



Shetland Islands Council

4 July 2012

## Anderson High School – Application for Funding Report No. SIC-0704-CS13

### Chair's Report – Education and Families Committee – 14 June 2012

#### 1.0 Summary

- 1.1 The purpose of this report is to consider a recommendation from the Chair of the Education and Families Committee in relation to a report requiring a Council decision.
- 1.2 The Education and Families Committee was presented with a report which asked the Committee to consider a draft application for funding to the Scottish Government for a proposed new build Anderson High School and associated Hall of Residence, to enable it to be submitted within the timescales set by the Scottish Government.

#### 2.0 Decision Required

- 2.1 The Council **RESOLVES** to adopt the recommendations from the Education and Families Committee, namely to submit the application for funding to the Scottish Government by 21 July 2012 for funding to enable a new build for the Anderson High School and associated Hall of Residence; and
- 2.2 Note that if the application for funding is successful then a further report will be presented to the Education and Families Committee on how this project will then be progressed.

#### 3.0 Report

- 3.1 The report concluded that:
  - the Scottish Government would like to be able to support another school building project in every local authority,
  - Ministers wish to ensure that the third phase of funding is distributed, according to a clear and transparent approach. In particular, the third phase of funding should be focused on tackling poor Condition and/or unsuitable schools, to provide learning environments fit for delivery of Curriculum for Excellence,

- The Anderson High School is the poorest condition school across our school estate and the associated Hall of Residence has a condition rating of C, which is poor.
- 3.2 Copies of the report have been previously circulated, or can be accessed via the Council's website at the link shown, or by contacting Committee Services.
  - 3.3 At Children and Families Committee on 14 June 2012, there was a discussion on the policy of Shetland Islands Council to build a new school for 1000 pupils.
  - 3.4 The Director of Children's Services and Executive Manager of Finance met with representatives from the Scottish Futures Trust on 18 June 2012. There was a discussion on how the capacity of the existing school is one aspect for which funding can be applied for. This is additional information to that which was presented at Children and Families Committee.
  - 3.5 The capacity of the current Anderson High School is 1200, which was reported in the Proposal Paper as part of the statutory consultation process on the closure of Scalloway Junior High School.
  - 3.6 There was also a discussion on BREEAM ratings and that excellence would be explored and considered, not definitely attained for the new school.

#### **4.0 Implications**

- 4.1 Additional information has been added to the bid following the discussion with Scottish Futures Trust.
- 4.2 The refresh of the Blueprint is due to report in August 2012, where Members will have the opportunity to make decisions on the school estate.

For further information please contact:

*Vaila Wishart, Chair of Education and Families Committee  
25 June 2012*

#### List of Appendices

None

#### Background documents:

Financial Regulations

Report No. CS-13

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=13320>

END

**Shetland Islands Council****4 July 2012**

<b>Report Name: Charging for Board at the Janet Courtney Hall of Residence</b>	
<b>Report Number: CS-15-12-F</b>	
<b>Report Presented by Director of Children's Services</b>	<b>Children's Services</b>

## **1.0 Summary**

- 1.1 The purpose of this report is to update Members on the results of additional detailed analysis carried out with respect to charging for board at the Janet Courtney Hall of Residence.
- 1.2 It also proposes alternative recurring savings from within Children's Services to cover this savings shortfall.

## **2.0 Decision Required**

Shetland Islands Council RESOLVE to:

- 2.1 not proceed with the agreed proposal to charge for board at the Janet Courtney Hall of Residence, except where a placing request has been made,
- 2.2 retain the delegated authority to charge for placement requests at the Janet Courtney Hall of Residence.

## **3.0 Detail**

- 3.1 One of the savings which was offered by Children's Services as part of the General Fund Revenue Estimates 2012/13 presented at Shetland Islands Council on 9 February 2012 was to charge for board at the Janet Courtney Hall of Residence.
- 3.2 To ensure the charges were implemented appropriately and correctly a more detailed analysis of the legal definitions has been undertaken.
- 3.3 Following the detailed analysis of the legal definitions which may have enabled Shetland Islands Council to charge for board at the Janet Courtney Hall of Residence, it has been concluded that the Council can

only charge in very specific circumstances, such as when placing requests are received.

- 3.4 It is therefore proposed that we do not charge for board at the Janet Courtney Hall of Residence unless a placing request has been made, and that the savings are found from secondary staffing reductions elsewhere in the service.

## **4.0 Implications**

### Strategic

- 4.1 Delivery On Corporate Priorities – This report contributes towards the Community Plan and Single Outcome Agreement local outcome of “Our young people are successful learners, confident individuals, effective contributors and responsible citizens.”
- 4.2 Community /Stakeholder Issues – There are no community stakeholder issues from this report.
- 4.3 Policy And/Or Delegated Authority – Shetland Islands Council, Constitution, Part B, Standing Orders for meetings states at 15.2 It will be competent to review a decision before the end of the 6 month period, provided – 15.2.2 it is inherent in the terms of a report submitted to the Council by an officer, and the Head of Legal and Administration advises that a material change of circumstances has occurred.
- 4.4 Risk Management –There are no risk management issues from this report.
- 4.5 Equalities, Health And Human Rights –There are no equalities issues as a result of this report.
- 4.6 Environmental – There are no direct environmental implications from this report.

### Resources

- 4.7 Financial – The recurring savings of £22,750 which would have been realised from this decision will now be made from secondary staffing reductions.
- 4.8 Legal – A more detailed analysis of the legal definitions which may have enabled Shetland Islands Council to charge for board at the Janet Courtney Hall of Residence has been undertaken.
- 4.9 Human Resources – There are implications for secondary staff as a reduction will have to be made to accommodate this saving.
- 4.10 Assets And Property – There are no direct implications for the assets of Shetland Islands Council.

## 5.0 Conclusions

In conclusion:

- 5.1 Detailed legal analysis has concluded that it is not possible to charge for board at the Janet Courtney Hall of Residence, except in very specific circumstances.
- 5.2 It is therefore recommended that the proposal does not proceed, except where placing requests are made.
- 5.3 It is necessary to clarify that the Director of Children's Services retains the delegated authority to charge for a place at the Janet Courtney Hall of Residence which is required as a result of a successful placing request.
- 5.4 The recurring savings of £22,750 will be found from a reduction in secondary staffing.

For further information please contact:

*Helen Budge, Director of Children's Service*

*Tel: 01595 74 4064. E-mail: [helen.budge@shetland.gov.uk](mailto:helen.budge@shetland.gov.uk)*

*Report finalised: 26 June 2012*

END





**Executive Committee  
Shetland Islands Council**

**25 June 2012  
4 July 2012**

<b>2011/12 Un-audited Outturn</b>	
<b>F-26-F</b>	
<b>Report Presented by Executive Manager - Finance</b>	<b>Corporate Services</b>

## **1.0 Summary**

- 1.1 The purpose of this report is to inform Members of the provisional outturn position for services for 2011/12. This provisional financial detail is still subject to audit.
- 1.2 The key messages on the provisional outturn review are as follows:
- the overall draw on reserves is £35.6m; this is £1.7m more than the revised budget but includes £6.8m of unbudgeted one-off items otherwise the draw would have been over £5.1m less than the revised budget;
  - the revised revenue budget has savings of £9.4m already built into the budget, taking this and the revenue underspend £2.4m (excluding one-offs), a total saving of £11.8m has been achieved;
  - the level of revenue spend is still running well in excess of the Council's incoming resources which is neither affordable or sustainable;
  - there has been a reduction in the budgeted draw on the Capital Fund of £2.5m;
  - there has been an additional draw against budget on the Housing Repairs & Renewals Fund to meet the cost of the Housing Revenue Account of £161k but this is after charging an unbudgeted £828k of capital to revenue;
  - there has been an increase in the contribution against budget from the Harbour Account to the Reserve Fund of £334k; and

- the 2011/12 outturn impact on the closing reserves balances is to reduce discretionary reserves down to £223m at the 31 March 2012, it should be noted that only £193m of that is cashable reserves.

## 2.0 Decision Required

2.1 The Executive Committee is asked to RESOLVE to:

- review the 2011/12 un-audited outturn on revenue;
- review the 2011/12 un-audited outturn on capital;
- determine the level of 2011/12 carry forwards to be recommended to the Council.

## 3.0 Outturn Position

3.1 The original budget for 2011/12 planned for £37.4m of expenditure from reserves. This was subsequently revised by numerous decisions of the Council throughout the year, which resulted in a revised budget draw of £33.9m. The main changes were the re-classification of capital to revenue, budget carry forwards from the 2010/11 outturn report, reductions in capital projects through revision and slippage, additional draws for specific projects and a revision in the recharging of support ledger costs to the ledgers.

3.2 Please note the total capital expenditure has been included for completeness in this report however, no detailed explanation is included as there is a separate report on capital expenditure outturn on this agenda.

Table 1		2011/12			
Overall Position on Ledgers	Original Budget £'000	Changes to Original Budget £'000	Revised Budget £'000	Un-audited Outturn £'000	Variance Under/ (over)spend £'000
General	21,247	6,201	27,448	31,803	(4,355)
Housing Revenue Account	(258)	104	(154)	7	(161)
Harbour Account	(2,103)	252	(1,851)	(2,185)	334
Capital	18,491	(10,034)	8,457	5,945	2,512
<b>Total Net Expenditure</b>	<b>37,377</b>	<b>(3,477)</b>	<b>33,900</b>	<b>35,570</b>	<b>(1,670)</b>

3.3 It is the revised budget that actual outturn is measured against in the following tables of this report.

## 4.0 2011/12 Un-audited Outturn Compared to Revised Budget

### 4.1 General Ledger

4.1.1 The table below compares the 2011/12 General Ledger un-audited outturn against the revised budget.



Table 2  General Ledger	2011/12						
	Revised Budget before Savings £'000	Savings £'000	Revised Budget including Savings £'000	Unaudited Outturn £'000	Un-budgeted One-Off Costs £'000	Unaudited Outturn excluding One-Off Costs £'000	Variance Under/ (over) spend £'000
Employee Costs			72,042	69,158	(1,882)	67,276	4,765
Operating Costs			45,932	53,644	(4,883)	48,761	(2,829)
Transfer Payments			17,292	14,820		14,820	2,472
Savings			(6,468)	0	0	0	(6,468)
Income			(23,612)	(27,313)		(27,313)	3,701
<b>Net Dept Expenditure</b>			<b>105,185</b>	<b>110,309</b>	<b>(6,765)</b>	<b>103,544</b>	<b>1,641</b>
Financing Costs			6	41		41	(35)
Net Recharges			22,716	22,719		22,719	(2)
<b>Total Net Expenditure</b>	<b>137,336</b>	<b>9,429</b>	<b>127,907</b>	<b>133,069</b>	<b>(6,765)</b>	<b>126,303</b>	<b>1,603</b>
Financed by:							
General Revenue							
Grant	(77,362)		(77,362)	(77,690)		(77,690)	328
NNDR	(14,232)		(14,232)	(14,176)		(14,176)	(56)
Council Tax	(8,036)		(8,036)	(8,752)		(8,752)	716
Trading Undertakings (DLO/DSO)	(829)		(829)	(647)		(647)	(182)
<b>Total General Ledger</b>	<b>36,876</b>	<b>9,429</b>	<b>27,447</b>	<b>31,803</b>	<b>(6,765)</b>	<b>25,038</b>	<b>2,409</b>
<b>Unbudgeted One-Off Costs</b>							
Termination Costs							1,536
Single Status Back Pay							346
Lerwick Port Authority Legal Claim & Costs							4,883
							<b>6,765</b>
<b>Un-audited Outturn Variance including One-Off Costs</b>							<b>(4,356)</b>
<b>UN-AUDITED OUTTURN INCLUDING ONE-OFFS</b>							<b>31,803</b>
<b>Funded by:-</b>							
Repairs & Renewals Fund							(9,533)
General Fund							(3,058)
Potential Contingent Liabilities							(10,699)
Reserve Fund							(8,513)
<b>TOTAL FUNDING</b>							<b>(31,803)</b>

4.1.2 Net departmental expenditure excluding one-offs is £1.6m below the revised budget. The underspend has been met from a combination of reduced spending on employee and transfer payments and increased income, which was offset by increased operating costs and the amount of Council wide savings to be found.

4.1.3 In addition to ongoing service expenditure there was £6.765m of unbudgeted one-off costs to be met. These were £4.883m for the Lerwick Port Authority Settlement and £1.882m for termination costs and single status back pay.

- 4.1.4 Attached as Appendix 1 is a breakdown on the net departmental expenditure by each department and service area together with an explanation of the main variances.
- 4.1.5 The General Revenue Grant increase of £328k is due to additional income in respect of grant re-determinations by the Scottish Government.
- 4.1.6 The amount of Council Tax collected is higher than anticipated by £716k due to additional property numbers and some prior years' outstanding Council Tax collected in 2011/12 and increased collection rates.
- 4.1.7 The contribution from Trading Services is reduced by £182k with less income being received from internal service charging due to reduced maintenance work being carried out on the Housing Revenue Account.
- 4.1.8 The overall result on the General Ledger is a draw of £31.8m from reserves to meet revenue expenditure.

## 4.2 Housing Revenue Account

- 4.2.1 Table 3 below sets out the 2011/12 Housing Revenue Account un-audited outturn against revised budget.

Table 3 Housing Revenue Account	2011/12		
	Revised Budget £'000	Un-audited Outturn £'000	Variance Under/ (over)spend £'000
Employee Costs	0	0	0
Operating Costs	2,324	2,130	194
Transfer Payments	44	40	4
Income	(6,743)	(6,744)	2
Net Departmental Expenditure	(4,374)	(4,574)	200
Capital Financing Costs	3,201	3,610	(409)
Net Recharges	1,020	971	49
Total Net Expenditure	(154)	7	(161)

- 4.2.1 Overall there is an increase in costs of £161k against revised budget. The net controllable expenditure is £200k less than budget due to reduced maintenance works. Capital financing costs have increased with £828k of new build costs being met from revenue (CFCR). The overall result is a draw of £7k is required from the Housing Repairs and Renewals Fund to balance the Housing Revenue Account.

## 4.3 Harbour Account

- 4.3.1 Table 4 below sets out the 2011/12 Harbour Account un-audited outturn against revised budget.

<b>Table 4</b>  <b>Harbour Account</b>	<b>2011/12</b>		
	<b>Revised Budget £'000</b>	<b>Un-audited Outturn £'000</b>	<b>Variance Under/ (over)spend £'000</b>
Employee Costs	5,964	6,386	(422)
Operating Costs	5,312	5,102	210
Transfer Payments	288	224	65
Income	(16,242)	(16,329)	88
Net Departmental Expenditure	(4,678)	(4,618)	(60)
Capital Financing Costs	1,485	1,084	400
Net Recharges	1,342	1,349	(7)
<b>Total Net Expenditure/(Income)</b>	<b>(1,851)</b>	<b>(2,185)</b>	<b>334</b>

4.3.2 Overall there is an increase in income on the Harbour Account against revised budget of £334k. Although it looks like employee costs were overspent this was offset by a Marine Fund contribution included under income totalling £611k, the real reason why the net controllable expenditure is overspent by £60k is a combination of reduced income from tanker traffic of £2.2m offset by increased other income on the small ports and savings on operating costs. There is also a reduction in requirement for CFCR in relation to capital spend on the tug jetty. The overall result is a contribution to the Reserve Fund of £2.185m.

### 4.3 General Ledger Carry Forwards

4.3.1 The overall position on the 2011/12 General Ledger un-audited outturn is a draw on reserves of £31.8m. A number of requests from service departments have been made for budget carry forwards (or supplementary budgets). All of the requests are included in Appendix 2 to this report along with reasons why spend has not been incurred in this year as anticipated. They essentially breakdown into 3 categories:

<b>Table 5</b> <b>Carry Forward Projects</b>	<b>£</b>
Committed grants made but not yet paid out	408,365
External funding received but not yet spent	552,182
No budget next year to complete work	302,155
<b>TOTAL</b>	<b>1,262,702</b>

4.3.2 The carry forwards above will, if approved, result in an increased draw on reserves in 2012/13 of £1.3m from £24.1m to £25.4m.

- 4.5.3 A separate report on the medium term financial planning and budgeting process will be presented to this Committee in August or September which will cover the wider financial implications of the 2011/12 outturn.

## **5.0 Implications**

### Strategic

- 5.1 Delivery On Corporate Priorities – There is a specific objective within the Corporate Improvement Action plan to ensure that, “the Council has established a rigorous process to ensure that its use of resources is on a footing consistent with implementing and sustaining its financial strategy, and demonstrate that it delivers services in a way which achieves Best Value”.
- 5.2 Community /Stakeholder Issues – None.
- 5.2 Policy And/Or Delegated Authority – The Council approved a budget in February 2011 for the 2011/12 financial year. In accordance with Section 2.2.1 of the Council's Scheme of Administration and Delegations, the Executive Committee has delegated authority to monitor and review the financial performance, and to discharge the powers and duties of the Council within its functional areas in accordance with the policies of the Council and the relevant provisions in its approved revenue and capital budgets.
- 5.3 Risk Management – The risk is that level of draw on reserves will negatively impact upon the ability of the Council to provide the same level of services in future.
- 5.4 Equalities, Health And Human Rights – None.
- 5.5 Environmental – None.

### Resources

- 5.6 Financial – The revised budgeted draw on reserves for both capital and revenue expenditure 2011/12 is £33.9m; the un-audited outturn is for a draw of £35.6m, an increase of £1.7m. It should be noted that contained within the General Ledger was £6.8m of unbudgeted one-off costs in 2011/12. This is still an unsustainable level of drawings from reserves.
- 5.7 Legal – None.
- 5.8 Human Resources – None.
- 5.9 Assets And Property – None.

## **6.0 Conclusions**

- 6.1 Services within the Council have contained ongoing expenditure within the budget set for 2011/12. On the General Ledger when you exclude one-off items there was an underspend of £2.4m. Combine this with the £9.4m savings built into the 2011/12 budget, the Council has managed to save in total £11.8m more than it would have, should the savings measures not have

been put in place. This is a move in the right direction but there is still work to be done to reduce the reliance on reserves to a sustainable level.

- 6.2 The level of draw on reserves of £35.6m and the current market conditions has resulted in the Council's discretionary reserves falling from £253m at the 31 March 2011 to £223m at the 31 March 2012; it should be noted that of the £223m only £193m is cashable reserves.

For further information please contact:

*James Gray*

01595 744607 or 07825 088925

[james.gray@Finance.go.uk](mailto:james.gray@Finance.go.uk)

11 June 2012

List of Appendices

2011/12 Carry Forwards Itemised and Explained

Background documents:

END



	2011/12				
<b>General Fund Net Departmental Spending</b>	<b>Revised Budget including Savings £'000</b>	<b>Unaudited Outturn £'000</b>	<b>One-Off Costs £'000</b>	<b>Unaudited Outturn excluding One-Off Costs £'000</b>	<b>Variance Under/ (over) spend £'000</b>
Executive Office	964	1,617	57	1,560	(596)
<b>Chief Executive</b>	<b>964</b>	<b>1,617</b>	<b>57</b>	<b>1,560</b>	<b>(596)</b>
Children's Svs Directorate	2,620	1,802		1,802	818
Schools	35,540	34,668	451	34,216	1,324
Children & Families	872	804	77	727	145
Children's Resources	4,073	3,726	74	3,653	420
Psychological Services	668	533	12	520	147
Sport & Leisure	1,685	1,645		1,645	40
<b>Children's Svs</b>	<b>45,457</b>	<b>43,177</b>	<b>614</b>	<b>42,563</b>	<b>2,895</b>
Com Care Directorate	940	641		641	299
Adult Services	6,549	6,113		6,113	436
Com Care Resources	12,627	12,524	140	12,384	243
Criminal Justice	12	1		1	11
Mental Health	2,435	2,232	16	2,217	218
Occupational Therapy	1,404	1,307		1,307	98
<b>Community Care</b>	<b>23,966</b>	<b>22,818</b>	<b>155</b>	<b>22,663</b>	<b>1,304</b>
Capital Programme	751	659	155	503	248
Finance (inc Police/Fire)	3,570	2,151	99	2,052	1,518
Governance & Law	236	224	132	92	144
Human Resources	254	250		250	4
<b>Corporate</b>	<b>4,811</b>	<b>3,283</b>	<b>386</b>	<b>2,897</b>	<b>1,914</b>
Community Planning	2,581	2,326		2,326	255
Economic Development	7,295	6,052		6,052	1,243
Housing	1,009	819	8	811	198
Planning	(79)	(222)		(222)	143
Shetland College - Train					
Shetland	879	693	16	677	202
Transport Planning	5,131	10,254	4,826	5,428	(297)
<b>Development</b>	<b>16,816</b>	<b>19,922</b>	<b>4,850</b>	<b>15,072</b>	<b>1,745</b>
Env & Transport Ops	3,957	3,797	251	3,545	412
Env Health & Trdg Stds	1,100	943		943	157
Ferry Operations	9,454	10,063	303	9,759	(306)
Roads	4,903	4,689	148	4,541	362
<b>Infrastructure</b>	<b>19,414</b>	<b>19,492</b>	<b>702</b>	<b>18,789</b>	<b>625</b>
Council Wide Procurement Saving	(1,000)				(1,000)
Council Wide Savings	(5,244)				(5,244)
<b>Total Council Wide Savings</b>	<b>(6,244)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(6,244)</b>
<b>Total General Fund</b>	<b>105,185</b>	<b>110,309</b>	<b>6,765</b>	<b>103,544</b>	<b>1,641</b>





**Major Variance Analysis for General Fund Net Departmental Spending**

**Note: The variances below relate to the position on removal of one-off unbudgeted costs.**

**Executive Office**

The £596k overspend on Chief Executive Office is due to an accounting change on recording the cost of fund managers £884k. Previously this was offset directly against investment income so there is no revenue budget for this cost. This is offset by underspending on the corporate improvement budget.

**Children's Services**

Under the Children's Services Directorate £707k of the savings for Children's services was held in this area.

The £1.3m underspend on schools is due to savings on employee costs.

The £145k underspend on Children and Families is due to savings on employee costs.

The £420k underspend on Children's Resources is due to savings on employee costs.

The £147k underspend on Psychological Services is due to savings on employee costs.

**Community Care**

The £299k underspend on Community Care Directorate is due to additional income from government grants mainly for Reshaping Care.

The £436k underspend on Adult Services is due to savings in employee costs and increased income from government and NHS funding.

The £243k underspend on Community Care Resources is due to savings in employee costs offset by reduced income from board and accommodation in the care homes.

The £218k underspend on Mental Health is due to savings in employee costs.

## **Corporate Services**

The £248k underspend on Capital Programme is due to a reduction in maintenance costs and miscellaneous income from the estates.

The £1.5m underspend on Finance is due to additional SDT income £1m; not utilising the second homes receipts budget this year of £367k and a £136k reduction in the requisition for the Police Service offset by an increase in Fire requisition of £225k.

The £144k underspend on Governance and Law is due to a combined underspend across staffing, operating costs and increased income within the service.

## **Development**

The £255k underspend on Community Planning is due to grants to voluntary organisations not paid out as anticipated.

The £1.2m underspend on Economic Development Service is due to third parties not drawing down grants on time and a reduced uptake in some schemes.

The £198k underspend on Housing is due to a reduction in maintenance, property rents, voids and rent allowances and rebates.

The £143k underspend on Planning Service is mainly due to a delay on the town centre regeneration project.

The £202k underspend on College (inc Train Shetland) is due to savings on employee costs and increased government grants.

The £297k overspend on Transport Planning Service relating to higher indexation on bus contract costs and increased demand for statutory education transport services.

## **Infrastructure**

The £412k underspend on Environment and Transport Operations is due to increased income on landfill and the skip contract and reduced spend across staffing and operating costs.

The £157k underspend on Environmental Health and Trading Standards relates to underspending on private sector housing grants.

The £306k overspend on Ferry Operations is due to the increase in fuel costs.

The £362k underspend on Roads is due to reduced winter service requirement and general underspending across employee and operating costs.



Type of Carry Forward	Activity	Amount	Committed in 2011/12	Reason for Carry Forward
Committed Grant	Conservation Grants	35,475	Yes	The conservation grants budget has been removed in 2012/13 as part of the efficiency savings. Offers of conservation grants are paid following completion of eligible works and have a claim period of 12 months. Offers made in one financial year may therefore be claimed in the next financial year. For the financial year 2011/12 this applies to 6 grants with a total of £35,475
	Consolidation and repair project	37,371	Yes	Delay caused by obtaining planning permission for repairs to an historic building.
	Restoration of Sandsayre Pier	18,775	Yes	Delay caused by difficulties in obtaining match funding followed by onsite problems experienced by the contractor.
	Mareel	16,870	Yes	No budget provided for in 2012/13. Project delay is a matter of public record.
	Grant towards the cost of building new premises on the Staney Hill	24,348	Yes	Client experienced problems in obtaining planning permission.
	Community Broadband - Vidlin & Fetlar networks	25,000	Yes	Match funding for Shetland Telecom project. Delay caused by various problems in getting the SHEFA fibre-optic cable integrated into a Shetland telecom network.
	Grant to act as the member state contribution in Auroral Marine Ltd's European Fisheries Fund (EFF) application towards the cost of the purchase of a workboat and innovative net cleaning equipment	37,250	Yes	Grant approved by Development Committee in January 2012. Delay waiting for European Fisheries Funding (EFF) letter. EFF have now (June 2012) agreed funding of £223,500
	Grant towards the cost of providing a second agricultural consultant in the Shetland SAC office for 2011-12	24,961	Yes	There was a delay in recruiting a consultant. This payment will go with half the new year budget.
	Capital Grant Scheme	152,815	Yes	Committed to a large range of local community projects in 11/12. This grant aid scheme enables groups to attract additional match funding into Shetland & most funding will be spent in the local building industry and associated suppliers. All groups are managed and run by volunteers.
	Carers Strategy Funding	10,500	Yes	Funds for Voluntary Action Shetland carers project-the project has not gone ahead as we have not had agreement from VAS on how the funds should be used
	Community Broadband - Vidlin & Fetlar networks	25,000	Yes	Approval for a 3 year project, this is the final part of the project. Not sufficient funds in the GRD1700 budget. Delay caused by various problems in getting the SHEFA fibre-optic cable integrated into a Shetland telecom network.
External Funding	NHS Prescribing Clinic	10,000	Yes	Funding received from SADP, project delayed in 2011/12
	Community Energy Efficiency Programme	25,202	Yes	Funding received from EU LEADER programme, for use in 11/12 & 12/13
	Top Up Substance Misuse	8,500	Yes	Funding received from Shetland Alcohol and Drugs Project, project delayed - additional rehabilitation works
	Change Fund Grant - various projects	184,123	Yes	Delay with the partnership (NHS/SIC) moving forward to implement and develop the proposals set out in the Change Plan 2011/12.
	Telecare	1,636	Yes	Grant for Central Government to cover Telecare project-there was a vacancy in post for a short period which resulted in this saving. This amount will contribute towards costs in 2012/13.
	Substance Misuse	41,500	Yes	Funding received from SADP, project delayed - Specialist Social Worker, will cover 2012/13 costs.
	Top Up Substance Misuse	60,000	Yes	Funding received from SADP for specific rehab placement that began in 2011/12 and will continue in 2012/13
	Town Centre Regeneration Fund	126,724	No	Received funding in 2009/10, projects came in under budget. A new project has been put forward to the Scottish Govt to spend remaining money on Harrison Square. Scottish Government approved.
	Bells Brae Primary School	1,592	Yes	Funds were received from the British Council to enable a teaching exchange between Bells Brae Primary with a school in Jamaica. The project runs from January to Nov 2012, and although the income was received in 2011/12, the visits will only take place in 2012/13. If the conditions of the grant (i.e. reciprocal visits of at least 5 days each) do not take place, the grant is required to be repaid to the British Council. The Bells Brae teacher's visit took place in April 2012.
	Youth Bank Development Fund	1,831	Yes	The funds we have in that account are from external funding received the previous financial year by Big Splash. The funds are not the SIC's, but belong to the young people of Youth Bank, we host

				<p>the funds in the account as they do not have access to group bank accounts due to their age. The money was secured by those young people and not SIC Youth Services.</p> <p>The other funds are that of the grant pot that has yet to be allocated as the group has been in the middle of restructuring. Ideally this would have been done before the end of the financial year, but being youth led, the young people have not managed to do so because of other commitments. Also it would not have made sense for them to launch the organisation when we were also leading on You Choose.</p>
Youth Music Initiative	13,943	Yes		This is external funding that runs from August - June. Projects and activities are in place to run in June.
Leonardo Vocational Link	25,891	Yes		This is an external grant funded by the European Commission's Lifelong Learning Programme.
Curriculum for Excellence	3,000	Yes		<p>SIC has been awarded a grant of £5,200 in order to fund a project that is being developed by 6 authorities who are working together. The project runs between January and June 2012, and as such spans two financial years. I am requesting that £3,000 be carried forward. The offer letter states:</p> <p>"The funding will be distributed before the end of this fiscal year 2011/12, although project working will continue until the end June 2012 as reflected in Annex A Outline Plan. This is an external grant and the monies would need to be repaid if not used."</p>
Scottish Strategy for Autism	2,078	Yes		This funding is to allow staff from Shetland to attend training to use the Autism Diagnostic Observation Schedule and purchase the ADOS diagnostic kit to use in our local setting and to allow authority and NHS staff to attend training to enable them to locally deliver the NAS earlybird plus programme for parents. This is an external grant and the monies would need to be repaid if not used.
Participatory Budgeting	1,307	Yes		This funding is external funding from the South Mainland Youth Exchange for a specific project and the monies will only be paid out to the groups in May 2012.
Active Schools	17,374	Yes		Shetland Islands Council receives external funding from <b>sportscotland</b> towards the staffing costs of the Active Schools Team in Shetland. This team consist of one Active Schools Manager and 5 Active Schools Co-ordinators. The conditions of grant for this funding require any underspends to be carried forward into the next financial year to meet the staffing costs in the following year. The reason for the underspend in financial year 2011-12 was because of a vacant post during the year which has now been filled.
Cash Back for Communities	7,777	Yes		Shetland Islands Council received Cash Back for Communities external Funding from the Scottish Football Association for football related projects in Shetland, such as the Midnight Football Programme. Any underspends in this funding must be carried forward into the next financial year to continue the projects that the funding was originally given for. The reason for the underspend in financial year 2011-12 was that some projects did not develop as originally planned.
Safety Training	1,403	Yes		Balance of external funds for Road Safety Officer to undertake travel to complete VDS Managing Volunteers course, as required by Cycling Scotland.
Olympic Torch	18,300	Yes		This funding was only received in March 2012 from Tall Ships Ltd and is required to deliver the Olympic Torch Relay project in Shetland, on Sunday 10th June 2012; and will include the Torch Relay around Lerwick and a Welcome Celebration at Clickimin Athletics Track. The Welcome Celebration will involve, sport, music, dance, singing and family entertainment for the Shetland Community. This will be a high profile event for Shetland involving national and local media. The Council has agreed to deliver this event along with local and national partners and has already committed most of this funding.
<b>No Budget Next Year to Complete Work</b>	Domestic Abuse Fund	1,950	Yes	Balance of funds allocated to the Shetland Domestic Abuse Partnership for awareness raising and training, funds were all committed in 2011/12 but won't be spent until 2012/13.
	2011 Input/Output Study of the Shetland Islands Economy (also known as Regional Accounts 2011)	24,921	Yes	Project was approved by Development Committee in January 2011. Delay caused by the need to resurvey face-to-face after on-line survey did not provide enough information means there is insufficient budget in 2012/13.
	Corporate Improvement Fund	275,284	No	This is part of the £1,000,000 fund approved by Councillors in June 2010 - balance unspent at end of 2011/12, improvement programme ongoing.

