

**The Shetland Community Planning
Partnership**



**The Scottish
Government**

Shetland's Single Outcome Agreement

**An agreement between the Shetland Community
Planning Partnership and the Scottish Government**

April 2011 - March 2012

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Northern Constabulary
Protect and Serve Dion is Cuidich



EXECUTIVE SUMMARY

Shetland's Single Outcome Agreement for 2011-12 is the result of joint working between Shetland Islands Council, NHS Shetland, Northern Constabulary, Highlands and Islands Fire and Rescue Service, Highlands and Islands Enterprise (as statutory partners), Voluntary Action Shetland (voluntary sector partner), the voluntary sector, other public sector organisations, businesses, the community and the Scottish Government. It builds on the work done over the last two years.

It sets out Shetland's shared outcomes and targets for 2011-12, which complement the Scottish Government's priorities for Scotland and Shetland's long-term aspirations. These shared outcomes reflect those areas that can not be delivered by one agency alone and so need joined-up working across the community to get things done. Having everyone committed to the same agenda as their starting point for planning service development and delivery is critical to that.

Shetland continues to enjoy relatively favourable conditions in our economy, society and environment. However there are a number of significant issues developing, which are key challenges for Shetland over the coming years:

- Our population projections demonstrate declining numbers, and in particular declining numbers of economically active people, although our population figures show stability;
- There are some signs that the effects of the global downturn are beginning to be felt in the local economy however unemployment rates remain low and stable at 1.3% compared with a Scottish average of 4.1%;
- The Shetland Economy is heavily reliant on the public sector which is in the process of cutting back expenditure which will impact the private sector. However, the £500 million gas plant project at Sullom Voe will create significant local job opportunities during the 4 year construction period;
- The implications of climate change, and in particular the implementation of the Climate Change Act and carbon accounting to the larger organisations; and
- All partners are experiencing increasingly tight budgets, so the challenges above will have to be met by doing more, with less financial resources.

The Targets section of the Agreement sets out our shared strategic outcomes in detail and the way in which these will be measured. It also includes some information on how they will be delivered. Operational outcomes and indicators are covered in the plans, strategies and frameworks referenced throughout.

We have also summarised together the main areas where we are highlighting assistance we particularly need from the Scottish Government to meet objectives, our "Asks".

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1. Introduction

1.1 Background

On 14th November 2007, the Scottish Government published the 'Concordat', which set out the terms of a new relationship between the Scottish Government and local government, based on 'mutual respect and partnership'. It combined support for the delivery of a framework of Strategic Objectives and Key National Outcomes across the whole of Scotland, with a commitment to working with Community Planning Partnerships to develop 'Single Outcome Agreements' which are based on local needs, local circumstances and local priorities.

These are key elements of the Concordat:

- Each local authority was required to reach a Single Outcome Agreement (SOA) with the Scottish Government, based on the national outcomes and, under a common framework, local outcomes to take account of local priorities;
- A considerable number of ring-fenced specific grants to be rolled up and transferred into the local government settlement;
- Arrangements for reporting performance to be streamlined and simplified, with only one report required from Community Planning Partnerships each year showing progress in delivering the Single Outcome Agreement;
- Local authorities to be able to retain their efficiency savings to re-deploy against ongoing pressures; and
- COSLA and the Scottish Government to put in place arrangements to monitor the new partnership and, as part of this, to assess how the new arrangements are working, how each side is fulfilling the commitments made, and how any significant new pressures associated with the development of government policy might best be accommodated.

1.2 National Context

The **Scottish Government's Purpose** is **Sustainable Economic Growth**¹.

Success is monitored using the following **Purpose Targets**:

- **Economic Growth:**
 - To raise the GDP growth rate to the UK level by 2011
 - To match the GDP growth rate of the small independent EU countries by 2017
- **Productivity**
 - To rank in the top quartile for productivity against our key trading partners in the OECD by 2017
- **Participation**
 - To maintain our position on labour market participation as the top performing country in the UK
 - To close the gap with the top five OECD economies by 2017
- **Population**
 - To match average European (EU15) population growth over the period from 2007 to 2017
 - Supported by increased healthy life expectancy in Scotland over the period from 2007 to 2017
- **Solidarity**
 - To increase overall income and the proportion of income earned by the three lowest income deciles as a group by 2017
- **Cohesion**
 - To narrow the gap in participation between Scotland's best and worst performing regions by 2017
- **Sustainability**
 - To reduce emissions over the period to 2011
 - To reduce emissions by 80 percent by 2050

¹ To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Delivery of this is set out in the Government Economic Strategy.

The Scottish Government's **Five National Strategic Objectives**, which describe where the Government will focus action, are:

- **WEALTHIER & FAIRER** - Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- **SMARTER** - Expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.
- **HEALTHIER** - Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- **SAFER & STRONGER** - Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.
- **GREENER** - Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

These are underpinned by **15 Key National Outcomes**², which set out what the Government wish to achieve. Progress is tracked using **45 National Indicators**³.

1.3 Local Context and Development of this Agreement

An extensive consultation exercise was carried out in 2004 to ask the people of Shetland what they felt were going to be the most important issues for Shetland over the next 20 to 30 years. The results of the 'Long-range Forecast' were used by the Community Planning Partnership to create the **Shetland Resolution**.

This vision for Shetland was effectively the start of developing a Local Outcome Agreement for Shetland. As a result, the recent development of the Shetland Single Outcome Agreement has been a natural extension of the outcome work that was started back in 2004.

Shetland Resolution

We shall work together for a future that's better and brighter. In particular, we aim to create a secure livelihood, look after our stunning environment and care well for our people and our culture.

We recognise that we can only succeed in any of these aims by succeeding in all of them.

In our economy,

- We want to be known for carefully crafted products and excellent service.
- We shall nurture creativity, build skills and encourage enterprise.
- We'll promote fine quality and unique origin because they're vital to our customers.
- We'll seek to create fulfilling, well-paid jobs for all, whatever their talent.
- We'll use the natural resources at our disposal responsibly and seek more control over them.
- Public sector resources will be used to stimulate a stronger private sector.

In our environment, we shall...

- Take pride in our heritage, natural or manmade, and respect it for its own sake;
- Recognise that our livelihood depends on our environment;
- Work with nature in all its diversity, not against it;
- Restore our environment where it has been damaged;
- Use the gifts of nature responsibly; and
- Play our part as responsible members of the world community.

In our community, we shall...

- Cherish and promote our traditions and our values;
- Keep Shetland's people safe and encourage them to be healthier;
- Foster confident, thriving communities across Shetland;
- Welcome visitors and new Shetlanders from wherever they may come;
- Promote justice and equality, here and overseas; and
- Expand knowledge, extend opportunities and improve access.

² <http://www.scotland.gov.uk/About/scotPerforms/outcomes>

³ <http://www.scotland.gov.uk/About/scotPerforms/indicators>

And...

We may be a small place, but if we're clever we can be more successful.

We may have few people, but we can welcome more.

We may be modest, but we can take pride in our achievements.

We may be remote, but we can be distinctive.

But in everything we do, we must seek excellence.

Since the first Agreement was signed by Shetland Islands Council and the Scottish Government on 20th August 2008, the Shetland Community Planning Partnership and its associated strategic bodies have reviewed the Single Outcome Agreement.

The Single Outcome Agreement for 2010/11 was redeveloped with a focus on the key purpose being, **To Maintain the Number of Economically Active People? Throughout Shetland**, with a suite of strategic outcomes and indicators developed to deliver on this key purpose. And there is a joint commitment from all partners to ensure that service delivery is focused onto the achievement of the outcomes set out in this Agreement.

The Key Purpose and Strategic Outcomes remain unchanged for 2011/12. Some indicators have been improved upon or amended to reflect changing priorities and new information. The Early Year's Framework and indicators has been woven into the existing framework.

In addition, work has been undertaken with the support of CoSLA's Strategic Migration Partnership, and the Migration Toolkit to assess and improve the extent to which the strategic outcomes and actions in this document meet the Key Purpose. This process has provided reassurance that, in the main, delivery on the SOA will deliver the Key Purpose, but has also highlighted some gaps, which have been developed into actions within the 2011/12 SOA.

2. Scope of the Agreement

The Shetland Single Outcome Agreement has been developed and agreed by the Shetland Community Planning Partnership. This body consists of the following members:

2.1 Statutory Community Planning Partners

- Shetland Islands Council;
- NHS Shetland;
- Northern Constabulary;
- Highlands & Islands Fire & Rescue Service;
- HIE Shetland; and
- ZetTrans

2.2 Non Statutory Partners

- Care Commission;
- Childcare and Pre-School Providers (private, public and voluntary);
- Citizen's Advice Bureau;
- Community Alcohol and Drugs Team;
- Community Energy Scotland;
- Crown Office and Procurator Fiscal's Service;
- Department of Work and Pensions;
- Disability Shetland;
- Energy Saving Trust;
- Family Mediation;
- Historic Scotland;
- Hjatland Housing Association;
- Lerwick Port Authority;
- KIMO;
- Maritime and Coastguard Agency;
- Promote Shetland;
- North Atlantic Marine Centre;
- Royal Society for the Protection of Birds;
- Scottish Ambulance Service;
- Scottish Civic Trust;
- Scottish Environmental Protection Agency;
- Scottish Natural Heritage;
- Shetland College;
- Shetland Arts Development Agency;
- Shetland Amenity Trust;
- Shetland Charitable Trust;
- Shetland Pre-School Ltd;
- Shetland Recreational Trust;
- Shetland Children's Reporter and Children's Panel
- Shetland Youth Information Centre;
- Skills Development Scotland;
- Victim Support Shetland;
- Visit Scotland;
- Voluntary Action Shetland;
- Women's Aid;
- Shetland's communities and community groups.

The Partnership has involved strategic groups, without whose co-operation much of the Agreement would not be meaningful. These include:

- Carbon and Energy Group;
- Community Health and Care Partnership;
- Social Enterprise and Community Regeneration Partnership;
- Community Safety Partnership;
- Fairer Shetland;
- Health Action Team;
- Local Biodiversity Action Partnership;
- Local Housing Strategy Partnership;
- Shetland Childcare Partnership;
- Skills and Learning Partnership; and
- ZetTrans.

This Agreement covers the period 2011-12, and is subject to annual review.

3. Commitment to delivering jointly on Local Government in Scotland Act (2003) obligations

As part of their obligations under the Local Government Act, the Shetland Community Planning Partnership is committed to meeting a range of duties relating to Community Planning, Best Value, Equalities and Sustainable Development. The Shetland Single Outcome agreement seeks to reinforce our commitment to discharging these duties through its inclusive development with partners (other agencies, businesses and the community), its governance, and its consultation, involvement and communication methods.

3.1 Commitment to Promoting Equality

Through this Single Outcome Agreement approach, all Community Planning Partners have committed to embedding equalities in their service delivery.

The UK Government Equality Act 2010 has introduced changes to the equality legislation that affects all employers. The main provisions of the Equality Act 2010 began in October 2010, but will not be fully implemented until April 2011, when the specific duties are finalised and published. The overarching aim of the Act is to restate, simplify and, where appropriate, harmonise the various different pieces of equality legislation in place. The current legislation it will replace includes: the Equal Pay Act 1970, the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and a number of sets of Regulations.

The Equality Act 2010 consolidates the three existing public sector equality duties (race, disability and gender) into a new single equality duty. This will replace those three existing equality duties, and be extended to include what is known in the Equality Act as '**protected characteristics**'. These are: race, disability, gender, age, sexual orientation, religion and belief, gender reassignment and pregnancy and maternity.

