



Your Council ...



the performance report for Shetland Islands Council 2002-03



**Foreword by:
Councillor Convener 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.

We are also pleased to provide an 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, Convener

A blue ink signature of Sandy Cluness, written in a cursive style.



Morgan Goodlad, Chief, Executive

A blue ink signature of Morgan Goodlad, written in a cursive style.

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**, a translation, or would like to make a comment on the content of this report please:

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 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.

- 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.
- 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.

Working For Quality and Efficiency

- 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.

Working With You

- As a result of 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 feedback suggested little change was required.

Working With Our Partners

- 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.

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 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 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, working 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.

- 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 from 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 3-year old pupils receiving learning opportunities from 83.3% to 87%.
- ✓ 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%.

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.
- 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.
- 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 of 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.
- 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 and 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 addressed 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.

- 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, including staff performance, development and welfare.
- 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.

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%.

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

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

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. We also promote 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.

- 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.
- Ships' waste is managed in accordance with statutory requirements.
- Mooring boat and pilot boat availability is 100% to avoid delays to shipping.
- Jetty mooring equipment is 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.

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.

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 the 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 per head 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.

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.

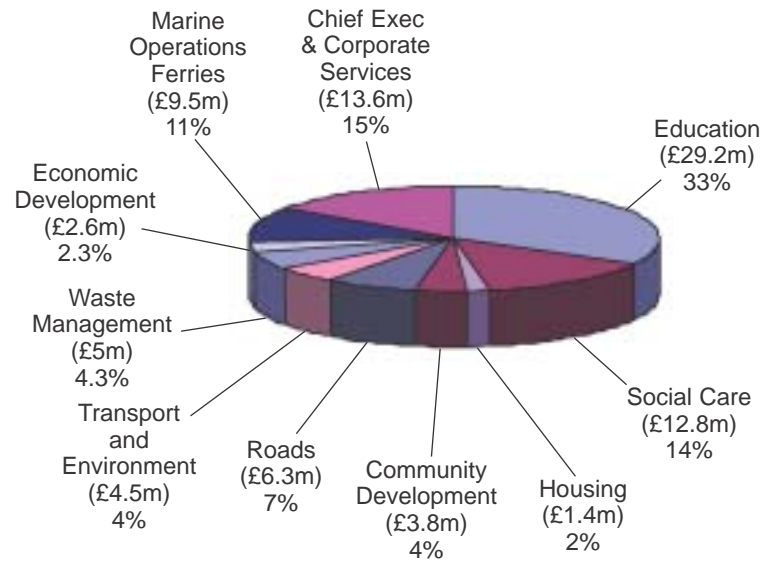
Our Performance in 2002-03 compared to 2001-02

- ✓ 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

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.

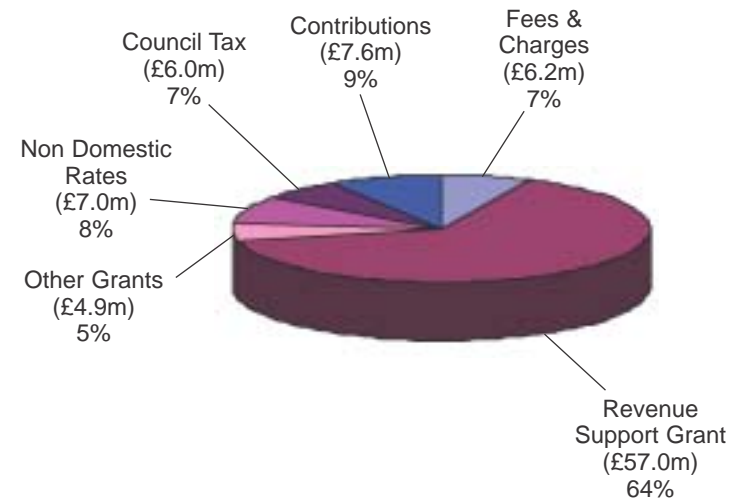
Spending 2002-03

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.

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 Further and Higher education and life-long learning and social inclusion through an 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 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.

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:

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