



Shetland Islands Council

REPORT

To: Scrutiny Committee

8 May 2006

Customer Care standards

1. Introduction

- 1.1 At its informal meeting on 13th April members of the Scrutiny Committee discussed their personal experiences of the quality of customer care across the Council and feedback that had been provided by service users.
- 1.2 As frontline staff have an extremely important role to play in creating a good first impression for members of the public, and anecdotal evidence would suggest that this might need to be improved in certain areas, the Committee felt that it should consider investigating it in greater detail.
- 1.3 This report therefore seeks to bring forward some further information on the corporate standards that currently apply and sets out some of the efforts that have been made to improve customer care standards across the Council. The aim is to assist the Committee come to a decision as to whether this area requires formal investigation.

2. Standards

- 2.1 The attached Corporate Communication standards were sent out to all staff on 1 March this year. These were originally put together over 10 years ago by the Chief Executive's Office, so it was felt that they needed to be refreshed and employees made aware of them. This document is sent out to each new employee in the "Induction Pack" when they join the Council.
- 2.2 As these are the standards that are expected of all Council staff, it provides a useful benchmark for members of the Committee to compare their own experiences and those that have been raised with them against. For example, the standard of communication with the Association of Shetland Community Councils which was raised at the last meeting, would not have met the requirement for "Letter response times".
- 2.3 Although some Services do monitor performance against these clear standards and mail logging systems are in operation, there would not appear to be a consistent system for monitoring and reporting this across the Council.

3. Customer satisfaction

- 3.1 Efforts have been made to improve engagement with service users on the standards of service they are receiving. This was included in the Management Development – Phase 2 training recently and Services have been required to include details of how they will engage with customers in their Service Plans for 2006-07.
- 3.2 As part of the quarterly reporting of performance to management, Services will also be required to show how they are measuring customer satisfaction. This is another check, to ensure that customer opinions are being taken seriously and action is being taken where problems have been brought to the attention of the manager. This might be something that the Scrutiny Committee would wish to raise at the quarterly performance review sessions during 2006-07.
- 3.3 Mechanisms to measure and monitor customer satisfaction have been in place in some areas of the Council for several years. However, these are now being spread across other Services. Surveys of customer satisfaction take place in the following areas.
- Housing DLO
 - Environmental Health
 - Trading Standards
 - ICT Unit
 - Waste Management
 - Burial Grounds
 - Cleansing
 - Executive Services Dpt
 - Planning
- 3.4 Economic Development has also engaged a post-graduate student to investigate and report on ways in which the service can improve its customer focus. If successful, the aim would be for the model to be rolled out across other Council services. The project brief is attached as Appendix 2.

4. Options

1. **No further action is required:**
Where the Committee is satisfied with the arrangements that are in place to secure improvement in this area.
2. **Consider requesting a follow-up with senior management responsible for customer care:**
Where there are still issues that remain to be answered, but will not require a full investigation.
3. **Add to the Annual Work Programme for Formal investigation:**

Where the Committee is not satisfied that there has been an adequate explanation of the matter, or there are no plans to secure improvement.



Shetland Islands Council

Communications Corporate Styles and Standards

Chief Executive's Office
Town Hall
Lerwick
ZE1 0HB

Tel: 01595 744511

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Introduction

The Council is keen to promote the use of communication that is easy to understand and accessible to all. It is committed to the principles of the Plain English campaign.

The Council has standards in the way it wishes to communicate internally and externally so that the way we communicate is professional and understood by those who it is intended for. Letters and other communications should be easily identifiable as coming from Shetland Islands Council.

This booklet has been designed as a guide to staff to make sure they are aware of these standards and gives examples of styles that are considered acceptable. It is important that all correspondence sent out from the Council is produced in this corporate format. The macros provided by the ICT Unit should be used at all times and no other format used. This will ensure that the agreed font, style and size are used at all times.

Further help on ensuring your communication reaches its audience successfully can be provided by contacting Nancy Heubeck at Adult Learning in the Old Library Centre, Lower Hillhead, Lerwick on 01595 743881.

A copy of these guidelines should be kept in a central location of all departments and brought to the attention of any new staff. A copy is also included in the induction pack sent to new employees. For extra copies or for copies in larger print please contact the Chief Executive's Office on 01595 744511 or e-mail anita.arthur@shetland.gov.uk.

If you have any questions with regard to the content of this booklet please contact Anita Arthur, Administration Officer, Chief Executive's Office, Town Hall, Lerwick on 01595 744501 or e-mail anita.arthur@shetland.gov.uk. If you experience problems with any of the macros which have been installed, please report this to the Helpdesk at the ICT Unit on 01595 744777 or e-mail helpdesk@shetland.gov.uk.

Any new requests for new macros should first be submitted to the Chief Executive's Office for approval. Any such requests can be forwarded to Anita Arthur.

Guidelines for Written Communication

All written communication has an impact and creates an impression. Adopting a common approach helps employees communicate effectively and consistently on behalf of the Council.

Many people find reading difficult. They may prefer information from tape or face to face. If you have to provide written material there are ways to make it easier to understand. Imagine you are talking to your reader. Write sincerely and personally in a style that is appropriate. Always check that your meaning is clear and that the tone is not bureaucratic. Staff in Adult Learning can provide help on how to achieve this.

Specific guidelines for electronic communications are contained in the Council's Electronic Communications Policy

In addition to adhering to the corporate style, the following things should be considered when communicating by writing.

Tips to Make your Writing User Friendly

- **Date your communication:** Communications should be dated (19 September 2005, not 19th September or 19.09.05).
- **Introduction:** Begin with "Thank you for your letter of [date]" if in response to a letter. Make the purpose of your letter clear at the beginning.
- **Contact:** Include contact details (name, extension number, email).
- **Know your audience:** Think about your intended audience and its abilities and needs. This is key to producing accessible information.
- **Plan what you want to say.** Present the important information in a logical sequence, one step at a time.
- **Use plain English:** Plain language makes writing easier to understand for everyone.
- **Try to write as you speak:** Don't use jargon, unnecessary technical detail or abbreviations. If you need to use difficult words, include a glossary to explain them.
- **Keep sentences short:** If you remember to have only one main idea per sentence this will happen naturally. See if any sentences using commas or joined with 'and' could be broken into two.
- **Use simple punctuation:** Avoid semicolons, colons or hyphens, or sentences broken up with too many commas.
- **Give relevant information:** Ask what information is relevant to your intended audience. Cut out any confusing or unnecessary detail, while making sure the essential information is very clear.
- **Be consistent:** For important concepts use the same words or phrases consistently.
- **Use active or personal language:** Talk to your readers directly using active or personal language. Using 'you' and 'we' makes your writing more direct and understandable.

White space

- Too much dense text can put people off reading
- Columns too close together can cause confusion (some adults tend to read 'over' closely set columns)
- Short, clear chunks of text are easier to read

Type choice and size

- The agreed font and size for all Council correspondence is Arial 12.
- If producing for partially sighted people use Arial 16. There is no benefit in using larger than 20 point.
- Avoid reverse type (white on top of a colour). However, some partially sighted people find white on top of black easier to read

Use of capitals and lower case

- A mix of upper and lower case is easier to read than upper case only. The shape of the word helps us to read.
- Over use of upper case to crease emphasis is counterproductive. It is less likely that the text will be read.
- Better to use bold type, bullet points or boxes to emphasis part of the text.

Illustrations and overprinting

- Illustrations, photos or diagrams help break up the density of text, especially useful if adjacent illustrations give a clue to the text itself.
- Use images such as photos, drawings or symbols to support your text. Aim to make the subject of your materials clear at a glance, ever to a non-reader.
- Don't put writing over the top of a photo or drawing.

Page layout and breaks

- Headings and new sections should come at the top of pages where possible.
- Sentences and paragraphs should not run over columns or pages.
- Lines between columns are helpful.
- Space between lines is important. If lines are too close, the reader may drop lines, if they are too far apart the reader will not be clear whether the lines relate to each other at all.
- Do not justify margins. Do not condense or stretch lines.
- Do no break up words with a hyphen at the end of the line.
- Write all addresses as they appear on an envelope, not on one line separated by commas.
- Use a contents list, clearly differentiated headings, rules to separate unrelated sections, anything to make the layout easier to follow.
- Use numbered paragraphs if a list of points is being made.
- Avoid fitting text round illustrations.
- On forms leave generous space to fill in details that have to be hand written, partially sighted people or people with poor motor skills tend to have larger than average handwriting.

