**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 2010 - March 2011

NHS Shetland



Highlands & Islands Fire & Rescue Service
dion is freagair

HIE
Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

The Scottish Government

Voluntary Action Shetland

Northern Constabulary
Protect and Serve  Dion is Cuidich

**EXECUTIVE SUMMARY**

Shetland's Single Outcome Agreement for 2010-11 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 2010-11, 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.

The summary of 'Sustaining Shetland, set out in the Appendix, shows 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:
o   Our population projections demonstrate declining numbers, and in particular declining numbers of economically active people;
o   The effects of the global downturn are beginning to be felt in the economy, with rising unemployment rates, particularly amongst school leavers;
o   The implications of climate change, and in particular the implementation of the Climate Change Act and carbon accounting to the larger organisations; and
o   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".

Overall, the Shetland Community Planning Partnership has coordinated the development of the agreement. As well as monitoring overall progress against the whole agreement, the Partnership has agreed to focus on the following priority for the coming year:

**Preparing Shetland for Public Sector Cuts** to better understand the issues, what difference more effective partnership working could make and deliver a tangible improvement where possible.

The reason for this is the current context of public sector funding, which is all the more challenging given Shetland's need to retain the number of jobs: during this year. This area will be led by key representatives of partner agencies throughout the year, with findings and progress reported back to the partnership.

All of these issues, and many others, need a co-ordinated and joined-up approach across agencies and the community, and all will be best progressed in partnership with the Scottish Government as they are also significant issues nationally.

# 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

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[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:

o **WEALTHIER & FAIRER** - Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

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

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

o **SAFER & STRONGER** - Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

o **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.

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. During the implementation year 2009-10 it was assessed that:

- There were too many outcomes and indicators, often of an operational nature, for people to be able to make strategic decisions about the future direction of Shetland. Therefore the SOA should contain approximately 15 outcomes and 40 indicators, with partnerships setting appropriate delivery outcomes and indicators for their own monitoring purposes;
- The SOA would be further valued if it provided partnerships and agencies with more rigour in terms of resource prioritisation, with a key purpose; and
- The links between the SOA and partnerships / service delivery need to be strengthened.

In addition we have taken on board responses from the Scottish Government on the areas that we asked for their intervention on and sought to engage with our National Director, so that we incorporate the best practice guidelines provided for Community Planning Partnerships. There is now a joint commitment from all partners to ensure that service delivery is focused onto the achievement of the outcomes set out in this Agreement.

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**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.

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- 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.

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.**

A recent assessment of Shetland's priorities and targets has result in a shift in emphasis, with a focus on the key purpose being, **To Maintain the Number of Economically Active Throughout Shetland**, with a suite of strategic outcomes and indicators developed to deliver on this key purpose.

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

### 2.2 Non Statutory Partners
o Care Commission;
o Childcare and Pre-School Providers (private, public and voluntary);
o Citizen's Advice Bureau;
o Community Alcohol and Drugs Team;
o Community Energy Scotland;
o Crown Office and Procurator Fiscal's Service;
o Department of Work and Pensions;
o Disability Shetland;
o Energy Saving Trust;
o Family Mediation;
o Historic Scotland;
o Hjatland Housing Association;
o Lerwick Port Authority;
o KIMO;
o Maritime and Coastguard Agency;
o Promote Shetland;
o North Atlantic Marine Centre;
o Royal Society for the Protection of Birds;
o Scottish Ambulance Service;
o Scottish Civic Trust;
o Scottish Environmental Protection Agency;
o Scottish Natural Heritage;
o Shetland College;
o Shetland Arts Development Agency;
o Shetland Amenity Trust;
o Shetland Charitable Trust;
o Shetland Pre-School Ltd;
o Shetland Recreational Trust;
o Shetland Children's Reporter and Children's Panel
o Shetland Youth Information Centre;
o Skills Development Scotland;
o Victim Support Shetland;
o Visit Scotland;
o Voluntary Action Shetland;
o Women's Aid;
o 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:
o Carbon and Energy Group;
o Community Health and Care Partnership;
o Social Enterprise and Community Regeneration Partnership;
o Community Safety Partnership;
o Fairer Shetland;
o Health Action Team;
o Local Biodiversity Action Partnership;
o Local Housing Strategy Partnership;
o Shetland Childcare Partnership;
o Skills and Learning Partnership; and
o ZetTrans.

This Agreement covers the period 2010-11, 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. All statutory partners produce annual equality schemes to set out how they will achieve their equalities obligations during the year. The production of these is based on consultation with equalities groups across Shetland[4]. The action plans in the schemes are then based on the feedback from these consultation exercises.

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 produce a joint Race Equality Scheme, Gender Equality Scheme and Disability Equality Scheme[5].

The Equality Bill is currently being debated. This will be enforced by April 2011 and will require public authorities to produce and implement a single equalities scheme covering the seven equality strands of age, disability, faith, gender, race, sexuality and socio-economic disadvantage. A challenge for this coming year will therefore be to produce one single equality scheme for the Community Planning Partnership in Shetland, when timescales have been established. This will also be an opportunity to refresh the Equality Impact Assessment, including the introduction of the new socio-economic duty[6].

As a cross-cutting community planning theme for all partners, equalities 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.

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

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[4] These include the Disability Forum, Women's Aid, Adult Learning, Shetland College, Welcome Point and Culture Club.
[5] These can be found at http://www.shetland.gov.uk/equalopportunities/documents.asp
[6] The Council and NHS are currently refreshing their Equality Impact Assessment forms and processes.

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 Assessments[7], 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 potentially long-term reduction in resources available to deliver public services, doing more with less will be a key theme for community planning in Shetland.

Of particular importance is the commitment that all partners have made to deliver 2% efficiency savings in revenue spend in the coming year.

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[7] Advice on this is available from the Council's Policy Unit and Planning Service, in addition to www.shetland.gov.uk/.../**StrategicEnvironmentalAssessment**AdviceNote.pdf

# 4.    Area Profile

Shetland's area profile is available through the most up to date **Sustaining Shetland** report[8], which was published at the end of 2009.  The report provides:

o  A comprehensive profile of Shetland, drawing on a wide range of social, economic and environmental indicators; and

o  Trending and comparative information set out simply and clearly against these.

