



# ANNUAL PERFORMANCE REPORT 2024



**SHETLAND**  
ISLANDS COUNCIL

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# INTRODUCTION

This is Shetland Islands Council's annual public performance report which seeks to provide an overview of some of the things we have delivered over the past year.

It is the fourth report to provide an update on 'Our Ambition 2021-26', the Council's corporate plan, so is structured to follow that Plan's themes.

The Council has a performance management framework in place which requires services to report to councillors on their performance four times a year. This is the content we have used for the annual update report. Where we have referred to a more detailed report, like the Chief Social Work Officer's report, we have provided the relevant link.

We are committed to reporting our performance throughout the year. If you would like more information on how we are doing as a Council it can be found in the following places:

-updates on our website  
[Performance – Shetland Islands Council](#)

-messages on our Facebook page

-performance reports on our Committee Information System  
[Shetland Islands Council Committee Information – Latest Meetings and Agendas](#)

-live stream all of Committee meetings  
[Home – Shetland Islands Council Webcasting](#)



# SHETLAND'S POPULATION BALANCE

**We will work with our partners to develop a clearer understanding of issues relating to recruitment and retention in Shetland and deliver a strategy that focuses our work on overcoming barriers to recruiting and retaining working age people.**

The Council commissioned EKOS to undertake the Shetland Skills Survey 2024 and this was reported to Developing Young Workforce Board and the Shetland Local Employability Partnership. The survey updates previous work done in 2018 and cover issues relating to recruitment and retention, skills and capability gaps, workforce development and engagement with training providers.

The Strategic Workforce Plan was reviewed and updated in October 2024. A further review will take place in 2025 with a new strategic Workforce Plan developed for 2026 onwards incorporating information from service-level Workforce Plans.

A new corporate on-boarding course for all new employees to welcome them to the organisation was launched.

The council are continuing to implement new recruitment approaches, working in conjunction with Promote Shetland to attract more external candidates to hard-to-fill roles; revamp the range of apprenticeships and graduate opportunities, and improve the internal jobs market through challenging occupational segregation and supporting flexible working practices.

**We will continue to deliver on the key themes of the Local Housing Strategy.**



Strategic Housing Investment Plan (SHIP) was approved by Development Committee in November 2024. The revised SHIP was subject to a reduction in funding for future years. The recent Scottish Government budget announcement confirmed that the Affordable Housing Supply Programme (AHSP) funding would be reinstated but the detail of allocations has not been announced.



# CLIMATE CHANGE

**Prepare and implement a council Net-Zero Plan and lead the preparation of a Shetland Net-Zero Strategy involving Community Planning partners and a range of energy-focused businesses and organisations.**

The Scottish Government has set a legally binding target to be Net Zero by 2045.

Local Authorities must demonstrate that they are working towards emissions reductions in line with these targets. The Shetland Islands Council Net Zero Route Map and the Shetland Net Zero Route Map assist in this process, establishing the baseline and setting targets.

The Shetland Islands Council Climate Change Strategy and Action Plan details the strategic aims, objectives and actions for how SIC will demonstrably work towards achieving targets.

Further information can be found in the council's latest [Climate Change Progress Report 2023/2024](#).

A strong foundation has been set through the climate leadership, governance and management that has been put in place.

The Council has been working on decarbonisation since the establishment of the Carbon Management Plan in 2006, with the majority of 'low hanging fruit' now achieved. The council is required to commit effort and investment, from both internal budgets and through seeking of external funding, to accelerate our emissions reductions, and work towards climate targets.



Climate action can deliver economic savings in the long term, but in the short to medium term there is a need for greater investment, both financial and committed resource, to make the change required to reach the council's goals.

**Continue and, where possible, accelerate current energy efficiency, energy conversion, waste reduction and reuse initiatives, internally within the council and across the community.**



# CLIMATE CHANGE

The Waste and Resource Strategy that was due to develop a comprehensive plan for sustainable waste management and resource optimisation has not progressed due to officer shortages. This initiative will focus on reducing waste generation, promoting recycling and reuse, and diverting materials from landfills.