Paper choice and colour

At the moment it is usual for all Council offices to use white paper. However if you are producing anything other than general correspondence (letters, memos, reports etc) you should take advice from the following points.

- Darker colours generally provide a more difficult background for reading, blue and purple are the worst.
- Make sure there is a good contrast between type and paper, especially if using coloured paper.
- Use good quality matt papers. The writing on the other side won't show through and there won't be a glare which makes writing hard to read.
- Black type on white paper is the best choice for people with sight problems.
- People with dyslexia often find it easier to read type from coloured paper. Cream paper is a good alternative.

Choice of words

- The passive voice is often more difficult to understand eg **this matter will be considered shortly**. Active voice is easier to understand. **We will consider this shortly**.
- Try to avoid grouping nouns and adjectives into large clusters eg Middle East hostage release negotiation drama.
- Use key words (of, it, to, and, is etc) are easy to recognise and provide a welcome relief from working out longer and more difficult words.
- Use you and we. Try to call the reader you: so **you must send us**, rather than **applicants must send us**. **We will tell you before we ...** instead of **we always tell customers before we ...** Similarly call the organisation **we**.
- Avoid jargon. Jargon is a type of language that is only understood by a particular group of people, such as an industry or a club.
- Use numbers not words eg 3 instead of three.

Use simple everyday words

Use	Instead of
Do	accomplish
Find out	ascertain
Send out/distribute	disseminate
Try	endeavour
Speed up	expedite
Help, make easier	facilitate
Work out, form	formulate
Instead of	in lieu of
Place	locality
Greatest, most	optimum
Plan	strategise
Use	utilise
About	as regards
Because	as a consequence

Now	at the present time
About	concerning
After	following
Soon	in the near future
It is clear	it is apparent
Aim/goal	objective
Extra	additional
Tell	advise
Start	commence
Fill in	complete
So	consequently
Prior to	before
End	terminate
If you ask	on request

Using Technology

Important information may need to be available on audiotape or video. Keep tapes short. Always say when to turn the tape over and when it ends.

If you send e-mails, remember that formatting can be lost. This can make material harder to understand.

However, please note that e-mails can be sent to a blind reader if they have access to speech software.

Readability Scores

When Microsoft Word finishes checking spelling and grammar, it can display information about the reading level of the document, including the following readability scores. Each readability score bases its rating on the average number of syllables per word and words per sentence.

To set your spell checker to automatically check readability, go to Tools, Options, Spelling and Grammar, then tick the Readability request. Word will then show your readability score every time you spell check.

Flesch Reading Ease Score: Rates text on a 100-point scale. The higher the score, the easier it is to understand the document. For most standard documents, aim for a score of approximately 70 to 80.

Flesch-Kincaid Grade Level Score: Rates text on a US grade-school level. For example, a score of 5.0 means that a fifth grader, ie a Year 6, average 10 year old, can understand the document. For most standard documents aim for a score of approximately 5.0, by using short sentences, not by dumbing down vocabulary.

Letterhead Stationery

Letterhead stationery is available from the Chief Executive's Office. Contact 01595 744511 or e-mail General Enquiry Office when supplies run low and delivery will be arranged. The Chief Executive's Office will journal departments for letterheads.

Letter Response Times

- Letters should be acknowledged within 3 working days of receipt.
- If a telephone contact is included in the letter you may wish to respond by telephone (this is often more friendly and reassuring than a letter).
- Any arrangements agreed by telephone contact should be confirmed in writing within 3 working days.
- Full responses to letters should be given within 10 working days.
- Where it is not possible to respond within 10 working days, a holding letter stating when a full response can be expected should be sent out within 10 working days and the customer should be kept updated regularly of process.
- It should be noted that the timescale for responding to a Freedom of Information request is 20 working days. Standard responses to FOI requests can be found on the Intranet. Corporate guidance on Freedom of Information will be issued from Legal and Administrative Services.

Responding to letters quickly indicates efficiency and good customer service. It is good for the Council's reputation and promotes the Council as a caring and competent organisation.



Shetland Islands Council

Chief Executive: Morgan H. Goodlad

Mrs A Anyone
123 Some Street
Any Town
Postcode

Executive Services Department

Town Hall
Lerwick
Shetland
ZE1 0HB

Telephone: 01595 744505
Fax: 01595 744509
chief.executive@sic.shetland.gov.uk
www.shetland.gov.uk

If calling please ask for
Morgan Goodlad
Direct Dial: 01595 744500

Our Ref: MHG/AMA CE/EX/2
Your Ref: 123/ABC

Date: 27 October 2005

Dear Mrs Anyone

Letter Style (This is the Letter Title)

The style of letter used by the Council is as shown in this sample. Letterheads are printed without any identification other than the name of the Council and the crest. Addresses and other relevant information are then printed on to the letterhead at the time the letter is prepared, using the appropriate macro for your department. The following points should be remembered when preparing letters:

- The designated font to be used is Arial 12. This is the case for all correspondence.
- The subject heading is in upper and lower case and bold print
- The Council reference comprises the initials of the author, the initials of the person preparing the letter followed by the identifying departmental reference
- All text is ranged to the left including headings, main text of the letter and closing information. Do not justify the main text of the letter.
- If an enclosure is to be attached to the letter, this should be indicated as show below
- Where copies of the letter are being sent to another individual, this too should be indicated at the end of the letter as shown

I trust this information will be of assistance.

Yours sincerely

Chief Executive

Enc

cc: Mr B Someone

Mrs A Anyone
27 October 2005

The text of the letter continues at this point, carrying on from the previous page.

There is no need to insert the page number at the top as this is done automatically in the letter macro.

Yours sincerely

Chief Executive

Continuation Sheets:

The above is an example of a second page where a letter goes on to two pages. When this occurs the second sheet should follow the same format as the main body of the first page of the letter.

If you can almost get a letter on to one page, never force it. Take a few more lines over on to the second page so that the letter has plenty of room. It is much better to have two pages well spaced rather than one page that is cramped up.

Where possible try to end a page with a paragraph ending, but if you can't, just take it in mid-sentence.

MEMO

To: All Executive Directors

From: Chief Executive

cc: All Administration Officers

If calling please ask for
Morgan Goodlad
Direct Dial: 4500

Medium: E-Mail

Date: 27 October 2005

Our Ref: MHG/AMA CE/EX/2

Your Ref:

Memo Style (This is the Memo Title)

Internal memos are prepared using the macro provided in each department. Points to remember when preparing memos are as follows:

- The designated font to be used is Arial 12. This is the case for all correspondence.
- “Our Ref” is made up of the author’s initials, followed by the initials of the person processing the memo, followed by the departmental file reference.
- The subject heading is in upper and lower case and bold print. It should not be centred or underlined.
- All text and the heading should be ranged to the left.
- If an enclosure is mentioned, this shall be indicated below the title of the person signing.

Chief Executive

Enc



Shetland Islands Council

REPORT

To: **Shetland Islands Council**

2 November 2005

From: **Chief Executive**

Report No: CE-01-D1

Report Style (This is the Report Title)

1 Introduction

- 1.1 The text of first paragraph starts here.
- 1.2 The report title should be in bold print and upper and lower case. It should not be centred or underlined
- 1.3 The text of the report should be ranged to the left and not justified.
- 1.4 Advice can be sought from Committee Services on agenda management and delegated authority.

2 Link to Council Priorities

- 2.1 This section should clearly show how the information or recommendations in the report will contribute to the achievement of the Council's priorities as outlined in the Corporate Plan.
- 2.2 Up to date advice on this can be sought from the Policy Unit.

3 Background

- 3.1 etc

4 Proposal

- 4.1

5 Financial Implications

- 5.1 Budget codes should be stated in this paragraph.