The duty states that public authorities must have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

All statutory partners are working to meet this legislation in the required timescales. This work includes consultation with equalities groups across Shetland⁴.

Over the past few years, in the spirit of community planning and co-operation, these schemes have been produced jointly across organisations. The Council, Shetland College, ZetTrans, the Licensing Board and the Schools Service are producing a joint Equalities Framework⁵.

As a cross-cutting community planning theme for all partners, equality forms an integral part of this Outcome Agreement. Throughout each of the 6 National Strategic Themes, we have local outcomes that seek to promote equality of opportunity across the whole population of Shetland, with indicators developed to monitor progress. Our success in achieving these will be reported on an annual basis, in line with our public performance reporting arrangements.

⁴ These include the Disability Forum, Women's Aid, Adult Learning, Shetland College, Welcome Point and Culture Club.

⁵ More information can be found at <http://www.shetland.gov.uk/equalopportunities/>

3.2 Commitment to Sustainable Development

The Shetland Community Planning Partnership believes that we must meet our present needs without impinging on future generations. We view sustainable development as economic development, social development, environmental protection and cultural development.

On a day-to-day level, sustainable development is about incomes and money, health, housing and education, a safe and pleasant environment, how we use and manage biodiversity and access to transport, leisure and other services: and about these areas working in balance rather than in competition for resources.

It is not about specific actions so much as believing in a set of values based on:

- The wise use of all resources (economic, human and natural);
- A strong commitment to inclusive local decision making and democracy; and
- More integrated working.

Generally, people have a natural desire to improve their quality of life. Sustainability means that, in doing so, progress in (for example) the quality of jobs, housing, transport and amenities is shared by all and does not come at the expense of the environment or earth's resources. Tomorrow is important, in terms of the economy, communities and the environment but a sustainable approach also offers benefits for today.

As with equalities, Community Planning Partners have tried to embed the concept of sustainable development throughout this Agreement. In order to assist partners with the requirements of Strategic Environmental Assessments⁶, Equalities Impact Assessments, and making sustainable development concepts real, which includes Health Impact Assessments, the intention is to develop a Sustainability Assessment Framework for partner organisations, which draws these statutory and good practice requirements together, in an easy to use guide.

3.3 Commitment to Efficiency and Continuous Improvement

We are committed to ways of improving our business as a Partnership, to make sure that the priorities outlined in the plan can be delivered in an efficient and sustainable way.

In this current climate of long-term reduction in resources available to deliver public services, doing more with less remains a key theme for community planning in Shetland.

⁶ Advice on this is available from the Council's Policy Unit and Planning Service, in addition to www.shetland.gov.uk/.../StrategicEnvironmentalAssessmentAdviceNote.pdf

4. Area Profile

Up until 2009, Shetland's area profile was available through annual **Sustaining Shetland** reports⁷. The report provided:

- A comprehensive profile of Shetland, drawing on a wide range of social, economic and environmental indicators; and
- Trending and comparative information set out simply and clearly against these.

To eliminate duplication with SOA Annual Reports, these have now been amalgamated. The SOA Annual Report on the SOA 2010/11 will be the first such report.

In addition to the trend information provided on an annual basis, a number of other key pieces of research have been undertaken and published over recent years:

- Population and Migration Study⁸
- Deprivation and Social Exclusion in Shetland⁹

In addition to these general pieces of work, services and partnerships have undertaken / are undertaking studies of relevance to certain aspects of life in Shetland. For example, Scottish Transport Appraisal Guidance (STAG) Studies; Blueprint for Education; and the NHS Clinical Strategy.

This evidence base enables the initial Long-Range Forecast to be refreshed, and to be woven into Shetland's strategic outcomes and indicators.

The Community Planning Partnership also has in place a number of effective mechanisms for involving communities in community planning. For example ongoing systematic consultation takes place annually through the local Citizen's Panel, known as Your Voice¹⁰. Through this survey, a panel of 600 members of the Shetland community are asked their opinions on issues relating to the quality of life and service delivery in Shetland. The results of the most recent surveys have been used throughout the development of this Agreement in setting baselines and targets for improvement.

However, it is also recognised that it is most beneficial to individuals and communities if service providers and policy makers meet the community and community groups where they are. This concept is being developed using Local Service Delivery Groups (LSDG) in each locality (broadly aligned to multi-member wards)¹¹. This group of local service providers and community representatives meets and agrees ways in which its members can work together more, moving service planning and delivery closer to communities. In other words, it's about those delivering services in local areas working more closely together and with communities to tailor services more appropriately to local circumstances and help communities to find some of their own solutions to local service needs alongside the service providers. This approach was approved and is developing as part of the Community Health Partnerships Scheme of Establishment and includes the development of a Public Participation Forum (PPF) network, linking together the existing ways community representatives and service providers find out views in the area. This means that the group will be able to share information and pool knowledge in order to address issues collectively and reduce consultation overload.

Their role is to:

- To improve the local planning and delivery of services;
- To listen to the views of the local community on the provision of local services;
- To act in an equal and diverse manner and try to ensure that the views of as many community members as possible are heard;

⁷ This can be found at <http://www.shetland.gov.uk/policy/DataResearchforStrategicPlanning.asp>

⁸ <http://www.shetland.gov.uk/communityplanning/PopulationandMigrationStudy.asp>

⁹ <http://www.shetland.gov.uk/communityplanning/SocialExclusion.asp>

¹⁰ <http://www.shetland.gov.uk/consultation/>

¹¹ More information can be found at <http://www.shetland.gov.uk/communityplanning/LSDG.asp>

- To involve the local community in the planning of local services;
- To develop a Community Profile of information about the local area (to include information on housing, schools, population etc); and
- To use the Community Profile as an aid to service planning.

The Community Profiles provide both a needs assessment for each area, as well as a means of measuring strategic outcomes at a local level – useful information for feeding into the SOA reporting framework.

In addition to these two Shetland-wide approaches, services and partnerships may undertake specific information gathering exercises with the public, which assist in keeping Shetland's overall vision updated. However, in time, community profiles should be reduce the amount of specific consultation exercises.

5. Governance and Accountability

5.1 Structure of the Agreement

Ensuring that the outcomes set out in this Agreement are delivered, is an essential feature of community planning in action and is something that all partners are committed to. In order to ensure that this is effective, it requires a clear and understandable process to be in place, with organisations' roles and responsibilities communicated and understood.

As can be seen from the Indicator Table in Section 2 of this Agreement, 'Lead Role' status has been assigned to an organisation. This means that they are the key body that will take the main role in ensuring the outcomes are delivered in that outcome area.

It is recognised that none of the outcomes in the Agreement can effectively be delivered by any one organisation – it will require a joint effort for these to be achieved. Therefore, 'Value Adding' agencies, who do not have a lead role, but without whose involvement, achievement will be much more difficult, are also highlighted.

5.2 Accountability for delivery

The restructuring of the Community Planning Board in March 2008, was intended to help focus community planning partners onto delivering the outcomes from the Agreement. The Community Planning Board was replaced with a wider Community Planning Partnership and a Delivery Group.

As the Governance Framework for the Agreement develops, we expect each individual partner organisation to align its strategic documents, performance management arrangements and service delivery with this Agreement, where possible. However, it is important to note that, in line with the Scottish Government's Guidelines, accountability for delivery of the outcomes contained within the Agreement can only lie with the statutory public sector bodies within the partnership. Therefore, non-statutory partner organisations will be formally recognised as working to deliver the outcomes contained in the Agreement, but will not be required to formally sign-off the final version¹².

Delivery on the Key Purpose and Outcomes is monitored through the Annual Report, closing the accountability loop of community planning, the community plan and the Single Outcome Agreement.

To assist with forward planning a six month progress report has been introduced, throughout the SOA, providing information on progress at the end of October. Therefore each outcome has a dial to indicate whether progress on an outcome is stable, better or worse and each indicator includes a green, amber or red arrow to indicate whether direction of travel is better, stable or worse.

Community Planning Partnership

The strategic overview of Community Planning in Shetland is carried out by the Community Planning Partnership (CPP). This group, which meets twice a year, is responsible for appointing members to the Delivery Group, setting priority areas for Delivery focus and reviewing performance against the objectives set out in the Agreement.

Membership includes all Council elected Members, all NHS Shetland Board members, and their respective Senior Management Teams; representatives from other statutory partners and non-statutory partners; and the Chairs of Strategic Partnerships (see Section 2.2).

Community Planning Delivery Group

Membership of this Group consists of senior members from each of the statutory community planning partners as well as the Voluntary Sector and Charitable Trust.

¹² Voluntary Action Shetland are a signatory

The main aim of this group is, on an annual basis, to take the areas that the Partnership have highlighted as priorities from the Agreement for that year and ensure that the Partnership is organised to take these forward.

5.3 Reporting Performance

The SOA Annual Report for last year's SOA – 2010/11, will amalgamate the style of previous Sustaining Shetland Reports with the Government's requirement for reporting on the SOA. This will provide an annual statement for Shetland, and eliminate any duplication. This report will also summarise the performance of each of the Strategic Partnerships.

Up until 2009, Shetland's area profile was available through annual **Sustaining Shetland** reports¹³. The report provided:

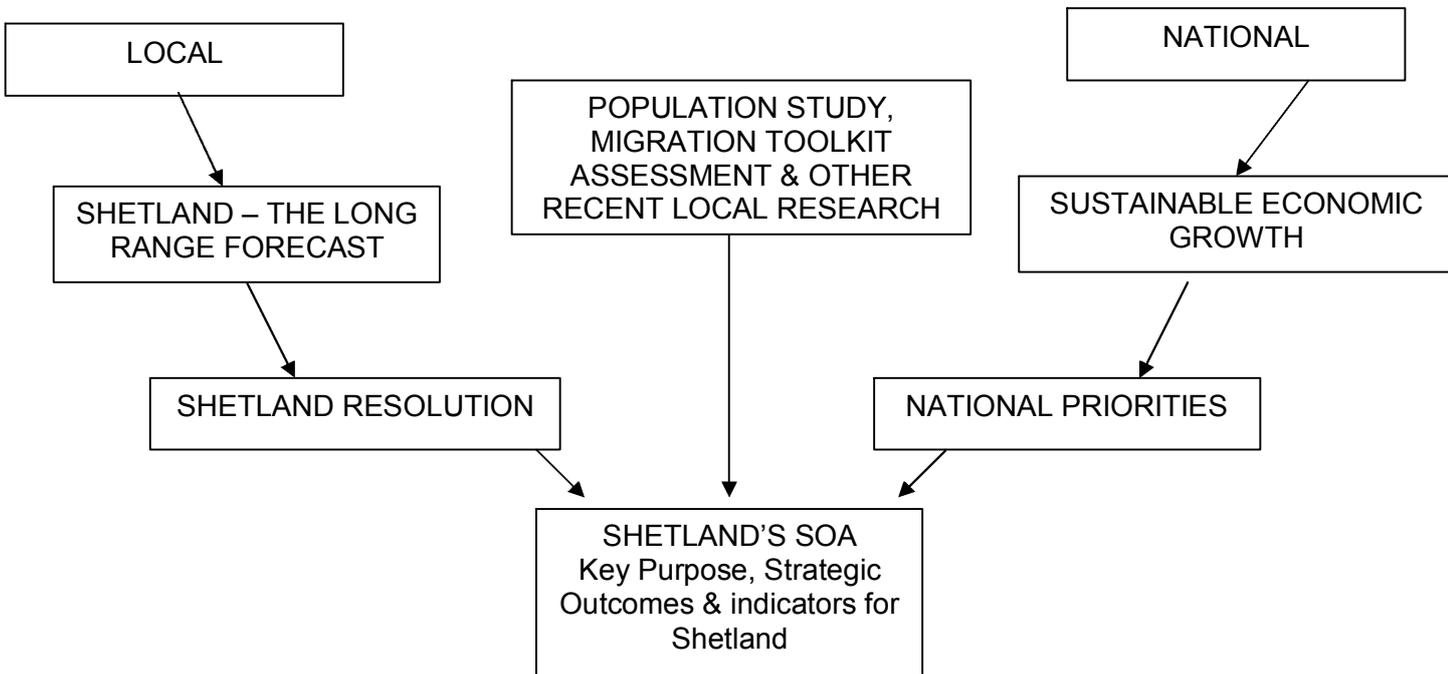
- A comprehensive profile of Shetland, drawing on a wide range of social, economic and environmental indicators; and
- Trending and comparative information set out simply and clearly against these.