A summary of this information is provided in Appendix A, at the end of this document.

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:

o  Population and Migration Study[9]

o  Deprivation and Social Exclusion in Shetland[10]

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 twice yearly through the local Citizen's Panel, known as Your Voice[11].  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)[12].  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;

• To involve the local community in the planning of local services;

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[8] This can be found at http://www.shetland.gov.uk/policy/DataResearchforStrategicPlanning.asp

[9] http://www.shetland.gov.uk/communityplanning/PopulationandMigrationStudy.asp

[10] http://www.shetland.gov.uk/communityplanning/SocialExclusion.asp

[11] http://www.shetland.gov.uk/consultation/

[12] More information can be found at http://www.shetland.gov.uk/communityplanning/LSDG.asp

- 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 will provide both a needs assessment for each areas, 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. 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 version[13].

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

**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.

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

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[13] Voluntary Action Shetland are a signatory

to take these forward.  A Champion is assigned to each priority area and is asked to outline, for a 1-year timescale, a target that they feel can be achieved within that area[14].

Given the current context of public sector funding, which is all the more challenging give Shetland's need to retain the number of jobs: during this year to better understand the issues, what difference more effective partnership working could make and deliver a tangible improvement where possible:

**Preparing Shetland for Public Sector Cuts**

This area will be led by the Convenor of Shetland Islands Council and the Chair of NHS Shetland Board.

## 5.3      Reporting Performance

Sustaining Shetland remains the principal document for monitoring the indicators of quality of life in Shetland.  During the coming year, recognising our commitment to provide an annual report detailing progress towards achieving what is set out in this Agreement, Sustaining Shetland will be slightly amended, to include all of the indicators contained in Section 2 of this document.  This will be reported in October each year through the statutory signatories and the Community Planning Partnership itself.

As well as producing an annual report that draws together the overall performance, partners will use already established reporting channels to track their progress in delivering the areas they are responsible for.  These include - Council performance reviews, reports to Committees and Boards.  As such, the members of each of these bodies will have a role to play in holding their officers to account for delivery of the Agreement.

Current approaches to reporting performance to the public vary across community planning partners.  The further development of this shared approach, focusing on common outcomes, presents an opportunity for performance reporting to be more joined-up between partners.  This will be further explored with regard to public performance reporting arrangements in the future.
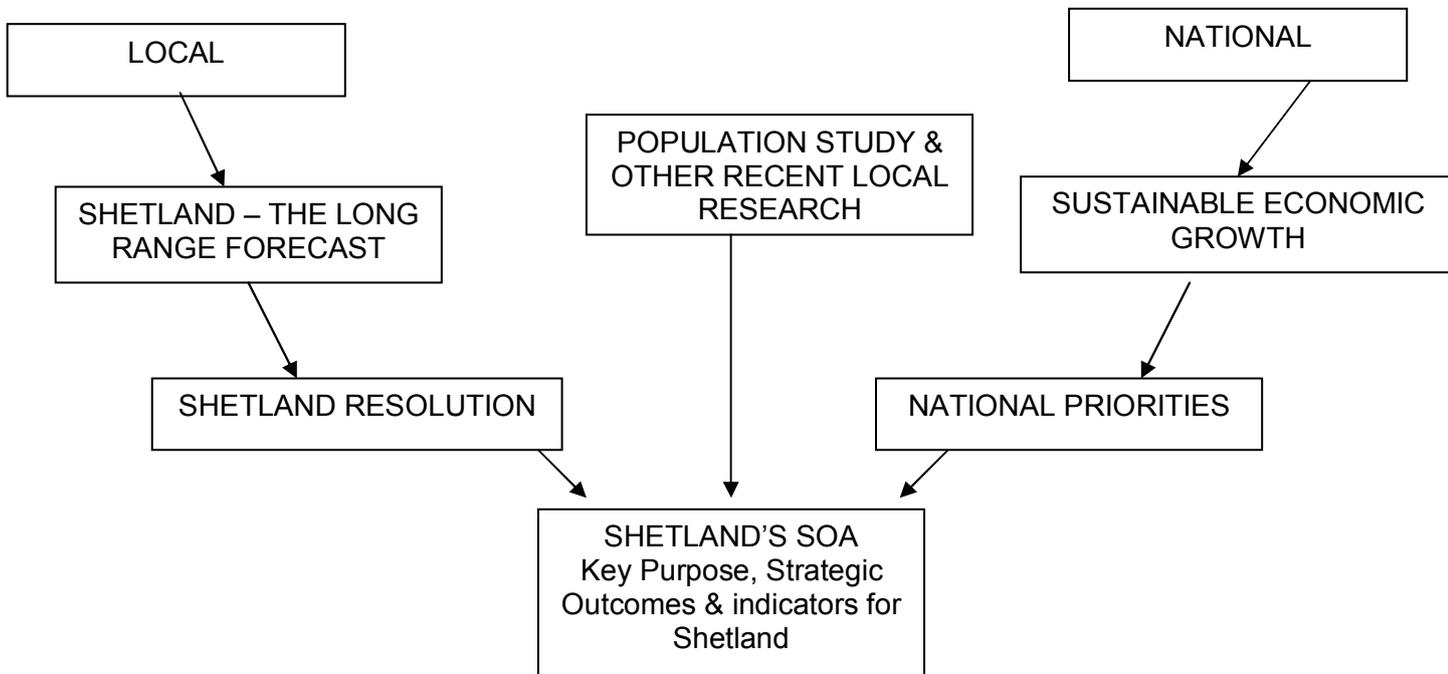
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[14] For more information see
http://www.shetland.gov.uk/communityplanning/ShetlandsCommunityPlanningPartnershipStructure.asp

# 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:

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   ┌─────────────┐                                          ┌─────────────┐
   │    LOCAL    │                                          │  NATIONAL   │
   └──────┬──────┘                                          └──────┬──────┘
          │                   ┌──────────────────┐                 │
          ▼                   │ POPULATION STUDY &│                 ▼
   ┌─────────────┐            │ OTHER RECENT LOCAL│          ┌──────────────┐
   │ SHETLAND –  │            │     RESEARCH      │          │  SUSTAINABLE │
   │ THE LONG    │            └────────┬─────────┘          │  ECONOMIC    │
   │ RANGE       │                     │                    │  GROWTH      │
   │ FORECAST    │                     │                    └──────┬───────┘
   └──────┬──────┘                     │                           │
          │                            │                           ▼
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   ┌─────────────┐                     │                    │   NATIONAL   │
   │  SHETLAND   │                     │                    │  PRIORITIES  │
   │ RESOLUTION  │                     │                    └──────┬───────┘
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          └─────────────►│     SHETLAND'S SOA        │◄─────────────┘
                         │  Key Purpose, Strategic   │
                         │  Outcomes & indicators for│
                         │         Shetland          │
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## 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 Shetland[15]**

**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.

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[15] This recognises unpaid work such as volunteering, childcare and caring responsiblities.

