



Shetland Islands Council

REPORT

To: Executive Committee

From: Head of Legal and Administration

Claims Incidents and Expenditures 2002-03

Report No: LA-32-F

1 Introduction

- 1.1 This report seeks to advise Members of in a general sense of insurance claims handled by the Council along with an indication of their respective number and cost to the Council.
- 1.2 It also aims to correct an ambiguous statement in Report F-056-F submitted to Policy & Resources on 21 April 1997 (min. ref.55/97) and to lay down the type of detail that would be beneficial to be submitted to Council in the future.

2 Background

- 2.1 Shetland Islands Council operates around 40 different insurance policies, with a variety of excess levels, and handles claims arising from within the Authority as well as claims raised against the Council by third parties and/or third parties' solicitors.
- 2.2 The overall aim is to reduce both the frequency and severity of claims thereby reducing costs, disruption to service, loss of reputation, etc.

3 Current Situation

- 3.1 Insurance Claims for the Council for the year 2002-03, and in comparison to the previous 3 years, are as follows:

YEAR	SIC FUNDED	INSURER FUNDED	No. of CLAIMS
2002-2003	£31,013	£197,658	764
2001-2002	£101,591	£415,230	962
2000-2001	£80,231	£243,482	967
1999-2000	£102,147	£373,721	977

3.2 Members will see that the number and cost of claims for 2002-03 is down on the annual average, as is the portion that is paid by Council as opposed to its insurers.

3.3 It is proposed that a report will be submitted to Members on at least an annual basis detailing relevant statistical information in terms of claims incidents and associated costs. However, in the event that there becomes a need to apprise Members of the situation in advance of the suggested regularity, such reports will be submitted as necessary.

3.4 Report F-056-F submitted to Policy & Resources on 21 April 1997 (min. ref. 55/97) stated that "It is proposed that the Director of Finance be given delegated authority to operate the Insurance Fund within the Best Practice guidelines. An annual report on the funds activities will be presented to Members."

3.5 This statement is ambiguous in that it was intended to mean that the investment activity of the insurance fund would be reported to Members (as part of the Annual Financial Report) and not that each individual transaction irrespective of its significance would form the basis of a report. Indeed, such a report would simply be needless, cumbersome, and of virtually no benefit to Members. It is therefore proposed that this statement is deemed obsolete, replaced by the recommendations in this report.

4 Financial Implications

4.1 There are no financial implications arising from this report.

5 Policy and Delegated Authority

5.1 Responsibility for advice on financial planning lies within the remit of Executive Committee. It is suggested that monitoring of insurance provision falls within that broad heading and, subject to Council approval, future reports will be received annually by that committee.

6 Conclusions

- 6.1 A report will be submitted annually detailing relevant statistical information in terms of claims incidents and associated costs, although further reports will be submitted more frequently should circumstances deem it necessary.

7 Recommendations

- 7.1 I recommend that the Executive Committee recommends that Council:
- i) approve the proposal to report annually in the aforementioned format through Executive Committee in the first instance with regard to claims incidents and associated costs.

Date: 26 August 2003
Our Ref: SP/RI18

Report No: LA-32-F



REPORT

To: Executive Committee

2 September 2003

From: Head of Legal and Administration

Joint Future Joint Staff Forum – Appointments

LA-48-F

1.0 Introduction

- 1.1 The Council agreed, at its meeting on 21 May 2003, to refer appointments to the Joint Future Joint Staff Forum to the Executive Committee.
- 1.2 The Executive Committee, at its meeting on 24 June, confirmed that any appointments regarding staffing functions, arising from membership of the Executive Committee, do not apply to the Chairman of the Shetland Development Trust nor to the Chairman of the Shetland Charitable Trust. This was adopted by the Council at its meeting on 2 July 2003 (Min. Ref.

2.0 Current Position

- 2.1 In this regard, the Council Members of the Employees JCC, and those eligible for staffing related appointments, are:

A J Cluness, Convener
F B Grains, Vice-Convener and Chairperson – Services Committee
W N Stove, Vice-Chairperson – Services Committee
J C Irvine, Chairperson – Infrastructure Committee
A Inkster, Vice-Chairperson – Infrastructure Committee
W A Ratter, Chairperson – Economic Development Forum
- 2.2 The Joint Future Joint Staff Forum requires the appointment of 2 Members from each Side of the Employees JCC. Details as to the Forum's remit and appointments required are contained in Appendix 1 to this report.

3.0 Financial Implications

- 3.1 Any legitimate expenses incurred by Members in attendance at Committees, Sub-Committees, Consultative Committees, and other internal groups to which they are appointed by the Council, shall be met by the Council from the existing Members' Travel budget.

4.0 Policy and Delegated Authority

- 4.1 Appointments to the Joint Future Joint Staff Forum have been delegated to the Executive Committee (Min. Ref. 76/03).

5.0 Conclusion

- 5.1 The appointment of members to the Joint Future Joint Staff Forum was referred to the Executive Committee. The Executive Committee, and Council, agreed that membership of the Employees JCC would not apply to the Chairpersons of the Shetland Development Trust or Shetland Charitable Trust. In this regard, those Members eligible for appointment to the Joint Staff Forum have been confirmed.

6.0 Recommendation

- 6.1 I recommend that the Executive Committee appoint 2 Council Members for appointment to the Joint Future Joint Staff Forum.

11 August 2003
AC

Joint Future Joint Staff Forum

Purpose:

To encourage the development of an open, trusting and supportive culture which recognises and explores solutions to the challenges presented by differing approaches to human resource management within the partner agencies of Shetland NHS Board and Shetland Islands Council.

All agreements/recommendations that are made discretely within the partner agencies and impact on staff involved in joint working will be discussed and taken in to account by the Joint Staff Forum and therefore the Joint Future Implementation Group (JFIG) before implementation.

The Joint Staff Forum does not replace or usurp either the Shetland NHS Board Partnership Forum or the Shetland Islands Council Employees Joint Consultative Committee where staffing issues will continue to be discussed in line with the published constitutions. Its remit is to protect and reassure *all* staff as they become involved in joint working by providing a joint environment where relevant staffing issues and concerns can be raised and discussed; difficulties can be explored and resolved and shared routes forward can be agreed.

Membership	Method of Appointment	Duration	Approved Duty
2 Council Members of Employees JCC	Appointment	Membership of Employees JCC	Yes
2 Employee Members of Employees JCC	Appointment	Membership of Employees JCC <i>B Smith</i> <i>A Christie-Henry</i> <i>G Nicolson (substitute)</i>	N/a



Shetland Islands Council

REPORT

To: Executive Committee

2 September 2003

From: Service Manager – Internal Audit

The Executive Committee's – Role as Audit Committee Report No: F026-F

1. Introduction and Key Decisions

- 1.1 This report is being presented to the Executive Committee to clarify its role as the Audit Committee of Shetland Islands Council.
- 1.2 This report presents Members with an overview of the role of an Audit Committee based upon the CIPFA Local Government Internal Audit Manual, adapted to local circumstances as appropriate.
- 1.3 Members are asked to approve the role as described.

2. Background

- 2.1 Appendix 1 is an extract from the CIPFA Code of Practice for Internal Audit in Local Government outlining the expected standards for Audit Committees.
- 2.2 These standards are now discharged through Executive Committee having previously been within the remit of Standing Committee.

3. Audit Committee Role

- 3.1 The following is the proposed role for the Executive Committee based upon the CIPFA Local Government Internal Audit Manual

4. Constitution

- 4.1 The Audit Committee role will be a key function of the fully constituted Executive Committee. This role will be discharged whenever Audit Committee business is presented to it as part of the normal cycle of meetings. All such business will be explicitly identified as Audit Committee business. Audit progress reports will be presented at least twice a year.
- 4.2 It will comprise the full membership of the Executive Committee. In addition the committee will be attended by the Internal Audit Manager, the Head of Finance and the Head of Legal & Administration.
- 4.3 The committee will have the authority to require the attendance of any elected member or officer of the authority.
- 4.4 The Internal Audit Manager may report directly to the Chair of the Committee if deemed necessary.
- 4.5 The business of the Audit Committee will be conducted apolitically.

5. Terms of Reference

- 5.1 The Committee is charged with responsibility for ensuring good stewardship of the Council resources.
- 5.2 The Committee will enhance the profile, status and authority of the Internal Audit function and will demonstrate its independence.
- 5.3 The Committee will contribute towards making the Council, its Committees and Departments more responsive to the audit function.
- 5.4 The Committee is charged with the responsibility for promoting internal control by the systematic appraisal of the authority's internal control mechanisms, by the development of an anti-fraud culture and by the review of financial procedures.
- 5.5 The Committee is charged with the responsibility for focusing audit resources, by agreeing the Audit Plans and monitoring delivery of the audit service.
- 5.6 The Committee will monitor both internal and external audit performance by ensuring auditor/officer collaboration within the agreed timescales, by securing the timely preparation and response to audit reports, by ensuring the implementation of audit recommendations and by monitoring the finalisation of the annual accounts.

- 5.7 The Committee will review compliance with the relevant standards, codes of practice and corporate governance policies. This includes monitoring compliance with ethical standards.
- 5.8 The Committee will ensure that it acts within the policies and strategies of the Council.

6. Committee Remit

- 6.1 Agree the annual and strategic Audit Plans.
- 6.2 Review Internal Audit's progress against the Audit Plan and consider Internal Audit performance measures.
- 6.3 Receive and consider a summary of Internal Audit work undertaken since the last meeting, plus current status.
- 6.4 Monitor the proportion of key recommendations actioned since the previous meeting.
- 6.5 Consider all external audit reports.
- 6.6 Receive and consider executive summaries of system reviews.
- 6.7 Receive and consider executive summaries of VFM reports.
- 6.8 Receive and consider executive summaries of contract audit reports.
- 6.9 Receive and consider executive summaries of special investigation reports.
- 6.10 Receive and consider a chronological summary of internal audit reports awaiting departmental response and address any evident problems.

7. Financial Implications

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

8. Policy and Delegated Authority

- 8.1 The Executive Committee remit includes consideration of audit matters and one of its roles is to serve as the Council's Audit Committee.

9. Recommendation

9.1 I recommend that the Executive Committee:

- (a) Approve the role of the Audit Committee based upon the CIPFA
Local Government Internal Audit Manual

Date: 26 August 2003
Our Ref: CMcl/DMcC

Report No: F026-F

APPENDIX 1 : Extract from CIPFA Code of Practice for Internal Audit in Local government

Internal Audit in local government must report to those charged with governance. How this is achieved is for the organisation to decide. Where the Code refers to audit committees, this should be read in the context of the specific mechanism for reporting to members that exists in the organisation. This standard only encompasses internal audit issues and does not define the full role or constitution of an audit committee.

3.1 Principles of the Audit Committee

3.1.1 The main objective of an audit committee is to independently contribute to the organisation's overall process for ensuring that an effective internal control environment is maintained. The primary focus of this work has historically related to internal financial control matters such as the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information. With the requirement to make wider statements on internal control organisations are increasingly looking to audit committees to provide assurance on the wider arrangements relating to all internal control activities.

3.2 Information that the Head of Internal Audit should bring to the attention of the Audit Committee.

3.2.1 The Head of Internal Audit should bring the following to the attention of the Audit Committee:

- (a) the terms of reference for Internal Audit
- (b) the Internal Audit strategy
- (c) the resourcing of Internal Audit
- (d) the periodic plans of Internal Audit, progress against and material changes made to these plans, and any implications arising from their findings and opinion
- (e) the adequacy of management response to Internal Audit advice and recommendations
- (f) the Head of Internal Audit's annual report
- (g) the arrangements for and the results of quality assurance and performance management processes
- (h) the arrangements made for co-operation between Internal Audit, external audit and other review bodies.

3.3 The Head of Internal Audit's relationship with the Audit Committee.

3.3.1 The Head of Internal Audit (or an appropriate representative of the internal audit team) should attend audit committee meetings unless, exceptionally, the audit committee decides that they should be excluded from either the whole meeting or particular agenda item(s). The reasons for any such exclusion should be made known to the appropriate member of the corporate management team and to the Head of Internal Audit.

3.3.2 The Head of Internal Audit should have a right of access to the Chair of the Audit Committee or equivalent.



REPORT

To: Executive Committee

2 September 2003

From: Head of Organisational Development

Statutory Performance Indicators for 2002/03

Report No: CE-18-F

1.0 Introduction

- 1.1 The purpose of this report is to present the Statutory Performance Indicators for 2002/03.

2.0 Background

- 2.1 Statutory Performance indicators are required to be submitted to Audit Scotland and published by the end of September 2003.
- 2.2 The Local Government Act 1992 requires Audit Scotland to ensure that local authorities publish certain performance indicators. These indicators are intended to facilitate, in Audit Scotland's opinion, "the making of appropriate comparisons (by reference to the criteria of cost, economy, efficiency and effectiveness) between:
 - a) the standards of performance achieved by different authorities in that financial year; and
 - b) the standards of performance achieved by such bodies in different financial years."
- 2.3 Audit Scotland then collates and publishes data and comparisons between Councils each year.

3.0 Statutory Performance Indicators for 2002/03

- 3.1 Appendix A contains a summary of the Performance Indicators, which were submitted to Audit Scotland at the end of August 2003. Information on previous years performance indicators has been

included for comparative purposes and an indication of the percentage change between 2001/02 and 2002/03, where appropriate.

- 3.2 In previous years it was statutory to publish this information in a local newspaper. The Local Government in Scotland Act, 2003 requires publication, but by any form felt to be useful and accessible: recognising that different sections of the community will have different needs in terms of getting information.
- 3.3 As a contribution towards the Council's Public Performance Reporting regime for 2002-03, it is therefore proposed to collate the performance indicators, together with explanations of any significant items of note, in a leaflet for publication on the Internet, Intranet and in a hard copy available in a number of public places, including libraries, schools, other Council premises and leisure centres.
- 3.4 Most figures indicate no significant change in cost, efficiency and effectiveness. However there are a number of performance indicators requiring explanation:

Sickness Absence

It appears that the percentage of working days lost through sickness absence has increased this year, on previous years. There has been a change in the recording of these figures; the new CHRIS personnel payroll system has been used, which provides more accurate establishment records. However the percentages are still comparatively low, at an average of 5.1% of working days lost, compared with the national average within the public sector of approximately 10%.

Environmental Health: Workplace Inspections

Libraries: Use of Libraries

For both of these there was a Failure To Report. This was due to the fact that last year both were X-rated, the auditor was unable to verify the methods used to calculate the indicators. Managers have since changed the methods used, but were unable to do so before the start of the 2002-03 period. The new systems in place will ensure these indicators will be reported on in future years.

Pest Control Services

Requests for these have increased substantially: a warm summer and mild winter in 2002 led to a significant increase in requests for insect treatments. There has also been a significant increase in requests to deal with seagulls and nests.

- 3.5 Additionally there are a number of performance indicators worth highlighting:

Benefits Administration

The Council now has a written security strategy for combating fraud and error, which is communicated regularly to staff. Whilst the average time taken to process new claims has increased from 23.1 to 30.7 days since 2001-02.

Council-Wide Indicators

The percentage of General Service Employees in Salary Band A (equivalent to APT&C salary point 50 or above) who are women has decreased by 14.4% and the percentage in Band B (APT&C salary points 31 to 49) has decreased by 3.7%. However the percentage of teachers in Band A who are women has increased by 31.1% and the percentage of Chief Officials who are women has increased by 27.6% to 17.4% of Chief Officials.

Education

The average number of weeks taken to complete an assessment of special educational needs has decreased by 71.7%, from 53 to 15 weeks. The number of assessments has more than doubled since last year, to 11 in 2002-03.

Housing

The number of homeless households in priority need has increased by 2.9% from 70 to 72 households.

Social Work

The number of children referred during the year 2002-03 has decreased by 20.3% since 2001-02 and the number of children on the register has decreased since 31 March 2002.

The number of new Community Service orders issued increased by 23.1% from 13 to 16 during the year 2003-03 and the average length of community service increased from 170 to 375 hours.

4.0 Financial Implications

- 4.1 The production and distribution costs of the electronic and hard copy of the performance indicators will be met within existing resources.

5.0 Policy and Delegated Authority

- 5.1 Approval of these performance indicators for publication rests with the Council.

6.0 Conclusions

- 6.1 There is a legal requirement for the Council to gather and publish certain performance indicators on a range of Council services. This exercise is in line with principles of Best Value, which focuses attention on service outcomes and continuous improvement. This report

presents the performance indicators for financial year 2002/03 for approval and publication.

7.0 Recommendations

- 7.1 I recommend that the Council approve the Performance Indicators for 2002/03, outlined in Appendix A, for publication and distribution in electronic and paper format.

Date: 12 August 2003
Ref: EFP/JJ

Report No: CE-18-F

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Measure	2000/01	2001-02	2002-03	% Change 2001-02 2002-03
Benefits administration				
Gross administration cost per case:				
Weighted rent rebate caseload		809	801	
Weighted private sector caseload		99	133	
Weighted registered social landlord caseload		114	150	
Weighted Council Tax Benefit caseload		1297	1284	
Gross administration cost per case		101.55	109.86	
Processing Times:				
Average time taken to process new claims	N/A	23.1	31.5	
Av. time to process change of circumstances	N/A	3.2	4.7	
Percentage of renewal claims processed on time	N/A	98.0	99.5	
The percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available at the determination	99.80	99.8	100.0	
Does the Council have a written security strategy for combating fraud and error which is communicated regularly to all staff	No	No	Yes	
Percentage of recoverable overpayments that were recovered in the year.	NA	50.7	44.4	
Building control				
The average time (days) taken to respond to a request for a completion certificate	4	5	4	
Number of building warrants issued	451	407	353	
Number of completion certificates issued	207	249	285	
Council Wide Indicators				
Sickness Absence				
The percentage of working days lost through sickness absence for chief officers, administrative, professional, technical and clerical staff	3.4	3.9	5.1	
The percentage of working days lost through sickness absence for craft and manual employees	4.6	4.3	7.3	
The percentage of working days lost through sickness absence for teachers	2.8	1.9	3.0	
Complaints				
The number of complaints accepted for enquiry by the Ombudsman which resulted in a local settlement	0	0	0	
The number of complaints accepted for enquiry by the Ombudsman which were classified as maladministration	0	0	0	
Litigation Claims				
The number and value of successful litigation actions against the authority settled in the financial year in respect of Housing (no. of actions per 10,000 dwellings)	0	NR	NA	
The number and value of successful litigation actions against the authority settled in the financial year in respect of Housing (£ per 10,000 council dwellings)	0	NR	NA	

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The number and value of successful litigation actions against the authority settled in the financial year in respect of Roads (no. actions per 10,000 population)	0	NR	NA
The number and value of successful litigation actions against the authority settled in the financial year in respect of Roads (£ per 10,000 population)	0	NR	NA
The number and value of successful litigation actions against the authority settled in the financial year in respect of All other services (no actions per 10,000 population)	0	NR	NA
The number and value of successful litigation actions against the authority settled in the financial year in respect of All other services (£ per 10,000 council dwellings)	0	NR	NA

Equal Opportunities

The percentage of Chief Officials who are women in Salary Band A	14.3	13.6	17.4
The percentage of Chief Officials who are women in Salary Band B	0.0	0.0	0.0
The percentage of Chief Officials who are women in Salary Band C	0.0	0.0	0.0
The percentage of General Service Employees in salary band A who are women	16.7	16.7	14.3
The percentage of General Service Employees in salary band B who are women	32.7	32.5	31.3
The percentage of General Service Employees in salary band C who are women	70.0	70.0	73.9
The percentage of teachers who are women in salary band A	43.2	44.1	57.8
The percentage of teachers who are women in salary band B	74.0	73.5	73.6
The percentage of teachers who are women in salary band C	100.0	0.0	0.0

Education

Pre- School

The percentage of children in their pre-school year who received grant assisted education at Council facilities	68.4	69.5	66.5
The percentage of children in their pre-school year who received grant assisted education at private facilities	0.0	0.0	0.0
The percentage of children in their pre-school year who received grant assisted education at voluntary facilities	21.9	17.7	16.7
The percentage of children in their pre-school year who received grant assisted education in total	90.3	87.1	83.3
Total number of pre-school year children receiving grant assisted education	260	271	234
The percentage of 3 year olds in the year before their pre-school year who received grant assisted education at Council facilities	37.8	44.2	25.3

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The percentage of 3 year olds in the year before their pre-school year who received grant assisted education at Voluntary facilities	41.9	28.1	18.4
The percentage of 3 year olds in the year before their pre-school year who received grant assisted education in total	79.7	72.3	43.7
Total number of 3 year olds in the year before their pre-school year children receiving grant assisted education	118	102	121
The percentage of grant aided children in their pre-school year who receive fewer than five sessions per week	16.5	13.3	12.4
The percentage of grant aided 3 year olds in the year before their pre-school year who receive fewer than five sessions per week	48.3	35.5	54.5

Primary Schools

Primary classes in which the number of pupils fall within the following bands (%):

Single year classes: 15 or less	13.0	17.5	11.8
Single year classes: 16- 20	8.9	7.9	13.4
Single year classes: 21 - 25	17.9	19.8	15.1
Single year classes: 26 - 30	9.8	6.3	5.9
Single year classes: 31 - 33	0.0	0.0	0.0
Single year classes: 34 or more	0.0	0.0	0.0

Primary classes in which the number of pupils fall within the following bands (%):

Composite: 15 or less	27.6	26.2	28.6
Composite: 16- 20	17.1	15.1	14.3
Composite: 21 - 25	5.7	7.1	10.9
Composite: 26 - 30	0.0	0.0	0.0
Composite: 31 - 33	0.0	0.0	0.0
Composite: 34 or more	0.0	0.0	0.0

Primary classes with P1 to P3 pupils in which the number of pupils falls within the following bands (%):

15 or less	50.8	50.9	45.0
16 - 20	21.3	28.1	38.3
21 - 25	24.6	17.5	16.7
26 - 30	3.3	3.5	0.0
31 - 33	0.0	0.0	0.0
34 or more	0.0	0.0	0.0