¹³ This can be found at <http://www.shetland.gov.uk/policy/DataResearchforStrategicPlanning.asp>

6. Shetland's SOA Framework

6.1 Strategic Context

The diagram below sets out the local and national influences on Shetland's Key Purpose and Strategic Outcomes:



6.2 Shetland's Strategic Framework

Below is set out Shetland's strategic outcomes, linked to national priorities.

Key Purpose:
Maintain the Number of Economically Active People Throughout Shetland¹⁴

National Priority Area: Cross-Cutting

National Outcomes

13. We take pride in a strong, fair and inclusive national identity.

15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Shetland Cross-Cutting

C.1 Efficiencies

C.2 Strengthening Communities

C.3 Culture

C.4 Equalities

C.5 Strategic Environmental Assessment

National Priority Area: Wealthier and Fairer

Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

National Outcomes

1. We live in a Scotland that is the most attractive place for doing business in Europe

2. We realise our full economic potential with more and better employment opportunities for our people.

7. We have tackled the significant inequalities in Scottish society.

¹⁴ This recognises unpaid work such as volunteering, childcare and caring responsibilities.

8. We have improved the life chances for children, young people and families at risk.

Shetland Wealthier and Fairer Strategic Outcomes

F.1 We have reduced levels and the impact of poverty, deprivation and social exclusion in Shetland.

F.2 Socio-economic disadvantage does not impact on the opportunities people have.

W.1 Priority Development: The telecommunications network will enhance business opportunities in all areas of Shetland

W.2 Priority Development: Our renewable energy resources will be used as a stimulus for economic growth

W.3 Priority Development: Shetland's reputation for sustainable practices and quality products will be strengthened

W.4 Strengthening the Economy: Businesses will be supported to address market failures which if overcome can improve profitability and long-term performance

W.5 Strengthening the Economy: Peripheral communities will be assisted to build capacity that strengthens community sustainability

National Priority Area: Smarter

Expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.

National Outcomes

3. We are better educated, more skilled and more successful, renowned for our research and innovation.

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Shetland Smarter Strategic Outcomes

Sm.1 We provide a person-centred approach to ensuring positive learning pathways for the long-term, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter school leavers.

Sm.2 We recognise each person's strengths, building on these to ensure everyone can achieve their potential through learning opportunities that build capacity, increase confidence and encourage participation and responsible citizenship.

Sm.3 We take a proactive approach to ensuring Shetland's skills match Shetland's economic need.

National Priority Area: Stronger

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

National Outcomes

10. We live in well designed, sustainable places where we are able to access the amenities and services we need.

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Shetland Stronger Strategic Outcomes – Transport

St.1 We will improve the availability, accessibility, affordability and usage of internal and external public transport

Shetland Stronger Strategic Outcomes – Housing

St.2 We will ensure the right house is available in the right place at the right price.

Shetland Stronger Strategic Outcomes – Childcare

St.3 We will sustain and, where necessary, grow the number of childcare places, to meet identified need.

National Priority Area: Healthier

Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

National Outcomes

5. Our children have the best start in life and are ready to succeed.

6. We live longer, healthier lives.

Shetland Healthier Strategic Outcomes

Hth.1 Maintain a healthy life expectancy, focusing on healthy weight, alcohol, drugs and mental health.
 Hth.2 Tackle health inequalities ensuring that the needs of the most vulnerable and hard to reach groups
 Hth.3 We will support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those that are most in need.

National Priority Area: Safer

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

National Outcomes

9. We live our lives safe from crime, disorder and danger

Shetland Safer Outcomes

Sf.1 We will retain the current high level of community safety, but will continue to a) reduce crime; b) tackle serious crime; c) make the roads safer; d) maintain public order; and e) protect adults and children from harm and exploitation.

National Priority Area: Greener

Improve Scotland’s natural and built environment and the sustainable use and enjoyment of it.

National Outcomes

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

14. We reduce the local and global environmental impact of our consumption and production.

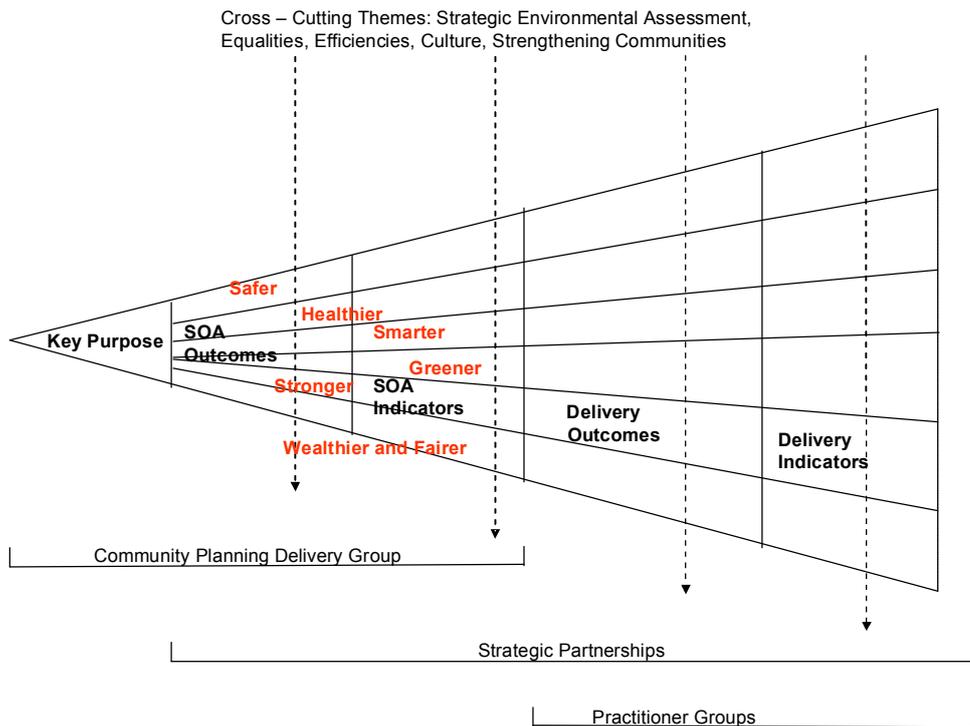
Shetland Greener Outcomes

G.1 We will move towards sustainable and efficient consumption and production

G.2 We will protect Shetland’s renowned natural and built environment

6.3 Delivery on Strategic Outcomes

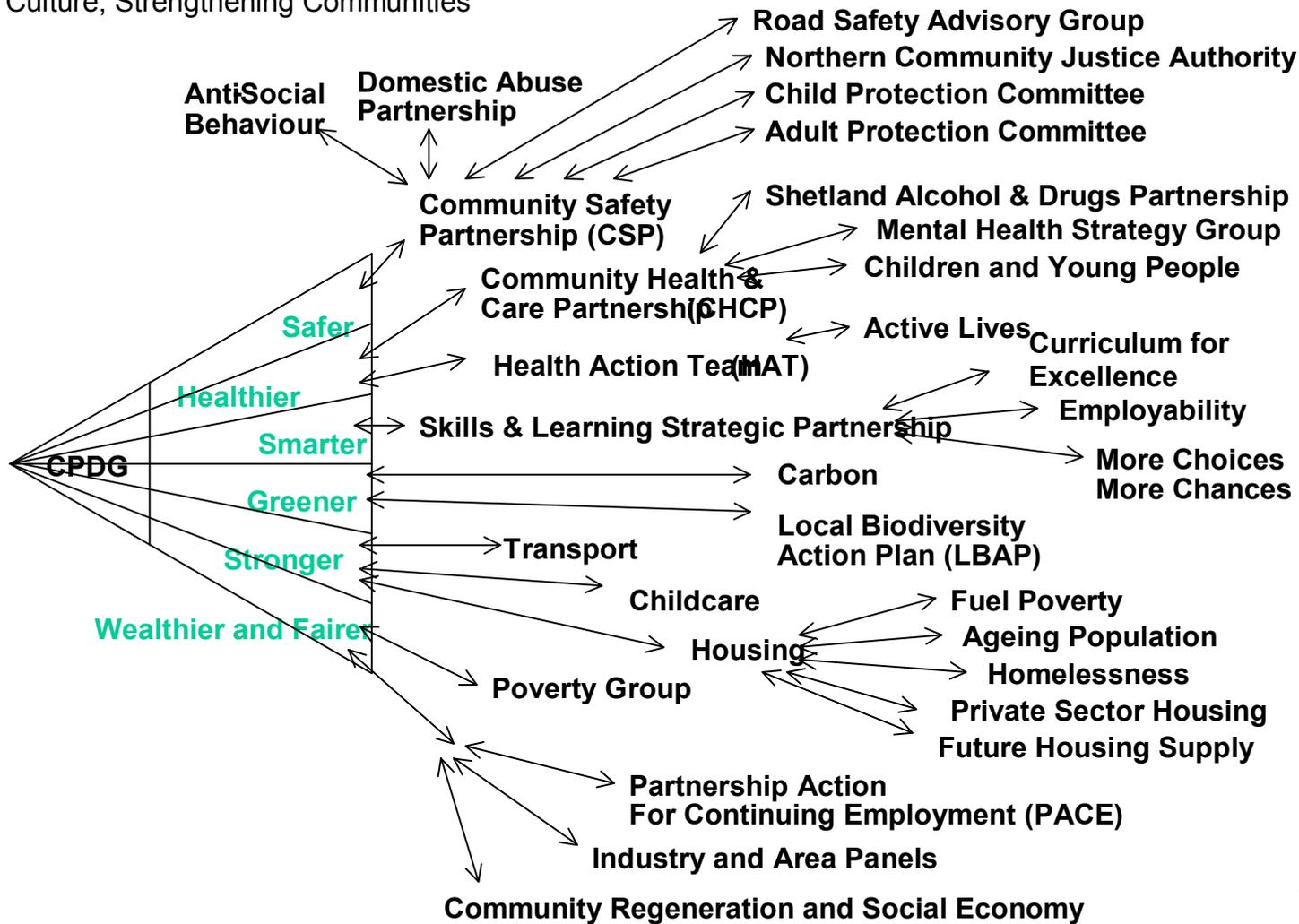
The following diagram depicts how Shetland’s key purpose and strategic outcomes will be delivered in Shetland:



The strategic outcomes are monitored using a set of strategic indicators. Overall responsibility for monitoring of these is the Community Planning Partnership, through the Community Planning Delivery Group. Delivery is achieved through strategic partnerships and the prioritisation process of individual organisations and services. Operational outcomes, clearly linked to, and delivering on the strategic outcomes are set out in partnership documents, agency plans and service plans¹⁵. These are highlighted throughout the document.

The following diagram sets out the strategic partnerships and practitioner groups charged with operational monitoring and delivery within partner organisations.

