executive <i>Alistair Buchan</i>	Governance & Law Manager <i>Jan Riise</i>	Work complete and new structures implemented.	Complete	N/A
G03	Revise local codes of conduct for Members and officers.	Chief Executive <i>Alistair Buchan</i>	Governance & Law Manager <i>Jan Riise</i>	Work complete on Member Code Officer Code in draft and requiring completion following management reviews.	Complete 3 months	March 2012
	Protocol on Member officer relations to be developed.	Chief Executive <i>Alistair Buchan</i>	Governance & Law Manager <i>Jan Riise</i>	Protocol complete and disseminated to members and officers.	Complete	
CP1	Revise governance structures for community planning.	Director Development <i>Neil Grant</i>	Community Planning and Development Manager <i>Vaila Simpson</i>	New proposals agreed by CPDG, partners including Council to agree in March	1 Month	March 2012

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
CP2	Bring community planning within Planning and Performance Management Framework (PPMF).	Director Development <i>Neil Grant</i>	Improvement and Performance Manager <i>John Smith</i>	Integrated Performance arrangements part of Community Planning Governance review. (CP1). Implementation and embedding of systems within the Council and with partners to follow completion of review.	Complete 9 months	March 2012 From April 2012 to December 2012
FM1	The council will establish rigorous processes to ensure that its use of resources is on a footing consistent with implementing and sustaining its financial strategy, and demonstrate that it delivers services in a way which achieves Best Value.	Chief Executive Alistair Buchan	Finance Manager – James Gray Capital Programme Manager – Robert Sinclair	Approved Strategic Budget Plan Approved Reserves Policy Approved Revenue Budget 2012/13 Approved Asset Investment Plan March 2012 Agreed Service Reviews will demonstrate Best Value. Update Budget Strategy in the Autumn of 2012. Revenue Budget for 2013/14 in February 2013.	Complete Each review has a specific timescale	Embedded in annual work plans
FM2	The budget setting process will be developed with a shared commitment by members and management, to focus on efficiency and strategic priorities conducted in line with all good governance principles.	Chief Executive Alistair Buchan	Finance Manager – James Gray Capital Programme Manager –	Approved Strategic Budget Plan Approved Reserves Policy Revenue Budget 2012/13 Approved February 2012. Management Accounts format updated and reporting regularly to Committee.	Complete	

REF	IMPROVEMENT ACTION	DIRECTOR LEAD	OPERATIONAL LEAD	WORK COMPLETE/ OUTSTANDING	ESTIMATED TIME REQUIRED	TARGET DATE
			Robert Sinclair	Asset Investment Plan to be reported in March 2012		March 2012
FM3	Grouping qualification of the Councils accounts will be resolved.	Chief Executive Alistair Buchan		On-going dialogue with Audit Scotland and further advice being sought.		
FM4	Adequate resourcing of the Financial Accounting function.	Chief Executive Alistair Buchan	Finance Manager – James Gray HR Manager Denise Bell	Vacant post of Financial Accountant has been filled and section 95 officer appointed. Longer term review of the Financial Accounting function part of the management restructure.	Complete 4 months	June 2012
FM5	Review of the Council's Financial Regulations.	Chief Executive Alistair Buchan	Finance Manager James Gray – Accountancy Manager – Hazel Tait	Financial Regulations approved at Executive Committee in December 2011. This will be supported through workshop / training events, once the organisational structure is complete.	Complete Part of member / manager training	From May 2012
AS1	Create a strategy for the management, utilisation, acquisition and disposal of Council-owned buildings and land.	Chief Executive Alistair Buchan	Capital Programmes Manager Robert Sinclair Asset Manager Jonathan Molloy	Strategy agreed by Executive Committee in December, early implementation plan agreed. Next implementation update June 2012.	Complete 6 months	June 2012

This Improvement Plan is based on a combination of;

- any remaining work carried over from the **Accounts Commission Improvement Plan**,
- a comprehensive Corporate self-evaluation using Audit Scotland's "**Characteristics of a Best Value Council**" carried out in consultation with senior managers across the organisation in 2010 and,
- the most recent Audit Scotland "**Assurance and Improvement Plan Update 2012 - 2015**".

The Corporate self evaluation will be refreshed between March and June 2012 using the "**How Good is our Council**" methodology and any updates required will be made. Departmental self evaluation exercise will inform the development of Directorate and Service plans. The amended Improvement Plan will then be embedded in the new Council's Corporate Plan in June/July 2012.

The Improvement Plan will be approved / updated by the Council alongside the Corporate Plan at least annually. It will be refreshed in overall strategy terms each September/October, to help guide budgeting and planning, and for detailed actions and targets each March / April.

It will be reported on and monitored, along with the Corporate Plan, to and by Corporate Management Team and the Executive Committee on at least a quarterly basis, starting from June 2012. It will also form a core element of Senior Councillors, the Chief Executive and Directors performance management arrangements.

The plan is broken down using the standard Best Value classifications used by Audit Scotland when considering Corporate Performance namely;

- | | |
|--|--------------------------|
| • Vision and Strategic Direction | • Use of resources; |
| • Partnership Working and Community Leadership | - Financial Management |
| • Community Engagement | - People Management |
| • Governance and Accountability | - Asset Management |
| • Performance Management and Improvement | - Procurement |
| • Risk Management | - Information Management |

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VISION AND STRATEGIC DIRECTION

Actions Required	Responsible Officers / Bodies	Timescales and Targets	Outcome from Activity
Continue to develop and deliver an effective 'Improvement Programme', and promote this to re-establish public confidence in the way the Council is being run through strong political and managerial leadership and backing.	Chief Executive & CMT P&I Mgr	Audit Scotland Follow up Report December 2012 LAN review and AIP January 2013 Best Value 2 Audit late 2013	The Council's services and sustainability is improved and its reputation as being a well-run public body is re-established, backed by a good BV2 audit.
Make sure that the values and principles of the Council are clearly set-out, communicated and understood and that political and managerial leadership take a leading role in demonstrating these values and principles in their statements and actions.	Chief Executive & CMT Executive Mgr	Programme of activity from now, through election of the new Council and into shared learning and development programme.	A shared understanding of the overall ethos and culture of the Council by everyone and a day by demonstration that those values and principles are upheld.
Implement a shared learning and development programme for all Councillors and senior officers to improve their appreciation of effective leadership and the significance of strategic planning and decision making and ensure that there is mutual respect trust and support between and across members, managers and staff.	Chief Executive & CMT Executive Manager HR Manager	Induction programme May / June 2012 Learning & Development programme first phase from August 2012 to March 2013.	Councillors and senior officers demonstrate that they understand their respective leadership roles and importance of strategy and the impact it has on the organisation.
Senior Councillors, the Chief Executive and Corporate Management Team to take the lead in developing the new Council's Corporate Plan and communicating that Corporate Plan to the public and staff. That lead to include communicating what its purpose is, understanding and describing how it links to the Community Plan and Single Outcome Agreement, and speaking positively about it thereby reinforcing its status as the guiding strategic document it is meant to be.	Chief Executive & CMT P&I Mgr	Corporate Plan 2012 to 2017 to endorsed by Council June/July 2012. Annual refresh.	Senior Councillors and Managers demonstrate ownership and accountability for the Corporate Plan. Staff feel more informed about what the priorities of the organisation are. Councillors and officers speak positively about the Corporate Plan, recognising its significance as a strategic visioning document.

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Actions Required	Responsible Officers / Bodies	Timescales and Targets	Outcome from Activity
Committee Chairs, Directors and Departmental Management teams to take the lead in developing Directorate Plans and communicating those Directorate Plans to the public and staff – Understanding how they link to the Community Plan, Single Outcome Agreement and Corporate plan, communicating what their purpose is and ensuring managers and staff are able to link further planning and service delivery back to it.	CMT Directors and Departmental Management Teams	Directorate Plans agreed June 2012. Updated annually March 2013 and each year thereafter.	Chairs and Directors demonstrate ownership and accountability for their Directorate Plans. Managers understand better how to link further planning activity and staff feel more informed about what their priorities are.
Repeat clear and consistent messages on the financial challenges being faced by the Council to more inform public and partners.	Chief Executive & CMT Finance Mgr	Communications programme from now, through elections and carried forward by new Council.	The public are more informed of the resource constraints being faced by the Council and are able to take this into consideration when discussing service delivery issues. .
Continue to Improve communications from the leadership – make notes available on the intranet and refer to decisions / agenda items in Executive Briefing.	Chief Executive & CMT Executive Mgr	From induction of new Council	Managers and staff are better informed and feel more respected.
Prepare for the recruitment of a permanent Chief Executive	Council HR Manager	TBA	Permanent Chief Executive in place

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PARTNERSHIP WORKING AND COMMUNITY LEADERSHIP

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Implement the new arrangements for Community Planning in Shetland	Director of Development and CMT Community Planning Manger	Community Planning Partnership governance arrangements complete and in place by October 2012	Employees and the public are more aware of the value that community planning adds to the delivery of public services in Shetland
Work to embed the new Community Plan and Single Outcome Agreement into Councillors', staff and partners' consciousness and decision making processes.	Chief Executive & CMT Community Planning Mgr P&I Mgr	Community Plan adopted March 2012 by all partners. Single Outcome Agreement adopted by June/July 2012 by all partners Council Corporate Plan adopted June/July 2012 (including embedded Improvement Plan) Council Departmental Plans adopted June/July 2012	There is evidence that staff, partners and Councillors recognise the significance of the Community Plan and SOA, with decisions being made that are in line with SOA priority areas.
Improve communication from the Community Planning Partnership – minutes of meetings / actions to be made widely available	Director of Development Community Planning Mgr Executive Mgr	Implemented from first meeting under new Community Planning Partnership arrangements. June 2012	Employees and the public are more aware of what the CPP and CPDG does

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Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Improve politician and managerial understanding of partners roles, activities, constraints, issues and opportunities	CMT Directors & Departmental Mgmt Teams Community Planning Mgr	Delivered through induction and learning and development programme.	Better understand between partner organisations of each other and a better ability to plan and deliver complimentary services
Improve joint working / shared service delivery models with community planning partners	CMT Directors and Departmental Mgmt Teams	Delivered through HR and Asset management strategies.	The community planning partnership can demonstrate that it is making better use of staff and buildings
Establish more effective financial planning links between community planning partners.	CMT Finance Mgr	Delivered through extended Future Finance operation.	Improve the long-term sustainability of Shetland's public services
Organise more effective and regular links with community planning partners to discuss and share plans and approaches to risk management.	CMT Law & Gov Mgr	Delivered through extended Risk Management arrangements.	Risk management activities between the Council and its partners are co-ordinated

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COMMUNITY ENGAGEMENT

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Ensure that the Community Engagement strategy is fully understood by Councillors, managers and relevant staff and that all Councillors and managers have been appropriately trained.	Director of Development & CMT Community Planning Mgr Executive Mgr	Implemented through induction programme and follow up learning and development	The Council is using VoiCE as its main consultation tool. Councillors understand their role and the importance of community engagement Capacity is developed in the Council, to ensure that a co-ordinated approach is taken to community engagement
Ensure all review activity includes full Community Engagement in line with policy where that is relevant.	CMT P&I Mgr Community Planning Mgr	Each review must plan / execute / co-ordinate appropriate Community Engagement and consultation.	Information gathered from and provided to the public on options, choices and issues is clear and complete and features appropriately in decision making.
Work with Councillors to ensure that decision-making processes are open and transparent and take account of the evidence gathered from any consultation	CMT Directors and Departmental Mgmt Teams	Managed through Review co-ordination arrangements.	The public is more confident that consultation is being paid attention to and is being taken into account in decision-making
Produce a press release immediately after each main Committee meeting, to accurately inform the public and media of decisions taken	CMT Law & Gov Mgr Executive Mgr	Implementation of Communications strategy	The Council, instead of relying on media reporting their views of Committee meetings, are proactively managing communications.
Improve the council's website and update information regularly	CMT Executive Mgr	Implementation of Communications strategy	The Council takes a proactive approach to its public relations, updating the website regularly with important and interesting information

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GOVERNANCE AND ACCOUNTABILITY

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Ensure job descriptions for Councillors, especially office bearers, are up to date with clear identification of political (Member) / operational (officer) roles	Chief Executive Law & Gov Mgr Executive Mgr	Updated for induction, May 2012	Clear division of Member – officer roles is established, with an improved feeling that Councillors and officers are carrying out their respective roles in line with expectations.
Implement a comprehensive training and development programme for Councillors, with all Councillors having Personal Development Plans.	Chief Executive Executive Manager	Induction programme May / June 2012 Learning & Development programme first phase from August 2012 to March 2013.	Councillors are receiving the training they need to be able to perform their roles with confidence.
Clarify standards on Councillors' and employees' rights and responsibilities with regard to conduct	CMT Law & Gov Mgr	Included in Induction in May / June 2012. Followed up in learning and development programme September 2012 to march 2013	Member and officer relationships are improved by consistent behaviour and reinforcing of acceptable standards
Introduce a performance appraisal system for Councillors	Chief Executive Executive Manager	By October 2012	Councillors are able to receive objective feedback on their performance and identify further development needs.
Establish a stronger 'Member Support Services' function	Chief Executive Executive Mgr Law & Gov Mgr	Review complete and implemented by July 2012.	Councillors receive effective support and policy advice, which allows them to carry out their roles effectively.
Improve publicity of Council meetings - Committee dates / agenda items and making more effective use of internet	Law & Gov Mgr Executive Mgr	Implemented through Communications Strategy	Improve public attendance and engagement with local democracy.
Ensure the Councils financial statements are no longer qualified	Chief Executive & Dir Corp Svs Finance Mgr	TBA	Compliance with regulatory framework and removal of a persistent reputational risk for the Council

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PERFORMANCE MANAGEMENT AND IMPROVEMENT

CUSTOMER FOCUS AND RESPONSIVENESS

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Develop and Implement a new Customer Focus Strategy	CMT P&I Mgr	By September 2012	The Council will better understand the needs of its customers, ensure that it meets its service standards pledges and target the delivery of more flexible and responsive services.
Introduce a new Complaints Handling Procedure to ensure compliance with SPSO requirements and best practice	CMT P&I Mgr Law & Gov Mgr	By September 2012	The public are more aware of the Complaints Procedure's existence and there is a clearer understanding of what constitutes a formal complaint.
Produce complaints monitoring reports for CMT and Executive Committee.	P&I Mgr	From September 2012	Councillors and senior managers have an up to date understanding of the level of complaints being made and the timescales for handling these

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PERFORMANCE MANAGEMENT AND IMPROVEMENT PLANNING, REPORTING AND MONITORING

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Ensure that the Council's Planning and Performance Management arrangements continue to be developed, and are communicated, understood and implemented consistently.	CMT P&I Mgr Executive Manager	Key plans updated and in place by July 2012. Reported through Covalent from September 2012	There is a robust Planning and Performance Framework widely understood and followed and is accepted as the way that the Council does its business.
Make sure that all strategies and plans from the Community Plan down to Individual Work Plans and Performance Targets have clear links (the Golden Thread) and that everyone is able to see how their decisions and activity links together.	CMT Directors & Departmental Management teams P&I Mgr Community Planning Mgr	Key plans updated and in place by July 2012. Core element of learning and development programme. Updated Employee appraisal and development policy adopted by June 2012. Employee appraisal monitored through Covalent from March 2012.	Councillors, Managers and Staff are able to demonstrate and understand how the Councils intentions, decisions and actions are linked together to deliver its priorities.
Ensure that all the data in the Single Outcome Agreement, Corporate, Departmental and Service Plans is complete and accurate and being monitored and that periodic reporting is improved.	CMT Directors & Departmental Management Teams P&I Manager	Monitoring and reporting through Covalent from September 2012	Complete performance data is in place in the SOA, with gaps being filled in baseline / target data. A full outturn report is produced.