Number of single year primary classes	61	65	55
Number of composite primary classes	62	61	64
Number of primary classes with P1 to P3 pupils	61	57	60
Average number of children per primary school class	18.0	16.8	17.2

Education

Occupancy

Number and percentage of primary schools with occupancy of:

40% or less	23.5	14.7	23.5
41 - 60%	35.3	20.6	41.2

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61 - 80%	20.6	50.0	17.6
81 - 100%	14.7	8.8	11.8
101% or more	5.9	5.9	5.9
Total number of primary schools	34.0	34.0	34.0
Number and percentage of secondary schools with occupancy of:			
40% or less	11.1	0.0	0.0
41 - 60%	11.1	33.3	33.3
61 - 80%	33.3	0.0	0.0
81 - 100%	33.3	55.6	55.6
101% or more	11.1	11.1	11.1
Total number of secondary schools	NA	9.00	9.00
Special Educational Needs			
The average number of weeks taken to complete an assessment of special educational needs	47.0	53.0	15.0
Total number of assessments	6	5	11
Percentage of assessment completed in the following time bands:			
Up to 18 weeks	0.0	0.0	81.8
19 - 26 weeks	0.0	20.0	18.2
27 - 39 weeks	16.7	40.0	0.0
40 - 52 weeks	33.3	20.0	0.0
More than 1 year	50.0	20.0	0.0
Environmental Health			
Food Safety: Hygiene Inspections			
The percentage of premises with a minimum inspection frequency of 6 months, that were inspected on time	0.00	50.00	100.00
The percentage of premises with a minimum inspection frequency of 12 months, that were inspected on time	29.40	96.70	93.10
The percentage of premises with a minimum inspection frequency of greater than 12 months, that were inspected on time	10.10	68.60	98.60
Workplace Safety Inspections			
Number of premises liable to workplace safety inspection	647	648	FTR
Percentage of premises liable to workplace safety inspection that are within the system	100	100	FTR
Safety Inspections - % of premises liable to inspection brought within the inspection rating system	NA	NA	FTR
Safety Inspections - the percentage of premises with a target inspection frequency of 12 months which were inspected within the time.	0.00	100.00	FTR
Safety Inspections - the percentage of premises with a target inspection frequency of 24 months which were inspected within the time	25.0	100.0	FTR
Safety Inspections - the percentage of premises with a target inspection frequency of 24 months years which were inspected within the time	80.0	85.7	FTR

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Safety Inspections - the percentage of premises with a target inspection frequency of 24 months years which were inspected within the time		42.9	FTR
Safety Inspections - the percentage of premises with a target inspection frequency of 24 months years which were inspected within the time		55.6	FTR
Safety Inspections - the percentage of premises with a target inspection frequency of 60 months years which were inspected within the time		26.0	FTR
FTF - Failure to Report			
Environmental Protection*			
Environmental Protection - number of noise complaints received that were the responsibility of the Council	2	12	10
Number of noise complaints completed at initial inquiry stage	2	3	7
Number of noise complaints which required further investigation	0	9	3
Noise complaints - the percentage of initial noise complaints that were dealt with in one day	100.00	100.00	85.70
Noise complaints - the percentage requiring further investigation that were dealt with in three days	0.00	90.90	66.70
Number of noise complaints resulting in: * X-rated			
Environmental Health			
Pest Control			
Pest Control - High Priority - target response time (working days)	2	2	2
Number of requests for high priority pest control services	38	47	118
Number of responses which met the Council target	37	43	106
Pest control - the percentage of responses to request for high priority pest control services within the Council's target	97.4	NA	89.8
Pest control - the percentage of responses to request for high priority pest control services within the national target of two days	97.4	91.5	89.8
Pest Control -Low Priority - target response time (working days)	5	5	5
Number of requests for low priority pest control services	17	20	92
Number of responses which met the Council target	17	20	76
Pest control - the percentage of responses to request for low priority pest control services within the national target of two days	100.0	100.0	82.6
Environmental Services			
Refuse Collection			
Refuse collection - the gross cost of refuse collection (combined domestic, commercial and domestic bulky uplift) per premise (£)	39.49	59.75	73.06
Refuse disposal - the gross cost of refuse disposal per premise (£)	76.53	63.90	105.37
Missed Collections			

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Refuse collection - the number of household waste collections that were missed per 100,000 collections, during the period May to September	7	5	28
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Refuse collection - the number of household waste collections that were missed , per 100,000 collection, during April and the period October to March	9	5	4
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Waste Disposal

Waste Disposal - the percentage of household waste collected that was disposed of by the following methods:

Used for recovery of heat, power and other energy sources	60.0	70.5	47.3
Other recycling or recovery methods	10.9	10.3	22.6
Landfill	29.1	19.2	30.1
Total Tonnes	100.0	100.0	100.0

Waste Disposal - the percentage of commercial and industrial waste collected that was disposed of by the following methods:

Used for recovery of heat, power and other energy sources	70.1	70.5	47.5
Other recycling or recovery methods	17.4	10.3	22.5
Landfill	12.4	19.2	30.0
Total Tonnes	100.0	100.0	100.0

Finance

Council Tax Collection

Council tax - the gross cost of collecting council tax per chargeable dwelling (£)	15.82	17.21	19.79
Council Tax - income due from council tax for the year excluding relief and rebates (£m)	4.5	5.0	5.5
Council tax - the percentage of council tax income for the year that was collected in the year	95.2	95.8	96.1

Non-domestic Rates Income

Percentage of income due from non-domestic rates that was received by the end of the year	NA	NA	98.4
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Payment of Invoices

The percentage of invoices paid within 30 days or other agreed time period	83.1	82.5	83.1
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Accounts

Accounts - was the statutory abstract of accounts for the previous financial year submitted for audit by 30 June 2002?	Yes	Yes	Yes
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Did the accounts receive an unqualified audit account?		Yes	Yes
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Housing

Response Repairs

The percentage of response repairs due to be undertaken within the following periods that were undertaken within target time:

Within 4 hours	93.0	92.4	96.7
Within 3 days	86.0	80.0	86.0

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Within 1 month	70.0	70.7	66.7
Within 3 months	68.1	54.7	47.5
All categories - the percentage of repairs due to be completed within 24 hours that were completed within target	93.0	92.4	96.7
Managing Tenancy Changes			
The amount of rent lost due to voids (£)	382,821	362,315	358,711
Percentage of rent lost due to voids	7.42	6.42	6.71
The number of all houses re-let that took:			
Less than 2 weeks	39	24	4
Between 2 weeks and 4 weeks	32	22	31
More than 4 weeks	135	159	147
Total number of houses re-let	206	205	182
Average time to re-let houses		160.4	185.3
Tenancy Changes - the percentage of all houses re-let that took:			
Less than 2 weeks	18.9	11.7	2.2
Between 2 weeks and 4 weeks	15.5	10.7	17.0
More than 4 weeks	65.6	77.6	80.8
Total	100.0	100.0	100.0
Rent Arrears			
Rent Arrears - amount of current tenants' rent arrears (£)	148,510	142,209	124,615
Rent arrears - current tenant arrears as a percentage of the net amount of rent due in the year	4.6	4.2	3.7
Rent arrears - the percentage of current tenants owing more than 13 weeks rent at the year end, excluding those owing less than £250	2.5	2.4	3.8
Council House Sales			
The number of sales completed within the following time bands:			
Up to 20 weeks	16	7	13
21 - 26 weeks	21	7	31
27 - 32 weeks	14	16	19
33 weeks or more	30	16	34
Total Council House Sales	81	46	97
The percentage of sales completed within the following time bands:			
Up to 20 weeks	20	15.2	13.4
21 - 26 weeks	26	15.2	32.0
27 - 32 weeks	17	34.8	19.6
33 weeks or more	37	34.8	35.0
Total	100.0	100.0	100.0
Average time to sell (weeks)		31	32
Homelessness			
Total number of homeless household in priority need	77	70.0	72.0
Total number of homeless household in priority need per 10,000 households	77	70.1	71.7
The number of homeless households in priority need provided with temporary accommodation in the following type:			
Hostels	50	31	43
Council furnished dwellings	35	73	58
Bed and breakfast	3	0	2
Other	9	5	2
Total	97	109	105

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Homelessness - the number of homeless households
in priority need provided with temporary
accommodation in the following type (%):

Hostels	51.5	28.4	41.0
Council furnished dwellings	36.1	67.0	55.2
Bed and breakfast	3.1	0.0	1.9
Other	9.3	4.6	1.9
Total	100.0	100.0	100.0

The average length of stay within each of the
following types of temporary accommodation (days):

Hostels	170	109	128
Council furnished dwellings	393	151	285
Bed and breakfast	3	0	7
Other	268	143	347

Leisure Services

The percentage of total operating expenditure on pools met from customer income	31.9	33.4	31.8
Leisure pools - the number of attendance per 1,000 population	14,883	14,130	15,001
Indoor facilities excluding pools - the number of attendances per 1,000 population	14,309	15,584	16,508
Museums - the total number of museums operated by or financially supported by the Council	9	12	12
Museums - the percentage of museums registered under the Museums and Galleries Commission (MGC) registration scheme	100	66.7	75.0

Libraries

Processing time

Processing time - the average time to satisfy library book requests (days)	11	13	FTR
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Libraries

Stock Turnover*

Total number of adult opening stock items per 1,000 population	3,318	3,389	2,435
Number of additions per 1,000 population	377	264	200
Number of withdrawals per 1,000 population	307	217	183
Total number of closing stock items per 1,000 population	3,389	3,436	2,452
Changes in children and teenage library lending stock			
Total number of opening stock items per 1,000 population	3,239	3,483	308
Number of additions per 1,000 population	354	338	81
Number of withdrawals per 1,000 population	110	80	56
Total number of closing stock items per 1,000 population	3,483	3,742	333

Use of Libraries

Use of libraries - the number of borrowers as a percentage of the resident population	49.0	49.0	FTR
Use of libraries - the average number of issues per borrower	21.0	20.6	FTR

Learning Centres

Learning Centre - the number of users	NA	NA	1291.0
The number of users as % of the population.	NA	NA	5.9
Number of occasions the terminals were accessed.	NA	NA	564.1

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* This years figure is not directly comparable to previous years due to a change in the method for calculating the indicator. In previous years, the stock was counted as per a catalogue on the internet, which included books in places such as school libraries, where books could be requested from but which are not open to the public. This year the figures used within the indicator are the result of a stock count of the books in the public libraries. This is the correct method, in line with Audit Scotland guidance.

Planning				
Processing Time				
Number of householder applications	100	119	114	
The percentage of householder applications which took:				
Up to 1 month	33.0	42.9	32.5	
1 month to 2 months	57.0	49.6	56.1	
2 months to 3 months	7.0	5.0	8.8	
More than 3 months	3.0	2.5	2.6	
Number of non-householder applications	253	222	263	
Processing Time - the percentage of non-householder applications which took:				
Up to 2 months	56.7	60.4	55.9	
2 months to 3 months	23.4	18.9	24.7	
More than 3 months	19.8	20.7	19.4	
Appeals				
Appeals - Number of planning applications that went to appeal	5	1	0	-
Percentage of planning applications that went to appeal	1.4	0.3	0.0	-
Number of successful planning appeals	2	1	0	-
Percentage of the total number of planning applications that went to appeal and were successful	40.0	100.0	0.0	-
Development Plans - the percentage of the population covered by a Local Plan which has been adopted within the last 5 years.	0	0	100	
Roads & Lighting				
Network Maintenance				
Expenditure (% of total spend):				
Structural Maintenance	59.5	57.1	61.2	
Routine Maintenance	17.2	16.5	17.2	
Winter Maintenance	18.8	20.0	14.6	
Maintenance Surveys and Inspections	2.4	0.8	2.5	:
Footways Maintenance	2.0	5.7	4.5	
Total	100.00	100.00	100.00	
Expenditure per carriageway kilometre (£ per km):				
Structural Maintenance	3,824	3,137	3,334	
Routine Maintenance	1,109	905	939	
Winter Maintenance	1,210	1,099	798	
Maintenance Surveys and Inspections	156	44	134	:
Total	6,299	5,185	5,204	
Expenditure per carriageway kilometre (£ per km):				

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Footways Maintenance	1,712	4,094	2,188
Network Maintenance			
Percentage of road network resurfaced	1.8	1.3	2.1
Percentage of road network surface dressed	13.9	7.3	10.3
Percentage of road network surfaced or redressed	15.7	8.6	12.4
Repair Response			
Repair Response - traffic lights (Category 1)			
Percentage of repairs completed within 48 hours*	87	87	36
Repair Response - street lights failure			
Number of street light failures completed		131	113
Number of street light failures completed within 7 days	85	104	87
The percentage of street light repairs completed within seven days	77.0	80.0	77.0
Gross cost of street lighting per lamp (£)*	54.67	57.57	122.12
Lighting columns replaced as a percentage of the total number of columns	0.96	1.0	0.5
* X rated			
Social Work			
Community Care Assessments			
Number of Persons assessed or reviewed:			
Elderly people aged 65+	1,001	1,050	984
Elderly people aged 65+ with dementia	41	48	39
People aged 18-64 with mental health problems / dementia	37	27	17
People aged 18-64 with physical disability	344	354	270
People aged 18-64 with learning disability	43	35	31
People aged 18-64 with HIV/AIDS	-	-	-
People aged 18 -64 with drug / alcohol abuse problems	16	13	6
Total	1,482	1,522	1,347
Number of Persons assessed or reviewed per 1,000 population			
Elderly people aged 65+	332.1	348.4	318.9
Elderly people aged 65+ with dementia	13.6	14.9	12.6
People aged 18-64 with mental health problems / dementia	2.7	2.0	1.3
People aged 18-64 with physical disability	25.0	25.6	20.0
People aged 18-64 with learning disability	3.1	2.5	2.3
People aged 18-64 with HIV/AIDS	-	-	-
People aged 18 -64 with drug / alcohol abuse problems	1.2	0.9	0.4
Total	88.3	90.6	81.2
Number of Persons receiving a service			
Elderly people aged 65+	858	810	840
Elderly people aged 65+ with dementia	19	19	16
People aged 18-64 with mental health problems / dementia	30	18	11
People aged 18-64 with physical disability	268	251	192
People aged 18-64 with learning disability	26	17	15
People aged 18-64 with drug / alcohol abuse problems	14	10	5

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Total	1,215	1,123	1,079
Number of Persons receiving a service per 1,000 population			
Elderly people aged 65+	284.7	268.7	272.2
Elderly people aged 65+ with dementia	6.3	6.3	5.2
People aged 18-64 with mental health problems / dementia	2.2	1.3	0.8
People aged 18-64 with physical disability	19.5	18.1	14.2
People aged 18-64 with learning disability	1.9	1.2	1.1
People aged 18-64 with drug / alcohol abuse problems	1.0	0.7	0.4
Total	72.4	66.9	65.1

Social Work

Expenditure on services for adults in community care client groups

Total expenditure for home and community based services		5,500,089	5,868,000
Total expenditure for home and community based services (% per population aged 18+ as adjusted)	66.8	68.5	68.5
Cost per head of population aged 18+ (£)	290.97	327.42	353.94
Total expenditure for long-term residential and nursing home care services		2,527,965	2,697,000
Total expenditure for long-term residential and nursing home care services (% per population aged 18+ as adjusted)	33.2	31.5	31.5
Cost per head of population aged 18+ (£)	144.59	150.44	162.68
Total expenditure on services for adults in community care client groups		8,028,054	8,565,000
Total expenditure on services for adults in community care client groups (% per population aged 18+ as adjusted)		100.00	100.00

Child Protection

Number of children referred over the year	38	79	63
Percentage of children on the register in the year who had previously been on the register	37.5	12.5	9.1
Total number on child protection register at 31 March	11	12	8
Number of children on the register at 31 March per 1,000 population (aged 0- 15 inclusive)	2.2	2.4	1.7
Percentage of children on the register at 31 March who had been on the register for:			
Less than 6 months	63.6	58.3	100.0
6 months but under 1 year	18.2	25.0	0.0
One year but under 2 years	9.1	16.7	0.0
Two years or more	9.1	0.0	0.0

Child Care Placements

Children being looked after by the Council (number):			
At Home	13	8	10
In other Community Placements	16	19	14
In residential accommodation	4	8	9

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Total number being looked after excluding respite	33	35	32	
Number of children aged under 12 being looked after in residential accommodation	0.0	3	0	-
Total children aged under 12 being looked after, excluding respite	11	24	14	
Number of children receiving respite excluded from above	41	36	31	
Total children looked after including respite	74	71	63	
Children being looked after by the Council by various means as percentage of total number being looked after:				
At Home	NA	22.9	28.1	
In other Community Placements	NA	54.3	43.8	
In residential accommodation	NA	22.9	28.1	
Total number being looked after excluding respite	NA	100.0	100.0	
Percentage of children aged under 12 being looked after in residential accommodation	NA	12.5	0.0	-
Total children aged under 12 being looked after, excluding respite	NA	100.0	14.0	
Children being looked after by the Council (as a rate per 1,000 population aged 0-17)				
At Home	2.3	1.4	1.5	
In other Community Placements	2.8	3.4	2.8	
In residential accommodation	0.7	1.4	1.7	
Total number being looked after excluding respite	5.8	6.2	5.9	
Number of children receiving respite excluded from above	7.3	6.4	5.8	
Total children looked after including respite	13.1	12.6	11.7	
Academic Achievements				
Number of 16-17 year olds, ceasing to be looked after away from home, who achieved Standard Grades:				
Number ceasing to be looked after	NA	2	2	
Number attaining at least one Standard Grade	NA	0	1	
Number attaining Standard Grade English and Maths	NA	0	0	
Percentage of those discharged from care attaining at least one Standard Grade	NA	0.0	50.0	
Percentage of those discharged from care attaining Standard Grade English and Maths	NA	0.0	0.0	
Home Care/Home Help Clients				
Number of home care clients receiving a service for:				
Less than 2 hours per week	157	156	147	
2 to less than 4 hours per week	199	207	211	
4 to 10 hours per week	118	111	108	
More than 10 hours per week	88	79	79	
Total	562	553	545	
Flexibility:				
Total receiving personal care	226	213	217	
Total receiving care at weekends	155	152	151	
Total receiving care in evenings / overnight	50	59	70	

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Volume of Service			
Total number of hours per week provided	3,049	3,272	2,793
Number of home care clients receiving a service as a rate per 1,000 population aged 65+ for:			
Less than 2 hours per week	52.1	51.8	47.6
2 to less than 4 hours per week	66.0	68.7	68.4
4 to 10 hours per week	39.2	36.8	35.0
More than 10 hours per week	29.2	26.2	25.6
Total	186.5	183.5	176.6
Flexibility:			
Total receiving personal care	75.0	70.7	70.3
Total receiving care at weekends	51.4	50.4	48.9
Total receiving care in evenings / overnight	16.6	19.6	22.7
Volume of Service			
Total number of hours per week provided		3272	2793
Total number of hours per week provided as a rate per 1,000 population aged 65+	1011.6	1085.6	905.1
Staff Qualifications			
Children			
Staff with social work, social care and other specified qualifications (as a percentage of number of staff)	12	16	46
Staff with other relevant qualifications (as a percentage of the number of staff)	6	3	0
Total staff qualified (as a percentage of number of staff)	18	19	46
Elderly People			
Staff with social work, social care and other specified qualifications (as a percentage of number of staff)	24	27	41
Staff with other relevant qualifications (as a percentage of the number of staff)	4	5	1
Total staff qualified (as a percentage of number of staff)	27	32	43
Other Adults			
Staff with social work, social care and other specified qualifications (as a percentage of number of staff)	27	27	50
Staff with other relevant qualifications (as a percentage of the number of staff)	18	27	0
Total staff qualified (as a percentage of number of staff)	45	55	50
Overall Totals			
Total number of staff	147	155	112
Staff with social work, social care and other specified qualifications	31	38	48
Staff with other relevant qualifications	8	10	1
Total staff qualified	39	48	49
Staff with social work, social care and other specified qualifications (as a percentage of number of staff)	21	25	43

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Staff with other relevant qualifications (as a percentage of the number of staff)	5	6	1
Total staff qualified (as a percentage of number of staff)	27	31	44
Social Work			
Residential Accommodation Privacy			
The number of rooms expressed as a percentage of all residential care places for each of the following users, for each provider:			
Single Rooms:			
Children - Council	81.8	100.0	100.0
Children - Voluntary Sector	NA	NA	NA
Children - Private Sector	NA	NA	NA
Elderly People - Council	100.0	100.0	100.0
Elderly People - Voluntary Sector	100.0	100.0	100.0
Elderly People - Private Sector	NA	NA	NA
Other Adults - Council	100.0	100.0	100.0
Other Adults - Voluntary Sector	NA	NA	NA
Other Adults - Private Sector	NA	NA	NA
Rooms with En-Suite Facilities			
Children - Council	0.0	0.0	0.0
Children - Voluntary Sector	NA	NA	NA
Children - Private Sector	NA	NA	NA
Elderly People - Council	100.0	100.0	100.0
Elderly People - Voluntary Sector	100.0	100.0	100.0
Elderly People - Private Sector	NA	NA	NA
Other Adults - Council	40.0	33.3	40.0
Other Adults - Voluntary Sector	NA	NA	NA
Other Adults - Private Sector	NA	NA	NA
Respite Care			
Elderly People Aged 65+ - No of People Receiving Residential respite care	133	154	133
Respite care provided at home	0	0	39
Other respite care	0	80	0
Elderly People Aged 65+ - No. per 1,000 population			
Residential respite care	44.1	51.1	43.1
Respite care provided at home	0	0	12.6
Other respite care	0	26.5	0
Elderly People Aged 65+ - Volume of Respite Care			
Residential respite care (nights)	5,365	6,966	7,207
Respite care provided at home	0	0	5769hrs
Other respite care (hours)		7,736	0
Social Work			
People Aged 18-64 - No of People Receiving Residential respite care	22	35	36
Respite care provided at home	0	0	1
Other respite care	3	1	4
People Aged 18-64 - No. per 1,000 population			
Residential respite care	1.6	2.5	2.7
Respite care provided at home	0	0	0.1
Other respite care	0.2	0.1	0.3