Cross – Cutting Themes: SEA, Equalities, Efficiencies, Culture, Strengthening Communities



¹⁵ The Golden Thread



KEY PURPOSE: To Maintain the Number of Economically Active People Throughout Shetland

Local context: All Shetland's strategic outcomes support Shetland's Key Purpose. However Shetland also recognises the need to sell Shetland at its true value. This is its:

- Unique blend of Scottish and Scandinavian cultures;
- Outstanding natural environment and rich local heritage;
- High quality primary produce and other natural resources;
- Community that cherishes its traditions and values; respects its heritage, and understands that our livelihoods depend on our environment;
- Businesses offering high quality, carefully crafted products and services;
- Determined, creative and resourceful community that welcomes visitors and new Shetlanders from wherever they may come;
- Global awareness and connectedness that belies Shetland's location;
- High quality education, health and recreational services; and
- Safe and confident community that strives to expand its knowledge, extend opportunities and improve access.

Therefore Shetland is undertaking specific actions to promote the very best of Shetland – to reach people who'd like to move to Shetland, encouraging them to set up a business or apply for a job. It is therefore essential that everything we do is good for Shetland.

Tourism promotion is a good way of catching people's interest, whether or not they want to visit or move to Shetland. It is also a way of telling people about the high quality products of Shetland.

Key Delivery Partners: Promote Shetland, SIC Communications Unit, SIC Marketing Section, Visit Scotland.

Relevant Framework/Strategy/Plan: Promote Shetland Operational Plan 2011/12, The Shetland Marketing Strategy (DRAFT), The Shetland Tourism Plan 2010-2013

Monitoring

Indicator	Frequency/Type/Source	Baseline	Local Target	Progress at October 2010
K.1 Population Size	GROS, Annual, 2008 Released April each year.	All – 21,980 Males – 11,099 Females – 10,881 Age: 0-19 – 5399; 20-64 – 13115; 65+ - 3466	Maintain numbers, stopping predicted decline.	All – 22,210 Males – 11,214 Females – 10,996 Age: 0-19 – 5414; 20-64 – 13,076; 65+ - 3720 ➔ 2009 Mid-year Estimates
K.2 Population Structure	Working Age Population (16-24): ONS mid-year population estimate, 2008 Economically Active Population (16-64): ONS annual population survey, April 2008-March	All – 13,400 Males – 7,300 Females – 6,100 All – 12,200 In employment – 12,000 – Employees – 10,200 – Self employed – 1,700	Maintain and improve current demographic structure and predicted deterioration.	All – 14,200 Males – 7,400 Females – 6,900 All – 12,700 In employment – 12,200 - Employees – 10,800 - Self employed – 1,400

	2009 Economically Inactive Population (16-64): ONS annual population survey, April 2008-March 2009	Unemployed – 300 (model based) All – 1,700 Wanting a job – 600 Not wanting a job – 1,000		Unemployed – 400 (model based) – 3.1% All – 1,500 Wanting a job – 500 Not wanting a job – 1,000 ↗ 2009 Mid-year Estimates
K.3 Population Distribution	GP Registration Figures: NHS Shetland, annual	2003: Lerwick/Scalloway – 53.4% & Rest of Shetland 46.6% 2008: Lerwick/Scalloway – 53.6% & Rest of Shetland 46.4%	Increase proportion of population in rest of Shetland	→ October 2010: Lerwick/Scalloway – 53.6% & Rest of Shetland 46.4%

Action	Lead Responsibility	Timescale for Completion
To sell Shetland at its true value: - keep in touch with and better understand our existing and potential customers; - Develop and deliver innovative place-making initiatives that enhance the recognition and reputation of Shetland's name and give priority to tourism, energy, food & drink, technology and textiles sectors over the next 3 years; - identify and work with passionate people to champion Shetland and act as ambassadors to encourage trade, talent, inward investment and tourism.; Further develop the Shetland Brand as a means to better communicate Shetland's strengths	Promote Shetland	October 2011 October 2011 October 2011 June 2011
Improve the information available on Shetland's demographics: o statistical, with assistance with GRO o qualitative information about people's motivations for moving to & from Shetland	SIC Policy Unit	Dependent on GRO June 2011 onwards
Define migration and types of migrants (including young people who have moved away, and those temporarily in Shetland), to better target.	SIC Policy Unit	September 2011

Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> Recognise the work Shetland is doing to prevent the projected decline in population.
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Cross-Cutting Themes

There are a number of important areas of strategic development and delivery that cut across the national and local outcomes. These include the Strategic Environmental Assessment, Culture, Equalities and Efficiencies.

National Outcomes

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

13. We take pride in a strong, fair and inclusive national identity.

15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

C.1 Efficiencies

Local context: In the current financial climate, achieving efficiencies has to be a priority in everything we do.

Key Delivery Partners: all CPP partners

Monitoring

Indicator	Source	Baseline	Target	Progress at October 2010
C.1.1 Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum	Scottish Government & Audit Scotland Annual (NI 42)	Annual revenue spend across Community Planning Partners is approx. £200 mn	£4 mn efficiency savings annually.	Plans / intentions for 2011/12: SIC Budget preparation process seeking 5% efficiency saving for 2011/12. NHS seeking £1.4m saving
Public/Private Sector	ONS Triennial Review for Quarterly Public Sector Employment Survey (June 2008)	June 2008: 35.4% (4,000 people)	Increase proportion of people working in the private sector.	New indicator.

C.2 Strengthening Communities

Citizens are increasingly more active in their communities, regardless of age, gender, sexual orientation, ethnic origin, where they live, disability or faith/religion/ belief and contribute to active citizenship

Local context: There are three key areas of delivery in this area, which all agencies in Shetland are able to make a contribution:

- Community Development and Capacity Building
- Volunteering
- Social Economy

Strengthening Communities delivers across all areas of Shetland's outcomes, for example:

Wealthier and Fairer: the social economy is able to provide employment opportunities, including for the more vulnerable

Smarter: volunteering provides opportunities for skills development

Healthier: volunteering and the social economy play a critical role in delivery

Safer: volunteering and the social economy play a critical role in delivery

Stronger: helping communities to flourish, with improved opportunities

Greener: social enterprise and volunteering are key to delivery of a greener society in Shetland

Key Delivery Partners: all CPP partners, with lead role from Voluntary Action Shetland, Shetland Islands Council & Highlands and Islands Enterprise.

Relevant Framework/Strategy/Plan: Community Regeneration Policy; Single Delivery Framework.

Monitoring

C.2 Strengthening Communities				
Indicator	Source	Baseline	Target	Progress at October 2010
C.2.1 Percentage of community involvement exercises using VOICE	SIC Policy Unit	2009/10 – 0%	100%	↗
C.2.2 Percentage of population taking part in cultural and volunteering activities	Voluntary Action Shetland	75% of Your Voice 2010 respondents said that they have given unpaid help to individuals, groups, clubs or community groups in the past 12 months.	Maintain at 75%	Baseline set in January 2011

C.2.3 Size of the Social Economy	ONS Inter Departmental Register Annual	Baseline to be established (local study and IDBR data)	To be established, once local study published	
C.2.4 Percentage of young carers with their assessed needs being met	Children's Services / VAS	01/11: 26 Young Carers identified. All have had an assessment.	To be established.	26 Young Carers identified. All have had an assessment

Action	Lead Responsibility	Timescale for Completion
Develop Social Enterprise by delivering on all the actions resulting from the Shetland Social Enterprise Research	VAS	March 2012
Review Shetland's Community Engagement Strategy and ensure support is in place for delivery	Policy Unit	August 2011
Build on Shetland's strong volunteering traditions at this time of public sector cuts	Community Work / VAS	March 2012
Support and develop a strong Third Sector	VAS / Community Work	March 2012
Ensure there is strong community leadership to migration	Policy Unit	December 2011

C.3 Culture

Local context: See On the Cusp... - Shetland's Cultural Strategy (2009-2013)¹⁶

Key Delivery Partners: Shetland Islands Council (Education and Social Care Department), Shetland Amenity Trust, Shetland Arts Development Agency

Value Adding Role: Shetland ForWirds, HIE, NHS (Health Improvement), Crofters Commission, Voluntary Action Shetland, Visit Scotland, Promote Shetland, Shetland College

Relevant Framework/Strategy/Plan: On the Cusp... - Shetland's Cultural Strategy (2009-2013)

The vision for cultural life in Shetland is:

'We seek to ensure that Shetland's cultural assets are conserved, developed and supported in order to allow everyone to reach his or her potential, strengthen community identity, pride and confidence and secure prosperity for the benefit of present and future generations. We intend that Shetland's cultural assets will be recognised as among the riches and most diverse to be found anywhere. We want Shetland to be the most exciting creative and cultural island community in the world'

¹⁶ See <http://www.shetland.gov.uk/community/>

Monitoring: this is undertaken directly by the Cultural Strategy Planning Group, and indirectly through this SOA.

C.4 Equalities – Shetland Islands Council is committed to meeting the specific duties detailed in the Equality Act 2010

Local context: Currently being updated as part of Equality Act 2010, but existing information is provided in existing Equality Strategies¹⁷

Key Delivery Partners: all CPP partners, with statutory duty for public authorities.

Relevant Framework/Strategy/Plan: Race, Disability and Gender Equality Schemes of individual partner organisations¹⁷.

The Equalities Act introduces the new general Equality Duty which will require public authorities to be active in promoting equality, eliminating unlawful conduct and fostering good relations in relation to the following strands: age, disability, gender, race, religion or belief, sexual orientation, pregnancy and maternity, gender reassignment and to address the inequality that arises from socio-economic disadvantage.

Monitoring: this is undertaken directly by individual partner Equality Schemes and in relation to specific and necessary target groups in each area of this SOA.

C.5 Strategic Environmental Assessment

This is a statutory process, required in order to consider and broadly evaluate the likely impact of a public plan, programme or strategy on the environment.

Local context: Shetland's Guidance on completing Strategic Environmental Assessment¹⁸

Key Delivery Partners: all CPP partners, with statutory duty for all plans, policies and programmes.

Relevant Framework/Strategy/Plan: a local guidance document and advice is available through the Council's Development Plans Service.

Monitoring: this is undertaken directly by individual partner organisations.

National Priority Area: Wealthier and Fairer

Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

National Outcomes

¹⁷ NHS: <http://www.shb.scot.nhs.uk/initiatives/equality/index.asp>; SIC/ZetTrans/Schools Service/Shetland College/Shetland Licensing Board: <http://www.shetland.gov.uk/equalopportunities/>; Northern Constabulary: <http://www.northern.police.uk/publications.html>; HIE: <http://www.hie.co.uk/HIE-equality-documents/HIE%20single%20Equality%20Scheme%202009-12.doc> HIFB: <http://www.hifb.org/publications>

¹⁸ <http://www.shetland.gov.uk/conservation/StrategicEnvironmentalAssessmentSEA.asp>

1. We live in a Scotland that is the most attractive place for doing business in Europe
2. We realise our full economic potential with more and better employment opportunities for our people.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.

F. Shetland Fairer Outcomes

Lead Officer: Hazel Sutherland, Executive Director, Education and Social Care / **Co-ordinator:** Emma Perring, Policy Manager

Local context: See Section 1 of Shetland’s Fairer Framework: ‘Where Are We? - Characteristics and Experiences of Poverty, Deprivation and Social Exclusion in Shetland in 2009’¹⁹

Key Delivery Partners: Shetland Islands Council (Environmental Health, Policy Unit)

Value Adding Role: Charitable Trust, NHS Shetland, HIE Shetland, Skills Development Scotland, Department of Work and Pensions, Voluntary Action Shetland, CADSS, Shetland Islands Council (Youth Services, Housing, Economic Development, Childcare, Children’s Services, Community Work), CAB

Relevant Framework/Strategy/Plan: Fairer Shetland led by Fairer Shetland Group.