**Executive Committee****25 June 2012****Capital Programme Outturn 2011/12****CPS-05-12-F****Executive Manager – Capital Programme****Corporate Services Department****1.0 Summary**

- 1.1 This report seeks to advise the Council on the outturn expenditure position in relation to the 2011/12 Capital Programme, as previously revised.
- 1.2 It should be noted that some of the capital projects being reported are outwith the control of the Capital Programme Service (CPS) and are managed and controlled independently by Budget Responsible Officers throughout the Council.
- 1.3 This report identifies overspends, slippage and savings that have occurred on the Capital Programme during 2011/12 and identifies further slippage of £763k to be addressed in the first progress report on the 2012/13 Asset Investment Plan.

**2.0 Decision Required**

- 2.1 The Executive Committee is asked:
  - a) to RECOMMEND to Council that it Note the outturn position on the 2011/12 Capital Programme.

**3.0 Detail**

- 3.1 The Council set an original budget for the financial year 2011/12 of £35.459m Minute Ref 152/10) across all funds of the Capital Programme.
- 3.2 Budget slippage from 2010/11 was identified in the 2010/11 Outturn Report and approved by Council as a result. Throughout the year the Council has been presented with regular Capital Programme Progress Reports and has approved numerous adjustments. The resultant revised

budget was £22.273m and the under spend for the year was £5.427m. A breakdown between funds is shown in the following table:

<b>Capital Programme Expenditure</b>	<b>2011/12 Original Budget £000</b>	<b>2011/12 Revised Budget £000</b>	<b>2011/12 Actual Outturn £000</b>	<b>2011/12 Total Variance £000</b>
General Fund	25,646	14,383	13,861	522
AHS Financing Arrangement	2,000	100	0	100
Housing Revenue Account	7,473	7,505	2,753	4,752
Harbour Account	340	285	232	53
<b>Overall Total</b>	<b>35,459</b>	<b>22,273</b>	<b>16,846</b>	<b>5,427</b>

3.3 The AHS financing arrangement was agreed by Council in 20 May 2009 (Minute Ref 60/09).

3.4 The expenditure of £16.846m was funded as follows:

<b>Funded by</b>	<b>£000</b>
External Grant Funding (including General Capital Grant)	7,516
Capital from Current Revenue	894
Capital Receipts Reserve	1,310
Internal Loans Fund Charges	1,181
General Capital Fund	5,945
<b>Total</b>	<b>16,846</b>

3.5 The overspends, slippage and savings that have occurred on the Capital Programme during 2011/12 are detailed in Appendix A. It is proposed that the further slippage of £763k be addressed in the first progress report on the 2012/13 Asset Investment Plan.

## 4.0 Implications

### Strategic

4.1 Delivery On Corporate Priorities – This report forms part of the annual performance reporting arrangements on financial matters in support of the Financial Strategy, Reserves Policy and Budget Strategy.

4.2 Community/ Stakeholder Issues – None



- 4.3 Policy and/ or Delegated Authority – The Executive Committee’s remit is to advise the Council in the development of its strategic financial policies. Approval of the financial strategy and budget framework is a matter reserved for the Council.
- 4.4 Risk Management – The main areas of risk are financial in terms of over or under spend. Regular progress reports to Committee and the Council enable Members to monitor the Asset Investment Plan.
- 4.5 Equalities, Health And Human Rights – None
- 4.6 Environmental – None

#### Resources

4.7 Financial –

On 27 October 2010 the Council approved a Capital Programme of £35.459m for all funds in 2011/12 (Min Ref 152/10). Further approved budget adjustments reduced the 2011/12 Capital Programme budget to £22.273m.

Additional budget slippage of £763k has been identified and will be addressed in the next progress report on the 2012/13 Asset Investment Plan.

- 4.8 Legal – None
- 4.9 Human Resources – None
- 4.10 Assets And Property – None

## **5.0 Conclusions**

- 5.1 This Report advises on the 2011/12 Capital Programme Outturn. The Executive Committee is asked to report the position to the Council.

For further information please contact:

*Robert Sinclair, Executive Manager – Capital Programme*  
01595 744144  
[robert.sinclair@shetland.gov.uk](mailto:robert.sinclair@shetland.gov.uk)

#### List of Appendices

Appendix A - Project Progress - 2011/12 Capital Programme

END



Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCK2002	Contingency & Final A/Cs	100,000	20,000	14,620	✗	✗	✗	✗	✗	✗	✗	✓	Further Final Accounts processed with underspend of 5.3K
GCK3002	DDA Access Audit Construction	100,000	9,556	8,748	✓	✓	✓	✓	✓	✓	✓	✓	Voe toilets completed. Final A/C processed.
GCK3006	Purchase 9 Hill Lane	0	182,160	182,160								✓	Purchase complete - Council Approval Minute Ref 78/11.
GCX4000	Covalent Software	0	18,900	18,900								✓	Performance Programme bought through revenue, transferred to Capital at year end.
GCX4300	PC/Lan Replacement	203,000	169,575	199,261	✗	✗	✗	✗	✗	✗	✓	✓	Over / under spends against each code, but overall ICT rolling programme underspent by 94K.
GCX4311	SSIS Upgrade	0	36,445	21,104	✗	✗	✗	✗	✗	✗	✓	✓	Over / under spends against each code, but overall ICT rolling programme underspent by 94K.
GCX4312	Computers for Schools	395,000	329,962	347,854	✗	✗	✗	✗	✗	✗	✓	✓	Over / under spends against each code, but overall ICT rolling programme underspent by 94K.
GCX4319	LV/MV Photocopiers	75,000	62,651	26,407	✗	✗	✗	✗	✗	✗	✓	✓	Over / under spends against each code, but overall ICT rolling programme underspent by 94K.
GCX4323	Shetland Public Sector Network	238,000	198,812	109,042	✗	✗	✗	✗	✗	✗	✓	✓	Over / under spends against each code, but overall ICT rolling programme underspent by 94K.
GCX4329	ICT Planning Project	0	73,489	73,750	✗	✗	✗	✗	✗	✗	✓	✓	Project complete - minor overspend
<b>Total</b>		<b>1,111,000</b>	<b>1,101,550</b>	<b>1,001,846</b>									

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCG0232	Leog Replacement	0	10,228	11,899	✓	✓	✓	✓	✓	✓	✓	✓	Final costs for Fibre Optic cable only processed this year with minor overspend against approved budget.
GCG0233	Laburnum - Refurbishment / Extension	100,000	0	0	✓								Feasibility Study reported March 2009. No further work to be carried out meantime.
GCE1171	Little Tikes	10,000	34,587	29,176	✓	✓	✓	✓	✓	✓	✓	✓	137K saving previously reported on total project, however this was overstated. Final account now received; slippage of 5K and additional 42K in 12/13 required for final payment.
GCE1304	Anderson High School Replacement, including moving Train Shetland from premises at the Knab	2,000,000	100,000	0	✓								2011/12 internal recharge and external fees of 61.5K transferred to revenue.
GCE1315	Mid Yell Junior High School	150,000	363,406	296,599	✓	✓	✓	✓	✓	✓	✓		96K saving previously advised to Council and Final A/C now paid.
GCE1319	AHS Social Space	0	100,000	99,967	✓	✓	✓	✓	✓	✓	✓	✓	Project complete.
GCE1526	Technical Support Equipment	0	74,777	74,777	✓	✓	✓	✓	✓	✓	✓	✓	Technical Equipment bought through revenue, transferred to Capital at year end.
GCJ3002	Knab Dyke	0	6,000	0	✓	✓	✓	✗	✓	✓	✓	✓	Project complete and Final A/C of 4.4K processed, this was subsequently transferred to revenue at year end.
<b>Total</b>		<b>2,260,000</b>	<b>688,998</b>	<b>512,418</b>									

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCA0100	SC RP Inspection Health & Safety	3,200	3,200	3,200								✓	Complete
GCA0237	Eric Gray Resource Centre	600,000	200,000	138,783	✓								Project has been put on hold, but slippage of £61.2K required to pay outstanding fees.
GCA0239	Replacement Isleshavn	150,000	650	650	✓								No further work planned meantime.
GCA0241	Extensions to ET & Taing Houses	900,000	100,000	43,434	✗	✓							Planning approval obtained and production information commenced, slippage of £450K previously advised to Council. Tenders anticipated to be out by end August 2012, with start on site estimated November 2012.
GCA0233	Occupational Therapy Resource Centre	2,000,000	984,000	715,336	✓	✓	✓	✓	✓	✓	✓		Delayed following cost saving exercise and slippage of £1.292M previously reported to Council. Ground works, steel frame and ground floor now complete. Upper floors under construction and cladding due to start next month. Contractor currently 6 weeks behind schedule and slippage of £268.7K required to 12/13. Contractor anticipates making the time up during 12/13.
<b>Total</b>		<b>3,653,200</b>	<b>1,287,850</b>	<b>901,403</b>									

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCD1576	Fibre Optic Cable	400,000	700,000	733,807	✓	✓	✓	✓	✓	✓			Figures shown here are exclusive of ERDF funding - £150K. Previous slippage of 300K advised to Council, further slippage of £44.3K now required. Phase 1 complete and phase 2 largely complete with Cliff Sound seabed done. Progress slower than anticipated due to contractual issues.
UCL5203	Shetland College Extension	1,300,000	0	413,110	✓	✓		✓	✓	✓			Figures shown here are exclusive of ERDF/SFC funding - £443.6K. Backdated external funding received in 2011/12, therefore SIC budget previously slipped to future years.
GCD7001	Fetlar Breakwater	2,243,609	1,786,004	1,570,912	✓	✓	✓	✓	✓	✓	✓		Figures shown here are exclusive of ERDF funding - £174K. Project manager (PM) previously advised of 250K slippage, and 350K procurement saving on project. However works are progressing slower than anticipated (estimate complete by July 2012) and PM requires further slippage of £250K to complete project.
GCY7215	Skerries South Mooth	0	50,000	47,376	✗	✓							Original tenders overbudget and slippage previously advised to Council. Project re-tendered and ERDF funding bid successful. BRO anticipates works starting summer 2012.

<b>Total</b>	<b>3,943,609</b>	<b>2,536,004</b>	<b>2,765,205</b>
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Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCY5121	Fetlar Burial Ground	0	15,000	6,259	✓	✓	✓	✓	✓	✓	✓		Project Manager advises that final carpark works have been removed from contract - BRO to advise if this needs to be funded in future years.
GCY5124	Bixter Burial Ground	453,000	17,862	6,971	✓	✓	✓	✓	✓				Land purchase problems had resulted in delays in 11/12. Land has been purchased in 12/13 with tender for archaeological surveys to be advertised soon with main contract works estimated for October 2013.
GCY5125	Voe Burial Ground	10,000	20,000	7,495									Slow progress due to reconsideration on site, slippage of 6K required for pre tender works.
GCY5126	Muckle Roe Burial Ground	228,000	205,000	182,202	✓	✓	✓	✓	✓	✓	✓		Contract nearly complete and 23K savings achieved on whole project. Completion works and final A/C in 12/13 - budget already in place.
GCY5129	Energy Recovery Plant Update Works	85,000	110,007	94,297	✓	✓	✗	✗	✗	✓	✓	✓	System installed
GCY5137	Landfill Phase 2	110,000	130,000	161,973	✓	✓	✓	✓	✓	✓	✓	✓	Works complete, and final A/C agreed 32K higher than anticipated, previous savings of 430K overstated. Retention still to be paid in 12/13.
GCY5501	Gremista Work/shp Recladding	333,000	290,000	300,379	✓	✓	✓	✗	✓				BRO previously advised slippage, but expenditure accelerated at year end - reduction to 12/13 budget required.
GCY5504	TF Facility Management Software	0	0	4,929	✓	✓	✗	✗	✗	✓	✓	✓	Building Services software, final payment on software purchased in 10/11
GCY5505	New Mid Yell Workshop	0	13,445	32,333	✓	✓	✓	✗	✓	✓	✓		BRO previously advised slippage, but expenditure accelerated at year end - reduction to 12/13 budget required.
GCY7202	Tingwall Airport (H&SE Works)	0	49,264	73,074	✓	✓	✓	✓	✓	✓	✓	✓	Works complete, with overspend of £23.8K. BRO advises that £12.4K can be claimed back from Transport Scotland, therefore 12/13 budget to be reduced by £11.4K only.

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCM2208	Scalloway Dredging Consents	2,773,185	2,690,355	2,516,310	✓	✓	✓	✗	✓	✓	✓	✓	NAFC Filtration unit budget / costs transferred to revenue. Works complete underbudget in March 2012. Minor c/f of £3K required for internal supervision fees / final survey in 2012/13.
GCM2313	Tugs for Sellaness (Ring fenced expenditure)	0	70,000	148,906	✓	✓	✓	✗	✓	✓	✓		Committed (ring fenced) project - tugs delivered but some outstanding work to be actioned. BRO anticipated 70K spend in 11/12, actual 150K - previously identified slippage of £1.144M reduced to £1.065M
GCM2316	Walls Pier	2,920,946	935,000	975,646	✓	✓	✓	✓	✓	✓	✓		Figures shown here are exclusive of ERDF funding - £35.4K. Slippage previously advised to Council as contract halted and had to be re-tended.
GCM2317	B9081 Mid Yell Link	0	1,726	7,086	✓	✓	✓	✓	✓	✓	✓	✓	Land purchase - late fee reported to Council and budget set at 2K. Further expenditure for final A/C processed in 11/12 - project now complete.
GCM2318	B9071 Bixter to Aith Phase 2	1,400,000	800,000	816,768	✓	✓	✓		✓				Construction well under way, BRO previously identified 200K in savings which was reported to Council. Reduce 12/13 budget by 17K overspend in 11/12.
GCM2319	Sletts Road Sea Wall, Lerwick	0	5,000	2,756	✓	✓	✓	✓	✓	✓	✓		Construction complete and final account processed with 2.2K underspend
GCM2320	Murraster Depot Replacement	0	155,000	125,825	✓	✓	✓	✓	✓	✓			Additional £33.5K previously requested due to access/ lift issues. Payments delayed due to contractual issues and BRO requests that slippage of £15.5K be added to the 12/13 budget.
GCM2321	Bixter Bus Interchange	0	4,392	4,392	✓	✓	✓	✓	✓	✓	✓	✓	Final A/C



Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCY6130	B9082/3 Guther to Cullivoe	10,000	30,000	11,621	✓	✓							Internal design recharged at year end.
GCY6132	Gremista Road Improvement	10,000	305,249	306,887	✓	✓	✓	✓	✓	✓			Figures shown here are exclusive of external funding - £1K. Works complete, BRO previously requested additional 33K for additional length of footway required for pedestrian safety. Final A/C to be processed in 12/13
GCY6205	Laxaburn Bridge Replacement	10,000	10,000	16,547									Internal design recharged at year end, overspend - however this is offset by the underspend below.
GCY6207	Strandloch Bridge Tingwall	440,000	10,000	4,568	✓	✓	✓	✓					Internal design recharged at year end.
GCY6298	Advanced Design of Schemes	0	0	1,951									Land purchase costs relating to Germatwatt transferred to Capital at year end.
GCY6401	Scord Quarry Plant Purchases	200,000	223,430	164,770	✗	✗	✗	✗	✗	✗	✓	✓	Works and purchases - BRO advises 58.6K underspend due to weather and timing of events
GCY6405	North Mainland Roads Office	0	3,513	7,590	✓	✓	✗	✓	✓	✓	✓		Complete - £4K overspend on Final A/C.
GCY9200	Minor Works	100,000	50,000	72,720									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9201	Development Related Roads	100,000	161,251	269,213									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9202	Bridge Replacement	340,000	310,000	190,669									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCY9203	Footways	100,000	75,000	109,864									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9204	Street Lighting Replacements	200,000	200,000	129,823									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9206	Traffic Management	100,000	90,000	105,178									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9207	Accident Investigation & Prevention	100,000	100,000	121,410									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9209	Minor Works & Purchases Bus Services	40,000	40,000	61,314									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9210	Road Reconstruction	500,000	255,037	243,966									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9211	Roads Rolling Drainage Improvements	80,000	80,000	34,814									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
GCY9212	Roads Rolling Crash Barrier Replacement	150,000	120,000	143,225									Roads Rolling Prog. (GCY92** codes) managed as a block in 2011/12 and not at individual level. Various over / underspends against the codes but overall rolling programme 1K overspent.
GCY9213	20MPH Speed Limits at Schools	0	171,111	174,733									Figures shown here are exclusive of external funding - £32.2K.
<b>Total</b>		<b>12,463,131</b>	<b>8,938,642</b>	<b>8,828,948</b>									

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
PCM2101	Plant Vehicles & Equipment	70,000	70,000	22,399	X	X	X	X	X	X	✓		Major overhaul of Pilot Boat Engine committed but not completed by year end, BRO request that £47.6 be carried forward to 12/13 .
PCM2104	Navigational Aids - Sullom Voe	70,000	70,000	17,803	X	X	X	X	X	X	✓		Underspent at year end, new budget set for 12/13
PCM2138	Tystie Re-engineering	0	27,387	5,471	X	X	X	X	X	X	✓	✓	Top End Overhaul' of 4 engines for 2 tugs. The term re-engineering can be used as the 'new' parts fitted were re-manufactured by the engine builder Caterpillar. BRO advises that project involved various invoices for works and credit notes, but overall there is a 12K underspent against both codes (see below). Works complete December 2011.
PCM2139	Dunter Re-engineering	0	27,387	37,520	X	X	X	X	X	X	✓	✓	Ditto above
PCM2140	Tug Jetty CP System	200,000	20,000	0									This work will not now go ahead this year due to a number of factors, not least cost, however work will have to be commenced in the near future. The BRO is investigating the possibility of phased works over a number of years to reduce impact on Capital programme. BRO requests unspent 20K be c/f to 2012/13 to enable preparatory works to proceed.
<b>Total</b>		<b>340,000</b>	<b>214,774</b>	<b>83,193</b>									

## HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

CPS-05-12 Appendix A

Code	Project Name	Original Approved Budget 2011/12 £	Amended Budget 2011/12 £	Period 12 Actual 2011/12 £	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status
HCH3303	Land & Property Acquisition	778,851	1,078,851	0	✓	✓							Acquisition progressed for Hardbrakes Place, quendale - due to settle 2011/12
HCH3304	Brae New Housing	1,000,000	1,400,000	53,608	✓	✓	✓	✓					Land issues resolved, groundworks contract on site.
HCH3305	Hoofields New Housing	3,375,000	775,000	774,377									Programme for new housing reduced in scope (Min Ref 77B/11), and budget savings for 2011 advised to Council. Groundworks completed, building contractor selected with works started on site.
HCH3306	Virkie Groundworks	400,000	446,956	0									Not proceeding - saving
HCH3404	Environmental Improvements	259,266	436,666	168,240	✓	✓	✗	✗	✓	✓	✓		North Roe, Virkie and Skeld all completed.
HCH3512	Community Care Projects	107,103	136,206	64,575	✓	✓	✓	✗	✓	✓	✓		Brucehall conversion of core house completed.
HCH3516	Lerwick Internals Phase 1	0	0	0									
HCH3525	Feasibility Studies	25,655	25,655	0	✓								No internal charges at year end
HCH3526	Opportunity Conversion	124,862	124,862	40,161	✓	✓	✓	✗	✓	✓	✓		Planned extension could not proceed
HCH3706	Heating Replacement Programme	157,103	256,206	59,165	✓	✓							Subject to NINES Project programme agreement. Works being specified.
HCH3708	External Re-render Programme	387,758	500,000	103,337	✗	✗	✗	✗	✓	✓	✓		Steenbrae, Kalliness on site.
HCH3710	Lerwick Crudens	1,146,933	730,000	714,203	✓	✓	✓	✗	✓	✓	✓		Contract complete - final snagging being carried out.
HCH3711	Retentions/ Final Accounts	40,000	40,000	0	✗	✗	✗	✗	✗	✗	✗		Saving in 2011/12
HCH3712	Housing Quality Standard	560,000	610,000	468,272	✓	✓	✗	✗	✓	✓	✓		Programme agreed, works being specified
HCH3714	Replacement MIS System	0	197,870	93,681	✓	✗	✗	✗	✗	✓	✓		Supplier contract in place and module implementation ongoing. Budget required in 2012/13 - implementation September 2012.
HCH3715	Landward Crudens (Voe / Whalsay)	0	747,172	213,057	✓	✓	✓	✗	✓	✓	✓		Works ongoing
<b>Total HRA</b>		<b>8,362,531</b>	<b>7,505,444</b>	<b>2,752,676</b>									



**Executive Committee****25 June 2012****Shetland Islands Council****4 July 2012****Capital Programme Gateway Process – Service Need Case Reports****Report No: CPS-06-12-D2****Report Presented by Executive Manager – Capital Programme****Capital Programme Service****1.0 Summary**

- 1.1 This report presents thirty three projects that have been considered by the Corporate Management Team based on the submission of Service Need Case reports. These projects already sit provisionally within the Council's Asset Investment Plan (AIP) 2012-17, subject to the gateway process. Copies of the Service Need Case Reports have been provided for information in the Members Room at Lystina House.

**2.0 Decision Required**

- 2.1 The Executive Committee is asked to:
- a) Recommend that Shetland Islands Council resolves to approve for implementation the projects described in section 3.6 of this report, subject to the comments and recommendations of the appraisal panel.

**3.0 Detail**

- 3.1 On 24 March 2010, the Council adopted a 'Gateway' process, drawing on national and best practice guidance, to ensure the robustness of all capital projects.
- 3.2 Subsequently, on 19 May 2010, the Council agreed a procedure for prioritising those projects that have been approved through the Gateway process. A key principle in that procedure is that the Council's AIP is re-prioritised on an annual basis.

- 3.3 During 2011/12, an exercise was undertaken by Finance Service and Capital Programme Service to ensure that the content of the AIP conformed with the definition of Capital as opposed to Revenue spend as set out by the Chartered Institute of Public Finance and Accountancy (CIPFA). Previously, the AIP contained a number of 'Rolling Programmes' which were budgets that were available annually for a variety of small schemes and maintenance work. Whilst officers generally had work programmes that related to these 'rolling' budgets, those schemes were not individually named in the AIP. Not all of these rolling programmes conformed with the CIPFA definitions of capital expenditure and have been transferred to revenue budgets as growth items in 12/13.
- 3.4 The schemes that populated the rolling programmes representing true capital expenditure are now listed as individual schemes in the AIP and must now go through the gateway process.
- 3.5 Due to time pressures, the process described in paragraphs 3.3 and 3.4 above ran in parallel with preparation of the current AIP and it was not possible to process the newly defined capital schemes through the gateway process at the point where the AIP was approved on 21 March 2012. These schemes were therefore included in the AIP on the basis that the decision to do so was subject to the gateway process. The majority of the SNC reports in Appendix A refer to projects in this category.
- 3.6 The SNCs under consideration are set out below, along with the recommendations and comments from the appraisal panel, currently Corporate Management Team (CMT). Unless otherwise stated the expenditure is programmed for 2012/13.
- 3.6.1 Re-engining MV Leirna
- 3.6.1.1 £300k in 2012/13 and £500K in 2013/14.
- 3.6.1.2 Approved by CMT on 17 April 2012.
- 3.6.2 Replacement Stack Emission Analyser at Energy Recovery Plant
- 3.6.2.1 Budget £135K..
- 3.6.2.2 Approved by CMT on 17 April 2012.
- 3.6.3 Vatsetter Bridge Replacement
- 3.6.3.1 Estimate £35K.
- 3.6.3.2 Approved by CMT on 17 April 2012.
- 3.6.4 Fildale Bridge Replacement
- 3.6.4.1 Estimate £25K.
- 3.6.4.2 Approved by CMT on 17 April 2012.
- 3.6.5 Green Burn 1 Replacement
- 3.6.5.1 Estimate £45K.
- 3.6.5.2 Approved by CMT on 17 April 2012.
- 3.6.6 Green Burn 2 Replacement
- 3.6.6.1 Estimate £30K.
- 3.6.6.2 Approved by CMT on 17 April 2012.



- 3.6.7 Ulsta Bridge Replacement
  - 3.6.7.1 Estimate £30K.
  - 3.6.7.2 Approved by CMT on 17 April 2012.
- 3.6.8 Bighton Bridge Replacement
  - 3.6.8.1 Estimate £35K.
  - 3.6.8.2 Approved by CMT on 17 April 2012.
- 3.6.9 Burra Bridge Bearings Replacement and Completion of Walkways
  - 3.6.9.1 £25K in 2012/13, £475K in 2013/14.
  - 3.6.9.2 Approved by CMT on 15 May 2012.
- 3.6.10 Lerwick Town Hall – Stained Glass Window Protection
  - 3.6.10.1 Approved by CMT on 15 May 2012.
  - 3.6.10.2 Note: This approval is for emergency protection works, estimated at £75K. The SNC report also describes permanent works estimated at £625K. These will need to be considered at the next scheduled re-prioritisation of the Asset Investment Plan.
- 3.6.11 A969, South Road Reconstruction – Bells Road to Cairnfield Road
  - 3.6.11.1 Estimate £40K.
  - 3.6.11.2 Approved by CMT on 15 May 2012.
- 3.6.12 Commercial Street Re-Flagging
  - 3.6.12.1 Estimate £30K.
  - 3.6.12.2 Approved by CMT on 15 May 2012.
- 3.6.13 Knab Road Reconstruction
  - 3.6.13.1 Estimate £40K.
  - 3.6.13.2 Approved by CMT on 15 May 2012.
- 3.6.14 Dales Voe Road Reconstruction
  - 3.6.14.1 £65K in 2012/13, £95K in 2013/14.
  - 3.6.14.2 Approved by CMT on 15 May 2012.
- 3.6.15 B9071 Vementry Junction Road Reconstruction
  - 3.6.15.1 Estimate £60K.
  - 3.6.15.2 Approved by CMT on 15 May 2012.
- 3.6.16 Haggrister Sullom Loop Reconstruction
  - 3.6.16.1 Estimate £20K.
  - 3.6.16.2 Approved by CMT on 15 May 2012.
- 3.6.17 Uyeasound East Road Reconstruction
  - 3.6.17.1 Estimate £50K.
  - 3.6.17.2 Approved by CMT on 15 May 2012.
- 3.6.18 Belmont Ferry Terminal Life Extension
  - 3.6.18.1 £55K in 2012/13, £85K in 2013/14.
  - 3.6.18.2 Approved by CMT on 15 May 2012.

- 3.6.19 Ulsta Ferry Terminal Life Extension
  - 3.6.19.1 £90K in 2012/13, £80K in 2014/15. Reduced from provisional budgets presented to Council on 21 March 2012, by removing refurbishment works to booking office.
  - 3.6.19.2 Approved by CMT on 15 May 2012.
- 3.6.20 Bressay Ferry Terminal Life Extension
  - 3.6.20.1 £40K in 2012/13, £75K in 2013/14.
  - 3.6.20.2 Approved by CMT on 15 May 2012.
- 3.6.21 Toft Ferry Terminal Life Extension
  - 3.6.21.1 £70k in 2012/13, £80K in 2013/14. Reduced from provisional budgets presented to Council on 21 March 2012, by removing extension to marshalling area.
  - 3.6.21.2 Approved by CMT on 15 May 2012.
- 3.6.22 Lerwick Ferry Terminal Life Extension
  - 3.6.22.1 £40K in 2012/13, £75K in 2013/14.
  - 3.6.22.2 Approved by CMT on 15 May 2012.
- 3.6.23 Replacement Street Lighting, Westerloch, Lerwick
  - 3.6.23.1 Estimate £25K.
  - 3.6.23.2 Approved by CMT on 29 May 2012.
- 3.6.24 Replacement Street Lighting, Breiwick Road, Lerwick
  - 3.6.24.1 Estimate £45K.
  - 3.6.24.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.25 Replacement Street Lighting, East Road & Brucehall Terrace, Unst
  - 3.6.25.1 Estimate £20K.
  - 3.6.25.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.26 Replacement Street Lighting, Horseshoe Closs, Virkie
  - 3.6.26.1 Estimate £12K.
  - 3.6.26.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.27 Replacement Street Lighting, Lower Blackhill Industrial Estate
  - 3.6.27.1 Estimate £12K.
  - 3.6.27.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.28 Replacement Street Lighting, Nederdale, Lerwick
  - 3.6.28.1 Estimate £7.5K.
  - 3.6.28.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.

- 3.6.29 Replacement Street Lighting, Quendale Lane, Lerwick
  - 3.6.29.1 Estimate £6K.
  - 3.6.29.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.30 Replacement Street Lighting, Stakkafletts, Fetlar
  - 3.6.30.1 Estimate £18K.
  - 3.6.30.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.31 Replacement Street Lighting, Veester Hill, Sandwich
  - 3.6.31.1 Estimate £10K.
  - 3.6.31.2 Approved by CMT on 29 May 2012, subject to community consultation as part of revenue saving proposals.
- 3.6.32 Replacement of Individual Lighting Columns and Associated Street Furniture
  - 3.6.32.1 Total budget £25K.
  - 3.6.32.2 Approved by CMT on 29 May 2012.
- 3.6.33 Replacement Pelican Crossings, Church Road and Esplanade, Lerwick
  - 3.6.33.1 Estimate £20K.
  - 3.6.33.2 Approved by CMT on 29 May 2012.

## 4.0 Implications

### Strategic

- 4.1 Delivery On Corporate Priorities – The Gateway Process contributes to maintaining a 5-year Asset Investment Plan that is financially sustainable. The projects and budgets proposed in this report will maintain existing services and assets and are all in line with the Council's Strategic Budget Plan.
- 4.2 Community/ Stakeholder Issues – The projects set out in paragraphs 3.6.23 through to 3.6.31 above are subject to community consultation as part of revenue saving proposals. Member are asked to approve these projects on the basis that the scope may reduce and that the budgets described in this report should be regarded as the maximum anticipated.
- 4.3 Policy And/ Or Delegated Authority – Approval of the financial strategy and budget framework is a matter reserved for the Council.
- 4.4 Risk Management – The main areas of risk are financial. Failure to secure a sustainable use of reserves will result in the Council's financial policy not being achieved.
- 4.5 Equalities, Health And Human Rights – None.

- 4.6 Environmental – Replacement of the stack emission analyser at the Energy Recovery Unit is necessary to ensure that the Council complies with its obligations under the Waste Incineration Directive of 2005. Re-engining the Leirna will result in vessels that are more fuel / oil efficient to run and that meet current and future emissions regulations. The street lighting projects will incorporate more energy efficient fittings and the scale of the schemes may reduce, following community consultation.

## Resources

### 4.7 Financial –

4.7.1 The projects in this report have been assessed against the strategic agendas and financial policy framework set out in the Strategic Budget Plan (Min Ref 26/11), as summarised in the prioritisation system attached as Appendix 1.