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People Aged 18-64 - Volume of Respite Care			
Residential respite care (nights)	1,402	2,099	1,259
Respite care provided at home	0	0	66hrs
Other respite care (nights)		1	0
Other respite care (hours)	368	2,602	1,098
Children Aged 0-17 with disabilities - No of People Receiving			
Residential respite care	23	23	26
Respite care provided at home	0	0	1
Other respite care	30	8	30
Children Aged 0-17 with disabilities - No. per 1,000 population			
Residential respite care	4.1	4.1	4.8
Respite care provided at home	0	0	0.2
Other respite care	5.3	1.4	5.6
Children Aged 0-17 with disabilities - Volume of Care			
Residential respite care (nights)	536	514	534
Respite care provided at home	0	0	152hrs
Other respite care (nights)		34	187
Other respite care (hours)	3,218	10,247	11,007
Criminal Justice Reports			
Number of social enquiry reports submitted to courts during the year	97	105	94
Number of social enquiry reports submitted to courts during the year as a rate per 1,000 population	5.6	6.0	5.5
Proportion of reports requested by the courts allocated to social work staff within 2 working days of receipt (%)	100	100	100
Proportion of reports submitted to courts by due date (%)	100	100	100
Probation			
Number of new probation orders issued during the year	14	14	18
Number of new probation orders issued during the year as a rate per 1,000 population (%)	0.8	0.8	1.0
Proportion of new probationer seen by a supervising officer within one week (%)	100	100	100
Proportion of people subject to a probation order who were reported to the court for breach of probation during the year (%)	79	34.8	23.3
Number of people subject to one or more breach reports submitted in the reporting year	11	8	7
Number of people subject to a probation order at any part during the year	14	23	30
Community Service			
Number of new community service orders issued during the year	10	13	16
Number of new community service orders issued during the year as a rate per 1,000 population	0.6	0.7	0.9
Average length of community service (hours) for orders completed during the year	220	170	375
Total community orders completed during the year	2	6	3
Total hours for all community orders	440	1020	1125

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Average number of days taken to complete orders completed during the year (days)	170	202	240
Trading standards			
Enquiries, Complaints and Advice			
Consumer enquiries			
The percentage of enquires completed:			
On the same day of receipt	89.5	89.2	78.9
Within 2 to 14 days of receipt	10.5	10.8	21.1
Within 15 -30 days of receipt	0.0	0.0	0.0
In more than 30 days from receipt	0.0	0.0	0.0
Consumer Complaints			
The percentage of enquires completed:			
On the same day of receipt	56.5	60.9	68.9
Within 2 to 14 days of receipt	26.9	29.6	23.0
Within 15 -30 days of receipt	10.2	4.3	3.3
In more than 30 days from receipt	6.5	5.2	4.9
Business Advice Requests			
The percentage of enquires completed:			
On the same day of receipt	76.7	71.8	57.7
Within 2 to 14 days of receipt	13.3	23.1	30.8
Within 15 -30 days of receipt	3.3	0.0	7.7
In more than 30 days from receipt	6.7	5.1	3.8
Inspection of Trading Premises			
Percentage of target visits to premises achieved on time (high risk - 12 month frequency)	100.0	100.0	100.0
Percentage of target visits to premises achieved on time (medium risk - 36 months)	57.1	68.4	66.4
Percentage of target visits to premises achieved on time (low risk - 72 months)	56.0	64.0	58.1



Shetland Islands Council

REPORT

To: Executive Committee

2 September 2003

From: Head of Organisational Development

Public Performance Reporting 2002-03

Report No: CE-20-F

1 Introduction

1.1 This report seeks approval for the format, content and distribution of the Council's corporate-level Public Performance Report and Information Supplement.

2 Background

2.1 The overall aim of the Local Government in Scotland Act, 2003 is to provide a framework to enable the delivery of better, more responsive public services. It therefore requires local authorities, within the element of Best Value, to demonstrate accountability through the use of public performance reporting. The focus is on providing stakeholders with information on the quality of service being delivered and what they can expect in the future.

2.2 Draft guidance related to the Act provides information on the approach and content of Public Performance Reporting, but leaves decisions about the ways and means of publication to the individual authority.

2.3 The first Public Performance Report was approved on 29 November 2000 as a Public Information Report, and was published and distributed soon afterwards. The second Public Performance Report was approved on 19 September 2002 and published and distributed last October, as advised by the Scottish Executive.

2.4 A local authority must identify what information stakeholders need in order to form a view on its performance, recognising that different sections of the community will have different needs in terms of getting information, and present the information in a form that people will find useful, accessible and allows them to form a clear view of the authority's overall performance.

- 2.5 Detailed information on an authorities approach and content to Public Performance Reporting is provided at Appendix A.
- 2.6 By supplying the public with information about what they can expect from the services provided, the Council's performance is being held to account. This enables the Council to be more open and transparent, engage with the wider community and, over the years, demonstrate that it is continually improving.

3 Proposal

- 3.1 The Organisational Development Service of the Council is developing a public performance framework. The intention is to produce, publish and distribute a Public Performance Report ('Your Council...') of similar content and format, on an annual basis. This report will cover information in relation to the previous financial year, and be published as soon as is practicably possible each year.
- 3.2 A new Council was elected on May 1, 2003. It is therefore proposed to publish and distribute an Information Supplement to the Public Performance Report on this occasion.
- 3.3 Appendix B contains the proposed Public Performance Report for the Council for the financial year 2002-03, which develops the corporate emphasis of the Public Performance Report for 2001-02 into a report covering service as well as corporate level information and performance. In summary, the Public Performance Report contains the following information:
Corporate
 - a) The Council's financial position;
 - b) The Council's commitment to Best Value; and
 - c) The Council's commitment to Community Planning.For Each Service
 - a) What the public can expect from each;
 - b) How each has worked to improve the quality and efficiency; and
 - c) Details of performance.
- 3.4 The Report is presented in a simple, easy to read and logical manner. The intention is to publish and circulate to all households within Shetland via Royal Mail Door to Door, at a total cost of no more than £10,000. It will be available widely via the Council's internet site. Large print copies and recordings will be available on request.
- 3.5 Appendix C contains the proposed Information Supplement for the current Council, 2003-2007. Its content has been developed from that of the Public Information Report published in 2000. In summary, the Public Information Report contains the following information:
 - How the Council works;
 - The Councillors;

- The Committee Structure;
- The Management and Staff;
- The Annual Cycle; and
- Contact Details;

4 Financial Implications

- 4.1 The estimated cost of publishing and distributing the Public Performance Report and Public Information Supplement is £10,000, the equivalent of £1 per copy.
- 4.2 The cost of the publication and distribution of the Public Performance Report and Information Supplement will be met from approved budgets within Executive Services (SRX40001500).

5 Policy and Delegated Authority

- 5.1 The remit of the Executive Committee covers 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 the form, content and distribution of the Public Performance Report.
- 5.2 Approval of this Public Performance Report and Public Information Supplement for publishing and distribution rests with the Council.

6 Conclusions

- 6.1 The Public Performance Report is a key tool for the Council to use in keeping the people of Shetland informed about how it is performing in terms of the level of service delivery they can expect. It is a statutory requirement of the accountability regime of Best Value within the Local Government in Scotland Act, 2003.
- 6.2 With a new Council in office, recent changes to committee and organisational structure, it is seen to be an appropriate time to inform the public of relevant information about the Council, in the form of the Public Information Supplement.

7 Recommendations

- 7.1 I recommend that the Executive Committee:
- a) consider and approve the draft Public Performance Report, attached as Appendix B, and the Public Information Supplement, attached as Appendix C, and recommend to the Council that publication and distribution is approved.

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Agenda Item No. 05 - Public Report

Date: 31 July 2003
Ref: EP/JJ

Report No: CE-20-F

APPENDIX A

Extract from Draft Guidance, Local Government in Scotland Act, 2003

The use of public performance reporting so that stakeholders are told what quality of service is being delivered and what they can expect in the future

1. That the authority has identified what information stakeholders need in order to form a view on the performance of the authority. It recognises that different sections of the community will have different needs in terms of getting information and responds accordingly. It presents this information in a form that people find useful, accessible and that allows stakeholders to form a clear view
2. That in terms of its approach to Public Performance Reporting, the authority:
 - a) Has clearly identified what information will be provided at a service activity level and which at a corporate level;
 - b) Derives the information utilized in Public Performance Reporting from its performance management and information systems;
 - c) Considers a range of media and conveys this information in one or a number of ways that make it easy for stakeholders to find out what they want to know;
 - d) Includes clear guidance as to where and how stakeholders can access more detailed information on specific topics;
 - e) Presents the information in a clear, easy-to-understand and concise form taking account of equalities and accessibility issues;
 - f) Has an accessible feedback system which encourages stakeholders to comment on the information and mechanisms of Public Performance Reporting, and ensures this feedback is reviewed regularly to inform improvement activities.
3. That the content of the authority's Public Performance Reporting is easy to understand and concise and includes:
 - a) Information on what services the authority provides, what people can expect of them, and how people can get access to them.
 - b) Information on what the authority has learned from consultation about what matters to its stakeholders and what it is doing to respond to these concerns.
 - c) Information that shows how the authority is working with other bodies to best meet the needs of its communities through Community Planning. (hyperlink to guidance)
 - d) Information that allows the public to see that the authority is spending its money wisely and achieving value for money on behalf of its communities. It shows clearly that the authority is eliminating waste, focusing on priorities, achieving value for money, and doing things that work.

- e) Information that provides a rounded, honest and balanced picture of how the authority is performing.
 - f) Trend information, comparative information, and performance against targets or benchmarks to help stakeholders assess how performance is changing.
 - g) Information on what the authority is doing to improve its performance and impact, what targets it has for improvement, and what improvements have been achieved since it last reported.
4. That the authority has regard to guidance produced under s13 in relation to reporting financial and performance information matters.

APPENDIX B

Your Council ...

the performance report for Shetland Islands Council 2002-03

Foreword by:

**Council Convenor Sandy Cluness and
Chief Executive Morgan Goodlad**

Welcome to this, the second summary of how we, the Council, are performing for Shetland and the people of Shetland. This booklet sets out what you can expect from the services we provide to you, and how well we have been providing these services over the past year.

We are continuously striving to provide you, our customers, with quality services at a cost effective price. This commitment has never been stronger, as we work to achieve the necessary savings to ensure the Council's long-term financial security and sustainability.

There are many public and voluntary organisations providing services to the people of Shetland. The Council is leading the way in working together and with communities to improve these services throughout Shetland. Our partners are increasingly contributing to our performance, and us to theirs. Examples are given of us working together; however this booklet relates specifically only to services provided by the Council.

The centre pages contain a pull-out Information Supplement about the Council: as well as the election of a new Council in May 2003, the Council Committee and Organisational Structure has recently been changed. This insert provides information about the new Council and how it works politically and organisationally.

As part of our work it is essential to hear what you have to say about the services we provide, so that we can make more informed decisions and improve services to suit as much of the population as possible. Therefore we are continuing to undertake a number of consultation exercises, which we are working to make as successful and informative as possible. If you would like to make any general comment, then please contact us. Contact details can be found in the Information Supplement.

We look forward to hearing from you.



Sandy Cluness, Convenor
Executive
Convenor



Morgan Goodlad, Chief
Executive
Chief Executive

Your Council ...

This booklet is part of the Council's commitment to increasing and improving information about the services we provide to you, our customers. If you are more aware of what you can expect from us and how we are doing, we hope you will be in a better position to advise us on how we should continue to provide services in the future.

Last year we provided information about the Council's overall goals. This year we are focusing on the services we provide namely Community Development, Economic Development, Education, Environmental Services, Finance and other Support Services, Housing, Planning, Ports and Harbours, Roads, Social Care and Transport.

Information is provided on:

- (1) what you can expect from each service;
- (2) how each has worked to improve the quality and efficiency of that service, including as a result of listening to our customers, and from working with other organisations in Shetland and beyond; and
- (3) details of our performance

The Council is currently developing a new Corporate Plan, setting out values, aims and objectives for the next four years. We report here on the Council's overall finances; commitment to quality and efficiency (Best Value); and commitment to working with partner organisations (Community Planning).

The Information Supplement provides information on the way in which the Council functions, through the Committee and Organisational Structure. This also includes a list of Councillors' and Service Area contact details as well as an A-Z telephone list of Council services.

For further information on this document, or if you would like further copies, **a copy on audio cassette/large print**, or would like to make a comment on the content of this report please:



01595 744537

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Policy Unit
Town Hall

Hillhead
LERWICK
Shetland
ZE1 0HB

Or, for an electronic copy, download from the web at:



www.shetland.gov.uk

These methods can also be used to obtain a full copy of the Council's Statutory Performance Indicators for 2002-03.

	Your Council ... 1
Community Development	<ul style="list-style-type: none">• That all our staff working with children and young people have been checked by Disclosure Scotland to ensure their suitability for their post.• Free access to Shetland's archives.• Grant applications to be acknowledged within 10 days of receipt. <p>Working For Quality and Efficiency</p> <ul style="list-style-type: none">• We are continuing to review and improve the choice, access and availability of Adult Classes.• To make the planning of summer holiday activities easier we've been involved in the combined booklet of information on these. <p>Working With You</p> <ul style="list-style-type: none">• As a result on comments received about the size of the children's area in the library, we have improved the layout.• We are ensuring that the views of young people are heard and considered, through Youth Voice, a forum for young people.• We surveyed the parents/guardians of most "Shooting Stars" to ensure that the summer holiday programme continued to reflect the wishes and aspiration of participants and their families. The feed back suggested little change was required. <p>Working With Our Partners</p>

- We undertake youth work; provide an adult literacy service; community based adult learning; and support community projects and the voluntary sector, including provision of grant aid.
- We develop opportunities for individuals and organisations to participate in sport, recreation and physical activities; organise coaching courses, outdoor activities and special events; and develop inter-school, extra curricular and holiday activities for children and young people.
- We manage and maintain parks, playing fields, play areas, multicourts, and general amenity areas.
- We provide a library and information service to the community through a central library, mobiles, and schools.
- We manage three museums, for visitors and locals: the Shetland Museum, Bod of Gremista and Crofthouse museum.
- We provide and maintain an archive service.

What You Can Expect

- Access to a range of learning opportunities and community information throughout Shetland.
- Access to a range of sports activities.
- Inspection of all play areas at least every three months.

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- We continue to work with the Amenity Trust in the development of the new museum and archives.
- We continue to work with the organising committee of the NatWest Island Games – Shetland 2005.
- We are working with Vision Shetland to improve and develop a library and information service to those with a visual impairment.

Our Performance in 2002-03

- ✓ The number of attendances at Youth Clubs was 33,716.

- ✓ We had 49 Adult Literacy students.
- ✓ 5.9% of the Shetland population used the learning centre in Lerwick. We are working to increase that figure to 6.2% in 2003-04.
- ✓ We had 36,000 visitors at the three museums we manage.

Economic Development

We provide a range of economic development services to maintain and enhance prosperity in Shetland by enabling businesses, communities and individuals to attain their full economic potential.

What You Can Expect

- Economic Strategy and Policy Development
- Support for Business Development
- Economic Research
- Further and Higher Education and Training
- European Advice and Information
- Marketing Development and Support
- Oil Industry Liaison

Working for Quality and Efficiency

- We are working to improve the image of Shetland and Shetland products.
- With the Colleges and Train Shetland we ensure education, research and development meet the needs and aspirations of individuals and communities within the tertiary sector and

Community Development

2

Shetland has an appropriate skills level in satisfying the needs of industry, both now and for the future.

- We are a member of the Local Economic Forum which is dedicated to streamlining the economic development effort in Shetland by ensuring that all economic development services work together towards common goals and avoid duplication.

Working With You

- We work, through the Regeneration Partnership, with local communities that seek to improve economic development infrastructure in their areas.
- The Council's own Economic Forum is structured to enable industry sectors to meet with the Council to discuss relevant issues and to develop policy.
- All significant policy initiatives such as the "Shetland 2012" Economic Development Strategy are passed to Community Councils for comment prior to adoption. Measures for particular industries with organisations representing those sectors before being adopted.

Working With Our Partners

- We work with partner organisations in all aspects of our work. In particular with others providing economic development

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services, including Shetland Enterprise, Shetland Islands Tourism, Shetland Development Trust, Shetland Amenity Trust, Shetland Arts Trust, Shetland Charitable Trust, and a variety of industry related organisations in Shetland, to work together towards common goals and to avoid duplication.

Our Performance in 2002-03

- ✓ We assisted 15 Community Groups to develop economic projects.
- ✓ 849 grants were approved. This amounted to £4,018,814.

- ✓ Shetland College enrolled 138 full-time and 670 part-time students, this compared to a total of 411 in 2001-02.

- ✓ North Atlantic Fisheries College learner numbers in 2002/03 were 665.

- ✓ We managed approximately 500 S4 work experience placements and 180 trainees in 22 disciplines.

- ✓ The Shetland Whitefish Plan was prepared in an attempt to limit the impact of the current fishing crisis and to show how future development can take place.

Economic Development

3

Education

- We provide high-quality education for all pupils in Shetland.
- We endeavour to provide equality of opportunity for all, regardless of location.
- We provide quality, balanced curricular provision in line with National Guidelines
- We offer a wide range of Standard Grade, Intermediate and Higher courses.
- We have skilled and motivated staff.
- We offer education in 35 locations throughout Shetland.
- We offer nursery provision for all pupils.

What You Can Expect

- Very high quality school accommodation.
- Extremely well-resourced schools.

- Pupil support that ensures all Additional Support Needs are met.
- A wide range of out-of-school opportunities
- Free instrumental instruction for Primary 5.
- Swimming instruction for every primary pupil.
- Consultation on school developments.
- An annual Standards and Quality Report for each school.
- Training for all School Board members.
- Annual Reports on all pupils, provided by their school.

Working For Quality and Efficiency

- We closely monitor the quality of educational provision in schools.
- We are committed to the principles of Best Value and are continuing to pursue the Best Value Review of Education.

Working With You

- We ensure that the views of all stakeholders are heard.
- Schools work in partnership with parents.

Working With Our Partners

- We work closely across the Council and with the Recreational Trust, Child Protection Procedures Committee, NHS Shetland, Shetland Arts Trust, all Further Education colleges and Careers Scotland.

Our Performance in 2002-03 compared to 2001-02

- ✓ We increased the percentage of 3year old pupils receiving learning opportunities from 72.3% to 81%.

- ✓ The percentage of P3, P4, P6 & P7 roll attaining or exceeding minimum 4-14 levels for their stage for maths increased from 82.4% to 83.8%. This compared to a national average of 80.0%.
- ✗ The percentage of P3, P4, P6 & P7 roll attaining or exceeding minimum 4-14 levels for their stage for reading decreased from 85.8% to 84.9%. However this compared to a national average of 81.0%.
- ✓ The percentage of S4 pupils gaining 5+ awards at level 5 or better increased from 47% to 49%. This compared to a national average of 33%.

Education

4

- And maintain Burial Grounds and records for 64 sites throughout Shetland.

What You Can Expect

- Maintenance of cemeteries in a tidy and respectful condition.
- Inspection of the quality of air, water and land and take action where necessary to ensure it is safe and clean in terms of Government guidelines.
- A response to all trading standard enquiries and complaints from consumers and businesses within one working day.
- Uplift all your domestic refuse once a week, 52 weeks per year.
- A response to all street cleansing requests within 5 working days and in most cases within 24 hours depending on the nature of the request.
- Recycling banks across Shetland for glass, batteries and used engine oil.
- A response to all trading standard enquiries and complaints from consumers and businesses within one working day.

Environmental Services

We provide:

- an integrated waste management service from the point of collection through to safe disposal either at the waste to energy plant, landfill site or by recycling.
- a street cleansing service on all Council land to the required standards.
- an advisory and enforcement role in the area of trading standards and consumer protection. These include weights and measures, fair trading, safety, and the quality of fertilisers and animal feeding stuffs functions.
- an advisory and enforcement role in the area of Environmental Health. These include, food safety, environmental protection, health and safety, animal welfare and pest control functions.

- Uplift all your domestic refuse once a week, 52 weeks per year.

Working For Quality and Efficiency

- We work to provide a cost-effective and high quality service that is flexible and responsive to our customers.

Working With You

- We work with local communities and businesses to educate, inform and support them in cost-effective compliance with legal requirements.
- We visit schools, to provide guidance to students and staff in the various functions of environmental services.

Working With Our Partners

- We have strong partnership links with many local organisations which include local community councils, Northern Constabulary, Scottish Environment Protection Agency in seeking views and providing a common approach on advice and enforcement.

Our Performance in 2002-03

- ✓ 85.7% of noise complains were provided within one day. We intend to improve this to 90% in 2003-04.
- ✓ 22% of Municipal Waste was recycled. We are working to ensure this is 25% in 2003-04.
- ✗ The percentage of trading standards consumer enquiries completed on the same day of receipt decreased from 89.2% to 78.9%. We will ensure this is no less than 80% in 2003-04.
- ✓ The gross cost of refuse disposal per premise was £105.37. We are working to keep this cost to a minimum, whilst maintaining high standards. This cost will be no more than £110 in 2003-04.

Environmental Services

5

Finance and Other Support Services

- We prepare, monitor and control all Council budgets.
- We make long-term (up to 20 year) projections of the Council's financial prospects.
- We process claims and make payments of all Council Tax and Housing Benefits and bill and maintain records for all taxpayers liable for Council Tax and Non-Domestic Rates.
- We make payments to all providers of goods and services to the Council.
- We provide the full range of personnel services for over 3,000 employees: staff performance, development and welfare.

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- We help Councillors and managers develop and maintain the overall direction and intent of the Council.
- We provide all of the Information and Communication Technology of and for the Council.
- We deal with all the Council's legal matters and manage the Council's property and estates.
- We administer all the Council's forums and committees.
- We support the activities of the registrar
- We provide safety, risk and insurance for the Council.
- We co-ordinate Shetland's Emergency Planning response.

What You Can Expect

- Prompt and accurate processing of benefit claims.
- Continued improvement in the speed of making payments, with an increasing share made by BACS.
- Relevant information to help keep everyone in Shetland up-to-date with Council activities.