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Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Adopt and implement a structured self assessment framework	CMT Directors & Departmental Management Teams P&I Manager	Endorse and implement “How Good is our Council” from March 2012	Robust and systematic analysis of performance strengths and weaknesses has identified SMART improvement objectives across the Council.
Work with Councillors to develop their understanding of scrutiny, performance management and improvement.	CMT P&I Manager	Initial learning as part of induction programme in May / June 2012. Follow up through learning and development programme.	Councillors are more able to provide good quality challenge and scrutiny to officers and services
CMT to conduct business in a systematic way, with agendas structured to ensure that key management information is being presented on a cyclical basis.	Chief Executive & CMT Director of Corporate Services Executive Manager Corporate Services Managers	Implementation of new CMT remit from March 2012	Evidence is available for BV2 audit that senior management team is operating effectively and managing performance based on key management information
Ensure that regular meetings are taking place between managers and staff to review service objectives during the year and involve them in setting targets / objectives.	CMT Directors & Departmental Management Teams P&I Manager Executive Manager	Implementation of staff briefing system and other aspects of communication strategy from 2012.	The Council can demonstrate that staff are involved in self-evaluation activity and are aware of / involved in setting service objectives
Analyse good performance and share this more widely to learn why this was the case.	CMT Executive Manager P&I Manager	Executive influence sessions, team brief and implementation of the Communications strategy.	Staff are told about good performance and occasions where Councillors have highlighted this

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PERFORMANCE MANAGEMENT AND IMPROVEMENT COMPETITIVENESS/EFFICIENCY

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Establish, manage and monitor a planned programme of review activity, to ensure that service areas are rigorously challenged to show how their method of service delivery is the most efficient / effective for Shetland. These reviews must ensure savings targets are delivered and identify where any improvements to services can be made.	CMT Directors & Departmental Management Teams Finance Manager P&I Manager	2012 & 2013 Review programmes defined by Council February 2012. Programme management arrangements to be agreed by CMT March 2012. Periodic reporting from April 2012. Quarterly checkpoints to Council July, October 2012 & January 2013.	The Council has a Programme for carrying out review of activity across services, that is prioritised and risk assessed
Establish robust evidence of the delivery of financial savings and actual service improvement that has resulted from the implementation of reviews.	CMT Directors & Departmental Management Teams Finance Manager P&I Manager	Tracking of savings and follow up all reviews with post implementation reporting.	The Council is able to show the impact its review activity has had on improving service competitiveness
Provide benchmarking information to compare this Council's service quality / level with those of other Councils to challenge / contextualise their performance. Develop unit costs, quality indicators and/or trend analysis for services, to help focus review activity.	CMT Directors & Departmental Management Teams P&I Manager	Built into Departmental and Service Planning by June/July 2012. Feature of all relevant reviews from March 2012.	The public are better informed of the quality / cost of current service delivery levels – how these compare to other Council areas. Councillors and managers have a better understanding of what drives costs and can show that these are being managed and reduced

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Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
<p>Meet our obligations to have an Efficiencies Strategy, Action Plan and monitoring regime to ensure that the Council is maximising efficiencies in all areas but particularly in;</p> <ul style="list-style-type: none"> • Procurement • Use of technology • Streamlining bureaucracy • Partnership and shared services • Asset management 	<p>CMT</p> <p>Directors & Departmental Management Teams</p> <p>Capital Programmes Mgr ICT Manager P&I Manager HR Manager Finance Manager Law & Gov manager</p>	<p>Delivered in the short / medium term through Departmental and Service planning and Review programme.</p>	<p>The Council has clear direction on its efficiencies agenda, with responsibilities set out. The Efficiencies Strategy will pull together the relevant reviews and other initiatives that are ongoing across the Council and ensure savings targets in these areas are clearly identified and monitored throughout the year.</p>

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RISK MANAGEMENT

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Deliver the Risk Management Development Plan	CMT Directors & Departmental Management Teams Law & Gov Mgr	TBA	All key risk areas are being managed
Ensure the all Risk Registers are complete and up to date	CMT Directors & Departmental Management Teams Law & Gov Mgr	All registers updated by June 2012.	Clear risk management/Governance strands connect the Council's Key Priorities to service delivery
Ensure all Councillors and managers have a clear understanding of risk management, their roles, responsibilities and duties.	CMT Directors & Departmental Management Teams Law & Gov Mgr	Initial delivery through induction in May/June 2012 followed up by learning and development programme.	All Councillors and managers are more confident and informed about risk management

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USE OF RESOURCES

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Ensure Councillors and managers understand the Councils Financial Planning and Budgeting Framework, reserves policy, financial regulations, revenue budget and capital budget,	Director of Corporate Services Finance Manager Executive Manager HR Manager	Initial delivery through induction in May/June 2012 followed up by learning and development programme.	Shared understanding of the Councils key financial policies is critical to Councillors and managers making prudent financial decisions, implementing those decisions and reporting on and monitoring their impact.
Continue to develop ways of engaging constructively between Councillors and managers on the financial planning process (both in formal Committee meetings and groups such as the Future Finance Team or any replacement)	CMT & Director of Corporate Services Finance Manager Executive Manager	Formal / informal member officer engagement arrangements to be describe as part of induction in May/June 2012 followed up by shared learning and development from September 2012.	Councillors and managers are both better informed and as a result, can take more informed decisions – more able to balance aspirations with resources available
Deliver Budget Responsible Office training as part of the suite of mandatory training for managers	CMT Finance Manager HR Manager	Key component of staff learning and development programme from September 2012.	All BROs to have received training and be more able to demonstrate effective financial stewardship of budgets.
Continue to work to align the Financial Planning and Budgeting Framework with the Planning and Performance Management Framework	Director of Corporate Services & CMT Finance Manager P&I Manager	Strategic Financial and Service direction updated in September / October 2012. Budget and service planning timetables aligned December 2012 to March 2013.	More effective aligning of the service planning and budget setting processes should allow Councillors to provide direction for officers at an earlier stage of the planning cycle. This should avoid huge growth being reported late in the budget setting process.

Shetland Islands Council Improvement Plan 2012 to 2017 – Draft

USE OF RESOURCES			
FINANCIAL POSITION			
Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Ensure clear and informative financial reports are provided to Councillors and management on a regular basis setting out the Councils performance against budget and projections.	Director of Corporate Services & CMT Finance Manager	Regular financial reporting to Committee, Council and CMT from April 2012.	Councillors and management are receiving quality financial information on a regular basis, which informs and allows them to scrutinise financial performance
Ensure spending decisions are taken are in line with financial policies, approved budgets and savings targets. Where there is risk of breach prompt make sure remedial action is proposed and taken.	Director of Corporate Services & CMT Directors & Departmental Management Teams Finance Manager	Each review will present results to Committee / Council. Service and Budget planning timetables aligned.	Councillors and management are clear about the implications of the recommendations, decisions and actions they are taking and where they would breach financial targets or strategy then that is understood and compensatory action is taken

Shetland Islands Council Improvement Plan 2012 to 2017 – Draft

USE OF RESOURCES
PEOPLE MANAGEMENT

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Develop and agree an HR Strategy	CMT HR Manager	By September 2012 for updated strategy.	The Council has a high-level vision in place which provides direction to delivery of HR services
Develop a staff and management development programme. To include training on: <ul style="list-style-type: none"> managing in a political environment influencing skills Scheme of Delegations 	CMT HR Manager	September 2012 to March 2013 for initial programme.	Managers are more effective at working with the political system in the Council, better understand the way decisions are made and how to play a meaningful role in this.
Carry out a review of training across the Council to ensure that an effective and efficient approach is consistently taken.	CMT HR Manager Schools Mgr	Included in Induction in May / June 2012. Followed up in learning and development programme September 2012 to March 2013	The Council can show that it has the most efficient model in place to meet employees' training demands.
Develop a more effective approach to succession planning, to allow the Council to create its own replacements for leavers.	CMT HR Manager	Part of HR strategy	Difficult to fill vacancies are being filled from within the Council rather than having several abortive recruitment processes.
Complete competency framework and link to Employee review and development	CMT HR Manager P&I Manager	Updated review and development policy adopted by June 2012 and implemented thereafter.	Employees are fulfilling their obligations under Single Status job redesign and the risk of equal value claims is reduced.
Define how organisational performance should be measured i.e. absence rates; turnover rates; exit interviews; staff satisfaction rates; staff efficiency and map cause and effect to it getting better	CMT HR Manager P&I Manager	Delivered through PPMF, measures agreed by April 2012, reporting from June 2012.	The Council has a clearer understanding of what constitutes organisational performance
Review staff terms and conditions to seek efficiencies and ways to incentivise employees / recognise good performance	CMT HR Manager	Delivered through Employee Partnership Group from March 2012	The Council has an effective employee rewards structure that rewards good performance

Shetland Islands Council Improvement Plan 2012 to 2017 – Draft

USE OF RESOURCES			
ASSET MANAGEMENT			
Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Create one Asset Register – including property and non-property assets	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	By June 2012	The Council has a comprehensive and up-to-date database of all its assets.
Continue to develop and deliver the Asset Strategy	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	Next operational update June 2012	Strategic direction is in place to guide all delivery of asset management services, achieving efficiencies wherever possible.
Ensure the Gateway process is applied to all capital projects with full option appraisal and life-cycle costing.	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	Delivered through Capital programme method.	The Council has a fully prioritised programme for capital works over the next 5 years.
Ensure that the Policy on the Disposal of Surplus Assets is being applied consistently – buildings being sold if vacant for longer than 6 months	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	Delivered through Asset Strategy group	Council can demonstrate that the property it owns is being fully utilised and also realises income from the sale of unused / underused properties.
Develop effective measures for asset usage and monitor these on an ongoing basis – e.g. staff to cubic area ration	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	Part of Asset strategy and Departmental and Service Planning.	The Council can demonstrate that it is getting the best use out of its accommodation, with cashable efficiency savings being made / disposal of surplus assets wherever possible.
Deliver a programme of Council premises access audits	CMT Directors & Departmental Mgmt Teams Capital Program Mgr		The Council can demonstrate that it is meeting equality obligations under the Disability Discrimination Act.

Shetland Islands Council Improvement Plan 2012 to 2017 – Draft

USE OF RESOURCES			
PROCUREMENT			
Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Update the Procurement Strategy, develop an Action Plan and ensure that this is applied consistently	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	Delivered through Procurement Strategy	The Council can demonstrate that it is making savings in the way it buys its goods and services
Ensure that Integra capabilities are fully utilised to improve online ordering	CMT Directors & Departmental Mgmt Teams Capital Program Mgr ICT Mgr Finance Mgr	Delivered through Procurement Strategy	The Council is getting best price and reducing admin time (similar to E-procurement Scotland)
More effective central direction to help the Council and partner organisations demonstrate more effective and aligned management of purchasing.	CMT Directors & Departmental Mgmt Teams Capital Program Mgr	Delivered through Procurement Strategy	The Council can demonstrate how it is working with its partners to maximise efficiencies in procurement
Train relevant staff across the Council, to enhance the levels of understanding and usage of e-procurement / Scotland Excel	CMT Directors & Departmental Mgmt Teams Capital Program Mgr HR Manager	Part of learning and development programme from September 2012.	Staff are aware of their responsibilities to procure goods and services as efficiently as possible and the ways of achieving this

Shetland Islands Council Improvement Plan 2012 to 2017 – Draft

USE OF RESOURCES
INFORMATION AND COMMUNICATIONS TECHNOLOGY

Actions Required	Responsible Officer	Timescales and Targets	Outcome from Activity
Maintain and develop Information Management Strategy	CMT Directors & Departmental Mgmt Teams ICT Manager	Delivered through ICT Strategy	The Council is able to demonstrate that it has a structured approach to managing information across service areas.
Ensure ICT for improved service, improved efficiency and reduced bureaucracy are considered within all service reviews, all departmental and service planning and all efficiency activity	CMT Directors & Departmental Mgmt Teams ICT Manager P&I Manager	Delivered through review programme, departmental and Service planning and ICT strategy.	Ensure that the Council is making the most of any improvement opportunities available via new technology.
Establish more effective technical links with NHS Shetland and other partners.	CMT ICT Manager	Delivered through ICT Management Board	Ensure ICT Strategy is aligned with the SOA and new technology is being introduced to support its delivery,



Shetland Islands Council

28 March 2012

REVENUE BUDGET 2012-13 ONWARDS	
COR – 01 – 12 F	
Report Presented by Director of Corporate Services	Corporate Services Department

1.0 Summary

- 1.1 The purpose of this Report is to provide additional background in relation to the approved 2012-13 revenue budget and identify opportunities to use the framework created to support future planning. The primary focus is to suggest that the opportunity be taken, as part of the development of the 2013-14 budget, to extend the financial planning period to coincide with the period of the next Council, ie until 2017.

2.0 Decision Required

- 2.1 Members are asked to:-
- 2.1.1 Approve that a further report be submitted by no later than 30 September, ideally during August and once the annual accounts for 2011-12 are completed, in relation to the development of a medium term financial strategy covering the period to the 2017-18 financial year, ie 5 years.

3.0 Background and Detail

- 3.1 It is important to recognise the steps that have been taken by the Council in the last few years to more closely align financial resources with policy objectives, create capacity to encourage innovation by use of spend to save initiatives and, importantly, move towards a more sustainable financial position to support the delivery of services and also seek to restore and retain reserves. Had such action not been taken reserves would have been further reduced by almost £30m, ie the level of savings achieved.
- 3.2 The Council's current financial strategy, covering the years of 2012-13 and 2013-14, agreed in November 2011 built on the previous budget savings plan as agreed in February 2011, effectively making it a three year planning period. A financial planning period does not have a defined end date and must be part of a rolling process. It is appropriate

to review the process at key stages and following the formal approval of the 2012-13 budget it gives the opportunity to determine if the current framework should be extended. There are some other factors, including the Council elections in May, which suggest this could be an obvious point for such consideration.

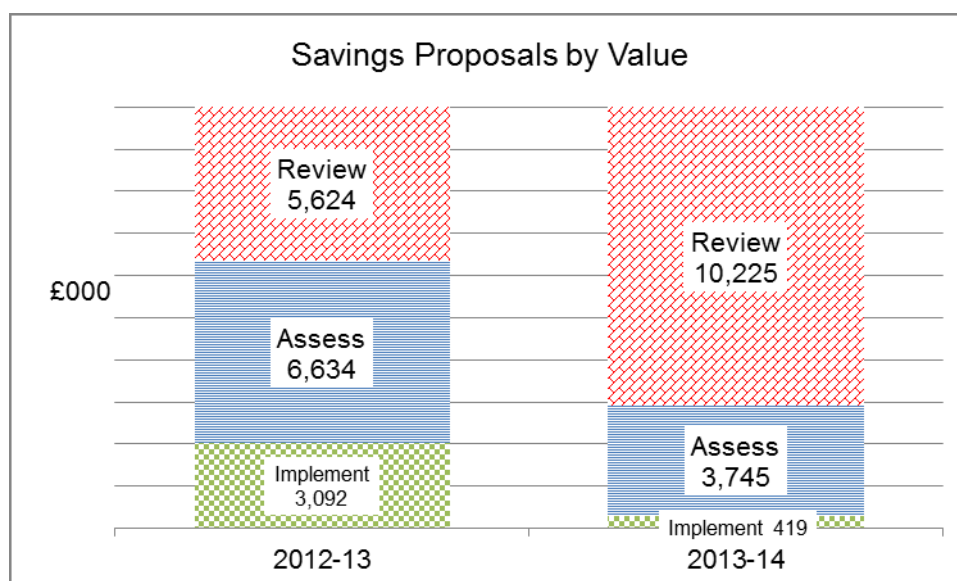
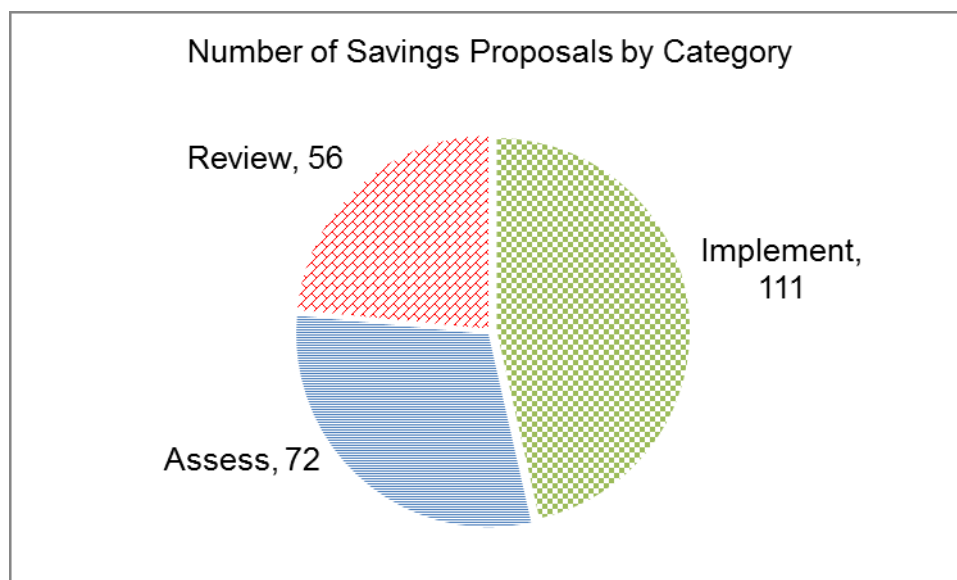
- 3.3 The updated policy on reserves is crucial to maintaining future service delivery. However, it must be recognised that the position on reserves is complicated by the fluctuations in the stock market and therefore any policy must be based over the longer term, which is largely why the Council approved a more robust reserves policy in December 2011. To retain the capital one of the key spend positions should be based on only using the annual returns to finance costs. This could lead to excessive fluctuations in spend and therefore it is important to have a finance strategy based over a number of years in order that when returns are low there will be a drain on the capital, within certain parameters, and when returns are high spend is kept constant with the excess returns being used to restore the capital.
- 3.4 The external funding framework provides greater certainty with the announcement of the level of Government Grant for the period until March 2015. In light of this and the factors, eg lower level of government grant, which have already contributed to a larger budget deficit over the period to March 2014 than anticipated when the original budget strategy was agreed, it is recommended that the opportunity be taken to review and develop a medium term financial strategy covering a 5 year period. The timescale for this would be a report to Council no later than the end of September, ideally sooner, which would help confirm the basis of budget preparation for 2013-14 and later years.
- 3.5 The Council post May will review and determine the main policy framework for the next few years and this will have an impact in terms of possible future resource allocation. Development of a medium term finance strategy will assist in the better integration of policy and financial planning.
- 3.6 At its meeting on 9 February 2012 the Council approved the budget for 2012-13 and noted the projections for 2013-14 based on resources available, utilisation of reserves and potential savings options as indicated in the following table:-

Table 1

GENERAL FUND REVENUE BUDGET

	2012-13	2013-14
	£000	£000
Total Expenditure	119,910	105,976
Funded by:-		
Government Grants	90,685	89,772
Council Tax	8,036	8,036
Trading activity	4,069	1,369
Sustainable draw on reserves	6,600	
Use of Reserves	10,520	6,799
	<u>119,910</u>	<u>105,976</u>

- 3.7 The savings options were identified under three categories of implement, assess and review. The following summarises the number and value of proposals under each category over the two years:-



- 3.8 Services continue to carry out a range of improvement work to enhance service delivery and improve overall efficiency. The approved budget reviews, along with work in relation to the Improvement Plan will further enhance this. In many instances work on the reviews has commenced and for others the timetables are being finalised and in order to ensure their timely completion, coupled with other improvement activity, it may be necessary to utilise funding within, as an example, the spend to save provision. It is imperative that work on these reviews progresses timeously and that, apart from those with later completion dates, they are brought before members at the earliest possible date in order that the outcome can be incorporated to the proposed strategy report as outlined in paragraph 3.4.
- 3.9 The above figures take no account of possible additional expenditure. New spend pressures, primarily inflation or variation of the current savings proposals could exert additional pressures on reserves. This provides further justification for the development of a longer term strategy to remain within approved reserves policy framework.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – There is a specific objective within the Corporate Improvement Action plan to ensure that, “the Council has established a rigorous process to ensure that its use of resources is on a footing consistent with implementing and sustaining its financial strategy, and demonstrate that it delivers services in a way which achieves Best Value”.
- 4.2 Community /Stakeholder Issues – None directly in relation to this report but as the budget strategy is further developed and some of the reviews proceed there will require to be engagement.
- 4.2 Policy And/Or Delegated Authority – The relevant policy is the overall financial policy framework. Whilst the Executive Committee’s remit is to advise the Council in the development of its strategic objectives, policies and priorities, including financial matters, it is considered that the wider issues covered in this report, particularly, as they related to the budget approved in February it is appropriate to refer this matter to the Council.
- 4.3 Risk Management – There are clearly risks to the Council’s financial strategy depending on future decisions and also in terms of service provision, the latter being highlighted in report F-011-F to the Council on 9 February 2012.
- 4.4 Equalities, Health And Human Rights – None in relation to this report but some of the matters referred to could have and will be reported at the appropriate time.
- 4.5 Environmental – None in relation to this report but some of the matters referred to could have and will be reported at the appropriate time.

