

**ANNUAL
PERFORMANCE
REPORT**

Our
Performance
Matters
2019/20



SHETLAND
ISLANDS COUNCIL

Our performance matters

Annual report

2019-20

This annual performance report gives you a snapshot of how we performed during the financial year 2019-20, focusing on some of the services you are likely to use on a regular basis.

If you'd like to see how Shetland Islands Council performs compared to other local authorities in Scotland, take a look at [My Local Council](#).

You can also look at details of our own performance on the council's website at www.shetland.gov.uk/performance, including our 'at a glance' quarterly posters and 'spotlight on a service' features.

We'd welcome your feedback on this report, including suggestions or comments for future issues. Please email your feedback to chief.executive@shetland.gov.uk, tel 01595 744504, or put your ideas in writing to:

Executive Services
Shetland Islands Council
8 North Ness Business Park
Lerwick, Shetland
ZE1 0LZ

CONTENTS

1. Our finances
2. Young people
3. Older people
4. Economy and housing
5. Community strength
6. Connection and access
7. Our environment:
 - Roads
 - Rubbish and recycling
 - Low carbon
 - Trading standards
 - Environmental health

Please note that this report gives an accurate position as at 31 March 2020

Front cover shows a section of the tapestry created as part of the Voices for Equity project, see page 25

Managing the 2019-20 budget

General Fund net expenditure for 2019-20 totalled £115.5m (£114.1m 2018/19) against an approved budget of £116.1m. The underspend of £0.6m is attributed to:

- additional Crown Estate income received but yet to be disbursed £1m
- additional income from social care charges £0.9m
- underspend on Early Learning and Childcare and Pupil Equity Funding ring-fenced grants £0.6m; offset by additional costs arising from the delays to the college merger project totalling (£3.0m)

The council's General Fund received the majority of its funding from the Scottish Government, which is made up of General Revenue Grant and National Non-Domestic Rates (NDR).

Council tax represents 8.4% of the council's overall annual external revenue funding and we achieved an in-year collection rate of 96.9% (97.1% in 2018/19).

The remainder of funding comes from our own reserves. The overall level of usable reserves was £328.7m at 31 March 2020, a decrease of £40.4m from the previous year. The level of funding drawn from reserves in the year, to meet an anticipated budgetary shortfall, exceeds the draw down deemed to be sustainable in the long term.

The council uses its reserves on an annual basis to support delivery of frontline services. This is based on money being available from the anticipated income and growth achieved from the council's long-term investments.

Looking ahead

COVID-19 created a public health emergency in almost every corner of the globe and the pandemic has significantly impacted the council and the residents of Shetland, resulting in changes to the way services are delivered across the isles.

Attempting to predict the likely short- and medium-term impact of COVID-19 on the council's finances is difficult, especially as the world is at a relatively early stage of understanding of the pandemic. There is no historical precedent to use as the basis for any forecasting models. In the absence of any observed data, the council has used assumptions to establish the likely financial impacts, which can be summarised as:

- Increased costs as a result of responding to the pandemic and any adaptations to services that may be required to become 'Covid-secure'
- Reduced income streams as a result of services being scaled back or closed due to restrictions on daily life and activity
- Negative fluctuations in investment returns over the medium term
- Potential savings, as a result of council premises and services being scaled back or closed
- Delays to planned change and transformation projects, which may result in savings not being achieved

We are working with the Scottish Government and COSLA to provide information regarding additional costs, foregone income and potential savings on a regular basis, which has influenced the distribution of Scottish Government funding to local authorities.

To the date of the Annual Accounts 2019-20 report, the council had incurred £2.4m additional costs associated with the pandemic response. These have been partly offset by £1m in reduced costs, such as reduced energy costs, fuel usage etc.

This work will continue throughout 2020-21 as more information becomes available, circumstances become clearer, and meaningful comparisons against 2019-20 can be made.

The council set a balanced budget for 2020-21 in March 2020, predicated on a set of assumptions and expectations that have shifted significantly in a short period of time. Our focus from the outset of the pandemic has been to maintain the delivery of essential and business-critical services while complying with national guidance and adhering to the restrictions imposed on daily life.

The council will continue to monitor its financial exposure throughout the rest of the year and will consider any corrective actions it needs to take to ensure a balanced budget is delivered.

Climate change

As a local authority, the council has a duty and statutory obligations to produce adaption plans to help cope with climate change, and to produce mitigation plans to reduce climate emissions against very challenging targets. These actions will require very significant resources and focus to deliver. They will require the review and potential restructure of many aspects of social and economic organisation and service delivery. This planning and activity needs to take place in Shetland as critically as anywhere else.

In January 2020, the council approved its first Climate Change Strategic Outline Programme, which provides the framework for managing the council's activities. These activities will in turn facilitate a wider Shetland response, as well as contributing to the Scottish, UK and international efforts. The [Strategic Outline Programme initially recommended](#):

- The creation of a Climate Change Programme Team, in addition to existing resources, to

coordinate, facilitate and catalyse internal council activity

- A review into the feasibility of the council's Change Fund to fund climate change activity
- Providing clarity and guidance to council staff so that climate change implications are clearly set out in the our standard report format, under the heading of 'Environmental Implications'

It is apparent that everyone across the world is likely to face significant environmental challenges arising from climate change. There is also a clear risk that systematic and structural problems, such as widespread fuel poverty and the very high transport costs, already experienced in Shetland, could be made worse as changes in energy sources and systems happen. Solutions that clearly recognise these existing inequalities, are actively designed to reduce them, and aim to deliver a 'just transition' will be our most effective climate change response.

(From the Annual Accounts 2019-20 – link below)

Setting the 2020-21 budget

The council's 2020/21 budget has been developed in conjunction with the Medium-Term Financial Plan (MTFP), which sets out expected levels of expenditure for the period. The budget does not align with the expectations of the MTFP as the council has been unable to reduce service expenditure to the assumed levels contained in the MTFP.

The General Fund budget will be supplemented

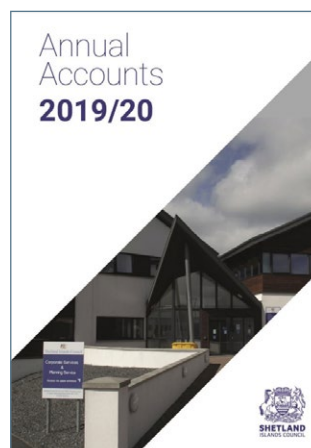
with an additional £30.9m (£24.7m 2019-20) from its reserves, including a one-off draw of £10.5m (£3.5m 2019-20) to meet the expected shortfall in funding for the year ahead. The financial settlement for the council included £5.2m (£5.2m 2019-20) of funding to support the operating costs of the inter-island ferry services, which is £4.8m (£2.7m 2019-20) less than expected.

(From the Annual Accounts 2019-20 – link below)

Service redesign and business transformation programmes

The council acknowledges that the Service Redesign Programme is ambitious in scale and progress has been slower than envisaged. Actions have been put in place to facilitate service redesign activity, refresh this and the Business Transformation Programme and align all 'change' activity under one framework.

For more information, please [view our Accounts](#) (pages 6 to 10).



Young People



Over the next four years we will work with others so that by 2020 we will have made a difference in the following ways:

- The new Anderson High School and Halls of Residence will have been built and will be providing an excellent learning environment as part of an efficient and effective schools service.
- Children and young people, particularly those from vulnerable backgrounds and in care, will be getting the learning and development opportunities that allow them to fulfil their potential.
- Shetland Learning Partnership will be providing opportunities for young people to gain workplace experience and vocational qualifications while at school, giving them the skills they need to get jobs or continue into further education.
- Vulnerable children and young people in need of our care and support will continue to be protected from harm.
- Young people will feel that their voices are being heard by the council, having regular opportunities to have a say on the issues that affect them.
- More children will be taking part in physical and cultural activities – developing healthy lifestyles to help them play a full and active part in Shetland community life.

Pupil equity funding

Shetland Islands Council continues to receive an allocation of Pupil Equity Funding (PEF) through the national Attainment Scotland Fund. PEF is designed specifically to address the poverty related attainment gap between the most and least deprived children and young people in Scotland. Head teachers have the discretion to make decisions on how the funds are distributed in their settings.

In Shetland, the poverty-related attainment gap continues to require a broader definition to consider the reality of rural poverty, the cost of living in the islands and the issue of poverty of opportunity.

Locally, numerous projects, initiatives and interventions have been deployed across the school estate with proposed outcomes and measures carefully considered. These include the funding of additional support staff and family support workers, efforts to widen opportunities and participation levels

in the curriculum, breakfast clubs, peer and adult mentors, and the development of nurturing and health and wellbeing approaches across all aspects of school life.

The council has also received Attainment Scotland funding for care-experienced children and has been able to use this funding to launch the national MCR Pathways programme. MCR Pathways aims to ensure that every care-experienced and disadvantaged young person in the country gets the same education outcomes, career opportunities and life chances as every other young person. As part of the programme, each young person is allocated a workplace mentor to support them develop skills and experiences to ultimately move into positive destinations beyond school.