Working For Quality and Efficiency

- We promote quality and efficiency across the Council.

Housing

- We provide good quality affordable housing as an option to the people of Shetland.

Working With You

- We are working to improve the way in which we can involve you in making decisions.

Working With Our Partners

- We conducted a joint campaign with Shetland Citizens' Advice Bureau on the new Working and Child Tax Credits to improve local take-up and to help with claimants' problems.
- We promote the development of cross organisation initiatives throughout Shetland.

Our Performance in 2002-03 compared to 2001-02

- ✓ The percentage of Council Tax that was received during the year increased from 95.8% to 96.1%. This is consistently one of the highest percentages across Scotland.
- ✗ The cost of collecting Council Tax per chargeable dwelling increased from £17.21 to £19.79.
- ✓ The proportion of Housing Rent Arrears due in arrears decreased from 4.2% to 3.7%.
- ✓ The percentage of Chief Officials who are women increased from 13.6% to 17.4%.

Finance and Other Support Services 6

- The housing we provide includes general needs, temporary, supported and sheltered accommodation.

What You Can Expect

- Good advice on your housing options.
- Your housing need accurately assessed.
- Your housing application processed efficiently.

- A courteous response to all enquiries.

As A Tenant

- Repairs completed on time and to a good standard.
- An efficient and cost effective service.
- Proper consultation in all decisions that affect your home.
- Opportunity for representation via the Shetland Tenants Forum (STF).
- Opportunity to enjoy your home without nuisance from others.
- Proper and timely investment in your home.

Working For Quality and Efficiency

- We operate a system of customer satisfaction surveys.
- We produce a housing option guide, the usefulness of which has been recognised nationally.
- We have in place a Quality Management System to help us learn and improve.
- The cost of providing the service continues to decrease.
- We continue to ensure high levels of investment in our housing.

Working With You

- We maintain close links with all tenant and resident organisations, to share information and monitor service

provision. One example is the close working relationship between housing staff and the Shetland Tenants Forum, which represents tenants and residents from all across Shetland.

Working With Our Partners

- We work with a whole range of organisations from tenants organisations to Community Councils. An example of this is the roll out of the housing option guide, being used nationally as an example of working successfully with other agencies.

Our Performance in 2002-03 compared to 2001-02

- ✓ The percentage of empty Council properties decreased from 7.7% to 7.2%.
- ✗ The number of days to process applications for housing increased from 30 to 48 days. However we intend to improve this to 10 days in 2003-04.
- ✓ The percentage of tenants who received repairs, who responded that the service was Very Good or Good increased from 79% to 88%. We intend to increase this level to 91% in 2003-04.
- ✗ The average cost of managing the service per house increased from £345 to £404. However we intend to decrease this to £297 per house in 2003-04.

Housing

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Planning Services

We are concerned with ensuring that Shetland's physical development occurs in ways that bring economic, environmental

and social benefit to the islands. We want development to be sustainable, in other words to manage resources in a way that will benefit not just today's Shetland, but the Shetland inhabited by future generations.

What You Can Expect

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Help for you, your organisation or your community through the four services that make up the Planning Service:

- We prepare and maintain the Structure Plan and Local Plan, which set out the framework for development and regeneration, through our Development Plans service. Our staff also deal with such issues as coast protection and flooding.
- We ensure that proposals for new development are carefully considered, through our Development Control service. It also follows up cases where development has proceeded in contravention of planning control.
- We check that new buildings are constructed in compliance with the Building Regulations, for example ensuring that means of escape from fire, insulation and construction are satisfactory, through our Building Control service. We also deal with cinema and theatre licensing.
- We look after our very rich heritage of buildings, landscapes, plants and animals, through our Conservation service. It also promotes energy conservation. We are involved in projects aimed at protecting our marine environment.

Working For Quality and Efficiency

- We seek to provide the best service we can to all our customers and we welcome comment on any aspect of our service. We also try to achieve the best quality we can in new development, in conserving our heritage and in regeneration.

Working With You

- Our plans – like the Structure Plan and the Local Plan – have been prepared in collaboration with local communities and with Community Councils across Shetland.
- We take a similar approach when dealing with issues such as the new legislation on access to the countryside. We know that plans and projects will only be successful if they're developed in that way.
- We welcome comments on planning applications.

Working With Our Partners

- We take a partnership approach to the regeneration of those areas of Shetland that are disadvantaged environmentally, economically or socially.
- We are involved in international networks aimed at protecting the seas, ensuring that nuclear waste is managed properly and sharing our experience of oil development with peoples around the world.

Our Performance in 2002-03 compared to 2001-02

- ✓ Local Plans have now been adopted for all of Shetland, mapping development zones for each locality.
- ✓ The Shetland Structure Plan won a national award in the face of competition from much larger local authorities.
- ✗ The average time, in working days, taken to issue a completion certificate for Building Regulations increased from 2 to 4.4 days.
- We dealt with 114 household planning applications and 263 non-household applications. This was 36 more than 2001-02.

Planning Services

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Ports and Harbours Operations

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- We are, on behalf of the Council, the Competent Harbour/Pilotage/Vessel Traffic Service (VTS) Authority for Sullom Voe, Scalloway and other small ports. We therefore have the statutory powers in relation to the regulation of shipping movements and the safety of navigation within the harbour areas within our jurisdiction.
- We provide marine advice on all aquaculture licence applications received by the Council.
- In consultation with harbour users, we develop the marine services at the various harbours and piers, such as West Quay development at Scalloway and the dredging of the north entrance to Skerries.
- We work with the oil industry to ensure the long term future of Sullom Voe by continually reviewing practices to achieve improved and more efficient performance in line with best industry practice. This will assist the harbour to be best placed to attract new business and sustain existing port traffic.

What You Can Expect

- No pilotage delays to shipping.
- Ship's waste will be managed in accordance with statutory requirements.
- Mooring boat and pilot boat availability will be 100% to avoid delays to shipping.
- Jetty mooring equipment will be maintained so as to avoid operational delays to shipping.

Working For Quality and Efficiency

- A recent manpower review has resulted in downsizing within the department. These savings amounted to a £1 million decrease in the revenue budget for 2003/04.

Working With You

- We consult regularly with those using our ports and harbours, for general feedback and on more operational matters.

Working With Our Partners

- The West Quay at Blacksness has been developed to meet the changing needs of the fishing and marine farming industries. It includes a low level quay for boats servicing marine farms. There are also facilities for shell fishermen, an area for salmon cage construction and an area for landing boats for maintenance.
- The pier at Cullivoe has been developed to meet the needs of the white fish industry.
- Skerries North entrance has been dredged to make it easier for new, larger fishing vessels and the new ferry.

Our Performance

- ✓ We are working to ensure launches are available 100% of the time and that there are no operational delays, due to mooring equipment.

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We are responsible for the management, maintenance and improvement of all public roads in Shetland:

- We manage the Public Road network.
- We assess and prioritise all defects reported by road users or identified by our own inspectors, and carry out repairs as required.
- We grit or clear snow as necessary from roads and footways during the winter.
- We improve both major and minor roads, as funds permit.

What You Can Expect

- Regular inspection all public roads and footways and repairs, as necessary.
- Inspections of streetlights every 2 weeks (4 weeks in the summer) to see that they are working; faulty lights are repaired.
- An annual programme of resurfacing and surface dressing of roads to maintain or improve their condition.
- Gritting or snow clearing of roads and footpaths as required, from 6:30am to 6pm Monday to Saturday (8am to 6pm Sundays and public holidays), except Christmas day or New Year's day.
- For measures to be taken to minimise the likelihood of future accidents.
- Consideration of requests for traffic calming measures and speed limits and implementation where possible.

Working For Quality and Efficiency

- We work to respond to the needs of road users and the community and to protect and enhance the value of the road network, within our statutory obligations as a local authority.

Working With You

- We consult Community Councils annually on our plans for the coming year, providing local input to maintenance and improvement.

Working With Our Partners

- We are involved in "Operation Limit", a partnership between the community and key agencies utilising Education, Encouragement, Engineering and Enforcement to reduce road accidents and casualties in Shetland.

Our Performance in 2002-03 compared to 2001-02

- ✓ The percentage of road length resurfaced or surface treated increased from 8.5% to 12.4%.
- ✗ The percentage of traffic light faults repaired within 48 hours of being reported decreased from 87% to 36%.
- The number of days we had to grit or snow clear roads decreased from 62 to 36.
- The number of people killed or seriously injured on our roads decreased from 16 in 2001 to 10 in 2002. The number of people slightly injured decreased from 34 to 17 in the same period.

Roads

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Social Care

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We are responsible for the delivery of key services to support

vulnerable people in our community who cannot care for themselves through disability, age, illness or other circumstances, based on assessed need.

What You Can Expect

- Assessments for all potential service users referred to us.
- Appropriate home care services for personal and domestic care to ensure that people can live comfortably in their own home as long as possible.
- High quality residential care settings, both permanent and respite.
 - Older People - Taing House, Edward Thomason House
 - Dementia - Viewforth
 - Children - Leog, Laburnum
- Day Care and Resource centres for older people, people with learning disabilities, physical disabilities or mental health problems.
- Supported accommodation for people with learning or physical disabilities.
- Social Work support, day care and respite care to assist children and families who are vulnerable.
- Effective risk assessment, management and rehabilitation of offenders within the community.
- Confidentiality and representation in decision-making.
- Easy access to staff and information.

Working With Our Partners

- Community Care services are now jointly managed by NHS Shetland and us.
- We have a close working relationship with Shetland Welfare Trust (SWT) and Church of Scotland who provide a further 86 residential places and day care services. SWT and Crossroads also deliver care packages to clients and carers in their own homes.

Working For Quality and Efficiency

- We adhere to national care standards as published by Scottish Executive and locally we ensure that services are of the best possible standard.
- We are committed to working with others to ensure you receive a high quality service, no matter where and how help is requested.

Working With You

- We regularly consult clients as to the most appropriate services available to them and their families.

Our Performance in 2002-03 compared to 2001-02

- ✓ We increased the number of respite care bed-nights we provided for those over 65 from 6851 to 7207.
- ✗ The total expenditure for long-term residential and nursing home care cost £162.68 per head of population of people aged 18+. This was an increase of £12 on last year.
- The total number of home care clients declined slightly from 553 to 545.
- The average length of community service for orders completed in 2002-03 increased from 170 to 375 hours.

Transport

We are responsible for the co-ordination and provision of all transport services. This includes:

- External transport links;
 - Local bus services;
 - School transport;
 - Transport for pupils with additional support needs;
 - Social care transport;
 - Inter-island air services;
 - Transport infrastructure;
 - Concessionary fare schemes;
 - Fleet management; and
 - Taxi licensing.
- We own and operate a fleet of 14 ferries, providing lifeline services between mainland Shetland and the islands.

What You Can Expect

- Continued provision of integrated transport systems.
- Safe comfortable bus infrastructure.
- Continued lobbying to secure affordable air fares to and from UK mainland.
- Up to date timetable information.
- Roll-on/Roll-off services to carry passengers and all type of vehicle everyday, weather permitting, to the islands of Yell, Unst, Fetlar, Whalsay and Bressay.
- Freight and limited passenger services to Skerries, Fair Isle and Papa Stour.

Working For Quality and Efficiency

- We seek to provide the best services we can to the travelling public.
- We meet the needs of the elderly and disabled in accordance with statutory requirements.
- We continue to review all service provision to ensure Best Value principles are met.

Working with Partners

- We consult with Voluntary Sector groups on transport related issues.
- We meet with the Taxi Owners Association and Northern Constabulary as required.
- We work closely with other Council departments with regard to school transport/social care and special needs provision.

Working With You

- We meet with Community Councils regularly to provide local input and discussion on transport issues.

Our Performance in 2002-03 compared to 2001-02

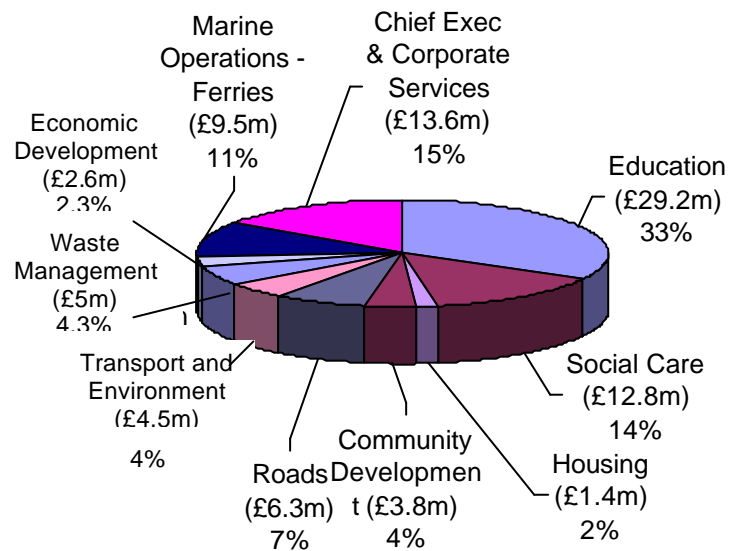
- ✓ The number of bus passengers increased from 390,306 to 393,828.
- ✓ The number of Inter-Island air service passengers increased from 4,658 to 4,931.
- There were over 70,000 ferry crossings each year, carrying almost 700,000 passengers and over 300,000 vehicles

Our Finances ...

This page provides a summary of our financial position: how much we spent in the financial year 2002-03 on providing services and where the money came from to fund our spending.

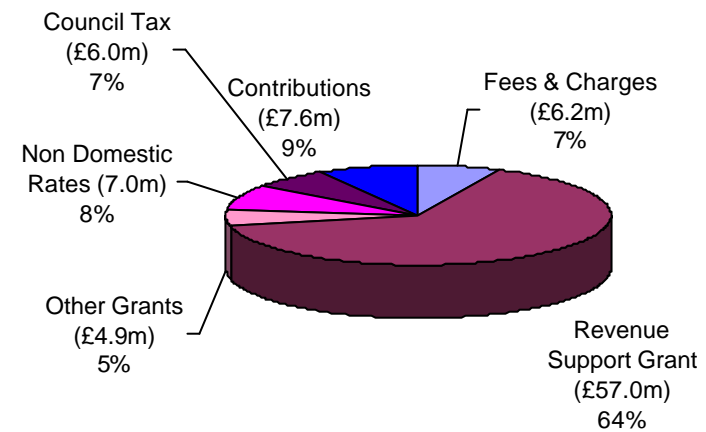
Spending 2002-03*

TOTAL= 88.6mn



Income 2002-03

TOTAL= £88.6mn



Due to Organisational Change during 2002-03, these service categories do not relate exactly to those within the rest of the publication.

Best Value ...

The Scottish Executive requires all Local Authorities within Scotland to deliver services that are of Best Value. This requires us to provide you with services by the most economic, efficient and effective means available, at a price you are willing to pay. In addition we must seek to continually improve these services.

As well as individual service areas ensuring they are working to provide quality services, the Council is required by the Scottish Executive to undertake specific reviews of services, setting in motion a five-year improvement action plan for each service area, and involving you, as customers, partner organisations and specialists in reviews.

We are now also required to ensure development within Shetland does not detriment others and future generations and that we not only ensure equality of access to our services, but that others also do so. We are working with other organisations in Shetland to achieve this.

Best Value Service Reviews currently being undertaken are:

- **Further and Higher Education and Training:** to ensure that Shetland College and the North Atlantic Fisheries College meet the needs of the business sector as well as the wider community.
- The Council and NAFC Board approved a strategic plan for the sector which identified key priorities, such as to promote and

meet the needs of local industries and to support new and sustainable industries and to promote broad-based FE and HE education and life-long learning and social inclusion through the identification of training, education and vocational needs in Shetland and delivery of provision to meet them.

- **Education Service:** a special Services Committee was held in November 2002, on the long term strategy for education in Shetland. At that meeting the Education Service was instructed to re examine the proposals for a revised scheme of provision. The new Council is progressing the Best Value Service Review of Education.

For further information on these reviews please contact the Policy Unit.

We are currently reassessing our approach to Best Value, to ensure that we are undertaking reviews in the most appropriate and useful way.

Community Planning ...

Community Planning is about organisations in an area working together and with communities to improve services within that area. Increasingly it should not matter which organisation in Shetland you contact, in order to receive the service you require; you will be provided with the service regardless.

A Board of representatives from the Council, NHS Shetland, the Northern Constabulary, Shetland Enterprise Company and the Association of Shetland Community Councils undertakes the overall focus for this work in Shetland. This group is currently working to develop an overall picture of the direction in which organisations should be working with communities to improve Shetland. Overall it is seen that together we must ensure a secure and long-term future for the economy, environment, culture and society of Shetland and its future generations.

Recent activity and improvements in service include:

- Walk to Health: this offers opportunities for people to become more active, and offers support and encouragement to help sustain a pattern of regular physical activity. With the Health Promotions Department of NHS Shetland we have produced a Walk to Health leaflet for Lerwick and are currently working with other communities throughout Shetland to produce something similar. To date 15 volunteers have been trained as walk leaders and are taking leading roles within their community to move this scheme forward.
- Those organisations involved in economic development have been involved in preparing and achieving the adoption of the

“Shetland 2012” Economic Development Strategy for Shetland, outlining the way forward for Economic Development across Shetland, including marketing, skills development, diversification of the economy and promotion of rural development. This has been adopted by the Local Economic Forum, the Community Planning Board, Shetland Development Trust and the Scottish Executive.

- Opportunity to access all assistance available to businesses and communities throughout Shetland, irrespective of which organisation provides it.
- We are working with the Northern Constabulary, NHS Shetland and a variety of voluntary agencies to reduce road accidents and casualties within Shetland through a partnership between the community and key agencies utilising Education, Encouragement, Engineering and Enforcement: this is known as Operation Limit.
- All mental health services in Shetland are readily available for those with mental illness, irrespective of who provides the service.
- Work is ongoing to bring together all those working with children and young people in school cluster areas across Shetland. Each Local Support Co-ordinator will be able to quickly draw together relevant agencies and family members to support any child or young person experiencing difficulties, be it in, for example, school, youth project or leisure centre.

Executive Committee - Wednesday 03 September 2003
Agenda Item No. 05 - Public Appendix

[Feedback ...](#)

Executive Committee - Wednesday 03 September 2003
Agenda Item No. 05 - Public Appendix

We'd like to hear from you, particularly about this publication and whether or not it tells you all the things you'd like to know about the Council.

Please submit your comments by:



01595 744537

Fax

01595 744509



policy@sic.shetland.gov.uk



Policy Unit
Town Hall
Hillhead
LERWICK
Shetland
ZE1 0HB



Shetland Islands Council

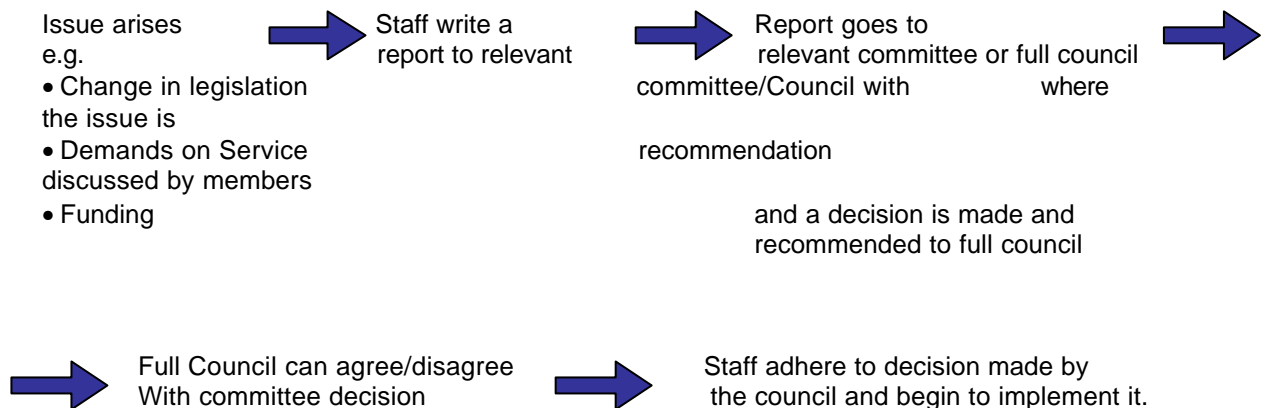
INFORMATION SUPPLEMENT



How The Council Works ...

- National government determines which services must be provided by a local authority area, such as Shetland Islands Council. An example would be education for school age children.
- Local authorities have the power to provide additional services such as nursery education for three year olds, and over discretionary issues such as community self-help groups.
- The Councillors make decisions on the level and quality with which the area will deliver each service to the people of Shetland.
- Once the Council has decided how the service will be delivered, it is up to the staff to provide that service on a day-to-day basis.

An example of how the member/staff relationship works within the council structure:



- A Councillor must balance the demands of all the services and the aspiration of all communities with the money which is available each year.
- Staff must work within the rules, budgets and service levels agreed by the Councillors.