Resources

- 4.6 Financial – None in relation to this report but as the budget reviews, and other budget approvals, progress there will be an impact in relation to the potential use of reserves in 2012-13 and future years.
- 4.7 Legal – None
- 4.8 Human Resources – None in relation to this report but some of the matters referred to could have and will be reported at the appropriate time.
- 4.9 Assets And Property – None in relation to this report but some of the matters referred to could have and will be reported at the appropriate time.

5.0 Conclusions

- 5.1 This report shows the significant progress made in the last two years in addressing the reduction in financial resources available to the Council.
- 5.2 In view of the reported changes to the financial position to March 2014, the potential for development of a revised future policy framework, along with the certainty provided by the three year grant settlement, the Council has the opportunity to develop a more robust medium term financial strategy linked to the term of the next Council. This will also allow it to develop a more closely aligned policy and financial strategy framework until 2017.

For further information please contact:

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16 March 2012

**Special Shetland Islands Council****28 March 2012****Community Plan and Governance Review****DV027-F****Report Presented by Executive Manager –
Community Planning & Development****Community Planning & Development
Development Services Department****1.0 Summary**

- 1.1 The purpose of this report is to present the new Community Plan, the draft Single Outcome Agreement and the proposed new Community Planning Governance Arrangements and seek Member's approval for the documents.

The Community Plan, draft Single Outcome Agreement and Governance Arrangements have been approved by the Community Planning Delivery Group, and now require approval by individual Community Planning Partner organisations.

2.0 Decision Required

- 2.1 The Council **RESOLVES** to approve;
- the Community Plan and Community Planning Governance Arrangements, and
 - the Single Outcome Agreement format, and
 - to give delegated authority to the Chief Executive to complete the Single Outcome Agreement in consultation with partner organisations and lead theme group officers

3.0 Detail**3.1 Community Plan and Single Outcome Agreement**

- 3.1.1 Shetland Community Planning Partnership has been working over the past months to develop a new Community Plan and Single Outcome Agreement for Shetland and new Community Planning Governance Arrangements based on extensive engagement and research.

3.1.2 The Community Plan (Appendix A) has been developed to achieve the Partnership's purpose, which is:

'To work together and with communities to make Shetland a place where people want to live, because of our quality of life, employment opportunities, our strong sense of community and our stunning environment'.

3.1.3 The Community Plan and Single Outcome Agreement outline the five priority areas that the Partnership has developed through the scenario planning exercise. They also outline the fifteen outcomes, which the partnership wishes to achieve. These outcomes reflect local circumstances and priorities but also support and contribute towards the Government's sixteen national outcomes.

3.1.4 In order to ensure progress is being made, the Plan also details what the Partnership is going to do and how success will be measured for each of the five priority areas. The outcomes and indicators are detailed in the Performance Framework (Appendix B).

3.1.5 The draft Single Outcome Agreement (Appendix C) provides further detailed information on each outcome, including targets, responsible organisations and baseline data. Further work is needed with partner organisations and lead officers from strategic theme groups to complete the document. Members are asked to approve the format, and to give delegated authority to the Chief Executive to complete the document in consultation with partner organisations and lead theme group officers.

3.2 Community Planning Governance Arrangements

3.2.1 A review of the Community Planning structures was undertaken for a number of reasons, including:

- The Audit Commission requested that the Council examine a number of key areas of business, as set out in the Council's improvement plan
- Members of the current Community Planning Partnership and Community Planning Delivery Group had expressed concerns about the added value of the highest strategic level of community planning in Shetland
- The Council had just approved a revised Governance structure, and there was a desire for strategic partnerships to dovetail with the Council and other organisational governance structures in order to streamline decision making and reporting; and

- The new Community Plan will require a robust Community Planning Partnership to ensure delivery on the key priorities and actions resulting from the scenario planning process

3.2.2 The proposed governance arrangements detailed in the Partnership Guide (Appendix D) have been developed following consultation with partner organisations and taking into account the views of the community ascertained during the scenario planning exercise.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – Approval of the Community Plan helps to determine the Corporate Priorities of the Council and each Community Planning Partnership partner organisation
- 4.2 Community / Stakeholder issues – The Community Plan, draft Single Outcome Agreement and Governance Arrangements have been fully consulted on with the community, relevant individuals and organisations across the public, private and voluntary sector through the scenario planning exercise, and through ongoing dialogue with partner organisations.
- 4.3 Policy and/or Delegated Authority – In accordance with Section 2.1.3 of the Council's Scheme of Administration and Delegations, the Community Plan and Single Outcome Agreement is a specific plan contained within the Council's Policy Framework set out in the Council's constitution (Part A - 3(2)). Approving, adapting or amending any plan within the policy framework is reserved to full Council (Part A - 3(1)).
- 4.4 Risk Management – Failure to develop and promote effective Community Planning arrangements including a shared vision and priorities leaves all partners exposed to a significant risk that their activities will not be most effectively direct or co-ordinated. Their effective renewal will also resolve one of the key risks identified in the Accounts Commission report.
- 4.5 Equalities, Health and Human Rights – The Community Plan commits partner organisations to actively monitor equal opportunities and adhere to statutory duties.
- 4.6 Environmental – None.

Resources

- 4.7 Financial – The Community Planning Partnership does not have any direct financial resources. Any costs associated with the functioning of the Community Planning Partnership are met from within existing budgets at Community Planning & Development Service.
- 4.8 Legal – None

- 4.9 Human Resources – Under the new Governance Arrangements, staff within the Governance & Law Service will be asked to provide administrative support to the new Community Planning Board.
- 4.10 Assets and Property – None

5.0 Conclusions

- 5.1 The adoption of the Community Plan and draft Single Outcome Agreement will set a clear strategic direction in relation to the Council's corporate and service planning. The approval of the new Governance Arrangements will ensure a robust Community Planning partnership to deliver on the key priorities.

For further information please contact:

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List of Appendices

Appendix A – Community Plan

Appendix B - Performance Framework

Appendix C – Single Outcome Agreement

Appendix D – Partnership Guide

END

Appendix A

shetland partnership

Community Plan and Single Outcome Agreement

Contents

- Introduction
- What have we done so far?
- National Context
- Scenario Planning
- Working Together
- New Structure / Shetland Partnership
- Our Priorities
- Implementation & Monitoring
- Contacts



Introduction

Community Planning is about public, private and voluntary organisations working together, and with communities, to plan and deliver better services which make a real difference to people's lives. Shetland, with its ancient heritage, distinctive culture and geographical position, has a long history of community involvement in local government, the development of services and local projects. Community Planning aims to enhance this involvement.

Shetland Partnership is the local Community Planning Partnership for the Shetland Islands Council area. Partners have a responsibility to provide strategic leadership and to ensure that they reflect the priorities detailed in the community plan within the plans and strategies of their own organisation.

How we use available resources will be key to influencing our success over the next three years. Service and financial planning continues to take place against a challenging environment for public sector spending. All parts of the public sector will need to reduce spending plans and the targets within the single outcome agreement are reflective of this situation.

This community plan commits us to the achievement of identified and shared outcomes and targets. The new community plan and the associated single outcome agreement builds on our achievements to date and demonstrates how we will continue to bring about improvements in our communities and impact on the issues that affect them in the period 2012 – 2015.



What have we done so far?

Since the publication of the previous Community Plan in 2004 - The Shetland Resolution, there have been a great number of achievements and some of these are summarised below. For further information, view our Single Outcome Agreement annual reports at www.shetland.gov.uk/

Community consultation and engagement guide

The partnership has developed a guide to ensure consistency in the way organisations involve local communities in Shetland. It is essential that an agency's relationship with communities is constructive and respectful. Therefore, this guidance is a reference and a learning source for those planning or wishing to carry out community engagement during the planning or delivery of services. It sets out the public and voluntary sector's approach to how dialogue and discussion with communities should take place, by establishing some guiding principles. These build on the National Standards for Community Engagement.

Community profiles

The Community Work Team, Shetland Islands Council, have developed a number of Community Profiles, to capture key data about each area of Shetland to inform services and service planning. For further information visit www.shetland.gov.uk/

Fairer Shetland - tackling poverty and inequalities

Shetland has allocated £265,000 to help tackle poverty and inequalities, through the Disadvantaged & Social Inclusion Fund. Some of this has been allocated to the Shetland Befriending Scheme, Shetland Community Bike Project, Voluntary Action Shetland to develop and deliver Parent Link Shetland, the Moving On Employment Project and Citizen's Advice Bureau and some to assist individuals and families to achieve their outcomes.

Community Engagement

Poverty is Bad – Let's Fix It!! - A youth led peer research approach designed to explore young people's perceptions and experiences of poverty, social exclusion and inequality.

Single Outcome Agreement

Since 2009, the partnership has agreed a Single Outcome Agreement with the Scottish Government. It focuses on what we do together to deliver improved outcomes for people in Shetland.

Audit of Community Planning

Following an Audit of Best Value and Community Planning that took place in 2010/11, we agreed to create a new community engagement strategy based on principles of structured community engagement, revise the governance structures for community planning and to bring community planning within the Planning and Performance Management Framework. All actions identified relating to Community Planning have been successfully completed.



Community Planning in Action

Brucehall Terrace

Brucehall Terrace Extra Care Housing is an exciting new development managed between the Council's Housing Service and Social Care Services. The aim of the project is to support tenants to remain as independent as possible, in the knowledge that staff are on hand at all times to provide appropriate care and support. Care and support on site is equivalent to that available in a residential care setting. The difference at Brucehall Terrace is that individuals continue to enjoy the benefit of holding their own tenancy.

Tenants are supported to maintain links with friends and relatives and to pursue their own interests. A core house on site provides a 'hub' where individuals can meet to enjoy social activities and organised events. The core house also provides a staff base to which there will be direct links for tenants at all times.

Poverty is Bad – Let's Fix It!!

A youth led peer research approach designed and implemented to explore young people's perceptions and experiences of poverty, social exclusion and inequality. The key messages, which need to impact on our ways of working, are:

- "Young people feel the lack of and expense of transport prevents them from accessing opportunities which leads to seeking excitement through alcohol and drugs.
- Young people feel the lack of transportation and its cost are factors leading to isolation, which can cause mental health and substance abuse issues."
- "Young people in Shetland find it hard to be an individual due to peer pressure and adult judgement."
- "Stigmatisation and labelling due to the 'Shetland Grapevine' have very negative impacts on young people."
- "Young people feel there are limited career choices in Shetland."
- "Shetlanders are not aware of poverty on the islands."
- "Young people are not aware of support services."

National Context

The Scottish Government's purpose is sustainable economic growth.

Success is monitored using seven purpose targets: economic growth; productivity; participations; population; solidarity; cohesion; sustainability

The Scottish Government's five national strategic objectives, which describe where the government will focus action, are:

- Wealthier & fairer
- Smarter
- Healthier
- Safer & Stronger
- Greener

Underpinning these are 16 key national outcomes, which set out what the government wants to achieve. The government tracks progress towards the outcomes using 50 national indicators.

Local Context

We have developed this community plan following our intensive scenario planning exercise in 2011. The scenario planning process was designed to explore and test alternative futures as a way of strengthening the strategic focus of the community planning partnership.

The process aimed to define key drivers for positive change in Shetland and use those to build a number of alternative futures that describe what life would be like in Shetland in 2030. This exercise mapped out an ambitious but achievable future for Shetland, and identified both potential opportunities and threats along the road to this future.

This community plan presents a shared policy response to the scenarios: it identifies a joint purpose, coupled with clear outcomes to define implementation both for partner agencies and for communities.

At the start of the process, a steering group representing public, community and private sector interests was established.

In order to build our knowledge of the present, information was gathered from the following sources.

- 27 interviews (involving a total of 37 people) with a variety of individuals chosen to represent different aspects of Shetland life, e.g. enterprise, energy, transport, health, voluntary sector, young people, local government, crofters, agriculture and aquaculture
- 15 group workshops (involving over 200 people), covering trade unions, public sector, cadets/apprentices, young people at school, fishing, tourism, construction, renewables, migrants, NHS, voluntary sector, community councils
- An e-survey, to which 448 people responded

This work provided very rich and detailed data including an overview of Shetland's current economic, social and environmental conditions, future opportunities and uncertainties. It also identified Shetland's key drivers for change:

Connectivity	Spirit / Culture	Energy Costs
Ageing Population	Population Migration	Reduction in Public Sector Funding
Degree of Control	Natural Resources	Community Funds (old and new)

We shared the data with partners at a scenario-building event, and reactions to these key drivers formed the potential scenarios, which could be realised in the area over the next 20 years.



Four scenarios were developed, all of which have informed the thinking behind this community plan.

- Got'n a Grip – describing strong local decision making and a good economic balance
- Joost da Wye o' It – describing strong local decision making, but a lack of economic balance
- Keeping on Knappin – describing poor local decision making, but a good economic balance
- In a Right Slester – describing poor decision making and a weak economic balance

The first of these is aspirational; it represents the vision of what Shetland could be in the future if there is a good economic balance and strong local decision-making.

The next two scenarios describe futures where either local decision-making or economic balance is weak. Each scenario describes how depending on the balance between those two factors certain areas may improve but others will decline.

The last scenario describes an alternative, which is not so desirable where both factors are weak.

The combination of these scenarios has made partners aware of the signals that could suggest a less favourable direction, and so give early notice of the corrective action required to return to progress that is more positive. In addition, each scenario has enduring actions that we would want to do regardless.

For further information about scenario planning and the process in Shetland visit, <http://www.shetland.org/2030/scenario-planning>

Although our vision for Shetland is long term this community plan and single outcome agreement covers the period 2012-2015 and we will review it annually.

Working Together

The Shetland Partnership leads community planning in Shetland. The partnership brings together the major public and voluntary sector agencies in the area. Its members are:

Statutory Partners

- Shetland Islands council
- NHS Shetland
- Northern Constabulary
- Highlands & Islands Fire and Rescue Service
- HIE Shetland
- ZetTrans

Non-statutory partners

Care Commission	Scottish Ambulance Service
Childcare and Pre-School Provider (private, public and voluntary)	Scottish Civic Trust
Citizen's Advice Bureau	Scottish Environmental Protection Agency
Community Alcohol and Drugs Team	Scottish Natural Heritage
Community Energy Scotland	Shetland College
Crown Office and Procurator Fiscal's Service	Shetland Amenity Trust
Department of Work and Pensions	Shetland Arts
Disability Shetland	Shetland Charitable Trust
Energy Saving Trust	Shetland Pre-School Ltd
Family Mediation	Shetland Recreational Trust
Historic Scotland	Shetland Children's Reporter and Children's Panel
Hjaltland Housing Association	Shetland Youth Information Service
Lerwick Port Authority	Skills Development Scotland
KIMO	Victim Support Shetland
Maritime and Coastguard Agency	Visit Shetland
Promote Shetland	Voluntary Action Shetland
North Atlantic Marine Centre	Women's Aid
Royal Society for the Protection of Birds	
Shetland communities and community groups	

Our Purpose

The purpose of the Shetland Partnership is:

To work together and with communities to make Shetland a place where people want to live, because of our quality of life, employment opportunities, our strong sense of community and our stunning environment.

Our Commitments

We will use resources efficiently and effectively and work together to improve our services especially in relation to priority areas such as:

Equalities

We will actively monitor equal opportunities, and adhere to statutory duties

Sustainability

We will make sustainable decisions and work to ensure that our actions meet our present needs without impinging on future generations

Community engagement

We will support the development of strong, active and inclusive communities that are involved in decision-making

Prevention and early intervention

We will work together to prevent problems for individuals arising in the first place, and to stop problems becoming more serious that are already evident

Our core values

Behind this purpose are a set of core values, which underpin the work of the partnership:

Accountability

We will regularly monitor performance and be accountable to the Shetland community by publicising the results.

Fairness

We will work together to close the opportunity gap between disadvantaged individuals or communities and the rest of Shetland, and will focus resources on the areas where exclusion is greatest.