Intergenerational health and wellbeing

Organised through the South Mainland Learning Partnership, Dunrossness Primary School participated in a creative afternoon of intergenerational working.

116 children and over thirty adults took part in the event, which aimed to connect people of different ages and develop an understanding of the children's local area and history. Guest speakers took their place along a walking route with the children making

their way along and stopping at places of interest to listen to stories shared by the volunteer speakers. Friendships were renewed among speakers and additional older people were keen to participate, bringing photos with them to share with the children. The format of the event was a notable success combining physical activity, social interaction, knowledge of local history, all supplemented by follow-up work in the classroom.

A holistic approach to nurture, making sure that no child misses out

Dunrossness Primary School currently has 118 children in the main school with 22 children in the nursery. The school prides itself having a caring and supportive ethos, through which all children are encouraged to fulfil their full potential.

[HM Inspector's confirmed this approach in a recent inspection of the school and its head teacher.](#)

The report acknowledges that the head teacher places high value on equalities. Staff, parents, carers and partners actively contribute to the life of the school. The school community and parent council supports the work of the school and parents

regularly support the school's commitment to providing children with a range of relevant learning opportunities outside school. The school's heritage and geographical location results in annual events that include children and families throughout the south mainland area of Shetland.

"You are free to do what you want"

"You are free to do what you want", said the children from Hamnavoe School who were one of the five schools involved in 'Creative Classrooms' with Civic Soup, the architecture and design collective from Edinburgh. The workshops were aimed at inspiring teachers and pupils creatively and encouraging open mindedness, curiosity, imagination and problem solving.

Also involved with producing a piece of public art as part of the LOCUS Sculpture Trail, Civic Soup worked for a period of two weeks at the beginning of February 2020 with young people in Hamnavoe, Whiteness Primary, Brae Secondary, Sound Primary and Whalsay schools.

200 pupils took part in this creative learning opportunity, which highlighted the opportunities available in the creative industries for young people. The insights provided by the pupils will be reflected in that final piece of work.

The pupils aged 9-15 were asked to re-interpret Fair Isle knit into geometric shapes and, with these

shapes, they were asked to design their own motif depicting whatever activity or idea they wanted. The pupils came up with a range of ideas from fiddles, surfers, dinosaurs and spaceships. They were most animated when they got a chance to speak about their home here in Shetland and all the things they can do in the area, particularly outside activities related to the sea, but also about sweets from the local shop.

In addition to the workshops, Civic Soup also gave talks and sessions about working in the Creative Sector to S2/3 Art and Design pupils at the Anderson High School and the Fine Art students at Shetland College (UHI).

The council's Creative Links worked in partnership with Shetland Arts and the funding for workshops in schools came from Creative Scotland and Education Scotland and their local authority support towards Creative Learning Networks.



Closing the attainment gap through free school meals during holidays

Evidence has shown how providing free school meals to children has wide-ranging benefits, including improving children's health, improving attainment and reducing health inequalities.

In the National Improvement Framework Plan for Shetland, there is a programme of work focused on closing the attainment gap between the most and least disadvantaged children.

A project to trial free school meals during school holidays was developed to assess what impact, if any, providing funding for meals outwith the school term would have on pupil outcomes.

The pilot project was designed to explore the impact of providing a lunch during the school holidays for eligible children in two trial areas of Shetland – Lerwick, the main centre of population, and the North Isles, a more rural area.

Initially, four families were involved in a 'test of change' during the summer holidays in 2019. The method for paying for meals was limited to a voucher system, using one local supermarket, to the value equivalent to £2.20 per day per child, in line with the cost of term-time school meals.

From the feedback from this initial 'test of change', the project team learned that:

- Choice of provider – families would prefer to have the choice of where to shop
- Ease of use – families had no issues in cashing the vouchers in against their shopping
- Health choices – families were able to buy better quality, healthy food
- Financial impact – one family had money available to put some fuel in the car to go out for activities
- Administration – purchasing processes for dealing with the provider were labour and time intensive, and unsustainable for larger numbers.

In October 2019, the trial became a formal pilot, involving 82 families (140 children, across Lerwick and North Isles schools). Families of eligible/entitled children in Lerwick and North Isles schools were

provided with £25 supermarket vouchers per child, to cover the October holiday (and in-service) period, with a choice of using either supermarkets or local shops.

The project was planned and delivered using the Service Improvement Foundation Skills (SIFS) approach and the team found that they were able to use the data and evidence gathered – including direct conversations with those involved in the pilot project – to quickly respond when the original concept ideas did not exactly meet the identified project objectives.

The benefits identified in the pilot project meant that the scheme was extended to the Christmas 2019 holiday period.

An issue around affordability of the scheme was identified and one of the outcomes of the pilot was that specific funding would need to be found to enable the pilot scheme to continue, or indeed be rolled out.

[However, the Scottish Government's response to Covid-19 introduced a national approach to the provision of free school meals during school holidays, whereby local authorities and schools provided lunch, or means to purchase lunch, for children and young people eligible for free school meals during the 2020 summer school holidays. This was funded by an extra grant from the Scottish Government.

As these arrangements evolve through 2020, and beyond, work will continue to establish the basis on which the provision of free school meals during school holiday periods may be able to continue on a sustainable basis. This will include a formal evaluation on the impact of the specific remit to close the attainment gap between the most and least disadvantaged children, as well as exploring funding options to meet the additional costs identified.]

Anchor Early Action Systems Change Project

Anchor has been designed to give families and services the space to try new ways of working together, and to assist in the shift of spend from crisis intervention to early intervention and prevention. It was designed as a facilitator of change, including gathering evidence and sharing good practice and lessons learned.

The 'Anchor approach' has been thoroughly welcomed by families and the schools involved and has clearly generated positive outcomes and impacts for the supported families. The number of families supported has been relatively small, eight in total, but each engagement has generated a wealth of information that can support Anchor to achieve its overall goal of system change. Anchor has also established effective monitoring practices that operate alongside its family support.

Anchor works with supported individuals to break down the challenges they are facing into issues for which specific action can be taken or support can be sought. A common feature observed is that when an individual engages with Anchor, they feel that their situation is out of control and/or overwhelming. Stress, worry, lack of trust, family conflict and financial difficulties are commonly reported characteristics encountered by the Anchor staff.

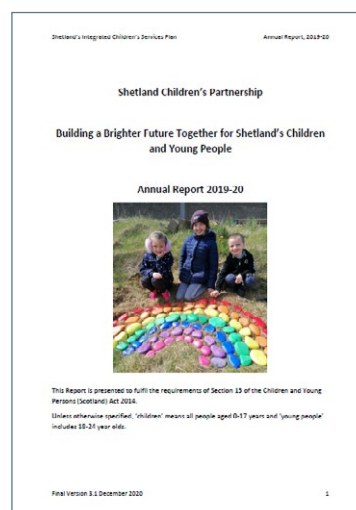
Supported individuals were asked to what extent they might have achieved the positive benefit from the engagement with Anchor in a different way. The findings suggest that for all families the benefits experienced through engaging with Anchor are extremely unlikely to have occurred without Anchor.

Anchor has also made progress in influencing system change. Observed impacts include organisations prioritising the development of softer skills to better support families, a willingness to move towards more family-led approaches and a shift in attitude towards more open partnership working.

However, through working with representatives of different services, Anchor has identified characteristics in the wider system of support for families that could hinder rapid progress towards widespread adoption of a family-led approach in service delivery. These include:

- Families need to be empowered and involved in shaping future services that are more responsive to ensure effective early intervention
- Families need flexible support which is tailored to their needs, and not constrained by 9-5 work patterns, back office processes, or national guidelines
- Frontline staff need the authority and knowledge to engage effectively with families
- The staff member that may be closest to the family need to have a communication or engagement channel into the wider system to ensure opportunities for early intervention are not missed
- Staff need the confidence, skills and knowledge to pursue systematic early intervention

The project officers and the families recognise that the Anchor intervention is not a solution to all the challenges faced by the family. The officers recognise that the supported individuals still have unresolved issues that will continue to create challenges for the family and require external support. However, it is hoped that the experience and impact of working with Anchor, and the system change that Anchor aims to facilitate, will mean that family need and support can be more easily connected in the future.



[A new 'early action' approach is being developed taking account of this learning.]

Young people voice climate emergency

Over 100 young people from across Shetland led by Eco Youth Shetland took part in a march mid-2019 to the Lerwick Town Hall to raise awareness of climate change. Staff from Youth and Employability Services were there throughout the march to support the young people as this was the first ever strike from schools event in Shetland.

Also in attendance was Leighton Anderson and Jonathan Dorrat, MSYPs for Shetland. They handed in a letter to the council's Chief Executive and elected members stating the Scottish Youth Parliament policy and asking for a round table discussion on actions.

Councillor George Smith, Chairperson of Education and Families Committee, recognised that the issues of climate change were well presented and the questions asked by the young people participating in the march were relevant and well put.