Shetland Islands Council is:

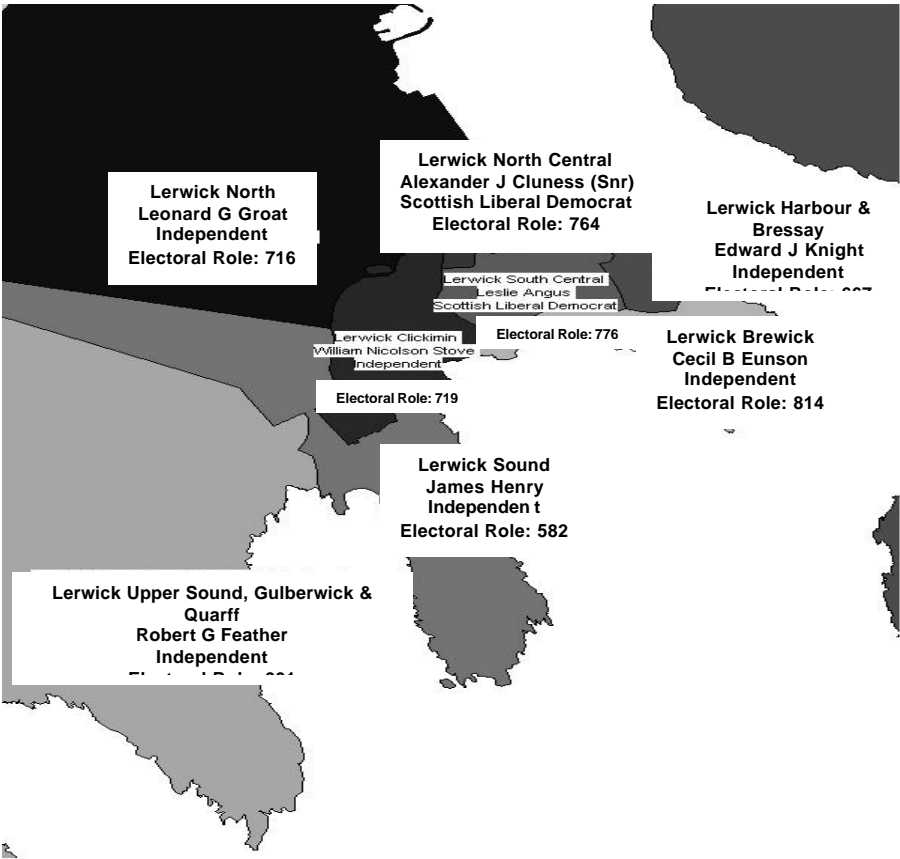
- **1 of 32 local authorities across Scotland**
- **The 2nd smallest council in Scotland**
- **A major employer within the islands with about 3,241 employees**
- **And has 22 councillors serving a population of 22,000**

How The Council Works

The Councillors ...

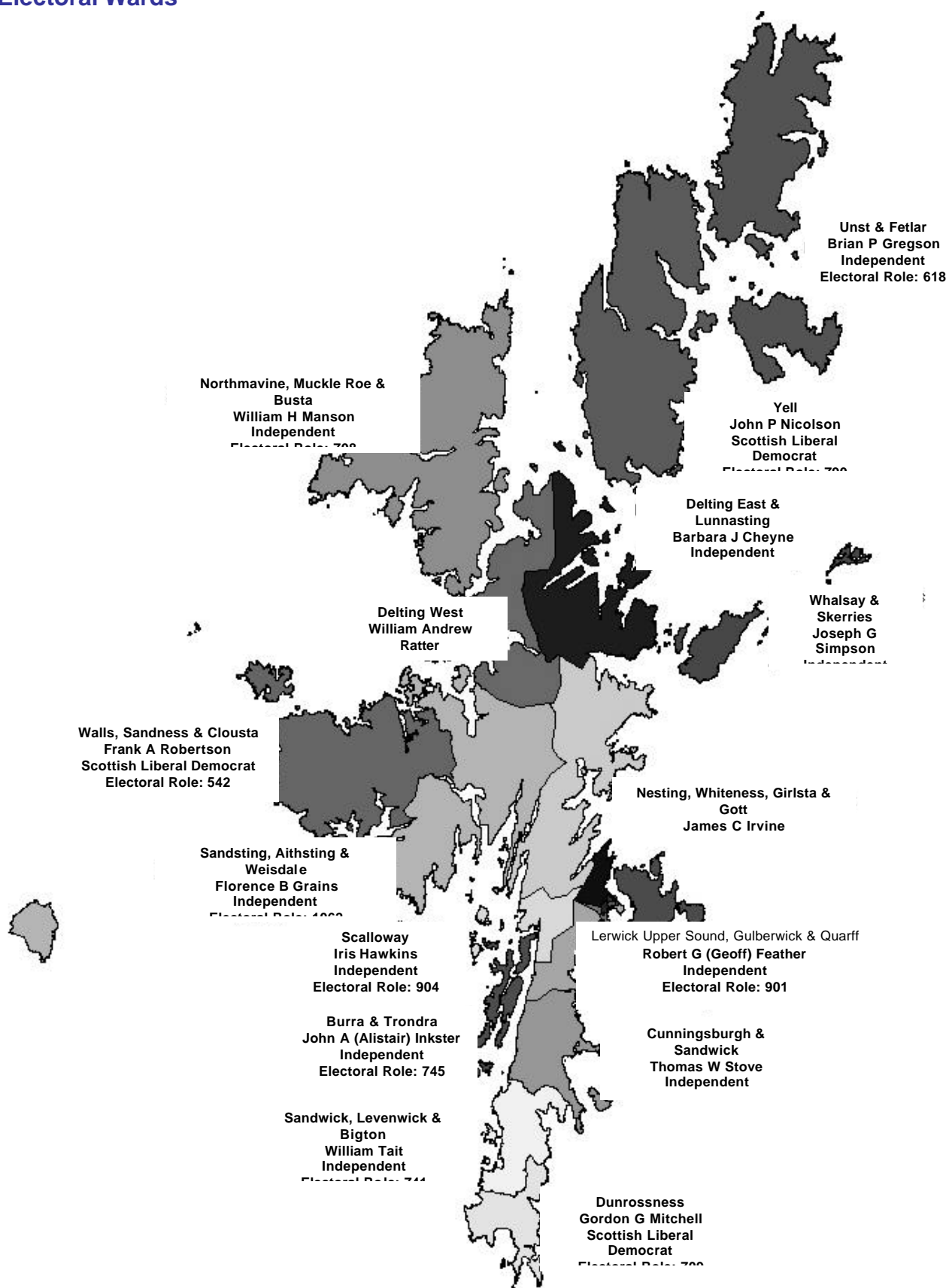
- A new Council was elected in May 2003.
- A new Council is elected every four years and is open to any person over 21 years who wishes to stand.
- Of the 22 Councillors, 7 are new and 2 are new to this council but have sat on previous councils.
- Each Councillor represents an area known as an Electoral Ward.
- Councillors have responsibility to the people in their Wards. A lot of their time is spent listening to local groups and community councils, dealing with local issues and problems and representing their constituents interests.
- Councillors also have a responsibility to the whole of Shetland. This aspect includes taking on specific spokesperson roles such as housing or public health and representing Shetland on national bodies

Lerwick Electoral Wards



The Councillors

Electoral Wards



The Councillors

Alexander J Cluness – Lerwick North Central
Scottish Liberal Democrat

5 Twageos Road, Lerwick, Shetland, ZE1 0BB
Tel: 01595 695612 Fax: 01595 774509
Email: sandy.cluness@shetland.gov.uk
Convener: Council



Florence B Grains - Sandsting, Aithsting & Weisdale - Independent

Hoove, Whiteness, Shetland, ZE2 9LL
Tel: 01595 840243 Fax: 01595 840638
Email: florence.grains@shetland.gov.uk
Vice Convener: Council Chairperson: Services Committee

Leslie Angus - Lerwick South Central – Scottish Liberal Democrat

12 Lovers Loan, Lerwick, Shetland, ZE1 0BA
Tel: 01595 692276
Email: leslie.angus@shetland.gov.uk
Spokesperson: Europe



Barbara Cheyne - Delting East and Lunnasting - Independent

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Email: barbara.cheyne@shetland.gov.uk

Cecil B Eunson - Lerwick Breiwick – Independent

Uradale, East Voe, Scalloway, Shetland, ZE1 0US
Tel: 01595 880115
Email: cecil.eunson@shetland.gov.uk
Spokesperson: Social Care



The Councillors

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Tel: 01595 695899

Email: geoff.feather@shetland.gov.uk

Brian P Gregson - Unst and Fetlar - Independent

Quam, Old House, West Sandwick, Yell, Shetland, ZE2 9BH

Tel: 01957 766211 Mob: 07799 537344 Fax: 01957 766222

Email: brian.gregson@shetland.gov.uk

Chairperson: Inter Island Ferries Board

Leonard Groat – Lerwick North - Independent

Iris J Hawkins – Scalloway - Independent

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Tel: 01595 880579 Fax: 01595 880579

Email: iris.hawkins@shetland.gov.uk

Spokesperson: Planning



James H Henry - Lerwick Sound - Independent

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Tel: 01595 694621

Email: jim.h.henry@shetland.gov.uk

Spokesperson: Environment

John A Inkster (Alistair) - Burra and Trondra - Independent

Bon Abri, Hamnavoe, Burra, Shetland, ZE2 9LA

Tel: 01595 859697 Fax: 01595 859580

Email: alistair.inkster@shetland.gov.uk

Vice-Chairperson: Infrastructure Committee

The Councillors



James C Irvine - Nesting, Whiteness, Girlsta & Gott - Independent

20 Twageos Road, Lerwick, Shetland, ZE1 0BB

Tel: 01595 693777 Mob: 07765 796939

Email: jim.irvine@shetland.gov.uk

Chairperson: Infrastructure Committee

Edward J Knight - Lerwick Harbour & Bressay - Independent

13 Gressy Loan, Lerwick, Shetland, ZE1 0YB

Tel: 01595 693099

Email: eddie.knight@shetland.gov.uk

Spokesperson: Culture and Recreation



William H Manson - Northmavine, Muckle Roe & Busta - Independent

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Email: bill.manson@shetland.gov.uk

Spokesperson: Education/Children/Young People

Chairperson: Marine Development Sub-Committee

Gordon G Mitchell – Dunrossness – Scottish Liberal Democrat

Thistles, Bigton, Shetland, ZE2 9JA

Tel: 01950 422338 Mob: 07769 571026 Fax: 01950 422355

Email: gordon.mitchell@shetland.gov.uk

Spokesperson: Transport & Housing



John P Nicolson - Yell – Scottish Liberal Democrat

Scarfataing, Trondra, Shetland, ZE1 0XL

Tel: 01595 880693 Mob: 07810 392766 Fax: 01595 880953

Email: john.nicolson@shetland.gov.uk

Chairman: Civic Government Licensing Sub-Committee

The Councillors

Drew Ratter - Delting West - Independent

Gaets A Voe, Ollaberry, Shetland, ZE2 9RX
Tel: Home 01806 544295 Tel: Council 01595 744933 Mob: 07786 551952
Email: drew.ratter@shetland.gov.uk
Chairperson: Economic Development Forum



Frank A Robertson - Walls, Sandness & Clousta – Scottish Liberal Democrat

Columbus, Selivoe, Bridge of Walls, Shetland, ZE2 9NR
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Email: frank.Robertson@shetland.gov.uk
Chairperson: Planning Sub-Committee
Vice-Chairperson: Marine Development Sub-Committee

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Tel: 01806 566224
Email: josie.simpson@shetland.gov.uk

Chairperson: Harbour Board



Thomas W Stove - Cunningsburgh & Sandwick - Independent

Nordaal, Setter, Sandwick, Shetland, ZE2 9HP
Tel: 01950 431434 Mob: 07774 698765 Fax: 01950 431673
Email: tom.stove@shetland.gov.uk
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William N Stove - Lerwick Clickimin - Independent

1 Lovers Loan, Lerwick, Shetland, ZE1 0BA
Tel: 01595 694612
Email: billy.stove@shetland.gov.uk
Vice-Chairperson: Services Committee



William Tait - Sandwick, Bigton & Levenwick - Independent

Bonavista, East Ireland, Bigton, Shetland, ZE2 9JA

Tel: 01950 422243 Fax: 01950 422243

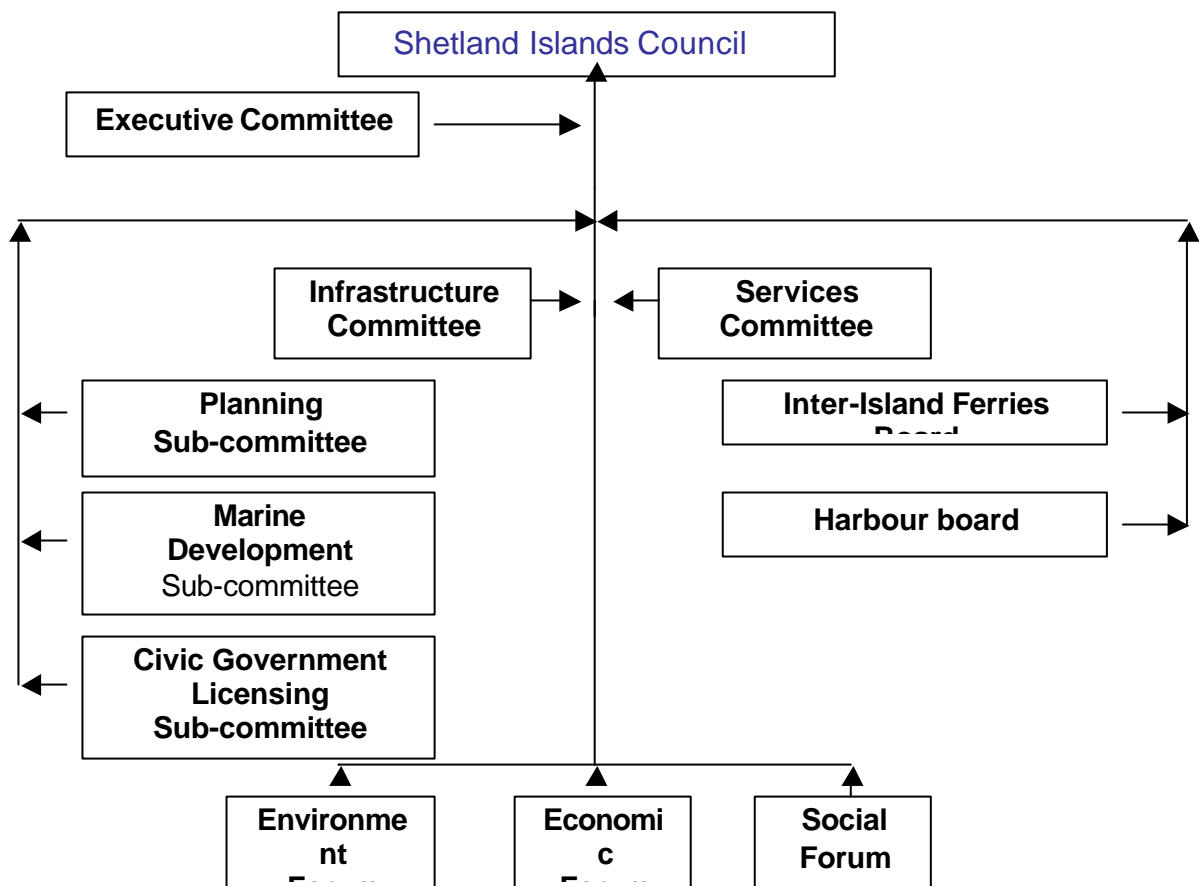
Email: willie.tait@shetland.gov.uk

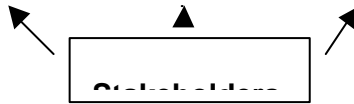
Spokesperson: Public Health

The Councillors

The Committee Structure ...

- The Committee structure has recently been revised. This will improve, simplify and increase the involvement of people other than Councillors with interests in particular areas, in the process of making decisions.
- There is a number of Committees set up to cover certain service areas:





Shetland Islands Council

- Full Council meets every six to eight weeks.
- During the weeks before the Forums, Boards, Sub-Committees and Committees meet.
- All Councillors sit on full Council.
- **Convener** – Sandy Cluness
- **Vice-Convener** – Florence Grains

The Committee Structure

Committees

Executive

- The Executive Committee covers the areas of financial planning and monitoring, policy and planning co-ordination, audit, corporate governance and economic development.
- Eight Councillors sit on the committee; the Convenor; the Chairpersons of the Infrastructure and Services Committee; the Chairpersons of the Forums; the Chairperson of the Charitable Trust; and the Chairperson of the Development Trust.
- **Chairperson** – Sandy Cluness
- **Vice-Chairperson** – Florence Grains

Infrastructure

- The Infrastructure Committee covers six areas. These are roads; transportation; burial sites and coastal and waste management; public health and consumer protection; planning; and building control.
- **Chairperson** – Jim Irvine
- **Vice-Chairperson** – Alastair Inkster

Services

- The Services Committee covers ten areas. These are education; community care; children and young people's services; services to offenders; sport and recreation; library, museum and archive services; housing; community safety; community development; and the voluntary sector.
- All Councillors sit on the committee with a Chairperson and Vice-Chairperson appointed from the members.
- **Chairperson** – Florence Grains
- **Vice-Chairperson** – Billy Stove

Forums

- Forums have “stakeholders” (anybody who has an interest in the service, from councillors to citizens, service managers to employees).
- Representatives from community councils in Shetland sit on some of the Forums.
- Forums are there to help the council to develop a service that meets community needs.
- In this way the Council is able to listen to views of stakeholders and then decide on what service it wants to deliver, to whom and at what level.

The Committee Structure

Environment Forum

- Spokespersons in four areas: Transport, Public Health, Environment and Planning.
- **Chairperson** – Alastair Inkster
- **Transport Spokesperson** – Gordon Mitchell
- **Public Health Spokesperson** – Willie Tait
- **Environment Spokesperson** – Jim Henry
- **Planning Spokesperson** – Iris Hawkins

Economic Development Forum

- Spokesperson in one area, Europe.
- **Chairperson** – Drew Ratter
- **Europe Spokesperson** – Gussie Angus

Social Forum

- Spokespersons in four areas: Housing, Education/Children and Young People, Social Care and Culture and Recreation.
- **Chairperson** – Billy Stove
- **Housing Spokesperson** – Gordon Mitchell
- **Education and Children and Young People Spokesperson** – Bill Manson
- **Social Care** – Cecil Eunson
- **Culture and Recreation** – Eddie Knight

Sub-Committees

Planning

- Undertakes the Council's functions as a Planning Authority.
- This involves all Councillors.

Marine Development

- This has responsibility for determining works licences and dredging licences.
- This involves ten Councillors.

Civic Government Licensing

- This determines applications for licences, undertaking the Council's functions as a Licensing Authority.
- This involves seven Councillors.

Boards

Inter-Island Ferries Board

- This Board provides general service direction and advice to management of both Port Operations and Ferry Operations management groups.
- All Councillors representing islands with a ferry service and the Transportation Spokesperson are represented.

Harbour Board

- **The Harbour Board will have full delegated responsibility for oversight and decision making in respect of the management and operation of the Council's harbour undertaking.**
- **This involves six Councillors and five other harbour user nominees sit.**

The Committee Structure

Deciding How the Council's Money is Spent – The Council's Annual Cycle ...

- The Council receives funding from the Government every year beginning in April and ending in March. The Council's Annual Cycle is therefore set to fit into this funding period. Every year the Council needs to match the funding it gets in to what it wants to spend.
- Each department costs each of the services they are required to deliver - this will involve costing their staffing requirements and which goods and services they will need to buy. All this information is then collated and in February each year, the Council decides how much Council Tax they need to charge. The budget is then finalised and the staff in each service then has the budgets to deliver the services planned in the coming year.
- The Council is responsible for a number of different accounts. Below is a summary of the main accounts and what they are used for:

<u>Account</u>	<u>Mainly used for</u>	<u>Where From</u>
General Fund	The main services such as education, social care, roads, ferries, planning,	Scottish Executive Council Tax

	community work, refuse collection, etc.	Fees and Charges
Housing Revenue	Council houses	Mainly Housing Rents
Harbour Account	Ports and Harbours, including Sullom Voe	Mainly Harbour Charges
Reserve Fund	New building or refurbishment of piers and harbours and economic development	Mainly from interest on Reserve Fund balances
Capital Fund	New building or refurbishment of Council assets and infrastructure such as schools, roads, ferries, etc.	Revenue funds, sale of assets, grants, borrowing

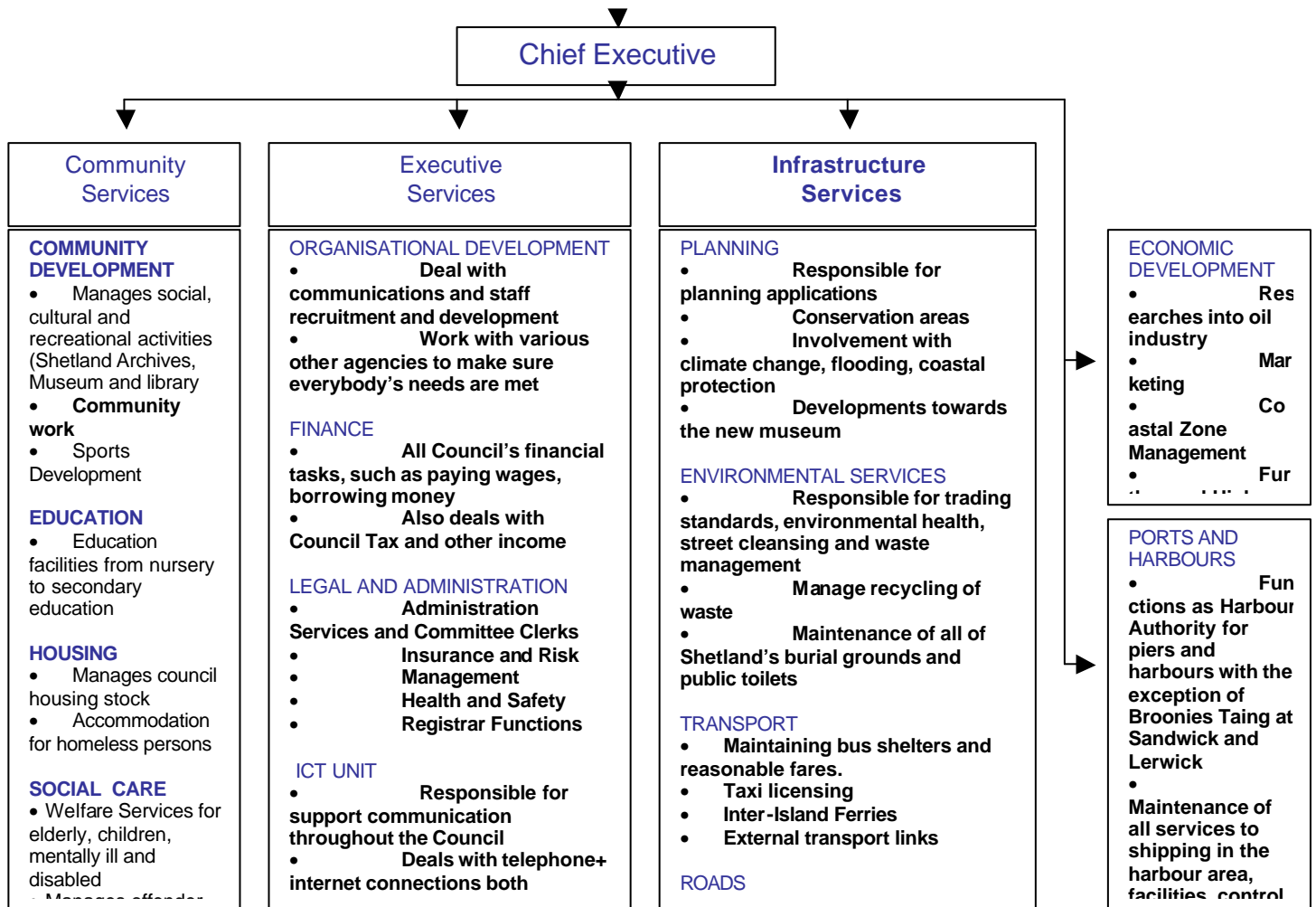


The Annual Cycle

Management and Staff ...