F.1 Reduced Levels and Impact of Poverty, Deprivation and Social Exclusion in Shetland				
Indicator	Source	Baseline	Target	Progress at October 2010
F.1. 1 Number of Income Deprived People [Adults and Children in Income Support Households; Adults and Children in Job Seekers Allowance households; Adults in Guarantee	SIMD/Nomis Annual	2004: 1492 (6.8% of population) 2006: 1934 (8.8% of population) 2009: 1860 (8.5% of population)	Decrease numbers	→

¹⁹ See <http://www.shetland.gov.uk/policy/Poverty.asp>

Pension Credit Households]				
F.1.2 Proportion of working age population (16-64 years) who are in employment	NOMIS ONS annual population survey	2008/09: 1,900 economically inactive (13.5% of resident working age population, working age population – 14,100). Of which 600 wanting a job and 1,300 not wanting a job.	Increase proportion of working age population who are in employment Retain low rate of unemployment.	↘ 2009/10: 1,500 economically inactive (10.6% of resident working age population, working age population – 14,200). Of which 500 wanting a job and 1,000 not wanting a job. September 2010: 50 customers who are 50+ (approx 20 are long-term unemployed) - increase by 10 from August 2010
F.1.3 Percentage of children living in households that are dependent on out of work benefits	HMRC	April 2010: 0.3%	Decrease percentage of children living in households dependent on out of work benefits.	New Indicator.
F.1.4 Total New Debt & Number of People with that Debt	CAB Quarterly	2008/09 Q1 – 15: £666,373 Q2 – 39: £625,654 Q3 – 23: £167,337 Q4 – 30: £894,531 2009/10 Q1 – 22: £428,851	Decrease number of people and level of debt	→ 2009/10 Q1 – £428,851 Q2 – £464,554 Q3 – £413,106 Q4 – £1,395,006 = 1,071 new client contacts of which 532 (50%) were in Lerwick & Scalloway 2010/11 Q1 – £286,331 = 200 new client contacts of which 107 (54%) were in Lerwick & Scalloway
F.1.5 Number of Households in Fuel Poverty	Scottish House Condition Survey	Shetland 2004-07: 32%. Increase in fuel cost not met by increase income since. 65% not in fuel	Decrease number of households in fuel poverty: national target of so far as is reasonably practicable,	↗ 33% (11% of these are in extreme fuel poverty). 63% not in fuel poverty. 4% unobtainable.

		poverty. Unst 2009: 49%	people are not living in fuel poverty in Scotland, by November 2016.	
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F.2 Socio-economic disadvantage does not impact on the opportunities people have.				
Indicator	Source	Baseline	Target	Progress at October 2010
F.2.1 Social Capital	Your Voice Annual Survey	79% of Your Voice 2010 respondents said that most people can be trusted in their local area. (18% said some people can be trusted; 2% were unsure; 1% said no) Breakdown by area: 67% of respondents within Lerwick said that most people could be trusted within their local area, opposed to 83% of those living out with Lerwick.	Maintain at 79%	Baseline set in January 2011.

Action²⁰	Lead Responsibility	Timescale for Completion
Deliver on Parenting Strategy	Children & Young People's Strategy Group (Head of Children's Services, SIC)	For implementation from April 2011 onwards
Pathways to Mainstream Employment, through volunteering and supported employment, particularly at this time of national benefit changes, and tackling	Fairer Shetland Partnership / Employability Sub-Group (Policy Manager)	December 2011

²⁰ These are the priority actions. More detailed actions are contained with the Fairer Shetland Framework for 2011/12

the stigma associated with poverty, disadvantage and/or substance misuse		
Enabling people to access 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	Smart Card Programme Board (Policy Manager)	June 2012
Support and Training for WYFY/GIRFEC to ensure all vulnerable individuals and families are receiving the assistance and support they require, at as early stage as possible	Fairer Shetland Partnership (Policy Manager)	March 2012
Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> • Support rural CPPs in the development of indicators to measure poverty in rural areas, complementary to SIMD. • Ensure Rural Policy considers issues surrounding rural poverty. • 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. • 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. 	

W. Shetland Wealthier and Fairer Outcomes

Lead Officer: Neil Grant, Head of Economic Development

Local context: Supporting a Competitive Business Environment (Shetland Islands Council Economic Development Unit)²¹

Key Delivery Partners: Shetland Islands Council (Economic Development Unit), Highlands and Islands Enterprise, Shetland Charitable Trust

Value Adding Role: Voluntary Action Shetland, Shetland Islands Council (Infrastructure Services in particular Planning and Environmental Health), Industry Organisations and Associations

Relevant Framework/Strategy/Plan: Supporting a Competitive Business Environment (EDU) & HIE Local Plans (under development)

W.1 Priority Development: The telecommunications network will enhance business opportunities in all areas of Shetland				
Indicator	Source	Baseline	Long-Term Target	Progress at October 2010

²¹ To be online shortly

W.1.1 Bandwidth available to Shetland	Shetland Telecoms Project	Baseline data not available due to commercial confidentiality	Increase – amount of increase to be confirmed through development of Shetland Telecoms Project	↗ First link to SHEFA2 fibre optic cable to be complete March 2011. Access network project plan to identify network required to deliver high speed connections to all households and businesses in Shetland currently being developed
W.1.2 Resilience of bandwidth service	Shetland Telecoms Project	Baseline data not available due to commercial confidentiality	100% operation of bandwidth to/from Shetland.	↗ First link to SHEFA2 fibre optic cable to be complete March 2011. Resilient second link to be installed Summer 2011.
W.1.3 Adoption of internet technologies: % of private sector firms with a website and % of private businesses trading online	Employers Survey, SIC	44% of private sector firms have their own marketing/information website 14% of private sector firms have their own trading website (these are included in 44% above)	Increase in % of employers with a website, data available in 2013 Increase in % of private businesses trading online, data available in 2013	To be included in Employers Survey to be conducted in 2011

W.2 Priority Development: Our renewable energy resources will be used as a stimulus for economic growth				
Indicator	Source	Baseline	Long-Term Target	Progress at October 2010
W.2.1 MW capacity of renewable energy generation activities in Shetland	SREF	10.3MW (2009)	Increase (scale of increase dependent on grid development)	↗ Total renewable energy capacity in Shetland (including commercial, community, household and public) = 14.1MW (2010)
W.2.2 Number of projects (and value) supported to develop renewable energy solutions	SIC/HIE / SREF	Generation projects at feasibility/planning stage – 5 Generation projects under construction/ completed – 10 Enabling/R&D projects	Increase	↗ Generation projects at feasibility/planning stage – 13 Generation projects under construction/ completed – 10 Enabling/R&D projects receiving support – 4

		receiving support - 4		
W.2.3 Number of organisations using renewable energy as a source of energy	To be developed	To be developed	Increase	

W.3 Priority Development: Shetland's reputation for sustainable practices and quality products will be strengthened				
Indicator	Source	Baseline	Long-Term Target	Progress at October 2010
W.3.1 Accreditation indicators which set standards above the minimum national standards	Industry Action Plans and Progress Reporting	To be developed on an industry by industry basis.	Increase	
W.3.2 % of private sector businesses selling a product or service branded as from 'Shetland'	To be developed	To be developed	Increase	To be included in Employers Survey to be conducted in 2011

W.4 Strengthening the Economy: Businesses will be supported to address market failures which if overcome can improve profitability and long-term performance				
Indicator	Source	Baseline	Target	Progress at October 2010
Enterprise Activity: W.4.1 Number of businesses per 10,000 population	NOMIS and GROS	569 (2007)	Shetland is already above the average for the Highland & Islands and Scotland, therefore target is to maintain volume	No update (at Sept. 2010)
W.4.2 Business start-ups per annum (5 year rolling average of VAT	NOMIS	62 (2003-2007)	Increase and maintain at over 70	→ Average annual business start-up rate (2005-2009) = 69

registrations)				
W.4.3 Number of business start-ups dependent on: renewable energy; or enhanced telecommunications network	To be developed by EDU	To be developed	To be developed, annual target expected to be in the region of 5 start-ups per annum.	
W.4.4 Number of enquiries made through Business Gateway	EDU	April 09-16 February 09 – 176 enquiries	Over 225 per annum	↗ 01 April 2009 to 31 March 2010 – 201 enquiries.
Innovation: W.4.5 % of private sector firms intending to invest in development projects in the next three years	Employers Survey	72% (2007)	Increase and maintain at over 80% (data available 2013)	Employers Survey to be conducted in 2011
W.4.6 % of private sector firms intending to invest in new technology and/or new products/services in the next three years	Employers Survey	22% of private sector firms intend to invest in new products and/or services 39% of private sector firms intend to invest in new technology Combined total is 46% of all private sector firms ²²	Increase and maintain combined total at over 50% (data available 2013)	Employers Survey to be conducted in 2011
W.4.7 Number of FE/HE projects undertaken in collaboration with businesses	EDU/HI-Links	To be developed	To be developed	
Exports: W.4.8 % of private	Employers	38% of private sector	Increase and maintain	Employers Survey to be conducted in 2011

²² 15% of private sector respondents intended to invest in both new products/services and new technology

sector businesses only based or with headquarters in Shetland exporting from Shetland ²³	Survey	businesses with their only base or headquarters in Shetland compete for business outside of Shetland (almost half of these, 48%, compete outside of the UK) (2007)	at over 45% (data available 2013)	
Exports: W.4.8 % of private sector businesses only based or with headquarters in Shetland exporting from Shetland ²⁴	Employers Survey	38% of private sector businesses with their only base or headquarters in Shetland compete for business outside of Shetland (almost half of these, 48%, compete outside of the UK) (2007)	Increase and maintain at over 45% (data available 2013)	Employers Survey to be conducted in 2011
W.4.9 % of private sector businesses only based or with headquarters in Shetland exporting more than 10% of turnover from Shetland	Employers Survey	18% of private sector businesses with their only base or headquarters in Shetland export more than 10% of their turnover (2007)	Increase and maintain at over 20%(data available 2013)	Employers Survey to be conducted in 2011
Education and Skills: W.4.10 % of employers experiencing difficulties due to a	Employers Survey	23% (2007)	Decrease and maintain at below 20% (data available 2013)	Employers Survey to be conducted in 2011

²³ Private sector businesses that are only based in Shetland or have their Headquarters in Shetland represent 88% of all private sector respondents. Those firms with Headquarters elsewhere are not included in this calculation as exports may be driven by production outside of Shetland

²⁴ Private sector businesses that are only based in Shetland or have their Headquarters in Shetland represent 88% of all private sector respondents. Those firms with Headquarters elsewhere are not included in this calculation as exports may be driven by production outside of Shetland

lack of skilled labour				
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W.5 Strengthening the Economy: Peripheral communities will be assisted to build capacity that strengthens community sustainability				
Indicator	Source	Baseline	Target	Progress at October 2010
W.5.1 Live Development Plans	SIC/HIE	Not appropriate	Working with at least 2 communities per annum to create/update development plans	→ Currently working with Northmavine (through Northmavine Community Development Company) and Fetlar (through Fetlar Developments Ltd.) to realise development plans for both areas, including provision of core funding under Community Regeneration Policy. In discussion with West Side, Skerries and Unst regarding potential area development plans.
W.5.2 Social Enterprise Development and Profitability	EDU/HIE/VAS	Deficit/Profitability baseline will be created on an enterprise by enterprise basis when a project is approved	Deficit/Profitability target will be agreed on an enterprise by enterprise basis when a project is approved.	→ SIC is currently collaborating with HIE and Voluntary Action Scotland on research to establish baseline information on the development of the social economy in Shetland. This is expected to be published shortly.