Openness

We will work openly with each other and achieve progress through consensus

Partnership

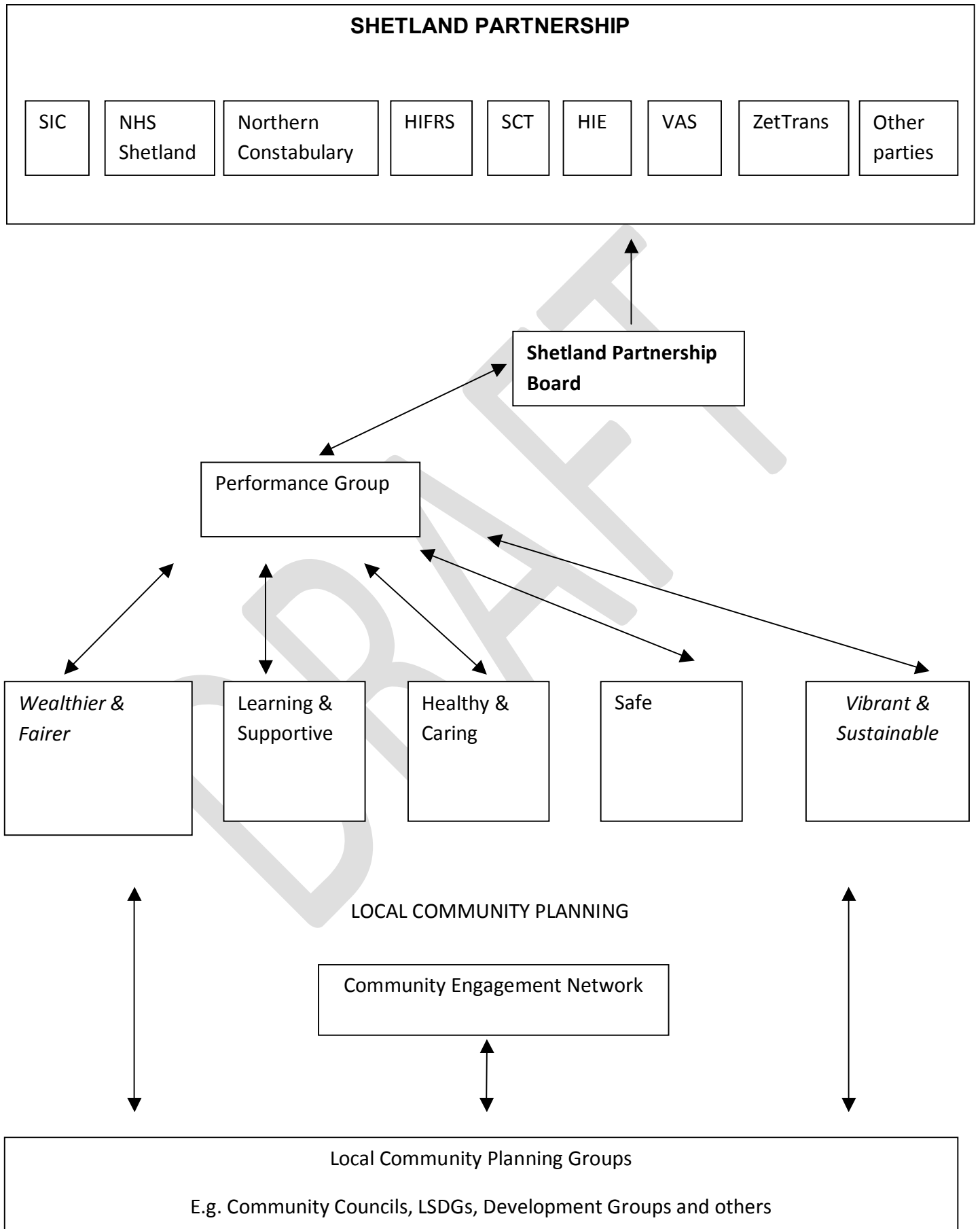
We will work together and with the Shetland community in a smarter way to find new solutions and will encourage communities to recognise their important role in community planning work

New Structure

In order to ensure our Community Planning Partnership structure is robust and can deliver on our key priorities, we have developed the following new structure:

- Dissolve the current Community Planning Delivery Group and replace with a Shetland Partnership Board, and a Performance Group.
- The Partnership Board sets the strategic direction for community planning in Shetland. The membership includes all statutory partners, and key non-statutory partners, including representatives from the Voluntary Sector and the Charitable Trust. The Board meets at least four times a year.
- The role of the Performance Group is to oversee the development and support the delivery of the Single Outcome Agreement. Membership is open to the most senior officers from member organisations, and representatives from each theme group as invited. The Performance Group meets at least four times a year.
- Existing strategic partnerships or a new Theme Group of representatives from a number of existing key partnerships will take lead responsibility for each theme. Their role is to develop and ensure delivery of the relevant policy areas and associated outcomes of the Single Outcome Agreement. Theme Groups will also be responsible for gathering necessary performance information and reporting progress to the Performance Group, and taking a lead role in the development of future Single Outcome Agreements.
- Establish a Community Engagement Network, who will ensure community engagement is at the heart of community planning. The Network will meet at least six times a year, and will be responsible for organising Shetland Partnership summits, and an annual Citizens Panel survey.
- Explore and clarify the options for deliver of community planning at a local level in Shetland, taking into account the role of existing LSDGs, Community Councils and other local groups. The Community Engagement Network will consider options and report to the Board within three months.
- The role of the overarching Shetland Partnership is to support and enhance community planning with particular regard for community engagement and partnership working. The partnership does not have a fixed membership, and summits are open to anyone involved in community planning.

The Partnership structure is represented in the diagram on the following page. Further details about the Partnership governance arrangements and the role of each group can be found in the Partnership Guide.



Our Priorities

This community plan and single outcome agreement outlines the five priority areas that the partnership has developed through the scenario planning exercise.

Communities that are:

- Wealthier & Fairer
- Learning & Supportive
- Healthy & Caring
- Safe
- Vibrant & Sustainable

It also outlines the fourteen outcomes, i.e. results, which the partnership wishes to achieve in terms of quality of life and life opportunities for individuals, families and communities within Shetland.

These outcomes reflect our local circumstances and priorities but also support and contribute towards the Government's sixteen national outcomes.

In order to ensure that we know we are making progress in delivering our outcomes, we have also detailed what we are going to do and how we measure success for each of our five priority areas.



Communities that are wealthier and fairer

Local Outcomes	How we will measure success	Examples of what we will do
<ol style="list-style-type: none"> 1. Shetland has sustainable economic growth with good employment opportunities 2. We take pride in a strong, fair and inclusive society; and in our culture 3. We have financial sustainability and balance across all sectors with efficient and responsive public services and a reduced reliance on the public sector 	<ul style="list-style-type: none"> • Increase sustainable economic growth • Improve productivity • Increase the number of businesses / start up rate • Increase exports • Improve digital infrastructure • Population growth • Increase economic participation • Improve Shetlands reputation for products and services • Sustain quality of life • Increase cultural engagement • Public / Voluntary / Private sector balance 	<ul style="list-style-type: none"> • Deliver economic benefits to Shetland through implementation of key economic development strategies across all sectors • Support growth through delivery of the Business Gateway service • Continue to develop and implement costed plan for the delivery of high speed data links to all communities in Shetland • Map and market Shetland Marine resources • Enable the local electricity grid to accept more renewable energy generation • Continue to work with Total E&P and Petrofac to maximise employment and skills development opportunities during the construction phase of the gas plant

The Council's Economic Development Service and Highland & Islands Enterprise Shetland are responsible for leading on this theme, supported by the Community Regeneration Partnership.

Economic Development intends to explore options on how to engage with industry, which will include consideration of re-establishing the former Industry Panels. The Tourism panel continues to meet and will ensure a representative view in this sector.

Shetland's economy has remained relatively strong in the face of the recent national and international economic downturn. While employment in the isles is still dominated by the public sector, the combined fisheries sector (catching, processing and aquaculture) is the most significant sector in terms of economic output. Oil and gas developments continue to be a major factor in local economy, while retail and construction are significant contributors of employment and economic output. Unemployment remains at around 1.5% and is the lowest of any local authority in Scotland.



Communities that are learning and supportive		
Local Outcomes	How we will measure success	Examples of what we will do
<p>4. We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities</p> <p>5. Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p>6. We have improved the life chances for children, young people and families at risk</p>	<ul style="list-style-type: none"> • Improve the skill profile of the population • Increase the proportion of graduates from HE, FE and adult education going onto positive destinations • Increase research and development spending • Improve knowledge exchange from higher and further educational research to business • Increase the proportion of positive pre-school inspection • Improve levels of educational attainment • Increase the proportion of positive schools inspections • Increase the proportion of young people in learning, training or work • Improve children's services • Improve children's dental health • Increase the proportion of healthy weight children • Increase physical activity 	<ul style="list-style-type: none"> • Embed the GIRFEC ethos and values across agencies • Provide a range of appropriate, accessible parenting support services which meet the needs of parents and carers of children of all ages • Develop an approach and ensure that processes are in place to enable all vulnerable young people secure a positive destination • Develop an early years framework and implement it in practice by 2014 • Work with partners to ensure that Curriculum for Excellence is fully implemented by 2014 • Ensure the workforce in Shetland have the appropriate skills and experience to best meet children's needs • Develop a systematic approach to quality assure the services we provide to support delivery of services • Review and utilise the 2011 Shetland Regional Accounts to develop local strategies and plans and report to Skills and Learning Partnership

The Integrated Children & Young People's Strategic Partnership and the Skills & Learning Partnership are responsible for leading on this theme.

Services for learners are provided in a number of establishments across Shetland. These include schools, colleges and learning centres. The voluntary and independent sectors make an essential contribution in delivering services too. Over the next three years, there will be continuing opportunities to work creatively across all sectors to encourage initiatives and build capacity.

After several years of relative stability, Shetland, like all other areas in Scotland is facing a number of serious challenges. Instead of public sector growth, we are now faced with significant financial pressures, which are likely to continue over a period of years. This is impacting on both statutory and voluntary agencies. This presents us with a challenge, which is to deliver better services and outcomes within the same or reduced resources. We see this as an opportunity to find creative ways of doing things differently and better. We also recognise that this requires clear and imaginative strategic leadership.

Overall, the standard of services for children, young people and adult learners in Shetland is high, as evidenced by positive inspection reports and service user feedback.



Communities that are healthy and caring

Local Outcomes	How we will measure success	Examples of what we will do
<p>7. We have reduced key risk factors for poor health outcomes</p> <p>8. We have supported people to achieve their full potential at all life stages – from birth and early years through working lives to old age</p> <p>9. We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need</p>	<ul style="list-style-type: none"> • Reduce premature mortality • Reduce the percentage of adults who smoke • Reduce the number of alcohol related admissions • Increase the proportion of over 65s who live in housing rather than hospital or care setting • Reduce income inequality between individuals (solidarity) • Reduce inequalities in economic participation between areas (cohesion) • Reduce the proportion of individuals living in poverty • Reduce the number of households living in fuel poverty • Reduce children's deprivation • Reduce the percentage of adults who smoke in two most deprived SIMD quintiles in Shetland • Monitor the number of inequalities targeted successful smoking cessation attempts (at 4 weeks) against the local HEAT target 	<ul style="list-style-type: none"> • Implement the Public Health and Health Improvement Strategy 2012-22, and the CHCP Agreement 2012-15. Examples of specific actions include: • Review and further develop pathways for services for people with alcohol problems • Undertake an assessment of the needs of young adults (16-25) in relation to tobacco control and smoking cessation • Strengthen our data collection and analysis of smoking status in primary care linked with information on deprivation to allow better targeting of interventions • Work with partners who work with potentially harder to reach communities (such as housing outreach, voluntary sector) to support smokers to access smoking cessation services • Continue the implementation of the Well North programme; along with parallel work in workplaces and other settings to raise awareness and increase preventative activities and early interventions to tackle the major causes of premature mortality • Continued action as part of the 'Reshaping Care for Older People' programme, specifically work on re-ablement and support to help individuals maintain their independence (not just older people) • Support the concepts and actions generated by the 'Poverty is Bad – Let's Fix It!!' project, in particular to increase awareness and understanding of the issues of poverty, social exclusion and disadvantage in Shetland, including tackling the stigma associated with poverty, disadvantage and / or substance misuse

The Community Health and Care Partnership (and Health Action Team, which reports into the CHP Committee) are responsible for leading on this priority, along with the Fairer Shetland Partnership in relation to poverty and social exclusion.

As a population, Shetland is relatively healthy compared to the rest of Scotland. We have amongst the longest life expectancies and relatively low levels of the major diseases that kill prematurely. However, we know that within our generally healthy population, there are disadvantaged and vulnerable individuals and groups achieving poorer health outcomes compared to the rest of the community. We do also have significant problems with alcohol and obesity, and whilst we have already reduced smoking rates to amongst the lowest in Scotland, there are still people who are dying prematurely because of smoking related disease.

A major challenge for health and care services is the increasingly aging population; our aim is that people stay healthier for longer; by improving their health in earlier life, people are more likely to be able to stay in their own homes, remain active and involved in their communities and need reduced levels of health and social care.

The key to achieving improved outcomes in health and care is early intervention and prevention, starting in the early years and building resilience and independence throughout life.

In relation to poverty and social exclusion, UK Welfare Reform is resulting in a reduction in funding, provided through the benefit system. There will be a number of years of transition as people adjust to different expectations and levels of household income. The risk is that, as the income of some of the most vulnerable families in Shetland decreases, the demand for support services will increase dramatically. This includes debt advice, social housing, support employment services and social work.

Most households in Shetland are experiencing an overall reduction in household income (in real terms), and there are opportunities to assist individuals and households to cope with the increasing cost of heating and transport (Fuel Poverty and Transport Poverty).



Communities that are safe		
Local Outcomes	How we will measure success	Examples of what we will do
10. Shetland stays a safe place to live, and we have strong, resilient and supportive communities	<ul style="list-style-type: none"> • Improve people's perceptions about the crime rate and antisocial behaviour in their area • Reduce reconviction rates • Reduce crime victimisation rates • Reduce deaths, and serious and slight injuries on Shetland's roads 	<ul style="list-style-type: none"> • Progress work on Police & Fire reform as a Pathfinder authority • Support the Shetland Domestic Abuse Partnership to tackle the issue of domestic abuse throughout Shetland and to raise awareness of this issue with professionals and the wider community • Support the work of the Shetland Alcohol & Drug Partnership to assist in the delivery of services to address the issue of substance misuse throughout the Shetland community • Develop partnership working in relation to supporting young people to bring their dogs under control

The Shetland Community Safety Partnership is responsible for leading on this priority. The Partnership is a multi-agency partnership that brings together representatives from a range of agencies who, by working together, aim to make Shetland a place where people can live, work and visit without fear for their own or others safety.

Key local issues are identified and prioritised through the analysis of information and intelligence, which comes from sources including Northern Constabulary, Shetland Islands Council and the Shetland community. This process is known as Strategic Assessment and allows partner organisations to target resources more effectively and respond more quickly to emerging trends.

There is a real and distinctive gap between perception of crime and the reality and tackling this is a key challenge in terms of community reassurance around actual levels for the Shetland Partnership.

The most prevalent crimes worried about in Shetland are antisocial/disorderly behaviour, theft and associated crimes, vandalism, physical abuse and drink/drug-related incidents. Community safety concerns include driving at excessive speed, drink driving, alcohol misuse and availability of alcohol to young people.

The clear priority stated by Shetland respondents for the local police and partner agencies is drugs (including drug dealing and drug related crime/behaviour). Followed by road safety/speeding and drink related crime/behaviour.

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Communities that are vibrant and sustainable		
Local Outcomes	How we will measure success	Examples of what we will do
11. We have strong voluntary and social enterprise sectors, with increased capacity to deliver services based on needs and aspirations of local communities	<ul style="list-style-type: none"> • Increase the role of the voluntary sector, social enterprise and community enterprise • Improve access to suitable housing options for those in housing need 	<ul style="list-style-type: none"> • Deliver Participatory Budgeting Projects – Wir Community Wir Choice, Sound Choices, and You Choose • Implement the Local Housing Strategy
12. We live in well-designed, sustainable places	<ul style="list-style-type: none"> • Increase the number of new homes • Improve people's perceptions of their neighbourhood 	<ul style="list-style-type: none"> • Complete the Local Development Plan • Deliver effective land supply for future development and in particular housing
13. Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet out individual and business needs and enable us to access amenities and services	<ul style="list-style-type: none"> • Widen use of the Internet • Minimise transport restrictions • Increase the proportion of journeys made by public or active transport • Improve the state of historic sites 	<ul style="list-style-type: none"> • Implement review of NSWs service to establish how support to individuals and the community can be best delivered sustainable
14. We live and work in a renowned natural and built environment which is protected and cared for	<ul style="list-style-type: none"> • Increase people's use of outdoors • Improve the condition of protected nature sites • Increase abundance of birds: biodiversity 	
15. We deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment	<ul style="list-style-type: none"> • Improve the state of the marine environment • Reduce greenhouse gas emissions (sustainability) • Reduce Shetland's carbon footprint • Reduce the amount of waste generated • Increase renewable energy production 	

A number of partnership groups and organisations have a key responsibility in this area including:

- Voluntary Action Shetland
- Housing Strategy Steering Group
- ZetTrans
- Scottish Natural Heritage
- RSPB
- Carbon & Energy Group
- Development Services
- Infrastructure Services

As there are several key existing groups and organisations with responsibility for this theme, a new overarching theme group will be established to take a lead on this priority and ensure delivery of the outcomes.



Implementation and monitoring

The local outcomes and measures of success identified in the community plan will link directly to the indicators, targets and actions in the Single Outcome Agreement and the Government's strategic objectives.

Monitoring

To support this process the council is developing a new performance management framework, which will enable progress on the Single Outcome Agreement to be measured. It will also monitor activity, identify under-performance and the actions required to remedy this and demonstrate how these actions have influenced outcomes set out in the new community plan and the targets in the Single Outcome Agreement.

In addition, we will collectively monitor our progress against National Outcome 16 – Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Progress on our performance can be monitored on our website www.shetland.gov.uk/

Theme Groups

The chair of each theme group is responsible for reporting to the Performance Group, every six months on the actions linked to the theme for which they are responsible. The reports will include:

- Progress against projects, outputs and outcomes
- Barriers and risks to the achievement of the outcomes (unresolved)
- Emerging issues that affect the assumptions upon which actions are based

Partners have a responsibility to provide information to the Council's Improvement Service to inform this process. This will allow the partnership to review and refresh targets and indicators.

The Board will also publish an Annual Performance Report to highlight the Shetland Partnership's achievements and progress, and detailing any changes to targets and actions.

Action Plans

We will attach a Theme Group to each of the key priorities within this Plan. The Chair of each of the Theme Groups will develop an action plan, which details all actions that partners need to take to deliver on the outcomes laid out in this plan. The action plans will also detail a range of targets and indicators, clearly linked to the outcomes, to track progress. The plans will also highlight which partner is responsible for each of the actions and resources required. The Theme Groups are responsible for the delivery of actions identified in their respective action plan.

Contacts

If you would like any further information or advice, please contact:

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More information on community planning, the Shetland Partnership, and the community plan, can be found on our website: www.shetland.gov.uk/

PURPOSE

To work together and with communities to make Shetland a place where people want to live, because of our quality of life, employment opportunities, our strong sense of community and our stunning environment.