4.7.2 The budgets stated above for each of the projects were approved by the Council on 21 March 2012 (Min Ref 31/12) as part of the 5 Year Asset Investment Plan 2012-17, subject to any gateway process requirements

- 4.8 Legal – Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those included in this report.

- 4.9 Human Resources – None.

- 4.10 Assets And Property – None.

## **5.0 Conclusions**

- 5.1 This report presents thirty three projects that the appraisal panel have approved for consideration by Members. The Executive Committee is asked to make a recommendation to the Council as to whether they should be adopted and implemented.

For further information please contact:

*Robert Sinclair, Executive Manager – Capital Programme*

*Tel: 01595 74 4144 Email: robert.sinclair@shetland.gov.uk*

### Background documents:

The Service Need Case reports are available in the Members Room at Lystina House.

Strategic Budget Plan - October 2011

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=12561>

END



Shetland Islands Council

4 July 2012

## Roadside Verges Policy and Roadside Grass Cutting Policy

Report No. SIC-0704-RD05&RD07

Chair's Report – Environment and Transport Committee – 6 June 2012

### 1.0 Summary

- 1.1 The purpose of this report is to consider recommendations from the Chair of the Environment and Transport Committee in relation to two reports requiring a Council decision.
- 1.2 The Environment and Transport Committee considered two reports which presented revisions of existing policy in order to implement savings in line with the approved 2012/13 revenue budget.

### 2.0 Decision Required

- 2.1 The Council **RESOLVES** to adopt the recommendations from the Executive Committee, namely to approve:

#### Roadside Verges Policy

- 2.1.1 an alteration to the current specification of roadside verges such that they no longer have to be constructed from a distinctively coloured aggregate that contrasts with the colour of the carriageway; and
- 2.1.2 the new policy, outlined in Appendix 1 of report RD07, that specifies revised construction details for Shetland's roadside verges.

#### Roadside Grass Cutting Policy

- 2.1.3 an amendment to the Council's grass cutting policy such that the annual Shetland wide cutting of all roadside verges would be discontinued with verges only being cut for safety reasons as detailed in paragraph 3.6 of report RD05.

### **3.0 Report**

- 3.1 The report on roadside grass cutting concluded that the existing policy requires roadside verges to be cut only once a year with additional cuts permitted for safety reasons. The Council's agreed budget strategy for 2012/13 included a reduction in the resources available for grass cutting. The revised policy statement reflects this reduction in the available resource and aligns Council policy with the resources available. The report for the Roadside Verges Policy concluded that the new Policy also aligned Council Policy with the approved resources.
- 3.2 Copies of the reports have been previously circulated, or can be accessed via the Council's website at the links shown, or by contacting Committee Services.
- 3.3 The Chair will present information to the Council as to any debate or issues that the Committee considered.

### **4.0 Implications**

- 4.1 Detailed information concerning the proposals are contained within the reports already circulated to Members, including the strategic and resources implications for the Council.
- 4.2 There are no additional implications to be considered by the Council, other than those set out in the report.

For further information please contact:

*Allan Wishart, Chair of Environment and Transport Committee  
25 June 2012*

#### List of Appendices

None

#### Background documents:

Roadside Grass Cutting Policy  
Report No. RD05

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=13286>

Roadside Verges Policy  
Report No. RD07

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=13287>

END



**Shetland Islands Council**

**4 July 2012**

## **Shetland Sports Strategy**

Report No. SIC-0704-CS09

### **Joint Chairs' Report – Social Services Committee – 13 June 2012 and Executive Committee - 25 June 2012**

#### **1.0 Summary**

- 1.1 The purpose of this report is to consider recommendations from the Chairs of the Social Services Committee and the Executive Committee in relation to a report requiring a Council decision.
- 1.2 The Committee considered a report which sought approval of the Shetland Sport Strategy 2012 – 17, which sets out a vision and actions for the development of sport in Shetland over the next 5 years.

#### **2.0 Decision Required**

- 2.1 The Council **RESOLVES** to adopt the recommendations from the Executive Committee, namely to approve the Shetland Sports Strategy 2012 –17; and that the Convener of the Council be authorised to sign the foreword of the Shetland Sports Strategy on behalf of the Council.

#### **3.0 Report**

- 3.1 The report concluded that the Strategy was a joint strategy for the development of sport in Shetland and was developed by the local and national partners. Members were asked to support the approval of the Strategy so that the partner organisation can work together over the next 5 years within a clear strategic framework.
- 3.2 Copies of the report have been previously circulated, or can be accessed via the Council's website at the links shown, or by contacting Committee Services.
- 3.3 The Chairs will present information to the Council as to any debate or issues that the Committee considered.

## 4.0 Implications

- 4.1 Detailed information concerning the proposals are contained within the report already circulated to Members, including the strategic and resources implications for the Council.
- 4.2 There are no additional implications to be considered by the Council, other than those set out in the report.

For further information please contact:

*Cecil Smith, Chair of Social Services Committee*  
*Gary Robinson, Chair of Executive Committee*  
25 June 2012

### List of Appendices

None

### Background documents:

Shetland Sports Strategy  
Report No. CS-09

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=13301>

END



**Shetland Islands Council****4 July 2012**

**Council Action Plan, Shetland Single Outcome Agreement and Shetland Islands Council Improvement Plan.**

**Report No: IP-013-D1**

**Report by Chief Executive &  
Executive Manager Performance and Improvement**

**Executive Services  
Corporate Services**

## **1.0 Summary**

1.1 This report presents;

- the Council Action Plan (Appendix 1);
- the Shetland Single Outcome Agreement, (Appendix 2) and;
- the Shetland Islands Council Improvement Plan (Appendix 3).

1.2 These plans together set the current overall policy and performance management framework for the Council and describe aims, objectives and actions for the financial year 2012/13.

1.3 The report also contains recommendations of how their horizons should be extended to cover the lifespan of this Council (2013 to 2017).

1.4 These plans are aligned to Directorate and Service plans which have already been endorsed by the appropriate Council Committees. They are also aligned with the Council's agreed budget strategy and include the current programme of Savings Reviews and Assessments.

1.5 Progress reports will be submitted to the Council in line with the Planning and Performance Management Framework to allow members to monitor the delivery and progress of the plans.

## **2.0 Decisions Required**

2.1 The Council is requested to;

2.1.1 review and discuss the contents of the attached plans;

- 2.1.2 approve the activity described in these plans as the operational priorities for the Council in financial year 2012/13 as set out in the plans in, and;
- 2.1.3 approve recommendations on how these plans should be extended to cover the lifespan of this Council (2013 to 2017) in line with the development of this Council's priorities and objectives;
- 2.1.4 appoint members to the proposed new Improvement Sounding Board.

### **3.0 Detail**

- 3.1 The Council's Planning and Performance Management Framework and the Council's constitutional arrangements require the reporting of core policy matters to the full Council.
- 3.2 These Plans set out the key aims, objectives and actions, core performance measures and key risk management activities across the whole Council so that members can understand how Single Outcome Agreement / Community Plan, the Council Improvement Plan and the agreed Budget Strategy are being delivered together.
- 3.3 The Council is asked to consider and discuss any aspect of the information provided and to endorse the contents of the plans and approve the priorities for the Council for the remainder of the 2012/13 financial year.
- 3.4 Quarterly progress reports will be submitted to the Executive committee to allow members to monitor the delivery and progress of these plans.
- 3.5 The Shetland Single Outcome Agreement 2012/13 (appendix 2) describes how the objectives set out in the Shetland Performance Framework will be delivered through action by local agencies and partners under the umbrella of the Shetland Community Plan. Substantially it is focused on delivering high quality services that meet the needs of individuals and communities in Shetland and has been developed in conjunction with Community Planning partners.
- 3.6 The Shetland Islands Council Improvement Plan 2012/13 (appendix 3) describes how the objectives set out in the Shetland Improvement Framework in its introduction will be delivered through action by the Council. Substantially it is focused on the Council being a high performing and well run organisation demonstrating best value in all its activities. It has been developed from the combined outputs of an extensive self-evaluation exercise and the commentary of external scrutineers.
- 3.7 The key actions from these plans are consolidated with the current programme of savings reviews and assessments in the Council Action Plan (appendix 1) which gives an overview of all the key actions across the whole Council in 2012/13.

- 3.8 These plans present the Councils short term focus, emphasising "Action" at the core of the Councils priorities. They have obtained their direction from a combination of the decisions of the last Council (especially the savings reviews), the commentary of external scrutineers (especially the Accounts Commission) and commitments already made to our local partners in the Community Plan. They describe an extremely challenging workload over the coming months, a workload which a great deal of hard work is already being done across the organisation to deliver.
- 3.9 However there is a clear need for this short term programme to be extended and for this Council to define its medium and longer term priorities. That must now be taken forward, with the target of the adoption of a well thought out 4-5 year financial strategy, led by the Councils priorities, in September/October described in the attached Improvement Plan. The attached plans also set out an objective of a set of joined up and mutually supporting service development, rationalisation and improvement plans with the same 4-5 year horizon by February / March 2013. These medium term plans will then guide a succession of annual "Action" plans which have to be delivered year on year, each demonstrating a constancy of purpose to deliver the Councils priorities and all clearly heading in the same agreed direction.
- 3.10 The development of these medium term plans will be the formal responsibility of Committees and Directorates co-ordinated through the Executive Committee and Corporate Management Team. Clearly it will also have to engage all members effectively and involve the Councils wider management and staff. The exercise will be guided by the Councils Planning and Performance Framework but will also provide significant "on the job" development opportunity as part of the shared learning and development programme the Council is about to embark on shortly. I would also recommend that this activity is supported through the establishment of a new Improvement Sounding Board.
- 3.11 For the last two years the Council has had an "Improvement Sounding Board" to support the political and management delivery of the Councils improvement plan. I believe that arrangement worked effectively, which was also acknowledged by Audit Scotland and the Accounts Commission. This Sounding Board was deliberately structured a cross cutting section of the full Council; one member representing each ward and from a mix of chairs, vice-chairs and backbenchers to give widespread input and cross Council ownership to the shared improvement activity. It's work was supported by a number of "All Member Seminars" where the background to significant individual issues was presented and initial issues and options clarified. That was also recognised by the Accounts Commission as an effective approach to promoting sound decision making.
- 3.12 The Sounding Board had no decision making powers but allowed time and space for the complexity and challenge of substantial change to be discussed and understood on an ongoing basis. It allowed the leadership to be able to benefit from a wide range of views and opinions on a structured basis and for all members to have a straightforward method of input to that process through the

representative from their ward. Sounding board discussions were very valuable in guiding the Council leadership on which areas required further all member discussion and I would expect that to continue to be a key feature of any succeeding group.

- 3.13 I recommend a new Improvement Sounding Board now be established with a somewhat wider remit to support political and managerial leadership to understanding progress and issues on the key short term action plans, but more importantly to assist in extending their horizon to 4-5 years to help set an overall course for this Council's term. That has to take into account our financial situation, deliver the necessary professional improvements and take our Community Planning Partners forward with us. It also has to consider the impacts of wider change, significant upcoming economic opportunities and risks and balance political obligations and obstacles.
- 3.13 I recommend that the new Improvement Sounding Board should consist of the Convenor, Political Leader and seven other members, one from each ward, appointed by the full Council. The board would be serviced by the Chief Executive, the Executive Manager Performance and Improvement and the Executive Managers from the Executive Services Directorate. It would be attended by other relevant officers depending on the particular topic under discussion. The board would be expected to meet at least monthly but may be required to meet more frequently during its initial phase.

## **4.0 Implications**

### Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan and a core obligation of all public bodies.
- 4.2 Community /Stakeholder Issues – Consultation with customers and other stakeholders is on-going as an integral part of each aspect of service delivery.
- 4.3 Policy And/Or Delegated Authority –
- 4.3.1 In accordance with Section 2.1.3 of the Council's Scheme of Administration and Delegations, the Single Outcome Agreement and the Improvement Plan are specific plans contained within the Council's Policy Framework set out in the Council's constitution (Part A - 3(2)). Approving, adapting or amending any plan within the policy framework is reserved to full Council (Part A - 3(1)).
- 4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – NONE

4.6 Environmental – NONE

#### Resources

4.7 Financial – The actions, measures and risk management described in this report for 2012/13 will be delivered within existing approved budgets and are aimed at ensuring delivery of the Council's agreed budget strategy.

4.8 Legal – NONE

4.9 Human Resources - NONE

4.10 Assets And Property – NONE

### **5.0 Conclusions**

5.1 These plans together set the overall policy and performance management framework for the Council and describe aims, objectives and actions for the financial year 2012/13. This report contains recommendations of how their horizons should be extended to cover the lifespan of this Council (2013 to 2017).

For further information please contact:

*John Smith, Executive Manager Performance and Improvement*

*Tel: 01595 744513 Email: [jrsmith@shetland.gov.uk](mailto:jrsmith@shetland.gov.uk)*

*Report finalised: 23 June 2012*

#### List of Appendices

Appendix 1 – Council Action Plan

Appendix 2 – Shetland Single Outcome Agreement

Appendix 3 – Shetland Islands Council Improvement Plan



### Introduction:

1. Shetland Islands Council is very proud to deliver a wide range of high quality services across Shetland. Fundamentally that is the purpose of a Local Authority and we are determined that we will continue to work hard at “Securing the Best for Shetland”.
2. Councillors and managers also understand that they are responsible and accountable for making sure the Council is well led and managed. We must do that effectively in all circumstances, especially when the financial climate is challenging.
3. A lot of work has been done recently; examining all our arrangements to make sure they help us to do business as well as possible, looking at the options to get us into a robust and sustainable financial position and creating the opportunity for us to work together to make safe and secure decisions in a partnership between the community, members, management and staff.
4. The comprehensive overhaul of our political and management structures and the review and redevelopment of our core business processes has taken a lot of attention and effort. We are now at the stage where these new arrangements have to support us all in delivering the right actions.
5. Key to this is the delivery of the integrated “COUNCIL ACTION PLAN”. It draws together our service delivery, savings and improvement actions into a single work programme which has a consistent “Golden Thread” running through it that links the actions of services, teams and individuals back to the vision and aims of the Council.
6. These key actions have been identified after a great deal of analysis and consultation, to define the vision and aims set out in the Shetland Community Plan and Single Outcome Agreement. There has been a wide-ranging consideration of the options for reducing costs and making efficiencies by managers and members, to make the savings required to support the Council’s budget strategy. There has also been a rigorous self-evaluation of best practice, supported by external scrutiny, to arrive at the Council’s Improvement Plan.
7. These three strands have now been woven together into following “COUNCIL ACTION PLAN” which sets out targets, timescales, responsibilities and monitoring arrangements for a demanding work programme over the early months of the new Council.

8. The Council Action Plan seeks to pick up the key elements of each of the strands to give an integrated overview of the main activity. There are many more actions in directorate, service and team plans aligned with each area but the attached are the most substantive, for instance all reviews and assessments below £20,000 have been excluded from this report. However these will continue to be progressed, monitored and reported on through the appropriate detailed arrangements.
9. The Councils Corporate Management Team have worked to deliver an integrated approach around the overall purpose of;

### **Securing the best for Shetland**

That has been under-pinned by the key aims of;

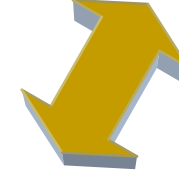
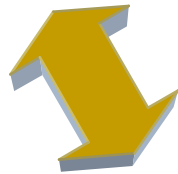
- Securing strong governance.
  - Effective planning, delivery and performance from community to team to individual.
  - Secure a prioritised resourcing strategy.
  - Deliver a balanced budget.
  - Build strong relationships with: communities, elected members, staff and their representatives, and other stakeholders.
  - Develop and demonstrate strong leadership, build our team and all our teams.
  - Pride in the Organisation.
10. Delivering the Council Action Plan will clearly take a lot of hard work and support from everybody and a lot of explaining and listening. However setting out what we are going to do as clearly and simply as possible, then making sure we are paying close attention to progress will mean we have the best chance of success.



# Delivering Good Services - Soundly Led and Managed

Community Plan / Single Outcome Agreement  
(*Shetland Performance Framework*)

Improvement Plan  
(*Shetland Improvement Framework*)

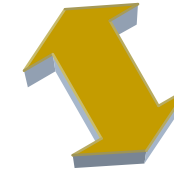
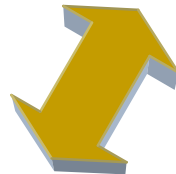


## Council Action Plan

Council SOA  
Actions

Savings Reviews

Improvement  
Actions



Children's  
Services Plans

Community  
Care Plans

Infrastructure  
Plans

Development  
Plans

Corporate  
Services Plans

# COUNCIL ACTION PLAN 2012/13

## SINGLE OUTCOME AGREEMENT – KEY ACTIONS

SOA Area	Ref	Single Outcome Agreement Actions	Lead
Shetland has sustainable economic growth with good employment opportunities	1.1	Develop Local Development Plan (LDP) policy and supplementary guidance and provide policy on renewable energy development, including infrastructure development, assistance schemes and advice.	Development
	1.2	Provide high speed Digital Broadband in Shetland and establish an operational point of presence and one next generation project	Development
	1.3	Support at least 10 projects that drive up quality and add value in our wealth creating sectors (fisheries, tourism, textiles, creative sector, agriculture etc)	Development
	1.4	Fund Promote Shetland to raise our profile outside the islands as a place to live, work, study and do business.	Development
	1.5	Work with Total E&P, Petrofac, Morrisons, and other companies engaged in the gas plant project to ensure maximum benefit to Shetland.	Development
	1.6	We will promote representation on relevant national and European committees and take opportunities to engage.	Development
We take pride in a strong, fair and inclusive society; and in our culture	2.1	Continue to lobby at Ministerial level for recognition of additional factors affecting fuel poverty in Shetland continue to promote measures to assist with alleviating fuel poverty	Development
	2.2	Work with partners in relation to the Welfare Reform agenda	Development
	2.3	Promote Community Plan with partners, and work with partners to ensure buy in.	Development
	2.4	Contribute to the implementation of the Fairer Shetland framework	Development
	2.5	Promote awareness of the full range of Library Services, particularly amongst hard to reach groups.	Children's Services
	2.6	To ensure fairness and equality of services to all.	Children's Services
We have financial sustainability & balance across all sectors	3.1	Deliver on a balanced budget across all Directorates	SIC
	3.2	Deliver the Savings Identified in the Councils Budget Strategies	SIC
	3.3	Contribute to the development of a medium term financial plan for 2013/14 to 2017/18	SIC
We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities	4.1	Work with community partners in the Employability, Skills & Learning Partnership to develop direction.	Development
	4.2	Deliver commitments of Adult Literacy Action Plan (ALIS2020) and deliver commitments of ESOL Action Plan (in p'ship with Shetland college and other agencies)	Development
	4.3	Infrastructure and operational plans approved for high speed broadband service in South and Central Shetland mainland	Development
	4.4	Encourage higher levels of activity in Creative Industries (Mareel opportunities, UHI Chair of Creative Industries, Textile Development, Film Location etc.)	Development
	4.5	Set up the bridging loan facility for housing development as a workable delegated scheme to help in the future provision of Housing	Development
	4.6	Ensure the College curriculum review delivers a flexible and appropriate curriculum which meets individual and employer needs	Development
	4.7	Promote the Shetland Festivals and Event Scheme to ensure better uptake and bring more events up to a visitor standard and develop the Food Festival as a prime event with a higher emphasis on income generation	Development

# COUNCIL ACTION PLAN 2012/13

SOA Area	Ref	Single Outcome Agreement Actions	Lead
Our young people are successful learners, confident individuals, effective contributors and responsible citizens	5.1	Support schools in their developments towards a Curriculum for Excellence and fully implement all areas of Curriculum for Excellence, including the new national qualifications in all schools by 2014	Development
	5.2	Childcare Strategy framework for developing childcare provision 2012/15	Children's Services
	5.3	Undertake statutory consultation under the Schools (Consultation) (Scotland) Act 2012, on the proposed closure of Olnafirth Primary School	Children's Services
We have improved the life chances for children, young people and families at risk	6.1	Continue to undertake the complete range of Child protection work to ensure children and young people are protected from harm. This work to be undertaken in partnership with children young people their families and professionals	Children's Services
	6.2	To continue to provide quality services to children and young people who are Looked After. These services to be provided in partnership with children young people their families and professionals	Children's Services
	6.3	Ensure there is a focus on early intervention as part of service delivery across Children's Resources which will include reprioritisation within existing budgets	Children's Services
	6.4	Develop a commissioning strategy for children's services	Children's Services
	6.5	Assist in the development of a co-ordinated Council policy for childcare support measures.	Development
	6.6	In 2012/13 the team will have a greater focus on children and young people who have experienced domestic abuse.	Children's Services
	6.7	Promote early intervention/preventative work with young people who offend and ensure a seamless transition between youth justice and adult criminal justice services.	Community Care
We have reduced key risk factors for poor health outcomes	7.1	Tobacco: From Farm to Grave Teaching resource launched in schools	Infrastructure
	7.2	Recruit tobacco test purchasers and carry out test purchasing	Infrastructure
We will support people to achieve their full potential at all life stages – from birth and early years through working lives to old age	8.01	To implement the Reshaping Care for Older People Change Plan 2012/13	Community Care
	8.02	To substantially complete the building phase for the OT Resource Centre.	Community Care
	8.03	Continue to promote and implement reablement programmes across all community care settings and services	Community Care
	8.04	Complete the work to develop a Joint Respite Strategy	Community Care
	8.05	Continue the implementation of Telecare and Telehealth projects and solutions for individual customers.	Community Care
	8.06	Review the feasibility study for Isleshavn in light of the work on Reshaping Care for Older People whereby most older people are supported in their own homes.	Community Care
	8.07	Review the feasibility study and proposals for day services for people with learning disabilities to ensure any new build is affordable and meets the needs of this care group in a way that is effective and sustainable in the longer term.	Community Care
	8.08	To begin the building works to provide additional capacity at ET house and Taing House in Lerwick	Community Care
	8.09	To complete a review of day care services for older people and the lunch club at Freefield	Community Care
	8.10	To promote individual budgets and Self-Directed support, implementing provisions from the SDS bill as required.	Community Care
	8.11	Ensure all learners reach their potential through commitment to quality standards and continued investment in staff development to ensure a quality experience for all learners.	Development

# COUNCIL ACTION PLAN 2012/13

SOA Area	Ref	Single Outcome Agreement Actions	Lead
We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need	9.1	Provide up to date, consistent and relevant information on the welfare reform changes to our customers, the Shetland public, staff, Councillors and landlords.	Corporate Services
	9.2	To continue to provide services to Children in need including children and young people affected by additional support needs substance misuse or who have social emotional and behavioural needs. In 2012/13 the team will have a greater focus on early intervention for children and children and young people	Children's Services
	9.3	Meet the 2012 National Target on elimination of priority need Homelessness	Development
	9.4	Continue to develop the prevention approach to homelessness	Development
	9.5	Continue to work in partnership to develop seamless housing support services	Development
	9.6	Seek to identify further opportunities to provide extra-care housing	Development
	9.7	Work with partners to promote the use of bail supervision and alternatives to remand.	Community Care
Shetland stays a safe place to live, and we have strong, resilient and supportive communities	10.1	Improve Community Integration - Together with partners, maximise opportunities to engage with communities to provide reassurance in respect of offending and to raise public awareness of the positive work being carried out by offenders.	Community Care
	10.2	Promote responsible dog ownership to young people owning "status dogs" by delivering an education programme with Bridges, Dogs against Drugs and Housing Outreach	Infrastructure
We have strong voluntary and social enterprise sectors, with increased capacity to deliver services based on needs and aspirations of local communities	11.1	Work with community groups to rationalise community resources and improve the standards of remaining facilities to ensure maximum benefit to communities from grant funding available	Development
	11.2	Support the Regeneration Partnership to be more active in community based economic development	Development
	11.3	Deliver Participatory Budgeting (PB) Projects – Wir Community Wir Choice, Sound Choices, and You Choose	Infrastructure
	11.4	Liaise with Association of Community Councils, other community stakeholders, developers and other local authorities to develop approved Community Benefit policy framework on renewable energy.	Development
	11.5	Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes	Development
	11.6	To actively participate in partner groups/networks which contribute to community wellbeing.	Children's Services
	11.7	Work with ADPs and partners to ensure opportunities for interventions with young people affected by alcohol and drug misuse are maximised.	Community Care
We live in well-designed, sustainable places	12.1	Continue to develop joint working arrangements with Hjaltland Housing Association to improve the future supply of social housing	Development
	12.2	Work in partnership to improve the condition of Shetland's private housing stock	Development
	12.3	Seek to remove barriers to accessing private rented options in Shetland	Development
	12.4	Develop range of incentives and initiatives to improve housing options for first time buyers	Development
	12.5	Develop partnership arrangements with local developers to improve future housing supply	Development
	12.6	Draft Local Development Plan (LDP) presented to Council	Development
	12.7	Prepare for applications and consultations relating to Viking Energy approval conditions	Development

# COUNCIL ACTION PLAN 2012/13

SOA Area	Ref	Single Outcome Agreement Actions	Lead
Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services	13.1	Establish whether there is a clear case for proceeding with a prioritised programme of fixed links	Development
	13.2	Commission and manage Skerries South Mouth dredging project	Development
	13.3	Bressay - Purchase replacement hydraulic system components. Refurbish linkspan deck plating (ME)	Infrastructure
	13.4	Monthly correspondence to Community Council's and respond in good time to customers letters regarding Roads	Infrastructure
	13.5	Complying with legislation and best practice in roads while consulting with road users on the quality of the service provided	Infrastructure
We live and work in a renowned natural and built environment which is protected and cared for	14.1	Work more closely with SIC Housing Service to roll out more wheeled bins to housing schemes similar to approach taken by Hjaltland Housing Association	Infrastructure
	14.2	.Revise work programme for mobile teams and allocate staff as necessary to improve response and Increase cleansing frequency of rural areas	Infrastructure
	14.3	.Assess work required for washing -down of Lerwick lanes and implement a programme to complete it	Infrastructure
	14.4	Review SIC 'Litter Plan' to help address litter and fly tipping	Infrastructure
	14.5	Investigate changes to design of Sandveien and Nederdale communal bin stores to accommodate wheeled bins and recycling containers to improve cleanliness of local area	Infrastructure
We deliver sustainable services and make decisions, which reduce harmful impacts on the environment	15.1	Develop a Carbon Management Action plan.	Infrastructure
	15.2	Develop and manage energy and resource audits for all services.	Infrastructure
	15.3	Develop carbon awareness training for staff	Infrastructure
	15.4	Increase participation for kerbside and bring sites	Infrastructure
	15.5	Review and develop programme for renewable energy supply to Council premises	Infrastructure

# COUNCIL ACTION PLAN 2012/13

## IMPROVEMENT PLAN – KEY ACTIONS

Improvement Area 1	Ref	Improvement Actions	
We have a clear vision and sense of purpose which Reflects local needs and we can demonstrate linked-up strategic planning and resourcing to deliver that vision.	1.1	Continuing to develop, promote and deliver a focused and effective 'Improvement Programme'.	<b>Improvement Lead :</b> Chief Executive <b>Lead Executive Manager(s) :</b> Executive Manager Performance & Improvement Manager Community Planning & Development Manager Finance Manager <b>Departmental Support:</b> Quality Improvement Manager Mental Health Manager Director Infrastructure
	1.2	Agreement of clear Values and Principles by the new Council in their key strategies and plans.	
	1.3	Senior Councillors, the Chief Executive and Corporate Management Team take the lead in developing the Council's Action Plan and communicating it to the public and staff.	
	1.4	Committee Chairs, Directors and Departmental Management teams to take the lead in developing Directorate Plans and communicating them to the public and staff.	
	1.5	Carry out a structured Chief Executive recruitment exercise.	
	1.6	Produce a Medium Term Financial Plan (budget and reserves strategy) covering at least the term of this Council (2013-2017).	
	1.7	Align the timetables, time-spans and approaches for medium term financial planning & annual budgeting with Council, Directorate and service planning.	
	1.8	Lead the development of the Single Outcome Agreement and the collection and reporting of outcomes.	
	1.9	Making sure the Planning and Performance Management Framework is regularly reviewed and updated. Ensuring it is explained to members, Mgrs and staff.	
Improvement Area 2	Ref	Improvement Actions	
We give strong community leadership and deliver improvement with our partners; and we engage effectively with communities in understanding their needs, and when making decisions	2.1	Establish the new Community Planning Partnership Board and Performance Group	<b>Improvement Lead :</b> Director of Children's Services <b>Lead Exec Mgr(s) :</b> Community Planning & Development Manager <b>Departmental Support:</b> Performance & Improvement Manager Criminal Justice Manager Environmental Health & Trading Standards Manager
	2.2	Promoting and explaining the new community Plan and SOA across partner organisations.	
	2.3	Minutes of Community Planning meetings / actions to be made widely available and meetings open to the press	
	2.4	Community Planning part of Councillors Learning and Development Programme;	
	2.5	Progressing the five co-ordinated Community Planning 'Thematic Groups' and joint initiatives	
	2.6	Share information on sources of funding better.	
	2.7	Planned schedule of meetings of the Risk Sharing Partnership	
	2.8	Ensure Councillors understand their role and the importance of community engagement and the Council is using VoiCE as its main consultation tool	
	2.9	Making sure each review conducts appropriate Community Engagement and consultation	
	2.10	Bring 'Your Voice' (Citizens Panel) arrangements up to date and conducting regular opinion surveys.	
	2.11	Progress work on Police & Fire Reform as a Pathfinder authority	
Improvement Area 3	Ref	Improvement Actions	
We provide good quality information to deliver effective public	3.1	Complete Implementation of the Communications Strategy Action Plan	<b>Improvement Lead :</b> Director of Development <b>Lead Exec Mgr(s) :</b>
	3.2	Improve the council's website and update information regularly	

# COUNCIL ACTION PLAN 2012/13

Improvement Area 1	Ref	Improvement Actions	
	3.3	Make sure staff from the Communications Unit attend key agenda-setting meetings to help identify communication issues at an early stage.	
	3.4	Involve the Communications Unit in project planning so that communications issues can be considered at an early stage.	
Improvement Area 4	Ref	Improvement Actions	Progress
We ensure the Council exhibits good governance and maintains strong internal accountability	4.1	Deliver Member Induction for Councillors in from 2012.	<b>Improvement Lead :</b> Director of Corporate Services <b>Lead Exec Mgr(s) :</b> Governance & Law Executive Manager Finance Manager Internal Audit Manager <b>Departmental Support:</b> Children & Families Manager Adult Services Manager Port Operations Manager
	4.2	induction followed by a learning and development programme to cover all essential areas of members understanding and address individual needs and requirements.	
	4.3	Ensure that appropriate time, resources and management attention are dedicated to the production of the 11/12 accounts.	
	4.4	Work towards addressing the qualification issue, with a view to obtaining an unqualified audit opinion on the 2011/12 financial statements investigating all routes and options.	
	4.5	Developing a project plan for the 2012/13 financial statements prior to 31 March 2013	
	4.6	Competing and implementing the review of Members support arrangements	
	4.7	Progress new joint working arrangements between Community care and NHS Shetland	
	4.8	Delivery of Internal Audit Plan	
	4.9	Ensure that any changes to financial regulation in respect of the production of the final accounts is taken into account.	
	4.10	Complete the Councils "Code of Corporate Governance"	
Improvement Area 5	Ref	Improvement Actions	Progress
We have a strong improvement led and performance driven culture and systems; and we have a systematic approach to identify risk and develop effective responses	5.1	Having all key plans in place linked by "the Golden Thread".	<b>Improvement Lead :</b> Director of Infrastructure <b>Lead Exec Mgr(s) :</b> Performance & Improvement Governance & Law Internal Audit <b>Departmental Support:</b> Children's Resources Manager Adult Services Manager
	5.2	Monitor and report progress against the Councils programme of savings reviews	
	5.3	Benchmarking part of all Departmental and Service planning, review and performance monitoring activity	
	5.4	Adopting and implementing a structured self evaluation framework	
	5.5	Introducing a new Complaints Handling Procedure to ensure compliance with SPSO requirements and best practice	
	5.6	Develop and Implementing a Customer Focus Strategy	
	5.7	Making sure all Risk Registers are complete and up to date.	
	5.8	Continue to build on success of Corporate Internal Audits in accordance with revised strategy.	