Energy Recovery Plant improvements involving plant upgrade and renewals programme was completed in November 2024.



Emissions reduction is where the majority of climate focus has been from the Council so far. Adaptation goes hand-in-hand with mitigation, as by reducing our greenhouse gas emissions we can reduce the amount of climate change that we will have to adapt to. It is important we understand the risks associated with climate change on our estate and operations, and also on the community going forward, so that we can appropriately plan for, and mitigate impacts.

To achieve this, a review to gain an understanding and map the risks should be undertaken and a plan developed, including appropriate funding and investment, for climate resilience across the Council estate and operations.

There is still the need to improve the energy efficiency of our housing stock to create a comfortable environment and alleviate fuel poverty for our tenants. A Housing Energy Efficiency Strategy and Plan should be developed and implemented as a priority, including funding and investment. An update is due from Scottish Government on the Social Housing Net Zero Standard, which will shape the strategy for delivering the new standard across our housing stock. Careful consideration is required around funding and investment of housing energy efficiency so as not to increase rent poverty whilst attempting to reduce fuel poverty.



# CLIMATE CHANGE

The Council's housing stock is predominantly electrically heated with 90.33% of all heat sources electrically powered. This includes a mix of storage heating, air source and ground source. 7.48% of housing is heated by district heating, and only 2.19% is heated from fossil fuel sources. Once Shetland is connected to the UK electricity network, emissions from our housing stock will significantly decrease.

At this point 97.81% of the Council housing stock is heated by zero carbon energy sources, which puts us in a very strong position to meet our target of 100% of housing being net zero by 2030.

Our estate is broad ranging in terms of efficiency, age and building type. It is currently unsustainable. There are inconsistencies and gaps in the data and the metrics we use to measure energy use and efficiencies in buildings. An estate decarbonisation plan, including the appropriate funding and investment, is required, and must be implemented as a priority, in order to see the emissions reductions needed. Inconsistencies and gaps in data add additional challenge in developing this plan, so works are currently ongoing to build a comprehensive and consistent base of data on which the estate decarbonisation plan will be based.



**Support the creation of community energy networks across Shetland that link in with a green and strengthened Shetland Electricity Grid and complement/enable local energy efficiency, recycling and carbon capture initiatives**

It is recognised the Council has a significant influence over community decarbonisation, and there are strong links between climate action, reducing inequalities and improving health and wellbeing. It is also recognised there are significant additional challenges with undertaking climate action in rural communities, as a lot of climate policy is built around urban ideology. We have been successful in securing a significant amount of funding for a project to put in place community focused demonstrations and trials that will aid with decarbonisation while reducing inequalities and improving service provision in a place. Learning from these demonstrations and trials will be essential in determining which services to implement at a wider scale.

# CLIMATE CHANGE

Shetland Rural Transport and Energy Hub Phase 1 project was completed in July. The project generated a feasibility study which investigates the non-technical systemic barriers to decarbonisation in Shetland, with the aim to overcome these by creating a network of rural transport and energy hubs. The study identified key locations for hubs and suggested the village of Brae as a prime location for a pilot. The phase 1 project was completed in partnership with Orkney based consultant Aquatera and Community Energy Scotland, who were also involved in a similar project for Orkney. A decision was made nearing the end of phase 1 that the Orkney and Shetland projects had enough synergies to make a joint bid for phase 2 funding from Innovate UK. The aim will be to take key learnings from both projects and look to pilot these across the two Islands with a continued focus on Community wealth building, replicability and economic sustainability.



The Phase 2 funding application, for up to £5million, was successful in being awarded £4.9 million of funding, split between Shetland and Orkney. The Shetland specific project will focus on the implementation of a pilot rural energy hub in Brae – based at the Brae Youth Centre. It is a place-based approach to decarbonisation of mobility, heat and power with community benefit and improved service delivery at the heart of the project. The project will run from 1st February 2024 to 31st October 2025.