6 Policy & Delegated Authority

- 6.1 This paragraph should state applicable policy (with minute reference) and whether the decision has been made by an officer or can be made under delegated authority by Committee or, in the absence of authority, by the full Council.

7 Conclusion

- 7.1 State conclusion drawing from previous paragraphs.

8 Recommendations

I recommend that the Committee recommends to the Council that:

- 8.1 State recommendation(s), numbering consecutively.

Date: 27 October 2005
Our Ref: MHG/AMA CE/EX/2

Report No: CE-01-D1



Shetland Islands Council

Chief Executive: Morgan H. Goodlad

FAX Cover Sheet

Mrs A Anyone
Address

Executive Services Department
Town Hall
Lerwick
Shetland
ZE1 0HB

Telephone: 01595 744505
Fax: 01595 744509
chief.executive@sic.shetland.gov.uk
www.shetland.gov.uk

If calling please ask for
Anita Arthur
Direct Dial: 01595 744501

Number of pages 1

Date: 27 October 2005

Remarks: ☐ Urgent ☒ Reply ASAP ☐ Please Comment ☐ For Information

Fax Style

The message starts here and is prepared in the usual format using Arial 12. The subject heading should be in bold print and upper and lower case. It should not be centred or underlined. All text should be ranged to the left.



Shetland Islands Council

Chief Executive: Morgan H. Goodlad

Executive Services Department
Town Hall
Lerwick
Shetland
ZE1 0HB

Information Bulletin/Press Release

Telephone: 01595 744505
Fax: 01595 744509
chief.executive@sic.shetland.gov.uk
www.shetland.gov.uk

If calling please ask for
Morgan Goodlad
Direct Dial: 01595 744500

Date: 27 October 2005

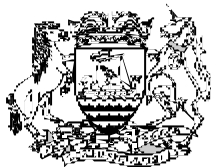
Information Bulletins/Press Releases

This is an example of the format to be used when preparing information bulletins or press releases. Points to remember are:

- Use the macro normally used for letters, deleting 'Our Ref' and 'Your Ref'.
- The main heading, ie Information Bulletin/Press Release (where you would normally have the address), shall be in Arial 18, initial capitals and in bold.
- The subject heading shall be in Arial 12, initial capitals and in bold.
- The body of the text shall be in Arial 12, normal upper and lower text.
- Headings and all other text shall be ranged to the left.
- The body text should not be justified.
- You should end the bulletin/press release with 'Ends'.
- It is important that the person named above at 'if calling please ask for' is available to answer any questions from the press/staff etc.

Ends

Note: Press releases are sent out by the Chief Executive's Office. You should receive the approval of your Head of Service and Executive Director before passing a press release to the Chief Executive's office for release.



Shetland Islands Council

Employment Opportunity (For Internal Advertisement Only)

To: All Departments

Date of Issue: 27 October 2005

From: Chief Executive's Office

FOR STAFF NOTICE BOARDS

Bulletin Number: CE/01

Post Number: XXP011

Department: Executive Services

Service: Organisational Development

Position: Policy and Development Assistant

Career Graded: **Administrative and Professional Grade 2 to Principal Officer Grade 1 - 4 (AP2-PO1-4)**

Salary: Career Graded £15,063 to £28,632 basic per annum plus distant island allowance of £1,539 per annum

Description:

Here follows a description of the post and qualifications required.

The closing date for applications is **Friday 13 February 2004.**

For further details please contact [you should include name, job title, department, address, phone number and e-mail address of contact person].

For an application form please contact [you should include name, job title, department, address, phone number and e-mail address of contact person].

Staff are prohibited from smoking in or on all Council premises, vehicles and ferries.

Notes:

- Use macro provided for reports, deleting the word 'Report' and substituting 'Employment Opportunity'.
- The remainder of the text shall be in Arial 12.
- Text and headings shall range to the left. Descriptive text should not be justified.



Shetland Islands Council

Chief Executive: Morgan H. Goodlad

Executive Services Department

Town Hall
Lerwick
Shetland
ZE1 0HB

Telephone: 01595 744505
Fax: 01595 744509
chief.executive@sic.shetland.gov.uk
www.shetland.gov.uk
Direct Dial: 01595 744_____

With Compliments

Date: _____



Shetland Islands Council

Chief Executive: Morgan H. Goodlad

To: _____

Executive Services Department

Town Hall
Lerwick
Shetland
ZE1 0HB

Telephone: 01595 744505
Fax: 01595 744509
chief.executive@sic.shetland.gov.uk
www.shetland.gov.uk
Direct Dial: 01595 744_____

From: _____

With Compliments

Date: _____

The above are examples of the style of compliment slips used throughout the Council. Again, these compliments slips are available along with your macros for letters and faxes. They should be printed 3 to a page.

Business Cards

Business cards will follow the style below.



You should get approval from your Head of Service, then forward the details to go on the card to the Chief Executive's Office. An order will then be placed with Shetland Litho who will print the cards. The Chief Executive's Office will journal departments for the cost of printing.



Shetland Islands Council

Chief Executive: Morgan H. Goodlad

To: _____

Our Ref: _____

Your Ref: _____

Executive Services Department

Town Hall

Lerwick

Shetland

ZE1 0HB

Telephone: 01595 744505

Fax: 01595 744509

chief.executive@sic.shetland.gov.uk

www.shetland.gov.uk

If calling please ask for

Direct Dial: _____

Date: _____

Hand Written Communication

To be used for brief hand written messages as a cover sheet for faxes when a PC is not available.

This page can be adapted from your usual letterhead macro.

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Outline Proposal for Service Improvements and Customer-orientation within the Shetland Economic Development Agencies

1.0 Introduction

This outline proposal recommends the direction for the economic development agencies to improve their service delivery and customer-orientation with the aim of raising their profile within the Shetland community and becoming more responsive to local business needs.

With an increased focus on service delivery and quality, and on customer care, the economic development agencies will become more streamlined and efficient in the delivery of their services.

The project is to act as a pilot project for further roll out of a service delivery model across the public sector as detailed in the Outline Marketing Strategy for Shetland. The economic development agencies have been selected as a pilot case as they are currently scheduled for restructuring, they are located within new facilities, and the leadership are supportive and want to take ownership and lead the project.

2.0 Aim, Objectives and Deliverables

2.1 Aim and Objectives

The aim of this project is to create a working template for further roll out across the SIC and public sector while improving the customer service, service delivery and efficiency of the economic development agencies.

The focus of the project shall be on organisational changes and behavioural changes towards realising the economic development agencies shared vision of:

- Delivering a high quality service;
- Customer orientated in what they do and how they do it; and
- Use resources efficiently and effectively

The objectives of this proposal are to develop the strategies and actions to:

- Create a customer-centric facility;
- Improve service delivery from the customer perspective;
- Develop a customer-orientated organisational culture;
- Improve efficiency and create a flexible work attitude;
- Raise the profile and reputation of the development agencies with their internal and external customers and other stakeholders; and
- Develop a working template to guide and inform further implementation.

2.2 Deliverables

It is proposed that five deliverables will be developed during this project. The deliverables will be in the form of strategies and actions, which should be implemented to achieve the objectives. This will allow a staged approach to implementation and provide short-term successes to help drive the longer-term change initiatives. While each deliverable concerns a different area, they should not be considered in isolation as they will inform best practice and aid implementation of other deliverables.

The five proposed deliverables are:

1. **Facilities Development Plan;**
To develop a customer centric facility and work environment.
2. **Corporate Communications Plan;**
To utilise internal and external communications to best advantage.
3. **Marketing Strategy;**
To identify opportunities, issues and inform action programmes.
4. **Cultural Change Framework;**
To provide a framework to manage culture towards desired state.
5. **Implementation Plan for Further Roll Out.**
To provide guidance and information for further implementation.

3.0 Methodology

3.1 Facilities Development Plan

Approaches

- 'Walk through' simulating customer experience.
- Discussions with facilities management
- Assessment of ease of use and customer facilities

Plan objectives

- Identification of customer facility opportunities
- Identification of signage and display options
- Assessment of required resources and pricing
- Use of brand style guide
- Implementation actions and timescales

3.2 Corporate Communications Plan

A corporate communications plan is essential to implementing strategies and organisational change, communicating the company's vision and values, improving performance, and raising the reputation of the organisation with media, customers, and employees.