# COUNCIL ACTION PLAN 2012/13

Improvement Area 6	Ref	Improvement Actions	Progress
We have robust financial management arrangements that ensure financial sustainability; and we make spending decisions that realistically Reflect our financial resources and limits	6.1	Liaise with Executive Dirs and Councillors throughout the budget setting process Lead the 2013/14 budget exercise and provide a balanced budget with indicative budgets for 2014/15 and 2015/16.	<b>Improvement Lead :</b> Director of Corporate Services <b>Lead Exec Mgr(s) :</b> Finance Manager Capital Programme Manager <b>Departmental Support:</b> Schools Manager Community Care Resources Manager Transport Planning Manager Environment & Transport Operations Manager
	6.2	Review the Council's financial administration arrangements with a view to implementing more efficient and effective working practices across the organisation	
	6.3	Put in place a structure and skill set in the Finance Service that aligns resources to service demand	
	6.4	Review reports presented to Committees/Council to provide information in the clearest way possible, Clearly highlighting the progress being made by each BRO/Directorate with their "Review" and "Assess" savings;	
	6.5	All areas of the Council deliver the agreed budget strategy within the timescales.	
Improvement Area 7	Ref	Improvement Actions	Progress
We integrate effective workforce planning with our other key planning processes	7.1	Developing and agreeing a people strategy which brings together current and future workforce needs and issues.	<b>Improvement Lead :</b> Director of Children's Services <b>Lead Exec Mgr(s) :</b> HR Manager <b>Departmental Support:</b> Community Care Resources Manager Director Shetland College Port Operations Manager
	7.2	Have a Leadership and development programme in place for all managers from September 2012 onwards.	
	7.3	Training Review project completed by December 2012	
	7.4	Identifying the people who are willing to undertake training to enhance their future prospects across the council	
	7.5	Updated review and development policy adopted by October 2012.	
	7.6	Making sure the right "Council Wide" measures are identified, collected, reported on, monitored and used to inform further planning and development	
	7.7	Completing the work of the Efficiency Partnership group	
Improvement Area 8	Ref	Improvement Actions	Progress
We make the best economic, efficient and effective use of our buildings and physical assets	8.1	Continuing to develop and deliver the Asset Strategy, ensuring that the acquisitions, disposals and consolidation of assets detailed in the associated Implementation Plan are delivered sustainably and are aligned with corporate objectives	<b>Improvement Lead :</b> Director of Infrastructure <b>Lead Exec Mgr(s) :</b> Capital Programme Environment & Transport Operations Manager <b>Departmental Support:</b>
	8.2	Continuing to review and update the Asset Register, and the Asset Management Plans that are linked to it, for property and non-property assets	
	8.3	Ensuring that the Gateway process is applied to all capital projects with robust option appraisal, risk analysis and life-cycle costing, and that individual projects are in line with the Council's Budget Plan.	



# COUNCIL ACTION PLAN 2012/13

	8.4	Developing, and further populating, its building maintenance software, based on the council's reporting needs	
	8.5	Ensuring that the policy on the disposal of surplus assets, as set out in the Asset Strategy, is applied consistently	
	8.6	Developing and delivering a programme of Council premises access audits and agreeing and implementing access improvements where relevant	
	8.7	Work with community groups to rationalise community resources and improve the standards of remaining facilities to ensure maximum benefit to communities from grant funding available	
<b>Improvement Area 9</b>	<b>Ref</b>	<b>Improvement Actions</b>	<b>Progress</b>
We can demonstrate that we meet our supply needs economically and efficiently	9.1	Updating the Procurement Strategy, develop and Action Plan and ensure that this is applied consistently	<b>Improvement Lead :</b> Director of Corporate Services <b>Lead Exec Mgr(s) :</b> Capital Programme <b>Departmental Support:</b> Occupational Therapy Manager Transport Planning Manager Ferry Operations Manager
	9.2	Updating Standing Orders relating to contracts and procurement.	
	9.3	Collaboration with public sector partner organisations to take advantage of combined purchasing arrangements.	
	9.4	Train relevant staff across the Council, to enhance the levels of understanding and usage of e-procurement	
	9.5	Ensure that Integra capabilities are fully utilised and that the use of alternative systems are assessed to improve electronic ordering and associated administration	
	9.6	Collaborative construction procurement which realises "economy of scale" benefits with NHS Shetland	
<b>Improvement Area 10</b>	<b>Ref</b>	<b>Improvement Actions</b>	<b>Progress</b>
We have secure, efficient and cost effective information and communication systems that support service delivery	10.1	Developing and Implementing the Councils ICT Strategy to make sure that the Council has a comprehensive view of ICT development to support service delivery, maintain secure and efficient systems and data and meet upcoming opportunities and issues.	<b>Improvement Lead :</b> Director of Development <b>Lead Exec Mgr(s) :</b> ICT Manager <b>Departmental Support:</b> Criminal Justice Manager Roads Manager
	10.2	Considered technology options within all relevant service reviews, all departmental and service planning and all efficiency activity	
	10.3	Developing further co-operative joint working arrangements with local partners	
<b>Improvement Area 11</b>	<b>Ref</b>	<b>Improvement Actions</b>	<b>Progress</b>
We have sustainability embedded in our vision and make sure we use resources sustainably	11.1	Promote Community Plan with partners, and work with partners to ensure buy in Raise awareness within the community and with partners of the work of the Shetland Partnership and its commitments to sustainability through regular and effective communication	<b>Improvement Lead :</b> Director of Community Care <b>Lead Exec Mgr(s) :</b> Community Planning and Development Environment & Transport Operations Planning Manager <b>Departmental Support:</b> Capital Programme Manager
	11.2	Developing and delivering arrangements in the Councils Sustainability, Carbon Management, Waste Management plans and strategies.	
	11.3	Working closely with the Maintenance Section, public utilities etc to prepare longer term programmes for planned maintenance.	

# COUNCIL ACTION PLAN 2012/13

Improvement Area 12	Ref	Improvement Actions	Progress
We lead equality improvements, provides equality of opportunity and fair outcomes	12.1	Ensure we regularly collate, scrutinise and report on workforce profile data and ensure Equality Impact Assessments are completed for all new strategies and policies	<b>Improvement Lead :</b> Director of Community Care <b>Lead Exec Mgr(s) :</b> Community Planning and Devt Human Resources <b>Departmental Support:</b> Environmental Health & Trading Standards Manager
	12.2	Raise awareness within the community and with partners of the work of the Shetland Partnership and its commitments to sustainability through regular and effective communication	
	12.3	Enhance the approaches to learner engagement and the student voice.	
	12.4	Develop equality outcomes for Shetland and plan for implementation	

# COUNCIL ACTION PLAN 2012/13

## KEY SAVINGS REVIEWS AND ASSESSMENTS

Directorate	Item	Proposed Saving
Children's Services	SR-R044 Review - Refresh Education Blueprint	£3,000,000
	SR-R050 Assess - Secondary staff hub schools staffing levels	£792,000
	SR-R049 Assess - Reduction in support staff in schools	£735,000
	SR-R043 Review - Redesign Additional Support Needs staff in schools	£500,000
	SR-R046 Review - Music instruction	£350,020
	SR-R053 Assess - Depute Head Teachers to take a teaching role	£330,000
	SR-R051 Assess - Reduce Teacher input in Nurseries	£300,000
	SR-R048 Assess - Proposed Closure of Olnefirth Primary School	£249,000
	SR-E036 Assess - Implement maximum class sizes in primary	£242,000
	SR-E035 Assess - Cleaning rationalisation	£206,000
	SR-R054 Review - Youth Work – staffing junior clubs with volunteers	£150,000
	SR-N001 Review - Combine Sport and Leisure with Shetland Recreational Trust	£100,000
	SR-R034 Review - Islesburgh Out of School and Breakfast Clubs	£80,142
	SR-R038 Assess - Service Re-design	£47,918
	SR-R037 Review - Blydehaven Nursery	£44,901
	SR-R035 Review - Islesburgh Pre-school	£43,000
	SR-E053 Assess - Decrease Service Level Agreement payment to SRT	£42,000
	SR-R041 Assess - Redesign of School Library Service	£38,061
	SR-R033 Assess - Childcare partnership review	£30,908

# COUNCIL ACTION PLAN 2012/13

Directorate	Item	Proposed Saving
Community Care	SR-R058 Assess - Relocate/re-design Viewforth services.	£1,200,000
	SR-R063 Review - Dedicated day care in older people's care settings	£1,000,000
	SR-E066 Assess - Care at Home reduction of 20%	£850,000
	SR-R065 Assess - Integration of North Isles care	£500,000
	SR-R061 Assess - Create 8 additional residential care places at ET House	£250,000
	SR-R064 Assess - Reduce / change MOW provision (frozen meals)	£250,000
	SR-R056 Assess - Support delivered in a different way	£196,877
	SR-E058 Assess - ILP savings salaries and allowances	£140,000
	SR-E059 Assess - Learning disability short breaks salary savings + reduced standby	£103,000
	SR-R062 Review Freefield	£80,000
	SR-E068 Assess - Overtonlea salary savings	£73,000
	SR-R066 Assess - Reduce handypersons by 2 FTE	£60,000
	SR-E067 Assess - North Haven salary savings	£57,000
	SR-R059 Assess - Close Kantersted kitchen and use Taing/ET house kitchens	£50,000
	SR-R060 Assess - Link corridor between ET House and Taing	£50,000
	SR-E070 Assess - Nordalea savings	£49,000
Corporate Services	SR-E060 Assess - Delete dedicated Local Area Co-ordinator role	£35,800
	SR-R069 Review - Insurance: service review to explore self insuring	£350,000
	SR-N002 Review - Review Fund Managers Arrangements	£150,000
	SR-E072 Assess - Service Re-design - removal of 2 FTE	£100,338
	SR-E088 Review - Service re-design following Finance & Admin Review	£72,000
	SR-E101 Review - Virtualised client/ remote support	£50,000
	SR-E075 Assess - Reduced lease payments	£41,457
	SR-E076 Review - Revenues - non renewal of 1.5 FTE temporary contracts	£34,552
	SR-E077 Review - Carry out In-house the Shetland Development Trust audit	£32,000

# COUNCIL ACTION PLAN 2012/13

	SR-E099 Review - Corporate Server Virtualisation	£27,000
	SR-R068 Review - Centralisation of Registration Service to Lerwick	£25,221
	SR-R067 Review - Community Council Grants (10% over 2 years)	£24,000
	SR-E084 Review - Expenditure - non renewal of 1.0 fte temporary contract	£23,704
Development Services	SR-E105 Assess - Shetland Development Trust, return of capital from investments.	£1,500,000
	SR-R071 Review - Reduce Grant Schemes and Core funding to NAFC Marine Centre	£751,508
	SR-R072 Review - Reduce Transport hired and contracted services	£249,946
	SR-E106 Assess - Reduce Grant Schemes, inc NAFC Marine Centre, SSQC, SAT	£217,853
	SR-R073 Assess - Reduce Grants to Community Groups, Voluntary organisations	£198,782
	SR-R078 Assess - Service restructure and reduction of conservation grants	£148,161
	SR-N003 Review - Combine Marketing with Promote Shetland	£100,000
	SR-R076 Assess - Sheltered housing heating, remove subsidy	£80,000
	SR-E123 Assess - Delete planning post	£57,382
	SR-E122 Assess - Outreach temp staff	£50,000
	SR-E109 Assess - Transport hired and contracted services	£49,440
	SR-R074 Review - Shetland College Grant reduction	£45,000
	SR-N004 Review - Identify Additional Savings to Meet cost of Line 39	£30,759
	SR-R075 Review - Re-organise sheltered housing staffing	£25,000
Infrastructure Services	SR-R029 Review - Comprehensive Review of ferry services	£1,462,488
	SR-R005 Review - Reduce Winter Service	£375,400
	SR-R021 Review - Cuts to Maintenance Budgets	£270,147
	SR-E132 Assess - Contractual Increase in the sale of heat from the Waste to Energy Plant	£200,782
	SR-E128 Assess - Remove budget for Service Review Team.	£138,171
	SR-R019 Review - Develop a parking strategy for Lerwick and charge for car parking	£100,000
	SR-R028 Review - Vehicle review aimed at reducing the number of vehicles	£100,000
	SR-E138 Review - Disposal of Assets - Energy Savings	£99,691
	SR-E135 Review - Spend to Save - Electricity	£92,268
	SR-R004 Review - Neighbourhood Support Workers + Community Wardens	£80,025

# COUNCIL ACTION PLAN 2012/13

	SR-R026 Review - Close Viking Bus Station and Rural Freight Centre	£79,961
	SR-R024 Review - Review of domestic bulky waste collection arrangements.	£65,946
	SR-E150 Review - Review of Roads Service	£65,000
	SR-E141 Assess - Review overtime arrangements for transport operations.	£61,000
	SR-R008 Assess - Reduce Carriageway Resurfacing	£50,000
	SR-E148 Assess - Saving on maintenance for new ticket machines	£45,000
	SR-R023 Review - Reduction in Street Cleansing Services	£44,652
	SR-R027 Review - Review of Tingwall Airport	£40,000
	SR-E144 Assess - Reduce number of deckhands attached to "Bigga" by one.	£37,013
	SR-R031 Assess - Replace current free concessionary fares with a 50% fare charge	£33,000
	SR-R022 Review - Close Rural Toilets	£30,380
	SR-R009 Assess - Further reductions in carriageway Resurfacing	£25,000
Council Wide	SR-R020 Review - Reduce the amount of street lighting	£25,000
	SR-R080 Review - Single Status Terms & Conditions	£2,000,000
	SR-E153 Review - Management Review: Stage 1	£700,000
	SR-E154 Review - Reduce Non-contractual/Non Terms & Conditions Overtime	£500,000
	SR-E155 Review - Centralise Functions & Rationalise Administration	£500,000
	SR-R079 Review - Reduce Non-contractual/Non Terms & Conditions Overtime	£500,000
	SR-E157 Assess - Eliminate Cross Charging (as necessary)	£100,000
	SR-E158 Assess - Estate Management Review	£100,000

### **Introduction:**

1. The Shetland Single Outcome agreement is the delivery plan for the Shetland Partnership Community Plan. It has been developed from the community, agency, directorate and service planning activity of local partners and sets out actions to deliver the Shetland Partnerships key objectives.
2. The Single Outcome Agreement will be considered periodically by all key community including the Council. The Councils Planning and Performance Management Framework (PPMF) requires the Council to review it alongside it's other key plans at least annually; in overall strategy terms each September/October, and for detailed actions and targets each March / April.
3. It will be reported on and monitored by management within partner organisation and relevant committees, boards and other governance groups. The Councils PPMF arrangements require monitoring by Corporate Management Team and the Executive Committee on at least a bi-annual basis.
4. The Single Outcome Agreement is also reported to and monitored by the Shetland Partnership and its Performance Group. It is one of the objectives of the Single Outcome Agreement to integrate performance management arrangements across partner bodies and the Council is required to provide leadership in that area as part of its statutory obligations to lead Community Planning.
5. The plan is broken down using the local outcome objectives agreed by the Shetland Partnership. These areas are described further on the next two pages along with the measures that will be included in performance reporting in the "Shetland Performance Framework". This also provides an overall summary of the Single Outcome Agreement.
6. The measurement set proposed for the Shetland Single Outcome Agreement are judged to be the best practice indicators currently in common usage. However this area is the subject of significant activity nationally led by Solace, COSLA and the Improvement Service. Any developments in this area will be monitored and the measurement set may be adjusted accordingly.

## SHETLAND PERFORMANCE FRAMEWORK

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

### COMMITMENTS & CORE VALUES

Equalities Sustainability Engagement Prevention Accountability Fairness Openness Partnership

### STRATEGIC OBJECTIVES

WEALTHIER & FAIRER	LEARNING & SUPPORTIVE	HEALTHY & CARING	SAFE	VIBRANT & SUSTAINABLE
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LOCAL OUTCOMES	Shetland has sustainable economic growth with good employment opportunities	LOCAL OUTCOMES
	We take pride in a strong, fair and inclusive society; and in our culture	
	We have financial sustainability and balance across all sectors with efficient and responsive public services and a reduced reliance on the public sector	
	We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities	
	Our young people are successful learners, confident individuals, effective contributors and responsible citizens	
	We have improved the life chances for children, young people and families at risk	
	We will support people to achieve their full potential at all life stages – from birth and early years through working lives to old age	
	We have reduced key risk factors for poor health outcomes	
	We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need	
	Shetland stays a safe place to live, and we have strong, resilient and supportive communities	
	We have strong voluntary and social enterprise sectors, with increased capacity to deliver services based on needs and aspirations of local communities	
	We live in well-designed, sustainable places	
	Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services	
	We live and work in a renowned natural and built environment which is protected and cared for	
	We deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment	



## Shetland Performance Framework – Measurement Set

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

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

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

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
1	Increase sustainable economic growth	MacKay Consultants	Provisional 2% growth in 2011- Highest LA area Scotland 2011	Maintain economic growth	
2	Improve productivity	Shetland Regional Accounts	To be added (May 2012)	To be added	
3	Increase the number of businesses / start up rate	Scottish Committee of Clearing Bankers	5 year average between 2006 and 2010 = 3.3 business start-ups per 1,000 of population	2012 – Increase business start-up rate to 5 per 1,000 of population	
4	Increase exports	Shetland Employment Survey; Shetland Regional Accounts	32% of Shetland based companies currently engage in exporting with 42% classed as 'active exporters' (i.e. 10% or more of turnover is generated from exports). Trade balance figures to be added (May 2012)	Increase number of Shetland based companies classed as active exporters by 10%.	
5	Improve digital infrastructure	OFCOM Communications Infrastructure Report	41% of addresses in Scotland can access "Next Generation - Superfast Broadband - none in Shetland.		
6	Population growth	Scottish Census 2011	To be added (April / May 2012)		
7	Increase economic participation	Scottish Census 2011	Economically active July 2010 - June 2011 - Shetland 86% - Scotland 77% - Uk - 76%		

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
8	Improve Shetlands reputation for products and services	Economic Development / Promote Shetland			

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
1.1	Provide Planning and Economic Development Policy on renewable energy	<ul style="list-style-type: none"> <li>Develop Local Development Plan (LDP) policy and supplementary guidance for Council approval and consultation.</li> <li>Provide policy on renewable energy development, including infrastructure development, assistance schemes and advice.</li> <li>Provide policy on Community Benefit</li> </ul>	<ul style="list-style-type: none"> <li>LDP Policy and Supplementary Guidance agreed at a local level</li> <li>Approved policy in place</li> </ul>	Exec Mgr Planning Exec Mgr Economic Devt	October 2012 for Council report on LDP  March 2013 for Scottish Govt approval
1.2	Provide high speed Digital Broadband in Shetland	<ul style="list-style-type: none"> <li>Infrastructure and operational plans approved</li> <li>Establish an operational point of presence and one next generation project</li> </ul>	<ul style="list-style-type: none"> <li>Implementation plan agreed</li> <li>High speed broadband service available in South and Central Shetland mainland</li> </ul>	Dir Development	March 2013
1.3	Support 10 projects that drive up quality and add value in our wealth creating sectors n(fisheries, tourism, textiles, creative sector, agriculture etc)	<ul style="list-style-type: none"> <li>Refine Business gateway to be more effective for SME's</li> <li>Process 5 commercial investments in fisheries related projects</li> <li>Process 2 commercial investments in food and drink projects</li> </ul>	<ul style="list-style-type: none"> <li>Improved employment opportunities and profitability</li> </ul>	Exec Mgr Economic Devt	March 2013
1.4	Fund Promote Shetland to raise our profile outside the islands as a place to live, work, study and do business.	<ul style="list-style-type: none"> <li>Refresh Promote Shetland operation plan.</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of business and people coming to live in and visit Shetland</li> </ul>	Exec Mgr Economic Devt	March 2013
1.5	Work with Total E&P, Petrofac, Morrisons, and other companies engaged in the gas plant project to ensure maximum benefit to Shetland.	<ul style="list-style-type: none"> <li>Regular meetings with gas plant companies to develop local supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Increase local benefit from gas plant project, and develop workforce for Decommissioning, further Oil &amp; Gas and Renewable Energy projects.</li> </ul>	Exec Mgr Economic Devt	March 2013
1.6	We will promote representation on relevant national and European committees and take opportunities to engage.	<ul style="list-style-type: none"> <li>Regular meetings with gas plant companies to develop local supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Increased % of European and external funding levered into projects</li> <li>Maximise benefit from SIC participation in EU networks</li> </ul>	Exec Mgr Economic Devt	March 2013

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
1.7	Map and market Shetland Marine resources	•	•	Marine Renewables Group	
1.8	Enable the local electricity grid to accept more renewable energy generation	•	•	Shetland Renewable Energy Forum	

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

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

	Outcome	Background / Context	National Outcomes
2	We take pride in a strong, fair and inclusive society; and in our culture		13

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
9	Sustain quality of life	BoS Survey	Highest in Scotland December 2011		
10	Increase cultural engagement	Under development			

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
2.1	Reduce Fuel Poverty	<ul style="list-style-type: none"> <li>Continue to lobby at Ministerial level for recognition of additional factors affecting fuel poverty in Shetland</li> <li>Continue to promote measures to assist with alleviating fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>Number of households in fuel poverty reduced.</li> </ul>	Exec Mgr – Housing Exec Mgr- Environmental Health	March 2013
2.2	Work with partners in relation to the Welfare Reform agenda	<ul style="list-style-type: none"> <li>Financial resilience initiatives such as Thrifty Living</li> <li>Employability &amp; core skills for clients required to move into work</li> <li>IT initiatives to enable claimants to use the Internet to apply for benefits</li> </ul>	<ul style="list-style-type: none"> <li>Seek to moderate the risks inherent in welfare reform</li> </ul>	Exec Mgr CP&D	March 2013
2.3	The Development Department will promote the Community Plan ensuring it is bought into and that it drives service planning	<ul style="list-style-type: none"> <li>Promote Community Plan with partners, and work with partners to ensure buy in.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery on first year targets in the SOA</li> </ul>	Exec Mgr CP&D	March 2013
2.4	Contribute to the implementation of the Fairer Shetland framework	<ul style="list-style-type: none"> <li>Increase Family learning e.g. work with Young Mums ESOL Family learning,</li> </ul>	<ul style="list-style-type: none"> <li>Assist in delivery of Fairer Shetland objectives</li> </ul>	Exec Mgr CP&D	March 2003

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
		Storysacks • Engagement programmes adults who need more chances to learn • Promote inclusion and positive social networks • Increase Programmes to improve health & wellbeing			
2.5	Inclusiveness, promotion of literacy, ensuring everyone has access to information and is aware of library services and their right to access them	• Promote awareness of the full range of Library Services, particularly amongst hard to reach groups. Offer and publicise a broad range of events and opportunities to ensure the broadest appeal	• Improved access and uptake of services, particularly among hard to reach groups	Exec Mgr Library	March 2013
2.6	To ensure fairness and equality of services to all.	• To review the activities which are provided across the Directorate to ensure that they are fair and equal for all.	• Equality of provision as far as practicable.	Dir Children's Services	March 2013
2.7	Cultural development	• Delivery of On the Cusp... - Shetland's Cultural Strategy (2009-2013)	•	Economic Development	
2.8	Equalities	• Implement the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012	•	All partners	
2.9	Voluntary Sector Partnership	• Refresh (if required) and embed the Shetland Compact into partnership practice	•	All partners	March 2013

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

	Scottish Government action / commitment required to deliver these outcomes
Links	

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

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

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
3.1	Deliver on a balanced budget across all Directorates	• Deliver on a balanced budget across all Directorates	• Deliver on a balanced budget across all Directorates	Corporate Management Team	March 2013
3.2	Deliver the Savings Identified in the Councils Budget Strategies	• Deliver the Savings Identified in the Councils Budget Strategies	• Deliver the Savings Identified in the Councils Budget Strategies	Corporate Management Team	March 2013
3.3	Contribute to the development of a medium term financial plan for 2013/14 to 2017/18	• Contribute to the development of a medium term financial plan for 2013/14 to 2017/18	• Contribute to the development of a medium term financial plan for 2013/14 to 2017/18	Corporate Management Team	March 2013
3.4	Maximise impact of resources in	• Work with communities and community	•	Shetland	March 2013



## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
	Communities	groups to rationalise community facilities and improve the standards of remaining facilities, to maximise resources		Islands Council	
3.5	Economic diversification	<ul style="list-style-type: none"> <li>Develop a broader base to economic activity so that it is less vulnerable</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	All partners	
3.6	Income diversification	<ul style="list-style-type: none"> <li>Generate income from sources other than the public sector</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	All partners	

	<b>Scottish Government action / commitment required to deliver these outcomes</b>
Links	

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

	Outcome	Background / Context			National Outcomes
4	We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities				3
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
12	Improve the skill profile of the population	Annual Population Survey 2010	2006 - 13.2 % - 2007 - 12.5%, 2008 11.6%, 2009 *, 2010 *		
13	Increase the proportion of graduates from HE, FE and adult education going on to positive destinations	Shetland College / Adult Learning			
14	Increase research and development spending				
15	Improve knowledge exchange from higher and further educational research to business				

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
4.1	We will have an agreed Employability, Skills & Learning Strategic Plan	<ul style="list-style-type: none"> <li>• Work with community partners in the Employability, Skills &amp; Learning Partnership to develop strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy adopted</li> </ul>	Exec Mgr CP&D	March 2013
4.2	We are more innovating and enterprising and our skills increase and develop to match new employment opportunities	<ul style="list-style-type: none"> <li>• Contribute to the development of a Skills &amp; Learning Strategic Plan and revised structures, including an employability subgroup</li> </ul>	<ul style="list-style-type: none"> <li>• Improved adult literacy and numeracy</li> <li>• Positive impacts in personal, family, community life and at work</li> <li>• Progression to positive destinations</li> <li>• Increased attainment</li> <li>• Improved English language</li> <li>• Positive impacts on personal, family, community life and at work</li> </ul>	Exec Mgr CP&D	March 2013

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

		<ul style="list-style-type: none"> <li>• Deliver commitments of Adult Literacy Action Plan (ALIS2020)</li> <li>• Deliver commitments of ESOL Action Plan</li> <li>• (in p'ship with Shetland college and other agencies)</li> </ul>			
4.3	Digital (broadband) implementation plan agreed	<ul style="list-style-type: none"> <li>• Infrastructure and operational plans approved</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation plan agreed.</li> <li>• High speed broadband service available in South and Central Shetland mainland</li> </ul>	Exec Mgr Economic Devt	Sept 2012
4.4	Encourage higher levels of activity in Creative Industries	<ul style="list-style-type: none"> <li>• Research measures to stimulate creative sector development as Mareel opens</li> <li>• Promote Shetland to continue to promote Shetland as a location for Creative Industries</li> <li>• Develop high speed broadband services.</li> <li>• Investigate opportunity for UHI Chair of Creative industries.</li> <li>• Co-ordinate research into textile sector development</li> <li>• Promote growing possibilities of Shetland as film location better</li> </ul>	<ul style="list-style-type: none"> <li>• Grow Creative Industry Sector.</li> </ul>	Exec Mgr Economic Devt	March 2013
4.5	Future provision of Housing	<ul style="list-style-type: none"> <li>• Set up the bridging loan facility for housing development as a workable delegated</li> </ul>	<ul style="list-style-type: none"> <li>• Delegate scheme in place</li> </ul>	Exec Mgr Economic Devt	March 2013

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

		scheme			
4.6	Ensure the College has a flexible and appropriate curriculum which meets individual and employer needs and helps to sustain Shetland's economy and social and cultural development.	<ul style="list-style-type: none"> <li>Curriculum review</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate curriculum in place</li> </ul>	Director Shetland College	September 2013
4.7	Promote the Shetland Festivals and Event Scheme to ensure better uptake and bring more events up to a visitor standard	<ul style="list-style-type: none"> <li>Develop the Food Festival as a prime event with a higher emphasis on income generation</li> <li>Promote the Shetland Festivals and Event Scheme to ensure better uptake and bring more events up to a visitor standard</li> </ul>	<ul style="list-style-type: none"> <li>Improved quality of events and higher frequency and participation</li> </ul>	Exec Mgr Economic Devt	March 2013
4.8	Strategic analysis	<ul style="list-style-type: none"> <li>Review and utilise the 2011 Shetland Regional Accounts to develop local strategies and plans and report to Skills and Learning partnership</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Economic Development Service	
4.9	Effective Community Learning & Development	<ul style="list-style-type: none"> <li>Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes, and draft a Shetland CLD strategy</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Shetland Islands Council	
4.10	Efficient Performance Management	<ul style="list-style-type: none"> <li>Develop performance monitoring to measure impacts and outcomes of services provided,</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	All partners	

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		including comparator data			
4.11	Volunteering	<ul style="list-style-type: none"> <li>• Work as part of Multi Agency Network Support Group to deliver volunteering element of training where appropriate</li> </ul>	•	VAS	
4.12	Volunteering	<ul style="list-style-type: none"> <li>• Develop placements with organisations for those with support needs</li> </ul>	•	VAS	
4.13	Volunteering	<ul style="list-style-type: none"> <li>• Promote volunteering within the Curriculum for Excellence Framework to schools and other learning providers</li> </ul>	•	VAS	

	<b>Scottish Government action / commitment required to deliver these outcomes</b>				
	<ul style="list-style-type: none"> <li>• Ensure the continuation of the Education Maintenance Allowance (EMA)</li> <li>• Ensure continued support is given to local authorities to implement Curriculum for Excellence in a systematic, consistent manner.</li> <li>• Ensure continued support is given to local authorities to implement More Choices, More Chances and 16+ Learning Choices in a systematic, consistent manner.</li> <li>• Ensure recognition and implementation of their responsibilities as set out in “Skills for Scotland – A Lifelong Skills Strategy.</li> <li>• Improve publicised information on performance, with greater emphasis on positive destinations.</li> </ul>				
Links					

	Outcome	Background / Context			National Outcomes
5	Our young people are successful learners, confident individuals, effective contributors and responsible citizens				4
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref

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16	Increase the proportion of positive pre-school inspections	HMle via Children's Services			
17	Improve levels of educational attainment	National figure based on PISA - Local from Children's Services			
18	Increase the proportion of positive schools inspections	HMle via Children's Services			