**Support partners to plan and deliver energy reduction/transition in key commercial sectors, focusing on renewable energy generation, fishing, aquaculture, agriculture, transport, aviation and oil and gas in particular.**

The Council has begun the journey to address climate change, and the works undertaken to date have put us in an excellent position to drive forward with the required action. It is now known and understood what is required, and what the challenges and opportunities are. The Council has made connections, built relationships and partnerships (both internally and externally) and put in place the solid leadership, governance and management structure that is required to make changes that are needed.



# CLIMATE CHANGE

The Council recognises the need for shared action across all levels of government, businesses, communities and individuals to address challenges presented by Climate Change and has taken a proactive and collaborative approach to Climate Change, emphasising planned partnership action, with the Council providing leadership on behalf of the Shetland community. Public debate relating to these challenges is an important component of that shared action and leadership.

The Shetland Climate Festival 2024 returned for the third year and involved around 30 organisations, charities and businesses from Scotland, Orkney and Shetland. This was the most successful year yet where we welcomed over 350 people. Preparations are underway to re-create this success for 2025.

**Campaign at all levels to ensure future developments recognise that energy affordability is already a key issue in Shetland and ensure that progress on that issue is designed into all significant proposals and solutions.**

The council are tasked with identifying solutions for the high cost of electricity in Shetland and engage with governments, energy agencies and suppliers. A roundtable was held in Edinburgh in November 2024 with key industry stakeholders. Areas of action from the event are a continued focus on REMA the Review of Electricity Market Arrangements currently being undertaken by the UK Government along with the need for an orchestrated campaign for affordable energy in conjunction with other organisations.

**Work with our partners to achieve a more sustainable, ecologically diverse and resilient natural environment as it is Shetland's most valued and distinctive asset.**

The Council has recognised that Climate Change poses the greatest environmental risk for Shetland, in common with others across the world. However, the Council is also acutely conscious that Shetland depends hugely on its natural environment for much of its well-being and must balance all issues and opportunities accordingly.

The updated version of the Local Flood Risk Management Plan for Shetland was published which covers the period 2022-2028. Flood risk management plans form part of Scotland's route map for reducing the effects of flooding on communities and they set the national direction of future flood risk management, helping to target investment and coordinate actions across public bodies.



# SUSTAINING JOBS & CREATING NEW ONES

**We will agree the Islands Deal with both UK and Scottish Governments, with Shetland's projects reaching full business case stage and significant investment flowing in from both Governments.**

The council continues to manage the Islands Growth Deal Shetland Programme, which includes two council-led projects. One of the Shetland projects is now in delivery and the other four continue to progress Full Business Cases. As this is a 10-year programme, projects will come forward at different times. The two Council led projects are the Knab Site Redevelopment and the Islands Centre for Net Zero (ICNZ) Shetland Programme.

**We will progress the Shetland Energy Hub concept through the ORION – Clean Energy Project**

The council are engaged with SSE on a transmission strategy for Shetland. This has involved engagement with project stakeholders for onshore wind, offshore wind projects, West of Shetland Electrification and industrial scale energy users to help ensure a holistic network design of the future Shetland electricity system.

The council has engaged with the Net Zero Technology Centre on the NZTTP European Hydrogen Backbone Link and the Energy Hubs Projects. The council also engaged with the Liquid Organic Hydrogen Carrier Project, a desktop exercise to evaluate exporting hydrogen by coastal tanker from Sullom Voe and St Fergus/Peterhead to Rotterdam.