COMMITMENTS & CORE VALUES

Equalities Sustainability Engagement Prevention Accountability Fairness Openness Partnership

STRATEGIC OBJECTIVES

**WEALTHIER
& FAIRER**

**LEARNING &
SUPPORTIVE**

HEALTHY & CARING

SAFE

**VIBRANT &
SUSTAINABLE**

LOCAL OUTCOMES

LOCAL OUTCOMES

Shetland has sustainable economic growth with good employment opportunities

We take pride in a strong, fair and inclusive society; and in our culture

We have financial sustainability and balance across all sectors with efficient and responsive public services and a reduced reliance on the public sector

We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

We have improved the life chances for children, young people and families at risk

We have reduced key risk factors for poor health outcomes

We have supported people to achieve their full potential at all life stages – from birth and early years through working lives to old age

We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need

Shetland stays a safe place to live, and we have strong, resilient and supportive communities

We have strong voluntary and social enterprise sectors, with increased capacity to deliver services based on needs and aspirations of local communities

We live in well-designed, sustainable places

Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services

We live and work in a renowned natural and built environment which is protected and cared for

We deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment

HOW ARE WE DOING?

Visit www.shetland.gov.uk/
to track latest progress

Shetland Performance Framework – Measurement Set

LOCAL INDICATORS	Increase sustainable economic growth	Reduce premature mortality	LOCAL INDICATORS
	Improve productivity	Reduce income inequality between individuals (solidarity)	
	Increase the number of businesses / start up rate	Reduce inequalities in economic participation between areas (cohesion)	
	Increase exports	Reduce the proportion of individuals living in poverty	
	Improve digital infrastructure	Reduce the number of households living in fuel poverty	
	Population growth	Reduce children's deprivation	
	Increase economic participation	Reduce the percentage of adults who smoke in two most deprived SIMD quintiles in Shetland	
	Improve Shetlands reputation for products and services	Achieve targets for successful inequalities targeted smoking cessation attempts	
	Sustain quality of life	Improve people's perceptions about the crime rate and antisocial behavior in their area	
	Increase cultural engagement	Reduce reconviction rates	
	Public / Voluntary / Private sector balance	Reduce crime victimisation rates	
	Improve the skill profile of the population	Reduce deaths and serious and slight injuries on Shetland's roads	
	Increase the proportion of graduates from HE, FE and adult education going on to positive destinations	Increase the role of the voluntary sector, social enterprise, and community enterprise	
	Increase research and development spending	Improve access to suitable housing options for those in housing need	
	Improve knowledge exchange from higher and further educational research to business	Increase the number of new homes	
	Increase the proportion of positive pre-school inspections	Improve people's perceptions of their neighbourhood	
	Improve levels of educational attainment	Widen use of the Internet	
	Increase the proportion of positive schools inspections	Minimise transport restrictions	
	Increase the proportion of young people in learning, training or work	Increase the proportion of journeys made by public or active transport	
	Improve children's services	Improve the state of historic sites	
	Increase physical activity	Increase people's use of outdoors	
	Improve mental wellbeing	Improve the condition of protected nature sites	
	Improve the quality of healthcare experience	Increase abundance of birds: biodiversity	
	Reduce the percentage of adults who smoke	Improve the state of the marine environment	
	Reduce the number of alcohol related hospital admissions	Reduce greenhouse gas emissions (sustainability)	
	Reduce the number of individuals with problem drug use	Reduce Shetland's carbon footprint	
	Improve end of life care	Reduce the amount of waste generated	
	Increase the proportion of over 65s who live in housing rather than hospital or care setting	Increase renewable energy production	

Visit www.shetland.gov.uk/ to track latest progress

	Outcome	Background / Context	National Outcomes
1	Shetland has sustainable economic growth with good employment opportunities	Shetland's economy has remained relatively strong in the face of the recent national and international economic downturn. While employment in the isles in the public sector is highly significant, the combined fisheries sector (catching, processing and aquaculture) is the largest sector in terms of economic output. Oil and gas developments continue to be a major factor in local economy, while retail and construction are significant contributors of employment and economic output. Unemployment remains at around 1.5% and is the lowest of any local authority in Scotland.	1, 2

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
1	Increase sustainable economic growth	MacKay Consultants	Provisional 2% growth in 2011- Highest LA area Scotland 2011	Maintain economic growth	
2	Improve productivity	Shetland Regional Accounts	To be added (May 2012)	To be added	
3	Increase the number of businesses / start up rate	Scottish Committee of Clearing Bankers	5 year average between 2006 and 2010 = 3.3 business start-ups per 1,000 of population	2012 – Increase business start-up rate to 5 per 1,000 of population	
4	Increase exports	Shetland Employment Survey; Shetland Regional Accounts	32% of Shetland based companies currently engage in exporting with 42% classed as 'active exporters' (i.e. 10% or more of turnover is generated from exports). Trade balance figures to be added (May 2012)	Increase number of Shetland based companies classed as active exporters by 10%.	

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
5	Improve digital infrastructure	OFCOM Communications Infrastructure Report	41% of addresses in Scotland can access "Next Generation - Superfast Broadband - none in Shetland.		
6	Population growth	Scottish Census 2011	To be added (April / May 2012)		
7	Increase economic participation	Scottish Census 2011	Economically active July 2010 - June 2011 - Shetland 86% - Scotland 77% - Uk - 76%		
8	Improve Shetlands reputation for products and services	Economic Development / Promote Shetland			
	Required actions / commitment by local partners			Lead responsibility	Timescales
1.1	Deliver economic benefits to Shetland through implementation of key economic development strategies across all sectors			Economic Development Service	
1.2	Support growth through delivery of the Business Gateway service			Economic Development Service	
1.3	Continue to develop and implement costed plan for the delivery of high speed data links to all communities in Shetland			Shetland Telecoms	
1.4	Map and market Shetland Marine resources			Marine Renewables Group	
1.5	Enable the local electricity grid to accept more renewable energy generation				
1.6	Continue to work with Total E&P and Petrofac to maximise employment and skills development opportunities during the construction phase of the gas plant.			Economic Development Service	
	Scottish Government action / commitment required to deliver these outcomes				

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
	<p>We ask the Scottish Government to recognise the unique economic challenges faced by island communities and support the long-term health of our economy through positive policy decisions which support our priority developments and our core industries.</p> <p>In particular:</p> <ul style="list-style-type: none"> • Consult with local partners to identify best value and best long-term outcome from any supply-side telecommunication investment available; • Retain and develop incentives that support adoption of renewable energy and heat solutions which are either connected to the grid or off-grid; • Support electricity grid upgrades; • Support marketing and accreditation initiatives which seek to create a unique identity for Shetland and its products; and • Support the development of Business Gateway to enable the development of services tailored to the needs of the local economy. • We ask the Scottish Government to recognise the importance of social enterprises to peripheral communities and take action to support their future operation. 				
Links	<p><i>Economic development critically requires a skilled, flexible (outcome 4) and healthy (outcome 8) workforce and especially in a remote location like Shetland depends on effective transport links (outcome 13).</i></p> <p><i>For it to be sustainable it must respect the environment (outcome 14), be balanced (outcome 3) be supported by good decision making (outcome 15), built on equality (outcome 9) and engage with all sectors (outcome 11).</i></p> <p><i>Indicators and actions in these areas are therefore relevant to delivery of this outcome</i></p>				

	Outcome	Background / Context			National Outcomes
2	We take pride in a strong, fair and inclusive society; and in our culture				13
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
9	Sustain quality of life	BoS Survey	Highest in Scotland December 2011		
10	Increase cultural engagement	Under development			
	Required actions / commitment by local partners			Lead responsibility	Timescales
	Delivery of On the Cusp... - Shetland's Cultural Strategy (2009-2013)			Shetland Islands Council – Economic Development	
	Scottish Government action / commitment required to deliver these outcomes				
Links					

	Outcome		Background / Context		National Outcomes
3	We have financial sustainability and balance across all sectors with efficient and responsive public services and a reduced reliance on the public sector		As noted under outcome 1, overall Shetland’s economy has remained relatively strong in the face of the national and in international economies. The latest available figures (2008) indicate 26% of employment is in the public sector, a large number but a lower proportion then the Highland and islands as a whole (33%). Unavoidably Shetland Public sector organisations have had to contain costs due to the reductions in funding and it is important to the overall well-being of the islands that private and voluntary sector activity expands wherever possible to maintain high economic participation rates. Public sector resources and employment will continue to be highly significant going forward but long run expenditure must be in line with available resources. Private and third sector growth needs to be sustainable and profitable taking maximum advantages of our areas of relative economic advantage and strong traditions of local activism and involvement. Ultimately the resources and talents of all sectors need to be harnessed in partnership so they can complement each other effectively.		16
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
11	Public / Voluntary / Private sector balance		Size and sustainability measures for Private / Public and Voluntary sectors to be established.	Increase size of private, community, social relative to public and enhance their independent sustainability	
	Required actions / commitment by local partners			Lead responsibility	Timescales
3.1	Pathways to Mainstream Employment, through volunteering and supported employment, particularly at this time of national benefit changes			Shetland Islands Council	
	Scottish Government action / commitment required to deliver these outcomes				

Links	

	Outcome	Background / Context			National Outcomes
4	We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities				3
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
12	Improve the skill profile of the population	Annual Population Survey 2010	2006 - 13.2 % - 2007 - 12.5%, 2008 11.6%, 2009 *, 2010 *		
13	Increase the proportion of graduates from HE, FE and adult education going on to positive destinations	Shetland College / Adult Learning			
14	Increase research and development spending				
15	Improve knowledge exchange from higher and further educational research to business				
	Required actions / commitment by local partners			Lead responsibility	Timescales
4.1	Carry out the three-yearly Employers Survey, collate results and report to Strategic Partnership			Economic Development Service	
4.2	Develop resource-sharing mechanisms to support vocational education				
4.3	Review and utilise the 2011 Shetland Regional Accounts to develop local strategies and plans and report to Skills and Learning partnership			Economic Development Service	

Scottish Government action / commitment required to deliver these outcomes

- Ensure the continuation of the Education Maintenance Allowance (EMA)
- Ensure continued support is given to local authorities to implement Curriculum for Excellence in a systematic, consistent manner.
- Ensure continued support is given to local authorities to implement More Choices, More Chances and 16+ Learning Choices in a systematic, consistent manner.
- Ensure recognition and implementation of their responsibilities as set out in “Skills for Scotland – A Lifelong Skills Strategy.
- Improve publicised information on performance, with greater emphasis on positive destinations.

Links

	Outcome	Background / Context			National Outcomes
5	Our young people are successful learners, confident individuals, effective contributors and responsible citizens				4
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
16	Increase the proportion of positive pre-school inspections	HMle via Children's Services			
17	Improve levels of educational attainment	National figure based on PISA - Local from Children's Services			
18	Increase the proportion of positive schools inspections	HMle via Children's Services			
	Required actions / commitment by local partners			Lead responsibility	Timescales
5.1	Develop an approach and ensure that processes are in place to enable all vulnerable young people to secure a positive destination				
5.2	Work with partners to ensure that Curriculum for Excellence is fully implemented by 2014				

	Outcome	Background / Context			National Outcomes
6	We have improved the life chances for children, young people and families at risk				8
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
19	Increase the proportion of young people in learning, training or work	Children's Services or Skills Scotland			
20	Improve children's services	Children's Services	Number of positive inspection reports in the following service areas - preschool residential, short breaks, Fostering Adoption, and the Care Inspectorate		
23	Increase physical activity	Children's Services			
	Required actions / commitment by local partners			Lead responsibility	Timescales
6.1	Provide a range of appropriate, accessible parenting support services which meet the needs of parents and carers of children of all ages				
6.2	Embed the WYFY and GIRFEC ethos and values across agencies				
6.3	Develop an early years framework and implement it in practice by 2014				
6.4	Ensure framework is in place to support and resource Activity Agreements through MCMC and Bridges				
	Scottish Government action / commitment required to deliver these outcomes				

Links	

	Outcome	Background / Context			National Outcomes
7	We have reduced key risk factors for poor health outcomes				6
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
24	Improve mental wellbeing	Your Voice Survey			7.1, 7.4
25	Improve the quality of healthcare experience	Survey based			7.1
26	Reduce the percentage of adults who smoke	Scottish Household Survey	2010 15%	11% by 2014 5% by 2022	7.1, 7.3, 7.4, 7.5
27	Reduce the number of alcohol related hospital admissions	NHS	2009/10 761	600 by 2012/13 500 by 2014/15	7.1, 7.2
28	Reduce the number of individuals with problem drug use	CADSS			7.4
	Required actions / commitment by local partners			Lead responsibility	Timescales
7.1	Implement the Public Health and Health Improvement Strategy 2012-22, and the CHCP Agreement 2012-15			NHS Shetland, SIC – Community Care	
7.2	Review and further develop pathways for services for people with alcohol problems to ensure that services are accessible and working in partnership with each other			NHS Shetland	
7.3	Undertake an assessment of the needs of young adults (16-25) in relation to tobacco control and smoking cessation in order to further develop appropriate interventions and services.			NHS Shetland	
7.4	Continue the implementation of the Well North programme to undertake health			NHS Shetland	

	checks for people who are less engaged with healthcare services with this being mainstreamed in primary care by 2015; along with parallel work in workplaces and other settings to raise awareness and increase preventative activities and early interventions to tackle the major causes of premature mortality including cancer, heart disease and suicide.		
7.5	Strengthen our data collection and analysis of smoking status in primary care linked with information on deprivation to allow better targeting of interventions	NHS Shetland	
Scottish Government action / commitment required to deliver these outcomes			
	<ul style="list-style-type: none"> Continued focus on the determinants of health – so that people and communities have the opportunities to improve their own health. Coordinated & committed national approach to working with manufacturers, producers and retailers to provide/promote healthier food Develop single, streamlined performance monitoring systems for health and care services. Continued Government action on alcohol: specifically Alcohol Bill and implementing minimum pricing 		
Links	<p>The actions detailed above also contribute to the following outcomes: -</p> <p>We have improved the life chances for children, young people and families at risk</p> <p>We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need</p> <p>Shetland stays a safe place to live, and we have strong resilient and supportive communities</p>		

	Outcome	Background / Context			National Outcomes
8	We have supported people to achieve their full potential at all life stages – from birth and early years through working lives to old age				5, 15
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
29	Improve end of life care	NHS/Community Care			
30	Increase the proportion of over 65s who live in housing rather than hospital or care setting	NHS/Community Care	XX 2010/11	XX in 2012/13	
31	Reduce premature mortality	NHS			7.1, 7.4, 7.5
	Required actions / commitment by local partners			Lead responsibility	Timescales
8.1	Continued action as part of the 'Reshaping Care for Older People' programme, specifically work on re-ablement and support to help individuals maintain their independence (not just older people)				
	Scottish Government action / commitment required to deliver these outcomes				
Links	The actions detailed above also contribute to the following outcomes: - We have improved the life chances for children, young people and families at risk We have reduced key risk factors for poor health outcomes Shetland stays a safe place to live, and we have strong resilient and supportive communities				

	Outcome	Background / Context	National Outcomes
9	We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need	<p>The impact of the global recession on Shetland is uncertain, but good planning is required to minimise impact.</p> <p>UK Welfare Reform is resulting in a reduction in funding, provided through the benefit system, for many families and individuals. There will be a number of years of transition as people adjust to different expectations and levels of household income. The risk is that, as the income of some of the most vulnerable families in Shetland decreases, the demand for support services will increase dramatically. This includes debt advice, social housing, support employment services and social work.</p> <p>Most households in Shetland are experiencing an overall reduction in household income (in real terms), and there are opportunities to assist individuals and households to cope with the increasing cost of heating and transport (Fuel Poverty and Transport Poverty).</p> <p>The Scottish Government expect Community Planning Partnerships to set out, through the Single Outcome Agreement, how local areas will assist them to meet the targets set out in the Child Poverty Act (2010). This includes making the right combination of decisions to ensure the greatest impact on child poverty at local level, through the three social frameworks. These frameworks are underpinned by the following principles:</p> <ul style="list-style-type: none"> • Prevention of problems in the first place; • Early intervention if problems have already started to manifest themselves; • Joined up delivery; and • A person centred approach to addressing poverty and inequality. <p>And are further backed by the Christie Commission's recommendations.</p>	7

There is therefore a need to stop crisis management, through early intervention and a focus on individuals and families and achieving their outcomes.

It is now understood, locally and nationally, that the best way to tackle poverty and social exclusion in a rural area, such as Shetland, where it is dispersed, is to provide an individual, out-come focused approach. Those individuals who are particularly vulnerable continue to be:

- young people whose parents are not able to ensure they are able to access opportunities and grow up feeling a part of the community within which they live;
- adults of any age who have low self-esteem and/or poor mental health, often due to situations which have developed as a result of negative experiences in the past and can result in homelessness and substance misuse. This is particularly acute if their situation is not understood by the community within which they live;
- those who are physically disabled or with a long-term illness and their carers, when they do not receive adequate support and understanding;
- those looking after a young family without access to their own transport, particularly those living in remote areas of Shetland;
- older people unable to access opportunities that would enable them to feel a part of the community.

There is also evidence of social exclusion for ethnic minority individuals in Shetland, whether cultural or as a result of employer barriers, and of degrees of social exclusion for white incomers to Shetland.