Through this dialogue, agreed action saw Councillor Smith having an agenda item at every Education and Families Committee meeting, where young

people can raise issues with the councillors on that committee. In early September, members of Eco Youth Shetland gave a passionate and articulate deputation about climate change.

Due to the increased awareness of the environment, the Swan Trust partnered with Shetland's Youth Ambassadors and environmental artist, Julia Barton, to take a Scotland-wide innovate environmental project to the isles. The #LitterCUBES project mixed art and science to highlight the issue of plastic litter, how it affects all of us and what we can do as individuals to address it. Shetland's Youth Ambassadors helped Julia deliver the project in Shetland, including public and school workshops from Lerwick to Yell.

Work continues into 2020 about how the Youth and Employability Service can continue to support young people around the challenges of climate change, so watch this space for developments.



Shetland Public Protection Committee

In early March 2020, young volunteers from OPEN, #ShetlandCrew and Young Ambassadors participated in two interact workshops to promote the participation of young people on the Public Protection Committee.

Shetland's Public Protection Committee is committed to including children, young people and adults in the work of the committee and in shaping its vision for public protection in Shetland, ensuring all views are heard and taking a community-based approach to safety and protection. The committee held a Development Day, which provided an opportunity for members of the Shetland Public Protection Committee and the Chief Officers Group to come together to identify future priorities. It also meant children and young people could steer committee members towards thinking about mechanisms for future participation.

The work was undertaken in line with the Youth Participation Pathway, which was adopted last year and was a collaboration between the OPEN Project, the Who Cares Advocacy Worker in Shetland and the council's Youth and Employability Services. Links were made with a group of young

people which culminated in them independently organising and delivering one of the sessions at the Development Day, which was very well received by all participants.

Tam Baillie, Chair of Shetland Public Protection Committee, reported that, "feedback from the workshops will inform and contribute towards the ongoing participation of young people in the committee. It is recognised that this will take time to evolve and there are different models of participation with varying degrees of success. The aim of this initiative is to support the participation of young people to work with the committee to design a system and process for participation that enables everyone to work together effectively, comfortably and productively".

This project is ongoing and we are excited to continue to ensure young people are supported to have their views and opinions heard within this network.

Photo (next page): The importance of the UNCRC on display at table discussions during Shetland Public Protection Committee Development Day

Scattered wooden letter tiles on a wooden table. Some tiles are arranged to spell out 'UN Convention on the Rights of the Child'.



UN Convention on the Rights of the Child
SIC workshop on UNCRC
Join up UNCRC & Declaration of Human Rights
Link children service to adult service with YP's voice
o Parents, Councillors, Carers, teachers
o Lack of knowledge of rights in School.
o Smaller schools were empowered



CHILDREN
AND
YP
RIGHTS

Library highlights

Shetland Library has achieved the national strategic aim of 'Every Child a Library Member' through concerted promotion, partnership working and outreach. The library works with the NHS, early learning providers and schools to ensure full uptake of Bookbug resources at three stages from 0-4, and active library membership for virtually all children by primary 1.

- Shetland Library won an award for its eBook campaign
- The library achieved Good and Very Good ratings for two 'How Good is Our Public Library' evaluations
- Shetland Library has improved the accessibility and quality of its talking newspaper with tracking improvements and a new signature tune.
- They have introduced popular code clubs for children and increased uptake of digital learning resources and eBooks through targeted promotion and support
- The Library has the best book lending figures in Scotland, supported by strong programmes of reading activities

- The Library's Young Shetland Writer competition has attracted hundreds of entries each year, encouraging dialect writing by young people. In 2019-20, a record

480 entries

were received

Shetland Library
Shetland Islands Council

How Are We Doing?
Our performance
April 2019 - March 2020

We publish our performance report annually. It reports the financial year (April - March) so that's the period we run our performance statistics for.

2019-2020 was a busy year as always. But the last two weeks of March turned out to be very different from what we or anyone else anticipated. Here is a summary of our year, and what we hope to achieve in a very uncertain future.

The Library doors closed on 17 March 2020

Our year up to 17 March 2020

- We won an award for our eBook campaign
- We got Good and Very Good ratings for two How Good is Our Public Library evaluations.
- We celebrated our first National Make Library Day at Aith Hall with the Play Van and Bookbug.
- We helped create a [list of Young Shetland Writer](#) winners.
- Our Anderson High School Library ran flexibly organised and successful Escape Rooms.
- We improved our Shetland lending layout, in response to customer feedback.
- We re-launched our talking newspaper with tracking improvements and a [new website](#).
- Our Sandwick school library ran a very successful Book Swap and book fair.
- We hosted poet laureate Sue Lawrence and the national launch of David Gedge's *Frozen Atlantic Edge*, among a busy programme of events all year.
- We started running weekly storytimes at Mares in partnership with Thurso Jew.
- **Young Shetland Writer** had a record 480 entries.
- We launched anti-dor (Dorrito book)
- Work got under way on the Old Library refurbishment. In February 2020 we moved half our staff and 25,000 books to temporary premises. And we thought THAT was a stressful month.

17-31 March 2020

- We got all our staff working from home - with much help and patience from the ICT Dept!
- We set up Pressreader - a free online newspaper service for our members.
- We immediately started buying lots of extra eBooks via [eBooks on Demand](#).
- We promoted eBooks in every media, and 150 new users registered in the two weeks after lockdown.
- We never missed a week of recording our [Bookbug](#) [Talking Newspaper](#) - our staff took the equipment home and carried on.
- We started doing digital support by phone, for people struggling with new technology.
- We did online storytimes and [Bookbug](#), and moved some of our book groups online.
- We did a mass review of over 14,000 books, extending the due date to 31 August so nobody had to face another... it's not as easy as it sounds, so all our Systems staff!
- And we immediately started planning how to bring the [Julian Barnes](#) [novels](#) back - more about plans for our [pinned recovery](#) inside.

Boccia Bonanza

Active Schools worked in partnership with Shetland Sport for All to introduce a Boccia Festival. Boccia is a Paralympic sport that is similar to bowls.

Pupils from Bells Brae, Sound and Brae primaries attended organised lunchtime sessions leading up to the event, which was led by PE teachers and

other school staff. 41 pupils attended the lunchtime sessions and 13 were selected to attend the Boccia Festival. The event was a great success and was thoroughly enjoyed by pupils and staff.

Primary football league

Our first Primary Football League took place over the winter. 12 schools participated (15 teams) and were split into two leagues. The top four teams from the leagues were due to compete in the finals, which are delayed due to COVID-19. A range of schools took part, from North Roe with its school roll of 14 pupils to Sound Primary with 270.

Support from teachers, schools staff and parents/carers was key to making the first year of the new league a success.

Smash In Festivals

The idea of 'Smash In' festivals came from discussions at various Community Sports Hub meetings, where it was a recurring issue that there were not enough opportunities for recreational and fun ways for juniors to play badminton with their peers.

A series of 'Smash In' festivals were set up across Shetland with Active Schools working alongside local badminton clubs to promote the festivals, and local club coaches leading the sessions with Active Schools' support.



Photo: Pupils from North Mainland, Unst, Yell and Whalsay came together to participate in a new 'Smash In' Festival in Brae

Dance Leadership

This year, Active Schools funded and coordinated a YDance tutor to deliver an SCQF Level 4 in Dance Leadership. The course ran over four days where the group identified the skills and behaviours needed to be successful dance leaders, and learned how to plan and deliver their own dance activities.

Girls aged 13-17 from across Shetland completed the course with a **100% pass rate**. The girls received their certificates qualifying them to lead dance activities in supervised situations.

Y Lead

A new two-day event for S3/4 pupils was organised and run by the Sport and Leisure Team. Y LEAD, which stands for 'Youth Leadership, Exploration and Development', focused on developing key skills for life, enhancing confidence and self-esteem, gaining qualifications and experience, and improving mental wellbeing.

A choice of workshops were delivered by both locals and visitors, including specific sports leadership, first aid, confidence building, team challenges, disability inclusion and showing an inspiring film, among others. The event was opened by motivational speaker and award-winning youth rights campaigner John Loughton.

Feedback was very positive with surveys demonstrating that pupils had increased their skills, confidence and self-esteem.



Photo: pupils from secondary schools across Shetland participated in disability inclusion training, which was delivered by Scottish Disability Sport as part of the Y LEAD event.

Older People



Over the next four years we will work with others so that by 2020 we will have made a difference in the following ways:

- Increased use of technology will be helping us provide care for the most vulnerable and elderly in our community.
- Older people and people who are living with disabilities (including learning disabilities) or long-term conditions will be getting the services they need to help them live as independently as possible.
- More people will be able to get the direct payments and personal budgets that they want, so they can make the best choices for their own lives.
- People will be supported to look after and improve their own health and well-being, helping them to live in good health for longer.
- Our Integrated Health and Social Care services will be providing the services people need in a more efficient way, improving standards of care and keeping people healthier for longer.