**We will provide support to businesses and entrepreneurs that will help sustain jobs in core sectors of Shetland's economy and create new ones.**

The council approved 10 grants under the Economic Development Grant Scheme, with a total grant commitment of £185,034. Grants were awarded to Shetland Tourism Association, Shetland Food & Drink, Shetland Composites, Papa Stour History and Community Group, North Yell Development Council, Unst Festival Committee, Bigton Collective Ltd, Shetland Farm Dairies Ltd, Wild Skies Shetland and Foula Electricity Trust. The grant scheme conditions were also reviewed and updated with revised guidance during 2024.



# SUSTAINING JOBS & CREATING NEW ONES

The Economic Development Service scheduled a series of business road shows, with the purpose of engaging with businesses and enterprises in communities across Shetland and to promote the range of support services available through the Council, particularly advice and support via Business Gateway. A total of 15 road shows were held in halls across Shetland, which included visits to Papa Stour and Foula, as well as sessions in the North, East, South and West Mainland, as well as Yell, Unst, Fetlar and Whalsay. The sessions were well received by those attending, with a range of business enquiries received and being followed up by officers and business advisers. It is intended to schedule further visits to local communities to engage with areas not covered in the initial programme.

**We will support the Shetland Space Innovation Campus project in order to help establish Unst as the site for new satellite launches and data tracking, as well as creating wider opportunities for supply chain services, education, research and innovation in Shetland.**

Shetland Space Centre Project: SaxaVord Space Port were awarded their Spaceport Launch Licence from the Civil Aviation Authority (CAA) in December 2023, and Range Control Licence in April 2024. Rocket Factory Augsburg are planned to be the first vertical, orbital launch from the Saxavord Spaceport and had been working through a series of engine and systems tests. The Council continues to work with the SaxaVord team on a Shetland Space Programme, including Economic opportunities, education and skills, and event planning.

**We will build the principles of community wealth building into the way we support the local community.**

The Council commissioned Aquatera who are working in partnership with VOAR and Community Energy Scotland, to consider community benefit models for Shetland. A report was presented to a Council meeting in February 2025 recommending a model for Community Benefits, which will feed into the Shetland Energy Strategy.

The Community Led Local Development (CLLD) Programme is funded annually by the Scottish Government and overseen by the Shetland Local Action Group (LAG), with the Council acting as Accountable Body for the funding in line with previous arrangements to deliver the EU LEADER Programme.



## SUSTAINING JOBS & CREATING NEW ONES

An initial allocation of £99,941.21 capital funding and £65,245.71 revenue funding has been received from the Scottish Government for the current financial year to direct to local projects. At a meeting of the Shetland LAG on 02 October 2024, a total of £165,054 was awarded to 14 local projects.

**Visitor Levy:** In partnership with Orkney Islands Council and Comhairle nan Eilean Siar, the Council has undertaken to commission early-stage investigations into the feasibility of introducing a visitor levy in the island local authorities. This follows the passage of the Visitor Levy (Scotland) Act 2024, which grants local authorities the power to levy a charge on visitor accommodation in their area. The purpose of the levy is to generate income which will be used to improve and sustain visitor-facing services in local areas. The feasibility investigations will include early stakeholder engagement and cost benefit analysis of potential levy models, which will inform a decision by the island authorities on whether to proceed further with levy scheme development.

Urban Foresight have been appointed to undertake the commission following a joint tendering exercise between the three island authorities, and it is expected that this commission will report on findings in May 2025 – it is also expected that the results of the Shetland Visitor Survey 2024 will be available by this time. The Council has also engaged in very early discussions with the Scottish Government on levies on cruise and motor home traffic; each of which are currently outwith the scope of the 2024 Act and so would require further legislation.



# SKILLS & LEARNING

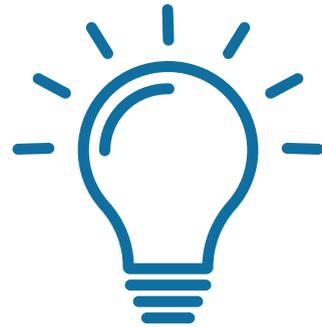
**We will continue to provide opportunities for young people to access employment resulting in sustained high participation rates in Modern Apprenticeships, Foundation Apprenticeships and Employability Programmes.**

170 employees were supported to start a qualification in 2024. This is in addition to those who continue to work towards achieving a qualification that they started previously. This aligns with our workforce planning objectives and supports career grade progression, succession planning and personal & talent development.