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.
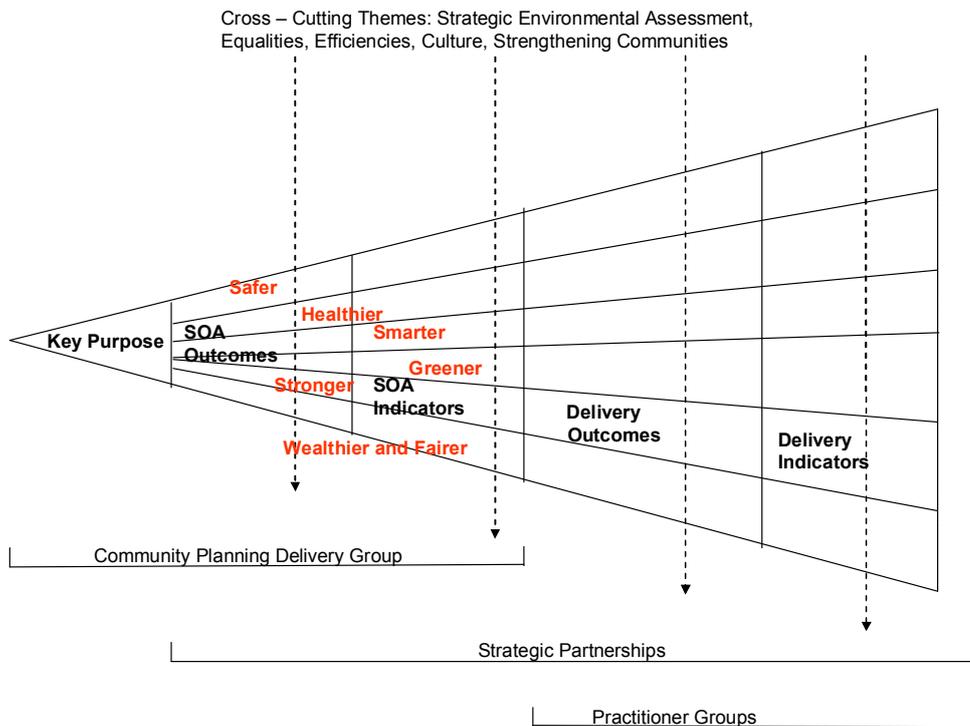**Shetland Greener Outcomes**
G.1 We will move towards sustainable and efficient consumption and production
G.2 We will protect Shetland's renowned natural and built environment
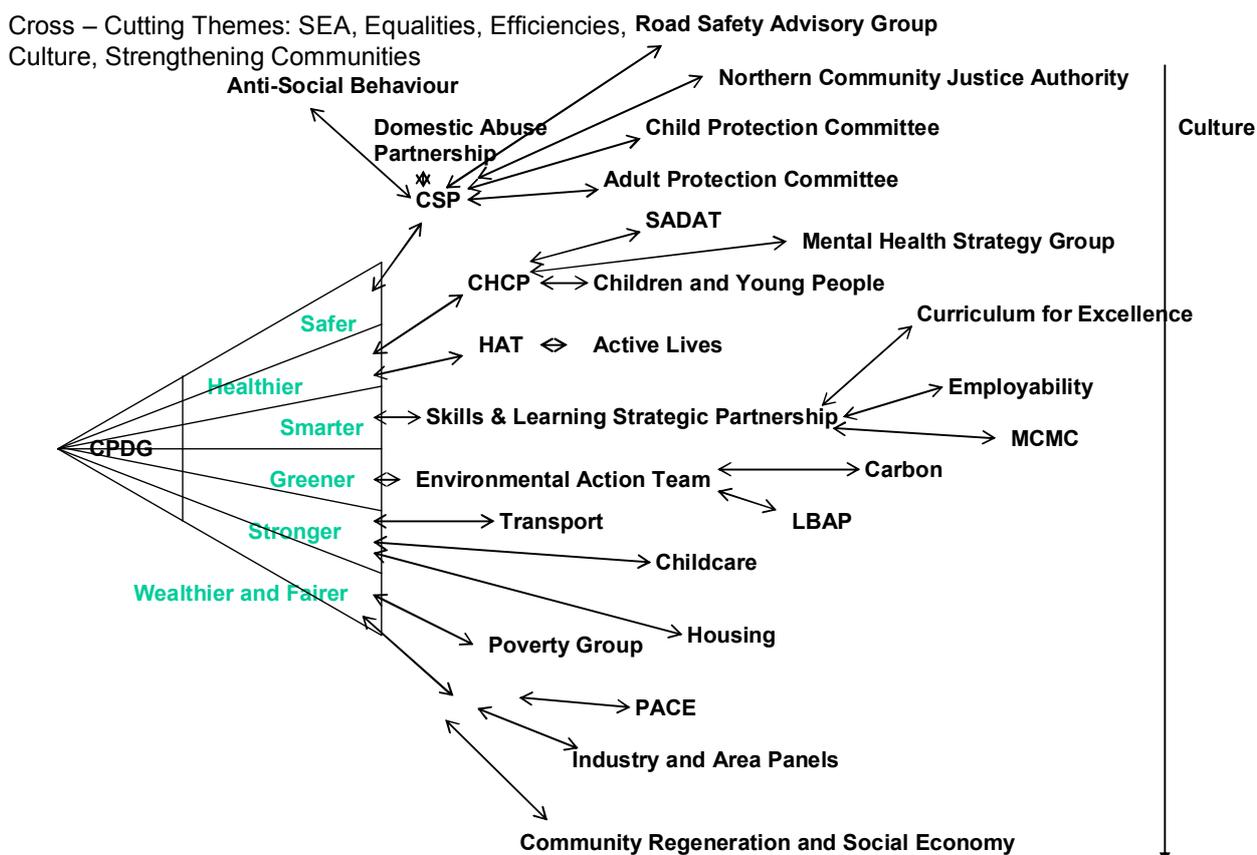
**6.3 Delivery on Strategic Outcomes**
The following diagram depicts how Shetland's key purpose and strategic outcomes will be delivered in Shetland:



17

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 plans[16]. These are highlighted throughout the document.