- In order to meet the many demands for Council services, a wide range of skills and experience is required of the workforce. In fact the Council is the largest single employer in Shetland. Its workforce includes architects, caretakers, plumbers, lawyers, home helps, social workers, teachers, trading standards officers – and so many more!
- The Council is organised into three departments and a number of units. These are responsible for overseeing the different Council services and differ in their size and function. Some are involved in the direct provision of service to the public. Others are more involved in providing support for Councillors and the other departments.

THE COUNCIL



Management and Staff

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Finance Services

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Management and Staff

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Environmental Services

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Grantfield
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Planning

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Economic Development Unit

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Douglas Irvine**

Head of Development Resources:
Alastair Cooper
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Roads

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Toll Clock Centre
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Ports and Harbours Operations

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Port Administration Building
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[Management and Staff](#)

[Contacting Us ...](#)

Do You Have A Comment, Suggestion or Request?

If so, we'd like to hear from you, either using the contact details below, or those on the previous pages.

We'd also be interested to hear what you think about this publication and whether or not it tells you all the things you'd like to know about the Council.

Or Do You Have A Complaint?

If you feel you need to complain we would like you to tell us! We have a procedure to deal with any complaint and actively use complaints to maintain and improve service quality and responsiveness.

- We aim to deal with a complaint straight away, at the time and place that it is made.
- If the complaint can not be resolved immediately, the person dealing with the matter will send an acknowledgement to you within five working days, letting you know when you might expect a full reply.
- If you wish to make a formal complaint you can fill out a complaint form, available from General Enquiries, contact details below.
- This will be acknowledged within five working days and within fifteen working days you will receive a full reply from the senior officer responsible for the area of service to which your complaint refers.
- If you remain unhappy with the response you can write to the Chief Executive, contact details below.

A leaflet, Do You Have a Complaint? Provides further details on our complaints procedure, and can be obtained from all Council offices.

Where to find us and how to contact us

For general enquiries about the Council, please contact the General Enquiry Office. This is located at the Town Hall in Lerwick. The contact details are:



01595 693535

Fax

01595 695590



general.enquiry.office@sic.shetland.gov.uk



Shetland Islands Council

Town Hall

Hillhead

LERWICK, Shetland, ZE1 0HB

[Contact Us](#)



REPORT

To: Executive Committee

2nd September 2003

From: Single Status Project Board
Head of Organisational Development

SINGLE STATUS PROJECT UPDATE REPORT

Report No: CE-19-F

1 Introduction

- 1.1 This report seeks to summarise the Councils current state of progress on the Single Status Project, highlight current issues and set out plans and recommendations for future progress.

2 Background

- 2.1 The Islands Council is a signatory to the national Single Status agreement between the Scottish employers and the Trade Unions. This seeks to implement the Scottish Joint Councils Single Status Job Evaluation Scheme, harmonise terms and conditions among participating groups of staff and arrive at, and implement, local pay and grading
- 2.2 The Council has been implementing a project since 2000 to deliver these objectives. At the most recent general project update in February 2003 the Council agreed to establish a Project Board, a Negotiating Forum and recruit additional staff to increase capacity and therefore progress on the project.
- 2.3 The Council also agreed organisational changes within Executive Services in February 2003 which has resulted in the Head of Organisational Development assuming operational responsibility for the implementation of the single status initiative including assuming the role of interim Project Manager.

3 Progress

- 3.1 A Project Initiation Document has now been drawn up for this project and has been reviewed and approved by the Project Board.

- 3.2 The overall project can be broken down into three main strands of work for planning and progress monitoring although all three are heavily dependant on each other, particularly in later stages of the project. Further progress reports will include a separate consideration of progress for each stage independently and in greater detail, this report only seeks to summarise the most critical issues for each stage.
- 3.3 Job Evaluation – Of the 500+ job profiles which it is anticipated will be required some 50 have been completed. Of these only 2 have been signed off and agreed by Managers. Continued progress at this rate will never complete at this stage and remedial action is therefore urgently required. The two main issues are Job Analysts availability and delivery of signoff by Service Managers. The interim JE arrangements which were put in place are now showing some signs of strain, especially where new ideas regarding structure or organisation arrangements are appearing. This situation is almost bound to further deteriorate. Progressing the new JE regime is the most effective way of moving towards objective evaluation.
- 3.4 Terms and Conditions – An initial list of some 100 agreements relating to allowances and payments to affected staff has been drafted. Only a few of these agreements have been costed and to date none of this information has been shared with Unions. Some ad-hoc consultation with Departments and managers has been carried out to determine their views and proposals on new Terms and Conditions but no systematic review. This exercise now needs to be organised and carried out to provide the initial basis for negotiations to proceed.
- 3.5 Pay & Grading – An initial option review was undertaken some time ago on pay and grading schemes. This review did little to identify the overall preferred approach. No actual modelling has taken place this far against any grading models. Sufficient Job Evaluation has now taken place to allow this modelling to be progressed and starting work in this area should be begun at the earliest opportunity.

4 Plans and Proposals

- 4.1 Nationally Shetland is not alone in having problems progressing Single Status but we would now appear to have slipped towards the back of the pack. It is also clear that others are encountering significant issues in stages which we have not reached, negotiations in particular, suggesting progress will continue to be problematical. However all 32 Scottish Local Authorities are continuing to seek to complete Single Status implementation as an essential activity in promoting equalities and the general modernisation of employee relations. There would therefore seem to be little alternative to proceed.
- 4.2 Overall the Single Status project for Shetland Islands Council has stalled. Fundamentally it is critical for such a large and complex project to have a dedicated full time Project Manager to get, and keep things moving; appointing such a Project Manager is now the single highest priority and recruitment has been initiated.

- 4.3 The only area where we had made any significant progress, Job Evaluation is now almost at a halt, appointing full-time Job Analysts and a dedicated JE database administrator will significantly increase capacity in this area and provide dedicated resources that can also be available to other strands of the project, if priorities alter. Current modelling suggests that the equivalent of a full-time job analyst for two years is required to complete the JE activity although it may be better and more achievable to second a number of analysts full-time for a shorter period. Recruitment for these roles has also now been started.
- 4.4 Much of the work that is needed to progress Terms and Conditions must be done by managers across services, with project and Personnel Support, and the stage team for this area should now be established, briefed and got to work. This will be supported more effectively by a full time Project Manager but can be initiated through interim arrangements.
- 4.5 The work needed on Pay & Grading will also be mainly done by the team for that area. This team should also be established as soon as possible and started on grappling with its remit, an activity which can also be initiated in advance of appointing a full-time Project Manager.

5 Policy and Delegated Authority

- 5.1 The Council approved the setting up of a Single Status Project Board in February 2003, approved the constitution of a Negotiating Forum and authorised the recruitment of additional staff for the project subject to authorisation of the Chief Executive and identification of a suitable budget. (SIC Min. Ref. 04/03).
- 5.2 This report is presented for information to the Executive Services Committee in terms of its remit for organisational development (SIC Min. Ref. 90/03).

6 Financial Implications

- 6.1 Any potential costs of new arrangements will be reported to members in partnership with the Head of Finance, when work has progressed sufficiently to identify concrete options.
- 6.2 The costs of carrying out the project will be met from existing Council budgets, making virements as necessary in consultation with the Head of Finance. Their level will depend on success in obtaining internal secondment which includes budget from Services.

7 Recommendations

- 7.1 It recommended that Executive Committee note the contents of this report.

21st August 2003

Report No: CE-19-F



Shetland

Islands Council

REPORT

**To: Shetland College Council
Shetland College JCC
Executive Committee**

**1 September 2003
1 September 2003
2 September 2003**

From: Colleges Project Manager

REPORT NO.: DV075-F COLLEGE AND TRAINING RESOURCES

1.0 Introduction

- 1.1 Further to my report DV044-F which was approved during the last cycle of meetings, this report proposes a new Board of Management for both Shetland College and Train Shetland. This report sets out the Terms of Reference and composition of the new Board.
- 1.2 I also identify the next stage in the process of the Review of Further and Higher Education and Training.

2.0 Background

- 2.1 Shetland College received an HMI report in August 2001 which identified a number of areas for improvement. Clarifying roles and responsibilities as part of the Council where the College sits within the Council structure and as a consequence how it can operate effectively were highlighted as areas for improvement. A follow up from the HMI is expected in the near future.
- 2.2 In April of this year the Council approved a Strategic Service Plan for the FE, HE and training sector which included the strategic plan for Shetland College and Train Shetland. Shetland College are obliged to complete a strategic plan for the forthcoming academic year and submit this to the Further Education Funding Council by 31 March each year.
- 2.3 The underlying theme of the Strategic Service Plan was for the three elements of the sector in Shetland; North Atlantic Fisheries College, Shetland College and Train Shetland to adopt a partnership approach as the constituent elements of the learning sector at this level in Shetland.

- 2.4 During the last cycle of meetings the Council approved the creation of a Board of Management which would include Shetland College and Train Shetland to operate with delegated authority from the Council.

3.0 Proposals

- 3.1 One of the key strategic priorities approved was to strengthen governance and management arrangements. The activities covered by Shetland College and Train Shetland straddle a number of areas including the provision of education, community development and life long learning and skills development. Since taking up this post, just under a year ago, a number of staff have expressed some confusion at where they sit in the Council structure. This was also reflected in the HMI report in 2001.
- 3.2 Earlier this year the Chief Executive, in consultation with the Scottish Further Education Funding Council (SFEFC), secured an increase in funding for Shetland College which will be of considerable assistance to the financial health of the College and will be reported on as a separate item during the next cycle of meetings. As a part of this the Chief Executive agreed with the SFEFC that Shetland College would be allowed to operate essentially as a stand-alone body within the Council structure. Given the different emphases between education, community development and economic development through skills and training there is merit in Shetland College standing alone and not as part of any specific department within the Council structure.
- 3.3 This ties in with the earlier proposal to create a Board of Management which will act with authority from the Council and whose Terms of Reference are attached as Appendix 1.
- 3.4 Shetland College and Train Shetland will still operate within Council policy and procedure and in terms of financial stewardship be answerable to the Council's Head of Finance as Section 95 Officer who will present a separate report during the next cycle of meetings outlining the financial position.
- 3.5 Shetland College and Orkney College are the only two non-incorporated colleges in the country with other Colleges running essentially as companies.
- 3.6 There is specific legislation for Boards of management for incorporated colleges and who should be on them. This legislation does not apply to non-incorporated colleges who have to comply with Local Authority legislation. In proposing a Board of Management the Council in seeking to discharge its functions to the Board has to have no less than two thirds of elected Members sitting on the Board.

- 3.7 I am proposing a Board of Management of nine, and therefore six elected Members are required. Shetland College Council currently has three Council Members; Councillors Sandy Cluness, Drew Ratter and Billy Stove; in addition to this there are two Council representatives on the UHI Foundation, Councillors Bill Manson and Florence Grains. Between them these Councillors also fill the more senior positions within Services Committee which cover Education and Community Development and Councillor Manson is also the Spokesperson for Education for Children and Young People. I would propose that these Councillors plus one other nomination be made from Council plus one each from Shetland Enterprise, the Federation of Small Businesses and NHS Shetland respectively, to make up the nine Board Members.
- 3.8 The current Shetland College Council which does not have delegated authority is comprised of Council Members as well as staff and student representatives. I would propose that there are both staff and student representatives who attend the Board of Management meetings and act in the same capacity as at present, namely in an advisory role.
- 3.9 Over and above this and in order to ensure that the relevant links within the Council are co-ordinated I would propose that one officer from each of Education, Community Development and Economic Development are also represented and submit reports as required to the new Board. This will cover the range of Council activities including flexible curriculum, learning centres and skills development. It will also assist the Board in identifying the need for future delivery of courses so that the curriculum can be tailored accordingly.
- 3.10 On 4 April 2003 the Council approved a partnership approach to the sector for Shetland College, NAFC and Train Shetland. The Board of Management will be required to follow this through in conjunction with the new Board of Trustees for the NAFC, to ensure that customer demands are met by the provision of a quality service.
- 3.11 Both the Principal of Shetland College and the Service Manager of Train Shetland will report to the Board of Management. For line management issues such as personnel matters I would propose that the Head of Economic Development has responsibility for both of these post holders.
- 3.12 The Board should meet according to the normal cycle of Council meeting and the minutes of the Board be referred, for information, to the Council's Executive Committee. The current College Council meets on an ad hoc basis and does not submit its reports within the Council structure.

- 3.13 The Terms of Reference for the Board are set out at Appendix 1. I would emphasise, however, the need for regular financial information to be supplied to the Board and income/expenditure report as well as an updated account of Student Unit of Measurement (SUMS) should be put to every Board meeting. During the next cycle of meetings reports will be brought to you from the Council's Head of Finance outlining proposals to deal with the deficit at Shetland College and how future financial management should be arranged. This will also include the external financial consultant's advice on financial planning. The Service Manager of Train Shetland and the Principal of Shetland College will respectively submit their proposals on the future structure of the service areas during the next cycle of meetings.
- 3.14 The Board of Management will have responsibility for the activities of Shetland College and Train Shetland. The structure underneath Shetland College has to provide for academic matters through both the Academic Board and underneath that the Quality Assurance Committee. It is not necessary for any of the Board Members to sit on either of these two bodies but the minutes should be referred to the Board of Management, for information.
- 3.15 I would suggest that the new Board, once established, consider how best to work with all of the staff in Shetland College and Train Shetland on a consultative basis, taking in issues such as personnel, internal audit and health and safety.
- 3.16 There are a variety of JNC and JCC mechanisms which apply to different staff groups who will answer in to the Board. The Board may wish to consider how it can best deal with all of the staff groups whilst ensuring appropriate representation.

4.0 Financial Implications

- 4.1 There are no financial implications arising directly from the terms of this report. Attendance at meetings of the Board of Management for Shetland College and Train Shetland carries approved duty status.

5.0 Policy and Delegated Authority

- 5.1 This report is presented to the Executive Committee in accordance with its responsibility for Further and Higher Education and Strategy.
- 5.2 However, the Executive Committee does not have authority to adopt the recommendations contained in this report, and therefore a decision of the Council is required.

6.0 Recommendation

I recommend that the Executive Committee recommend that the Council:

- 6.1 adopt the proposals contained in Section 3 and thereby approve the creation of a Board of Management for Shetland College and Train Shetland with the Terms of Reference as at Appendix 1;
- 6.2 appoint the five Members who are currently representing Shetland College Council and UHI Foundation, as stated in paragraph 3.7 above, and appoint one other Member to the new Board of Management; and
- 6.3 delegate authority to the Head of Economic Development, or his nominee, to seek and appoint one nominee from each of the 3 external organisations mentioned in paragraph 3.7 above.

Our Ref: WES/LAKA
Date: 26 August 2003

Report No.: DV075-F

APPENDIX 1

Terms of Reference

The Board of Management for Shetland College and Train Shetland shall be established from 10 September 2003 and shall conduct its proceedings in accordance with the Council's Administrative Regulations.

The Board will have full delegated responsibility for oversight and decision-making in respect of the management and operation of Shetland College and Train Shetland and comply with all the relevant legislation that applies. The Board will report in each cycle of Council business by submission of its minutes and reports to the Council's Executive Committee.

The Board will comprise of nine members as follows:-

Six SIC Members, one Shetland Enterprise, one Federation of Small Business, one NHS Shetland. The quorum of the board will be one-third of its membership.

The Board shall give direction to its management within Shetland College and Train Shetland and set policy within their respective areas of work. The determination of the character and purpose and the overseeing of the activities within Shetland College and Train Shetland are ~~are based on the following to~~:-

- Promote access between school, work and higher education.
- Ensure appropriate resources to support the learner.
- Ensure appropriate staffing to meet needs and provide for staff development and career review.
- Ensure appropriate arrangements for quality assurance and improvement.
- Ensure sound financial management through monitoring income and expenditure and SUMS update on a regular basis.
- Reflect the needs of the users of Shetland College and Train Shetland.
- Set strategic direction for Shetland College and Train Shetland.
- Ensure that a partnership approach is taken within the sector in Shetland.
- Liaise with UHI Millennium Institute and other appropriate learning bodies.

The Board will support the Principal and Service Manager in carrying out their respective roles to fulfil the above criteria and will monitor progress against objectives which have been set.

The Board will have authority to establish sub-committees to determine or advise on matters such as policy or finance as the Board may remit to them. The Board will ensure that Shetland College and Train Shetland take a strategic approach and that the College and training develop in accordance with approved strategies.

Colleges Project Manager
18 August 2003



Shetland Islands Council

REPORT

To: Executive Committee

2 September 2003

From: Fisheries Development Officer

REPORT NO: DV080-F

THE WHITEFISH PLAN – DEVELOPING A LONG TERM SUSTAINABLE FISHERY FOR SHETLAND

1. Introduction

- 1.1 This report outlines proposals for a new strategy to assist the whitefish catching sector of the fishing industry.

2. Background

- 2.1 Earlier in the year, Shetland Oceans Alliance (SHOAL) requested the Development Department to put together a strategy for the sustainable future of the whitefish catching sector. The proposed strategy would be used to guide the Council, the Shetland Development Trust and all other financial support agencies in Shetland.
- 2.2 A small working group was formed consisting of representatives from the Development Department, Shetland Fishermen's Association and the North Atlantic Fisheries College.
- 2.3 The working group has produced the Whitefish Plan (Appendix 1).

3. Proposal

- 3.1 It is proposed the Council adopt the Whitefish Plan, which is included as Appendix 1.

4. Financial Implications

- 4.1 There are no direct financial implications from the Council accepting the recommendations of this report. Initiatives worked up following adoption

of the Whitefish Plan will be costed and reported separately as they are developed.

- 4.2 Funding requirements of the Whitefish Plan almost certainly will have financial implications for the Council indirectly through the Shetland Development Trust.

5. Policy and Delegated Authority

- 5.1 The proposal accords with the aims, values and objectives of the Council's Economic Development Strategy.
- 5.2 This report has been prepared in line with the following economic development policies:
- P1 "To maintain and develop Shetland's Industries on a long term sustainable basis"
- P7 "To promote the harmonisation of Shetland's industries with environmental concerns and interests"
- F2 "To encourage consolidation, improvement and expansion of the Shetland fishing fleet"
- F4 "To provide assistance for the purchase of additional quotas for the Shetland fishing fleet"
- 5.3 This report is being presented to the Executive Committee in accordance with its remit for policy and planning co-ordination and economic strategy (SIC Min. Ref. 90/03). However, the Committee does not have delegated authority to approve policy, and therefore a recommendation to the Council is required.

6. Observations

- 6.1 The Whitefish Plan has been adopted by SHOAL and the Shetland Development Trust.

7. Conclusions

- 7.1 The whitefish fleet is one of the most important contributors to the local economy. It has traditionally supported a large number of jobs both at sea and onshore.
- 7.2 At this time of great uncertainty in the industry it is vital that there is a cohesive strategy in place which aims to safeguard and develop this important sector of Shetland's economy.

- 7.3 The adoption of the Whitefish Plan does not commit the Council to funding the proposals within it. Each proposal will have to be considered carefully with future reports being prepared as necessary.

8. Recommendation

- 8.1 I recommend that the Executive Committee recommends that the Council adopts the Whitefish Plan as a strategy to safeguard and develop the whitefish catching industry in Shetland.

Our Ref: MS/RF1030
Date: 26 August 2003

Report No. DV080-F

SHOAL

Shetland Oceans Alliance

The Whitefish Plan

**Developing a Long Term
Sustainable Fishery
for Shetland**

August 2003

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1. Introduction

- 1.1 Catching, selling and processing whitefish and the related services lies at the heart of the Shetland economy. The industry still provides employment for more than 500 people in these islands. Our whitefish fleet, although diminished in recent years, numbers 28 vessels owned and crewed by 180 fishermen. Many communities in Shetland are largely dependant on the whitefish sector and there are few (if any) alternative industries to fall back on if the whitefish fishing fleet fails or experiences further decline. The inability of the EU, national governments and the fishing industry to achieve effective fishing management practices in the face of declining stocks and improving modern catching techniques has caused a situation where severe fishing restrictions have been introduced. As a result there are real fears about the viability of our whitefish fleet and confidence among fishermen is very low. **The whole industry – sales, processing and services – depends upon our fishermen catching and landing fish. If the fleet goes so does all the ancilliary activity. This is a very serious situation.**
- 1.2 Our communities have taken their living from the seas since people first came to Shetland in the stone age. For centuries fisheries has been the cornerstone of the Shetland economy. There is now a danger that, if we cannot respond to the challenge posed by the inability of the management structure to achieve a sustainable fishery in our waters, Shetland will become a spectator rather than a key player in the industry. **Watching rather than catching** in the middle of the richest fishing grounds in Europe.
- 1.3 Addressing all the issues that are impacting on the whitefish sector at the present time will take a very long time to achieve and it is essential that a fully researched plan with a long term perspective of perhaps 20 years is drawn up and implemented. There are many themes and issues that need to be considered but what is clear at this time is that **the confidence of the fishermen must be strengthened immediately** if we are to retain a core fleet and the skill levels from which to develop the future industry. If we are to promote recovery we must actively encourage the continuing participation of our experienced fishermen in a fleet sufficiently large to keep the onshore infrastructure viable.