Approaches

- A communications audit
- A definition of the objectives and goals of the plan

- An analysis of the different audiences and how they can be targeted
- Identification of the communication tools and resources required
- Establish costs and a timetable for implementation

Plan objectives

- To develop effective use of communications
- Raise the reputation of the unit
- Improve implementation of strategies and change initiatives

3.3 Marketing Plan

A marketing plan will be required to promote the economic development agencies and raise the profile and reputation of the unit during and after the restructuring process.

Approaches

- A present position audit
- Analysis of opportunities and issues
- Identification of customers and analysis of their needs and desires based on discussions with industry
- Analysis of marketing material and opportunities to utilising the Shetland Brand style guide

Plan objectives

- Identify improvements to product offering and services to better meet customer requirements.
- Action programme for marketing activities
- Financial projects for marketing activities

3.4 Cultural Change Framework

For long-term improvements in customer-orientation and quality of service delivery, the organisational culture must be supportive of this strategy. The current culture and desired culture must be defined and the gaps and barriers identified to build the change framework. The organisational culture will be defined by analysing the perceptions held on structure, decision-making, communications, motivation, management and leadership style, empowerment, etc.

Approaches

- Interviews with leadership and employees
- Questionnaire based culture diagnostic tool
- Background research

Plan objectives

- Definition of current and desired cultures
- Gap analysis
- Framework for closing gaps, removing barriers and facilitating desired culture.
- Performance measurements

3.5 Implementation plan

The final deliverable will be based on the analysis of the whole project and on the lessons learnt during progress. No timescales will be set for this deliverable as it will depend on the speed of implementation for each deliverable.

4.0 Combined Approach

The background research for most of the deliverables involves interviews and discussions with management and employees of the unit, with the greatest focus on the cultural audit. The perceptions held over many of the topics that will be examined for the culture audit will inform decisions for other deliverables. It is therefore recommended that a combined approach be adopted for interview topics so information gathered can be used for a variety of deliverables without duplicating effort.

5.0 Timescales

The timescales for the research and deliverables are detailed in the attached figure. The timescales are quite ambitious but not unrealistic should no delays be encountered. The indicative deadlines for each deliverable are stated in the table below. Once each deliverable has been completed, a coordinated approach to implementation can begin.

The timescale for developing the marketing plan is not available as the level of research and objectives needs to be agreed and the work of other strategic partners incorporated. During implementation, the final deliverable can be developed. No time scale has been given for this as it will require details and lessons learnt to be incorporated from the implementation of each deliverable.

Table 1: Deadlines for deliverables

Deliverable	Deadline
Facilities Improvement Plan	1 st March
Corporate Communications Plan	30 th March
Marketing Plan	Not available
Culture Change Framework	24 th April
Implementation Rollout Plan	Not available



Shetland Islands Council

REPORT

To: Scrutiny Committee

8 May 2006

Further information on Statutory Performance Indicators (2004-05)

1. Introduction

- 1.1 Report number CE-08-F presented information to the Executive Committee and Scrutiny Committee on how the Council had performed on the annual Statutory Performance Indicators, in relation to the Western Isles and Orkney Islands Councils.
- 1.2 In considering the report at its informal meeting on 13th April, the Scrutiny Committee asked for a report to provide further details to explain the reasons why the SIC had come in the bottom 3 Councils on 9 of the Indicators. This is provided in Table 1, below.
- 1.3 In addition, Housing Voids were discussed and reasons were sought for the comparatively poor performance on the length of time it took to re-let vacant Council houses. As this was something the Committee felt was regularly raised by members of the public, this report also seeks to explain the reasons for the apparent poor performance.

Statutory Performance Indicator	Rank	Reasons for poor ranking/improvements proposed
Home care – number of home care clients aged 65+ receiving personal care as a percentage of clients - 40%	30 th	<p>Per thousand of population, the Council provides a high level of Personal Care hours in comparison with other Local Authorities. However, this indicator is expressed as a % of the number of <u>clients</u>. As the Council provides a higher level of Domestic Care than most other Local Authorities, it makes it look like a low level of Personal Care is provided, which is not the case.</p> <p>In summary, if the Council provided less Domestic Care to clients, performance would be improved on this indicator – this is not considered to be desirable.</p> <p><u>Improvements</u> – none considered necessary as this indicator is not an effective measure of service provision in Shetland.</p>
Home Care – number of home	30 th	Similar to the above, the Indicator measures the

care clients aged 65+ receiving care in evenings/overnight as a percentage of clients - 14.8%		<p>performance as a percentage of all clients (rather than per 000 population). A high percentage of clients receive Domestic Care which is delivered during daytime hours. This reflects the fact that the Council provides care to a lot of clients who are not in the higher dependency bracket. Those clients who receive evening care tend to receive a lot of both Domestic Care and Personal care hours.</p> <p><u>Improvements</u> – none considered necessary, as this indicator is not an effective measure of service provision in Shetland.</p>
Administration Costs – the overall gross administration cost per Council Tax or housing benefit application – £87.07	30 th	<p>Unit costs are high primarily because the SIC is a small Council which can't, therefore, achieve economies of scale on this activity. Benefits Admin is substantially supported by a specific grant from the Scottish Executive, so is not a major burden on local taxpayers.</p> <p>Maximising benefit claims in Shetland (by spending comparatively more than other Councils in this area) contributes towards counteracting local resistance to claiming benefits. This is a major help to the claimants and the Council because increasingly our financial support from the Scottish Executive is linked to measures of deprivation (including benefit claims).</p> <p>This indicator should also be put into context by the fact that Shetland is top Council on the 'accuracy and security of processing' applications, with 99.9% of cases for which the calculation of benefit due was correct. The Council is also 13th on the average time it takes to process new claims.</p> <p><u>Improvements</u> – In addition to the contextual information above, staff in the Income & Recovery and Local Taxation Services has been reduced by 6.4% and budget was reduced by 6.3% in 2005-06. This shows substantial commitment to identifying efficiencies without impacting on service delivery.</p>
Child Care Placements – the % of children being looked after by the Council who are in community placements – 76.7%	30 th	<p>Of the 30 children being looked after (at March 05), 7 were in residential accommodation (23.3%). All 7 were in Leog or in placements managed by Leog staff (Hostel / Leog flat) so this contributes to the number being (comparatively) high. These were residing at:-</p> <ul style="list-style-type: none"> 3 Leog 1 Leog flat 1 Bruce Hostel 2 Leog Outreach (SIC Parental Resp) <p><u>Improvements</u> – the Service does not consider</p>

		this to be an effective measure of the Council's performance in this area.
Equal Opportunities Policy - % of highest paid 2% of earners among Council employees that are women – 13.6%	31 st	<p>As the SIC figure includes pilots, launch crews and ferry workers (which most other Councils do not have and are predominantly male), there was a possibility that this figure had been skewed. However, if these groups are removed from the analysis, the figure is only slightly increased to 15.38%.</p> <p>Since the 2004-05 Indicators were reported, 3 female chief officials have left the Council. There are now no female chief officials.</p> <p>Also, considering the fact that Shetland Towage joined the Council in February and has a male workforce, this figure may be worse for 2005-06.</p> <p><u>Improvements</u> – The Council will be required by law to introduce a Gender Equality Scheme after April 2007. Work on developing effective succession planning is also taking place and this would seek to improve women's ability to progress through the organisation.</p>
Council Tax – the cost of collecting Council Tax per dwelling - £18.50	30 th	<p>Similar to Administration Costs, above, unit costs are high primarily because the SIC is a small Council which can't achieve economies of scale. High admin costs are more than compensated for by high collection rates and the cash flow benefits which arise from receiving this income as early as possible.</p> <p>This information must also be read in conjunction with the fact that the SIC is 4th most effective Council in terms of the amount of Council Tax for the year that was collected in the year it was due (96.1%).</p> <p><u>Improvements</u> – See above improvements for 'Administration costs'.</p>
Building warrants - % of requests for a building warrant responded to within 15 days – 30.4%	30 th	<p>The Scrutiny Committee has already decided to look further at the challenges being faced by the Planning Service. This is included in a separate report from the Head of Planning.</p> <p><u>Improvements</u> - Audit Scotland has removed the requirement on Councils to report performance against this indicator.</p>
Food hygiene – % of premises with a minimum inspection frequency of 12 months or less, that were inspected on	32 nd	Employee on long-term sick leave, delays in recruiting a replacement and another employee completing training programme have contributed to this figure.