12 new traditional Modern Apprentices were hired in 2024 (again in addition to those who started previously). Although we had no new Graduate Apprentices start in 2024, we continued to support 9 in various areas across the Council.

**We will work to achieve an empowered school system, with participation at all levels including parents, pupils and teachers.**

In line with the Regional Improvement Plan, an increasing number of schools are engaging with the Northern Alliance Learning, Teaching and Assessment toolkit. Currently 22% of schools are engaging directly with the toolkit. Forty teachers have completed self-evaluation forms and analysis of the data is informing professional learning and quality improvement activity at a local level.



# DIGITAL CONNECTIVITY

Digital Connectivity is an issue that, as a council, we cannot fix on our own, so we will work with others with the strategic aim of achieving high-speed broadband and full mobile coverage to all settlements across Shetland.

We will commission a piece of work to carry out network planning and engagement with both UK and Scottish Governments, industry and national programmes in order to assess the gaps in provision in local superfast connectivity and inform a strategic plan regarding the future of connectivity in Shetland.

A Project Board has been established to develop a sustainable operational and governance plan for Shetland Telecom assets. The fibre optic Asset Management Board has been established and is working to consider the future operational planning of commercial access to fibre service, including clearly defined roles and responsibilities and strategy/planning for delivery.

S100 Project our aim is to engage Scottish and UK Governments to develop a plan to extend the public sector network beyond R100 scope. Further updates are awaited on project Gigabit, which is the UK Government's £50bn programme to connect hard-to-reach properties with gigabit capable fibre connections. Area-based procurements in Scotland are managed by the Scottish Government and updates are awaited on procurements affecting Shetland. The Council is continuing to engage with Government through the 'Shetland Forward' programme.



# CARING FOR OUR COMMUNITY

**We acknowledge the role of the IJB in setting the strategic agenda for the provision of health and care for our community and will support the delivery of the services commissioned from us.**

The Health Improvement and Planning Teams in Public Health have been working on a Joint Strategic Needs Assessment for Shetland which will be completed in early 2024-25 and will support appropriate targeting of resource, understanding of current inequalities and the need for change. This is closely linked to work the Chief Officer and Public Health and Planning Teams have been involved in with Community Planning and Development colleagues to develop locality profiles and progress the Shetland Partnership Plan.

**Community care services will continue to support people to be independent and able to live at home in the community.**

Shifting the balance of care describes working towards a different way of supporting people – in terms of Place, Power, Prevention, and type of delivery.

We know people will always require support in many different ways, and taking a person-centred approach means we will always have to be flexible and adaptable as services and commissioners.

In Shetland we have made significant progress towards shifting the balance of care, with more short term and respite use of residential care rather than long stay residents; we support people with intensive care needs to remain at home when that is their wish; we have short stays in hospital; and low rates of emergency readmissions suggesting we are looking after people well in communities, and working well together between our hospital and community services. However, there are still challenges particularly where capacity issues cause delays in discharge from hospital. While the numbers of delayed discharges in Shetland are small, they are significant in terms of capacity in the system and can have a negative impact on the individuals who are delayed in getting home with the support they need.

Progress in 2024 included development of a Shetland Hospital at Home model, looking at early supported discharge as a collaboration between acute services, local Consultant Geriatrician and Community Nursing teams. This small test of change has supported a small number of patients to return home early, with short term resource from Scottish Government to increase ANP time available.



# CARING FOR OUR COMMUNITY

## **We will manage the change from service provision to self-directed support (SDS).**

The Adult Social Work and Adult Services teams engaged support from In Control Scotland via IJB Reserves funding, to plan a comprehensive review of Self Directed Support in Shetland. The funding and external expertise supported the planning and groundwork for the review, engaging service-users, families and unpaid carers as well as services in a meaningful review process which will take place into 2024-25.