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
5.1	<p>To support schools in their developments towards a Curriculum for Excellence</p> <p>To fully implement all areas of Curriculum for Excellence, including the new national qualifications in all schools by 2014</p>	<ul style="list-style-type: none"> <li>To identify where the Schools Service can support schools by leading, or facilitating, developments at a service level</li> <li>To work with partners, such as Shetland College, North Atlantic Fisheries College Marine Centre, NHS, Skills development Scotland, Train Shetland etc, when identifying implementation strategies</li> <li>To continue to work with the following groups in order to further direction and action for Shetland schools:</li> <li>Literacy, Numeracy and Health and Wellbeing Groups</li> <li>Head Teachers together and as primary and secondary groups.</li> <li>Local Negotiation Committee for Teachers.</li> <li>Moderation of Assessment Working Group</li> <li>Any other relevant group</li> <li>To continue to support the implementation</li> </ul>	<ul style="list-style-type: none"> <li>Each school to undertake appropriate development for Curriculum for Excellence relevant to their progress so far, through their improvement plan</li> <li>Shetland-wide Continuing Professional Development events and opportunities are offered to all staff</li> <li>All staff have appropriate understanding of and are able to use the National Assessment Resource</li> <li>A system of moderation and quality assurance is in place at school, cluster, Shetland and between authorities</li> <li>The working group develops comprehensive guidance for schools on assessment, moderation and quality assurance</li> <li>All pupils, (up to S3) experience a Broad General Education based on the Learning Outcomes and Experiences from August</li> </ul>	Exec Mgr Quality Improvement	March 2013

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Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
		<p>of Learning Outcomes across all stages, but with a particular focus on Level 4 outcomes for S3 pupils in August 2012</p> <ul style="list-style-type: none"> <li>• To support the implementation of Building the Curriculum 5 in all establishments, with a focus on assessment, moderation, Recognition of Achievement and Reporting</li> <li>• To begin to work with secondary departments, schools and partners in learning with regard to the structure and provision of the Senior Phase</li> <li>• To support secondary departments/schools in the development of National 4 and National 5 courses and other revised qualifications as appropriate</li> <li>• To support further short-life working groups which have been established to inform direction in focussed areas</li> <li>• To decide on appropriate Continuing Professional Development relevant to Curriculum for Excellence developments</li> </ul>	<p>2012 onwards</p> <ul style="list-style-type: none"> <li>• That a P7 profile is in place by August 2012 and a S3 profile by August 2013</li> <li>• That working groups provide guidance where relevant. The Literacy Group will contribute to a Literacy Strategy for Shetland</li> <li>• That each secondary teacher participates in his/her relevant Subject Development Group working towards developing the new qualifications</li> <li>• A Senior Phase is developed that fully recognises the potential of the contribution that can be made by services such as NHS, Youth Services, the colleges, Active Schools and other SIC and support services</li> </ul>		
5.2	The strategy provides a framework for developing childcare provision 2012/15	<ul style="list-style-type: none"> <li>• Childcare Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• The adoption of the Childcare Strategy 2012-15 will enable Shetland Islands Council, in partnership with the Childcare Partnership, to achieve its objective to sustain and, where necessary, grow the number of childcare places in Shetland. It will do this by supporting building capacity within its communities and across the sectors, by supporting workforce development and ensuring that good quality care is affordable and accessible.</li> </ul>	Exec Mgr Children's Resources	March 2015

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	Outcome	Background / Context			National Outcomes
6	We have improved the life chances for children, young people and families at risk				8
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
19	Increase the proportion of young people in learning, training or work	Children's Services or Skills Scotland			
20	Improve children's services	Children's Services	Number of positive inspection reports in the following service areas - preschool residential, short breaks, Fostering Adoption, and the Care Inspectorate		
23	Increase physical activity	Children's Services			

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
6.1	Child Protection	<ul style="list-style-type: none"> <li>Continue to undertake the complete range of Child protection work to ensure children and young people are protected from harm. This work to be undertaken in partnership with children young people their families and professionals</li> </ul>	<ul style="list-style-type: none"> <li>Risks are reduced for Children and young people.</li> <li>Children and young people live in safer environments.</li> <li>Parents and professionals know what is expected from them to reduce the risk of harm.</li> </ul>	Exec Mgr Children & Families	Ongoing throughout the year 12/13
6.2	Looked After Children	<ul style="list-style-type: none"> <li>To continue to provide quality services to children and young people who are Looked After. These services to be provided in partnership with children young people their families and professionals</li> </ul>	<ul style="list-style-type: none"> <li>Children and young people are given additional opportunities to help them achieve their full potential.</li> <li>The Local Authority meets its responsibility.</li> </ul>	Exec Mgr Children & Families	Ongoing throughout the year 12/13
6.3	Early Intervention	<ul style="list-style-type: none"> <li>Ensure there is a focus on early</li> </ul>	<ul style="list-style-type: none"> <li>Earlier intervention will improve outcomes for children</li> </ul>	Exec Mgr Children's	March 2013



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		intervention as part of service delivery across Children's Resources which will include reprioritisation within existing budgets	and young people	Resources	
6.4	Commissioning	<ul style="list-style-type: none"> <li>Develop a commissioning strategy for children's services</li> </ul>	<ul style="list-style-type: none"> <li>A strategy will be in place which will ensure that the needs of children are known, best use is made of resources and services are developed, with partners, to meet all the needs of children in the care of the local authority.</li> </ul>	Exec Mgr Children's Resources	March 2013
6.5	Childcare	<ul style="list-style-type: none"> <li>Assist in the development of a co-ordinated Council policy for childcare support measures.</li> </ul>	<ul style="list-style-type: none"> <li>Improved childcare</li> </ul>	Exec Mgr Development	
6.6	Domestic Abuse	<ul style="list-style-type: none"> <li>In 2012/13 the team will have a greater focus on children and young people who have experienced domestic abuse.</li> </ul>	<ul style="list-style-type: none"> <li>To reduce the effects of domestic abuse for a greater number of children and young people</li> </ul>	Exec Mgr Children & Families	March 2013
6.7	Young People Who Offend - Promote early intervention/preventative work with young people who offend and ensure a seamless transition between youth justice and adult criminal justice services.	<ul style="list-style-type: none"> <li>Continue to increase access to restorative justice to those harmed by offending particularly in respect of offences committed by young persons.</li> <li>Increased use of diversion from prosecution and the court support service for 16 and 17 year olds as part of the Whole Systems Approach.</li> </ul>	<ul style="list-style-type: none"> <li>The proven success of the Aberdeen Youth Justice Development Programme and the Whole Systems Approach is replicated across the NCJA area.</li> <li>Reduced offending and reoffending by young people.</li> <li>Increase in use of restorative justice.</li> <li>% increase in diversion cases.</li> </ul>	Exec Mgr Criminal Justice	
6.8	Activity agreements	<ul style="list-style-type: none"> <li>Ensure framework is in place to support and resource Activity Agreements through MCMC and Bridges</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		
6.9	Parenting	<ul style="list-style-type: none"> <li>Implement Parent Link Service, by supporting facilitators to devlier Network Scotland</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	VAS	

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		Parenting courses throughout Shetland			
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	<b>Scottish Government action / commitment required to deliver these outcomes</b>
Links	

	<b>Outcome</b>	<b>Background / Context</b>	<b>National Outcomes</b>
7	We have reduced key risk factors for poor health outcomes	There are many factors that contribute to poor health including genetics, the environment and personal behaviour. Public health and health improvement work aims to modify environmental factors and support communities and individuals in changing behaviour to reduce risk factors for poor health outcomes. In Shetland, the biggest risk factors for poor health are smoking; excess alcohol consumption and obesity (which are all influenced by both environment and behaviour) along with inequalities in society, and poverty. This is nothing new: smoking has been recognised as a major public health issue for many years and a combination of approaches including legislation, local enforcement, prevention and smoking cessation services have led to a reduction in smoking and consequently the diseases it causes. Alcohol and obesity are now major public health issues and need the same multi-agency and multi-levelled approach as tobacco control to reduce them as risk factors. The aim of the Public Health Strategy (2012-22) and associated strategies is to continue to reduce smoking and to tackle alcohol and obesity using different ways of working with partners and communities, and innovative, sustainable approaches. Mental wellbeing is another complex risk factor affecting both physical and mental health, and can be interlinked with other behavioural risk factors. . Problem drug use not only directly affects health (although not to the same level within the population as alcohol, smoking and obesity) but can also contribute to inequalities , poverty and social exclusion thus further increasing the risk of poor health outcomes. Local approaches to tackling poverty, disadvantage and social exclusion are described under Outcome 9	6

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	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
22	Improve mental wellbeing (derived from average score of the Warwick – Edinburgh Mental Wellbeing Scale)	Your Voice Survey	To be determined (National baseline 2010: score of 49.9)	TBD (No national target)	7.1, 7.4
23	Reduce the percentage of adults who smoke	Scottish Household Survey : local data every four years GP practices (EMIS) : annually	SHS 2010: 15%  EMIS - TBD	11% by 2014 5% by 2022  TBD	7.1, 7.3, 7.4, 9.8
24	Reduce the number of alcohol related hospital admissions (derived from number of discharges)	ISD (SMR01 data)	European Age Standardised Rate per 100,000 population (number) 2008/09 652 (147 discharges) 2009/10 761 (176 discharges) 2010/11 689 (160 discharges)	600 by 2012/13 500 by 2014/15 300 by 2021/22	7.1, 7.2
25	Reduce the number of individuals with problem drug use (the estimated number of adults who misuse opiates and/or benzodiazepines - including illicit methadone)	National Survey: estimating the National and Local Prevalence of Problem Drug Use in Scotland: Centre for Drug Misuse Research Every three years	Estimated Prevalence: 2006: 0.56% (Scotland 1.62%) 2009/10: 0.90% (Scotland 1.71%)	TBD No national target	7.4

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
7.1	Improved Overall Health	• Implement the Public Health and Health Improvement Strategy 2012-22, and the CHCP Agreement 2012-15	• Improved Overall Health	NHS Shetland Public Health Directorate (HI Manager)	March 2022
7.2	Alcohol Problems	• Review and further develop	• Improved services for people	Shetland Drug and Alcohol	March 2013

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		pathways for services for people with alcohol problems to ensure that services are accessible and working in partnership with each other	with alcohol problems	Partnership	
7.3	Smoking	<ul style="list-style-type: none"> <li>Strengthen our data collection and analysis of smoking status in primary care linked with information on deprivation to allow better targeting of interventions</li> </ul>	<ul style="list-style-type: none"> <li>Better targeting of smoking cessation assistance</li> </ul>	NHS Shetland Public Health Directorate (HI Manager)	March 2012
7.4	Early health intervention	<ul style="list-style-type: none"> <li>Continue the implementation of the Well North programme; along with parallel work in workplaces and other settings to raise awareness and increase preventative activities and early interventions to tackle the major causes of premature mortality</li> </ul>	<ul style="list-style-type: none"> <li>Improved early health intervention</li> </ul>	NHS Shetland Public Health Directorate (HI Manager)	
7.5	Reduce the percentage of adults who smoke	<ul style="list-style-type: none"> <li>Tobacco: From Farm to Grave Teaching resource launched in schools</li> </ul>	<ul style="list-style-type: none"> <li>Reduced Premature Deaths through smoking and young people do not start smoking</li> </ul>	Exec Mgr Environmental Health	All secondary Schools introduced to the teaching resource pack by December 2012
7.6	Ensure businesses compliance with the law and meet Scottish Government targets	<ul style="list-style-type: none"> <li>Recruit tobacco test purchasers and carry out test purchasing</li> </ul>	<ul style="list-style-type: none"> <li>Ensure young people cannot buy tobacco products underage</li> </ul>	Exec Mgr Environmental Health	Carry Out Test Purchasing by March 2013
7.7	60+ Befriending	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	VAS	
7.8	Carers Centre	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	VAS	

	<b>Scottish Government action / commitment required to deliver these outcomes</b>
	<ul style="list-style-type: none"> <li>Continued focus on the determinants of health – so that people and communities have the opportunities to improve their own health.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Coordinated &amp; committed national approach to working with manufacturers, producers and retailers to provide/promote healthier food</li> <li>• Develop single, streamlined performance monitoring systems for health and care services.</li> <li>• Continued Government action on alcohol: specifically Alcohol Bill and implementing minimum pricing</li> <li>• Develop single, streamlined performance monitoring systems for health and care services.</li> <li>• Support local solutions to the integration agenda – building on what works locally</li> </ul>
Links	<p>The actions detailed above also contribute to the following outcomes: -</p> <p>We have improved the life chances for children, young people and families at risk</p> <p>We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need</p> <p>Shetland stays a safe place to live, and we have strong resilient and supportive communities</p>

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	Outcome	Background / Context	National Outcomes
8	We have supported people to achieve their full potential at all life stages – from birth and early years through working lives to old age	<p>There are three key elements to achieving this outcome:</p> <ul style="list-style-type: none"> <li>• prevention and early interventions;</li> <li>• enabling communities and individuals to support themselves and creating resilience</li> <li>• taking a person centred (or family, or community centered) approach to support needs</li> </ul> <p>This Outcome closely links with Outcomes 7 and 9; but these are concerned with tackling risk factors and inequalities and poverty once they have become established: if we can prevent these in the first place then we can support people to achieve their full potential. We know the importance of the early years (even before birth) in determining a child's development and future life chances, and that taking a preventative and early intervention approach (rather than crisis management) leads to better health outcomes in adulthood. In order to significantly improve health outcomes we need to be more proactive in tackling and preventing problems in the early years.</p> <p>The national 'Early Years Framework' promotes this approach, along with a shift in focus from doing things for or to people, to enabling them to support themselves, their families and communities. Enablement, or re-enablement, is also a key element in working with adults with disabilities, long term conditions or other support needs and older people to allow them to retain independence and choice.</p>	5, 15

	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
26	Improve end of life care (Percentage of last six months of life which are spent in home or community setting)	ISD (derived from SMR01 and National Records of Scotland) NHS Quality Strategy: Quality Outcome Measure 10 Annually	2007/8: 93.7% (Scotland 90.6%) 2008/9: 92.2% (Scotland 90.5%) 2009/10: 90.6% (Scotland 90.7%)	TBD (No national target)	8.1
27	Increase the proportion of over 65s who live in housing rather than hospital or care setting	CHP Performance Report (Reshaping Care for Older People: measure A4)	96 people (25.3/1000 population ) living in hospital or care setting in December 2011	Maintain level in context of increasing population aged over 65	8.1, 8.2

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		Quarterly			
28	Reduce premature mortality - as measured by the European age-standardised mortality rates (EASMR) per 100,000 population aged under 75)	GROS (General Registrars Office Scotland)  Annually	Men aged under 75 (EASMR per 100,000 pop.) 2008: 475.2 (Scotland 481.2) 2009: 325.5 (Scotland 453.8) 2010: 400.4 (Scotland 441.7)  Women aged under 75 (EASMR per 100,000 pop.) 2008: 253.8 (Scotland 292.8) 2009: 193.4 (Scotland 283.3) 2010: 340.6 (Scotland 279.4)	TBD (No national target)	7.1, 7.4, 8.3, 9.8

### Required actions / commitment by local partners

### Lead responsibility

### Timescales

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
8.01	To implement the Reshaping Care for Older People Change Plan 2012/13	<ul style="list-style-type: none"> <li>Reshaping Care for Older People Change Plan 2012/13 for details</li> </ul>	<ul style="list-style-type: none"> <li>Shift in resources from institutional care to community</li> </ul>	Dir Community Care	March 2013
8.02	To substantially complete the building phase for the OT Resource Centre.	<ul style="list-style-type: none"> <li>Construction and commissioning of new build</li> </ul>	<ul style="list-style-type: none"> <li>More efficient use of equipment .</li> <li>Better access to services for customers</li> </ul>	Dir Community Care	March 2013
8.03	Reablement	<ul style="list-style-type: none"> <li>Continue to promote and implement reablement programmes across all community care settings and services</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in demand for care services</li> </ul>	Dir Community Care	March 2013
8.04	Respite	<ul style="list-style-type: none"> <li>Complete the work to develop a Joint Respite Strategy</li> </ul>	<ul style="list-style-type: none"> <li>More flexible responsive short breaks for carers.</li> <li>Reablement included in sessions for customers e.g. in day services</li> </ul>	Dir Community Care	March 2013
8.05	Telecare & Telehealth	<ul style="list-style-type: none"> <li>Continue the implementation of Telecare and Telehealth projects and solutions for individual customers.</li> </ul>	<ul style="list-style-type: none"> <li>More people supported at home. Reduction in need for staff</li> </ul>	Dir Community Care	March 2013

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8.06	Reshaping Care for Older People	<ul style="list-style-type: none"> <li>Review the feasibility study for Isleshavn in light of the work on Reshaping Care for Older People whereby most older people are supported in their own homes.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced dependency on institutional care settings</li> </ul>	Dir Community Care	March 2013
8.07	Learning Disabilities	<ul style="list-style-type: none"> <li>Review the feasibility study and proposals for day services for people with learning disabilities to ensure any new build is affordable in terms of both capital and revenue and meets the needs of this care group in a way that is effective and sustainable in the longer term.</li> </ul>	<ul style="list-style-type: none"> <li>Effective and sustainable learning disabilities services</li> </ul>	Dir Community Care	March 2013
8.08	Residential Care	<ul style="list-style-type: none"> <li>To begin the building works to support enhanced service provision and additional capacity at ET house and Taing House in Lerwick</li> </ul>	<ul style="list-style-type: none"> <li>Improved residential care</li> </ul>	Dir Community Care	March 2013
8.09	Day Care	<ul style="list-style-type: none"> <li>To complete a review of day care services for older people and the lunch club at Freefield</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate day care</li> </ul>	Dir Community Care	March 2013
8.10	Personal Care	<ul style="list-style-type: none"> <li>To promote individual budgets and Self-Directed support, implementing provisions from the SDS bill as required.</li> </ul>	<ul style="list-style-type: none"> <li>More flexible personal care</li> </ul>	Dir Community Care	March 2013
8.11	Adult Learning	<ul style="list-style-type: none"> <li>Ensure all learners reach their potential through commitment to quality standards and continued investment in staff development to ensure a quality experience for all learners.</li> </ul>	<ul style="list-style-type: none"> <li>Adult learning</li> </ul>	Effective Dir Shetland College	March 2013
8.12	Development of and implementation a local action plan in response to the Early Years Framework (along with implementation of the local	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Children and Young People's Steering Group	2012-15



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	Parenting Strategy as per action 9.3) and monitoring of local Early Years Indicators				
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	<b>Scottish Government action / commitment required to deliver these outcomes</b>
	<ul style="list-style-type: none"> <li>• Implementation of Early years Framework</li> <li>• Develop single, streamlined performance monitoring systems for health and care services.</li> <li>• Support local solutions to the integration agenda – building on what works locally</li> </ul>
Links	<p>The actions detailed above also contribute to the following outcomes: -</p> <p>We have improved the life chances for children, young people and families at risk</p> <p>We have reduced key risk factors for poor health outcomes</p> <p>Shetland stays a safe place to live, and we have strong resilient and supportive communities</p>

	<b>Outcome</b>	<b>Background / Context</b>	<b>National Outcomes</b>
9	We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need	<p>The impact of the global recession on Shetland is uncertain, but good planning is required to minimise impact.</p> <p>UK Welfare Reform is resulting in a reduction in funding, provided through the benefit system, for many families and individuals. There will be a number of years of transition as people adjust to different expectations and levels of household income. The risk is that, as the income of some of the most vulnerable families in Shetland decreases, the demand for support services will increase dramatically. This includes debt advice, social housing, support employment services and social work.</p> <p>Most households in Shetland are experiencing an overall reduction in household income (in real terms), and there are opportunities to assist individuals and households to cope with the increasing cost of heating and transport (Fuel Poverty and Transport Poverty).</p> <p>The Scottish Government expect Community Planning Partnerships to set out, through the Single Outcome Agreement, how local areas will assist them to meet the targets set out in the Child Poverty Act (2010). This includes making the right combination of decisions to ensure the greatest impact on child poverty at local level, through the three social frameworks.</p>	7

		<p>These frameworks are underpinned by the following principles:</p> <ul style="list-style-type: none"> <li>• Prevention of problems in the first place;</li> <li>• Early intervention if problems have already started to manifest themselves;</li> <li>• Joined up delivery; and</li> <li>• A person centred approach to addressing poverty and inequality.</li> </ul> <p>And are further backed by the Christie Commission's recommendations. There is therefore a need to stop crisis management, through early intervention and a focus on individuals and families and achieving their outcomes.</p> <p>It is now understood, locally and nationally, that the best way to tackle poverty and social exclusion in a rural area, such as Shetland, where it is dispersed, is to provide an individual, outcome focused approach. Those individuals who are particularly vulnerable continue to be:</p> <ul style="list-style-type: none"> <li>• young people whose parents are not able to ensure they are able to access opportunities and grow up feeling a part of the community within which they live;</li> <li>• adults of any age who have low self-esteem and/or poor mental health, often due to situations which have developed as a result of negative experiences in the past and can result in homelessness and substance misuse. This is particularly acute if their situation is not understood by the community within which they live;</li> <li>• those who are physically disabled or with a long-term illness and their carers, when they do not receive adequate support and understanding;</li> <li>• those looking after a young family without access to their own transport, particularly those living in remote areas of Shetland;</li> <li>• older people unable to access opportunities that would enable them to feel a part of the community.</li> </ul> <p>There is also evidence of social exclusion for ethnic minority individuals in Shetland, whether cultural or as a result of employer barriers, and of degrees of social exclusion for white incomers to Shetland.</p> <p>A youth led peer research approach was designed and implemented to explore young people's perceptions and experiences of poverty, social exclusion and inequality. The key messages which need to impact on our ways of working are:</p> <p>"Young people feel the lack of and expense of transport prevents them from accessing opportunities which leads to seeking excitement through alcohol and drugs.</p> <p>"Young people feel the lack of transportation and its cost are factors leading to isolation, which</p>	
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		<p>can cause mental health and substance abuse issues.”</p> <p>“Young people in Shetland find it hard to be an individual due to peer pressure and adult judgement.”</p> <p>“Stigmatisation and labelling due to the ‘Shetland Grapevine’ have very negative impacts on young people.”</p> <p>“Young people feel there are limited career choices in Shetland.”</p> <p>“Shetlanders are not aware of poverty on the islands.”</p> <p>“Young people are not aware of support services.”</p>	
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	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
32	Reduce income inequality between individuals (solidarity)	SG Poverty Web Area	<p>Data indicates a fall from 20% to 15%</p> <p>Potential for YV (EP to follow up with SG PSE Survey)</p>		9.1 & 9.2 (+ pathways to mainstream employment)
33	Reduce inequalities in economic participation between areas (cohesion)	Nomis	<p>JSA December 2011 - Shetland 1.3% - Scotland 4.1% - UK 3.9%</p> <p>October 2011: 7% (1,000) (of which 179 on JSA)</p>		9.1 & 9.2 (+ pathways to mainstream employment)
34	Reduce the proportion of individuals living in poverty	<p>Income &amp; Poverty Stats Web Area</p> <p>SIMD/ NOMIS Annual</p>	<p>2004: 1492 (6.8% of population)</p> <p>2006: 1934 (8.8% of population)</p> <p>2009: 1870 (8.42% of population)</p>		9.1 & 9.2 (+ pathways to mainstream employment)
35	Reduce the number of households living in fuel poverty	Scottish House Condition Survey Annual	<p>36% (15% of these are in extreme fuel poverty). 61% not in fuel poverty. 4% unobtainable (Shetland 2008/10). Continued increased in household fuel costs.</p> <p>Potential for YV</p>		
36	Reduce children's deprivation	HM Revenues and Customs Annual	<p>200 families receiving out of work benefits</p> <p>1600 families receiving in work benefits (WFT / CTC)</p> <p>2009/10 / N.B.: to nearest '00</p> <p>It is estimated that there are currently approx. 2,400 families in Shetland.</p>		9.1-9.7

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37	Reduce the percentage of adults (15+) who smoke in two most deprived SIMD quintiles in Shetland.	Measured using GP data		Reduce the percentage of smokers in the two most deprived quintiles in Shetland to the same level as the whole Shetland population.	9.8
38	Achieve targets for successful inequalities targeted smoking cessation attempts	HEAT target		Achieve a total of 104 quits by end March 2014 (38 by March 2012; 72 by March 2013)	9.8

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
9.1	To plan for statutory and regulatory developments so the Council's finance service is well placed to adapt as required to comply with changes in the external environment	<ul style="list-style-type: none"> <li>Provide up to date, consistent and relevant information on the welfare reform changes to our customers, the Shetland public, staff, Councillors and landlords.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate how the circumstances of people in Shetland are going to change due to the welfare reforms</li> <li>Provide information to allow the council to prepare for the change in demand on Council services due to the welfare reforms</li> </ul>	Exec Mgr Finance	31 March 2013
9.2	Children in Need	<ul style="list-style-type: none"> <li>To continue to provide services to Children in need including children and young people affected by additional support needs substance misuse or who have social emotional and behavioural needs.</li> <li>In 2012/13 the team will have a greater focus on early intervention for children and children and young people</li> </ul>	<ul style="list-style-type: none"> <li>To prevent children and young people requiring higher level of services.</li> </ul>	Exec Mgr Children & Families	31 March 2013
9.3	Homelessness	<ul style="list-style-type: none"> <li>Meet the 2012 National Target</li> </ul>	<ul style="list-style-type: none"> <li>Improved</li> </ul>	Exec Mgr Housing	Complete by 6th

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		on elimination of priority need	services for the homeless		December 2012
9.4	Homelessness	<ul style="list-style-type: none"> <li>Continue to develop the prevention approach to homelessness</li> </ul>	<ul style="list-style-type: none"> <li>services for the homeless</li> </ul>	Improved Exec Mgr Housing	31 March 2013
9.5	Housing Support	<ul style="list-style-type: none"> <li>Continue to work in partnership to develop seamless housing support services</li> </ul>	<ul style="list-style-type: none"> <li>Housing Support services</li> </ul>	Improved Exec Mgr Housing	31 March 2013
9.6	Housing Support	<ul style="list-style-type: none"> <li>Seek to identify further opportunities to provide extra-care housing</li> </ul>	<ul style="list-style-type: none"> <li>Housing Support services</li> </ul>	Improved Exec Mgr Housing Exec Mgr Adult Services	31 March 2013
9.7	Pre-Disposal - Continue to promote, develop and better use bail supervision schemes.	<ul style="list-style-type: none"> <li>Work with partners to promote the use of bail supervision and alternatives to remand.</li> </ul>	<ul style="list-style-type: none"> <li>numbers in prison.</li> <li>reoffending Increased use of bail.</li> <li>in numbers of persons on remand</li> </ul>	Reduced Reduced Reduction Exec Mgr Criminal Justice	31 March 2013
9.8	Fairer	<ul style="list-style-type: none"> <li>Implement the Fairer Shetland Framework</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Fairer Shetland Partnership	
9.9	Personal financial management	<ul style="list-style-type: none"> <li>Promotion and support for a more thrifty approach to living</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Fairer Shetland Partnership	
9.10	Parenting	<ul style="list-style-type: none"> <li>Deliver on Parenting Strategy and support development and implementation of a community-led parenting project</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Children's Services, SIC/NHS Shetland / Fairer Shetland Partnership/Voluntary Action Shetland	
9.11	Awareness	<ul style="list-style-type: none"> <li>Increase awareness and understanding of the issues of poverty, social exclusion and disadvantage in Shetland, including tackling the stigma associated with poverty, disadvantage and/or substance misuse</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Fairer Shetland Partnership/ SADAP/Young People	
9.12	Access Social Networks	<ul style="list-style-type: none"> <li>Enabling people to access</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Fairer Shetland	

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		social networks that enable them to have a good quality of life and retain a positive pathway, including the development of the Shetland Smart Card		Partnership/ Community Planning and Development / ICT	
9.13	Poverty	<ul style="list-style-type: none"> <li>Support the concepts and actions generated by the 'Poverty is Bad – Let's Fix It!!' Project</li> </ul>	•	Fairer Shetland Partnership/ Youth Services / young people	
9.14	Welfare reform	<ul style="list-style-type: none"> <li>Determine impact of welfare reform in Shetland, and develop an action plan to minimise impact on individuals, communities and services, including development of financial resilience'</li> </ul>	•	Fairer Shetland Partnership – Welfare Reform sub group	
9.15	Hard to reach groups	<ul style="list-style-type: none"> <li>Work with partners who work with potentially harder to reach communities (such as housing outreach, voluntary sector organisations) to support smokers to access smoking cessation services</li> </ul>	•	NHS Shetland	

	<b>Scottish Government action / commitment required to deliver these outcomes</b>
	<ul style="list-style-type: none"> <li>Support rural CPPs in the development of indicators to measure poverty in rural areas, complementary to SIMD.</li> <li>Ensure Rural Policy considers issues surrounding rural poverty.</li> <li>Support to seek fairer fuel prices. Heating and transport fuel prices are much higher than UK average. This impacts on the amount of income households have to spend on items like food and clothing. Those who are getting out of fuel poverty are falling back into fuel poverty due to continuing increases in fuel prices.</li> <li>Support to introduce a more equitable electricity system across Scotland. Households that rely on Electricity card meter systems are paying more for their electricity – those on low income are more likely to have card systems.</li> </ul>
Links	Tackling inequalities and ensuring services are targeted at those most in need cuts across all other outcomes, as it is about the way we approach service delivery and support. In particular, for example, in ensuring sustainable economic growth is able to benefit everyone in Shetland, enabling those furthest from the workplace to be

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	supported into employment (Outcomes 1-3); in ensuring all our young people, and adults get the support and training required to achieve their potential (Outcomes 4-6); and in enabling people to participate in the communities within which they live (Outcomes 10-13 in particular).
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	Outcome	Background / Context	National Outcomes
10	Shetland stays a safe place to live, and we have strong, resilient and supportive communities	<p>Fear of crime is something that can affect anyone at any time. There is a real and distinctive gap between perception of crime and the reality and this is a difficult issue to tackle in terms of community reassurance around actual levels.</p> <p>In the <i>Your Voice</i> (Autumn 2009) survey, 72% of respondents felt that there is little crime in Shetland, 21% felt that there is a lot of crime in Shetland and 6% felt otherwise. 90% of respondents rated a low crime rate in Shetland as being very important. 11% of respondents indicated that they had been victims of crime in the past year and the area with the highest proportion was the North Mainland, where 19% of respondents had been victims followed by Lerwick and Bressay with 17%. These respondents stated that antisocial behaviour; theft, vandalism and disorderly behaviour/intimidation were the most prevalent crimes in which they had been victims. 23% of respondents stated that they were worried about being victims of crime, with the highest proportion of respondents who were worried about crime being in the South Mainland. The most prevalent crimes that they were worried about were antisocial/disorderly behaviour, theft and associated crimes, vandalism, physical abuse and drink/drug-related incidents. Northern Constabulary Community Consultation Report 2009 showed that 72% (241 respondents) rated Shetland as being "a very safe place to live (compared to 55% at Force-area) and a further 25% (77 respondents) felt that it was a "fairly safe area". Generally with 97% very satisfied or fairly satisfied this is overall to the overall Force results where 96% rated their area as safe or very safe as also consistent with previous surveys.</p> <p>Community safety concerns raised included driving at excessive speed was the main issue mentioned as being either major or a minor concern by 64% (210 respondents) of Shetland Island respondents. Drink driving 60%, alcohol misuse 58% and availability of alcohol to young people 55% were also cited most frequently as of being a major or minor concern. Also contained within this report was that the clear priority stated by</p>	9, 11