time - 20%		<p>Other contributory factors: Orkney Islands Council has 295 premises with 2 staff carrying out inspections. Shetland has 550 premises with 1.96 staff.</p> <p><u>Improvements</u> – staffing compliment now recruited and fully trained – Environmental Health Service Plan contains a target of % of food inspection programme that has been fulfilled. As this does not specify such a short timescale, it provides a better indication of the Service's effectiveness and avoids this being skewed by employee sickness, leave etc.</p> <p>61% of food inspection programme fulfilled during 2006-07. Target for 2006-07 – 100% of food premises inspection programme fulfilled.</p>
Traffic light repairs - % of repairs completed within 48 hours – 0%	30 th	<p>There are now 10 pelican crossings in Lerwick. The poor performance on this indicator stemmed from the fact that the Service was unable to get the necessary spares from the manufacturer to repair them within the 48-hour time frame. In general, all crossings remained operational throughout the year.</p> <p><u>Improvements</u> – The spares issue has now been largely resolved with the manufacturer. However, the Service is still not meeting reasonable targets, due partly to shortages of electrical staff in Building Services.</p>

Statutory Performance Indicator	Reason why SIC 'Failed to report'
Sickness absence rates for Chief Officials, other Council employees and Craft Operatives	<p>The criteria for reporting absence rates was changed from 2003-04 SPI requirements. This was not picked up on before the Indicators were submitted, so resulted in a 'failed to report' comment.</p> <p><u>Improvements</u> - This has been resolved for the coming year.</p>
The percentage of Council and private bridges assessed that failed to meet the European standard of 40 tonnes	<p>No bridges were assessed.</p> <p><u>Improvements</u> – None considered necessary as the Indicator is considered to be a poor indicator of performance in Shetland.</p>
The percentage of Council and private bridges assessed that have a weight or width restriction placed on them	<p>There are no formal restrictions in place, therefore the percentage is zero.</p> <p><u>Improvements</u> A Service Inspection of all drainage of the whole road network is now under way. This will include the update of the formal Bridge Register and of the full Roads Inventory.</p>

	The Service will then resume a programme of bridge assessments.
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Statutory Performance Indicator	Rank	Reason for poor ranking/improvements proposed
% of empty houses re-let within 4 weeks (17%)	24th	<p>This has been caused by a number of factors:</p> <ul style="list-style-type: none"> • properties are returned in poor condition • Housing sometimes has to make multiple offers • figures are distorted when Housing lets properties that have been empty for long periods due to no or low demand • DLO staffing levels are geared up for low cost operations. e.g. more staff could be recruited to carry out void work but this would result in increased rents <p>There has already been an improvement in performance on this indicator – 22% re-let within 4 weeks in 2005-06.</p> <p><u>Improvements</u> - The Housing Service is planning to review the existing Void Management policy and is aiming to produce a void management manual.</p> <p>They are also planning to carry out a review of the Allocation Policy to take account of possible implementation of choice-based lettings scheme and the Homelessness Policy Review.</p> <p>A new target has been set for 2006-7, to aim for at least 40% of properties to be re-let in less than 4 weeks.</p>

2. Options

Having considered this information, it will be for the Committee to decide on the appropriate follow-up action.

1. No further action is required:

Where the Committee is satisfied with the explanations given or feel that the SPI is not an effective measure of performance in this Council.

2. Consider requesting the manager responsible for the Indicator to attend a future Scrutiny Committee meeting:

Where there are still issues that remain to be answered, but will not require a full investigation.

In addition to this, Members will always have the option of monitoring effectiveness of improvement proposals through the SPIs which are

reported annually in September, and the quarterly Service Performance Review sessions.

3. Add to the Annual Work Programme for Formal investigation:

Where the Committee is not satisfied that there has been an adequate explanation of the performance, or there are no plans to resolve the issue.



Shetland Islands Council

REPORT

**To: Scrutiny Committee
Executive Committee
Shetland Islands Council**

**8 May 2006
9 May 2006
17 May 2006**

From: Head of Organisational Development

Report No: CE-20-F

Performance Management Update

1. Introduction

- 1.1 The Council agreed the Corporate Improvement Plan 2005-06 at its meeting on 22 June 2005. (min ref 98/05) The Plan has been monitored through implementation update reports to Council on 2nd November (min ref. 175/05) and 9th February (min ref. 21/06).
- 1.2 Members have also been involved in quarterly service performance reviews throughout the year, which sought to improve monitoring arrangements for implementation of Service Plan targets.
- 1.3 The purpose of this report therefore is to provide closure on the 2005-06 performance monitoring process and confirm the arrangements for 2006-07.

2. Link to Council Priorities

- 2.1 Priority 8 in Section 2 of the Corporate Improvement Plan is to "develop senior officer and Member engagement in systematic performance reporting, review and scrutiny".

This report seeks to engage Members in discussion of the areas of the Corporate Improvement Plan that have been delivered in the past year and the arrangements that are in place for monitoring Service Plans, so therefore contributes to the achievement of this priority.

3. Corporate Improvement Plan 2005-06 – out-turn

- 3.1 As you will see from Appendix 1, a very high proportion of the Council's Improvement Plan has been either 'Achieved' or 'Partly Achieved' in the past year.

- 3.2 Of particular significance is performance against the targets in Section 2 as this is the Action Plan that was developed to respond to Audit Scotland's report *"The implementation of Best Value and Community Planning in Shetland Islands Council"*.

As you will see, most of these targets have been either 'Achieved' or 'Partly Achieved'.

The main areas that remain outstanding include:

- Implementing Budget Task Forces' proposals
- Introducing the Single Status Agreement (target October 2005)
- Securing outline planning and feasibility for Single Council Campus
- Developing Corporate Complaints Procedure (as part of implementing the Communications Strategy)
- Carrying out Council-wide staff attitude survey

Members may wish to discuss these and the other targets in the Plan in more detail.

- 3.3 Some work has already been carried out to refresh the Corporate Improvement Plan for 2006-07. Efforts will be made to ensure that Members and Officers that have been assigned lead responsible roles in the plan are effectively engaged in the redrafting process over the coming weeks. It is proposed that the refreshed Corporate Improvement Plan be submitted to the next Council meeting for endorsement.

4. Service Planning

- 4.1 5 'End of Year' performance review sessions have been arranged with services for the first week of May. These sessions and the accompanying 'End of Year' performance management reports effectively complete the performance reporting arrangements for 2005-06. To date, 19 of the 25 'End of Year' reports have been submitted but it is hoped that all of these will be submitted before the review sessions.
- 4.2 New Service Plans and 'Start of Year' performance management reports are due to be submitted to the Policy Unit by 5th May. Services have been encouraged to engage with Members on the areas that should be included in Service Plans. To date, 17 draft Service Plans have been submitted to the Policy Unit.
- 4.3 Once agreed, these documents will be added to the performance site on the Council's internet. Access can be gained through the following link: www.sic.shetland.gov.uk/performance/serviceplanning.asp

5. Financial Implications

- 5.1 There are no financial implications arising from this report.

6. Policy and Delegated Authority

- 6.1 The remit of the Executive Committee includes the co-ordination of policy and planning, as well as service performance, evaluation and reviews. It is therefore within its remit to provide advice and guidance to the Council with regard to performance management arrangements.

7. Conclusion

- 7.1 This report and Appendix 1 outlines the Council's performance over the last 12 months in implementing the targets set out in the Corporate Improvement plan 2005-06. It also confirms the timetable for refreshing the Corporate Improvement Plan and Service Plans for 2006-07.

8. Recommendations

- 8.1 I recommend that the Executive Committee discuss the content of this report and Appendix and comment as considered appropriate.