A youth led peer research approach was designed and implemented to explore young people's perceptions and experiences of poverty, social exclusion and inequality. The key messages which need to impact on our ways of working are:

			<p>“Young people feel the lack of and expense of transport prevents them from accessing opportunities which leads to seeking excitement through alcohol and drugs.</p> <p>“Young people feel the lack of transportation and its cost are factors leading to isolation, which can cause mental health and substance abuse issues.”</p> <p>“Young people in Shetland find it hard to be an individual due to peer pressure and adult judgement.”</p> <p>“Stigmatisation and labelling due to the ‘Shetland Grapevine’ have very negative impacts on young people.”</p> <p>“Young people feel there are limited career choices in Shetland.”</p> <p>“Shetlanders are not aware of poverty on the islands.”</p> <p>“Young people are not aware of support services.”</p>		
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
32	Reduce income inequality between individuals (solidarity)	SG Poverty Web Area	Data indicates a fall from 20% to 15%		9.1 & 9.2 (+ pathways to mainstream employment)
			Potential for YV (EP to follow up with SG PSE Survey)		
33	Reduce inequalities in economic participation between areas (cohesion)	Nomis	JSA December 2011 - Shetland 1.3% - Scotland 4.1% - UK 3.9%		9.1 & 9.2 (+ pathways to mainstream employment)
			October 2011: 7% (1,000) (of which 179 on JSA)		
34	Reduce the proportion of individuals living in poverty	Income & Poverty Stats Web Area	2004: 1492 (6.8% of population)		9.1 & 9.2 (+ pathways to mainstream employment)
		SIMD/ NOMIS Annual	2006: 1934 (8.8% of population)		
			2009: 1870 (8.42% of population)		

35	Reduce the number of households living in fuel poverty	Scottish House Condition Survey Annual	36% (15% of these are in extreme fuel poverty). 61% not in fuel poverty. 4% unobtainable (Shetland 2008/10). Continued increased in household fuel costs. Potential for YV		
36	Reduce children's deprivation	HM Revenues and Customs Annual	200 families receiving out of work benefits 1600 families receiving in work benefits (WFT / CTC) 2009/10 / N.B.: to nearest '00 It is estimated that there are currently approx. 2,400 families in Shetland.		9.1-9.7
37	Reduce the percentage of adults (15+) who smoke in two most deprived SIMD quintiles in Shetland.	Measured using GP data		Reduce the percentage of smokers in the two most deprived quintiles in Shetland to the same level as the whole Shetland population.	9.8
38	Achieve targets for successful inequalities targeted smoking cessation attempts	HEAT target		Achieve a total of 104 quits by end March 2014 (38 by March 2012; 72 by March 2013)	9.8
	Required actions / commitment by local partners		Lead responsibility		Timescales
9.1	Implement the Fairer Shetland Framework (in particular actions 8.2-8.6 below)		Fairer Shetland Partnership		2012/13 and annual refreshes
9.2	Promotion and support for a more thrifty approach to living		Fairer Shetland Partnership		2012/13
9.3	Deliver on Parenting Strategy and support development and implementation of a community-led parenting project		Children's Services, SIC/NHS Shetland / Fairer Shetland Partnership/Voluntary Action Shetland		2012/13
9.5	Increase awareness and understanding of the issues of poverty, social exclusion and		Fairer Shetland Partnership/ SADAP/Young People		2012/13

	disadvantage in Shetland, including tackling the stigma associated with poverty, disadvantage and/or substance misuse		
9.6	Enabling people to access social networks that enable them to have a good quality of life and retain a positive pathway, including the development of the Shetland Smart Card	Fairer Shetland Partnership/ Community Planning and Development / ICT	2012/13
9.7	Support the concepts and actions generated by the 'Poverty is Bad – Let's Fix It!!' Project	Fairer Shetland Partnership/ Youth Services / young people	2012/13
9.8	Work with partners who work with potentially harder to reach communities (such as housing outreach, voluntary sector organisations) to support smokers to access smoking cessation services	NHS Shetland	2012-2014

Scottish Government action / commitment required to deliver these outcomes

	<ul style="list-style-type: none"> • Support rural CPPs in the development of indicators to measure poverty in rural areas, complementary to SIMD. • Ensure Rural Policy considers issues surrounding rural poverty. • Support to seek fairer fuel prices. Heating and transport fuel prices are much higher than UK average. This impacts on the amount of income households have to spend on items like food and clothing. Those who are getting out of fuel poverty are falling back into fuel poverty due to continuing increases in fuel prices. • Support to introduce a more equitable electricity system across Scotland. Households that rely on Electricity card meter systems are paying more for their electricity – those on low income are more likely to have card systems.
Links	Tackling inequalities and ensuring services are targeted at those most in need cuts across all other outcomes, as it is about the way we approach service delivery and support. In particular, for example, in ensuring sustainable economic growth is able to benefit everyone in Shetland, enabling those furthest from the workplace to be supported into employment (Outcomes 1-3); in ensuring all our young people, and adults get the support and training required to achieve their potential (Outcomes 4-6); and in enabling people to participate in the communities within which they live (Outcomes 10-13 in particular).

	Outcome	Background / Context	National Outcomes
10	Shetland stays a safe place to live, and we have strong, resilient and supportive communities	<p>Fear of crime is something that can affect anyone at any time. There is a real and distinctive gap between perception of crime and the reality and this is a difficult issue to tackle in terms of community reassurance around actual levels.</p> <p>In the <i>Your Voice</i> (Autumn 2009) survey, 72% of respondents felt that there is little crime in Shetland, 21% felt that there is a lot of crime in Shetland and 6% felt otherwise. 90% of respondents rated a low crime rate in Shetland as being very important. 11% of respondents indicated that they had been victims of crime in the past year and the area with the highest proportion was the North Mainland, where 19% of respondents had been victims followed by Lerwick and Bressay with 17%. These respondents stated that antisocial behaviour; theft, vandalism and disorderly behaviour/intimidation were the most prevalent crimes in which they had been victims. 23% of respondents stated that they were worried about being victims of crime, with the highest proportion of respondents who were worried about crime being in the South Mainland. The most prevalent crimes that they were worried about were antisocial/disorderly behaviour, theft and associated crimes, vandalism, physical abuse and drink/drug-related incidents. Northern Constabulary Community Consultation Report 2009 showed that 72% (241 respondents) rated Shetland as being “a very safe place to live (compared to 55% at Force-area) and a further 25% (77 respondents) felt that it was a “fairly safe area”. Generally with 97% very satisfied or fairly satisfied this is overall to the overall Force results where 96% rated their area as safe or very safe as also consistent with previous surveys.</p> <p>Community safety concerns raised included driving at excessive speed was the main issue mentioned as being either major or a minor concern by 64% (210 respondents) of Shetland Island respondents. Drink driving 60%, alcohol</p>	9, 11

misuse 58% and availability of alcohol to young people 55% were also cited most frequently as of being a major or minor concern. Also contained within this report was that the clear priority stated by Shetland respondents for the local police and partner agencies was drugs (including drug dealing and drug related crime/behaviour), with 73% respondents stating this, almost twice the level of the Force area results (38%). This is in line with 2007 Survey results from Shetland. Road safety/speeding (36%) was the next most frequent response (similar to Force area results) and the third most frequently cited priority was drink related crime/behaviour (28%), which was higher than the Force area as a whole (19%).

In 2010, the Shetland Community Safety Partnership carried out their first Strategic Assessment. Its aim was to provide an analytical overview of the community safety priorities of the Shetland community and its purpose is to establish clear, evidence-based priorities for the Partnership for the next 12 months.

As a result of the strategic assessment process, the following were classified as very high or high priority areas. These are

- Domestic Abuse
- Controlled Drugs
- Underage Drinking

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
39	Improve people's perceptions about the crime rate and antisocial behaviour in their area	Police			
40	Reduce reconviction rates	Northern Community	Denise	Denise	

		Justice Authority			
41	Reduce crime victimisation	Northern Constabulary: Annual	Jason	Jason	
42	Reduce deaths and serious and slight injuries on Shetland's roads	Northern Constabulary: Annual	2010: Killed - 1 Serious Injury - 3 Slight Injury - 55 (These statistics are for Shetland)	The Scottish Government has set ambitious casualty reduction statistics for 2011-2020, with milestones set for 2015. These are: <ul style="list-style-type: none"> • 40% reduction in people killed by year end 2020 (30% by 2015) • 55% reduction in people seriously injured by year end 2020 (43% by 2015) • 50% reduction in children aged under 16 killed by year end 2020 (35% by 2015) • 65% reduction in children aged under 16 seriously injured by year end 2020 (50% by 2015) 	

	Required actions / commitment by local partners	Lead responsibility	Timescales
10.1	Progress work on Police & Fire reform as a Pathfinder authority	Shetland Islands Council	March 2013
10.2	Support the Shetland Domestic Abuse Partnership to tackle the issue of domestic abuse throughout Shetland and to raise awareness of this issue with professionals and the wider community	Shetland Domestic Abuse Partnership	Ongoing
10.3	Support the work of the Shetland Alcohol & Drug Partnership to assist in the delivery of services to address the issue of substance misuse throughout the Shetland	Shetland Alcohol & Drug Partnership	Ongoing

	community		
10.4	Develop partnership working in relation to supporting young people to bring their dogs under control	SIC, Environmental Health	
	Scottish Government action / commitment required to deliver these outcomes		
	Policy and Legislation to enable local partner organisations to take a pragmatic approach to minimising alcohol abuse Prioritise dealing with drugs and the effects of drugs Continue to highlight importance of safety for individuals and communities		
Links	http://www.shetland.gov.uk/communitysafety/StrategiesPlans.asp http://www.shetland.gov.uk/communitysafety/documents/SDAPStrategy2009-2012.pdf		

	Outcome		Background / Context		National Outcomes
11	We have a strong voluntary sector and social enterprises, encouraging community enterprise and cooperatives, with increased capacity to deliver services based on needs and aspirations of local communities				
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
43	Increase the role of the voluntary sector, social enterprise and community enterprise				
	Required actions / commitment by local partners			Lead responsibility	Timescales
	Develop Social Enterprise by delivering on all the actions resulting from the Shetland Social Enterprise Research			VAS	March 2012
	Ensure support is in place for delivery of Shetland’s Community Engagement Strategy				
	Build on Shetland’s strong volunteering traditions at this time of public sector cuts			Community Work / VAS	March 2012
	Support and develop a strong Third Sector			VAS / Community Work	March 2012
	Ensure there is strong community leadership to migration				
	Scottish Government action / commitment required to deliver these outcomes				
Links					

	Outcome	Background / Context			National Outcomes
12	We live in well-designed, sustainable places				10
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
44	Improve access to housing options for those in housing need		2009-10 - 35%		
45	Increase the number of new homes	Housing / Planning			
46	Improve people's perceptions of their neighbourhood	Scottish Household Survey			
47	Widen use of the Internet				
	Required actions / commitment by local partners			Lead responsibility	Timescales
12.1	Deliver Participatory Budgeting Projects – Wir Community Wir Choice, Sound Choices, and You Choose			SIC, Environmental Services	
12.2	Implement the Local Housing Strategy			SIC, Housing Service	
12.3	Complete the Local Development Plan			SIC, Planning	
12.4	Deliver effective land supply for future development and in particular housing			SIC, Planning	
12.5	Implement review of community outreach services to establish how support to individuals and the community can be best delivered sustainably			SIC, Environmental Services	

Scottish Government action / commitment required to deliver these outcomes

- Appropriate resources to be made available to deliver new housing supply and to tackle fuel poverty
- Ensure that Private sector housing grants allocation process is “rural-proofed”¹

Links

¹ Takes account of the increased cost of building materials, freight charges etc in rural areas and that allocation is not done on a population basis which disadvantages areas of smaller population

	Outcome	Background / Context			National Outcomes
13	Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services				10
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
48	Minimise transport restrictions	Transport Service			
49	Increase the proportion of journey's made by public or active transport	Scottish Household Survey			
	Required actions / commitment by local partners		Lead responsibility		Timescales
	NPP – Area Transport Forums				Ongoing
	NPP – Study				October 2012
	NPP – Pilot Projects				2016 – 2021
	Prioritised programme of fixed links		SIC - Executive Director, Development		2011/12
	Review of Bus Services				2011/12
	Review of Ferry Services		SIC – Executive Director Infrastructure & Development Services		2011/12
	Review of Transport Operations				2011/12

	Communication and Information review		2011/12
	Scottish Government action / commitment required to deliver these outcomes		
	<ul style="list-style-type: none"> ▪ To work with Shetland Islands Council / ZetTrans and their Community Planning Partners to develop measures to support the implementation of the Shetland Transport Strategy Delivery Plan in accordance with the objectives of the Single Outcome Agreement. • Engage with Shetland in exploring appropriate subsidy mechanisms for external ferry travel. • Ensure affordability and user feedback are taken into account when designing the new contract for the Aberdeen to Lerwick route. • Continue to support and develop the Air Discount Scheme or better alternative. 		
Links			

	Outcome	Background / Context	National Outcomes
14	We live and work in a renowned natural and built environment which is protected and cared for		12

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
50	Improve the state of historic sites	Historic Scotland			
51	Increase people's use of outdoors	Scottish Household Survey			
52	Improve the condition of protected nature sites	SNH			
53	Increase abundance of birds: biodiversity	SNH			
54	Improve the state of the marine environment				

	Required actions / commitment by local partners	Lead responsibility	Timescales
	Scottish Government action / commitment required to deliver these outcomes		
	<ul style="list-style-type: none"> • SG to ensure adequate funding available for the RPAC to approve RDC-RP proposals addressing SSSI management. • SNH to provide advice to CP partners, when requested, on the discharge of their duties under the Nature Conservation (Scotland) Act 2004. • SNH and SEPA to provide advice to the Planning Authority on developments that may affect SSSIs 		
Links			

	Outcome		Background / Context		National Outcomes
15	We will deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment				14
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
55	Reduce greenhouse gas emissions (sustainability)				
56	Reduce Shetland’s carbon footprint				
57	Reduce the amount of waste generated	SEPA			
58	Increase renewable energy production	DECC for Scottish Figures - SREF for Local			
	Required actions / commitment by local partners			Lead responsibility	Timescales
	Develop, seek approval and implement a carbon reduction strategy for the Council and Shetland.			Shetland Islands Council, Environment and Energy Service	Spring 2011
	Scottish Government action / commitment required to deliver these outcomes				
Links					



Appendix D

shetland partnership

Partnership Guide



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- Terms of Reference
- Decision-making
- Commitments & Core Values
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Introduction

Shetland Partnership is the Community Planning Partnership for the Shetland Islands Council area. It provides an overarching framework for partnership working in Shetland. Council's in each area of Scotland must lead on community planning, which has been a statutory duty since 2003.

Community Planning is about public, private and voluntary organisations working together, and with communities, to plan and deliver better services which make a real difference to people's lives.

Communities are at the heart of community planning, and it gives individuals and communities a say in how we deliver public services. This engagement is vital so that public services can improve.

In Shetland, where organisations work together and speak to each other every day, community planning in front line services happens very naturally. The partnership strengthens these good working relationships at a strategic level. Examples of community planning in action would include:

- Extra care housing at Brucehall Terrace, Uyeasound (further information to be added)
- The Land rover Project, Bridges (further information to be added)
- Poverty is Bad – young people's response to poverty & deprivation in Shetland (further information to be added)

Any agency, multi-agency, community, voluntary or private sector group can take part in the community planning process or specific projects. It is open to all organisations from the public, private, voluntary and community sector, which are active in the area.

Shetland Partnership works together to meet the Shetland Community Plan, which is a long term vision for Shetland. Partners work together to deliver the overall purpose and the five strategic objectives. These objectives provide the focus for the work of the partnership groups.

Communities that are:

- Wealthier and fairer
- Learning and supportive
- Healthy and caring
- Safe
- Vibrant & Sustainable

The partnership also works to promote the interests of Shetland with regional and national partners. Contributing to this is the development and adoption of Shetland's Single Outcome Agreement (SOA) for 2012-15.



Terms of Reference

Roles, remit and membership

This section explains the role of each part of the partnership structure. Theme groups may alter over time, in response to changing priorities.

The partnership is unincorporated, which means it has no legal powers in itself. It has the common bond of the Local Government in Scotland Act 2003 and the duties and powers within that act. The real value of the partnership is the power and responsibility each partner takes to the table to work together for the shared objectives of the Community plan.

Shetland Partnership

Under the Local Government in Scotland Act 2003, a local authority has to establish a Community Planning Partnership, made up of all the relevant public, private, voluntary and community bodies in its area.

The role of the Shetland Partnership is to support and enhance community planning with particular regard for community engagement and partnership working.

The partnership also brings together those involved in working towards the outcomes of the community plan, to provide an effective link between strategic direction and coordinated planning.

The partnership plays a key role in meeting the purpose of the Community Plan: 'To work together and with communities to make Shetland a place where people want to live, because of our quality of life, employment opportunities, our strong sense of community and our stunning environment.'

Remit

The Shetland Partnership will:

- Look after the interests of Shetland, promote Shetland and promote change
- Engage in and discuss emerging priorities and needs drilling down into local issues taking into account national issues.
- Share and develop best practice
- Act as a method of communication between the theme groups and sub-groups to ensure improved joint working, better delivery of shared outcomes and further development of the SOA
- Champion partnership working and lead by example
- Contribute to and support the work of the Board and Performance Group
- Contribute to and support the delivery of the SOA
- Receive annual update on progress on delivery of SOA



Membership

The partnership does not have a fixed membership and summits are open to anyone involved in community planning at a strategic or thematic level, in local community planning or in a support role. Its members are:

Statutory Partners

- Shetland Islands council
- NHS Shetland
- Northern Constabulary
- Highlands & Islands Fire and Rescue Service
- HIE Shetland
- ZetTrans

Non-statutory partners

Care Commission	Scottish Ambulance Service
Childcare and Pre-School Provider (private, public and voluntary)	Scottish Civic Trust
Citizen's Advice Bureau	Scottish Environmental Protection Agency
Community Alcohol and Drugs Team	Scottish Natural Heritage
Community Energy Scotland	Shetland College
Crown Office and Procurator Fiscal's Service	Shetland Amenity Trust
Department of Work and Pensions	Shetland Arts
Disability Shetland	Shetland Charitable Trust
Energy Saving Trust	Shetland Pre-School Ltd
Family Mediation	Shetland Recreational Trust
Historic Scotland	Shetland Children's Reporter and Children's Panel
Hjaltland Housing Association	Shetland Youth Information Service
Lerwick Port Authority	Skills Development Scotland
KIMO	Victim Support Shetland
Maritime and Coastguard Agency	Visit Shetland
Promote Shetland	Voluntary Action Shetland
North Atlantic Marine Centre	Women's Aid
Royal Society for the Protection of Birds	
Shetland communities and community groups	

Shetland's Community Plan details the purpose, objectives and outcomes of the Shetland Partnership. The outcomes link to the achievement of national outcomes in the Single Outcome Agreement 2012-2015.

Chair

The Chair of the Board will chair the partnership summit. The Chair will have responsibility for the theme of the summit and for developing and leading the summit.

Schedule

The Shetland Partnership will hold summits at least once per year

Reporting

The Shetland Partnership will make a report of the summit publically available



Shetland Partnership Board

The role of the Board is to set the strategic direction for community planning in Shetland.