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		<p>Shetland respondents for the local police and partner agencies was drugs (including drug dealing and drug related crime/behaviour), with 73% respondents stating this, almost twice the level of the Force area results (38%). This is in line with 2007 Survey results from Shetland. Road safety/speeding (36%) was the next most frequent response (similar to Force area results) and the third most frequently cited priority was drink related crime/behaviour (28%), which was higher than the Force area as a whole (19%).</p> <p>In 2010, the Shetland Community Safety Partnership carried out their first Strategic Assessment. Its aim was to provide an analytical overview of the community safety priorities of the Shetland community and its purpose is to establish clear, evidence-based priorities for the Partnership for the next 12 months.</p> <p>As a result of the strategic assessment process, the following were classified as very high or high priority areas. These are</p> <ul style="list-style-type: none"> <li>• Domestic Abuse</li> <li>• Controlled Drugs</li> <li>• Underage Drinking</li> </ul>	
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	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
39	Improve people's perceptions about the crime rate and antisocial behaviour in their area	Police			
40	Reduce reconviction rates	Northern Community Justice Authority			
41	Reduce crime victimisation	Northern Constabulary: Annual			
42	Reduce deaths and serious and slight injuries on Shetland's roads	Northern Constabulary: Annual	2010: Killed - 1 Serious Injury - 3 Slight Injury - 55 (These statistics are for Shetland)	The Scottish Government has set ambitious casualty reduction statistics for 2011-2020, with milestones set for 2015. These are: <ul style="list-style-type: none"> <li>• 40% reduction in people killed by</li> </ul>	



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				year end 2020 (30% by 2015) <ul style="list-style-type: none"> <li>• 55% reduction in people seriously injured by year end 2020 (43% by 2015)</li> <li>• 50% reduction in children aged under 16 killed by year end 2020 (35% by 2015)</li> <li>• 65% reduction in children aged under 16 seriously injured by year end 2020 (50% by 2015)</li> </ul>	
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Ref	Objective	• Actions	• Outcome /Measures	Lead(s)	Timescale
10.1	Improve Community Integration - Together with partners, maximise opportunities to engage with communities to provide reassurance in respect of offending and to raise public awareness of the positive work being carried out by offenders.	<ul style="list-style-type: none"> <li>• Support the Justice Change 'Reassuring the Public' portfolio by:</li> <li>• Creating a set of common, consistent and coherent messages.</li> <li>• Consultation with community groups on unpaid work projects.</li> <li>• Advertise unpaid work projects on intranet and locally</li> </ul>	<ul style="list-style-type: none"> <li>• Increased and enhanced public reassurance.</li> <li>• No of key messages in place.</li> <li>• Annual reports on CPO consultation submitted by Local authorities.</li> </ul>	Exec Mgr Criminal Justice	31 March 2013
10.2	Promote responsible dog ownership to young people owning "status dogs"	<ul style="list-style-type: none"> <li>• Deliver an education programme with Bridges, Dogs against Drugs and Housing Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced fear and greater sense of safety</li> </ul>	Exec Mgr Environmental Health & Trading Standards	31 March 2013
10.2	Key safety priorities	<ul style="list-style-type: none"> <li>• Support the Community Safety Partnership to deliver on the key priorities and to proactively address issues raised in the strategic assessment</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	All partners	Ongoing
10.3	Police & Fire reform	<ul style="list-style-type: none"> <li>• Develop and put in place new local scrutiny and engagement arrangements as a Pathfinder authority in relation to the</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Shetland Islands Council	March 2013

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Ref	Objective	• Actions	• Outcome /Measures	Lead(s)	Timescale
		national Police & Fire reform agenda			
10.4	Domestic abuse`	<ul style="list-style-type: none"> <li>Support the Shetland Domestic Abuse Partnership to tackle the issue of domestic abuse throughout Shetland and to raise awareness of this issue with professionals and the wider community</li> </ul>	•	Shetland Domestic Abuse Partnership	Ongoing
10.5	Alcohol & Drugs	<ul style="list-style-type: none"> <li>Support the work of the Shetland Alcohol &amp; Drug Partnership to assist in the delivery of services to address the issue of substance misuse throughout the Shetland community</li> </ul>	•	Shetland Alcohol & Drug Partnership	Ongoing

	<b>Scottish Government action / commitment required to deliver these outcomes</b>
	Policy and Legislation to enable local partner organisations to take a pragmatic approach to minimising alcohol abuse Prioritise dealing with drugs and the effects of drugs Continue to highlight importance of safety for individuals and communities
Links	<a href="http://www.shetland.gov.uk/communitysafety/StrategiesPlans.asp">http://www.shetland.gov.uk/communitysafety/StrategiesPlans.asp</a> <a href="http://www.shetland.gov.uk/communitysafety/documents/SDAPStrategy2009-2012.pdf">http://www.shetland.gov.uk/communitysafety/documents/SDAPStrategy2009-2012.pdf</a>

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	Outcome	Background / Context			National Outcomes
11	We have a strong voluntary sector and social enterprises, encouraging community enterprise and cooperatives, with increased capacity to deliver services based on needs and aspirations of local communities	<p>There are approximately 1000 voluntary and community groups in Shetland, around 300 of those are registered with the Office of the Scottish Regulator as charities. There is a strong tradition of self-help and volunteering and almost all community and social activity in the rural areas relies on volunteers to make it happen.</p> <p>Third sector generates values across a number of areas including community engagement, improved wellbeing, skills development, and employment opportunities and leveraging in finance.</p> <p>Current challenges facing the sector are reduced funding on all fronts, local authority, external funders and service level agreements, volunteer overload and the ever increasing changes in legislation including PVG and OSCR and the extended application process and monitoring of funding bodies both internal and external to Shetland.</p>			
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
43	Increase the role of the voluntary sector, social enterprise and community enterprise		<p>Number of young people participating in volunteering</p> <p>Number of young people registering for awards</p> <p>Saltire available to all</p> <p>National volunteering awards e.g. V skills, SQA Units are available and promoted locally</p> <p>Number of carers receiving assistance and attendance at activities and clubs</p> <p>Short breaks take up of grants</p> <p>Number of organisations achieving PQASSO Level 1</p> <p>Number of SLAs between the SIC and the voluntary sector</p> <p>Number of successful external funding applications</p> <p>Number of three year contracts awarded</p> <p>MILO (Managing Intelligence Platform – VAS getting in May / June)</p> <p>Number of SCIOS</p> <p>Number of independent examinations of charitable groups carried out by VAS</p> <p>Number of charities compliant with OSCR</p>		

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Ref	Objective	• Actions	• Outcome /Measures	Lead(s)	Timescale
11.1	<p>Work with community groups to rationalise community resources and improve the standards of remaining facilities to ensure maximum benefit to communities from grant funding available</p> <p>Improve sustainability of community groups and facilities</p> <p>Support and develop a strong Third sector</p>	<ul style="list-style-type: none"> <li>• Build an accessible picture of available community resources e.g. interactive online map</li> <li>• Map current use of grant aid, analyse and assess on an area by area basis</li> <li>• Engage with community groups as appropriate</li> <li>• Promote external funding opportunities and support applications for external funding</li> <li>• Lead and facilitate CEEP scheme</li> <li>• Provide advice and information to groups to help them self-generate funds and think more like private businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced reliance on the public sector</li> <li>• Decrease the amount of grant aid funding required to support running costs of community facilities, and therefore increase the availability of grant aid funding to a larger number of community groups</li> <li>• CEEP Scheme - Level of grants provided in previous years / Running costs</li> <li>• Cost of improvement works</li> <li>• Level of grants provided after works completed / Running costs</li> </ul>	Exec Mgr CP&D	31 March 2013
11.2	Community Regeneration	<ul style="list-style-type: none"> <li>• Support the Regeneration Partnership to be more active in community based economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Community Regeneration</li> </ul>	Exec Mgr Economic Development	31 March 2013
11.3	Engage the community in deciding what needs to improve in their area and allow them to decide how a	<ul style="list-style-type: none"> <li>• Deliver Participatory Budgeting (PB) Projects – Wir Community Wir Choice, Sound Choices, and You Choose</li> </ul>	<ul style="list-style-type: none"> <li>• Improved perception of neighbourhoods</li> </ul>	Exec Mgr Env Health & Trading Standards	PB Projects delivered March 2013

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Ref	Objective	• Actions	• Outcome /Measures	Lead(s)	Timescale
	public budget should be spent				
11.4	We will have an approved Community Benefit policy on renewable energy.	<ul style="list-style-type: none"> <li>• Liaise with Association of Community Councils, other community stakeholders, developers and other local authorities to develop policy framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved Policy in place.</li> </ul>	Exec Mgr Economic Devt	October 2012
11.5	Ensure effective leadership is in place to support Community Learning & Development in Shetland	<ul style="list-style-type: none"> <li>• Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes</li> <li>• Develop CLD Strategic Plan (national guidance to be published June)</li> <li>• Consider role of Community Schools and work with partners to discuss options</li> </ul>	<ul style="list-style-type: none"> <li>• Develop knowledge and understanding of Curriculum for Excellence amongst community groups working with young people</li> </ul>	Exec Mgr CP&D	Sept 2013
11.6	To actively participate in partner groups/networks which contribute to community wellbeing.	<ul style="list-style-type: none"> <li>• To ensure that Children's Services are represented on the appropriate groups in Shetland.</li> </ul>	<ul style="list-style-type: none"> <li>• Services will work together across Shetland.</li> </ul>	Dir Children's Services	31 March 2013
11.7	Community re-integration - Investigate the feasibility of devolving NCJA non-core budgets for drug and alcohol related services to ADPs and the introduction of performance monitoring arrangements to oversee the achievement of jointly desired outcomes.	<ul style="list-style-type: none"> <li>• Work with ADPs and partners to ensure opportunities for interventions with young people affected by alcohol and drug misuse are maximised.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced reoffending in young people.</li> <li>• More effective partnership working.</li> <li>• Level of service provision to young people affected by alcohol and drugs.</li> </ul>	Exec Mgr Criminal Justice	March 2013

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Ref	Objective	• Actions	• Outcome /Measures	Lead(s)	Timescale
11.8	Social Enterprise	<ul style="list-style-type: none"> <li>• Develop Social Enterprise by delivering on all the actions resulting from the Shetland Social Enterprise Research</li> </ul>	•	VAS	March 2012
11.9	Community Engagement	<ul style="list-style-type: none"> <li>• Ensure support is in place for delivery of Shetland's Community Engagement Strategy</li> </ul>	•		
11.10	Volunteering	<ul style="list-style-type: none"> <li>• Build on Shetland's strong volunteering traditions at this time of public sector cuts</li> </ul>	•	Community Work / VAS	March 2012
11.11	Support and develop a strong Third Sector	<ul style="list-style-type: none"> <li>• Provide one to one support to individual organisations to manage change</li> <li>• Ensure staff are skilled and supported to deliver services and support Social Enterprise activity</li> <li>• Provide support to organisations to develop a long term business plan</li> <li>• Deliver in partnership a coherent single service tailored to the needs of an organisation</li> </ul>	•	VAS / Community Work	March 2012
11.12	Migration	<ul style="list-style-type: none"> <li>• Ensure there is strong community leadership to migration</li> </ul>	•		
11.13	Volunteering	<ul style="list-style-type: none"> <li>• Delivery of a training programme on the benefits of volunteering to 'hard to reach' groups to ensure volunteering is accessible to all including young people following the national</li> </ul>	•	VAS	

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Ref	Objective	• Actions	• Outcome /Measures	Lead(s)	Timescale
		guidelines on Getting It Right for Every Child			
11.14	Volunteering	• Deliver and expand a 'get ready to volunteer' programme	•	VAS	
11.15	Young Carers	• Register Young Carers for awards	•	VAS	
11.16	Volunteering	• Develop peer education / volunteer 'ambassadors'	•	VAS	
11.17	Exit Strategies	• Ensure organisations have an exit strategy giving a shared understanding of future path and ensure that actions identified in initial development plan are supportive of the long term strategy	•	VAS	
11.18	Financial sustainability	• Enable organisations to retain surpluses generated to enable long term sustainable development	•	All partners	

	<b>Scottish Government action / commitment required to deliver these outcomes</b>
	Enable funders to allow retention of surpluses to support long term plans and reserves policy
Links	

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	Outcome	Background / Context			National Outcomes
12	We live in well-designed, sustainable places				10
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
44	Improve access to suitable housing options for those in housing need		2009-10 - 35%		
45	Increase the number of new homes	Housing / Planning			
46	Improve people's perceptions of their neighbourhood	Scottish Household Survey	Number of noise complaints Number of dog complaints Number of ASB complaints received Number of litter complaints Number of dog fouling complaints		
47	Widen use of the Internet				

	Required actions / commitment by local partners	Lead responsibility	Timescales
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Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
12.1	Improve the future supply of social housing	<ul style="list-style-type: none"> <li>Continue to develop joint working arrangements with Hjaltsland Housing Association</li> </ul>	Improved supply of Social Housing	Exec Mgr - Housing	March 2013
12.2	Private Sector Housing	<ul style="list-style-type: none"> <li>Work in partnership to improve the condition of Shetland's private housing stock</li> </ul>	Improved condition of private housing stock	Exec Mgr – Housing	March 2013
12.3	Private Sector Housing	<ul style="list-style-type: none"> <li>Seek to remove barriers to accessing private rented options in Shetland</li> </ul>	Improved access to private rented housing	Exec Mgr – Housing	March 2013
12.4	Future Supply of Housing	<ul style="list-style-type: none"> <li>Develop range of incentives and initiatives</li> </ul>	Improved options for first time buyers	Exec Mgr - Housing	First time buyer incentives to be developed during 2012/13 and operational in 2013/14
12.5	Future Supply of Housing	<ul style="list-style-type: none"> <li>Develop partnership arrangements with local developers</li> </ul>	Improved future housing supply	Exec Mgr – Housing	Subject to Government funding announcement to be developed in 2012/13 and operational in 2013/14
12.6	Draft Local Development Plan (LDP) presented to Council	<ul style="list-style-type: none"> <li>Present draft plan to special Committee meeting in October.</li> <li>Arrange members seminars.</li> <li>Provide update reports at each committee cycle.</li> </ul>	LDP submitted to Scottish Government by March 2013	Exec Mgr Planning	October 2012
12.7	Prepare for applications and consultations relating to Viking Energy approval conditions	<ul style="list-style-type: none"> <li>Define process and timelines,</li> <li>estimate resource requirements and impact on service</li> </ul>	Applications and consultations managed effectively	Exec Mgr - Planning	Dependant on Viking Energy programme
12.8	Participatory budgeting	<ul style="list-style-type: none"> <li>Deliver Participatory Budgeting Projects – Wir Community Wir Choice, Sound Choices,</li> </ul>		SIC, Environme	

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		and You Choose		ntal Services	
12.9	Community outreach services	<ul style="list-style-type: none"> <li>Implement review of community outreach services to establish how support to individuals and the community can be best delivered sustainably</li> </ul>		SIC, Environme ntal Services	

	<b>Scottish Government action / commitment required to deliver these outcomes</b>				
	<ul style="list-style-type: none"> <li>Appropriate resources to be made available to deliver new housing supply and to tackle fuel poverty</li> <li>Ensure that Private sector housing grants allocation process is "rural-proofed"<sup>1</sup></li> </ul>				
Links					

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	Outcome	Background / Context			National Outcomes
13	Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services	<p>Over the last three decades, with the support of oil-generated revenue, Shetland Islands Council has been able to develop and deliver an extensive network of transport services and supporting infrastructure to a relatively high standard for the people of Shetland. These services and infrastructure have enabled Shetland to lead the field in many areas of transport provision and have shown what can be achieved when circumstances and foresight allow.</p> <p>Having established a strong track record, the current challenge is to address the pressures on capital and revenue resources at both the local and national levels whilst maintaining current service provision but also seeking to improve standards wherever possible.</p>			10
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
48	Optimise transport connections	Your Voice Survey	Number of scheduled ferry journeys that were disrupted due to weather / other Number of days of road closures due to repairs / utility closures / third parties Number of days when Tingwall airport was closed during operating hours due to weather / other	TBD	
49	Increase the proportion of journey's made by public or active transport	Scottish Household Survey  Your Voice Survey	To be determined	TBD	

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
13.1	Establish whether there is a clear case for proceeding with a prioritised programme of fixed links.	<ul style="list-style-type: none"> <li>Develop further the programme of fixed links to refine the current priorities into a programme with funding models agreed by</li> </ul>	<ul style="list-style-type: none"> <li>Decision can be taken to proceed or otherwise on fixed links.</li> </ul>	Exec Mgr Transport Planning	March 2013

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
		Council.			
13.2	Skerries South Mouth dredging	<ul style="list-style-type: none"> <li>Secure EU funding</li> <li>Commission and manage dredging project</li> </ul>	<ul style="list-style-type: none"> <li>Transport restrictions reduced</li> </ul>	Exec Mgr Economic Devt	March 2013
13.3	Reduce downtime from mechanical or structural failure.	<ul style="list-style-type: none"> <li>Bressay - Purchase replacement hydraulic system components. Refurbish linkspan deck plating (ME)</li> </ul>	<ul style="list-style-type: none"> <li>Minimise transport restriction for customers</li> </ul>	Exec Mgr Economic Devt	March 2013
13.4	Ensure our customers are kept informed of maintenance works	<ul style="list-style-type: none"> <li>Participating in monthly correspondence to Community Council's and responding in good time to customers letters</li> </ul>	<ul style="list-style-type: none"> <li>Customers are better informed of the nature timing and reasoning behind our works on the public road</li> </ul>	Exec Mgr Roads	March 2013
13.5	The provision of an improved Road Network that satisfies the needs of Shetland's road users	<ul style="list-style-type: none"> <li>Complying with legislation and best practice in roads while consulting with road users on the quality of the service provided</li> </ul>	<ul style="list-style-type: none"> <li>We make the most economic, efficient and effective use of our physical assets in a way that reflects local needs</li> </ul>	Exec Mgr Roads	General improvement in performance indicators / March 2013

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

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

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

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

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
14.1	Improve efficiency of refuse collection service and cleanliness of local area	<ul style="list-style-type: none"> <li>Work more closely with SIC Housing Service to roll out more wheeled bins to housing schemes similar to approach taken by Hjaltland Housing Association</li> </ul>	<ul style="list-style-type: none"> <li>Reduced litter from poorly presented waste</li> </ul>	Exec Mgr Env and Transport Ops	March 2013

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
14.2	Increase cleansing frequency of rural areas	<ul style="list-style-type: none"> <li>Revise work programme for mobile teams and allocate staff as necessary to improve response</li> </ul>	<ul style="list-style-type: none"> <li>Less visible litter in Rural Shetland</li> </ul>	Exec Mgr Env and Transport Ops	September 2012
14.3	Washing -down of Lerwick lanes	<ul style="list-style-type: none"> <li>Assess work required and implement a programme to complete it</li> </ul>	<ul style="list-style-type: none"> <li>The Lerwick Lanes are cleaned regularly</li> </ul>	Exec Mgr Env and Transport Ops	September 2012
14.4	Co-ordinated education and enforcement activity by the agencies in Shetland who have a remit to address litter and flytipping	<ul style="list-style-type: none"> <li>Review SIC 'Litter Plan'</li> </ul>	<ul style="list-style-type: none"> <li>Less litter and flytipping</li> </ul>	Exec Mgr Env and Transport Ops	March 2013
14.5	Improve efficiency of refuse collection service and cleanliness of local area	<ul style="list-style-type: none"> <li>Investigate changes to design of Sandveien and Nederdale communal bin stores to accommodate wheeled bins and recycling containers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced litter from poorly presented waste</li> </ul>	Exec Mgr Env and Transport Ops	March 2013

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

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

	Outcome	Background / Context			National Outcomes
15	We will deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment				14
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
52	Reduce greenhouse gas emissions (sustainability)				
53	Reduce Shetland's carbon footprint	PURE baseline Shetland			
54	Maintain the amount of waste diverted from landfill	SEPA			
55	Increase renewable energy production (NB Council Action Plan – reduce SICs use of fossil fuels by increasing percentage from renewable sources)	DECC for Scottish Figures - SREF for Local	Wind = 4MW 10% Capacity or generation? District Heating 63%	20%	

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
15.1	Reduce the Council's carbon footprint	<ul style="list-style-type: none"> <li>Develop carbon management Action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Cost of service provision is reduced for the tax payer</li> </ul>	Exec Mgr Env and Transport Ops	20% reduction by 2017 on 2007 baseline December 2012
15.2	Reduce the Council's carbon footprint and achieve cost savings.	<ul style="list-style-type: none"> <li>Develop and manage energy and resource audits for all services.</li> </ul>	<ul style="list-style-type: none"> <li>Cost of service provision is reduced for the tax payer</li> </ul>	Exec Mgr Env & Transport Ops	20% reduction by 2017 on 2007 baseline March 2013
15.3	Reduce the Council's carbon footprint and achieve cost savings.	<ul style="list-style-type: none"> <li>Develop carbon awareness training for staff</li> </ul>	<ul style="list-style-type: none"> <li>Cost of service provision is reduced for the tax payer</li> </ul>	Exec Mgr Env & Transport Ops	20% reduction by 2017 on 2007 baseline March 2013
15.4	Increase recycling rates	<ul style="list-style-type: none"> <li>Increase participation for kerbside and bring sites</li> </ul>	<ul style="list-style-type: none"> <li>Improve accessibility for recycling sites</li> </ul>	Exec Mgr Env & Transport Ops	20% recycling rate by 2014 March

## Appendix 2 - SHETLAND SINGLE OUTCOME AGREEMENT 2012/15

Ref	Objective	Actions	Outcome /Measures	Lead(s)	Timescale
					2013
15.5	To reduce carbon footprint and costs	<ul style="list-style-type: none"> <li>Review and develop programme for renewable energy supply to Council premises</li> </ul>	<ul style="list-style-type: none"> <li>Cost of service provision is reduced for the tax payer</li> </ul>	Exec Mgr Env & Transport Ops	Contribute towards 20% reduction by 2017 on 2007 baseline Dec 2012
15.6	Develop, seek approval and implement a carbon reduction strategy for the Council and Shetland.	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Shetland Islands Council, Environment and Energy Service	Dec 2012
15.7	Ensure a test of sustainability is considered as part of strategic or policy development	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	All partners	
15.8	NINES project	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		

	<b>Scottish Government action / commitment required to deliver these outcomes</b>
Links	



### Introduction:

1. The Shetland Islands Council Improvement Plan is based on a combination of work carried over from the Accounts Commission Improvement Plan, a comprehensive corporate self evaluation using Audit Scotland's "*Characteristics of a Best Value Council*" carried out in consultation with senior managers across the organisation and the most recent Audit Scotland "Assurance and Improvement Plan Update" (AIP).
2. The Council's Planning and Performance Management Framework (PPMF) requires the Improvement Plan to be considered by the Council alongside its other key plans at least annually; in overall strategy terms each September/October, and for detailed actions and targets each March / April.
3. It will be reported on and monitored, by Corporate Management Team and the Executive Committee on at least a quarterly basis also in line with the Council's PPMF.
4. Delivery against the Improvement Plan will also form a core element of senior management performance management arrangements.
5. The plan is broken down using the standard classifications used in Best Value and by Audit Scotland when considering Corporate Performance namely;

Vision, Leadership and Resource Alignment Partnership Working and Community Leadership & Engagement Communications Governance and Accountability Performance Management, Improvement and Risk Management Sustainability Equalities	Use of resources; <ul style="list-style-type: none"> <li>• Financial Management</li> <li>• People Management</li> <li>• Asset Management</li> <li>• Procurement</li> <li>• Information Management</li> </ul>
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6. These areas are described further on the next two pages along with the measures that will be included in performance reporting in the "Shetland Improvement Framework" which provides an overall summary of the Improvement Plan.
7. The measurement set proposed in the Improvement Plan are judged to be the best practice indicators currently in common usage. However this area is the subject of significant activity nationally led by Solace, COSLA and the Improvement Service. Any developments in this area will be monitored and the measurement set may be adjusted accordingly.

# SHETLAND IMPROVEMENT FRAMEWORK

## Securing the best for Shetland

Customer Focus    Fairness    Honesty    Transparency    Respect    Trust    Positive Attitude    Hardworking

### STRATEGIC OBJECTIVES

CLEAR VISION AND DIRECTION		WORKING IN PARTNERSHIP	WELL GOVERNED AND ACCOUNTABLE	PERFORMANCE FOCUSED	MAKING BEST USE OF OUR RESOURCES	
IMPROVEMENT OUTCOMES	We have a clear vision and sense of purpose which reflects local needs; and we can demonstrate joined-up planning and resourcing to deliver that vision					IMPROVEMENT OUTCOMES
	We give strong community leadership and deliver improvement with our partners; and we engage effectively with communities in understanding their needs, and when making decisions					
	We provide good quality information to deliver effective public accountability					
	We ensure the Council exhibits good governance and maintains strong internal accountability					
	We have a strong improvement led and performance driven culture and systems; and we have a systematic approach to identify risks and develop effective responses					
	We have robust financial management arrangements that ensure financial sustainability; and we make spending decisions that realistically reflect our financial resources and limits					
	We integrate effective workforce planning with our other key planning processes					
	We make the best economic, efficient and effective use of our buildings and physical assets					
	We can demonstrate we meet our supply needs economically and efficiently					
	We have secure information and communication systems that support service delivery					
	We have sustainability embedded in our vision and ensure we use resources sustainably					
	We lead equality improvements, provide equality of opportunity and fair outcomes					

## Shetland Islands Council Improvement Framework – Measurement Set

IMPROVEMENT INDICATORS	Staff Numbers	Total Cost of the Procurement Function	IMPROVEMENT INDICATORS
	Cost of Overtime	Actual spend against contracts percentage	
	Sickness Absence Rates	Spend managed by procurement professionals	
	Energy Usage	Savings achieved through procurement	
	Employee Review and Development	Procurement Commissioner and User Satisfaction	
	Return to Work Interviews	Procurement Management Practice Index	
	Accidents/Incidents	Total property Costs	
	Insurance Claims	Total Accommodation per Staff FTE	
	Mileage Cost	Total Property Maintenance Backlog	
	Complaints	Estates Commissioner and User Satisfaction Index	
	Cost of HR Function	Estates Management Practice Index	
	Ratio of employees to HR staff	Communication Costs	
	Time invested in HR learning & development	Communications Staff	
	Leavers %	Professional Communications Staff	
	HR Commissioner & User Satisfaction Index	Communications Client & Stakeholder Index	
	HR Management Practice Index	Communications Management Practice Index	
	Total Cost of Finance Function	Total Cost of Legal Function	
	Cycle time from Period End to Reporting	Total Cost of In-House legal Function	
	Variation between Forecast and Actual Outturn	Legal Commissioner & User Satisfaction Index	
	Quality of Finance Reports against good practice	Legal Management Practice Index	
	Percentage of spend with costed outputs	Cost of Legal Function per FTE	
	Finance Commissioner & User Satisfaction Index	Cost of learning and Development as percentage	
	Finance Management Practice Index	Total number of Complaints per Legal Employee	
	Cost of ICT Function	Cost per Hour of providing legal work	
	ICT Competence of Use	Professionally Qualified Legal Staff	
	Organisational ICT Spend	Cost of Performance Management Function	
	Incidents resolved within agreed Service Levels	P&I Commissioner and User Satisfaction Index	
	Project Governance and Delivery Index	P&I Management Practice Index	
	Percentage of top transactional activities e-enabled	Cycle Time from Period End to Reporting	
	ICT Commissioner and User Satisfaction Index	Quality of P&I reports against good practice	
	ICT Management Practice Index		

# SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

	Area	Best Value Toolkits / Indicator Guidance	Background / Context
1	We have a clear vision and sense of purpose which reflects local needs and we can demonstrate linked-up strategic planning and resourcing to deliver that vision.	<u>BV Vision and strategic direction toolkit</u>  <u>BV Planning and resource alignment</u>	Current AIP rating Amber
Improvement Lead : Chief Executive			Departmental Support: Quality Improvement Manager Mental Health Manager Director Infrastructure
Responsible Executive Manager (s) : Executive Manager Performance and Improvement Manager Community Planning and Development Manager Finance Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
1.1	IP04 IP05	Re-establish public confidence in the way the Council is being run through strong and effective political and managerial leadership, co-operation and backing.	Continuing to develop, promote and deliver a focused and effective 'Improvement Programme'.	<ul style="list-style-type: none"> <li>Consideration of Improvement Plan by Council June/July 2012</li> <li>Checkpoint at Auditors Letter following accounts completion in November 2012</li> <li>Checkpoint at Accounts Commission follow up December 2012</li> <li>Checkpoint at Local Area Network and Audit Improvement Plan in January 2013</li> <li>Checkpoint at Best Value 2 Audit late 2013.</li> <li>Regular progress reporting to CMT / Council.</li> <li>Annual refresh in March 2013 in line with PPMF.</li> </ul>	The Council's services and sustainability is improved and its reputation as being a well-run public body continues to be re-established and we are well prepared for further scrutiny and the upcoming BV2 audit.	
1.2		Make sure that the values and principles of the Council are clearly set-out,	Agreement of clear Values and Principles by the new Council in their key strategies and plans, complemented by effective induction	<ul style="list-style-type: none"> <li>Member Induction – May / June 2012</li> <li>Consideration of updated key plans and strategies by Council – June to September 2012</li> </ul>	There is a shared understanding of the overall ethos and culture of the Council by everyone and a day by day demonstration that those values and	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
		communicated and understood and that political and Mgrial leadership take a leading role in demonstrating these values and principles in their statements and actions	and followed up by a shared learning and development programme	<ul style="list-style-type: none"> <li>Shared Learning and Development Programme – September 2012 onwards</li> </ul>	principles are upheld	
1.3		Senior Councillors and Senior Management demonstrate ownership and accountability for the Council Action Plan	Senior Councillors, the Chief Executive and Corporate Management Team taking the lead in developing the new Council's Council Action Plan and communicating that Council Action Plan to the public and staff. That lead role will include communicating its purpose, understanding and describing how it links to the Community Plan, Single Outcome Agreement, Improvement Plan and Savings Reviews, and speaking positively about it thereby reinforcing its status as the guiding document it is meant to be	<ul style="list-style-type: none"> <li>Member induction May / June 2012</li> <li>Council Action Plan 2012 endorsed by Council June/July 2012.</li> <li>Council Action Plan extended to 2017 and endorsed by Council in October 2012.</li> <li>Learning and Development programme from September 2012 forward.</li> <li>Regular reporting of progress to CMT / Council in line with PPMF.</li> <li>Annual refresh for Council Action Plan approved by Council October each year.</li> </ul>	Councillors and officers speak positively about the Council Action Plan, recognising its significance as a key document and staff feel more informed about what the priorities of the organisation are.	
1.4		Chairs and Directors demonstrate ownership and accountability for their Directorate Plans	Committee Chairs, Directors and Departmental Management teams to take the lead in developing Directorate Plans and communicating them to the public and staff – Understanding how they link to the Community Plan, Single Outcome Agreement and Council Action Plan, communicating what their purpose is and ensuring managers and staff are able to link further planning and their actions in service delivery back to	<ul style="list-style-type: none"> <li>Member induction May / June 2012</li> <li>Directorate Plans to be agreed by Council in June 2012.</li> <li>Learning and Development programme from September 2012 forward.</li> <li>Regular progress reporting to CMT / Council in line with PPMF.</li> <li>Updated and approved by Council annually March 2013 and each year thereafter.</li> </ul>	Managers understand better how to link further planning activity and staff feel more informed about what their priorities are.	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
			them.			
1.5	IP04 IP07	Recruitment of a permanent Chief Executive	Carrying out a structured Chief Executive recruitment exercise.	<ul style="list-style-type: none"> <li>Recruitment process initiated by Council June 2012.</li> </ul>	The Council has secure leadership and effective handover.	
1.6	IP02 IP03 IP04 IP06	To develop a Medium Term Financial Plan covering the term of this Council (2012-2017). The plan will serve the purpose of both being a budget strategy and a reserves strategy.	Produce a Medium Term Financial Plan (budget and reserves strategy) covering the term of the next Council (2012-2017).	<ul style="list-style-type: none"> <li>30 Sept 2012 for consideration of Plan by Council.</li> </ul>	We have an agreed Medium Term Financial plan to refer to when planning budgets and the delivery of services.	
1.7	IP05 IP06	Continue to work to align the Financial Planning and Budgeting Framework with the Planning and Performance Management Framework 2013	Aligning the timetables, time-spans and approaches for medium term financial planning & annual budgeting with Council, Directorate and service planning. Making sure that Financial and Service Delivery directions are updated in full understanding of each other and that Budget and Service planning timetables are aligned from November 2012 to March 2013	<ul style="list-style-type: none"> <li>September 2012 to March 2013 for improved alignment</li> </ul>	We have better joined up service planning and budget setting processes which should allow Councillors to provide direction for officers at an earlier stage of the planning cycle.	
1.8	IP05	Make sure that the Councils key service delivery priorities and objectives are effectively described, monitored and reported.	Lead the development of the Single Outcome Agreement and the collection and reporting of outcomes. Seeing that that all the data in the Single Outcome Agreement, Improvement Plan, Departmental Plans and Service Plans is complete and accurate without gaps. Ensure that it is regularly monitored and reported to the right people and groups in a	<ul style="list-style-type: none"> <li>Monitoring and reporting to CMT / Council in line with PPMF through Covalent from September 2012</li> <li>All SOA actions and measures reportable by March 2013</li> </ul>	Councillors, members, staff and the public can see that intentions and plans are being carried through to delivery and that issues can be identified and addressed.	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
			clear and accurate fashion.			
1.9	IP05	Ensure that the Council's Planning and Performance Management arrangements continue to be developed, and are communicated, understood and implemented consistently	Making sure the Planning and Performance Management Framework is regularly reviewed and updates. Ensuring it is explained to members, Mgrs and staff. Ensuring that key plans are update and clear reports are submitted for information or endorsement regularly and on time.	<ul style="list-style-type: none"> <li>PPMF monitoring through Covalent from September 2012.</li> <li>Learning and development in PPMF delivered from September 2012</li> </ul>	There is a robust Planning and Performance Framework widely understood and followed and accepted as the way that the Council does its normal business.	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