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

Cross – Cutting Themes: SEA, Equalities, Efficiencies, **Road Safety Advisory Group**
Culture, Strengthening Communities

**Anti-Social Behaviour**
**Northern Community Justice Authority**
**Domestic Abuse Partnership**
**Child Protection Committee**
**Culture**
**CSP**
**Adult Protection Committee**
**SADAT**
**Mental Health Strategy Group**
**CHCP** **Children and Young People**
**Safer**
**HAT** **Active Lives**
**Curriculum for Excellence**
**Healthier**
**Employability**
**Smarter** **Skills & Learning Strategic Partnership**
**MCMC**
**CPDG**
**Greener** **Environmental Action Team** **Carbon**
**Stronger** **Transport** **LBAP**
**Childcare**
**Wealthier and Fairer**
**Poverty Group** **Housing**
**PACE**
**Industry and Area Panels**
**Community Regeneration and Social Economy**

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[16] The Golden Thread

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

| Indicator | Frequency/Type/Source | Baseline | Local Target |
|---|---|---|---|
| K.1 Population Size | GROS, Annual, 2008 | All – 21,980<br>Males – 11,099<br>Females – 10,881<br>Age: 0-19 – 5399; 20-64 – 13115; 65+ - 3466 | Maintain numbers, stabilise predicted decline |
| K.2 Population Structure | Working Age Population: ONS mid-year population estimate, 2008<br><br>Economically Active Population: ONS annual population survey, April 2008-March 2009<br><br><br>Economically Inactive Population: ONS annual population survey, April 2008-March 2009 | All – 13,400<br>Males – 7,300<br>Females – 6,100<br><br><br>All – 12,200<br>In employment – 12,000<br>    – Employees – 10,200<br>    – Self employed – 1,700<br>Unemployed – 300 (model based)<br><br>All – 1,700<br>Wanting a job – 600<br>Not wanting a job – 1,000 | Maintain and improve current demographic structure and predicted deterioration |
| K.3 Population Distribution | GP Registration Figures: NHS Shetland, annual | 2003: Lerwick/Scalloway – 53.4% & Rest of Shetland 46.6%<br>2008: Lerwick/Scalloway – 53.6% & Rest of Shetland 46.4% | Increase proportion of population in rest of Shetland |

**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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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 |

## C.2 Strengthening Communities

Citizens are increasingly more active in their communities, regardless of age, gender, sexual orientation, ethnic original, 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; Voluntary Action Shetland[17].

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[17] http://www.shetland-communities.org.uk/vas/ & *A Thriving and More Connected Voluntary Sector Foundation Business Plan 2008-11*

**Monitoring**

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
| --- | --- | --- | --- |
| 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 | 35% of Your Voice, 2008 respondents said that they volunteer | 35% (sustaining this figure is recognised to be sufficient challenge) |
| 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 |

| Required Actions/commitment by local partners for these outcomes | - Increased Commissioning of Services<br>- Development of Community Involvement Training<br>- Community Councils are active and integral of community planning process<br>- Continue to develop Local Service Delivery Groups |
| --- | --- |

## C.3 Culture

**Local context**: See On the Cusp… - Shetland's Cultural Strategy (2009-2013)[18]

**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'*

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[18] 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

**Local context**: Currently being updated as part of Equalities Bill, but existing information is provided in existing Equality Strategies (see below).

**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 organisations[19].

The Equalities Bill will introduce 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 Assessment[20]

**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.

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[19] NHS: http://www.shb.scot.nhs.uk/initiatives/equality/index.asp; SIC/ZetTrans: 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
[20] http://www.shetland.gov.uk/conservation/StrategicEnvironmentalAssessmentSEA.asp

**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.

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'[21]

**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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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 Pension | SIMD/Nomis Annual | 2004: 1492 (6.8% of population) 2006: 1934 (8.8% of population) 2009: 2315 (10.55% of population) | Decrease numbers (mindful of impact of increased |

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[21] See http://www.shetland.gov.uk/policy/Poverty.asp

| Credit Households] | | | |
|---|---|---|---|
| F.1.2 Total New Debt & Number of People with that Debt | CAB Quarterly | 2008/09<br>Q1 – 15: £666,373<br>Q2 – 39: £625,654<br>Q3 – 23: £167,337<br>Q4 – 30: £894,531<br>2009/10<br>Q1 – 22: £428,851 | Decrease number of people and level of debt |
| F.1.3 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 poverty.<br>Unst 2009: 49% | Decrease number of households in fuel poverty: national target of so far as is reasonably practicable, people are not living in fuel poverty in Scotland, by November 2016. |

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

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| F.2.1 Social Capital | Mental Health Team / Community Work | Currently no baseline.  To be developed by Policy Unit, SIC / Community Work, SIC / Mental Health Team, SIC & NHS | To be established |
| F.2.2 Number of individuals supported to access social activities and networks | Policy Unit, SIC | Currently no baseline: to be developed in partnership with Community Work and Mental Health Service.  Data available from SBS, Adult Learning. | 100 individuals each year |