32 Hillhead
Lerwick
April 2006
Our Ref: PP

Report No: CE-20-F

Section 1 – Priorities and Actions

BENEFITING PEOPLE AND COMMUNITIES			
Priority	What we said we would do	Lead Responsibility	Outcome Targets
1. Improving Health The quality of life of everyone in Shetland can benefit from improved health.	Making sure that all Council services are provided in a way that seeks to improve the general health of the population. Encouraging schools to promote the health and wellbeing of all pupils and staff.	Spokesperson Public Health Executive Director Community Services	Implement the use of Health Assessment as a decision tool at service delivery and level. Deliver training for all Managers and Heads of Service by October 2005. Develop a Toolkit and Resource Support Network for managers by February 2006. 30% of Shetland's schools to be Health Promoting Schools.
2. Equal Opportunities Shetland will benefit from everyone having the same chances to make their fullest contribution in every field.	Ensuring there is no discrimination in any of our services and by promoting equal opportunities at all times.	Chairperson Social Forum Executive Director Community Services	Complete the assessment of Service Plans and HR Policies against the Equal Opportunities Assessment Toolkit by 1 November 2005. Deliver training in Equality and Diversity for all member service managers and staff - offering places to partners in the voluntary sector where possible. Develop and implement an Equality and Diversity Strategy which integrates the Council's approach to equality issues by November 2005. Evaluate the effectiveness of the Ethnic Minorities 'diversity' for its contribution to a better understanding of the needs of the community.

			<p>ethnic minorities in Shetland</p> <p>Prioritise and implement the Discrimination Act (DDA) in the Council-owned public services that are to be funded from the Capital Rolling Programme.</p> <p>Ensure equality monitoring continues on timetable.</p>
<p>3. Social Justice</p> <p>As a caring community we want to know that public resources are fairly allocated, and help to reduce inequalities and injustice.</p>	<p>Targeting our services to those who need them most, and making services as accessible and affordable as possible.</p>	<p>Chairperson Social Forum and Spokesperson Social Work Head of Social Work</p>	<p>Introduce Integrated Assessment for Children and Young People February 2006</p> <p>Develop prioritisation system for access to services based on need</p> <ul style="list-style-type: none"> Adult Services – Core Strategy 2005-06 Older People's Services – Care at Home - January 2006 Children's Respite Services – March 2006 <p>Complete Budget Task Force Social Work.</p>
<p>4. Active Citizenship</p> <p>Shetland is strengthened by all of us sharing responsibility for our future.</p>	<p>Supporting groups and individuals in their efforts to maintain high quality facilities and community life.</p>	<p>Chair, Services Committee Head of Community Development</p>	<p>Implement the 'Vibrant Shetland' Action Plan for 2005-06. For example:</p> <ul style="list-style-type: none"> Work with young people to plan the 2005 'Youth Conference', with young people as facilitators

			<p>facilitators</p> <ul style="list-style-type: none"> Collectively assess learning and support needs of community and voluntary organisations in Shetland Facilitate community involvement and development planning in 4 Reg Outcome Agreement Areas <p>Develop and deliver a programme of Outdoor Activities for schools, youth clubs and voluntary and statutory agencies.</p> <p>Bring forward plans for further development of community marinas in Shetland.</p> <p>Bring forward plans for further development of areas in Shetland.</p>
<p>5. Community Safety</p> <p>Everyone has the right to feel safe in their community.</p>	<p>Working with statutory and voluntary partners to address and respond to safety issues concerning communities.</p> <p>Improving road and personal safety throughout Shetland</p> <p>Reducing crime and the fear of crime throughout Shetland</p> <p>Reducing antisocial behaviour throughout Shetland (to include domestic abuse, racist incidents and young people)</p>	<p>Spokesperson Housing. Head of Housing</p>	<p>Reduce the number of people seriously injured as a result of road accidents by 33% by the end of 2005-06.</p> <p>Increase the feeling of being safe and secure within the home</p> <p>Increase the feeling of being secure and inclusive within community by 20%.</p>

			<p>Maintain a zero tolerance for malicious 999 calls.</p> <p>Increase reporting of incidents of domestic abuse by 15%.</p> <p>Continue to monitor racist incidents</p>
<p>6. Achieving Potential</p> <p>Shetland has much to gain economically, socially and culturally from all individuals being able to make the most of themselves and their talents.</p>	<p>Continuing to provide the best learning environment for all.</p>	<p>Spokesperson for Children, Education and Young People Head of Education</p>	<p>Implement the individual targets outlined for 2005-08 Education Service Improvement Plan, 2005-08. For example:</p> <ul style="list-style-type: none"> 80% combined P3, P6 and P7 meeting or exceeding appropriate 5-14 level for writing 93% of S4 cohort who at the end of S6, have attained 1st awards at SCQF level 4 or above (Standard Grades) 46% of the S4 cohort at the end of S6, have attained 1st awards at SCQF level 6 or above (Highers) <p>Finalise accommodation requirements for the new Ards High School by end December and commence initial design March 2006.</p>

LOOKING AFTER WHERE WE LIVE

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 March 2006
<p>7. Respecting Our Unique Landscape</p> <p>Because of its geography and history Shetland has a unique and distinctive landscape, which we need to conserve and improve for the benefit of all.</p>	<p>Encouraging a high standard of building and landscape design, so as to minimise environmental impact and resource use as part of implementing the policies contained within the Shetland Structure and Local Plans.</p>	<p>Spokesperson Planning Head of Planning</p>	<p>Produce Volume 2 of the 'House Renovation Conservation' and Volume 'Sustainable House'.</p> <p>Prepare boundary map statement to implement the Plan proposals to a boundaries of the 'Lerwick and 'Lerwick New Conservation Areas.</p>

	Promoting access to and understanding of Shetland's natural environment		<p>Develop and conduct a competition to encourage the design and marketing of a small new house type designs that reflect the Shetland vernacular, trends and demands.</p> <p>Carry out Access improvements as sought by community groups/council crofters/farmers, the Council Strategy/Interpretative Strategy identified by the Range</p>
<p>8. Protecting Natural Resources</p> <p>We also need to protect this unique resource, so we are all able to continue to benefit from it.</p>	Ensuring that all Council buildings and services minimise their impact on the environment, including the conservation of energy and reduction of light pollution.	<p>Chair Environment Forum</p> <p>Executive Director Infrastructure</p>	<p>Produce Home Energy Conservation Act progress report 2005/06 January 2006.</p> <p>Undertake Energy Audits for Council stock by the end of 2006, in conjunction with Energy Services.</p> <p>Provide support for 'PL Energy Centre Ltd'.</p> <ul style="list-style-type: none"> • Appoint manager to take project forward • Secure ongoing revenue funding • Produce training materials • Secure 1 hydrogen heating installation
<p>9. Managing Waste Effectively</p> <p>We all need to manage waste effectively and efficiently to limit its impact on our environment.</p>	Making sure that we minimise waste, and promote the re-using, recycling and recovery of resources.	<p>Spokesperson Environment</p> <p>Chair Infrastructure</p> <p>Head of Environment</p>	<p>50 companies signed up to Business Scheme'.</p> <p>Reduce Council solid waste</p> <p>Recycle 12% of waste during 2006.</p> <p>Use 60% of Municipal Solid waste heat recovery.</p> <p>Less than 2694 tonnes</p>