Remit

The Board will:

- Set strategic direction and develop a shared purpose and joint priorities in the form of the Community Plan
- Progress Shetland-wide policy and political discussion
- Discuss and influence national policy
- Enable the targeting of public sector resources towards shared outcomes
- Explore and make the most of opportunities for joint working between partners where changes would lead to improved outcomes and efficiency
- Cross influence different agendas and individual organisational plans, by challenging the work of partnerships and assisting by moving work forward
- Provide political and organisational leadership
- Champion community planning and ensure ownership amongst and within partner organisations
- Be responsible for community engagement through the work of the community engagement network
- Co-ordinate corporate and partnership activity in support of community planning
- Direct the priorities and spending decisions of the partnership in line with the SOA
- Carry out an annual review of Board progress and membership

Membership

The membership of the Board will include representatives from the main providers of local services who will be key decisions makers and chief officers: -

1. Leader and Chief Executive of Shetland Islands Council
2. Chair and Chief Executive of NHS Shetland
3. Member Northern Joint Police Board *(to be reviewed as local Police & Fire Reform arrangements develop)*
4. Member Highlands and Islands Fire Board *(to be reviewed as local Police & Fire Reform arrangements develop)*
5. Chair of ZetTrans
6. Chair and Chief Executive of Shetland Charitable Trust
7. Chair and Chief Executive of Voluntary Action Shetland
8. Chair of the Performance Group
9. ASCC nominee
10. Business rep(s)
11. Youth reps

In attendance

12. Scottish Government
13. Executive Manager – Community Planning & Development, Shetland Islands Council
14. Executive Manager – Performance & Improvement, Shetland Islands Council
15. Senior Officers and chairs of thematic groups or sub-groups as invited



Board members is as listed above, and members should not delegate Board membership or arrange substitute members within partner organisations

Chair

A partner organisation of the Board will chair the Board on a rotating basis. The Chair will rotate on an annual basis.

Schedule

The Board will meet at least four times per year

Reporting

The Board will report progress to the Scottish Government, The Shetland Partnership and the Shetland community annually. The Board will set dates for their meetings on an annual basis; meetings will be advertised and open to the public and press. The Board will make the minutes of their meetings publically available.



Performance Group

The role of the Performance Group is to oversee the development and support the delivery of the Single Outcome agreement (SOA) through coordination across all relevant groups and agencies involved in community planning.

Remit

The Performance Group will: -

- Assume accountability for preparing and delivering the SOA
- Monitor and review progress reports on the outcomes contained in the SOA determining remedial action where necessary. This will include:
 - Tackling structural, process or bureaucratic barriers and risks to the achievement of the outcomes that have been identified and not resolved
 - Identifying and responding to emerging issues that affect the assumptions upon which the SOA outcomes are based
- Develop core processes for reviewing, monitoring and evaluating performance on an annual basis particularly in relation to the SOA
- Ensure that partners embed SOA monitoring through their planning, resourcing and performance management processes
- Approve partnership strategies and actions plans within the context of the SOA, as appropriate
- Ensure the cross cutting themes of equalities, sustainability and engagement are adequately reflected in the SOA
- Oversee financial reporting associated with the SOA
- Represent the partnership in negotiations with the Scottish Government regarding the SOA
- Scrutinise the performance of Theme Groups and task themed groups within their delegated authority
- Make links to existing partnerships to ensure common purpose and avoid duplication
- Scrutinise the use of resources
- Operate on the principle of consensus having no power to direct the staff or allocate the resources of any of the partner agencies without the agreement of all participating agencies within their delegated authority
- Carry out an annual review of Performance Group progress and membership

The Performance Group can form project task groups to carry out the work

Membership

The membership of the Performance Group will be open to the most senior officers with a community planning remit from member organisations of the Community Planning Board. Representatives from each Theme Group and officers with a remit for cross cutting issues such as equalities, community engagement as invited: -

1. Chief Executive or nominated Strategic Director Shetland Islands Council
2. Chief Executive or nominated senior officer NHS Shetland
3. Chief Inspector Northern Constabulary
4. Fire Officer HIFRS



5. Area Manager HIE Shetland
6. Chief Executive Shetland Charitable Trust
7. Chief Executive Voluntary Action Shetland

In attendance

8. Executive Manager – Performance & Improvement, Shetland Islands Council
16. Executive Manager – Community Planning & Development, Shetland Islands Council
9. Senior Officers and chairs of theme groups or sub-groups as invited

Chair

A partner organisation of the Performance Group will chair the Performance Group on a rotating basis. The Chair will rotate on an annual basis.

Schedule

The Performance Group will meet at least 4 times per year

Reporting

The Performance Group will report progress on the SOA to the Scottish Government, the Shetland Partnership and the Shetland community annually. In addition, they will report progress to the Board every six months. Reports to the Board will include:

- Progress on the SOA
- Barriers and risks to the achievement of the outcomes (unresolved)
- Emerging issues that affect the assumptions upon which priorities and outcomes are based



Theme Groups

The role of the Theme Groups is to develop and ensure delivery of the relevant policy areas and associated outcomes of the Single Outcome Agreement.

Each theme priority may have a number of thematic groups. These vary in size, life span and purpose. Some are short life to provide a project team to a specific piece of work; others are operating at a strategic level and are relatively self-sufficient e.g. the Community Safety Partnership.

Where there is a key existing group for a theme, this group will assume responsibility for this role. Where there are several key existing groups within an SOA theme with equal responsibility for this role, representatives from these groups will form an overarching Theme Group to ensure delivery of respective responsibilities, or agree a lead Theme Group with appropriate cross-representation.

Remit

The Theme Groups will:

- Put actions in place, which will help the Shetland Partnership, achieve the five strategic objectives of the Community Plan and the outcomes of the SOA
- Oversee the implementation of the agreed actions
- Gather necessary performance information and report progress to the Performance Group and to the strategic groups in their thematic area.
- Monitor and evaluate performance against the agreed outcome indicators, highlighting areas for improvement and development
- Identify and respond to emerging issues that affect the assumptions upon which actions are based, and to barriers and risks to the achievement of the outcomes
- Act as a conduit between existing sub-groups within their remit to ensure a clear line of sight between current strategies and plans and the SOA
- Monitor the effectiveness of partnership working arrangements and amend or create and implement new partnership working opportunities to support deliver of the outcomes
- Identify issues and areas for development that will help shape future work, both strategically and operationally
- Support and develop information sharing on key issues for Shetland, including identifying areas for further research
- Lead on the development of future SOAs, which will include:
 - Gathering evidence and agreeing local context
 - Determining local priorities
 - Identifying outcomes and outcome indicators
 - Cross-referencing between planning groups
 - Developing models to support delivery
 - Aligning agreed actions into corporate / business plans
 - Reviewing and monitoring performance
- Ensure engagement with Elected Members, Boards and communities is in place to support the development and delivery of local outcomes and to monitor progress



- Ensure equalities and sustainability are adequately addressed and become mainstreamed into their work and informing their actions
- To carry out an annual review of theme group progress and membership

Membership

Membership based on key representatives from organisations and services that have a responsibility for delivering on outcomes within the SOA.

Chair

Chaired by lead organisation

Schedule

Would meet at least 4 times a year

Reporting

Theme Groups will report to their respective committees and boards, but will also report progress to the Performance Group every six months. Performance Group Reports will include:

- Progress against projects, outputs and outcomes
- Barriers and risks to the achievement of the outcomes (unresolved)
- Emerging issues that affect the assumptions upon which actions are based



Community Engagement Network

Ensure community engagement is at the heart of community planning

Remit

The Community Engagement Network will:

- Implement processes, which enable regular and effective communication between participants in the partnership and with the Shetland community
- Provide support for community engagement, sharing good practice and promoting opportunities for engagement
- To guide the further development and implementation of the National Standards for Community Engagement
- To raise awareness of the Community Engagement Standards within all partner organisations
- Implement processes, which enable the development of shared information and intelligence systems to support community planning
- Organise Shetland Partnership summits
- Design and carry out Citizen Panel surveys at least annually
- Share information on community planning partners' consultation and engagement with local communities
- Establish a two-way dialogue on the impact of community planning on the local community
- Carry out an annual review of the Community Engagement Network's progress and membership

Membership

Relevant officers from partner organisations

Chair

Chaired by lead organisation

Schedule

Meet at least 6 times per year

Reporting

The Community Engagement Network will report progress to the Board every six months.

Local Area Forums

The purpose of local area forums needs to be explored and clarified in Shetland. Options for the remit of a local area forum include:

- bringing together a wide range of community representatives and service providers to look at key issues facing their local area
- creating a shared vision and developing local community plans and related action plans
- establishing task groups to take ideas forward or delegating actions to existing local groups



- reaching out into the broader community to find out their views and getting local people more involved in decisions that affect them
- functioning as a centralised point for consultations regarding initiatives and developments proposed for the area
- local focal point for contributing to and reporting achievements of Shetland Partnership groups
- reporting progress to the Shetland Partnership

The Community Engagement Network will consider options, taking into account the role of LSDGs, Community Councils and other local groups. The network will present a report on options to the Board within three months.

Once the Board has discussed and approved the way forward, the Community Engagement Network will implement and establish the preferred option in the community.

Membership

Membership could include community councils, voluntary and service groups, parent councils, youth groups, tenants and residents groups, local businesses, faith groups, local clubs, schools, elected members, local service providers, representatives from Community Planning partners including the Council, NHS Shetland, Police and Voluntary Sector

Role of individuals on groups

Individuals are invited to attend theme groups because they have an interest in, or are able to contribute towards a theme topic. When attending a theme group, they represent their organisation.

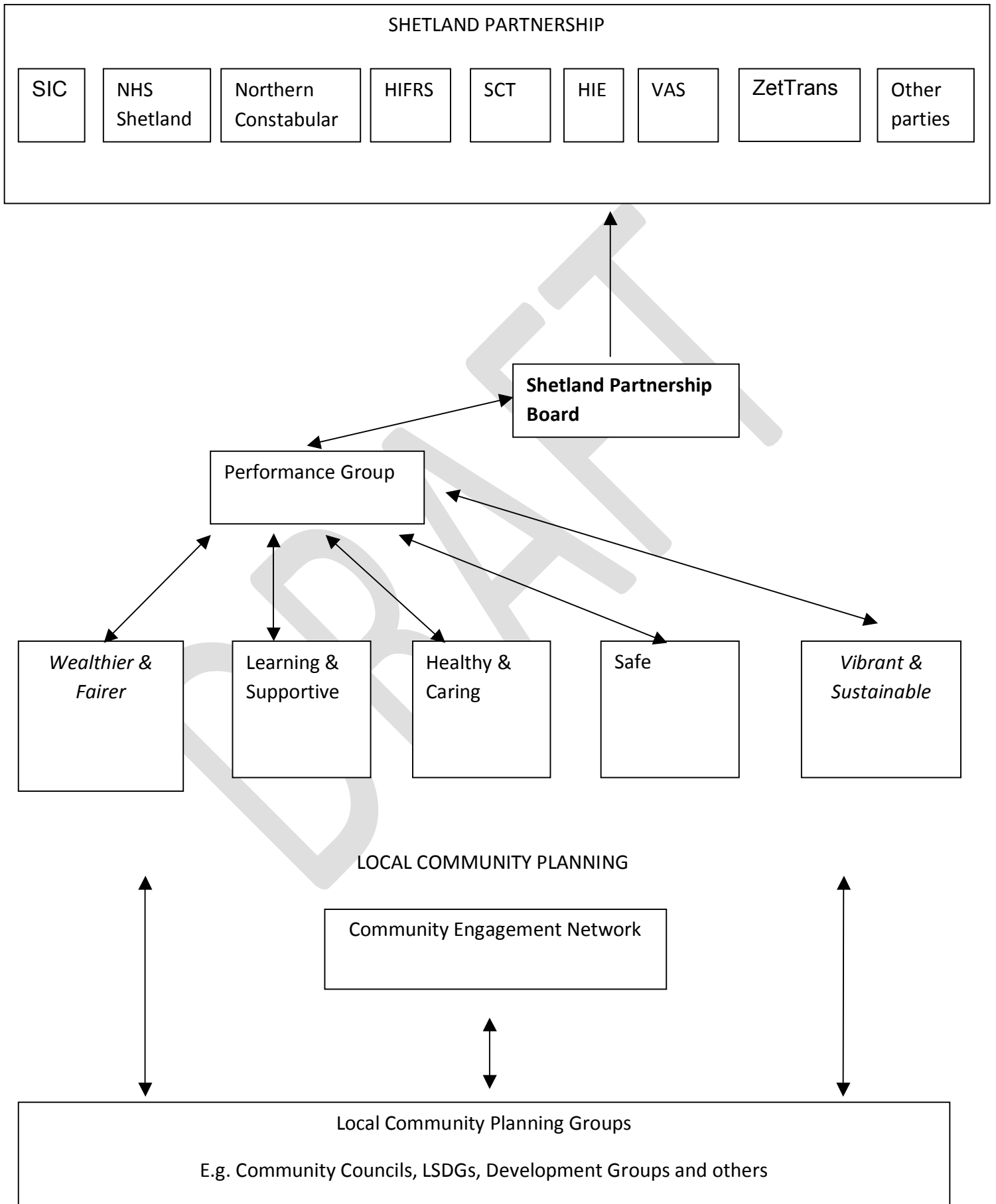
If attending the Performance Group or Board they represent the theme group rather than their organisation.

Role of Elected Members

Elected Members have a particularly important role within the Shetland Partnership both because the Council has a statutory duty to lead on community planning and they have an important community leadership role in relation to engaging with communities.

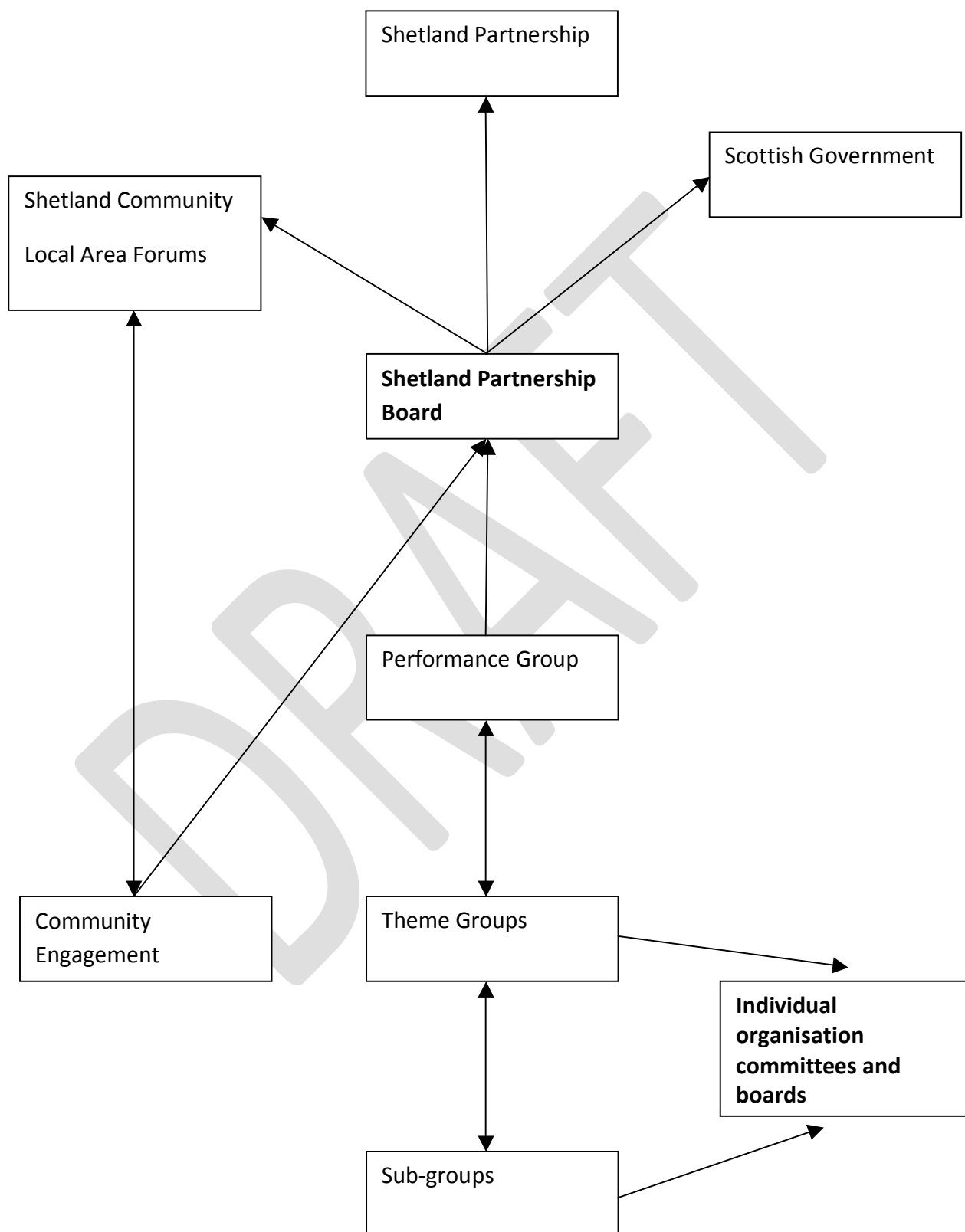
Elected Members are involved in the Shetland Partnership as:

- Members of the Shetland Partnership itself, of the Board and of the Theme Groups where they have a strategic leadership role
- Members of partner bodies, playing a key role in determining the contribution of the partner body to community planning
- Representatives of the 'voice' of communities of place or interest





Shetland Partnership Reporting Structure





Decision Making

The Board is the main decision-making body with the Partnership. The Performance Group, Theme Group Chairs, the Council's Performance & Improvement Service and the Community Planning & Development Service advise and inform the Board.

The Council's Community Planning & Development Service undertakes the Council's statutory duty to initiate and maintain community-planning processes and conducts research on request for the Board and the Performance Group.

All agendas and minutes of Board meetings are posted on the Shetland Community Planning website at: www.shetland.gov.uk/

The Theme Groups take decisions on matters pertaining to their specialist areas, but may refer to the Performance Group or Board any matters on which they require guidance or support.

The Board may seek guidance from the appropriate theme groups on any relevant strategic issues.

Many of the theme groups also post their agendas and minutes on the Shetland Community Planning website.