| | |
|---|---|
| Required Actions/commitment by local partners for these outcomes | **F.A WE ARE MAXIMISING HOUSEHOLD INCOME**<br>- Increase uptake of national and local benefits, including<br>   o Continue to provide benefits checks and advice, and undertake campaigns to improve uptake (out-of-work and in-work benefits);<br>   o Increase levels of out-reach work;<br>- Reduce levels of debt<br>   o Continue to provide one-to-one support for debt<br>   o Taking an increasingly proactive approach by introducing financial capability training into all front-line delivery<br><br>**F.B WE ARE INCREASING EMPLOYMENT OPPORTUNITIES AND EMPLOYABILITY**<br>- Ensure the Shetland economy can provide sufficient and varied job opportunities for the requirements of the population (including rural employment, job progression and reduced underemployment);<br>- Ensure services assist in removing physical barriers to employment, such as transport, childcare and providing decentralised employment opportunities;<br>- Improve the health of individuals: in particular addressing mental health issues and substance misuse;<br>- Provide people with the appropriate skills and attitudes to obtain and maintain employment;<br>- Provide supported employment opportunities; and<br>- Provide supported volunteering opportunities.<br><br>**F.C WE WORK WITH PEOPLE AS INDIVIDUALS TO IMPROVE THEIR LIFE CHANCES**<br>- Enable everyone in contact with a service to have a lead professional, identified by the person: all front-line staff to be able to identify and work with people to improve their quality of life (following the key principles) with one action plan;<br>- Provide particularly vulnerable individuals with high-intensity programmes;<br>- Expecting all services to take responsibility for improving quality of life; and<br>- All services must follow the key principles and provide outreach services. This can be achieved by:<br>   0 Developing understanding;<br>   0 Poverty proofing services; and<br>   0 Working proactively at the area level, through Local Service Delivery Groups.<br><br>**F.D WE PROVIDE OPPORTUNITIES TO IMPROVE QUALITY OF LIFE** |
| Scottish Government required action/commitment to support delivery of local outcome | • Support rural CPPs in the development of indicators to measure poverty in rural areas, complementary to SIMD.<br>• Ensure Rural Policy considers issues surrounding rural poverty.<br>• 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.<br>• 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)[22]

**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 (Data and Professional Assessment) | Long-Term Target |
|---|---|---|---|
| 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 |
| 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. |
| 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<br><br>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<br><br>Increase in % of private businesses trading online, data available in 2013 |

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

| Indicator | Source | Baseline (Data and Professional Assessment) | Long-Term Target |
|---|---|---|---|
| W.2.1 MW capacity of renewable energy generation activities in Shetland | SREF | 10.3MW (2009) | Increase (scale of increase dependent on grid development) |

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[22] To be online shortly

| Indicator | Source | Baseline (Data and Professional Assessment) | Long-Term Target |
|---|---|---|---|
| W.2.2 Number of projects (and value) supported to develop renewable energy solutions | SIC/HIE | Generation projects at feasibility/planning stage – 5<br>Generation projects under construction/ completed – 10<br>Enabling/R&D projects receiving support - 4 | Increase |
| 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 (Data and Professional Assessment) | Long-Term Target |
|---|---|---|---|
| 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 |

**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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| **Enterprise Activity:**<br>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 |
| W.4.2 Business start-ups per annum (5 year rolling average of VAT registrations) | NOMIS | 62 (2003-2007) | Increase and maintain at over 70 |
| W.4.3 Number of business start-ups dependent on: renewable energy; or | 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. |

| | | | |
|---|---|---|---|
| enhanced telecommunications network | | | |
| W.4.4 Number of enquiries made through Business Gateway | EDU | April 09-16 February 09 – 176 enquiries | Over 225 per annum |
| **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) |
| 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[23] | Increase and maintain combined total at over 50% (data available 2013) |
| 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 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) |
| 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) |

[23] 15% of private sector respondents intended to invest in both new products/services and new technology
[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

| Education and Skills: W.4.10 % of employers experiencing difficulties due to a lack of skilled labour | Employers Survey | 23% (2007) | Decrease and maintain at below 20% (data available 2013) |
|---|---|---|---|

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

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| W.5.1 Live Development Plans | SIC/HIE | Not appropriate | Working with at least 2 communities per annum to create/update 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. |

| Required Actions/commitment by local partners for these outcomes | We will create specific projects and interventions that pursue success in our priority developments. Our priority developments are: <br> • Improve the telecommunications system in all areas of Shetland; <br> • Use our renewable energy resources as a stimulus for economic growth; and <br> • Strengthen Shetland's reputation for sustainable practices and quality products. <br> To strengthen our economic base and enhance the competitiveness of business in Shetland we will: <br> • Support entrepreneurial activity and new business creation; <br> • Promote innovative investments designed to improve business profitability and sustainability; <br> • Encourage export activities, including exports from Shetland; <br> • Invest in education and skills to support the development of our businesses and economy; and <br> • Support industry specific action plans and cooperative working as appropriate to our priority developments and strengthening economy activities. <br> • To strengthen our economic base and enhance the sustainability of peripheral communities we will: <br> • Along with partners, support communities to develop regeneration plans for their area; and <br> • Assist social enterprises to improve their skills and undertake projects that enhance their profitability and reduce dependence on grant funding. <br> • Public Sector resources will be used to stimulate stronger private, social and voluntary sectors. |
|---|---|

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

**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 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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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%<br>2008 – 10.4% (approx 1380) | 2012 - <10% |
| Sm.1.2 The number of adults from hard to reach groups accessing various learning opportunities | Data supplied by Adult Learning partners | 2008 – 180 in all literacy programmes<br>110 in ESOL<br>Baseline in other areas being established | 2010 – 120 in all literacy programmes<br>100 in ESOL |

**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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| Sm.2.1 Levels of attainment in National Qualifications at S4, S5 and S6<br>a. Percentage of S4 pupils with 5 or more Standard Grades or equivalent at General Level or better | Scottish Govt and Scottish Qualifications Agency | 2009 – 89.9% | Increase<br>2010 – 91% |
| b. Percentage of S5 pupils with 5 or more Highers or equivalents | | 2009 – 14% | Increase<br>2010 – 12% |
| c. Percentage of S6 pupils with at least one Advanced Higher or equivalent | | 2009 – 10.5% | Increase<br>2010 – 16% |
| 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% |
| Sm.2.3 The percentage of school leavers in positive and sustained destinations | Census conducted by Skills Development Scotland | 2006 - 91.1%<br>2007 - 92.4%<br>2008 - 91.8% | 2010 - >92%<br>2012 - >95% |
| Sm.2.4 The proportion of working age people achieving SCQF Level 6 or above | Annual Population Survey | 2006 – 58.3%  (Scotland 59.5%)<br>2007 – 57.6%  (Scotland 60.0%<br>2008 – 58.1%  (Scotland 60.5%)<br>* Calculated as a 3-year rolling average | 2010 > 58.5%<br>2012 > 59.5% |