## **We will deliver services to children and young people with additional support needs and to adults with learning disability and autism that meet eligible need and reduces inequality.**

One of the main reviews to be undertaken during 2024 was the review of accommodation for a range of service users. The aim of this was to address the increasingly unsustainable nature of our care services in terms of availability of workforce, and the consequent reliance on agency staff.

A programme of work is now underway with colleagues across the Council's Community Health and Social Care Directorate and Development Directorate, supported by colleagues from Corporate Services as appropriate, to engage a Programme Manager and specialist input into formulation of a Business Case to support the delivery of models of accommodation that will enable Adult Services and Community Care Resources to deliver services in a more effective and efficient way. The business case will make a clear case for change, emphasising the growing need for accommodation to support people with learning disabilities and complex needs, as well as appropriate accommodation for older people and the inadequacy of the current provision to meet this need.

## **We will support the mental health and emotional wellbeing of those in our community to provide better outcomes for individuals and less reliance on services.**

The mental health team have faced a shortage of qualified nurses, and the actions they have taken to help ensure the team have the skills and staff they need. To address the issue, they have created new support worker positions and offered training for these workers to become fully qualified nurses in Shetland. This approach has several benefits; it helps retain local talent, improves patient care by providing more support options, and strengthens the overall mental health team.



## CARING FOR OUR COMMUNITY

The new support workers are already making a positive impact by assisting patients in their homes and communities.

The council continues to provide a free and confidential Employee Assistance Programme, delivered by Care First. The council has recruited a Well-Being Officer during 2024 who can provide advice and guidance to council employees.



## FAIRER SHETLAND (2024)

**The factors that improve the health of a community are very similar to those that improve the health of an individual. As an employer and anchor organisation, we will promote the Five Ways to Wellbeing and work with the Shetland Partnership to make it easy for individuals across the community to find the opportunities to embed the Five Ways into their lifestyles.**

Year 4 of the Play Area Renewal Programme has been completed with the installation of new items of inclusive play equipment in the play areas at Tingwall Primary School, Barclay Park in Whalsay and Mid Yell Junior High School in Yell. A budget of £91K has been approved by the Scottish Government for these works in 2024-25. Year 5 of the Programme will commence on 1<sup>st</sup> April 2025 with a budget of £151K from the Scottish Government.

In December 2024 the Council approved a final budget of £690K for a 3G Pitch at Clickimin to the match the external funding received for the project i.e. £770k. Following an introductory meeting with the contractor in January 2025, it is now proposed that the works will commence on-site at the start of March 2025, with a completion date in 2025.

The Library Health and Wellbeing Programme includes new health and wellbeing activities which have been trailed over a two year period and some, such as dementia-friendly reminiscence groups titled 'Memories Shetland' and regular promotion of health resources have been implemented as ongoing activities. Health and wellbeing remains a key focus for the library service and during the winter months we particularly promote the Library as a warm, free and accessible space.

**We will continue to develop early learning and childcare to provide more opportunities for parents, particularly mothers, to access employment opportunities.**

A breakfast club has been set up at Happyhansel Primary school. The club is open for 5 mornings a week. Central staff are working with the Head Teacher to identify further opportunities.

For information on the support available to the people of Shetland please see [Cost of Living – Shetland Islands Council](#).

**We will support children and young people to help them thrive and reach their full potential.**



## FAIRER SHETLAND (2024)

Since October 2024 Developing the Young Workforce (DYW) Shetland has delivered 71 unique activities to young people, with Activity Type focusing on Applying for Jobs through the Mock Interview project, but also Sector Awareness activities, Work Place visits and Skills Development activities. Activities are delivered by 41 unique employers. 6 junior high and high schools as well as UHI Shetland students have taken part in 1 or more activities. In total, DYW activities have been delivered to 316 young people.