			biodegradable waste being
<p>10. Cherishing Biodiversity</p> <p>The range and quantity of wildlife is one of Shetland's special features and keeping and enhancing it will benefit our economy and culture.</p>	<p>Continuing to take a leading role in the Living Shetland Biodiversity Partnership so as to further integrate biodiversity planning into the plans, policies and projects of the Council and the Shetland community as a whole. Assisting Living Shetland in focussing action and resources on species and habitats in greatest need as identified by local communities.</p> <p>Continuing to raise the profile of marine pollution issues locally, nationally and internationally and seeking greater local control over our marine environment.</p>	<p>Spokesperson Environment</p> <p>Head of Planning</p>	<p>Implement the objective outlined for 2005-06 in the Living Shetland Biodiversity Action Plans so as to protect and enhance species and habitats.</p> <p>Finalise and publish the phase of 'Living Shetland Biodiversity Action Plans.'</p> <p>Prepare a Marine Biodiversity Plan and additional Living Shetland Biodiversity Action Plans.</p> <p>Put forward Shetland's position on the UK National Contingent for Marine Pollution, in partnership with KIMO.</p> <p>Facilitate a Shetland Marine Working Group, to implement the Shetland Litter Plan.</p> <p>3 harbours and 40 boats to 'Fishing for Litter' Scheme.</p>
<p>11. Improving Internal Transport</p> <p>Shetland is a scattered community and we need to have sustainable and easy to use systems for transporting freight and people to underpin all our economic and social aims.</p>	<p>Continuing to maintain and improve roads and our systems of public transport.</p> <p>Sustaining inter-island communications and seeking improvements with fixed links, where appropriate, starting with the Bressay Bridge.</p>	<p>Spokesperson Transport Executive Director Infrastructure Head of Roads</p> <p>Transport Services Manager</p> <p>Ferry Service Manager</p>	<p>Develop and adopt a Transport Strategy for Shetland.</p> <p>Improve the quality of a section of the A970 South Road near Eidsfjord junction and improve part of the A968 near Haroldswick.</p> <p>Introduce National Concessionary Travel Scheme.</p> <p>Carry out major refurbishment of M.V. Hendra.</p> <p>Complete development of new ticketing system and introduce rest of the ferries network.</p> <p>Secure all remaining consents to allow the construction of the Bressay Bridge.</p> <p>Complete detailed design, prepare detailed plans and complete preparations for commencement.</p>

			<p>site.</p> <p>Complete Budget Task Force in Ferry Services.</p>
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CELEBRATING OUR CULTURAL IDENTITY

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31/03/2006
<p>12. Our Cultural Identity</p> <p>If we are to make the most of our distinctiveness we have to respect Shetland's cultural identity, its diverse cultural traditions, its heritage, its creativity and its vitality.</p>	<p>Continuing to provide a wide range of access to arts and music.</p> <p>Valuing the diversity and benefits new cultures and ideas bring to Shetland.</p> <p>Encouraging minority groups and individuals to express their cultural identity.</p> <p>Supporting the recording and promotion of Shetland's cultural and natural heritage</p> <p>Pursuing appropriate methods of celebrating, interpreting and publicising the built heritage</p>	<p>Spokesperson Culture</p> <p>Head of Community Development</p> <p>Spokesperson Environment</p> <p>Head of Planning</p>	<p>Submit a Stage 2 funding application to the Scottish Arts Lottery the cinema/music venue.</p> <p>Implement and evaluate outcomes for 2005-06 in the Cultural Strategy Action Plan</p> <p>Monitor and enhance existing mechanisms for engaging with minority groups in Shetland</p> <ul style="list-style-type: none"> Deliver 'Marketing to Reach Groups' training by October 2005 <p>Develop on site and on access to Shetland's cultural and biological records archives as key source of information.</p> <p>Arrange the 'Doors Open D 2005', the Civic Trust (September bi-annually), p in Shetland Environmenta (winter 2005) and commens interpretation of cultural historical sites.</p>
<p>13. Thinking and Acting Collectively</p> <p>We need to have confidence in our own capabilities and to be innovative in providing locally appropriate solutions that address national and international priorities effectively.</p>	<p>Maximising the opportunities for Shetland, in national and European legislation and proposals.</p> <p>Informing the debate about what can be done in Shetland, by considering good practice in other island groups, rural regions, progressive communities both in Scotland and worldwide.</p>	<p>Convenor</p> <p>Head of Organisational Development</p>	<p>Investigate options opportunities for more delivery of public services participation in the Government Project", options by March 2006</p>
<p>14. Promoting Excellence</p> <p>The Council must set</p>	<p>Committing to service</p>	<p>Convenor</p>	<p>Review and make</p>

excellent standards for its own outlook and services in order to fulfil its leadership role in Shetland society.	<p>pledges to customers. Promoting and monitoring high standards of behaviour for staff and members</p> <p>Making quality a key test in the Council's procurement of goods and services.</p>	Chief Executive	<p>recommendations for a Services to adopt structural quality management system</p> <p>For example,</p> <ul style="list-style-type: none"> • Investors in People • ISO 9000 • Quality Mark Scotland • EFQM
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SUSTAINABLE ECONOMIC DEVELOPMENT

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 March 2006
<p>15. Marketing Shetland</p> <p>In order to improve the competitiveness of Shetland, Shetland businesses, and Shetland products, it is essential to improve our marketing.</p>	Continuing to invest in the marketing service and the development of the Shetland Brand, linking that to products with the aim of adding value to the economy.	Chair, Economic Forum. Economic Development Manager	<p>Develop an appropriate strategy to operate the Shetland Brand effectively</p> <p>Develop an effective system for promoting tourism, in partnership with the Shetland Tourist Association, Shetland Hotels Group and VisitShetland.</p> <p>Introduce Shetland Brand entry and exit points at Sumburgh Airport.</p>
<p>16. Skills Development</p> <p>In order to meet the needs of a modern economy as many people as possible in Shetland need the right skills to match new work opportunities.</p>	Focusing on the development of transferable skills and entrepreneurship in both young people and adults, in order to equip them best to fulfil these needs.	Chair, College Board of Management Economic Development Manager	<p>Co-ordinate a training course to encourage foreign students to work in local hotels.</p> <p>Continue to deliver the Council Graduate Placement Program recruiting 15 new Graduate Trainees by December 2005.</p> <p>Commence Trades Modern Apprenticeships Programme by recruiting 10 Modern Apprentices in plumbing, electrical engineering, vehicle maintenance etc, by April 2005.</p>
<p>17. External Communication</p> <p>Because Shetland is geographically remote from its markets we must keep improving our communication links with the rest of the world in order to help improve competitiveness.</p>	Continuing to press for external air and sea services that meet Shetland's business and social needs including pressing for Public Service Obligations (PSOs).	Transport Spokesperson, Executive Director, Infrastructure	<p>Prepare the case for Shetland Transport Partnership status</p> <p>Develop and adopt a Transport Strategy for Shetland.</p>

	Seeking to ensure that Shetland is connected to the UK by high quality electronic communications links to enhance business use of technology, including pressing for robust and reliable Broadband connections.	Chair, Economic Forum Economic Development Manager	<p>Ensure a fibre optic cable included in the Scottish Executive's Highlands and Islands 'Pathfinder' Project</p> <p>21 exchanges to be provided ADSL Broadband and 10 exchanges to be Broadband under 'Activate' Programme December 2005.</p>
<p>18. Economic Diversification</p> <p>To develop a less fragile economy and create new quality jobs, we need to have more diverse businesses and products.</p>	<p>Promoting development in sectors such as technology, renewables and culture by targeting support.</p> <p>Ensuring that the investment policies of the Development Trust follow Council priorities in economic diversification.</p>	Chair, Economic Forum Head of Business Development	<p>Develop the Viking Energy project to a stage where it becomes a joint venture with Scottish & Southern Energy. Memorandum of Understanding to be signed by June 2005. Robust wind farm to be available by end March 2006.</p> <p>Provide support for the development of 3 Value Added Projects in the Food and Drink sector.</p> <p>Complete research into slaughterhouse facilities.</p>
<p>19. Strengthening Rural Communities</p> <p>It is key to the overall economic health of Shetland to develop the economy of rural areas, so that rural communities remain and/or become places where people can live and work with good career prospects.</p>	<p>Supporting commercial activities throughout Shetland with preferential assistance for remote areas.</p> <p>Seeking to decentralise some public sector employment away from Lerwick</p>	Chair, Economic Forum Head of Business Development	<p>Complete at least 3 community development infrastructure projects</p> <p>Work along with other agencies to achieve inward investment in the Fishmeal Plant and a Pelagic processing plant in rural locations.</p>

Section 2 – Organising Our Business

PLANNING & PRIORITISING: Ensuring we define our priorities, so we can sustain the services we want to provide			
Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 March 2006
1. Community priorities and levels of service provision will be agreed	Translating priorities in Community and Corporate plans into agreed and sustainable levels of service provision.	Convenor Chief Executive	Community and Corporate targets for outcomes and impacts in all significant strategic areas defined. 4 Budget Task Forces in priority areas to have reported service development proposals.
2. Revenue budgets will be kept within sustainable limits and the Council's Capital Programme aligned with available funds	Continuing to develop accuracy of management accounts Ongoing financial savings review	Convenor Chief Executive Head of Finance	Budget strategy report to be presented to Council on 14 September 2005 to resolve differences between financial strategy and actuality. Implement Budget Task Force proposals for savings.