Community Led Support

Community Led Support is a principles-based approach to assist organisations to work collaboratively with their communities and their staff teams to redesign supports that work for everyone, that evolve and are continually refined based on learning. Sessions were held the length and breadth of Shetland in order to hear from different localities:

- What we want to change
- Where we want to get to
- How we will know whether you are making a difference

Workshop sessions were held on 'Rights and Risks' on the basis that everyone who lives in Shetland, regardless of their age or ability has rights:

- The right to a private and family life; to choose where and with whom they live

- The right to have real and meaningful relationships with other people
- The right to choose what they do, where and how they spend their time and their money
- The right to make their own choices about what risks they do or don't take

In January 2020, the first innovation site was selected for Brae, in the north mainland of Shetland, and the name 'Living Well Hub' was established.

[As a result of the COVID-19 pandemic response, resources involved in the development of this hub were directed towards the Caring for People aspect of the emergency response so progress on the specific project slowed, but the Caring for People Hub delivered on similar outcomes. Plans are now underway to reactivate the programme.]

Otago & More

Throughout 2019-20, the Otago & More Project provided funding for a falls prevention co-ordinator to continue to roll out the programme across the isles following successful pilots in Unst and Yell. This rollout has been a success and, by the beginning of 2020, all areas had hosted an initial programme and all participants had access to maintenance classes to sustain and build on the benefits of taking part in the classes.

Feedback from classes has been overwhelmingly positive, and objective results have been excellent for nearly all participants – 155 have attended the full programme or proceeded straight to maintenance classes, while a further 55 have followed a home exercise programme and are not included in the objective measures. Over 90% of

patients have improved their strength and balance and 80% have improved their fear of falling.

The programme has been adapted to take account of the needs of the population in each locality. In Whalsay, the carers take the day care users to a tailored maintenance class at the leisure centre as part of their weekly routine. This has had a positive response from all staff and patients. This structure could be looked at in different areas, depending on timing, staffing and the numbers of patients suitable. This is an example of how the programmes are co-designed with the community which links in with the integrated approach ambition from the Falls and Fractures Prevention Strategy for Scotland (2019-2024).

Community Care Pharmacy

Our Community Care Pharmacy Technician provides a medicines management assessment service for people living in the community who are struggling with their medicines. This might result in a medicine review by a pharmacist to reduce unnecessary medicines or change times of administration to simplify the regime, or the possibility of a delivery device suitable to the individual's needs which is filled by the family/friend.

If no other options are available, a recommendation could be made for social care intervention to administer the medicines safely. The first objective is to keep the individual safe, while ensuring that, as far as possible, they can maintain their independence for as long as possible.

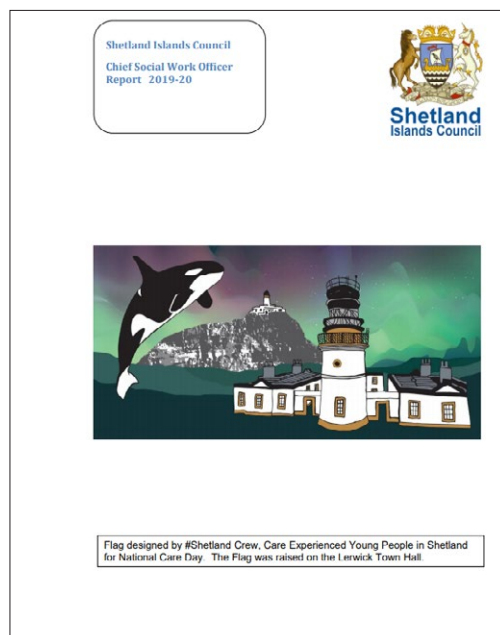
Other examples of good practice

- Work facilitated through the Self-directed Support Programme Board to take forward the recommendations of the Care Inspectorate's Self-directed Support Thematic Review and deliver on the Self-directed Support Action Plan 2019-2020.
- Continuation of the review of council funded Adult Services for adults with learning disability, autism and complex needs, to ensure equitable access to resource and service and sustainability of resource and service in an area of demographic increase.
- Development of Social Care 'test of change' including the design and implementation of a scheduled overnight care service, to allow for the delivery of 24-hour support at home, and also planning for extended day care services at Edward Thomason House, to provide longer hours intended to improve outcomes for individuals accessing care and to support their unpaid carers.

Areas for improvement

- 18 weeks referral to treatment for Psychological Therapies (percentage of completed waits less than 18 weeks). In Q4 of 2018-19, this figure was 40%, it increased to 68.6% in 2019-20 Q1, then decreased to 23.3% by the end of Q3. The Mental Health Direction for 2020-21 contains an improvement plan for this area.
- Sustain and embed alcohol brief interventions in three priority settings (primary care, A&E, antenatal) and broaden delivery in wider settings.

In Q4 of 2018-19, this figure was 153. It decreased to 13 in 2019-20 Q1, then to 49 by the end of Q3. The Health Improvement Direction for 2020-21 contains an action to improve this measurement, however it is recognised a system-wide approach is required for improvement in this area.



Economy and Housing



Over the next four years we will work with others so that by 2020 we will have made a difference in the following ways:

- We will have an economy that promotes enterprise and is based on making full use of local resources, skills and a desire to investigate new commercial ideas.
- We will have a culture of helping new businesses to start up and businesses to grow, as well as having a thriving 'social enterprise sector' of businesses that give something back to the community.
- There will be opportunities for people with all levels of skills, and there will be a close match between the skills that businesses need and those that the trained workforce have.
- We will be investing development funds wisely to produce the maximum benefit for Shetland's economy.
- The tertiary education, research and training project will have created an effective model for providing excellent services to our learners.
- We will have made the council's future role in the port of Sullom Voe clear and we will be seeing the best possible returns from our investments.
- We will have increased the number of houses in Shetland, with a range of options that are affordable and achievable for all.

European Maritime and Fisheries Fund

The European Maritime and Fisheries Fund provides support for the sustainable development of fisheries and coastal areas, which includes Shetland. It aims to increase the capacity of local fishing communities and business networks to build knowledge and skills, and to encourage innovation and co-operation in order to tackle local fisheries development needs and objectives.

In 2016, the Shetland Fisheries Local Action Group was allocated a budget of £485,000 and, to date, 15 projects have received offers of grant totalling £350,956. Funding is supporting a wide variety of innovative projects throughout Shetland ranging from fisheries research, small and medium-sized enterprise growth, and improving efficiency in processes.

Shetland LEADER Programme 2014-2020

LEADER is an EU initiative which forms part of the Scottish Government's Scottish Rural Development Programme for 2014-20 and is delivered locally by the Shetland Local Action Group, with management and administration provided by the council.

The objective of LEADER is to provide opportunities for individuals, businesses and communities to come together to support rural development and provide long-lasting benefits to the local area with particular emphasis on projects that are innovative. This includes support for non-agricultural small businesses and for farm/croft diversification.

At the date of writing, the LEADER Programme is closed for new applications, with all awards required to be finalised by December 2019 and projects to be completed and all grants paid by 31 March 2021.

Through the Shetland Programme, 40 LEADER projects have been supported, with a total commitment of

£2,020,083

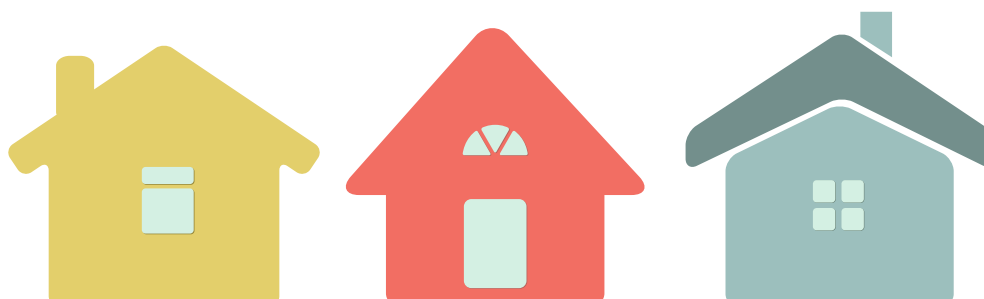
Community projects approved in 2019-20 included the development of the Auld Skul building in Nesting, development of tourism facilities in Fetlar, an outside exhibition area for the Scalloway Museum and energy improvements for the Whiteness and Weisdale Hall. Business projects approved in the same period include support for new developments for the Shetland Fudge Company and Shetland Farm Dairies, and development of a studio and visitor centre for Glansin Glass.

Pilot financing initiative

The council progressed a pilot project by which a £300,000 revolving loan facility was provided to BA Builders Ltd as finance for housebuilding.

The loan provides finance for the business to construct 13 modern and energy efficient homes,

contributing to council objectives to encourage people to live, work, and invest in Shetland. The progress of this pilot financing initiative will inform how the council can support private housebuilding projects via investment funds in the future.



Economic Development Grant Scheme

In 2019-20, 11 grants were approved under the Economic Development Grant Scheme, with a total value of

£180,189

Of these grants, seven were provided to small-to-medium sized enterprises, and four were provided to community groups or social enterprises.