Action	Lead Responsibility	Timescale for Completion
Develop costed plan for delivery of High speed data links to all communities in Shetland	Head of Economic Development	June 2011
Map and Market Shetland Marine Resources	Shetland Charitable Trust (Shetland Marine Energy Development Plan)	June 2011
Enable the local electrical grid to take more renewable generated electricity (SSE Smart Grid Project)	Head of Economic Development	June 2012
Work with Total E&P and Petrofac to maximise employment and skills development opportunities during the construction phase of the gas plant	Head of Economic Development	December 2011
Conduct local employers survey	Head of Economic Development	September 2011

<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<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"> • Consult with local partners to identify best value and best long-term outcome from any supply-side telecommunication investment available; • Retain and develop incentives that support adoption of renewable energy and heat solutions which are either connected to the grid or off-grid; • Support electricity grid upgrades; • Support marketing and accreditation initiatives which seek to create a unique identity for Shetland and its products; and • Support the development of Business Gateway to enable the development of services tailored to the needs of the local economy. <p>We ask the Scottish Government to recognise the importance of social enterprises to peripheral communities and take action to support their future operation.</p>
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National Priority Area: Smarter

Expand opportunities for people in Scotland to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.

National Outcomes

3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Sm. Shetland Smarter Outcomes

Lead Officer: Hazel Sutherland, Executive Director, Education and Social Care / Co-ordinator: Jim Reyner, Skills and Learning Co-ordinator

Local context: See the document “Skills and Learning Partnership – SOA “Smarter” – Strategic Context.”

Key Delivery Partners: Shetland Islands Council (Schools Service (including Library and Youth Services), Shetland College, Adult Learning, Community Learning, Economic Development)

Value Adding Role: Skills Development Scotland, Department of Work and Pensions, NHS Shetland, HIE Shetland, Voluntary Action Shetland

Relevant Framework/Strategy/Plan: Shetland’s Skills and Learning Strategy – June 2009, led by Shetland’s Skills & Learning Strategic Partnership.

Sm.1 We provide a person-centred approach to ensuring positive learning pathways for the long-term, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter school leavers.				
Indicator	Source	Baseline	Target	Progress at October 2010
Sm.1.1 The percentage of working age population with low or no qualifications (SCQF Level 4 or less)	Annual Population Survey	2007 – 11.6% 2008 – 10.4% (approx 1380)	2012 - <10%	➔ 9% * Calculated as a 3-year rolling average
Sm.1.2 The number of adults from hard to reach groups accessing various	Data supplied by Adult Learning partners	2008 – 180 in all literacy programmes 110 in ESOL Baseline in other	2010 – 120 in all literacy programmes 100 in ESOL	➔ Shetland College & Adult Learning Disability / Unemployed /Over 60’s/ Rural / Ethnic Minority: Total: <u>2499</u>

learning opportunities		areas being established		* Note there will be some double counting as some people come into more than one category
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Sm.2 We recognise each person's strengths, building on these to ensure everyone can achieve their potential through learning opportunities that build capacity, increase confidence and encourage participation and responsible citizenship.				
Indicator	Source	Baseline	Target	Progress at October 2010
Sm.2.1 Levels of attainment in National Qualifications at S4, S5 and S6 a. Percentage of S4 pupils with 5 or more Standard Grades or equivalent at General Level or better b. Percentage of S5 pupils with 5 or more Highers or equivalents c. % S6 pupils with at least one Advanced Higher or equivalent	Scottish Govt and Scottish Qualifications Agency	2009 – 89.9%	Increase 2010 – 91%	↗ a) 2010 – 90%
		2009 – 14%	Increase 2010 – 12%	↗ b) 2010 – 15%
		2009 – 10.5%	Increase 2010 – 16%	↗ c) 2010 – 12%
Sm.2.2 The workforce is appropriately skilled for the local job market	SIC Employers Survey	2007 – 23% had difficulty recruiting suitably skilled staff	2010 - < 20%	Employers Survey to be conducted in 2011
Sm.2.3 The percentage of school leavers in positive and sustained destinations	Census conducted by SDS	2006 - 91.1% 2007 - 92.4% 2008 - 91.8%	2010 - >92% 2012 - >95%	↘ 2010 – 89% (28 out of 248 leavers not in positive destinations)
Sm.2.4 The proportion of working	Annual Population	2006 – 58.3% (Scotland 59.5%)	2010 > 58.5% 2012 > 59.5%	↗

age people achieving SCQF Level 6 or above	Survey	2007 – 57.6% (Scotland 60.0%) 2008 – 58.1% (Scotland 60.5%) * Calculated as a 3-year rolling average		2010 – 59.6% Scotland (60.6%) * Calculated as a 3-year rolling average
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Sm.3 We take a proactive approach to ensuring Shetland’s skills match Shetland’s economic need.				
Indicator	Source	Baseline	Target	Progress at October 2010
Sm.3.1 The proportion of working age people in employment receiving job-related training in the last 3 months	Annual Population Survey	2006 - 31.7% (Scotland 30.28%) 2007 – 27.7% (Scotland 27.8%) 2008 – 30.7% (Scotland 28.1%)	2010 - > 30%	↗ 2009 – 31.6% (Scotland 27.8%)

Action	Lead Responsibility	Timescale for Completion
Engagement with Employers Carry out the three-yearly Employers Survey, collate results and report to Strategic Partnership	Jim Reyner, assisted by Youth Voice	June 2011
Develop resource-sharing mechanisms to support vocational education	George Smith, Helen Budge, David Gray, Stephen Renwick	August 2011
Ensure framework is in place to support and resource Activity Agreements through MCMC and Bridges	Helen Budge, Andy Carter, Stephen Renwick	August 2011

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

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

National Outcomes

9. We live our lives safe from crime, disorder and danger

Sf. Shetland Safer Outcomes

Lead Officer: David Bushell, Chief Inspector / Co-ordinators: Jason Beeston, Sergeant, and Jenny Wylie, Community Safety Officer

Local context – See Community Safety Strategic Assessment (currently under development); Shetland Inter-agency Child Protection Procedures²⁵; Shetland Inter-agency Adult Support and Protection Procedures²⁶; Northern Community Justice Authority Area Plan 2010-11.

Key Delivery Partners: Shetland Islands Council (Youth Services, Housing, Criminal Justice, Community Safety, Environmental Health, Emergency Planning, Children’s Services), Northern Constabulary, NHS Shetland.

Value Adding Role: Voluntary Action Shetland, Highlands and Islands Fire and Rescue Service, Victim Support Shetland, Crown Office and Procurator Fiscal’s Service, Maritime and Coastguard Agency, Scottish Ambulance Service, Shetland Children’s Reporter, Shetland Children’s Panel, Community Alcohol & Drugs Service, Women’s Aid.

Relevant Framework/Strategy/Plan: Community Safety Strategic Assessment; Shetland Inter-agency Child Protection Procedures; Shetland Inter-agency Adult Support and Protection Procedures; Northern Community Justice Authority Area Plan 2010-11.

Sf.1 We will retain the current high level of community safety, but will continue to a) reduce crime; b) tackle serious crime; c) make the roads safer; d) maintain public order; and e) protect adults and children from harm and exploitation.				
Indicator	Source	Baseline	Target	Progress at October 2010
Sf.1.1 Total number of reported crimes (includes drugs)	Northern Constabulary Annual	2007/08: 2022 2008/09: 2009	Reduction in number of offences. 63% detection rate (Class 1-5)	➔ 2009/10: 1828 As of November 2010 the detection rate for Shetland Area Command was 69.3%
Sf.1.2 Number of	Northern	2007/08: 48	Unable to establish	➔

²⁵ <http://www.shetland.gov.uk/socialwork-health/services/child-protection.asp>

²⁶ www.shetland.gov.uk/socialwork-health/.../ASPPcedures-Jun09.pdf

incidents of domestic abuse throughout Shetland	Constabulary	2008/09: 76 2009/10: 48	until confidence in reporting levels reached	2010/11 (up until 25.11.10): 38
Sf.1.3 Overall reconviction rate	Northern Community Justice Authority	2009/10: Percent reconvicted within: 6 months: 18% 1 year: 31% 2 years: 42%	2010/11: Reduce by 2%	No data available.
Sf.1.4 Number of alcohol related crime incidents	Northern Constabulary Annual	2009/10: 379	No target has been set by Northern Constabulary for this	↗ 2010/11 (up until 25.11.10): 294
Sf.1.5 Public perception of general crime rate in local area	Northern Constabulary	2007/08: 96.25% of population feel safe	2010/11: Increase to 97%	↗ Northern Constabulary's Community Survey 2009 showed that 97% of respondents feel safe or fairly safe
Sf. 1.6a Maintain positive child protection inspection reports at an evaluation of at least good in the four key quality indicators Sf.1.6.b All children with an identified need for a GIRFEC plan have one in place by end December 2010.	Child Protection Committee Children's Planning Group	2009: maintaining an evaluation of good in the four key quality indicators To be established	Maintain All in place by end of December 2010	→ 100% One inspection report carried out in 2009/10, which was positive. a) This will come from Inspection Reports → All children on the Child protection Register, and all Looked after Children have a GIRFEC. All children in need who have open cases to social work SHOULD have a GIRFEC plan. Other agencies are beginning to use GIRFEC when needed.
Sf.1. 7a Increase awareness amongst workforce and public of Adult Support and Protection (Scotland) Act 2007 that aims to support and protect	Adult Protection Committee	Trained work force: 2008 - 2009: 625 people. Public awareness campaigns	Increase participation in Adult Support & Protection training. Increased public awareness on Adult Support & Protection, particularly how to	↗ Delivered 153 places this financial year to date. 500 places booked between December and the end of March for half day Inter-agency training. Further training to be delivered in the early part of 2011.

individuals aged 16 and over at risk of harm.			report concerns regarding an adult at risk, and increased awareness among service users of personal rights and access to support and safety.	
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Action	Lead Responsibility	Timescale for Completion
To 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	Shetland Domestic Abuse Partnership Chair: Stephen Morgan Co-ordinator: Jenny Wylie	Ongoing Training Plan currently runs until March 2011
To support the work of the Shetland Alcohol & Drug Partnership to assist in the delivery of services to address the issue of substance misuse throughout the Shetland community	Shetland Alcohol & Drug Partnership Chair: Hazel Sutherland Co-ordinator: Karen Smith	Ongoing

Scottish Government required action/commitment to support delivery of local outcome	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.
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National Priority Area: Healthier

Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

National Outcomes

5. Our children have the best start in life and are ready to succeed.

6. We live longer, healthier lives.

Hth. Shetland Healthier Outcomes

Lead Officer: Dr Sarah Taylor, Director of Public Health / Co-ordinator: Susan Laidlaw, Consultant in Public Health, Christine Ferguson, Head of Community Care

Local context – Public Health Annual Report 2009²⁷

Key Delivery Partners: Shetland Islands Council (Youth Services, Housing, Environmental Health, Trading Standards, Education, Social Care, Children's Services, Community Work, Sports and Leisure); NHS Shetland; Community Alcohol & Drugs Service Shetland; Mind Your Head

Value Adding Role: Shetland Recreational Trust; Job Centre Plus; Voluntary Sector organisations including Shetland Youth Information Services, SIC Planning Service.