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

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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%)<br>2007 – 27.7%  (Scotland 27.8%<br>2008 – 30.7%  (Scotland 28.1%) | 2010 - > 30% |

| | |
|---|---|
| Skills and Learning Strategic Partnership | Sm.A Service delivery will be seamless, not restricted by organisational or professional boundaries, whether in public, private or voluntary sector<br>There will be a focus on locally provided service delivery, where it is appropriate and value for money to do so<br>There will be more flexible services and more choice for service users, within available resources<br>Any unnecessary duplication, bureaucracy and managerial or administrative overheads will be removed from the system |
| Employability Skills Working Group | Sm.B Students on practical and vocational courses are taught in specialist settings by appropriately experienced staff<br>Beyond 18, students can study vocational skills at degree level for qualifications recognised and valued by employers |
| More Choices, More Chances & 16+ Learning Choices Working Group | Sm.C All young people, in whatever setting, will have individual profiles of success, skills and aptitudes to help inform their choices for life and work<br>All young people are supported in choosing a pathway matched to their interest and abilities with an appropriate balance of theoretical and practical learning, which may include volunteering<br>Beyond 16 all learners have the opportunity to specialise within their chosen learning pathway, change to another pathway or enter employment with training |
| Curriculum for Excellence Working Group | Sm.D All schools will offer a broad curriculum at the third and fourth stage with opportunities to develop life skills and experience a range of future options |
| Workstreams Group | Sm.E The Shetland community will have access to information about the whole range of available learning opportunities<br>There will be ease of access to services, with clear understanding within the community of whom to contact and where to go for information and advice |
| Scottish Government required action/commitment to support delivery of local outcome | • Ensure support is given to local authorities to implement Curriculum for Excellence in a systematic, consistent manner.<br>• Ensure recognition and implementation of their responsibilities as set out in "Skills for Scotland – A Lifelong Skills Strategy.<br>• Improve publicised information on performance, with greater emphasis on positive destinations. |

## 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-ordinator: Jason Beeston and Jenny Wylie, Community Safety Officer

**Local context** – See Community Safety Strategic Assessment (currently under development); Shetland Inter-agency Child Protection Procedures[25]; Shetland Inter-agency Adult Support and Protection Procedures[26]; 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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| Sf.1.1 Total number of reported crimes (includes drugs) | Northern Constabulary Annual | 2007/08: 2022<br>2008/09: 2009 | Reduction in number of offences.<br>63% detection rate (Class 1-5) |
| Sf.1.2 Number of incidents of domestic abuse throughout Shetland | Northern Community Justice Authority | 2007/08: 48<br>2008/09: 76 | Unable to establish until confidence in reporting levels reached |

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[25] http://www.shetland.gov.uk/socialwork-health/services/child-protection.asp
[26] www.shetland.gov.uk/socialwork-health/.../ASPProcedures-Jun09.pdf

| | | Annual | | |
|---|---|---|---|---|
| Sf.1.3 Overall reconviction rate | Northern Community Justice Authority | 2005/07: 35% reconviction rate | 2010/11: Reduce by 2% |
| Sf.1.4 Number of alcohol related crime incidents | Northern Constabulary Annual | To be confirmed | Reduction |
| Sf.1.5 Public perception of general crime rate in local area | Northern Constabulary Biennial | 2007/08: 96.25% of population feel safe. | 2010/11: Increase to 97% |
| Sf. 1.6a Mintain positive child protection inspection reports at an evaluation of at least good in the four key quality indicators | Child Protection Committee | 2009: maintaining an evaluation of good in the four key quality indicators | Maintain |
| Sf.1.6.b All children with an identified need for a GIRFEC plan have one in place by end December 2010. | Children's Planning Group | To be established | All in place by end of December 2010 |
| Sf.1. 7a Increase awareness amongst workforce and public of Adult Support and Protection (Scotland) Act 2007 that aims to support and protect individuals aged 16 and over at risk of harm. | 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 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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| Required Actions/commitment by local partners for these outcomes | Sf. A Tackle Underage Drinking<br>St. B Tackle Drugs<br>St. C Tackle Vandalisms |
| 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.<br>Prioritise dealing with drugs and the effects of drugs.<br>Continue to highlight importance of safety for individuals and communities. |

**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 2009[27]

**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 Plan[28].

**Hth.1 Maintain a healthy life expectancy, focusing on early years, healthy weight, alcohol, drugs and mental health.**

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| Hth.1.1 Life expectancy at birth | GROS (LI19) | 2004-06  79.0 years<br>2005-07 79.2<br>2006-08 78.1 | 83.0 years by  2014-16 |
| Hth.1.2 Percentage of | Child Health | 2008 48.9% | 58% by end March 2011 (HEAT target H7) |

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[27] www.shb.scot.nhs.uk/healthcare/shetlandwide/publichealth/PublicHealthAnnualReport2009.asp
[28] See http://www.shetland.gov.uk/conservation/ShetlandCountrysideAccess.asp

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| newborn children exclusively breastfed at 6-8 weeks | Systems programme – pre school (LI14) | 2009 June 09 – 43.5% | |
| Hth.1.3 Percentage of children out with healthy BMI range | Child Health Systems programme – school (NI) | 2008/09 P1 class (not yet reported) To be established | (Associated HEAT target – number of children completing interventions) |
| Hth.1.4 Deaths per 100,000 population from coronary heart disease (under 75s) | GROS (LI21) | 2006 50.2 2007 74.9 2008 47.3 | Less than 50 by 2011 (Associated HEAT target) |
| Hth.1.5 Suicide rate per 100,000 population | NHS Shetland | 2007 27.3 2008 22.7 | 20.7 by 2013 |
| Hth.1.6 Number of Alcohol Brief Interventions Number of full interventions | NHS Shetland HEAT H.4 | 2008-09  35 Apr-Dec 09  94 | Cumulative total of 622 by March 2011 |
| 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 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.2 Tackle health inequalities ensuring that the needs of the most vulnerable and hard to reach groups**