Projects supported include the development of tourism facilities in Fetlar and Sandwick, new or expanding business developments in Unst, Hoswick, and Lerwick, and the development of community energy solutions in Foula.

- Laurence Odie Knitwear Limited was awarded a grant of £25,000 towards the purchase of new equipment for the woollen mill at Hoswick.

The main aim of the project is to sustain the company's long-term future and grow the business internationally – the business currently does significant amount of trade overseas, equal to around 70% of sales and is looking to secure and expand this – helping to build capacity and support long-term plans to grow its exporting business.

The company currently employs 12.5 FTEs and the project is forecasted to create an additional three full time positions along with one part-time seasonal job. The company recently became an early example of a local employee-owned business.

- Fetlar Community Association was awarded a grant of £25,000 towards caravan hook-up points and improvements to the local hall, in order to promote the island to visitors with motor homes and caravans.

This is an area of the tourist market Fetlar has felt to be missing out on in recent years and visitors tend to be day trippers – longer stay visitors will have spin off benefits of increased spend from tourists in the local economy, as well as attracting visitors to attend functions held in the community hall.

Fetlar is also developing its cruise ship market, and the modern toilets and showers will make the building more attractive for market and improve the visitor experience.

- Glansin Glass was awarded a grant of £15,488 towards a studio and workshop in Unst. This project is an expansion of a successful and growing business, building on the reputation of the company for producing high quality glassware, and providing a new visitor amenity on Unst.

Planned merger of tertiary education providers

Implementation of the planned merger of tertiary education providers on Shetland suffered delays during 2019, due in part to requests for significantly more detail to be included in the submission to Scottish Ministers formally proposing to merge colleges. The Ministerial Merger Business Case was approved by the council on 22 April 2020.

The Scottish Funding Council prepared a revised timeline and the council now anticipates the project to conclude no later than August 2021, when a new college (to be named Shetland UHI) is formally vested.

(From the Annual Accounts 2019-20 – link on page 4)

Scalloway Fish Market

A new state-of-the-art fish market in Scalloway is more than double the size of the previous fish market.

The building has been designed to be as energy efficient as possible, incorporating LED lighting, and a high level of wall and ceiling insulation.

The new fish market was completed three months early and on budget. The number of boxes landed at

Scalloway Harbour has increased significantly over the years, from around 14,000 in 2004 to 185,000 in 2019.

(From the Annual Accounts 2019-20 – link on page 4)



Strategic Housing Investment Plan

The Strategic Housing Investment Plan (SHIP) is the key document to show how resources would be applied and prioritised in delivering the outcomes contained in the Local Housing Strategy (LHS).

Evidence from the work carried out through the Housing Needs and Demand Assessment (HNDA) process suggests that a number of alternative tenure options could provide appropriate solutions where social rented housing may not be available or where demand for social rented housing is limited and other tenures better meet the identified housing needs. New funding streams have been implemented which are specifically aimed at stimulating and enabling new housing supply and these include the Infrastructure Fund (Hjaltland Housing Association have bid to this for grant funding to enable the infrastructure for the Staneyhill site to be carried out for all phases), the Rural and Islands Fund and Self-build Bridging Finance.

The work on the HNDA has again shown the need for more diverse and alternative tenures, such as mid-market rent options and low cost home ownership options. Mid-market rent has not been used locally to date and would potentially provide a solution to the identified group of people who traditionally are priced out of the home-buyer market but are unable to demonstrate the level of housing need to secure social rented tenure in a pressurised housing market. Key worker housing and student accommodation are also a current and significant gap.

The Local Housing Strategy identified a need for between 53 and 72 units of affordable accommodation to be added to the housing supply each year for the next ten years. The proposed SHIP shows that we currently have plans for 342 units including projects currently on site and not completed. This gives an average of 68 units per annum, which is within the annual target level and should make a significant difference to available housing supply.

Master planning of the two major sites in the programme has progressed since the last SHIP report.

The Staneyhill masterplan commissioned by Hjaltland Housing Association has now been finalised and formally adopted as Supplementary Guidance to the Local Development Plan. Procurement of the design team is underway. This project will be of a greater overall scale than anything previously undertaken locally, but the master planning and phasing of the project breaks that scale down in to manageable, inter-related chunks as reflected in the SHIP.

The Knab site masterplan has been through the informal, community consultation stages and was reported on for approval at the end of 2018-19. Again with a project of this scale, appropriate phasing will see delivery over a long period of time as shown in the SHIP.



Tenant satisfaction

During November and December 2019, a tenant satisfaction survey was carried out on our behalf, covering all Charter satisfaction questions that the Scottish Housing Regulator requires. 619 face-to-face surveys were completed.

Key results:

- Taking everything into account, how satisfied are you with the overall service provided by the council? 79.4% (Scottish Landlord average 89.2%)
- How good or poor do you feel the council is at keeping you informed about their services and decisions 78.6% (91.6%)
- How satisfied or dissatisfied are you with the opportunities given to you to participate in the council's decision-making processes? 59.8% (87.2%)
- Overall, how satisfied or dissatisfied are you with the quality of your home? 73.5% (87.5%)
- Overall, how satisfied or dissatisfied are you with the council's contribution to the management of the neighbourhood you live in? 83.7% (87.8%)
- Taking into account the accommodation and the services the council provides, to what extent do you think that the rent for this property represents good or poor value for money? 73.7% (83.6%)

The survey also asked our tenants about other areas of interest and the results showed:

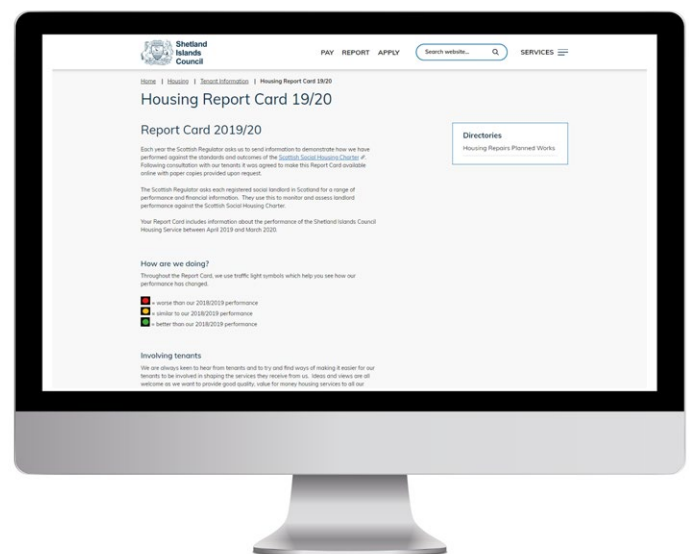
- When asked 'What do you think that the council does particularly well as your landlord', the majority said the 'repair service', followed by 'gives good customer service'
- If a tenant thought the rent charged was not good value for money, the main reasons for this was 'rents too high' and 'the inside of the property is in poor condition/needs upgraded'
- If a tenant was dissatisfied with the quality of their housing, the main reasons for this were 'windows need upgraded/improved', 'insulation needs improvement', 'dampness issues need to be tackled' and 'boiler/heating system is in need of upgrade'.

Areas for consideration following this piece of work include:

- Information needs of our younger tenants
- More online approaches and promotion of tenant participation
- Dissatisfaction with housing quality mainly in older, larger properties
- Main issues flagged as cause of dissatisfaction are repairs/maintenance and property condition

These are all areas that are being addressed through our Five-Year Planned Maintenance Programme and our tenant participation work.

This information is also published as part of our [housing report card 2019-20](#).



Community Strength



Over the next four years we will work with others so that by 2020 we will have made a difference in the following ways:

- Communities will be supported to find local solutions to issues they face.
- People in Shetland will be feeling more empowered, listened to and supported to take decisions on things that affect them, and to make positive changes in their lives and their communities.
- The strengths of individuals and communities will be built on, with increased levels of volunteering across Shetland where possible.
- Communities will be taking ownership of community assets and putting them to best use, as set out in the Community Empowerment (Scotland) Act.
- People, particularly those from vulnerable backgrounds, will be getting access to the learning and development opportunities that allow them to best fulfil their potential.



grow?

be kind

Stigma: the part of a flower that receives the pollen during pollination

Stigma: a mark of disgrace

Voices for Equity / Voices for Change

Voices for Equity has been a two-year project designed to reduce inequalities in Shetland through participation. The project acknowledges the need to learn directly from people in order to tackle inequalities.

The project matched 30 community and civic participants in 15 different learning pairs to share experiences and perspectives on poverty and inequality.

Feedback from participants proved that this kind of reciprocal learning is working, with both sets of partners reporting that they have learnt new things and been made aware of sides of community life in Shetland that they weren't previously aware of.

Evidence shows that participants increased their knowledge and understanding of inequalities: civic participants who have lived in Shetland for many years said they gained new knowledge and insight into how it is to live in Shetland on a low income.

Participants learnt what life is like when you need to start planning for Christmas in January, how it feels to go to the foodbank for help to feed your children and how stressful it is to constantly look for ways to reduce your expenses.