Within the council, actions arising from the SOA will be included in the Corporate Plan and / or the individual service plans of Council services. Service plans are scrutinised by the Council's committees, and the Executive Management Team monitors progress against the Corporate Plan and service plans regularly according to a schedule set out in the Performance & Improvement Framework. The Council's Audit and Standards committee undertake scrutiny of the schedule itself, and ensure it is adhered to.

Within NHS Shetland, actions arising from the SOA will be included in its Local Delivery Plan, Corporate Action Plan and individual service plans, which are monitored monthly and reported formally through NHS Shetland's performance management and governance frameworks.

Other members of Shetland Community Planning Partnership will be encouraged to embed actions arising from the SOA into their own organisational plans and scrutiny processes.

Performance and progress against the targets in the SOA will be reported annually to the Committees and Boards of all Shetland Community Planning partners.



Commitments & Core Values

Our Commitments

We will use resources efficiently and effectively and work together to improve our services especially in relation to priority areas such as:

Equalities

We will actively promote and monitor inclusion and equal opportunities, and adhere to statutory duties

Sustainability

We will make sustainable decisions and work to ensure that our actions meet our present needs whilst enhancing the possibilities for future generations

Community engagement

We will support the development of strong, active and inclusive communities that are involved in decision-making

Prevention and early intervention

We will work together to prevent problems for individuals arising in the first place, and to stop problems becoming more serious that are already evident

Our core values

Behind this purpose are a set of core values, which underpin the work of the partnership:

Accountability

We will regularly monitor performance and be accountable to the Shetland community by publicising the results.

Fairness

We will work together to close the opportunity gap between disadvantaged individuals or communities and the rest of Shetland, and will focus resources on the areas where exclusion is greatest.

Openness

We will work openly with each other and achieve progress through consensus

Partnership

We will work together and with the Shetland community in a smarter way to find new solutions and will encourage communities to recognise their important role in community planning work



Performance Management

All community-planning partners have to monitor progress against their own projects and targets.

The progress of Shetland's Community Planning Partnership is monitored and reported through the Single Outcome Agreement. This document measures Shetland's quality of life and sustainability by providing up-to-date social, economic, environmental and cultural data for Shetland. It provides trend information from 2009.

Progress is reported annually, and this information is available through the community-planning website, via public performance reporting, and through articles in the press. More generally, in the interests of openness and accountability, minutes from the Board and where possible theme groups, are posted on the community planning website.

Single Outcome Agreement

A partnership SOA for the period 2012-15 will be agreed with the Scottish Government in May / June 2012. The partnership will review and update the SOA annually.

The whole Shetland Partnership should agree the SOA but it will be the partners individually who are the accountable signatories. What this means is they are corporately committed to the agreed outcomes for Shetland and within the constraints of their duties and responsibilities, will take every opportunity to promote and support the achievement of these outcomes.

Performance management information should be integrated within partner organisations, but with a very clear line of sight to the SOA. This may involve the alignment or revision of partners' individual performance management arrangements for the delivery of shared outcomes. To ensure consistency in the gathering and reporting of performance information, the partnership must clearly define performance indicators and establish data collection procedures.

The Council must produce an annual performance report on behalf of the Shetland Partnership in September each year. The reports will have a dual purpose; first an outward focus reporting to communities and the public on the delivery of outcomes in Shetland and second to report to the Scottish Government on the SOA.



Resources

Financial Resources

The Board and Performance Group do not have any direct financial resources. The Council's Community Planning & Development Service meets any costs associated with the functioning of these partnerships.

Human Resources

The Council's Community Planning & Development Service undertakes the day-to-day work associated with the Shetland Partnership.

The Council's Performance & Improvement Service coordinates the work associated with the Single Outcome Agreement.

The Council's Governance & Law Service provide administrative support to the Board.

Risk Management

Strategic Risk Sharing Partnership

The Strategic Risk Sharing Partnership jointly identify, evaluate, control and monitor collective risks to the Community Plan. All key partners of the Community Planning Partnership are members of this group.



Communications

Within the partnership:

- information of relevance is forwarded to the Executive Manager – Community Planning & Development, who circulates information on an ad hoc basis, to all group members, or specific members, depending on the relevance
- all meetings include a standing item agenda for information sharing around the table
- Briefing notes of meetings will be circulated within the partnership

With decision makers:

- elected representatives and Board Members of organisations are invited to all Shetland Partnership summits
- Senior Board members of organisations are members of the Board.

With other strategic partnerships:

- the Chair of each strategic partnership is invited to Shetland Partnership summits;
- there is a clear link between each strategic partnership and the Performance Group

With voluntary and independent sector:

- the Chair and Executive Officer of Voluntary Action Shetland are members of the Board and Performance Group, able to provide information of relevance to other partners from the voluntary and independent sector in Shetland. In turn, information distributed via the Shetland Partnership is available to distribute to the sector.

With customers:

- the key area of communication is between those people on the partnership and their staff/colleagues of relevance. Therefore, it is the responsibility of all partner members to ensure that there are robust lines of communication in place between the partnership, partners and staff/colleagues of relevance.

With communities

- information about community planning and the Single Outcome Agreement, including briefing notes from meetings, is available on the Council's internet.
- Information about performance in relation to the Single Outcome Agreement is available on the Council's internet
- Briefing notes will be available on the internet



Consultation and Engagement

The partnership has developed a guide to ensure consistency in the way organisations involve local communities in Shetland. It is essential that an agency's relationship with communities is constructive and respectful. Therefore, this guidance is a reference and a learning source for those planning or wishing to carry out community engagement during the planning or delivery of services. It sets out the public and voluntary sector's approach to how dialogue and discussion with communities should take place, by establishing some guiding principles. These build on the National Standards for Community Engagement.

<http://www.shetland.gov.uk/policy/documents/CommunityConsultationEngagementGuide.pdf>

A library of current consultations can be found at www.shetland.gov.uk/

Community Profiles

The Community Work Team, Shetland Islands Council, have developed a number of Community Profiles, to capture key data about each area of Shetland to inform services and service planning. These can be found at www.shetland.gov.uk/

VOiCE

VOiCE is an online planning and recording tool designed to assist individuals and organisations to design and deliver effective community engagement. The Scottish Community Development Centre (SCDC) created the VOiCE tool following the creation of the National Standards for Community Engagement in 2005. The VOiCE tool is widely used in Shetland and training is available through the Council's Community Planning & Development Service.

Your Voice

Your Voice is a citizen's panel made up of 600 people throughout Shetland who put their name forward to help with a twice-yearly questionnaire. You can access the results of surveys, at www.shetland.gov.uk/??. The findings are made available to Shetland Partnership organisations who deliver services to the public, to assist them in policymaking and community planning.

Youth Voice & Scottish Youth Parliament

Shetland Youth Voice is open to all young people aged 12 - 25 and allows them the opportunity to feed into the democratic process at a local, national and international level. Youth Voice provides young people the opportunity to be an active citizen within their local communities.

The Scottish Youth Parliament (SYP), which generally meets four times a year, discusses issues which affect young people across Scotland and tries to propose innovative and sometimes radical solutions to these problems and situations.



Contacts

If you would like any further information or advice, please contact:

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Shetland Islands Council
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Lerwick
Shetland
ZE1 0LZ

Tel: 01595 744

Fax 01595 744

Email: communityplanning@shetland.gov.uk

More information on community planning, the Shetland Partnership, and the community plan, can be found on our website:

www.shetland.gov.uk/??

**Special Shetland Islands Council****28 March 2012****Children's Hearings Scotland: Establishment of Area Support Teams**

GL-28-12-F

**Report Presented by Executive Manager –
Governance and Law****Corporate Services Department****1.0 Summary**

- 1.1 The purpose of this report is to request delegated authority for the Executive Manager – Governance and Law to conclude negotiations with the National Convener, Children's Hearings Scotland (CHS), regarding the establishment of a Shetland Area Support Team (AST) to support the Children's Panel at a local level.

2.0 Decision Required

- 2.1 I recommend that Shetland Islands Council grant delegated authority to the Executive Manager – Governance and Law to conclude negotiations with the National Convener, Children's Hearings Scotland regarding the establishment of a Shetland AST.

3.0 Detail

- 3.1 At its meeting on 25 August 2011, the Education and Families Committee agreed a response to a consultation paper issued by the National Convener of CHS, and agreed that delegated authority be granted to the then Head of Legal and Administration, in consultation with the Shetland Children's Panel Advisory Committee (CPAC) and Children's Panel, as appropriate, to negotiate with the National Convener regarding the establishment of a Shetland AST.
- 3.2 The outcome of this consultation was that Shetland should form a stand-alone AST. This AST will replace the Shetland CPAC, and will be responsible for supporting the Children's Panel at a local level.
- 3.3 Negotiations with CHS have commenced, with a view to signing off a Partnership Agreement with CHS over the next month or two. A copy of the draft proposed Partnership Agreement is attached as **Appendix 1**. Negotiations are on the basis that the establishment and support of

a Shetland AST will have no additional burden on the Council's resources.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – Although the establishment of a Shetland AST does not directly contribute to the Council's Corporate or Improvement Plans, the reform of the CHS (which includes the establishment of ASTs) operates within a wider context of public sector reform that will increasingly require greater partnership working, integrated provision, more shared services and collaboration in pursuit of improved outcomes.

The creation of a Shetland AST will assist with the Council's objective to support and protect the most vulnerable members of the community, and ensure that the service is retained at a local level.

- 4.2 Community /Stakeholder Issues – The National Convener of CHS organised a series of pre-consultation meetings with those involved in the Children's Hearings System. The Shetland CPAC, Children's Panel and Council responded to the consultation paper issued in July 2011, strongly indicating their preference for a stand-alone AST for Shetland, delivering the functions that are currently delivered by the CPAC.
- 4.2 Policy And/Or Delegated Authority – Under Section 2.3.1 of the Council's Scheme of Delegations, functional matters relating to children and families are within the remit of the Education and Families Committee. However due to the timescales involved in concluding the negotiations, this report is presented to the Council for approval.
- 4.3 Risk Management – Potential risks for the Council if negotiations are not concluded include the loss of local experience and/or influence in supporting the children's hearings system locally, and a potential impact on future panel member recruitment.
- 4.4 Equalities, Health And Human Rights – none.
- 4.5 Environmental – none.

Resources

- 4.6 Financial – Financial savings may be achieved through the transfer of functions from the Council to the National Convener. However, the proposals for increased tasks by Council staff may have an impact on staffing resources, which could be offset by some of the expected savings. These impacts have yet to be quantified, but the terms of the negotiations of an agreement are that there would be no additional financial implications for the Council.
- 4.7 Legal – none.

- 4.8 Human Resources – Proposals for increased tasks may have an impact on staffing resources, which could be offset by some of the savings referred to in 4.6 above. However, these impacts have yet to be quantified.
- 4.9 Assets And Property – none.

5.0 Conclusions

- 5.1 The conclusion of negotiations for a Partnership Agreement with CHS and formation of a Shetland AST to replace the Shetland CPAC will ensure that the Children's Hearings System in Shetland continues to be supported at a local level.

For further information please contact:

Jan Riise, Executive Manager – Governance and Law

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22 March 2012

List of Appendices

Appendix 1 – draft proposed Partnership Agreement from Children's Hearings Scotland

Background documents:

Letter and associated papers from Kit Wyeth, Project Manager, Children's Hearings Scotland dated 3 February 2012

Education and Families Committee – 25 August 2011

Report No: LA-46-11F & Minutes

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=3413>

END

Children's Hearings Scotland

X Council

Agreement

This agreement is established between Children's Hearings Scotland and X Council under the terms of the Children's Hearings (Scotland) Act 2011, and relates to the support and administration requirements of the Y area support team, as defined by the Act.

Purpose of the Agreement

This agreement is established to record the commitment of Children's Hearings Scotland and X Council to:

- support the Children's Hearings system in Scotland, and the national children's panel and underpinning framework of standards, in line with the terms of this agreement
- support and administration of the Y area support team by the X Council through the provision of the services of an AST clerk, and his or her team, and adequate accommodation, office and administration support required for the effective operation of the Y AST
- supporting the national children's panel within the Y AST area through the local authority providing accommodation, administrative support and resources which will assist the AST and CHS with recruitment and retention of sufficient panel and AST members at the area level.
- support for the Children's Hearing system in the Y AST area by Children's Hearing Scotland providing continuity of funding, effective support to ASTs, partner engagement and consultation, and information, advice and guidance in line with agreed national standards

This Agreement is intended to underpin a shared commitment to the Children's Hearings system by establishing a clear, uniform understanding across Scotland of the services to be provided for the support and administration of area support teams, and to clarify the commitment of the parties involved to the provision of these services.

Duration

This Agreement shall pertain from 25th September 2012 until 30th September 2016, subject to a consultative review taking place in September 2013.

Principles

The Children's Hearing system, as revised under the terms of the 2011 Act, is based on well-established principles which place the child at the centre of our concerns, requiring the operation of the Hearing system to be fair and responsive and to be administered effectively and efficiently. Eight standards for the operation of the system have been set out in a national standards framework:

1. Children are at the centre of all we do
2. Panel members are well equipped and supported to perform their role
3. Hearings are consistent across Scotland
4. Every Hearing is well managed and fair
5. Every Hearing makes high quality decisions in the best interests of the child
6. Area support team members are well equipped and supported to perform their duties
7. Communication and feedback is clear, appropriate and timely
8. Roles and responsibilities are clearly defined and understood within the system

It is acknowledged that these standards will only be achieved through a shared commitment by the National Convener, Children's Hearings Scotland (CHS); area support teams (ASTs), panel members and local authority partners. The effective operation of the AST is central to the achievement of these standards, and in this regard, the contribution by the AST clerk and his/her team is of critical importance.

Service Commitment

Services to support the Y AST

X Council will provide:

1. A member of staff who is suitably trained, qualified and experienced, to act as the clerk of the area support team and specifically to
 - a. provide general administrative and secretarial support to the Area Convener and the AST
 - b. organise AST meetings, including accommodation, agendas, preparation of reports , including financial reports, and minute taking
 - c. make practical arrangements enabling the Area Convener to appraise AST members
 - d. assist the Area Convener with the preparation of reports to the National Convener and the AST annual report
 - e. ensure the collection, analysis, reporting and return (where required) of information required for performance and monitoring purposes

- f. maintain a database of panel member workload and allocation to inform local training and recruitment strategies
 - g. manage panel workload fairly using Panelpal, allocate panel members to hearings and ensure a balance of gender, experience and skills
 - h. including emergency hearings and hearings taking place in secure accommodation, and manage changes to the rota
 - i. liaise closely with the Area convener and panel representatives to ensure that panel members are available for emergency hearings, out of office hours and at short notice when required
 - j. effective out of hours cover for the children's panel
 - k. ensure that panel members sit on hearings in their local area, other than in exceptional circumstances
 - l. maintain up to date records of panel member availability
 - m. work with the Area Convener and AST colleagues to ensure the availability of sufficient panel members
 - n. check and process claims for the payment of panel member allowances within the allocated budget
 - o. work with appropriate CHS staff to prepare expenses budgets and make quarterly reports of expenditure against budget
 - p. respond to telephone and other enquiries in relation to the AST or the national children's panel
 - q. maintain confidentiality and comply with Data Protection legislation
 - r. support the panel member recruitment and selection process
2. Accommodation and office support and facilities appropriate to support the functions of the AST including
- a. office support and meeting space for AST meetings
 - b. minute taking and secretarial support for AST meetings and events
 - c. provision of meeting and seminar facilities for local panel member events organised by the AST, for example training sessions and information evenings for prospective panel members
3. Secure IT and office support systems required to allow the proper functioning of the AST and its Area Convener

4. Other ad hoc and incidental support as agreed with CHS

Children's Hearings Scotland's will provide:

1. Continuity of funding in relation to
 - a. the recruitment, appointment, training and appraisal of AST members
 - b. the advice, guidance and information required to enable AST members to fulfil their responsibilities and guidance
 - c. the recruitment, appointment, training and payment of expenses for all volunteers including panel members, the Area Convener and AST members
2. Support and training through
 - a. the development of a national training curriculum for Y AST members and panel members
 - b. localised delivery of training including support and funding to the Y AST training team
 - c. ensuring the National Convener's duty to provide legal and procedural advice to children's hearings is fulfilled and Y AST members have the information they require to effectively support the work of panel members
 - d. fielding day-to-day enquiries from Y AST and providing advice on the role of Y AST members and on any panel member issues that the AST is unable to deal with.
 - e. guiding and monitoring the day to day work of Y AST to make sure that it is in accordance with the national standards.
 - f. creating systems for the exchange of ideas, learning and best practice between ASTs
3. The learning and development of ASTs through sharing of good practice and effective performance management including
 - a. supporting the National Convener in annual appraisal of ASTs and sharing with the local authority any issues arising from the annual reporting process
 - b. providing training, advice and support to AST members in the appraisal process
 - c. establishing systems for analysing the activities, performance and impact of ASTs and sharing this information with all relevant partners including the local authority

4. Support the clerks and their teams through the AST and CHS networks to be established
5. Other ad hoc and incidental support as agreed with X Council

Structure, Personnel and Administration

Where Area Support Teams are made up of more than one local authority, it is agreed that the appointment of the clerk to the AST and the nomination of support officers will be determined locally by the local authorities.

In these circumstances, once these arrangements have been agreed by local partners, a description of the arrangements and how they will operate, including the names, job titles and contact details of key personnel, will be submitted without delay to the National Convener by the clerk.

Where Area Support Teams comprise one local authority area, a schedule containing the names, job titles and contact details of key personnel will be submitted without delay to the National Convener by the clerk.

The Area Convener and AST members will determine any sub-committee arrangements with local partners and will ensure relevant parties are aware of such arrangements.

The Area Convener will also inform the National Convener of the AST sub committee structure.

Disagreements and Conflicts

CHS and X Council agree that when disagreements and conflicts arise about the operation of the AST all efforts will be made to achieve resolution as quickly and expeditiously as possible by the Area Convener and the senior nominated Local Authority representative. When an issue arises where resolution is not achieved locally, the matter shall be referred to the National Convener and the Chief Executive of X Council.

Signed on behalf of the X Council

Chief Executive

Signed on behalf of Children's Hearings Scotland

National Convener