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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) |
| Hth.2.2 Percentage women smoking at booking | NHS Shetland | 2004-06 11.9 2005-07 13.2 2006-08 15.7 | 2010-12: 12% |
| Hth.2.3 Number of health | NHS Shetland | 23 checks carried out in 2009/10 through Well | Target for 2010/11 is 60, through Well North project in |

| | | | |
|---|---|---|---|
| inequalities targeted cardiovascular disease (CVD) checks | HEAT target (H8) | North project in Unst & Fair Isle | SIMD areas with least income and worst health in Shetland |

**Local context**: Community Health and Care Partnership Agreement, 2009-12[29]

**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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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 |
| Hth.3.2 Percentage of older people (65+) with complex care needs receiving care at home | NHS Shetland: HEAT target (T8) (LI25 & NI) | September 2009: 42% | Local target is 40% (national 30%) |
| Hth.3.3 Percentage of people waiting for an occupational therapy assessment who are provided with support within 21 days. | Social Care – monthly reporting | 2009: within target | 90% |
| Hth.3.4 No of emergency inpatient bed days for people aged 65 and over | NHS Shetland: HEAT target | 2006-7: 2223<br>2007-8: 2170<br>2008-9: 2205 | 2170 bed days<br>(10% reduction from 2004/05 level by 2010/11) |

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

| | (T12) | Note: slight change in formula | |
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| **Required Actions/commitment by local partners for these outcomes**<br><br>H1 &2 | H.A 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. | |
| | H.B Implementation of local Action Plan in response to CEL 36 (Nutrition of women of childbearing age, pregnant women and children under five in disadvantaged areas) and implementation of local Breastfeeding Strategy, including additional support for pregnant women and new mothers through maternity care assistants, particularly in disadvantaged areas. | |
| | H.C Implementation of Healthy Weight Strategy. Specifically in 2010/11 focussing on a programme of child healthy weight interventions. Including SCOTT programme; and a whole school based programme. Run through NHS Shetland but requiring input from key partners including Active Schools, Schools Service and support from partner organisations to promote service and signpost clients. | |
| | H.D 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). | |
| | H.E Health Improvement and Health & Safety work in workplaces through Healthy Working Lives, including promotion of the Award Scheme and support for individual organisations to achieve the Awards. Continuing Condition Management Programme to support people on incapacity benefit back into work and commencing Fit for Work programme to support those at risk from long term sickness to stay in work. | |
| | H.F Further roll out of Well North anticipatory / preventative care project in areas of highest deprivation and poorest health in Shetland (based on SIMD data). | |
| | H.G 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.<br>H.H Review of district nursing / community nursing service including development of case management role for district nurses. | |
| H3 | H.I Increased use of assistive technology (telecare) using Scottish Government Joint Improvement Team funding and support. Specific actions include Telehealthcare scoping exercise and review of community alarm responder service. | |
| | H.J Implementation of findings of Sheltered Housing Review: 2 further pilot projects to be developed in Scalloway and Lerwick | |
| | H.K Implementation of the new Single Shared Assessment process (developed through LEAN project in 2009) | |
| | H.L Review of district nursing / community nursing service including development of case management role for district nurses. | |
| | H.M Close liaison between NHS Shetland hospital & community services and social care services; including weekly meetings with social services, clinicians and community nursing. | |
| | H.N. Improved support to Carers and Young Carers. | |

| Scottish Government required action/commitment to support delivery of local outcome | • Support diverse commissioning models that can be responsive to local contexts.<br>• Support single, HR and Finance frameworks at local level.<br>• Develop single, streamlined performance monitoring systems for health and care services.<br>• Government action on alcohol: specifically Alcohol Bill and implementing minimum pricing (as with Safer Asks) |
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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 Report[30]

**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 Strategy[31]

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

| Indicator | Source | Baseline (Data and Professional Assessment) | Target (2010-11) |
|---|---|---|---|
| St.1.1 Percentage of journeys to work made by public or active transport | SIC Annual Travel Survey | In 2007<br>In 2008, 10% of journeys were made by walking and 2% by cycling. | Walking 14%<br>Cycling 2% |
| St. 1.2 Numbers and percentage of children walking or cycling to school | Schools "Hands Up" Survey | In 2007<br>In 2008, 26% of primary pupils walked to school and 6% cycled.<br>In 2008, 16% of secondary pupils walked to school and 2% cycled. | Walking 27%, Cycling 7%<br><br>Walking 17%, Cycling 3% |
| St.1.3 Usage of Public | Transport | 2006-07: 420,035 | 435,000 |

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[30] See http://www.zettrans.org.uk/consultation/TransportStrategyConsultation.asp
[31] See http://www.zettrans.org.uk/consultation/TransportStrategyConsultation.asp

| | | | |
|---|---|---|---|
| Transport | Service (SIC) | 2007-08: 426,740<br>2008-09: 430,967 | |
| St. 1.4 Coverage of Demand Responsive Transport (DRT) | Transport Service (SIC) | 2007-08: 40%<br>2008-09: No change | 45% coverage |

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|---|---|
| Required Actions/commitment by local partners for these outcomes | St.1.A Continued commitment and implementation of the Shetland Transport Strategy (including Delivery Plan) and Transport Services Service Plan.<br>St.1.B Proactive approach to potential fuel increases |
| Scottish Government required action/commitment to support delivery of local outcome | • Provide appropriate support for the implementation of the Shetland Transport Strategy Delivery Plan.<br>• Engage with Shetland in exploring appropriate subsidy mechanisms for external ferry travel.<br>• Ensure affordability and user feedback are taken into account when designing the new contract for the Aberdeen to Lerwick route.<br>• Continue to support and develop the Air Discount Scheme or better alternative. |