- 1.4 The purpose of this paper, which can be regarded as the first step towards a longer term plan, is to examine the current situation of the industry and to propose measures to get the industry back up on its feet. This is our immediate priority. Chapters have been written on: an overview of the industry; what happens if we simply let events take their course and do nothing; a proposal for investing in the future of the industry; recommendations for action; and themes that need to be explored in a more detailed future plan. All of the immediate actions proposed are necessary to get the industry into a shape to be the prosperous core of the economy that it used to be and can be again. In fact, given the present low state of the industry, the main proposal is a good investment opportunity.

- 1.5 Shetland wants and needs to be at the heart of a sustainable fishery in its own waters. The EU has set out in the revised CFP document a commitment to establish Regional Advisory Committees. In preparing this paper we recognise that a much higher emphasis has to be placed on regional management and on including fishermen more centrally in designing effective conservation measures that can lead us to the levels of sustainable fisheries practised in other regions in the North Atlantic. It is important that the measures proposed in this paper are understood to be introduced in the context of Shetland calling for regional management of the fishing grounds around our shores. Only by the introduction of proper conservation measures can fishermen and communities depending on fisheries have any confidence in their futures.

2. An Overview of Shetland's Whitefish Sector

2.1 General

The purpose of this section is to consider the structure of today's white fish fleet and the management regime under which it operates and the downstream activities induced by the fishery. In order to properly evaluate the current position of today's industry it is important to first consider the influence of wider developments, both of a technical but more significantly of a political nature and the impact which they have had over the last 20 years in shaping the industry which we now have in Shetland. The last two decades have in particular witnessed a remarkable period of evolution in the history of Shetland's fishing industry. Throughout history Shetland's fishermen have been able to adapt well to the circumstances which they found themselves in and were able to benefit significantly from the wider range of marine resources available further afield than in the waters around Shetland. This inherent ability to adapt is now, however, seriously compromised by the EC's cod recovery plan.

2.2 Management Structure of the Industry

Perhaps the most significant development was the settlement on a Common Fisheries Policy reached during January 1983. This agreement was to set the parameters under which the fishing industry would be managed for the next 20 years. Although the availability of the natural resource to the Shetland industry has fluctuated erratically during this period, what has remained consistent is access to the resource through the quota system and the safeguards of the six and 12 miles limits and conservation areas such as the Shetland Box.

With each member state within the EU free to develop its own fishing management regime within the confines of the Common Fisheries Policy, a system evolved within the United Kingdom where delegated authority for quota management has been made available to fishermen at Producer Organisation level. Fishermen in Shetland were quick to advocate that this method of gaining more control over the distribution of quota at a local level would provide considerably more advantage in terms of the marketing and effective use of quota than had previously been possible under the nationally administered scheme. Following strenuous negotiations with UK fisheries departments the Shetland Fish Producers' Organisation in 1984 became the first Producer Organisation in the United Kingdom to be entrusted with the management of its member vessels' share of the UK quota allocation. Following the successful trial of North Sea haddock in 1984 this system has been extended over the years so that today Shetland Fish Producers' Organisation manages all quota stocks for all species including distant water fishing opportunity in Iceland, in Faroese waters and now most recently deep water species in the sea areas extending out into the mid Atlantic ocean. Over 60 individual stocks come under the Organisation's sectoral quota management responsibilities. The flexibility of what has now become known within the UK as the sectoral quota system does however come at a price. The administration of the sectoral quota system is burdened by a highly complex and bureaucratic set of rules and licensing regulations.

Having the ability to manage quotas in this manner does however enable the Organisation to offer its member vessels the best available fishing opportunity within the constraints of the TAC (Total Allowable Catch) system. What of course the Organisation does not have any control over is the actual level of quota available. Quota levels are determined through a complex series of scientific analysis following by political intervention culminating in annual negotiation of TACs which are established at the end of year at the European Union Fisheries Council.

With the continuous evolution of the sectoral quota system during the late 1980s and early 1990s, it soon became apparent that there was sufficient flexibility within the system to enable a trade in quota entitlement. This trade which started initially during the early 1990s has evolved into a recognised feature of the UK quota system. In the late 1990s the decision by the UK Government and industry to fix quota entitlements to vessel licences has meant that the UK industry has, to all intents and purposes, established a form of individual transferable quota.

Shetland was quick to take advantage of the opportunities that this evolving trade provided. In 1994 the Producer Organisation purchased the first of several licences to boost its members' quota share and these initial purchases have been augmented through the late 1990s up to 2001 by further purchases made on behalf of the community by Shetland Leasing and Property Ltd (SLAP).

2.3 Ownership

Over the last 20-year period the ownership structure of the fleet has not significantly changed. Today, as has traditionally been the case, the vessels are operated by their owners under the share fisherman system. While in some cases the partnerships which own the vessels have, for business reasons, formed limited companies there is, unlike the aquaculture industry, no instance of ownership being held outside Shetland.

Another factor in determining today's management structure has been the role played by Shetland's fishing vessel agents. These companies have not only provided essential financial and business support to Shetland's fishermen throughout the last 20 years but also have been influential in developing new and innovative means of developing Shetland's industry.

With the adoption of the 'new' CFP, set to run again for the next 20 years the broad parameters under which fisheries will be managed have again been set.

Within Shetland there currently exists a recognised management structure, through the Producer Organisation, sufficiently adapted to meet the challenges set to face the Industry in the future. Throughout the market there is a growing emphasis being placed on producing quality product and in this respect the crucially important services of SSQC (Shetland Seafood Quality Control) and the marketing of SSA (Shetland Seafood Auction), which already gives local Industry an advantage, will play a vital role in the shaping of Shetland's future.

2.4 Fleet Structure

During the last 20 years the structure of Shetland's white fish fleet has changed significantly. The following profile outlines the current fleet structure in comparison to the fleet 20 years ago.

	Trawl	Seine	Twin Rig	Static Gear	2003	1983
Over 30m	1				1	-
20 – 30 m	13	3	5	1	22	9
Under 20m	7	2	1	1	11	41
Under 10m	1				1	-

With the majority of the fleet being older vessels dating back to the 50s, largely low powered and incapable of developing new fishing opportunities it was apparent during the early 1980s that change was required.

A major fleet redevelopment programme was undertaken during the 1980s encouraged by the availability of substantial financial aid for fleet restructuring. In particular this funding emanated from FEOGA, SFIA and also from the local development funds of the SIC and HIDB. With these financial incentives in place the path was cleared for a significant modernisation of the Shetland fleet. During the 1980s some 32 new purpose built white fish vessels joined the Shetland fleet, both displacing older vessels and for newly formed fishing partnerships. During this decade of tremendous development it was inevitable that the size of vessels being ordered by Shetland fishermen quickly increased to reflect the new fishing opportunities which were being exploited. Old traditional seine net vessels were replaced by new modern multi-purpose trawlers capable of fishing much further offshore and on fishing grounds which had previously been inaccessible to former fishing methods.

Although funding from UK and EU structural aid eventually became no longer available, fleet redevelopment nevertheless carried on. Between the late 1980s and the mid 1990s a significant number of second-hand vessels joined the fleet and these vessels generally reflected a trend of increased size and horsepower.

Since the mid 1990s five brand new purpose built vessels have joined the white fish fleet and of these three remain active today. With the exception of one or two minor changes the structure of the fleet has not changed significantly over the past few years. Today's fleet represents a class of vessel particularly well suited to exploit the fishing opportunity available during the 1990's (unrestricted monkfish fishery and higher levels of cod quota). However with the reduction in the monkfish and cod in recent years it might be time to examine the fleet structure.

After having enjoyed a welcome injection of new tonnage during the 1980s the need for the continual development of the fleet and the requirement for generally larger vessels, has meant that latterly there has been a high dependence on the

Executive Committee - Wednesday 03 September 2003

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second-hand market. As a consequence the current average age of the Shetland fishing fleet is now some 18 years.

An inevitable consequence of this dependence on the second-hand market has been the introduction of a class of vessel which has been financed at a high level of capital borrowing but with the additional handicap of mechanical reliability which falls short of that of a new built or more modern vessels. This has resulted in high maintenance costs, loss of fishery time, etc. and many vessels have required extensive re-modernisation such as re-engining at a high financial cost.

As the fleet developed during the 1980s so did the opportunity to expand its range of operational activities. In particular the white fish fleet's traditional reliance on the inshore species of haddock and whiting was relieved by the ability to operate further afield working deeper waters and more significantly on fishing grounds which previously had been inaccessible to the light seine net fishing gear. As a consequence of these developments the Shetland industry now has a higher reliance on fisheries for species such as monkfish and cod, all of whom offer a higher market return.

2.5 **Processing Sector**

As landings of higher value ground fish increased in Shetland during the late 1980's and throughout the 1990's there was an opportunity to develop new markets which the processing industry failed to respond to. With greater fishing effort being concentrated on these new species it was inevitable that the volume of haddock and whiting, the species which the processing sector had been built up on, would decline. This had a telling impact on the local processing sector, which in any case by the mid eighties, was struggling to compete in the international market with their traditional product of frozen white fish blocks into predominantly the US market.

A failure by the established processors in Shetland to recognise the shift in catch composition from the traditional round fish species to a higher concentration of ground fish (ie monkfish and megrim) led to opportunities being exploited by processors outwith Shetland who contracted agents to buy fish directly from the Shetland markets. By the time the local processing industry recognised the potential of developing the fresh fish market their competitors based on the mainland had established a strong presence in Shetland's fish markets. This has however served the purpose of retaining a high proportion of landings locally, even though the full economic benefit of fish landed in Shetland is not being realised. Despite the downturn in processing around 100 jobs are still directly attributable to whitefish processing in Shetland.

2.6 **Shore Based Services**

A recent survey of shore based service industries conducted by the Council's Development Department before the current crisis revealed that: profitability had fallen dramatically, ranging from –7% to –447%; employment was down by –18% to –77%; and, there was a substantial increase in debt, in some cases five and ten fold increases. These services include: fleet agents; ice suppliers; marine engineering firms; chandlery and net mending services.

3. Shetland Whitefish Industry SWOT Analysis and the “Do Nothing” Option

3.1 The SWOT Analysis technique is often applied to complex organisation planning situations so that the important issues can be identified and used to help find solutions for problem areas. Its purpose is to break down the internal and external operating environment into short descriptive phrases under the headings: Strengths, Weaknesses; Opportunities; and, Threats.

3.2 **Strengths**

Catching

- ? Close to major northern European fishing grounds.
- ? Relatively modern and technologically advanced fishing fleet.
- ? Community owned quota.

Processing/Marketing

- ? Established quality control systems.
- ? High quality raw material.

Political/Management

- ? Experience of local fisheries management.
- ? Established political contacts.

General

- ? Experienced and qualified workforce.
- ? Locally owned and controlled industry.
- ? Range of agencies able and willing to assist the fishing industry.
- ? Relatively united community.

3.3 Weaknesses

Catching

- ? Aging fleet.
- ? Problems with current management systems.
- ? Fragmented and simple economic structure/limited ability to absorb economic difficulties.
- ? Problems in recruiting and retaining suitable staff/general skills shortage.
- ? Lack of confidence in the current and future viability of whitefish fishing.
- ? Breaches of fisheries regulations.
- ? Depleted fish stocks.

Processing/Marketing

- ? Lack of significant local whitefish processing industry.
- ? Limited capacity of local markets/poor prices.
- ? No premium for quality fish.
- ? Poor marketing of local whitefish outside Shetland.
- ? Long distance from main markets/interruptions to transport links.

Political/Management

- ? Political divisions within the fishing industry.
- ? Fishing industry is unimportant on a national scale.
- ? Complex current management systems.
- ? Complex and inaccessible science/industry mistrust of science.
- ? Complex political management processes/industry mistrust of management systems.
- ? Lack of coherent national strategy for the fishing industry.

General

- ? Fishing industry tends to be somewhat insular.
- ? Low public profile of fishing industry.
- ? Increasingly unfavourable public perceptions of the fishing industry.
- ? Lack of realistic alternatives to fishing in Shetland.

3.4 **Opportunities**

Catching

- ? Purchase additional fish quota and fishing licences.
- ? Fleet redevelopment.

Processing/Marketing

- ? Increase local processing and marketing (possibly under 'Shetland' brand).
- ? Develop local added-value processing.
- ? Attract more non-local vessels to land in Shetland.
- ? Develop Shetland brand for the promotion and marketing of local seafood products.
- ? Promote quality of local seafood as a marketing tool.
- ? Develop new transport links for the export of local seafood products.
- ? Develop traceability systems for local seafood (marketing tool).

Political/Management

- ? Improve management of fisheries/develop regional & local management.
- ? Engage with scientific and environmental agencies with a view to promoting a distinct image of Shetland's fisheries

General

- ? Increased fishing opportunities/supplies of raw materials when (if) fish stocks recover.
- ? Retain/develop Shetland as an integrated fisheries centre within the UK.
- ? Develop the North Atlantic Fisheries College as a fisheries research and development centre.
- ? Improve integration and coordination of local fisheries industries.
- ? Promote awareness of environmental issues within the fisheries industry (marketing tool).
- ? Promote public awareness and understanding of the fishing industry.

3.5 **Threats**

Catching

- ? Loss of boats, fishing licences and/or quota from the local fleet.
- ? Fish stocks may not recover/even more restrictive management measures.
- ? Substantial debt burden.

Processing/Marketing

- ? Cheap imports.

Political / Management

- ? Politicised management system (inspires little confidence).
- ? Poor fisheries management/lax or ineffective enforcement of current regulations.
- ? Lack of political support for the fishing industry.
- ? Community quota purchase scheme could be ruled in breach of state aid regulations.

General

- ? Growing public awareness of environmental issues/'anti-fishing' campaigns from environmental organisations/general declining public opinion of the fishing industry.
- ? Transfer of ownership/control of local fishing industry outside Shetland.

- 3.6 This technique illustrates the range of issues that need to be considered and the scale of the task that faces us as we prepare measures to strengthen the whitefish sector. There are real and exceptional strengths that need to be used in the first instance to overcome the more pressing threats. That must be the priority. Our ability to address weaknesses and pursue opportunities over time will depend upon limiting the impact of the current threats of losing vessels, licences and quota from the Shetland fleet.

3.7 The “Do Nothing” Option

In the absence of strong action the current crisis in the Scottish whitefish industry is likely to have a severe impact on Shetland's whitefish fleet. The exact nature and scale of the impact will depend on many factors, not least the amount and nature of aid and assistance that is available (both nationally and locally). In considering the potential effects it is important to realise that the current crisis is not going to be over quickly; we are looking at years rather than months.

The most immediate effect on Shetland is a reduction in catches, and thus earnings (and earning potential), for local vessels. This has already resulted in some loss of employment amongst local fishermen, and will increase the economic pressures facing those remaining (especially those with a significant debt burden). Reduced earnings by fishermen (and unemployment) also reduces their contribution to the local economy and thus has wider economic effects. At its most serious, reductions in income could result in the bankruptcy of fishermen or force them to sell up. Economic pressures will also result in reduced investment and cut-backs in expenditure, on maintenance for example, which will result in an increasing problem for the future (boats that are not maintained are more likely to break-down). It will also reduce the capacity to absorb any future economic problems, for example if a boat suffers a serious mechanical breakdown, or loses its gear, will they be able to repair/replace it? Finally economic pressures result in a general loss of confidence in the industry; people become reluctant to enter the industry, or want to get out of it. The industry may be generally perceived as failing and thus not worth supporting or investing public money in.

Resulting from economic problems, together with a general decline in confidence, we are certain to see a loss of vessels from the local demersal fleet. It is likely that many fishermen will be tempted by the government's decommissioning scheme, but others may simply sell-up, and there is also the possibility of bankruptcy. Each vessel lost from the local fleet means a loss of current (and potential future) employment, with consequent knock-on effects for the wider economy. It also contributes to the general loss of confidence and will contribute to a loss of expertise and experience. Along with the vessels themselves (and perhaps more importantly) we also stand to lose the fishing licences, VCUs, and quota shares that belonged to those boats. That will probably represent a permanent loss of fishing opportunities to Shetland. If and when fish stocks recover and quotas rise it will be relatively easy to build new fishing boats, but without licences, VCUs and quota (and experienced and qualified fishermen) it will be difficult to increase the size of the future Shetland fishing fleet. Once licences, VCUs, and quota are sold out of Shetland it will be difficult or impossible to buy them back. In effect, while the local whitefish fishing fleet is likely to shrink over the next year or so, it will be very difficult to expand it again in the future. This means that Shetland could lose out on future fishing opportunities when fish stocks have recovered; we could see a situation where the local fleet catches even less of the fish in the waters around Shetland than it does at present.

A reduction in the size of the fleet will also have knock-on effects on many other sectors of the local economy. Many services are necessary to support a fishing fleet (from boatyards and engineers, to harbours, and suppliers) but service businesses require a certain level of activity to remain viable themselves. If we lose too many local vessels there will be too few left to support the service sector which the remainder of the fleet will depend on. For example, if there are too few boats left to support a net-maker in Shetland, the remainder of the fleet will be forced to source nets, etc., from outside Shetland, with all the disadvantages that implies.

A reduction in fleet size will also reduce the potential supply of raw materials to the local seafood processing sector. Although local whitefish processing is currently at a low ebb, there appears to be considerable potential for future development and expansion. Loss of vessels from the local fleet could result in a shortage of supplies for any future whitefish processing industry (or a greater dependency on landings by non-Shetland vessels).

In summary, if nothing is done we are likely to see a reduction in the size of the Shetland whitefish fishing fleet. This will have two main effects: Firstly, it will reduce the amount of employment in this sector and its contribution to the Shetland economy, in the short-term. Secondly, it is likely to result in a longer term reduction in the contribution fishing can make to the local economy through loss of future fishing opportunities (through loss of quota, licences, VCUs, etc.).

4. The Case for Investing in the Future of Shetland's Fishing Industry

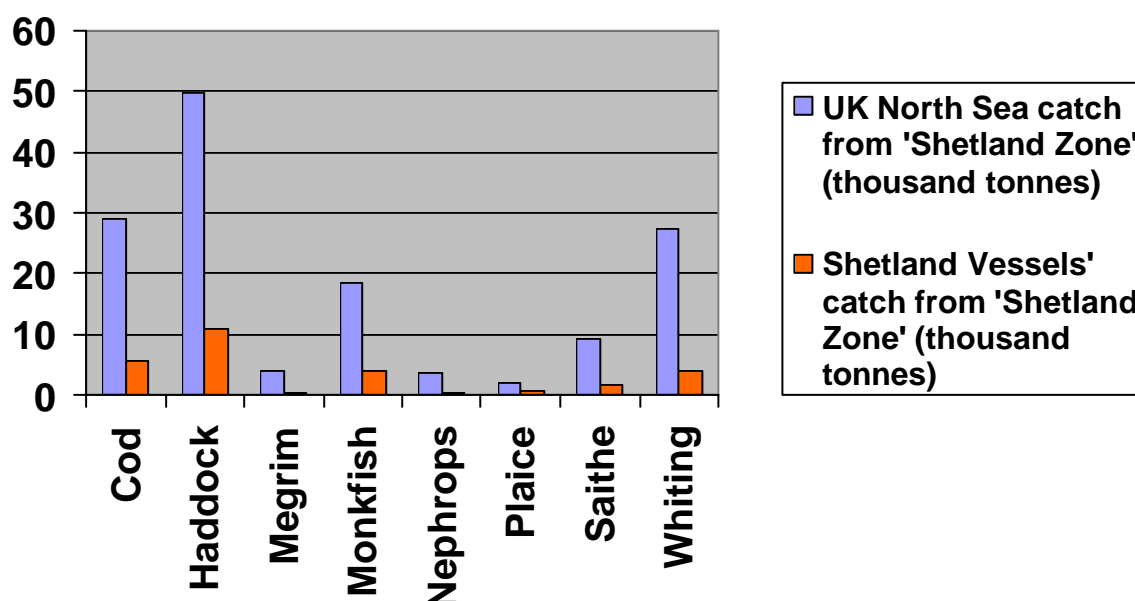
4.1 The Present Situation

Shetland lies in the middle of some of the most productive fishing grounds in the world. The map (Appendix 9) shows our location in the North Sea (ICES area IV) with most of the shaded area lying within 60 miles (6 hours steaming time) of our shores. We will, for want of a better name, refer to this shaded area as the 'Shetland Zone'.

There are a great variety of fishing vessels from different countries that fish in the 'Shetland Zone', however with relative stability keys within the Common Fisheries Policy set for another 20 years and quota swaps with third countries generally set in stone we will concentrate on the fish stocks we can access, which are from within the UK. The latest catch statistics show that 38% of the UK catch of North Sea Cod and Haddock are taken within the 'Shetland Zone' as are 67% of NS Megrims, 57% of NS Monkfish, 12% of NS Nephrops, 3.7% of NS Plaice, 44% of NS Saithe and 55% of NS Whiting. The 'Shetland Zone' is a very important and productive fishing ground as it only makes up approximately 20% of the North Sea area.

Shetland vessels catch a relatively small percentage of the fish located in the waters around our shores (see Appendix 1). Generally we have only been catching slightly more than 20% of the Cod and Haddock caught by UK vessels within the 'Shetland Zone'. Similarly, the figures for the other main species show that we only caught 22% of the Monkfish, 14% of the Megrims, 6% of the Nephrops, 30% of the Plaice 18% of the Saithe and 15% of the Whiting.

The following Chart illustrates the amounts of fish taken from within the 'Shetland Zone'.



4.2 **The Current Crisis**

At the Fisheries Council held in Brussels in December 2002 drastic cuts were applied to North Sea quotas for most of the major species. Cod was cut by 45%, Haddock by 49%, Monkfish by 33% and Whiting by a massive 65%. These cuts were implemented as part of a Cod Recovery Plan with the intention that there would be a rapid recovery of the Cod stock. Another measure introduced was that fishing effort in the North Sea be cut and as from 1 February 2003 vessels have been limited to no more than 15 days at sea per month. Part of this package was that the UK agreed to implement a decommissioning scheme to reduce the fishing effort on cod by between 15% to 20%.