	Area	Best Value Toolkits / Indicator Guidance	Background / Context
2	We give strong community leadership and deliver improvement with our partners; and we engage effectively with communities in understanding their needs, and when making decisions	<a href="#">BV Partnership working and community leadership toolkit</a> <a href="#">BV Community Engagement Toolkit</a>	Current AIP rating Green
Improvement Lead : Director of Children’s Services			Departmental Support: Performance and Improvement Manager Criminal Justice Manager Environmental Health & Trading Standards Manager
Responsible Executive Manager : Community Planning and Development Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
2.1		Implement and communicate the new arrangements for Community Planning in Shetland	Having in place an Implementation Plan Establishing a Partnership Board and Performance Group Ensuring those arrangements are explained and communicated to all	<ul style="list-style-type: none"> <li>New governance arrangements to be in place by October 2012</li> </ul>	Employees and the public are more aware of the value that community planning adds to the delivery of public services in Shetland.	<ul style="list-style-type: none"> <li>Community Planning Partnership governance approved by Council and Partners – May 2012</li> </ul>
2.2	IP1	Work to embed the new Community Plan and Single Outcome Agreement into Councillors', staff and partners' planning processes;	Promoting and explaining the new community Plan and SOA across partner organisations, and that they are reflected in the departmental and service plans of Shetland Islands Council; SO	<ul style="list-style-type: none"> <li>Final version of the SOA adopted July 2012 by partners</li> <li>Council Action Plan considered by Council in July 2012</li> <li>Council Departmental and Service Plans approved by Council in June/July 2012</li> <li>Monitoring of Community Plan and SOA for Shetland Islands Council and partner organisations</li> </ul>	There is evidence that staff, partners and Councillors recognise the significance of the community Plan and SOA.	<ul style="list-style-type: none"> <li>Community Plan Community Plan adopted May 2012 by all partners</li> </ul>



## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

2.3	IP03	Improve communications from the Community Planning Partnership	Minutes of meetings / actions to be made widely available and meetings open to the press	<ul style="list-style-type: none"> <li>Implemented from the first meeting under new Community Planning Partnership arrangements in June / July 2012</li> <li>Press attendance at Community Planning Partnership</li> <li>Four newsletters a year issued</li> </ul>	Employees and the public are more aware of what the Community Planning Partnership does and the benefits effective Community Planning can bring to Shetland.	
2.4	IP04	Improve Councillor understanding of how we work together	Community Planning contributing to the Councillors induction and the Learning and Development Programme;	<ul style="list-style-type: none"> <li>Member induction May / June 2012</li> <li>Shared Learning and Development Programme from September 2012 onwards</li> </ul>	Better understanding of partner organisations contribution to planning and delivery of the Community Plan.	
2.5		Improve joint working / shared service delivery models with community planning partners	Progressing the five co-ordinated 'Thematic Groups' and joint initiatives	<ul style="list-style-type: none"> <li>As part of the implementation plan the new structure of thematic groups is developed as appropriate</li> <li>Minutes of thematic group meetings are available</li> </ul>	That the community planning partnership demonstrates that it is contributing to improving services and making best uses of resources.	
2.6	IP6 03	Establish more effective financial planning links between community planning partners	Sharing current sources of funding.	<ul style="list-style-type: none"> <li>Proposals for establishment of links to be developed.</li> </ul>	The long-term overall sustainability of Shetland's public services is improved.	
2.7	IP05	Organise more effective and regular links with community planning partners to discuss and share plans and approaches to risk management;	Ensuring planned schedule of meetings of the Risk Sharing Partnership	<ul style="list-style-type: none"> <li>Proposals for establishment of links to be developed.</li> </ul>	We learn from each other and shared risks are managed co-operatively.	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

2.8	IP04	Ensure that the Community Engagement strategy is fully understood by Councillors, Mgrs and relevant staff and that all Councillors and Mgrs have been appropriately trained	The induction programme and follow up learning and development ensuring Councillors understand their role and the importance of community engagement and the Council is using VoiCE as its main consultation tool	<ul style="list-style-type: none"> <li>Monitor number of councillors and staff trained</li> </ul>	Capacity is developed in the Council, to ensure that an effective, transparent and co-ordinated approach is taken to community engagement.	
2.9	IP04	Ensure all review activity includes full Community Engagement in line with policy where that is relevant	Making sure each review conducts appropriate Community Engagement and consultation	<ul style="list-style-type: none"> <li>Progress to be reported to "Directors for Change" from April 2012.</li> <li>Results of Community Engagement to be included in review outcome reports to Committee / Council.</li> <li>Timetable and format for review completion/reporting to be advised.</li> </ul>	Individuals and communities have been well informed about the choices being considered and can be assured their views have been listened to and considered.	<ul style="list-style-type: none"> <li>Requirement for Community engagement included in review guidance issued March 2012.</li> <li>Review plans including Community Engagement proposals to approved by "Directors for Change" May 2012.</li> </ul>
2.10		Make sure we have systematic information from the public on a range of subjective measures of satisfaction	The Community Engagement Network bringing 'Your Voice' (Citizens Panel) arrangements up to date and conducting regular opinion surveys.	<ul style="list-style-type: none"> <li>Next "Your Voice" survey including SOA baseline questions to be completed by September 2012</li> </ul>	The Council and Community Planning Partners can analyse the Shetland Public's views on perceptions of service delivery and subjective outcomes in as objective a way as possible.	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

2.1 1	IP4	Establish local scrutiny and engagement arrangements for reformed Police and Fire authorities as link Council for the joint Islands Pathfinder.	<ul style="list-style-type: none"> <li>• Progress work on Police &amp; Fire reform as a Pathfinder authority</li> <li>• Act as link officer for the joint Islands Pathfinder</li> <li>• Maintain good communication links with each Island authority</li> <li>• Establish Shetland project team</li> <li>• Assess and consider options</li> <li>• Develop project and implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>• Timetable to be advised</li> </ul>	Local scrutiny and engagement arrangements in place in line with National review requirements	
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## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

	Area	Best Value Toolkits / Indicator Guidance	Background / Context
3	We provide good quality information to deliver effective public accountability	<u>Public performance reporting Toolkit</u> <u>Communications Indicators</u>	Current AIP rating Green
Improvement Lead : Director of Development			Departmental Support: Library Manager Mental Health Manager Ferry Operations Manager ICT Manager
Responsible Executive Manager : Executive Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
3.1		Improved communications for the Council as a whole	Complete Implementation of the Communications Strategy Action Plan	<ul style="list-style-type: none"> <li>Detailed timetable in Communications strategy.</li> <li>Completion March 2013</li> </ul>	Improved communications	
3.2		Use digital communications as effectively as possible to inform the public	Improve the council's website and update information regularly	<ul style="list-style-type: none"> <li></li> </ul>	The Council takes a proactive approach to its public relations, updating the website regularly with important and interesting information	New web site launched 12 <sup>th</sup> June 2012
3.3		Improve the co-ordination of the development and communication of key council messages	Make sure staff from the Communications Unit attend key agenda-setting meetings to help identify communication issues at an early stage.	<ul style="list-style-type: none"> <li>From July 2012</li> </ul>	Better co-ordinated communications	
3.4		Improve the co-ordination of the development and communication of key council messages	Involve the Communications Unit in project planning so that communications issues can be considered at an early stage.	<ul style="list-style-type: none"> <li>From July 2012</li> </ul>	Better co-ordinated communications	

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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
4	We ensure the Council exhibits good governance and maintains strong internal accountability	<u>Governance and accountability</u> <u>Legal Services Indicators</u>	Current AIP rating Red
Improvement Lead : Director of Corporate Services			Departmental Support: Children & Families Manager Adult Services Manager Port Operations Manager
Responsible Executive Manager : Governance & Law Executive Manager Finance Manager Internal Audit Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
4.1	IPO 5	Deliver Member Induction in May 2012.	Deliver Member Induction for Councillors in from 2012.	•	Councillors are well briefed on most important aspects of their role and the Councils organisation and processes	Initial phase complete
4.2	IPO 5	Implement a comprehensive training and development programme for Councillors, with all Councillors having Personal Development Plans	<p>Carrying out induction followed by a learning and development programme to cover all essential areas of members understanding and address individual needs and requirements.</p> <p>The programme will include;</p> <p>1 – Leadership, Planning and Resource Alignment 2 – Partnerships &amp; Community Planning 3 – Communications 4 – Governance &amp; Accountability 5 – Performance Management &amp; Risk Management 6 – Financial Management 7 – People Management 8 – Asset Management 9 – Procurement 10 – ICT 11 – Sustainability 12 - Equalities</p>	<ul style="list-style-type: none"> <li>• Induction May to August 2012.</li> <li>• Learning &amp; Development programme first phase from September 2012 to March 2013.</li> <li>• Personal Development Plans in place by October 2012</li> </ul>	Councillors are receiving the training they need to be able to perform their roles effectively and with confidence.	

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4.3	IPO 6	Prepare a high quality set of Financial Statements for the 2011/12 year.	<ul style="list-style-type: none"> <li>• Ensure that appropriate time and resources are dedicated to the production of the draft 11/12 accounts. This will involve weekly progress meetings from Late April until 30 June to ensure that work is progressing to schedule and to highlight any difficulties as early as possible so that necessary action can be taken.</li> <li>• Ensure that robust project management arrangements are in place for the production of the draft financial statements. This will involve weekly progress meetings from Late April until 30 June to ensure that work is progressing to schedule and to highlight any difficulties as early as possible so that necessary action can be taken.</li> <li>• Ensure appropriate quality control measures are put in place to review the accounts prior to submission.</li> </ul>	<ul style="list-style-type: none"> <li>• 30 June 2012</li> </ul>	<p>Draft accounts are submitted on 30 June 2012</p> <p>Draft accounts do not draw negative criticism from Audit Scotland</p>	
4.4	IPO 6	Councils financial statements are no longer qualified	Work towards addressing the qualification issue, with a view to obtaining an unqualified audit opinion on the 2011/12 financial statements investigating all routes and options	<ul style="list-style-type: none"> <li>• 30 September 2012</li> </ul>	Unqualified audit opinion on the 2011/12 financial statements	
4.5	IPO 6	Prepare appropriately for 2012/13 accounts	Developing a project plan for the 2012/13 financial statements prior to 31 March 2013	<ul style="list-style-type: none"> <li>• 31 March 2013</li> </ul>	Project Plan in place prior to the end of the financial year	
4.6		Introduce more comprehensive Member Support Service	Competing and implementing the review of Members support arrangements	<ul style="list-style-type: none"> <li>• Member support review to be complete and implemented by July 2012.</li> </ul>	Councillors receive effective support and policy advice, which allows them to carry out their roles effectively.	
4.7		To continue the work on the local Health and Social Care Integration Project.	This will draw on the consultation on the Scottish Government's proposals for legislation to introduce new joint working arrangements between local authorities and health boards .	<ul style="list-style-type: none"> <li>• 2012/13</li> </ul>	Health and Social Care Partnerships that will replace CHPs	
4.8		Delivery of Audit Plan	Delivery of Audit Plan	<ul style="list-style-type: none"> <li>• March 2013</li> </ul>	Audit Plan completed for 12/13	

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4.9	IPO 6	To plan for statutory and regulatory developments so the Council's finance service is well placed to adapt as required to comply with changes in the external environment	<ul style="list-style-type: none"> <li>• Ensure that any changes to financial regulation in respect of the production of the final accounts is taken into account.</li> <li>• Provide LGPS members with confirmation of their Pension Annual Allowance Amount (i.e the amount by which their pension has increased in any one year)</li> <li>• Put in place systems/policies to comply with the DWP – Pensions Auto-enrolment</li> <li>• Report and communicate developments on new LGPS – Scotland as they become available</li> </ul>	<ul style="list-style-type: none"> <li>• 31 March 2013</li> <li>• 30 Sept 2013</li> <li>• 31 March 2013</li> </ul>	<p>Staff are kept up to date of any changes in financial regulation and legislation and any changes are included in the final accounts</p> <p>Compliance with HMRC requirements</p> <p>Communicate with all affected staff Communicate to Elected Members and staff of any new LGPS developments</p>	
4.1 0		Ensure that the Council has a clear overall statement of its Corporate Governance arrangements	Complete the Councils "Code of Corporate Governance"	<ul style="list-style-type: none"> <li>•</li> </ul>	Ensure that the Council has a clear overall statement of its Corporate Governance arrangements	

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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
5	We have a strong improvement led and performance driven culture and systems; and we have a systematic approach to identify risk and develop effective responses	<u>Performance management</u> <u>Challenge and improvement</u> <u>Customer-focus and responsiveness</u> <u>Efficiency</u> <u>Risk management</u>	Current AIP rating Amber
Improvement Lead : Director of Infrastructure			Departmental Support: Children’s Resources Manager Adult Services Manager
Responsible Executive Manager : Performance and Improvement Governance and Law Internal Audit			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
5.1		Make sure that all strategies and plans from the Community Plan down to Individual Work Plans and Performance Targets have clear links (the Golden Thread) and that everyone is able to see how their decisions and activity links together.	Having all key plans in place, "the Golden Thread" being a core element of the learning and development programme, an up to date employee appraisal policy in place and robust monitoring being carried out	<ul style="list-style-type: none"> <li>Key plans updated and in place by June / July 2012.</li> <li>"Golden Thread Health Check" August – October 2012.</li> <li>Core element of learning and development programme from September onwards.</li> <li>Updated Employee appraisal and development policy adopted by October 2012.</li> <li>Employee appraisal monitored through Covalent from October 2012.</li> </ul>	Councillors, Mgrs and Staff are able to demonstrate and understand how the Councils intentions, decisions and actions are linked together and followed through to deliver its priorities.	



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5.2		Establish, manage and monitor a planned programme of reviews to ensure that service areas are rigorously challenged to show how their method of service delivery is the most efficient / effective for Shetland.	Monitor and report progress against the Council's programme of savings reviews	<ul style="list-style-type: none"> <li>Quarterly progress reporting to Council July, October 2012 &amp; January 2013.</li> <li>Format and Timetable for individual review reports to Committee / Council to be advised.</li> </ul>	Service improvements and savings are identified and delivered.	<ul style="list-style-type: none"> <li>2012 &amp; 2013 Review programmes defined by Council February 2012.</li> <li>Programme management through "Directors for Change" agreed by CMT March 2012.</li> <li>Regular reporting to "Directors for Change" from April 2012.</li> </ul>
5.3		Provide benchmarking information to compare this Council's service quality / level with those of other Councils to challenge / contextualise their performance. Develop unit costs, quality indicators and/or trend analysis for services, to help focus review activity	Benchmarking part of all Departmental and Service planning, review and performance monitoring activity	<ul style="list-style-type: none"> <li>Built into Departmental and Service Planning by June/July 2012.</li> <li>Feature of all relevant reviews from March 2012.</li> <li>Included in regular reporting to CMT / Council in line with PPMF.</li> </ul>	The public are better informed of the quality / cost of current service delivery levels – how these compare to other Council areas and Councillors and Mgrs have a better understanding of what drives costs and can show that these are being managed and reduced	
5.4		Take a more proactive and systematic approach to analysing the Council's current performance and identifying improvement opportunities.	Adopting and implementing a structured self evaluation framework	<ul style="list-style-type: none"> <li>Departmental / Service Self Evaluation programme to be advised.</li> </ul>	Robust and systematic analysis of performance strengths and weaknesses has identified SMART improvement objectives across the Council that inform future planning and an effective tool to use as part of preparation for BV2	<ul style="list-style-type: none"> <li>"How Good is our Council" + "Best Value 2" endorsed March 2012.</li> <li>Corporate Self Evaluation – May to July 2012.</li> </ul> <div style="text-align: right;">Depar</div>

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5.5	IPO 4	Improve and simplify complaints handling	Introducing a new Complaints Handling Procedure to ensure compliance with SPSO requirements and best practice	<ul style="list-style-type: none"> <li>• New procedure agreed by 2012</li> <li>• Rolled out from December 2012</li> </ul>	The public are more aware of the Complaints Procedure's existence and there is a clearer understanding of what constitutes a formal complaint.	
5.6		The Council will better understand the needs of its customers, ensure that it meets its service standards pledges and target the delivery of more flexible and responsive services	Develop and Implementing a Customer Focus Strategy	<ul style="list-style-type: none"> <li>• Strategy approved by October 2012</li> <li>• Rolled out from December 2012</li> </ul>	The Council can be assured its standards are being met and improvements in Customer service can be identified and delivered.	
5.7	IPO 4	Make sure that all significant risks have been identified and are being actively managed.	Making sure all Risk Registers are complete and up to date.	<ul style="list-style-type: none"> <li>• All risk registers updated by June 2012.</li> <li>• All Corporate / Departmental / Service Plans to include relevant risk management as part of reporting to Council in June / July 2012.</li> <li>• Regular reporting to CMT / Council in line with PPMF from September 2012.</li> </ul>	Clear risk management/Governance strands connect the Council's Key Priorities to service delivery	
5.8		Continue to build on success of Corporate Audits in accordance with revised strategy	Continue to build on success of Corporate Audits in accordance with revised strategy	<ul style="list-style-type: none"> <li>• From April 2012 to March 2013</li> </ul>	Better Council wide picture on issues for CMT.	

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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
6	We have robust financial management arrangements that ensure financial sustainability; and we make spending decisions that realistically reflect our financial resources and limits	<u>BV Financial Management Toolkit</u> <u>Finance Performance Indicators</u>	Current AIP rating Red
Improvement Lead : Director of Corporate Services			Departmental Support: Schools Manager Community Care Resources Manager Transport Planning Manager Environment & Transport Operations Manager
Responsible Executive Manager : Finance Manager Capital Programme Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
6.1	IP1 IPO 2 IPO 3 IPO 4	Lead the development of the 2013/14 Revenue budget with an indicative 2014/15 and 2015/16 budget to supplement this	Liaise with Executive Dirs and Councillors throughout the budget setting process Lead the 2013/14 budget exercise and provide a balanced budget with indicative budgets for 2014/15 and 2015/16.	<ul style="list-style-type: none"> <li>Aug 2012 - Feb 2013</li> <li>7 Feb 2013</li> </ul>	Have regular meetings with Executive Dirs Hold Member seminars Produce report to Executive/Council setting a balanced budget	

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6.2	IPO 4 IPO 5	To review the Council's financial administration arrangements with a view to implementing more efficient and effective working practices across the organisation	<p>Seek to eradicate, insofar as possible, cross-charging across the Council</p> <p>Review arrangements in place for proper authorisation across the Council and seek to introduce Integra's authorisation module.</p> <p>Review arrangements in place around usage of the CHRIS 21 integrated HR and Payroll system to centralise HR/Payroll activity to</p> <p>Review arrangements in place around usage of the purchase and sales ledger for improved, more efficient processes, with best practice spread across all service areas</p> <p>Review arrangements in place around usage of the general ledger across the organisation to centralise financial activity,</p> <p>Seek to reduce the use of manual processes and paper forms and replace with automated and electronic alternatives.</p> <p>Introduce a new budgeting module to improve the process for setting the revenue budgets.</p> <p>Introduce a new fixed asset register that is fit for purpose.</p>	<ul style="list-style-type: none"> <li>31 March 2013</li> </ul>	<p>Reduce number of cross- departmental journals and implement where necessary annual recharges.</p> <p>Eradicate duplication of effort, provide officer training to achieve "right first time" principle and ensure documents are only held once</p> <p>Streamline financial systems through one provider</p> <p>Reduce administration and associated costs</p>	
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6.3		To review the overall structure of the finance department across Revenues and Benefits, Expenditure and Accountancy with a view to strengthening key areas in order to improve the overall financial management arrangements	<p>Ensure the finalisation of, and appointment to, the Team Leader posts with the Finance Service. Put in place a structure that aligns resources to service demand, whilst working within the current available budget and FTE establishment.</p> <p>Ensure that staff receive any training required to work effectively/meet their CPD and Single Status qualification requirements, which is linked to staff/personal development plans. Seek to develop a professional qualification scheme for staff interested in working towards an accountancy qualification.</p>	<ul style="list-style-type: none"> <li>31 July 2012</li> <li>31 December 2012</li> <li>31 March 2013</li> <li>31 December 2012</li> </ul>	<p>Finance Team Leaders formally appointed in post</p> <p>Reduction in levels of overtime</p> <p>Ensure resources are available to meet demand</p> <p>Improved perception of the finance department across the Council</p> <p>Staff development plans evidence training undertaken during the year</p> <p>% of unqualified staff undertaking a professional qualification</p>	
6.4	IPO 3 IPO 4	To Review our Revenue and Capital Management Accounts report to ensure that they provide Councillors and Management with the information that they need to make the best financial decisions possible	<p>Review reports presented to Committees/Council to provide information in the clearest way possible, seeking feedback from Mgrs and Councillors on the style and presentation</p> <p>Clearly highlights the progress being made by each BRO/Directorate with their "Review" and "Assess" savings;</p>	<ul style="list-style-type: none"> <li>Quarterly 2012/13</li> </ul>	Councillors and management are receiving quality financial information on a regular basis which informs and allows the scrutiny of financial performance.	
6.5		To deliver the agreed savings reviews within the timescales agreed by Council.	All areas of the Council deliver the agreed budget strategy within the timescales.	<ul style="list-style-type: none"> <li>31<sup>st</sup> March 2013 with regular progress reporting.</li> </ul>	The savings targets are met.	

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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
7	We integrate effective workforce planning with our other key planning processes	<u>BV People Management Toolkit</u> <u>Human Resources Indicators</u>	Current AIP rating Amber
Improvement Lead : Director of Children’s Services			Departmental Support: Community Care Resources Manager Director Shetland College Port Operations Manager
Responsible Executive Manager : HR Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
7.1		Ensure the Council has a high level workforce strategy in place which provides direction to the delivery of HR services.	Developing and agreeing a people strategy which brings together current and future workforce needs and issues.	<ul style="list-style-type: none"> <li>Updated HR/ Workforce strategy developed and considered by Council by December 2012</li> </ul>	There is a clear overview document, which sets the organisations approach to people management, which supports the delivery of the organisations priorities, goals and plans.	

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7.2		The organisation has a formally approved approach to developing leadership, management and professional capacity and capability which is linked to recognised competencies and standards.	<p>Leadership and development programme in place from September 2012 onwards.</p> <p>The programme will include;</p> <p>1 – Leadership, Planning and Resource Alignment  2 – Partnerships &amp; Community Planning  3 – Communications  4 – Governance &amp; Accountability  5 – Performance Management &amp; Risk Management  6 – Financial Management  7 – People Management  8 – Asset Management  9 – Procurement  10 – ICT  11 – Sustainability  12 - Equalities</p>	<ul style="list-style-type: none"> <li>Leadership and development programme in place from September 2012 onwards.</li> <li>Formal Employee Review and Development performed at least annually for every member of staff.</li> </ul>	Managers are equipped to tackle the demanding and challenging period ahead with the confidence and the support they need.	
7.3		Completing the Training Review project and implementing its recommendations.	Training Review project completed by December 2012	<ul style="list-style-type: none"> <li>Training Review project completed by December 2012</li> </ul>	The Council can show that it has an effective, efficient, consistent and fair approach in place to meet all employees' training requirements.	
7.4		Develop a more effective approach to succession planning	Identifying the people who are willing to undertake training to enhance their future prospects across the council	<ul style="list-style-type: none"> <li>Learning and Development Programme in place from September 2012 onwards.</li> <li>Formal Employee Review and Development performed at least annually for every member of staff.</li> <li>A percentage of the workforce are accessing learning and development through E-learning</li> </ul>	Staff feel encouraged and enabled to undertake development opportunities through the use of IT to maximise career opportunities in development.	

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7.5		Implement the use of the competency framework by embedding it into the updated Employee Review and Development activity. .	Updated review and development policy adopted by October 2012. Formal Employee Review and Development performed at least annually for every member of staff in line with new arrangements thereafter.	<ul style="list-style-type: none"> <li>Updated review and development policy presented to Council by October 2012.</li> <li>Formal Employee Review and Development performed at least annually for every member of staff in line with new arrangements thereafter.</li> </ul>	We ensure good performance and address the needs of our workforce in a fair manner	
7.6		Develop a set of people indicators which are measured by Human Resources.	Making sure the right "Council Wide" measures are identified, collected, reported on, monitored and used to inform further planning and development	<ul style="list-style-type: none"> <li>Delivered through Council Planning and Performance Management Framework as approved by Council in March 2012.</li> <li>Full set of Measures / Indicators used in SOA / Corporate Plan / Improvement Plan formally agreed by Council in June / July 2012, reporting from September 2012.</li> </ul>	Human Resources organisational issues and trends are identified and acted on.	
7.7		Make sure that we have staff terms and conditions that reflect the current financial circumstances and identify and deliver efficiencies.	Completing the work of the Efficiency Partnership group	<ul style="list-style-type: none"> <li>Delivered through Employee Partnership Group activity from March 2012 to March 2013 with implementation of any changes to terms and conditions from April 2013.</li> </ul>	The Council has a fair and affordable employee reward structure.	



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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
8	We make the best economic, efficient and effective use of our buildings and physical assets	<a href="#">BV Asset Management Toolkit</a> <a href="#">Estates Management Indicators</a>	Current AIP rating Amber
Improvement Lead : Director of Infrastructure			Departmental Support: Sport & Leisure Manager Occupational Therapy Manager Housing Manager
Responsible Executive Manager : Capital Programme Environment & Transport Operations Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
8.1		Make sure the Council has a comprehensive view of its asset needs and how they are to be most effectively delivered.	Continuing to develop and deliver the Asset Strategy, ensuring that the acquisitions, disposals and consolidation of assets detailed in the associated Implementation Plan are delivered sustainably and are aligned with corporate objectives	<ul style="list-style-type: none"> <li>Next operational update of Asset Strategy to Council in June 2012</li> </ul>	Guidance and direction is in place to guide all delivery of asset management services, achieving efficiencies wherever possible.	
8.2	IPO 8.2	Make sure the Council has consistent, accurate and robust information on it's Assets;	Continuing to review and update the Asset Register, and the Asset Management Plans that are linked to it, for property and non-property assets	<ul style="list-style-type: none"> <li>Next review in September 2012, reported to CMT.</li> </ul>	The Council has a comprehensive and up-to-date database of all its assets for planning and management purposes.	
8.3		Ensure the Council takes a long term view of its Asset Investment Plan to achieve the best investment in capital assets to support and cost effective service delivery;	Ensuring that the Gateway process is applied to all capital projects with robust option appraisal, risk analysis and life-cycle costing, and that individual projects are in line with the Council's Budget Plan.	<ul style="list-style-type: none"> <li>Progress reporting to Members each scheduled Council cycle.</li> </ul>	The Council has a fully prioritised, costed and risk assessed Asset Investment Plan for the next 5 years to complement financial, workforce and service delivery plans.	

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8.4		Make sure that the Council has the appropriate information to determine which of its assets are being used effectively and which are underused or unused	Developing, and further populating, its building maintenance software, based on the council's reporting needs	<ul style="list-style-type: none"> <li>Next review of data capture September 2012.</li> </ul>	The Council can demonstrate that it is getting the best use out of its accommodation, and identify where other use / disposal might be more appropriate.	
8.5		Make sure that the Council realises financial or other potential for any unused or underused assets	Ensuring that the policy on the disposal of surplus assets, as set out in the Asset Strategy, is applied consistently	<ul style="list-style-type: none"> <li>First Implementation Plan relating to the Asset Strategy to be presented to committee by March 2013.</li> </ul>	The Council can realise income from the sale of unused / underused properties or release them to meet other service demands.	
8.6		The Council must ensure that its operational properties have appropriate disabled access	Developing and delivering a programme of Council premises access audits and agreeing and implementing access improvements where relevant	<ul style="list-style-type: none"> <li>Arrangements for the development and agreement of a disabled access improvement programme including monitoring and reporting arrangements to be confirmed by Capital Programme Mgr / Environment &amp; Building Services Mgr in consultation with the Community Planning Mgr who has overall equalities monitoring responsibility.</li> </ul>	The Council can demonstrate that it is meeting equality obligations under the Equality Act and enhancing equalities.	