Relevant Framework/Strategy/Plan: A number of local strategies & plans: Tobacco Control Strategy 2008-11 (Health Action Team); Healthy Weight Strategy 2008-11(Health Action Team); Sexual Health Strategy & Action Plan (Sexual Health Strategy Group); Mental Health Strategy (Mental Health Partnership); Annual Drug and Alcohol Action Plan (SADAT); Local Action Plan: CEL 36 (Nutrition of women of childbearing age, pregnant women and children under five in disadvantaged areas); Healthy Eating Policy; Breastfeeding Strategy; Active Lives Strategy; Shetland Domestic Abuse Strategy (Shetland Domestic Abuse Partnership); Shetland Core Paths Plan²⁸.

Hth.1 Maintain a healthy life expectancy, focusing on early years, healthy weight, alcohol, drugs and mental health.				
Indicator	Source	Baseline	Target	Progress at October 2010
Hth.1.1 Life expectancy at birth	GROS (LI19)	2004-06 79.0 years 2005-07 79.2 2006-08 78.1	83.0 years by 2014-16	➔ 2007-09: 78.9 both sexes
Hth.1.2 Healthy	NHS Shetland	a) 2009-10 14.4%	To be agreed once	

²⁷ www.shb.scot.nhs.uk/healthcare/shetlandwide/publichealth/PublicHealthAnnualReport2009.asp

²⁸ See <http://www.shetland.gov.uk/conservation/ShetlandCountrysideAccess.asp>

Pregnancies: a) % of mothers smoking during pregnancy b) % of mothers drinking alcohol during pregnancy c) % of mothers misusing drugs during pregnancy		b) Baseline to be established c) Baseline to be established	baseline is known	
Hth. 1.3 Percentage of children outwith healthy BMI range % of obese children in Primary 1	Child Health Systems programme NHS Boards	2008/9 children with a BMI on or above the 91 st centile was 14% 2009/10 Children with a BMI on or above the 91 st centile was 19%	To be agreed	↘
Hth.1.4 Deaths per 100,000 population from coronary heart disease (under 75s)	GROS (LI21)	2006 31.8 2007 66.8 2008 32.3	Less than 50 by 2011 (Associated HEAT target)	↘ 2008 Age-Sex Standardised Mortality Rate per 100,000 Population is 32.3 (Scotland 56.0)
Hth.1.5 Suicide rate per 100,000 population	NHS Shetland	2007 27.3 2008 22.7	20.7 by 2013	↘ 2009 – Rate 18.01 per 100,000 pop.
Hth. 1.6 Substance Misuse Related Admissions	NHS Shetland	Baselines to be established	To be agreed once baseline is known	
Hth.1.7 Faster access to appropriate treatment for individuals with problem drug or alcohol use	NHS Shetland HEAT A.11	A.11.1 June 09 100% A.11.2 Baseline data to follow	A.11.1 By March 2013, 90% of clients will wait no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery. A.11.2 By December 2010, 90% of clients	↗ October 2010: 100% Target met, no clients waiting longer than 3 weeks for treatment at present. Baseline year for data gathering.

			referred to drug treatment will receive a date for assessment that falls within 4 weeks of referral received and 90% of clients will receive a date for treatment that falls within 4 weeks of their care plan being agreed	
Hth.1.8 Increase the number of active people within Shetland	Physical Activity & Health Alliance	Baseline to be established	To have 50% of the population active by 2022.	

Hth.2 Tackle health inequalities ensuring that the needs of the most vulnerable and hard to reach groups				
Indicator	Source	Baseline	Target	Progress at October 2010
Hth.2.1 Pregnancies amongst under 16 year olds (3 year average per 1000 relevant population)	GROS (LI17)	2003-05: 13-15yrs - 3.3; 2004-06: 13-15yrs - 3.3; 2005-07: 13-15yrs - 4.2;	Maintain rate below 4% (due to variability of very low numbers)	↓ 2008 – 2.3 per 1000 population.
Hth.2.2 Percentage women smoking at booking	NHS Shetland	2004-06 11.9 2005-07 13.2 2006-08 15.7 (note these figures were previously reported in two year periods – very small numbers)	2010-12: 12%	↓ 2009-10: 14.4%. Targeted work being undertaken.
Hth.2.3 Number of health inequalities	NHS Shetland HEAT target	23 checks carried out in 2009/10 through	Target for 2010/11 is 60, through Well North	→ 30 completed in 2009-10.

targeted cardiovascular disease (CVD) checks	(H8)	Well North project in Unst & Fair Isle April 10 – Sept 10 (due to start phase 2 in October)	project in SIMD areas with least income and worst health in Shetland	2 so far this year but delays in starting Phase 2 of project. Will catch up once staff in post.
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Local context: Community Health and Care Partnership Agreement, 2009-12²⁹

Key Delivery Partners: Shetland Islands Council (Education and Social Care Department) & NHS Shetland

Value Adding Role: Voluntary Sector (including Walter and Joan Gray Home, Moving On Employment Project, COPE, Workstep, CAB, Couple Counselling, Crossroads, Shetland Bereavement Group) Shetland Charitable Trust

Relevant Framework/Strategy/Plan: Community Health and Care Partnership Agreement, 2009-12, through Health and Community Care Partnership.

Hth.3 We will support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those that are most in need				
Indicator	Source	Baseline	Target	Progress at October 2010
Hth.3.1 Number of hospital discharges delayed over six weeks	HEAT Standard /IPS review targets (LI26)	Zero delayed discharges	Maintain position of zero hospital discharges delayed over six weeks, including zero patients coded 71X	➔ Consistently maintained at zero. August 2010: 0
Hth 3.2 Percentage of older people (65+) with complex care needs receiving care at home		September 2009 42%	Local target 40% National target 30%	➔ October 2010 47%
Hth 3.3 Carers: % of carers who feel supported and capable to continue in	Outcomes Framework for Community	Baseline being established	To be agreed once baseline is established	

²⁹ See <http://www.shb.scot.nhs.uk/healthcare/shetlandwide/publichealth/hccp.asp>

their role as carers (C1)	Care 2009/10			
Hth 3.4 Dementia a) No of patients on QOF dementia registers (SI14)	Service improvement & Quality indicator included on NHS monthly performance monitoring report	Target was 170 by March 2011	To be agreed for 2011/12	
b) The percentage of patients with dementia whose care has been reviewed in past 15 months (in GP practice)	Quality Outcomes Framework (Primary Care)	To be established	To be agreed for 2011/12	
Hth 3.5 Severe and enduring mental illness and care plans: Number of people with severe and enduring mental illness who have a care plan	Service improvement & Quality indicator included on NHS monthly performance monitoring report	New model to be implemented in Jan 2011	To be agreed once baseline is established	

Action	Lead Responsibility	Timescale for Completion
Implementation of multi-agency Tobacco Control Strategy. Including a programme of smoking cessation interventions specifically targeting pregnant women & their partners; parents of young children and tailored to areas of greatest need - including areas of highest deprivation and poorest health in Shetland (based on SIMD data). Run through NHS Shetland but requiring support from partner organisations to promote service and signpost clients. Development of tobacco educational resources, building on 'Smoke Free Homes' campaign.	NHS Shetland Public Health Directorate (HI Manager)	March 2012
Implementation of Healthy Weight Strategy. Specifically in 2011/12 focussing a whole school based programme. Run through NHS Shetland but requiring input from key	NHS Shetland Public Health Directorate	2011/12

partners including Active Schools, Schools Service and support from partner organisations to promote service and signpost clients.	(HI Manager)	
Implementation of local Mental Health Strategy: specifically mental health & wellbeing improvement; reducing stigma and suicide prevention work (including community based training programmes and awareness raising); management of severe and enduring mental health illness.	NHS Shetland Public Health Directorate (HI Manager)	2011/12
Further roll out of Well North anticipatory / preventative care project to all parts of Shetland	NHS Shetland Public Health Directorate (HI Manager) CHCP (Primary care manager)	Mainstreamed by end March 2012
Implementation of Parenting Strategy and Health improvement and wellbeing work with children & young people who are vulnerable and 'hard to reach' (including those excluded from school; not in education, employment or training; homeless or at risk of homelessness; looked after children and those with disabilities). Including sexual health and relationships; drug & alcohol work and mental health promotion. Key priorities around Early Years work will be picked up within the Children's Plan.	NHS Shetland Public Health Directorate (HI Manager / CPHM)	2011/12
Implementation of Shetland Alcohol and Drug Partnership workplan.	Alcohol & Drug Development Officer & partners	2011/12
Implementation of the CHCP Work Plan 2011/12	CHCP (Community Care Manager)	March 2012
Close liaison between NHS Shetland hospital & community services and social care services; including weekly meetings with social services, clinicians and community nursing.	CHCP (Community care Manager)	March 2012
Ongoing work on local dementia project, and implementation of dementia care pathways.	CHCP (Community Care Manager)	March 2012

<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<ul style="list-style-type: none"> • Continued focus on the determinants of health – so that people and communities have the opportunities to improve their own health. • Coordinated & committed national approach to working with manufacturers, producers and retailers to provide/promote healthier food • Develop single, streamlined performance monitoring systems for health and care services. • Continued Government action on alcohol: specifically Alcohol Bill and implementing minimum pricing
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National Priority Area: Stronger

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

National Outcomes

10. We live in well designed, sustainable places where we are able to access the amenities and services we need.

St. Shetland Stronger Outcomes - Transport

Lead Officer: Gordon Greenhill, Executive Director, Infrastructure Services / Co-ordinator: Michael Craigie, Lead Officer, ZetTrans

Local context – See Regional Transport Strategy Scoping Report³⁰

Key Delivery Partners: ZetTrans, Shetland Islands Council (Transport Service, Roads Service, Planning Service)

Value Adding Role: Lerwick Port Authority, Promote Shetland, Shetland Islands Council (Ports and Harbours, Economic Development Unit)

Relevant Framework/Strategy/Plan: Regional Transport Strategy³¹

St.1 We will improve the availability, accessibility, affordability and usage of internal and external public transport				
Indicator	Source	Baseline	Target (2010-11)	Progress at October 2010
St.1.1 Percentage of journeys to work made by public or active transport	SIC Annual Travel Survey	In 2008, 10% of journeys were made by walking and 2% by cycling.	Walking 14% Cycling 2%	➔ Due to staff shortages, the annual survey of SIC staff was not carried out. This was identified as essential through a work planning exercise conducted with the now fully staffed team and has been scheduled for 2010.
St. 1.2 Numbers and percentage of children walking or cycling to school	Schools "Hands Up" Survey	In 2008, 26% of primary pupils walked to school and 6% cycled. In 2008, 16% of	Walking 27%, Cycling 7% Walking 17%, Cycling 3%	➔ 2009 Walking – 25.3% Cycling – 3.7% 2009

³⁰ See <http://www.zettrans.org.uk/consultation/TransportStrategyConsultation.asp>

³¹ See <http://www.zettrans.org.uk/consultation/TransportStrategyConsultation.asp>

		secondary pupils walked to school and 2% cycled.		Walking – 14.6% Cycling – 0.9%
St.1.3 Usage of Public Transport	Transport Service (SIC)	2006-07: 420,035 2007-08: 426,740 2008-09: 430,967	435,000	↗ 404,127 Note: 2008-09 figure should read 402,736
St. 1.4 Coverage of Demand Responsive Transport (DRT)	Transport Service (SIC)	2007-08: 40% 2008-09: No change	45% coverage	↗ Towards the end of 2009/10, 2 new services came online, linking Scalloway to Burra and Whiteness/Weisdale