They learnt how living in poverty affected aspirations and choices in life and how this can have a direct impact on their children. For example, the mismatch between advice on how to give your children a healthy lifestyle, and the means and opportunities you have to follow these guidelines when on a low income, and how this affects you as a parent, was an issue raised by many. How parents and families experienced geographical barriers, and how the

stigma of living in poverty affects people, was another important perspective raised.

Conversations were led by the community participants, giving them the opportunity to discuss matters that were relevant to them. The Voices for Equity method produced new types of evidence by involving people personally through new relationships across communities in Shetland. The outcome is for the increased knowledge and understanding gained through the relationships and conversations to lead to a change in approach, service delivery and priorities.

This project [which ended in May 2020] has, in collaboration with Shetland Arts, commissioned a professional artist to create a piece of artwork as one of the legacies of Voices for Equity – challenging stigmas and judgements (see overleaf).

Voices for Change is a follow-up project due to start soon that will use the same methodology. It draws on the strong positive feedback from the Voices for Equity project, aiming to facilitate participation and explore how it can inform and shape renewal and development for Shetland in the wake of COVID-19. To ensure that the focus stays on the future of Shetland, the project aims to bring forward young peoples' voices and perspectives on matters important to them.

Overleaf is a section of the tapestry that was created as part of the Voices for Equity project

Town Centre Fund

In March 2019, the council was allocated £205,000 from the Scottish Government's Town Centre Fund, designed to stimulate and support place-based investments and local improvements to help drive local economic activity and increase footfall. For Shetland, Lerwick and Scalloway met the eligibility criteria.

A working group was set up including representatives from Living Lerwick Ltd, Lerwick Community Council, Scalloway Community Council, Scalloway Community Development Group and various officers from services across the council. This group worked together to consider how the fund could be used most effectively to meet local need.

Rather than local authorities developing projects from scratch, it was expected that the fund would be used to capitalise and accelerate proposals and ambitions informed by the Living Lerwick BID

Business Plan and the Recreate Scalloway Spatial Vision and Action Plan. Six projects were identified as being suitable for funding.

In Scalloway, this included creating a heritage trail through the village, demolishing the former youth centre building, and developing the civic centre including upgrading the car park at the Youth and Community Centre.

In Lerwick, successful projects included purchasing and installing pedestrian and vehicle street counters to help gather data on when the street is busy and quiet and the best times to organise events to support the town centre, upgrading the Church Road car park area, as well as developing an art trail along the main street.

The fund was topped up by financial assistance from the council's Economic Development Service.

Scalloway Local Place Plan

In 2018, the council received funding from the Scottish Government to develop a community-led vision and action plan for Scalloway. This process was called 'Re-Create Scalloway' and included the production of a pilot local place plan.

The draft Scalloway Local Place Plan was published in February 2020 and was subject to a six-week public consultation that ran from 3 February to

16 March. It is one of the first local place plans to be produced in Scotland and will empower the Scalloway community to have a greater say and involvement in the future of their village

Our ['Spotlight on Scalloway Local Place Plan'](#) is an interview with two of the council officers involved in the project.



Shetland Community Justice Partnership self-evaluation

In September 2018, Shetland Community Justice Partnership (SCJP) expressed an interest in taking part in a supported and validated self-evaluation exercise with the Care Inspectorate (CI). While missing out on the first round of support, they were selected in the next round. In the meantime, they decided to progress with their own unsupported self-evaluation using the CI's model.

Aware that the CI were focusing on three quality indicators (planning and delivery of services; effective use and management of resources; and strategy of leadership and direction) in their supported and validated self-evaluations, the partnership decided that aligning their own review with this approach would be the best route to take – and this early work paid off.

A survey based on each of these indicators was circulated during April/May 2019 and responses from SCJP partners were gathered, ahead of finding out from the CI at the end of May that the supported evaluation would be taking place. Having already gathered and organised individual partners' views on how the partnership performed against the three indicators, this meant that an immediate focus on collective scrutiny could take place.

The on-site work with the CI began in July 2019 with a partnership-wide facilitated workshop using the survey responses as the basis for discussion. Partners were able to explore where responses were clearly aligned, as well as any areas where there were differing views. The group also agreed on provisional ratings for each indicator (using CI's six-point scale for self-evaluation) and started to identify possible sources of evidence for the final submission to the CI.

A draft self-evaluation was then produced, which was reviewed in August by the SCJP, along with the supporting evidence that had been collected. The provisional ratings were agreed at this meeting, as the partnership felt that the supporting evidence was consistent with the ratings. The final approved self-evaluation was then submitted to the CI in September 2019.

The final stage in the process was the independent validation by the CI, who returned to Shetland in October 2019 and spoke to key community justice partners to explore the supporting evidence and establish the validity of the self-evaluation. Feedback was then provided to the SCJP on

the partnership's approach to the self-evaluation process, as well as each of the quality indicators. The key feedback from the validation activity was found to be in line with the strengths and areas for development identified by SCJP in the self-evaluation, with the Care Inspectorate noting that **"SCJP knows itself very well"**.

Commenting in [their feedback letter](#) in October 2019, the CI said: "As a result of these activities, we are pleased to be able to validate the partnership's approach to self-evaluation as considered and mature. We consider that their methodical and reflective approach has enabled the partnership to appropriately identify strengths and areas where improvement is required. We are confident that the partnership is well placed to further develop a culture of continuous improvement as they strive to achieve excellence in the implementation and delivery of the community justice model."

Following this, the SCJP developed an improvement plan, with key areas falling under the following categories:

- participation/engagement
- governance/organisation
- data/performance monitoring/reporting
- resource mapping/commissioning

At the same time as this improvement activity was taking place, work was also underway to develop an updated [Shetland Community Justice Plan 2020-22](#). To make sure that improvement was prioritised alongside the other strategic priorities for the SCJP and to create efficiencies, a decision was taken to include a new 'Improvement' priority in the new plan with specific outcomes included to address the areas identified for improvement.

[As Covid-19 delayed publication of the Shetland Community Justice Plan 2020-22, and due to the unprecedented disruption and associated impacts across the justice system and community justice partners, some shift in focus has taken place towards recovery planning. As services begin to understand the impacts on service provision on an individual basis and across the community justice partnership landscape as a whole, work can refocus on actioning these areas for improvement. This need to adapt and respond, which has been noted across the partnership since March 2020, as well as the opportunities for learning, will be taken into account in planning for community justice in Shetland in the future.]

Making the Change Programme

Shetland Community Justice Partnership were represented, alongside 11 other cross-sectoral leaders, in the Making the Change Programme, a year-long action learning programme to build capacity for local collaborative leadership and learning throughout community justice.

Some of the key questions posed by the programme included:

- How do we get beyond analysing issues and problems in community justice and on to leading the change we want to see?

- How can I lead change?
- How can I lead change without having positional authority?
- How can I exert ownership and exercise leadership within and across organisational boundaries?

The programme report can be read at:
https://communityjustice.scot/reports_and_stats/making-the-change-programme-report/