**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 2010[32]

**Key Delivery Partners**: Shetland Islands Council (Housing, Environmental Health, Economic Development, Policy Unit, Social Work, Planning) and Hjaltland 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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| St.2.1 The supply of housing across all tenures | SIC Housing | Total social rented housing stock:<br>2007: 2211<br>2008: 2180<br>Total private sector housing stock:<br>2007: 8068<br>2008: 8179<br>Number of new house completions:<br>2007: 170<br>2008: 106 | Housing Supply Targets to be set and defined in new LHS to be developed in 2010. |
| St.2.2 The quality of housing:<br>SHQS and private sector housing grants | SIC Housing<br>SIC Environmental Health | Percentage of social rented stock meeting the Scottish Housing Quality Standard:<br>2008/09: 81%<br><br>Private sector housing grant baseline and targets to be discussed with Maggie Dunne: | 100% of SIC Stock meeting the SHQS by 2015.<br><br>Ensure as far as reasonably practicable that by 2016 persons do not live in fuel poverty[33]. |
| St.2.3 Ensure all unintentionally homeless | SIC Housing Service | Number of homeless presentations in year:<br>2007/08: 239 | Legislative target -  by 2012 every unintentionally household will be entitled to settled accommodation. |

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[32] See www.shetland.gov.uk/hnda
[33] See www.scotland.gov.uk/Topics/Built-Environment/Housing/access/FP/Progtowtarg and Housing (Scotland) Act 2001, Section 89.(5) 9b).

| households are entitled to settled accommodation by 2012 | | 2008/09: 260<br>Percentage of homeless presentations accepted and entitled to a permanent home:<br>2007/08: 63%<br>2008/09: 71% | |
|---|---|---|---|
| St.2.4 Monitor the affordability of housing | SIC Housing Service | Percentage of households unable to afford to buy or rent in the market:<br>2008/09: 29% | Housing Supply Targets to be set and defined in new LHS to be developed in 2010. |

| Required Actions/commitment by local partners for these outcomes | St.2.A Work in partnership to develop the Local Housing Strategy 2010 and the Local Development Plan in line with relevant legislation.<br>St.2.B Await agreement of the Scottish Housing Quality Standard Delivery Plans from Scottish Government.<br>St.2.C Continue to prioritise households in fuel poverty for private sector repair and improvement grants. |
|---|---|
| Scottish Government required action/commitment to support delivery of local outcome | • Provide adequate funding to support the provision of good quality, affordable permanent homes across all housing tenures in Shetland.<br>• Ensure that Private sector housing grants allocation process is "rural-proofed"[34]. |

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[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 (Data and Professional Assessment) | Target |
|---|---|---|---|
| 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 |
| St.3.2 Differential between public, voluntary and private sector | Childcare Partnership | 2009/10: Min cost: £12.40/hr/Max cost £38/hr | Reduce differential |
| 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. |

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[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

| | |
|---|---|
| Required Actions/commitment by local partners for these outcomes | St.3.A Exploring new ways of delivering services, within existing resources<br>St.3.B Ensuring that the principles of the Commissioning Strategy are applied to arrangements with partner organisations<br>St.3.C Ensure the flexible application of budgets, to meet changing needs (eg transport provision)<br>St.3.D For Economic Development to enhance the policy position for supporting childcare and specifically to develop a new grant aid scheme to provide "top up" grants to ensure services can be maintained and developed.<br>St.3.E Review the charging arrangements for community facilities.<br>St.3. F Distribution of childcare places matches Local Development Plan & Local Housing Plan |

**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 Plan[37]; Natural Heritage Futures Prospectuses[38]; Shetland Development Plan; Analysis of Shetland's Energy Sources[39].

**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 Plan[40]; Shetland Area Waste Plan[41]; River Basin Management Plan[42].

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

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| G.1.1 Carbon reduction of public sector organisations - Council | Energy Manager | 2006/07: 117455 GW hrs x 3.6 – GJ (includes ferries, vehicles, buildings and business mileage within Shetland) | Reduce energy based carbon emissions and energy consumption as set out in Climate Change (Scotland) Act 2009.<br><br>2.5%/year reduction |

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[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

| | | | |
|---|---|---|---|
| - NHS | HEAT Standard (E8) | 2006/07: 33,893 tonnes CO2 equivalent<br><br>2009/10: provisionally 1302 tonnes CO2 (additional data being finalised)<br>2009/10: 16843 GJ energy consumption (additional data being finalised) | 2014/15: 1118 tonnes (target may be revised when baseline updated)<br>2014/15: 16018 GJ (target may be revised when baseline updated) |
| -    Other organisations<br>SNH | | 2008/09: 13401 kg CO2 for electricity; 1274 for car use; 9330 for other transport | 4% annual reduction |
| G.1.2 Carbon reduction of individuals | Carbon Group | Baseline to be established | Reduce |
| G.1.3 Carbon reduction of communities | Carbon Group | Baseline to be established | Reduce |
| G.1.4 Quantity of waste sent to landfill | SIC, Waste Services | 2007-08: 1,169 tonnes<br>2008-09: 690 tonnes | Reduce |

**G.2 We will protect Shetland's unique and renowned natural and built environment**

| Indicator | Source | Baseline (Data and Professional Assessment) | Target |
|---|---|---|---|
| G.2.1 Biodiversity: SSSIs | SNH | SSSI qualifying features in favourable or recovering condition: 284 features.<br>- 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%) |
| 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)<br>These Indicators are based on a 5-year rolling programme of monitoring | Improvement (information for specific species will be included in each SOA annually) |

| Required Actions/commitment by local partners for these outcomes | • Develop activities based on low carbon education, training and market development<br>• Promote behavioural changes by enabling and encouraging actions which will lead to the more sustainable consumption and production of resources<br>• Improve the co-ordination and communication of carbon reduction activity in Shetland, reducing duplication and ensuring sharing of good practice<br>• Increase the number of businesses taking positive action to improve resource efficiency<br>• All CP partners to be aware of their responsibilities under the Nature Conservation (Scotland) Act 2004, and to integrate them with the discharge of all their functions as relevant e.g. when undertaking direct works, acting as Planning Authority, or disbursing grants.<br>• SIC, HIE to participate actively in the RPAC for RDC-Rural Priorities, actively promote the scheme to crofters and farmers and support capacity building measures for applicants<br>• Deliver Local Biodiversity Action Plans |
|---|---|
| Scottish Government required action/commitment to support delivery of local outcome | • SG to ensure adequate funding available for the RPAC to approve RDC-RP proposals addressing SSSI management.<br>• SNH to provide advice to CP partners, when requested, on the discharge of their duties under the Nature Conservation (Scotland) Act 2004.<br>• SNH and SEPA to provide advice to the Planning Authority on developments that may affect SSSIs |