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8.7	11 03	Work with community groups to rationalise community resources and improve the standards of remaining facilities to ensure maximum benefit to communities from grant funding available	<p>Build an accessible picture of available community resources e.g. interactive online map</p> <p>Map current use of grant aid, analyse and assess on an area by area basis</p> <p>Engage with community groups</p> <p>Promote external funding opportunities and support applications for external funding</p> <p>Lead and facilitate CEEP scheme</p> <p>Explore pilot of community/sport hub models</p> <p>Provide advice and information to groups to help them self-generate funds and think more like private businesses</p>	Targets to be developed – see action 10	<p>Reduced reliance on the public sector</p> <p>Decrease the amount of grant aid funding required to support running costs of community facilities, and therefore increase the availability of grant aid funding to a larger number of community groups</p> <p>Increase level of external funding coming into Shetland</p>	
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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
9	We can demonstrate that we meet our supply needs economically and efficiently	<u>BV Procurement Toolkit</u> <u>Procurement Indicators</u>	Current AIP rating Red
Improvement Lead : Director of Corporate Services			Departmental Support: Occupational Therapy Manager Transport Planning Manager Ferry Operations Manager
Responsible Executive Manager : Capital Programme			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
9.1	IPO 9.1	The Council can demonstrate that it meets its supply needs economically and efficiently	Updating the Procurement Strategy, develop and Action Plan and ensure that this is applied consistently .	<ul style="list-style-type: none"> <li>Updated Procurement Strategy approved by Members on 21 March 2012. Actions to be reported in line with the timescales set out in the strategy document.</li> </ul>	The Council can demonstrate that it is making savings in the way it buys its goods and services.	
9.2		The Council can demonstrate it has up to date and effective procurement regulations and practices	Updating Standing Orders relating to contracts and procurement.	<ul style="list-style-type: none"> <li>Updated Standing Orders to be reported to Council September 2012.</li> </ul>	The Council can demonstrate it has up to date and effective procurement regulations and practices.	
9.3		The Council needs to exploit any partnership opportunities to deliver more cost effective procurement	Collaboration with public sector partner organisations thereby taking advantage of combined/ optimum purchasing arrangements where possible.	<ul style="list-style-type: none"> <li>Reviews will be determined as best practice for the procurement of each commodity is explored in line with the Procurement Strategy.</li> </ul>	The Council can demonstrate how it is working with its partners to maximise efficiencies in procurement and delivering cost savings.	

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9.4		Staff involved in procurement need the right skills and understanding to improve performance	Train relevant staff across the Council, to enhance the levels of understanding and usage of e-procurement / Scotland Excel etc.	<ul style="list-style-type: none"> <li>Part of learning and development programme from September 2012. Procurement staff within Capital Programme Service working towards formal qualifications through Chartered Institute of Purchasing and Supply.</li> </ul>	Staff are aware of their responsibilities to procure goods and services as efficiently as possible and the ways of achieving this	
9.5	IP1 0	The Council needs to make sure it is using its ICT systems to best effect to make ordering and payment quick and cost effective	Ensure that Integra capabilities are fully utilised and that the use of alternative systems are assessed to improve electronic ordering and associated administration	<ul style="list-style-type: none"> <li>Arrangements for the full exploitation of ICT systems to support efficient procurement, including monitoring and reporting arrangements to be established by December 2012.</li> </ul>	The Council is getting the best price and reducing administration time and effort	
9.6	IP2. 5 2.6 2.7 9.3	Collaborative construction procurement which realises "economy of scale" benefits with NHS Shetland	Put in place joint NEC3 Term Service Contract Arrangements	<ul style="list-style-type: none"> <li>NEC3 TSC for shared maintenance services April 2013</li> </ul>	Reduced maintenance unit costs for the Council and improved service delivery	

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	Area	Best Value Toolkits / Indicator Guidance	Background / Context
10	We have secure, efficient and cost effective information and communication systems and processes that support service delivery	<u>Information Management</u> <u>Information Technology</u>	Current AIP rating Green
Improvement Lead : Director of Development			Departmental Support: Criminal Justice Manager Roads Manager
Responsible Executive Manager : ICT Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
10.1		We have secure, efficient and cost effective information and communication systems and processes that support service delivery	Developing and Implementing the Councils ICT Strategy to ake sure that the Council has a comprehensive view of ICT development to support service delivery, maintain secure and efficient systems and data and meet upcoming opportunities and issues.	<ul style="list-style-type: none"> <li>Reported to and monitored by the ICT Management Board</li> </ul>	The Council is able to demonstrate that it has a structured approach to managing information across service areas and a forward view of ICT requirements and costs that complement Financial, Workforce, Asset and Service Delivery medium term strategies.	
10.2	IP10	Ensure ICT developments for improved service, improved efficiency and reduced bureaucracy are delivered	Considered technology options within all relevant service reviews, all departmental and service planning and all efficiency activity	<ul style="list-style-type: none"> <li>Delivered through review programme, departmental and Service planning and ICT strategy. And use of PRINCE project management methodology.</li> </ul>	The Council is making the most of any improvement opportunities available via new technology.	

## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

10.3	Establish more effective technical links with NHS Shetland and other partners	Developing further co-operative joint working arrangements	<ul style="list-style-type: none"> <li>Delivered through ICT Strategy reporting to ICT Management Board</li> </ul>	ICT Strategy is aligned with the SOA and new technology is being introduced to support its delivery across Community Planning Partners.	
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## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

	Area	Best Value Toolkits / Indicator Guidance	Background / Context
11	We have sustainability embedded in our vision and make sure we use resources sustainably	<a href="#">BV Sustainability Toolkit</a>	Current AIP rating Green
Improvement Lead : Director of Community Care			Departmental Support: Capital Programme Manager
Responsible Executive Manager : Community Planning and Development Environment & Transport Operations Planning Manager			

IP	2d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
11.1		Support Shetland Partnership to deliver on the sustainability aspects of Community Plan	Promote Community Plan with partners, and work with partners to ensure buy in Raise awareness within the community and with partners of the work of the Shetland Partnership through regular and effective communication Develop consistent reporting arrangements on progress to the Board	<ul style="list-style-type: none"> <li>March 2013</li> </ul>	Delivery on first year targets in the Single Outcome Agreement	
11.2	IP8 8.1 8.2 8.3	Set and deliver clear sustainability priorities	Developing and delivering arrangements in the Councils Sustainability, Carbon Management, Waste Management plans and strategies.	<ul style="list-style-type: none"> <li>Implement ISO 14001 Environmental management systems April 2013</li> </ul>	Estate maintenance meets client needs and achieves desired outcomes at minimum cost to the tax payer	
11.3	13	The development of long term maintenance strategies based on sustainable use of physical resources and whole life costing	Working closely with the Maintenance Section, public utilities etc to prepare longer term programmes for planned maintenance	<ul style="list-style-type: none"> <li>Complete 3 year programmes for planned maintenance works / January 2013</li> </ul>	That maintenance of the public road is better co-ordinated and costly delays and duplication of work are avoided	



## Appendix 3 - SHETLAND ISLANDS COUNCIL IMPROVEMENT PLAN 2012/13

	Area	Best Value Toolkits / Indicator Guidance	Background / Context
12	We lead equality improvements, provides equality of opportunity and fair outcomes	<a href="#">BV Equalities Toolkit</a>	Current AIP rating Green
Improvement Lead : Director of Community Care			Departmental Support: Environmental Health & Trading Standards Manager
Responsible Executive Manager : Community Planning and Development Human Resources			

IP	2 d	Objective	Actions	Timescales / Targets	Outcome /Measures	Progress
12.1		Employment monitoring information covering the whole workforce will be routinely analysed by members and officers and action will be taken across the organisation to reduce inequality.	Ensuring we regularly collate, scrutinise and report on workforce profile data and ensure Equality Impact Assessments are completed for all new strategies and policies	<ul style="list-style-type: none"> <li>Delivered through Council Planning and Performance Management Framework as approved by Council in March 2012.</li> <li>Statutory Performance Indicators reported annually .</li> </ul>	There is greater understanding and debate around equality issues to support decision making.	
12.2		Support Shetland Partnership to deliver on the Community Plan equalities actions and objectives.	Promote Community Plan with partners, and work with partners to ensure buy in Raise awareness within the community and with partners of the work of the Shetland Partnership through regular and effective communication Develop consistent reporting arrangements on progress to the Board	<ul style="list-style-type: none"> <li>March 2013</li> </ul>	Delivery on first year targets in the Single Outcome Agreement.	
12.3	2 9 11	Enhance the approaches to learner engagement and the student voice.	Enhance the approaches to learner engagement and the student voice.	<ul style="list-style-type: none"> <li></li> </ul>	Enhance the approaches to learner engagement and the student voice.	
12.4		Implement new equalities legislation and monitor compliance across the Council	Develop equality outcomes for Shetland and plan for implementation	March 2013	Equality mainstreamed within SOA	



**Shetland Islands Council****4 July 2012****Appointments to External Organisations**

GL-60-12-F

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

- 1.1 In the process of discharging its functions, the Council contributes to membership, along with other authorities and organisations, to a number of national and local organisations.
- 1.2 The Council made a number of appointments at its meeting on 23 May 2012. Further appointments have arisen since that meeting, as well as some vacancies.

**2.0 Decision Required**

- 2.1 I recommend that the Council make the necessary elected Member appointments as outlined in the Appendix to this report.

**3.0 Detail**

- 3.1 The recommended appointments are as follows, and further details are set out in the Appendix.
- 3.2 Camvo 88 Ltd – 1 SIC Member  
Camvo 88 Limited is used in connection with investments made by the Shetland Development Trust (SDT) in certain fishing vessel LLP's and in certain investee companies. Previously Councillor Josie Simpson held the position of director for Camvo 88 Limited. However, following the end of the previous Council, the position was terminated leaving this position vacant. Therefore as the Trustee of SDT is the Council, there is a need to appoint a director from the existing Councillors.

- 3.3 Children's Panel Advisory Committee (CPAC) and Shetland Area Support Team (AST) – Mr C Smith and 1 other SIC Member  
It is proposed that in order to provide continuity during this transitional period, Councillor Cecil Smith should again be appointed to the CPAC. As it is recommended that those who hold office that involves close oversight of children's social work services should not form part of the membership of the AST, it is proposed that Councillor Smith will not transfer from the CPAC to the AST. It is therefore proposed that another Member with an interest in the Children's Hearings System should be appointed to the CPAC in order to assist the CPAC to carry out its functions over the next year. This Member would then transfer to the AST as the local authority representative.
- 3.4 Dounreay Stakeholders Group - Substantive – 1 SIC Member  
Dr Wills has declined this appointment. In this regard, the Council is asked to appoint another Member to this vacancy. Dr Wills has suggested that the appointment would be better held by one of the Council's KIMO representatives.
- 3.5 Nuclear Free Local Authorities (Scotland) (NFLA) - Substitute – 1 Member of the SIC  
Dr Wills has declined this appointment. In this regard, the Council is asked to appoint another Member to this vacancy. Dr Wills has suggested that the appointment would be better held by one of the Council's KIMO representatives.
- 3.6 Community Alcohol and Drugs Services Shetland (CADSS) – 1 SIC Member  
Mr C Smith has declined this appointment. In this regard, the Council is asked to appoint another Member to this vacancy.
- 3.7 Sandsayre Pier Trust – 1 Member of Shetland South Ward  
The Trust deed requires the appointment of one Council Member representing the Sandwick district. Therefore, it is recommended that one Member from the Shetland South Ward is appointed.
- 3.8 Armed Forces and Veterans' Champion – Mr A Duncan  
An initial request came from the 51 Scottish Brigade, seeking the appointment of an Armed Forces Champion. Given that no previous appointments had been made to this, and that the Highland Reserve Forces and Cadets Association (HRFCA) works closely with the 51 Scottish Brigade on a number of matters, it seemed appropriate that Councillor Duncan, as the Council's representative on the HRFCA, be put forward as a contact. Since then, a further request has come from the Scottish Parliament with regard to their cross party group on Armed Forces Veterans, seeking an appointment from the Council. This Council has previously had representation, and it is therefore suggested that Councillor Duncan be appointed, in order to ensure consistency in the sharing of information between the organisations in relation to these matters.

## **4.0 Implications**

### Strategic

- 4.1 Delivery On Corporate Priorities – The recommendation in this report is not linked directly to any of the Corporate Priorities, but will support the Council's Improvement Plan in terms of Governance, Accountability and partnership working.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority – In terms of confirming approved duty status, appointments and nominations to external organisations can only be determined by the Council or its Committees.
- 4.4 Risk Management – None.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

#### Resources

- 4.7 Financial – There are no significant financial implications arising from this Report. The majority of expenses incurred by Members in attending meetings are classed as an approved duty and met from the Members' Expenses budget head. Otherwise expenses may be met from the appropriate external body.

However, the Council is continuing to pursue efficiencies by carefully considering the requirement to attend meetings on the mainland. Officers and Councillors alike are making use of alternatives such as video conferencing to avoid the cost of travel to the mainland, and such efficiencies will be sought whenever possible.

- 4.8 Legal – None.
- 4.9 Human Resources – None.
- 4.10 Assets And Property – None.

## **5.0 Conclusions**

- 5.1 This reports seeks the Council's approval to make a range of appointments to external organisations.

For further information please contact:  
*Anne Cogle, Team Leader – Administration*  
01595 744554 [anne.cogle@shetland.gov.uk](mailto:anne.cogle@shetland.gov.uk)  
23 June 2012

#### List of Appendices

Appendix 1 – Appointments Required

#### Background documents:

[SIC Statutory Meeting – 23 May 2012](#)

END



## **CAMVO 88 LTD**

Camvo 88 Limited is used in connection with investments made by Shetland Development Trust (SDT) in certain fishing vessel LLP's and in certain investee companies. Camvo 88 Limited is used to hold the investments as nominee for SDT. The reason for this was to make it easier for the SDT to hold these interests.

The current interests are as follows:

- Kildrummy Technologies Limited
- Mark Anderson & Partners LLP
- Gary Smith & Partners LLP
- Colin Hughson & Partners LLP
- Victor Laurenson & Partners LLP

From 1 October 2008, the Companies Act 2006 requires that all companies must have at least one natural person as a director.

Previously Councillor Josie Simpson held the position of director for Camvo 88 Limited. However, following the end of the previous Council, the position was terminated leaving this position vacant.

Therefore as the Trustee of SDT is the Council, there is a need to appoint a director from the existing Councillors.

As Camvo 88 Limited is a non-trading dormant company, which acts as a nominee only on behalf of the SDT, the level of risk involved in being a director of Camvo 88 Limited is negligible.

<b>Membership</b>	<b>Method of Appointment</b>	<b>Duration</b>	<b>Approved Duty</b>
1 Member of the SIC	Appointment	Until re-appointment by the Council at first statutory meeting following the next ordinary election of Councillors	Yes

## **CHILDRENS' PANEL ADVISORY COMMITTEE (CPAC) SHETLAND AREA SUPPORT TEAM (AST)**

### **CPAC:**

Each local authority currently has a duty under Schedule 1 of the Children (Scotland) Act 1995 to form a Children's Panel Advisory Committee. Scottish Ministers appoint the Chairman and two members, and the local authority nominates two additional members to serve on the CPAC.

The purpose of the CPAC is to advise Scottish Ministers on the recruitment of members of the public to the Children's Panel, and to keep their performance under review. Their remit also includes recommendations on reappointments, as well as input into training needs/issues and overall monitoring of the day-to-day running of the Children's Hearings System in Shetland. CPACs also offer advice on matters referred to them by Scottish Ministers.

The CPAC typically meets around 3-4 times per year. CPAC members are also expected to be involved in the recruitment process for new Children's Panel members, undertake training (as detailed below), and carry out monitoring of Children's Panel members.

All CPAC members should be knowledgeable about the work of Panel members and the conditions and circumstances in which they work. This will involve CPAC members being trained, attending Panel member training, meeting Panel members and observing hearings. CPAC members must satisfactorily complete the relevant training before undertaking the corresponding duty (e.g. completion of monitoring training before undertaking monitoring of Children's Panel members). Monitoring training is scheduled to take place on the mainland in August, then CPAC members will take part in training relating to the new Act (see below) early next year. It is anticipated that this will be a two-day session held on the mainland.

### **AST:**

The Children's Hearings system in Scotland is currently going through a period of change following the introduction of the Children's Hearings (Scotland) Act 2011. A dedicated body – Children's Hearings Scotland (CHS) – has been set up, led by a National Convener, to deliver functions associated with the recruitment, selection, training, retention and support of Panel members. Full implementation of the reforms associated with the Act has been extended from September 2012 until the second quarter of 2013.

One of the reforms that will be taking place is the introduction of Area Support Teams (ASTs) to replace the CPACs referred to above. These ASTs will aid CHS and the National Convener in the recruitment, selection, training, retention and support of Panel members – functions that are currently carried out by CPACs. Negotiations are currently ongoing with the Scottish Government regarding the setting up of the Shetland AST, and this will replace the CPAC next year.



The proposed membership of the Shetland AST includes one local authority member, although the Council can choose to nominate more than one and the National Convener has discretion whether or not to appoint. The National Convener is required by the Act to ensure that no more than one-third of AST members are local authority nominees. Under the new ASTs, the expectation is that local authority members will be elected members, but there is no requirement to this effect. In order to minimise potential conflicts of interest, the National Convener proposes that local authorities should nominate individuals who have an interest in the Children's Hearings System but who do not hold office that involves close oversight of children's social work services, for example, the chairmanship of the relevant committee.

The role of the local authority representative on the AST will be to gain an overview of the children's hearings system, be aware of local issues and act as a link between the system and the local authority. They would no longer be involved in the performance monitoring or recruitment work, which would be carried out by other AST members. The key responsibilities of the local authority representative on the AST are to:

- Undertake all core AST member training
- Act as the key link between the local authority and the AST
- Work closely with the Area Convener and AST members and advise on the local authority perspective on particular matters, emerging issues etc
- Meet with appropriate local authority officials at regular intervals to ensure that there is continuing dialogue on children's panel issues
- Consider where and how the local authority might provide any additional assistance to panel members locally
- Facilitate partnership working and effective communication between the AST, panel members and other partners and the local authority

The local authority representative on the AST is expected to:

- Have a good understanding of both the local authority environment and the children's hearings system
- Be able to engage with key partners locally and build and maintain good links and communication with local partners
- Have a good understanding of needs in terms of hearings in the local area
- Promote constructive dialogue and decision making

**Proposal:**

It is proposed that in order to provide continuity during this transitional period, Councillor Cecil Smith should again be appointed to the CPAC. Councillor Smith was a CPAC member during the last Council term, is familiar with the CPAC and has undertaken the relevant training.

As it is recommended that those who hold office that involves close oversight of children's social work services should not form part of the membership of the AST, it is proposed that Councillor Smith will not transfer from the CPAC to the AST.

It is therefore proposed that another Member with an interest in the Children's Hearings System should be appointed to the CPAC in order to assist the CPAC to carry out its functions over the next year. This Member would then transfer to the AST as the local authority representative.

**Background Papers:**

Report LA-46-11-F - Education and Families Committee on 25 August 2011

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

Report GL-28-12-F - Shetland Islands Council on 28 March 2012

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=3636>

<b>Membership</b>	<b>Method of Appointment</b>	<b>Duration</b>	<b>Approved Duty</b>
CPAC: Councillor C Smith	Appointment	Until AST takes over the responsibilities of the CPAC	Yes
CPAC/AST: One Member	Appointment	Council Term (Transferring to AST from CPAC)	Yes

## DOUNREAY STAKEHOLDERS GROUP

### Purpose:

The Dounreay Stakeholder Group (DSG) is an independent body whose role is to provide public scrutiny of the Dounreay site, by providing an active, two-way channel of communication between the site operators, the Nuclear Decommissioning Authority (NDA) and local stakeholders. The Ministry of Defence (MoD) site Vulcan is also part of remit of the DSG.

<http://www.dounreaystakeholdergroup.org/>

Membership	Method of Appointment	Duration	Approved Duty
1 Substantive Member	By Appointment	Membership of SIC	Yes

*For Information - current KIMO Appointments:*

*Substantive:* Steven Coutts  
Billy Fox  
Andrea Manson  
Drew Ratter  
Michael Stout

*Substitutes:* Malcolm Bell  
Mark Burgess  
Amanda Westlake

## NUCLEAR FREE LOCAL AUTHORITIES (SCOTLAND) [NFLA]

### Purpose:

To consider and recommend action which can be taken by local authorities to promote the well being of their areas by reducing nuclear hazards in or potentially affecting their areas.

To obtain and provide information and assistance to local authorities that can inform their understanding of the risks from nuclear hazards.

To consider and recommend action which can be taken by local authorities and others to support and/or enable:

- efforts to prevent the retention and proliferation of nuclear weapons and technology assisting that proliferation;
- the safe phase-out of nuclear power in the shortest practicable time;
- the minimisation of the production of all types of radioactive waste and materials resulting from military and energy applications of nuclear power and the minimisation of all risks to humans and the environment from such waste and other nuclear hazards;
- Energy conservation and the use of renewable sources of energy and other steps to reduce climate change without resort to nuclear power; and
- Sustainable economic development outside the nuclear sector.

To discuss nuclear issues with a view to adopting common policies in member Authorities.

Membership	Method of Appointment	Duration	Approved Duty
1 Substitute Member	By Appointment	Membership of SIC	Yes

### *Current NFLA Substantive Appointment – Steven Coutts*

*For Information - current KIMO Appointments:*

*Substantive:* Steven Coutts  
Billy Fox  
Andrea Manson  
Drew Ratter  
Michael Stout

*Substitutes:* Malcolm Bell  
Mark Burgess  
Amanda Westlake

## **Community Alcohol and Drugs Services Shetland (CADSS)**

### **Purpose:**

The Community Alcohol and Drugs Services Shetland (CADSS) is an independent voluntary organisation that provides a range of free confidential services to those affected by alcohol and/or drug use in Shetland.

They offer support, information and practical help and training, and work in partnership with many organisations to help people rebuild their lives and create healthier futures.

<b>Membership</b>	<b>Method of Appointment</b>	<b>Duration</b>	<b>Approved Duty</b>
4 Substantive Members	By Appointment	Membership of SIC	Yes.

### **Sandsayre Pier Trust**

The purpose of the Trust is to hold, maintain and manage the Pier for the benefits of residents in Sandwick who are boat owners.

Councillor representation is intended to keep the Council informed of progress with current and planned projects, and provides benefits to the Trust in terms of future planning and consultation.

<b>Membership</b>	<b>Method of Appointment</b>	<b>Duration</b>	<b>Approved Duty</b>
1 Substantive Member	By Appointment	Member of Shetland South	Yes.

## LOCAL AUTHORITY ARMED FORCES AND VETERANS COMMUNITY CHAMPION

The suggested responsibilities for the Local Authority Armed Forces and Veterans Champion include the following:

- To ensure that the interests of the Armed Forces and Veterans Community in Shetland are properly represented, considered and prioritised within the Council's policies, strategies, plans and operational activities.
- To consider the impact on the Armed Forces and Veterans Community in Shetland of Council Decisions and policies.
- To hold the Executive to account, either singly or with the support of other members, in terms of the delivery of Council services to members of the Armed Forces and Veterans Community.
- To liaise as appropriate with Armed Forces, Veterans' and Service Families' organisations and representatives to discuss matters of concern to the Armed Forces and Veterans Community in Shetland.
- To monitor complaints against Council services and actions which have an adverse effect on the Armed Forces and Veterans Community.
- To help to raise the profile of the Armed Forces and Veterans Community in Shetland, and to facilitate Council support for:
  - Homecoming parades.
  - Remembrance parades and events.
  - Armed Forces Day.
  - Fund-raising events undertaken by Service charities.
- To engage with Scottish Ministers and, as appropriate, UK Defence Ministers and others in relation to Armed Forces and Veterans Community requirements.
- To provide regular reports to all Council members of activities in relation to the Armed Forces and Veterans Community which have taken place in the Shetland Islands Council area.

The Cross Party Group on Armed Forces Veterans meet approximately 4 times a year at the Scottish Parliament.

<b>Membership</b>	<b>Method of Appointment</b>	<b>Duration</b>	<b>Approved Duty</b>
1 Substantive Member	By Appointment	Membership of SIC	Yes







Shetland Islands Council

4 July 2012

## Appointments to Education and Families Committee - Religious Representatives

GL-49-12-F

**Report Presented by**  
**Executive Manager – Governance and Law**

**Corporate Services Department**

### 1.0 Summary

- 1.1 This report addresses the statutory requirement to have religious representation on the Education and Families Committee, and seeks agreement on the appointment of two religious representatives to the Committee.

### 2.0 Decision Required

- 2.1 That the Council **RESOLVES** to appoint Ms Radina McKay and Mr Martin Tregonning as Religious Representatives on the Council's Education and Families Committee.

### 3.0 Detail

- 3.1 At its meeting on 23 May 2012, the Council resolved to appoint the Church of Scotland nomination to the Committee, Reverend Tom Macintyre. At the time of that meeting, confirmation had not been received from Shetland Inter Faith Group or Shetland Churches Council Trust as to their nominations.
- 3.2 Ms Radina McKay has now been confirmed as Shetland Inter Faith Group's nomination, and a copy of her statement is attached as Appendix 1.
- 3.3 Mr Martin Tregonning has now been confirmed as Shetland Churches Council Trust nomination, and a copy of his statement is attached as Appendix 2.
- 3.4 Both Reverend Macintyre and Ms McKay were previous Religious Representatives on the Education and Families Committee.

## 4.0 Implications

### Strategic

- 4.1 Delivery On Corporate Priorities – In addition to the statutory requirement, the appointment of religious representatives would meet the outcomes of the Council's Equality Statement in relation to the need to ensure that Democratic bodies better reflect the diversity of Shetland's communities, and would assist the Council in meeting its objective of ensuring high quality education services.
- 4.2 Community /Stakeholder Issues – Consultation has been undertaken with the Church of Scotland, Shetland Council of Churches Trust and with Shetland Inter Faith Group.
- 4.2 Policy And/Or Delegated Authority – Section 1.2.1(2a) of the Council's Scheme of Administration and Delegations states that when the Education and Families Committee is considering any of the functions of the Council as education authority, three persons interested in the promotion of religious education will be voting members of the Committee. In addition, any appointment to a body that forms part of the political management framework is reserved to the Council in terms of Section 2.1.3(1a) of the said Scheme.
- 4.3 Risk Management – Not complying with the statutory requirements, exposes the Council to complaint and/or legal action.
- 4.4 Equalities, Health And Human Rights – The appointment of religious representatives is required in circumstances where a committee is established to discharge the functions of the education authority. Primary legislation requires the Council to make these appointments, and there is no question of this amounting to a breach of Human Rights legislation.
- 4.5 Environmental – None.

### Resources

- 4.6 Financial – All members of the Council's committees are entitled to claim legitimate expenses. An additional three Members of the Committee is not expected to incur a significant increase in costs, and will be contained within the current budget for Members' expenses.
- 4.7 Legal – The Council is required by Section 124 of the Local Government (Scotland) Act 1973 as revised by Section 31 of the Local Government etc. (Scotland) Act 1994 to appoint three representatives of religious interests to its Education and Families Committee.
- 4.8 Human Resources – None.
- 4.9 Assets And Property – None.

## 5.0 Conclusions

- 5.1 In fulfilling the statutory requirement to have religious representation on the Education and Families Committee, this report seeks to appoint the remaining representatives.

For further information please contact:

*Jan-Riise, Executive Manager – Governance and Law*

01595 744551 [jan.riise@shetland.gov.uk](mailto:jan.riise@shetland.gov.uk)

27 June 2012

List of Appendices

Appendix 1 – Personal Statement from Ms Radina McKay

Appendix 2 – Personal Statement from Mr Martin Tregonning

Background documents:

Shetland Islands Council – [21 September 2011](#)

Shetland Islands Council – [7 December 2011](#)

Shetland Islands Council – 23 May 2012

END





## **SHETLAND ISLANDS COUNCIL**

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### **2 STATEMENT**

Please provide a brief pen picture describing the skills, experience and special characteristics that you would bring to the position and a statement of the contribution you would hope to make if appointed.

#### **Educational Qualifications**

My educational background is in social work and education. The courses which I have undertaken to complete my BS (Hons) Social Sciences OU Degree include Social Psychology and Child Development, as well as Theory and Practice related to working with youth, children and families.

Over the years I have developed practical and theoretical knowledge and skills which are applicable to the work done by the Education and Family Committee.

In addition of being a mother of three boys I have extensive practical experience particularly in the voluntary sector but also, to a lesser extent, in the private sector.

#### **School Parent Council**

1. Serving on the Bell's Brae School Parent Council for a number of years working in partnership with the educational authorities at the school, gaining a firsthand experience of the establishment and promotion of an inclusive agenda, seeking to ensure that parent's voices are taken into account in the running of the school.

#### **Administrative Experience**

2. Service on the Spiritual Assembly of the Baha'is of Shetland for many years, which as an administrative and consultative body is responsible for promoting the education and the wellbeing of its own members and the members of the wider community.

#### **Child Education**

3. Over the past twenty years I have undertaken the planning and delivering of classes and workshops for children of all ages which through the deployment of music, art, stories and discussions seek to foster a sound understanding of moral and spiritual concepts.

#### **Youth Work**

4. In more recent years, facilitation of a junior youth empowerment programme intended to enhance the moral and intellectual development of young people between the age of eleven and fifteen by fostering skills and insights through delivering service projects targeted and focused on the needs of their particular communities.

## **Private Sector**

5. My husband and I are partners in a small architectural practice Alan McKay Architect which has been running for five years. I have full responsibility for financial management and shared responsibilities for major decisions about business development.

## **Shetland Befriending Scheme**

6. I have been a volunteer for Shetland Befriending Scheme for at least eight years, which has given me the opportunity to work with children with challenging social backgrounds and specific social and educational needs.

The foregoing list of my education and experience has, I believe, equipped me with the following skills and abilities which I would hope to contribute as a member of the Educational and Family committee.

- A broad-based academic and practical understanding of how children learn including the challenges faced by children with learning difficulties.
- Analytical and conceptual skills that link theory with practice including the ability to study reports, identify key issues and understand their application
- Direct experience of balancing the aspiration of educational policy against real world constraints such as finance and frequently differing agendas.
- A substantive experience of committee service and consultation with emphasis on achieving unified decisions within the context of opposing viewpoints.
- Firsthand experience, insight and appreciation of the problems faced by families from deprived backgrounds and/or who have children with educational challenges
- Understanding of the value of diversity and recognizing the benefits it can bring to policy making and service provision.
- Extensive experience of fostering harmonious and effective working relationships with both adults and children.



## **SHETLAND ISLANDS COUNCIL**

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### **2 STATEMENT**

Please provide a brief pen picture describing the skills, experience and special characteristics that you would bring to the position and a statement of the contribution you would hope to make if appointed.

I have an interest in education and young people and have previously been involved in youth work and Sunday School. I am actively involved in supporting our local school both through the parent council and also as an individual parent, including volunteering to help with various school activities (day trips, drama club, etc..). I have always taken part in the various consultations that have been carried out over the years, and have always tried to have a positive input.

I am interested in the education of young people in Shetland in the broadest sense, not just in my local school, and would appreciate the opportunity to contribute further.