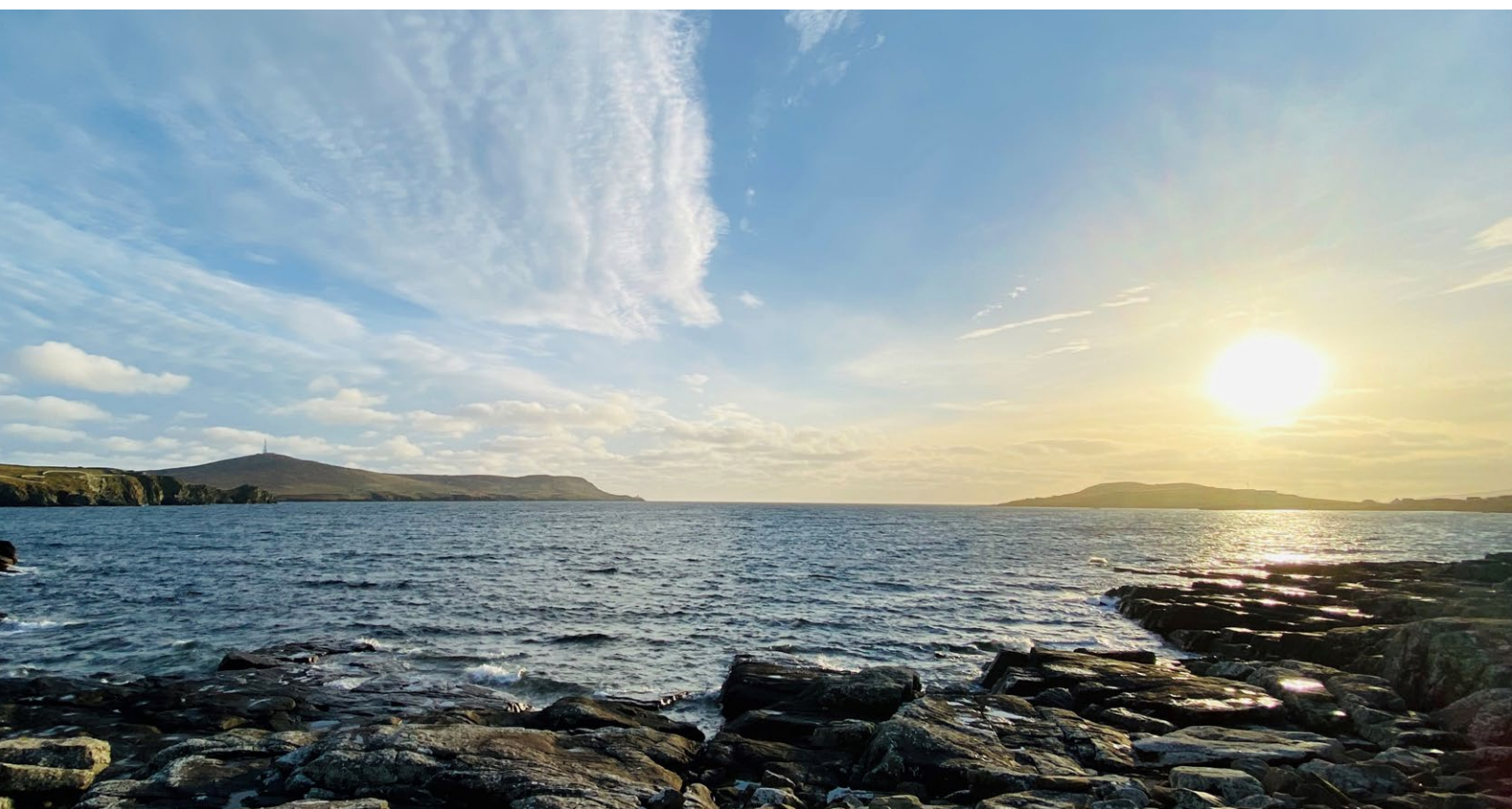
Asset transfers

While there were no formal asset transfers (formal in the sense of what is set out in the Community Empowerment (Scotland) Act) during this year, community workers continued to support a number of community organisations to work through their needs and aspirations around owning assets.

While a small number of these discussions will lead to a formal transfer request, it's worth remembering that communities across Shetland are supported to manage and deliver vital services from a wide range of valuable assets.

Many of the conversations that begin with a community organisation enquiring about a community asset transfer, end up going down another route, after considering a range of questions and options. By asking the right questions, the right solution for the needs of the group and community can be found.

During the year 2019-20, there were 24 active conversations taking place – ranging from identifying land or suitable buildings for community purposes to exploring routes to land ownership.



Connection and Access



Over the next four years we will work with others so that by 2020 we will have made a difference in the following ways:

- There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term.
- More people will have access to high-speed broadband and reliable mobile connections, helping to connect people, communities and businesses throughout Shetland.
- People will be booking and paying for journeys on our buses and ferries using efficient and effective systems.
- On ferries and air services there will be a system of fares that helps people on lower incomes travel to and from, and within, Shetland.
- Our communities will feel better connected using new community transport solutions developed by communities themselves.
- We will have a clearer understanding of the options and the investment needed to create a sustainable internal transport system over the next 50 years.
- There will be a programme of potential changes to our long-term external transport systems. This will aim to meet our economic-growth needs and will be set within a realistic funding programme.



SNOLDA
LERWICK

SNOLDA



Shetland Transport Strategy

The Shetland Transport Strategy Refresh 2018-2028 was approved in June 2018. The supporting delivery plan was developed in the second half of 2018-19 with the initial focus on the business case for Shetland's public and school transport network. The Delivery Plan can be found online at www.zetrans.org.uk/about/strategy.

The next generation of the Shetland Transport Strategy will be developed over the course of 2021/22 and will produce an entirely new strategy that takes full account of very different circumstances faced over the next 20 years particularly in the areas of climate change, equalities and socio-economic wellbeing.

Shetland public and school bus network

Through ZetTrans, Shetland's Transport Partnership, the council spends around £4.5 million on public and school transport. Working together with ZetTrans, a business case process was completed that fundamentally reviewed these areas of transport with the aim of reducing the cost of the network by £500,000, while still supporting the needs of communities and businesses, and the outcome of

Shetland's Partnership Plan.

New contracts were tendered in late 2019 and when the process was complete it was confirmed that the range of public services that could be provided was protected and even enhanced in some areas while achieving an overall reduction in cost of £500,000 across public and school transport.

Smart travel

In March 2019, Shetland's entire public bus network was furnished with new ticketing hardware capable of accepting contactless payment methods (cards and smartphones), as well as Integrated Transport Smartcard Organisation (ITSO) capability.

Work continued on the development of ticketing hardware for ferry services in Shetland to implement contactless payment and ITSO capability. The original target for implementation of March 2020

could not be met due to unforeseen technical issues and compliance requirements and the project ran into 2020-21.

Once both systems are in place, the process of travelling throughout Shetland will be more streamlined for travellers, and work will continue to develop travel products for Shetland residents, as well as visitors to Shetland.

Shetland inter-island transport business cases

Over the course of 2019-20, the council and ZetTrans have been continuing work on a series of outline business cases to build the more detailed evidence to support the case to Scottish Government for full funding of inter-island transport in Shetland.

The council received £5.5 million to support services in 2019-20 relative to the £5.0 million received to support services in 2018-19. However, in December 2019, Scottish Government stated that for financial year 2020-21 the grant support would be reduced to £5.2 million, which widens the revenue deficit and continues to fall well short of the costs that the council faces in providing inter-island ferry services

and infrastructure.

The council continued to promote the need for fixed links as alternatives to ferries in Shetland, and participated in the engagement on the National Transport Strategy and Strategic Transport Projects Review. The National Transport Strategy was published in February 2020 and it was anticipated that the Strategic Transport Projects Review will be published in December 2020.

[Since then, [the Scottish Government has announced increased revenue funding to enable Shetland Islands Council to maintain the existing lifeline inter-island ferry services.](#)]

Transport links to the mainland

The introduction of the Northern Isles ferry contract was delayed due to legal challenges to the procurement process, which meant that all work with Transport Scotland on addressing the service requirements through the new contract was paused.

However, the council and ZetTrans continues to press Scottish Government on the important matters of freight and passenger capacity, as well as the cost of fares, on the Shetland-Orkney-Aberdeen ferry service.

Transport Scotland has confirmed that any new contract will be capable of being varied over its life and that the unresolved matters of capacity and cost will be further considered in dialogue with the council and ZetTrans after the contract is awarded.

In the meantime, officers in the council's Transport Planning Service continue to work with communities and businesses in Shetland to ensure the most up-to-date information and views are available to inform dialogue with Transport Scotland and Scottish Government as soon as it can begin.

North Isles Fibre

In 2020, the council secured funding of up to £1.9m from the UK Department of Culture, Media and Sport (DCMS) via the Local Full Fibre Networks (LFFN) programme, to progress the North Isles Fibre Project.

This project will extend the existing council-owned fibre network from Graven in the North Mainland to Yell and Unst, connecting up public-owned sites in these communities, including schools, health centres, care centres and leisure centres. This will

bring the benefits of high speed broadband to public services in the northernmost communities of the UK, allow for improved and innovative service provision, benefits to service users, and will potentially provide options for the future further rollout of fibre connectivity to commercial and domestic users.

The fibre build commenced in March 2020, and will connect up public sites in Toft, Mossbank, Yell and Unst.



Our Environment



Association for Public Service Excellence wins

The council's Roads Service was a finalist (for the sixth year in a row) in the 'Best and Most Improved Performer Awards 2019' category at the Association for Public Service Excellence (APSE) Performance

Networks awards for the 'Best Performer in Roads, Highways and Winter Maintenance'. The service was also a finalist in 'Most Improved Performer in Street Lighting.'

Surface dressing

Surface dressing is the principal maintenance treatment used by almost every roads authority throughout the country. It is an efficient and cost effective way of sealing the road against water ingress, arresting disintegration of the road and maintaining skid resistance. Surface dressing, or tar spray and chip surfacing, has been used in Shetland in one form or another for decades. The entire road network, other than that which has been resurfaced with bitmac in the past five or six years, has been surface dressed. In fact, many of our side roads have never been resurfaced with bitmac with their running surface consisting solely of layers of surface dressing that has built up over the years. Surface dressing has made a significant contribution to a road network that is free from potholes and similar failures of the carriageway surface.

This is reflected in the Road Condition Indicator or RCI (see overleaf) with Shetland's 'A class' roads ranked second out of the 32 Scottish local authorities. This is mainly because the majority

of these roads were improved during the oil construction era. It is also in part due to the surface dressing of these roads in subsequent years to maintain their condition. The council is regularly in the top three local authorities for the percentage of its road network that is surface dressed each year. This helps to ensure that our maintenance cost per kilometre is among the lowest in the country and that best value is being achieved.

We will continue to surface dress roads as it is the only practical means of treating our carriageways and preventing deterioration of the road's running surface. The cost of resurfacing all roads that require treatment would be prohibitive and would mean that we could only maintain a fraction of the road length that we are required to each year. The latest national guidance on roads maintenance recommends surface dressing as the best means of maintaining road condition in order to prevent the formation of potholes and similar defects that are expensive to repair.