For information on child poverty in Shetland please see the [Annual Child Poverty Action Report 2023/24](#).



# TRANSPORT

**We will continue to work to secure support from Scottish Government to ensure financially and environmentally sustainable internal ferries services, so we can continue to provide links between the islands that are reliable and support economic and social wellbeing, and will continue to pursue fixed links, where they can be proven to be a viable alternative.**

In December 2024 the Scottish Government announced capital funding of £10 million for the council to help sustain and improve inter-island connectivity in a way that best meets local needs. The Inter- Island Transport Connectivity Programme will deliver a robust network strategy Strategic Business Case and Outline Business Case, upon which decisions can be taken on the future of inter-island connectivity options to Shetland's islands. Stantec are progressing with work on the Strategic Business Case (SBC) and have been gathering evidence for the 'Case for Change'. This has included undertaking a public survey in December-January 24-25, which will be followed up with a series of engagement sessions once the results are analysed.

The Programme Board, Partnership Sounding Board and Community Stakeholder/User Group all continue to meet to contribute to or inform programme delivery, as appropriate. The SBC will be reported to Shetland Islands Council during 2025.

**We will continue to support air services to Foula and Fair Isle, including consideration of alternative fuels and technologies in the provision.**

The Tingwall Runway Resurfacing project, to be undertaken by Roads Maintenance Operations, did not go ahead in 2024 due to the ongoing Scord Bitumen Plant breakdown creating uncertainty for the considerable logistics involved in moving the flights from Tingwall to Sumburgh. This project has now been scheduled for May 2025, when it is anticipated that the entire runway will be resurfaced. The airport will therefore be closed for the entire month. Meetings are ongoing with the CAA to ensure that the necessary approvals are in place, and the air services provider AirTask has been informed, to allow alternative arrangements via Sumburgh Airport to be made.

The Fair Isle Ferry and Infrastructure Replacement Project which was awarded £26,762,313 from the Governments Levelling Up Fund (LUF) has progressed in 2024 with a draft Memorandum of Understanding (MoU) is being developed, tender evaluations have been concluded with a preferred bidder identified and ongoing community engagement meetings.



# TRANSPORT

**We will continue to support delivery of an affordable and sustainable system of public transport services to meet the needs of Shetland. We will support the development of Active Travel Strategy 2020–25 Implementation Plan alternative solutions such as active travel and mobility as a service that encourages positive travel choices.**

**These will evolve with the availability of alternative fuels and technologies and will complement other transport modes to form part of an integrated transport network. The network will support our community outcomes of achieving climate change targets, reducing inequality, improving public health and enabling access to essential goods and services, employment, education and health care, as well as other opportunities to ensure inclusive economic growth and healthy communities.**

Active Travel Infrastructure Programme well advanced with programme to be presented for approval in Q4 2024/25. Funding bids for 2025/26 Behaviour Change funding and 2025/26 Infrastructure Funding being prepared for submission in January 2025 when bidding rounds open in Transport Scotland.

The Council approved the Ferries Resilience Review recommendations presented in September 2024. Those recommendations are being taken forward by ferries management, in consultation with ferry staff and their representatives and support from Development and Corporate Services including arrangements for programme and project structure.

**We will invest in the maintenance of our roads network to ensure it continues to support our economy and communities. In addition, we will invest in road improvements and upgrades where they are necessary to support the sustainability of communities and businesses and/or support new economic opportunities in the islands.**

Cullivoe Road Replacement has entered the procurement stage and thereafter with the Full Business Case.

The Roads Service is in the process of introducing further 20 mph limits on Shetland's roads in line with the Government's goal that "all appropriate roads in built up areas will have a safer speed limit of 20 mph by 2025."

The carriageway conditions of Shetland's roads was reported to committee in November 2024 which presented the [Roads Conditions Indicators 2022-24](#).





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**SHETLAND**  
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