This two-fold restriction on the Shetland fleet is having a devastating effect on the ability of our fish catching businesses to remain viable and on the morale amongst fishermen. The most restrictive measure, by far, is the reduction in fish quotas. Buying quotas, which could then be made available to the Shetland fleet, will help alleviate some of the short term constraints on our fishermen and help rebuild confidence in the industry.

4.3 **The Opportunity**

The UK has recently undertaken to reduce the white fish fleet further by introducing a decommissioning scheme. This scheme will remove vessels and licences from the UK register but will not remove the fish entitlements attached to those licences. This means that there will be fish quota available to purchase from the current scheme in addition to the fish that remains unsold from the last decommissioning scheme, which was in 2001. Fish quota prices are at an all time low, as repeated quota cuts have undermined the confidence in the industry as well as the amounts of fish attached to licences. The time is now right for Shetland to secure a much greater share of the UK quotas. When fish quotas start to rise and fishing regains its profitability the value of quota will also rise rapidly and Shetland risks being left behind. UK mainland based fish selling companies and banks are presently securing quotas for their fishing businesses.

4.4 **The Future**

Fishing is going to be of extreme importance to Shetland in future years. We have a resource on our doorstep and have to ensure that we have access to this resource for future generations. To achieve this will require a significant amount of money to be made available for quota purchase. It is our recommendation that the Shetland community aims to secure 50% of the UK share of total fishing opportunities in the 'Shetland Zone'. From the table in Appendix 2 we estimate

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the cost of securing these additional fishing opportunities in the 'Shetland Area'

will be in the region of £10 million.

Currently fishing opportunities for our white fish fleet are restricted due, in the main, to the Cod Recovery Plan that the main fish stocks (Cod, Haddock and Whiting) are tied into. The intention of the plan is to return Cod stocks to historic levels and the EU Fisheries Commissioner Franz Fischler has stated that when stocks recover it may be possible to harvest 200,000 tonnes of Cod from the North Sea. This year the Total Allowable Catch (TAC) for North Sea Cod is 27,300 tonnes. From this information we have projected that investment in fish quotas at this time will not only give significant returns over the next 10 years from leasing the fish to Shetland fishermen but that the value of the investment is also likely to escalate.

4.5 **Cod** (Appendix 3)

This year the TAC for Cod is at a 40-year low of 27,300 tonnes compared to the 40-year average catch of 200,000 tonnes. We conservatively based our projections on the TAC in 10 years time being 100,000 tonnes, half of Commissioner Fischler's prediction. The market price for Cod will rise, as there will be more demand from UK buyers who are currently buying an inferior product from outwith the EU because NS Cod is presently being branded unsustainable. As the market price for cod increases so will the value of the quota. The quota value per tonne, currently just over £3,000, is conservatively expected to double to more than £6,500 per tonne (The price per tonne in Iceland is currently at this level). This, in conjunction with the increase in the amount of cod bought will show in an increase in the value of the investment from just over £3 million to in the region of £24million. The return on the quota investment would also be in the region of £2.2 million over the 10-year period assuming a rental price of 5% of the landed value, which is how the SLAP new entrants' scheme operates.

4.6 **Haddock/Whiting** (Appendices 4 and 5)

The Haddock and Whiting TAC's have been reduced significantly this year due to the link with cod catches. The projected TAC is based on average catches over a 40-year period. This should be achievable, as the fishing effort on these species will be very much reduced from previous years. Again we have factored in increased landing values and a significant return using the SLAP model.

4.7 **Monkfish** (Appendix 6)

This quota has again been cut this year without any scientific justification however catches are improving and therefore it is predicted that the TAC for this species will return to the average catch from the last 15 years. This is a highly sought after species and it is expected the market value will increase steadily which, with increased quotas, will give significant returns to both the fishing boats and the funding agency.

4.8 **Saithe** (Appendix 7)

Saithe TAC's are at an all time high therefore I have factored in no increase in quotas, however this low value species could, with improved marketing, achieve a better price. Again we have factored in increased landing values and a significant return using the SLAP model.

4.9 **Megrim** (Appendix 8)

This is a high value species that has been of more significance due to the changing over from single to twin rigging by some of the Shetland fleet in recent years. There is scope to improve the value of this species and with a modest increase in TAC's over the 10-year period will give good returns.

4.10 **The Future White Fish Fleet**

Purchasing additional quota will help retain the current fleet, however, as fish stocks return to average levels the amount of fish available to catch will increase dramatically over the forthcoming 10 years. This increased opportunity may allow an expansion of the Shetland whitefish fleet from the current 28 vessels. Should this occur there would obviously be additional employment in Shetland.

To ensure that Shetland has a vibrant and dynamic white fish fleet with the ability to fully exploit our future fishing opportunities a diverse fleet would be required. This will have to include a mixture of seine netters, single trawlers and twin riggers of a variety of sizes.

As a result of decommissioning and also the pelagic building programme (through licence aggregation) the availability of whitefish licences is likely to become very limited. There is therefore a need to secure additional whitefish licences in order to develop future access to the fishery. At present it is estimated that a suitable licence for a Shetland application would be around £180,000. Consideration should be given to purchase 6 of these licences. Licences are currently available but are likely to be much more expensive in the future.

4.11 **Fish Processing**

By securing a greater percentage of the fish stocks around Shetland we will have the opportunity to greatly expand our white fish processing industry. This sector of the industry will have to be as dynamic and diverse as the future white fish fleet in order to be able to take advantage of these opportunities. A strong demand on the Shetland markets from Shetland fish processors would strengthen our markets and, in turn, encourage vessels from outwith Shetland to land here.

4.12 **Political Influence**

The purchase of additional quotas would further establish Shetland as a major player in white fish terms within the UK. This would increase our political influence in this area, which will be very useful in our efforts to have involvement in the proposed regional management of the North Sea.

4.13 **Summary**

By investing in the future of Shetland's white fish industry at this time we can:

- ? Secure the raw material
- ? Secure additional licences for future fleet development
- ? Secure current fleet and current employment
- ? Secure ancillary services and employment
- ? Have the potential to increase fleet in future
- ? Add more value to raw product through processing locally
- ? Increase our political influence
- ? Improve market control
- ? Market Shetland as a white fish 'centre of excellence'
- ? Secure wealth within Shetland and provide a financial return to the community
- ? Provide an additional 500+ jobs

5. Recommendations for Immediate Action

- 5.1 Our aim is to develop a fishing fleet and infrastructure that sets the whitefish sector back at the heart of the Shetland economy where it ought to be. We cannot achieve a viable long-term whitefish sector unless we **act now to protect our current fleet** and minimise the threat of the present crisis. The immediate actions therefore emphasise the need to restore confidence in our fishing fleet by showing how, in particular, the public agencies in Shetland can help at this time.

5.2 Actions

? Rescheduling Finance

Many vessels in the fleet are heavily debt burdened. It is important that confidence is built through arrangements to lessen the immediate debt burden. The needs of every vessel currently facing debt problems have to be examined and, if appropriate, the correct rescheduling package worked out. In some cases this may mean exchanging debt for quota which can then be leased back from the financial agency involved.

? Equity Scheme

It is important to reaffirm the new build equity scheme and also to examine the possibility of extending the scheme to retain the existing fleet. The scheme should include the opportunity for partnerships to exchange debt for equity.

? Purchase Quota and Licences

The opportunity to purchase quota and licences while prices are low are illustrated in Chapter 4. By doing so Shetland would be placed in a very strong position regarding our future fishing effort and in terms of our political influence in achieving effective conservation measures.

? Strengthening Infrastructure

Support for the fleet need not be direct. Consideration should also be given towards other measures that could help fishermen to cope with the present difficulties. The work of SSQC in the fish markets has resulted in quality standards being raised in recent years. It is suggested that the activities of SSQC could be enhanced without incurring a great deal of additional expense. Improving quality and better handling practices could make a difference in improving price and promoting the use of Shetland's fish markets at a time when more vessels may be landing in the islands. This would also be an opportune time to bring the electronic fish sales system into use together with effective promotion of the system. The work of the NAFC in research, training and support of SHOAL's activities also needs to be strengthened to ensure that skills are enhanced, opportunities to diversity identified and the political case is properly informed.

? Marketing

Following on from the previous action it is clear that much work needs to be done to strengthen the identity of the Shetland whitefish product. A marketing plan needs to be drawn up to improve Shetland's position by promoting the high quality of fish landed here with support from the infrastructure that largely exists already.

? Other Assistance

At a time when income has been restrained while overheads and debt remain high, any major repairs in the ageing fleet can pose a threat to the continuation of that vessel. It is therefore essential that the funding agencies continue to provide assistance to limit the financial impact of major repairs at this time.

5.3 **Longer-term Objectives**

? *Local Management*

Given the apparent failure of existing fisheries management systems there is growing interest in Shetland in the potential of local or regional fisheries management, both to improve fisheries management and to safeguard the interests of fisheries-dependent communities. The potential for Shetland to gain any control over the area of the UK's Exclusive Economic Zone around the islands is currently limited by existing legislation and agreements (such as the Common Fisheries Policy). In the immediate term the possibility of gaining control over fisheries within the 12 mile limit is perhaps greater. Shetland has already set a precedent for such local control through the Shetland Islands Regulated Fishery Order, which grants local control over shellfish fisheries within the six mile limit around the islands.

Shetland should explore, and actively pursue, means of increasing local control of local fisheries.

6. Looking to the Future

- 6.1 In the introduction it was stated that this document should be considered to be the essential first stage in a longer term fisheries plan for Shetland. The themes that need to be examined further in that longer term plan are set out in this chapter. Many of these themes have already been explored in this document.

6.2 Securing the Resource

Ensure there is a Resource

Improve fisheries management systems:

- ? Lobbying for changes to management systems (national/EU)
- ? More local control
- ? Improve communications between scientists/politicians/fishermen

Promote Responsible Fishing:

- ? Carry out research on alternative fishing methods, technical conservation measures, etc.
- ? Encourage diversification to more selective fishing methods
- ? Co-operate/collaborate with environmental organisations

Ensure we have Access to the Resource

Maintain local holdings of quota (and licences, VCUs, etc.)

- ? Assist vessels that might otherwise be lost from Shetland (sale, bankruptcy, etc.)
- ? Secure quota that might otherwise be lost from Shetland
 - Buy up quota
 - Establish systems (eg. co-operatives) to encourage/facilitate retention of quota in Shetland

Increased Local Holdings of Quota (and licences, VCUs, etc)

- ? Purchase additional quota

Ensure we have the Ability to Exploit the Resource

Maintain/develop the local fleet (including onshore infrastructure):

- ? Provide assistance to existing fleet
- ? Assist/encourage re-building etc.

Maintain an Adequate and Appropriately Skilled and Experienced Workforce (for both fishing vessels and onshore ancillary industries):

- ? Encourage/assist new entrants to the industry
- ? Promote transfer of skills/experience between fishermen
- ? Improve attractiveness of fishing as a career
 - Provide career paths

Broaden the Resource Base

Encourage Diversification into Alternative Fisheries:

- ? Carryout research on alternative fisheries
- ? Provide assistance for diversification

Develop Markets for Alternative Species

6.3 Utilising the Resource

Make the Best Use of the Available Resource (ie. maximise its contribution to the local economy)

Develop the Local Whitefish Processing Sector:

- ? Increase the amount/proportion of whitefish processed locally
- ? Carry out market research (what products does the market want)
- ? Encourage investment
- ? Attract entrepreneurs

Enhance the Value of Local Whitefish, and Whitefish Products

Improve the Promotion and Marketing of Local Whitefish (and other seafood) Products:

- ? Advertising and promotional campaigns

Add More Value to Locally Landed Whitefish

- ? Encourage/assist development of added-value products

Develop Quality Control and Traceability Systems

- ? Provide guarantees of quality/promote Shetland whitefish as a quality product
- ? Provide traceability from vessel to consumer

Develop New Markets

Maximise the Supply of Raw Materials Available Locally

Develop Local Markets (to attract more landings)

- ? Improve prices of local markets
- ? Promote Shetland as a landing port for non-local whitefish vessels
 - Market research (established what would attract non-local vessels to land here)

SUMMARY OF CATCHES TAKEN WITHIN 'SHETLAND' AREA 1999 - 2001

	Cod	Haddock	Megrim	Monkfish	Nephrops	Plaice	Saithe	Whiting
1999 Catches within 'Shetland' area	10,647.0	21,645.8	1,310.2	5,754.9	1,423.6	810.0	3,026.9	10,437.6
2000 Catches within 'Shetland' area	9,693.7	15,476.6	1,402.4	5,994.3	1,240.1	660.3	3,147.7	10,458.3
2001 Catches within 'Shetland' area	8,624.1	12,714.6	1,300.8	6,812.9	1,061.1	594.1	3,215.5	6,502.7
Totals (Tonnes)	28,964.8	49,836.9	4,013.5	18,562.1	3,724.8	2,064.4	9,390.1	27,398.6
UK Catches area IV								
1999	30,610.0	56,024.0	2,124.0	11,201.0	13,145.0	16,496.0	8,295.0	19,422.0
2000	26,076.0	39,652.0	2,047.0	10,520.0	12,047.0	20,134.0	6,719.0	18,888.0
2001	18,906.0	32,597.0	1,857.0	10,967.0	5,880.0	18,819.0	6,401.0	11,847.0
Totals 1999 - 2001	75,592.0	128,273.0	6,028.0	32,688.0	31,072.0	55,449.0	21,415.0	50,157.0
Average % of UK catch from 'Shetland' area	38.3	38.9	66.6	56.8	12.0	3.7	43.8	54.6

Assuming Shetland has a goal of catching the following percentages of the fish within the 'Shetland' area, we will have to secure the corresponding share of the UK TAC

60%	23.0	23.3	39.9	34.1	7.2	2.2	26.3	32.8
50%	19.2	19.4	33.3	28.4	6.0	1.9	21.9	27.3
40%	15.3	15.5	26.6	22.7	4.8	1.5	17.5	21.9
30%	11.5	11.7	20.0	17.0	3.6	1.1	13.2	16.4
Shetland's current share of the UK TAC is	9.6	10.2	7.7	13.7	5.3	2.5	11.1	11.0

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SFPO total catch within area 1999-2001	5852	10764	548	4070	218	617	1719	4092
SFPO total catch as % of catch within 'Shetland' area	20.2	21.6	13.7	21.9	5.9	29.9	18.3	14.9

Appendix 2

Estimated cost of Shetland securing 50% of fish stocks within 'Shetland' area

	Cod	Haddock	Megrim	Monkfish	Nephrops	Plaice	Saithe	Whiting	
Shetland's current share of the UK TAC is	9.6	10.2	7.7	13.7	5.3	2.5	11.1	11.0	
To obtain 50% of stocks within area % TAC	19.2	19.4	33.3	28.4	6.0	1.9	21.9	27.3	
Additional fish required (% of UK QUOTA)	9.6	9.2	25.6	14.7	0.7	-0.6	10.8	16.3	
2003 UK QUOTA	10631	30673	2599	5695	14399	0	13247	6484	
Additional fish required	1016	2830	665	837	100	0	1434	1058	
Estimated price per tonne	3022	590	2000	2450	1500	1300	530	700	
Cost of additional fish	3,070,888	1,669,657	1,330,184	2,050,049	149,856	0	759,945	740,406	Total 9,770,985

Estimated return of Shetland securing 50% of cod stocks within 'Shetland' area

	Tons	Market price £/tonne	Return to boat £	Return to DT at 5% (£)	Value per tonne £	Value of investment £
2003 TAC	27,300					
2013 TAC (estimated)	100,000					
Percentage increase	266					
Additional fish required 2003	1,016	1,415	1,437,640		3,022	
Year 1	1,158	1,486	1,720,855	86,043	3,264	3,780,217
Year 2	1,319	1,560	2,058,057	102,903	3,525	4,650,121
Year 3	1,503	1,638	2,461,333	123,067	3,807	5,720,207
Year 4	1,711	1,720	2,943,631	147,182	4,111	7,036,541
Year 5	1,949	1,806	3,520,435	176,022	4,440	8,655,790
Year 6	2,220	1,896	4,210,265	210,513	4,796	10,647,660
Year 7	2,529	1,991	5,035,266	251,763	5,179	13,097,899
Year 8	2,880	2,091	6,021,927	301,096	5,594	16,111,988
Year 9	3,281	2,195	7,201,923	360,096	6,041	19,819,679
Year 10	3,737	2,305	8,613,140	430,657	6,524	24,380,583
				2,189,342		

Estimated return of Shetland securing 50% of haddock stocks within 'Shetland' area

	Tons	Market price £/tonne	Return to boat £	Return to DT at 5% (£)	Value per tonne £	Value of investment £
2003 TAC	51,735					
2013 TAC (estimated)	132,000					
Percentage increase	155					
Additional fish required 2003	2,830	880			590	
Year 1	3,113	924	2,876,412	143,821	637	1,983,604
Year 2	3,424	970	3,322,256	166,113	688	2,356,521
Year 3	3,767	1,019	3,837,206	191,860	743	2,799,547
Year 4	4,143	1,070	4,431,972	221,599	803	3,325,862
Year 5	4,558	1,123	5,118,928	255,946	867	3,951,124
Year 6	5,014	1,179	5,912,362	295,618	936	4,693,935
Year 7	5,515	1,238	6,828,778	341,439	1,011	5,576,395
Year 8	6,066	1,300	7,887,239	394,362	1,092	6,624,757
Year 9	6,673	1,365	9,109,761	455,488	1,179	7,870,212
Year 10	7,340	1,433	10,521,774	526,089	1,274	9,349,811
			Total	2,992,334		

Estimated return of Shetland securing 50% of whiting stocks within 'Shetland' area

	Tons	Market price £/tonne	Return to boat £	Return to DT at 5% (£)	Value per tonne £	Value of investment £
2003 TAC	16,000					
2013 TAC (estimated)	39,000					
Percentage increase	144					
Additional fish required 2003	1,058	625			700	
Year 1	1,156	656	758,884	37,944	756	874,234
Year 2	1,264	689	870,933	43,547	816	1,031,981
Year 3	1,381	724	999,526	49,976	882	1,218,191
Year 4	1,510	760	1,147,106	57,355	952	1,438,002
Year 5	1,650	798	1,316,476	65,824	1,029	1,697,475
Year 6	1,804	838	1,510,854	75,543	1,111	2,003,767
Year 7	1,972	879	1,733,931	86,697	1,200	2,365,327
Year 8	2,155	923	1,989,946	99,497	1,296	2,792,126
Year 9	2,355	970	2,283,762	114,188	1,399	3,295,937
Year 10	2,574	1,018	2,620,959	131,048	1,511	3,890,656
			Total	761,619		

Estimated return of Shetland securing 50% of monkfish stocks within 'Shetland' area

	Tons	Market price £/tonne	Return to boat £	Return to DT at 5% (£)	Value per tonne £	Value of investment £
2003 TAC	7,000					
2013 TAC (estimated)	16,615					
Percentage increase	137					
Additional fish required 2003	837	2,300			2,450	
Year 1	912	2,415	2,203,277	110,164	2,646	2,414,025
Year 2	994	2,536	2,521,650	126,083	2,858	2,841,790
Year 3	1,084	2,663	2,886,029	144,301	3,086	3,345,356
Year 4	1,181	2,796	3,303,060	165,153	3,333	3,938,153
Year 5	1,288	2,935	3,780,352	189,018	3,600	4,635,993
Year 6	1,404	3,082	4,326,613	216,331	3,888	5,457,491
Year 7	1,530	3,236	4,951,809	247,590	4,199	6,424,559
Year 8	1,668	3,398	5,667,345	283,367	4,535	7,562,991
Year 9	1,818	3,568	6,486,277	324,314	4,898	8,903,153
Year 10	1,981	3,746	7,423,544	371,177	5,289	10,480,791
			Total	2,177,498		

Estimated return of Shetland securing 50% of saithe stocks within 'Shetland' area

	Tons	Market price £/tonne	Return to boat £	Return to DT at 5% (£)	Value per tonne £	Value of investment £
2003 TAC	165,000					
2013 TAC (estimated)	165,000					
Percentage increase	0					
Additional fish required 2003	1,434	420			530	
Year 1	1,434	441	632,394	31,620	572	820,822
Year 2	1,434	463	664,014	33,201	618	886,487
Year 3	1,434	486	697,214	34,861	668	957,406
Year 4	1,434	511	732,075	36,604	721	1,033,999
Year 5	1,434	536	768,679	38,434	779	1,116,719
Year 6	1,434	563	807,113	40,356	841	1,206,056
Year 7	1,434	591	847,468	42,373	908	1,302,541
Year 8	1,434	621	889,842	44,492	981	1,406,744
Year 9	1,434	652	934,334	46,717	1,059	1,519,283
Year 10	1,434	684	981,051	49,053	1,144	1,640,826
			Total	397,709		

Estimated return of Shetland securing 50% of megrim stocks within 'Shetland' area

	Tons	Market price £/tonne	Return to boat £	Return to DT at 5% (£)	Value per tonne £	Value of investment £
2003 TAC	2,700					
2013 TAC (estimated)	3,000					
Percentage increase	11					
Additional fish required 2003	665	2,300			2,000	
Year 1	672	2,415	1,622,035	81,102	2,160	1,450,764
Year 2	678	2,536	1,720,168	86,008	2,333	1,582,493
Year 3	685	2,663	1,824,238	91,212	2,519	1,726,184
Year 4	692	2,796	1,934,604	96,730	2,721	1,882,921
Year 5	699	2,935	2,051,648	102,582	2,939	2,053,891
Year 6	706	3,082	2,175,773	108,789	3,174	2,240,384
Year 7	713	3,236	2,307,407	115,370	3,428	2,443,811
Year 8	720	3,398	2,447,005	122,350	3,702	2,665,709
Year 9	727	3,568	2,595,049	129,752	3,998	2,907,755
Year 10	735	3,746	2,752,049	137,602	4,318	3,171,779
			Total	1,071,499		

APPENDIX 9