CONSISTENT ACTION AND COMMITMENT TO SUSTAINABLE DEVELOPMENT: Making sure all decisions are sound for the long term.

Priority	How we will do this	Lead Responsibility	Time Scale and Outcome to 31 March 2006
3. Establish clear links to the Community / Corporate plan priorities and targets in <ul style="list-style-type: none"> • other Strategic Plans • Service Plans • Revenue Budgets • Capital Programme • Council Reports 	Implementation and development of Service Planning. Develop and implement planning support toolkits and training. Links to corporate priorities set out explicitly in all strategies, plans and reports	Convenor / Chief Executive Executive Directors Head of Organisational Development Head of Legal & Admin Head of Organisational Development	All Services to maintain enhanced service plans from June 2005. Corporate planning training developed and delivered to members and managers by 2005. All reports to specifically set links to Corporate Plan prior from June 2005. For example: <ul style="list-style-type: none"> • Equal Opportunities • Health Improvement • Environmental Impact
4. Sustainable matching of resources to Community needs and priorities.	Develop policy-led budgeting mechanism that allows allocation of resources at corporate and service levels according to community need and priority on a long-term sustainable basis.	Convenor Chief Executive Head of Finance Head of Capital Programme	Sustainable spending report presented to Council on 14 September 2005 to resolve differences between financial strategy and actuality. Implement new system of selection for capital programme
5. Corporate approach to Procurement	Develop consistent approach to procurement across the organisation taking account of efficiency, effectiveness, sustainability and equality issues.	Convenor Chief Executive	Corporate Procurement Policy adopted by September 2005

CAPACITY BUILDING: Developing the capacity of Councillors and Officers to work towards these aims, responsibilities and effective development programmes.

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 March 2006
6. Increase understanding and incorporation of the Community and Corporate Plans into Members and Officers day-to-day work and promote member and officer leadership in implementation and monitoring of corporate priorities.	Assign lead responsibility for corporate priorities to officers & members. Build awareness of roles by implementing corporate planning training for members and officers.	Convenor Chief Executive Head of Organisational Development	Allocation of priority assigned to lead officers and members confirmed in June 2005 Corporate planning training developed and delivered by 2005.

PERFORMANCE MANAGEMENT: Challenging target setting, frank and honest performance review and best value services, will become the normal business process of the Council.

Priority	How we will do this	Lead Responsibility	Time Scale and Outcome to 31 March 2006
7. Ensure systems of meaningful target setting and monitoring are developed and implemented for; <ul style="list-style-type: none"> • Community Planning • Corporate Planning • Strategic Planning • Service Planning 	Reinforce Performance Management Framework Review and update all relevant plans to include appropriate targets	Convenor Executive Management Team Head of Organisational Development Chief Executive Executive Directors	Performance Management Framework to be fully implemented All key strategies and plans updated and Quality Assurance
8. Develop senior officer and member engagement in systematic performance reporting, review and scrutiny.	Implement monitoring aspects of Performance Management Framework.	Convenor Chief Executive Executive Directors	Performance management monitoring to be fully implemented Executive Committee scrutiny function to be resolved by Committee Structure Review Member/Officer Working Group 2005.
9. Ensure an appropriate programme of challenging service reviews is in place	Identify priority areas to be reviewed. Ensure review programme is carried out.	Convenor Chief Executive. Convenor Executive Directors	4 priority service areas for review identified. Reviews of all 4 areas to be completed.

COMMUNICATION: Communication will be improved both within and out with the organisation.

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 March 2006
10. Deliver and monitor the Council's Communications Strategy.	Continue to implement Communications Strategy.	Convenor Head of Organisational Development Executive Directors	Communications Strategy to be implemented.
11. Work with Community Planning partners to enhance mechanisms for engaging with communities and co-ordinating consultation so that community needs can be best understood.	Ensure all consultation exercises follow best practice and are co-ordinated as fully as possible Effectively share results of all consultation and engagement	Convenor Head of Organisational Development and Head of Community Development Convenor Head of Organisational Development	All consultation centrally co-ordinated from April 2005. All results of community consultation lodged and shared on Datashare site from April 2005.

		Executive Directors	
12. Develop approach to public performance reporting	Define and communicate appropriate performance information to the public	Convenor Head of Organisational Development	Updated arrangements for performance reporting to be for October 2005.

WORKFORCE: To develop the workforce into one which is motivated and highly capable.

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 M 2006
13. Develop staff at all levels to be as effective and efficient as possible.	Develop and implement Corporate Training Strategy, Service Training Plans and Management Development Programme.	Convenor Head of Organisational Development	All Heads of Service and Senior Managers to have had follow up Management Development Training during 2005. All Support Services staff to undertake customer care training during 2005.
14. Modernisation of staffing arrangements.	Negotiate and Implement Single Status Agreement.	Convenor Executive Director Infrastructure Head of Organisational Development	Single Status Agreement to be implemented by October 2006.
15. Performance review to be extended across all appropriate staff and linked to Service targets.	Implement performance review across all appropriate staff groups on a rolling basis.	Convenor Chief Executive Executive Directors Head of Organisational Development	Performance appraisal to be completed for next tier of staff by December 2005.

ORGANISATION: Aiming to provide a single campus Council headquarters to improve efficiency.

Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 M 2006
16. Promote efficiency of Council services and joined up thinking and working by developing a single Council Campus	Implementation of the Council's Corporate Accommodation Plan	Accommodation Working Group	Identification and further progress on acquisition of sites. Commence outline planning for new headquarters by December 2005.
17. Simplify service delivery arrangements through implementation of Trust and	Complete integration of Shetland Welfare Trust, implement proposals for	Convenor Chief Executive	Shetland Welfare Trust integration to be completed by December 2005.

other agency rationalisation proposals	Islesburgh and Arts Trusts and integrate Shetland Towage		Islesburgh & Arts Trust integration to be completed. Shetland Towage integration completed.
18. Seek more efficient methods and models of public service delivery for Shetland	Initiate the review of public sector delivery in Shetland proposed under the Efficient Government project	Convenor Chief Executive	Appoint team and complete investigation phase of the "Efficient Government" Project by September 2006.

Corporate Improvement Plan 2004-2008

March 2006 Implementation Update

Section 3 – Commitments to Staff

COMMITMENTS TO STAFF: The Council believes that the whole organisation must work together to achieve its vision. As a Council, we give the following commitments to its staff.			
Priority	How we will do this	Lead Responsibility	Outcome Targets to 31 March 2006
1. Give the highest standard of leadership and management to all people	Corporate Governance implementation	Convenor Chief Executive	All Heads of Service and Senior Managers to have had follow-up Management Development Training Corporate planning training for elected Members to be delivered by October 2005.
2. Provide access to learning and development opportunities for all employees	Implementation of Corporate and Service Training Plans Equality Schemes	Convenor Chief Executive	Develop and implement new Corporate Training Strategy
3. Provide a safe and healthy workplace for all employees	Implementation of Risk Management and Health and Safety Policies	Convenor Chief Executive	Achieve the Scotland's Health and Safety Silver Award for the 4th time by the Council.
4. Recognise and value employees' contribution	Celebrate staff success	Convenor Chief Executive	Carry out Council-wide staff survey.

5. Treat employees fairly, courteously and consistently	Continued modernisation of HR policies to reflect best practice. Customer care awareness, equalities and race equality schemes	Convenor Chief Executive	Revise and implement the C Conduct, Adoption/Fosterin Employment of Over 65s Po Compassionate Leave Polic
6. Work to reduce any undesirable effects of change	Develop and implement consultation guidelines	Convenor Chief Executive	Continue sympathetic applic change-related HR policies.