Action	Lead Responsibility	Timescale for Completion
Northern Periphery Project (NPP)	Head of Service, Transport	
NPP – Area Transport Forums		Continuous (North Mainland, Westside and Whalsay 2010/11)
NPP – Study		October 2012
NPP – Pilot Projects		2016 – 2021
Prioritised programme of fixed links	Executive Director, Infrastructure Services	2011/12
Review of Bus Services	Service Manager, Transport Planning and Support	2011/12
Review of Ferry Services	Executive Director, Infrastructure Services	2011/12
Review of Transport Operations	Service Manager, Transport Operations	2011/12
Communication and Information review	Head of Service, Transport	2011/12

Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> ▪ 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. • Engage with Shetland in exploring appropriate subsidy mechanisms for external ferry travel. • Ensure affordability and user feedback are taken into account when designing the new contract for the Aberdeen to Lerwick route. • Continue to support and develop the Air Discount Scheme or better alternative.
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St. Shetland Stronger Outcomes – Housing

Lead Officer: Hazel Sutherland, Executive Director, Education and Social Care / **Co-ordinator:** Chris Medley, Head of Housing

Local context – Housing Need and Demand Assessment 2010³²

Key Delivery Partners: Shetland Islands Council (Housing, Environmental Health, Economic Development, Policy Unit, Social Work, Planning) and Hjaltsland Housing Association,

Value Adding Role: Charitable Trust, NHS Shetland, HIE Shetland, Skills Development Scotland, Department of Work and Pensions, Voluntary Action Shetland

Relevant Framework/Strategy/Plan: Local Housing Strategy 2010 (under development)

St.2 We will ensure the right house is available in the right place at the right price				
Indicator	Source	Baseline	Target	Progress at October 2010
St.2.1 The supply of housing across all tenures	SIC Housing	Total social rented housing stock: 2007: 2211 2008: 2180 Total private sector housing stock: 2007: 8068 2008: 8179 Number of new house completions: 2007: 170 2008: 106	Housing Supply Targets to be set and defined in new LHS to be developed in 2010.	Housing Need and Demand Assessment robust and credible. Housing Strategies Steering Group (HSSG) re-established to develop the new Local Housing Strategy (LHS). Housing Supply Targets will be informed by the evidence in the HNDA and will be set in agreement with the HSSG.
St.2.2 The quality of housing: SHQS and private sector housing grants	SIC Housing SIC Environmental Health	Percentage of social rented stock meeting the Scottish Housing Quality Standard: 2008/09: 81%	100% of SIC Stock meeting the SHQS by 2015. Ensure as far as	↗ 84.5% of SIC stock meeting SHQS at April 2010. Hjaltsland Housing Association Stock = 92% compliance at April 2010.

³² See www.shetland.gov.uk/hnda

		Currently 30 referrals at EAP.	reasonably practicable that by 2016 persons do not live in fuel poverty ³³ .	
St.2.3 Ensure all unintentionally homeless households are entitled to settled accommodation by 2012	SIC Housing Service	Number of homeless presentations in year: 2007/08: 239 2008/09: 260 Percentage of homeless presentations accepted and entitled to a permanent home: 2007/08: 63% 2008/09: 71%	Legislative target - by 2012 every unintentionally household will be entitled to settled accommodation.	→ Homeless presentations 2009/10 = 268. Percentage of homeless presentations accepted and entitled to a permanent home 2009/10 = 64.4%
St.2.4 Monitor the affordability of housing	SIC Housing Service	Percentage of households unable to afford to buy or rent in the market: 2008/09: 29%	Housing Supply Targets to be set and defined in new LHS to be developed in 2010.	Figures for 2009/10 not yet available.

Action	Lead Responsibility	Timescale for Completion
Complete LHS, and thereby clarify actions required for coming years.	SIC, Housing Service	Summer 2011

Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> • Appropriate resources to be made available to deliver new housing supply and to tackle fuel poverty. • Ensure that Private sector housing grants allocation process is “rural-proofed”³⁴.
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³³ See www.scotland.gov.uk/Topics/Built-Environment/Housing/access/FP/Progtowtarg and Housing (Scotland) Act 2001, Section 89.(5) 9b).

³⁴ Takes account of the increased cost of building materials, freight charges etc in rural areas and that allocation is not done on a population basis which disadvantages areas of smaller population

St. Shetland Stronger Outcomes – Childcare

Lead Officer: Hazel Sutherland, Executive Director, Education and Social Care / **Co-ordinator:** Rosemary Inkster, Childcare Partnership

Local context: See report to Shetland Islands Council’s Services Committee in October 2008 (CS-04)³⁵

Key Delivery Partners: Shetland Islands Council (Education & Social Care Department, supported by the Economic Development Unit)

Value Adding Role: Disability Shetland, Train Shetland, NHS – Health improvement/Health Visitors, Shetland Pre-School Ltd, Clever Parenting, Community Drugs Team, Job Centre Plus, Care Commission, Family Mediation, Shetland Library, Pre – School Providers, Women’s Aid, Voluntary Action Shetland, Children’s Panel, North Isles Childcare, Shetland Childminding Group, Blyde Haven Nursery, Private Sector (childcare), Shetland Youth Information Centre

Relevant Framework/Strategy/Plan: See report to Shetland Islands Council’s Services Committee on 18 June 2009 (ESCD-86) & report to Shetland Islands Council’s Development Committee on 1 October 2009 (DV-106)³⁶.

St.3 We will sustain and, where necessary, grow the number of childcare places, to meet identified need				
Indicator	Source	Baseline	Target	Progress at October 2010
St.3.1 Number of viable childcare businesses	EDU	2009/10: 29 active childminders registered in Shetland	Retain viable childcare business Increase number of viable childminders	→ 2010/11: 24 active childminders registered in Shetland Viability of childcare businesses improved Support for Childcare Scheme introduced
St.3.2 Differential between public, voluntary and private sector	Childcare Partnership	2010/11 Min cost: £2.10 hour Max Cost: £4.44 hour	Reduce differential	→ No progress
St.3.3 Provision of childcare around centres of population	Childcare Partnership	2009/10: current gaps for Whalsay, Unst, Yell, West-side	Provision matches population hubs.	↗ 2010/11: Unst and Yell increased opening hours to fill gap; No progress in Whalsay Three new childminders in Westside meets the need there.

³⁵ See <http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=8157>

³⁶ See <http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=9288> & <http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=9764>

Action	Lead Responsibility	Timescale for Completion
Secure more cost efficient and effective premises for North Isles Childcare in Yell and in Unst	Strategic Group	2011
Work towards sustainable Childcare Services in Lerwick	Strategic Group and Childcare Partnership	2011
Work in Partnership with SIC Development Unit to implement Financial Support for Childcare Scheme	EDU Childcare Partnership	2011

National Priority Area: Greener

Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

National Outcomes

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

14: We reduce the local and global environmental impact of our consumption and production.

G. Shetland Greener Outcomes

Lead Officer: Gordon Greenhill, Executive Director, Infrastructure Services / Co-ordinator: Stephen Cooper, Head of Environment and Building Services

Local context: SIC Energy Policy; Shetland Local Biodiversity Action Plan³⁷; Natural Heritage Futures Prospectuses³⁸; Shetland Development Plan; Analysis of Shetland's Energy Sources³⁹.

Key Delivery Partners: Shetland Islands Council (Environment and Building Services and Planning Service).

Value Adding Role: Scottish Civic Trust, KIMO, Royal Society for the Protection of Birds, Shetland Amenity Trust, Scottish Environment Protection Agency, Scottish Natural Heritage and Historic Scotland, Energy Saving Trust, Community Energy Scotland.

Relevant Framework/Strategy/Plan: Development of carbon reduction commitments and plans is under-development. Shetland Local Biodiversity Action Plan⁴⁰; Shetland Area Waste Plan⁴¹; River Basin Management Plan⁴².

G.1 We will move towards sustainable and efficient consumption and production				
Indicator	Source	Baseline	Target	Progress at October 2010
G.1.1 Carbon reduction of public sector	Energy Manager	2006/07: 117455 GW hrs x 3.6 – GJ (includes ferries,	Reduce energy based carbon emissions and energy consumption as set	SIC in the process of producing a carbon reduction strategy that will identify the actions required to deliver the necessary reductions in carbon emission by 2020. A

³⁷ See <http://www.livingshetland.org.uk/Archive.asp>

³⁸ See <http://www.snh.org.uk/strategy/NHF00.asp> (2009 update)

³⁹ PURE are currently undertaking this piece of research

⁴⁰ See <http://www.shetland.gov.uk/conservation/SIC-NaturalHeritage.asp>

⁴¹ See www.shetland.gov.uk/waste/plans/policies.asp

⁴² See http://www.sepa.org.uk/water/river_basin_planning/area_advisory_groups/orkney_and_shetland.aspx

organisations - Council		vehicles, buildings and business mileage within Shetland) 2006/07: 33,893 tonnes CO2 equivalent	out in Climate Change (Scotland) Act 2009. 2.5%/year reduction	number of spend to save schemes have been identified to increase energy efficiency and renewable energy production.
- NHS	HEAT Standard (E8)	2009/10: provisionally 1302 tonnes CO2 (additional data being finalised) 2009/10: 16843 GJ energy consumption (additional data being finalised)	2014/15: 1118 tonnes (target may be revised when baseline updated) 2014/15: 16018 GJ (target may be revised when baseline updated)	NHS Shetland made significant reductions in carbon emissions through the Lerwick district heating scheme prior to establishing the baseline. They are continuing to apply whole life costing and low carbon assessment in their maintenance programs to deliver the target for example the recent installation of LED lighting systems.
- Other organisations SNH		2008/09: 13401 kg CO2 for electricity; 1274 for car use; 9330 for other transport	4% annual reduction	On target
G.1.2 Carbon reduction of individuals	Carbon Group	Assessment of actual activities designed to reduce carbon will be undertaken	Reduce	SIC in the process of leading the production of a carbon reduction strategy that will identify the actions required to deliver the necessary reductions in carbon emission by 2020
G.1.3 Carbon reduction of communities	Carbon Group	Assessment of actual activities designed to reduce carbon will be undertaken	Reduce	SIC in the process of leading the production of a carbon reduction strategy that will identify the actions required to deliver the necessary reductions in carbon emission by 2020
G.1.4 Quantity of waste sent to landfill	SIC, Waste Services	2007-08: 1,169 tonnes 2008-09: 690 tonnes	Reduce	➔ 2009/10 719 tonnes

G.2 We will protect Shetland's unique and renowned natural and built environment				
Indicator	Source	Baseline	Target	Progress at October 2010

G.2.1 Biodiversity: SSSIs	SNH	SSSI qualifying features in favourable or recovering condition: 284 features. - 52 are unfavourable and not recovering (18.3%); of these 40 cannot be addressed by local land/water management action (14.1%); 12 require local land/water management action (4.2%)	No increase in the proportion of SSSI qualifying features not in favourable or recovering condition, and requiring local land/water management action (i.e. it shouldn't rise above 4.2%)	→ One feature has changed to unfavourable declining where a change in management is required – plans in place to rectify.
G.2.2 Biodiversity: species where decline is reversed or stabilised, or there is improvement	Living Shetland	Baseline of key species (including rare plants, invertebrates, terrestrial breeding species, otter) These Indicators are based on a 5-year rolling programme of monitoring	Improvement (information for specific species will be included in each SOA annually)	No update available.

Action	Lead Responsibility	Timescale for Completion
Develop, seek approval and implement a carbon reduction strategy for the Council and Shetland.	Shetland Islands Council, Environment and Energy Service	Spring 2011

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