Gritting statistics

Last year, the council gritted Shetland's roads on 41 mornings. On 19 of these mornings, the conditions were severe enough that the priority 3, or minor side roads, were gritted following the 'A and B' class roads. However, snow ploughs were only required on one morning.

In addition, the main roads and loops were treated in the late afternoon on 39 occasions. This is done in preparation for forecast wintery conditions in the evening or very early morning, as it prevents ice or snow from bonding with the road surface.

Therefore, the total road length treated by Shetland's gritters last winter exceeded 21,600

miles. This would be equivalent to driving from Aberdeen to London and back

20 times



Road condition

The Road Condition Indicator (RCI) has seen an overall improvement over the past nine years from 43.7% of our roads that were in need of maintenance in 2010-11 to 34.7% in 2019-20. There has generally been an improvement each year.

However, over the past three years there has been a plateauing of the road condition figure with only a 0.6% improvement in that time. This may be because the rate of deterioration is now balanced by the rate at which we can undertake repairs. In this situation, additional resources would be required if carriageway condition is to be further improved. However, we are of the opinion that the strategy of targeting existing resources at the 'B class', 'C class' and unclassified roads will yield improvement in the near to medium term. The 'A class' roads, which are now ranked second out of the 32 Scottish local authorities for condition, have less need of repair and their condition will be maintained with surface dressing as and when required. This is only the fifth year of this strategy's implementation and, given that the unclassified roads are only surveyed once every 10 years and make up 44% of the road network's length, it is to be expected that it will take some time before the strategy's effects become apparent. In recent years, lower classifications roads at Wheelafirth, Grobsness, the Coubal, North Nesting, Lunna Ness, Silwick, Westerwick, Scarvister, Mid Yell, Hoswick, Rompa etc have been resurfaced to remove rutting and improve the longitudinal profile of the carriageway. These roads were in a poor

condition with the majority only ever having been surfaced with layers of surface dressing. There is no doubt that the resurfacing of these roads will have resulted in significant and long lasting improvements in their condition. Progress will take a number of years but it is only a matter of time before the surveys 'catch up' and these improvements are reflected in the overall RCI figures.

In 2011, the council ranked 24th out of the 32 Scottish local authorities for overall road condition. This improved to 20th in 2013, returned to 24th in 2014 then 21st in 2016. (The current ranking in 2019 is 20th.) In 2011, we were ranked 15th out of the 32 Scottish local authorities for 'A class' road condition. The position improved to 2nd in Scotland last year where it remains. (The figure for 'A class' roads is now sitting at 15.7%; the best it has been in the past fifteen years.)

We were ranked 26th out of the 32 Scottish local authorities in 2011 for 'B class' road condition. This position improved to 21st in 2013, 19th in 2016 (and now in 2020 has fallen back to 21st again.)

At the same time we were also ranked 22nd out of the 32 Scottish local authorities for 'C class' road condition. This position improved to 14th in 2013, 16th in 2016 and 14th in 2017 (where in 2020 it remains).

Street lighting

There are 4,000 street lights in Shetland. In early 2018, only 700 or 17.5% of these had the more energy efficient Light Emitting Diode (LED) lanterns. These lanterns use approximately 50% less energy than conventional lanterns. An earlier condition survey of our street lighting apparatus found that 1,290 columns needed to be replaced. The work to do this will be done in conjunction with the installation of LED lanterns across the entire road network. These works began in late 2018 and, to date, over a thousand columns have been replaced.

Approximately 2,400 or 60% of the lanterns now have LED lanterns fitted.

[We were on course to complete this project in late 2021. Unfortunately, this progress has been delayed

due to Covid-19 restrictions and completion is now expected in summer 2022.]

The resulting reduction in energy use will save the Council

£240,000

per year at current electricity prices, as well as halving our street lighting's carbon footprint.

Strategic Road Network case study

Shetland's strategic road network is generally well developed due to significant investments during the oil construction era. These are our busiest roads linking Lerwick, Sumburgh Airport, the Sullom Voe Oil Terminal, Scalloway, our ferry terminals and our schools. Access to services and economic activity is largely dependent on this network and, therefore, it is important in delivering a number of key priority outcomes from Shetland's Partnership Plan that would benefit public organisations, communities, individuals and businesses.

However, there are sections of the network with existing or emerging issues, which require consideration for potential future action. These issues, which could require larger-scale projects to rectify, have been identified but not progressed as they are outwith the scope of the existing arrangements for the maintenance and management of the network.

These issues broadly lie within three categories – road safety, deteriorated condition and development related. This last issue focuses on lengths of road that, if upgraded, could help to promote economic development in an area.

The council has approved a Strategic Outline Programme for the strategic road network. This programme would be delivered as self-contained projects, with each requiring its own business case before implementation. The benefit of considering these projects together as a 'programme' is that it is a structured method of comparing the relative merits of each against a consistent set of objectives, creating a better understanding of the overall scale of the potential works and helping to identify a timeline for future assessment and delivery.

The B9082 Gutcher to Cullivoe road is prioritised on the programme due to its deteriorating condition

which, if unresolved, will have a significant negative impact on the community and existing developments. In addition to the community the road serves the Cullivoe Pier where, in 2017, whitefish with a value of £6.3 million and salmon with a value of £130.5 million were landed. The Final Business Case for improvements to the B9082 will be reported to the Policy and Resources Committee and Full Council in early 2021.

The next project listed on the programme is the A970 Lerwick to Sumburgh Road at Levenwick. Improvements are being considered following a number of traffic accidents. Local councillors and members of the public have also raised concerns about a 'blind summit' on the route and the lack of safety barrier. Unfortunately, the majority of the east verge is too narrow to accommodate a safety barrier so extensive works would be required to widen the verge, widen the carriageway and to improve visibility at the summit. The Strategic Outline Case, the first of the business cases, is to be reported to the Policy and Resources Committee and Full Council in early 2021.

The overall cost of all the seven potential projects identified within the programme is between £9.45m and £17.0m depending on the chosen options. The projects would be funded through the council's Asset Investment Plan, when resources allowed, although opportunities for contributions from external sources will be investigated. There is currently no specified timetable, however, given the programme is likely to be delivered sequentially, it would be likely to take at least 10 to 15 years to deliver the seven schemes identified.

[Please note this case study gives an accurate position as of 31 March 2020.]



Some statistics

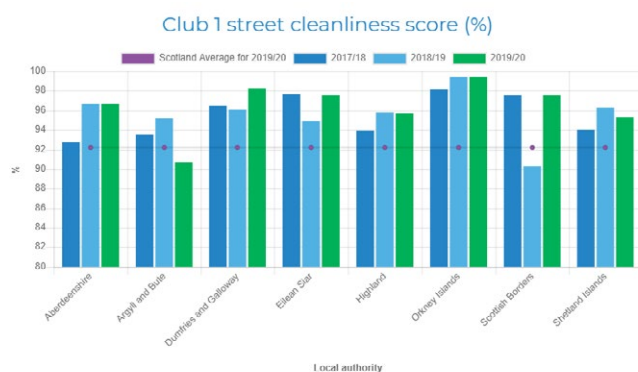
2019-20 saw a full year of kerbside collections for households in Shetland for paper/card/cardboard and plastic bottles/cans/cartons. Along with the recycling facilities for other materials at Gremista Waste Management Facility and collection banks throughout Shetland, the household recycling rate increased to

17%

Commercial kerbside recycling was rolled out towards the end of 2019 and this boosted the amount of materials being recycled to 643 tonnes of paper/card/cardboard and 180 tonnes of plastic bottles/cans/cartons.

During 2019-20, 5,848 tonnes of waste was collected by our essay kerts. This was less than previous years because of the Shetland public and businesses recycling more. 21,411 tonnes of waste was processed through the Energy Recovery Plant providing heat to the district heating scheme and the plant ran for 7,616 hours.

Our 2019-20 LEAMS score was 95.3% whilst the national average was 92.2%.



The recycling shed at Gremista was completed and commissioned. The planned public launch events around its opening had to be curtailed due to COVID-19 but the shed has been functioning throughout the crisis and is an important component of the Zero Waste Shetland Programme.



Energy usage

In 2019-20, the council used 14,984,050 kWh of electricity (compared with 15,467,292 kWh the year before).

The council also used 6,589,781 kWh from the Lerwick District Heating Scheme to heat council buildings during the year. The hot water supplied

by the District Heating Scheme to the town uses recovered heat produced from waste incinerated at the Energy Recovery Plant.

6,720,441 litres of oil was used, with almost 66% of that being gas oil use on ferries.

Energy Efficiency Programme/Local Heat and Energy Strategy

The local Home Energy Efficiency Programme: Area Based Scheme (HEEPS: ABS) covers all of Shetland with domestic properties being scattered throughout the island group. In Shetland, due to the dispersed and differing nature of build types, each property is taken as an individual project.

Our in-house assessors completed surveys on 135 houses as noted in the area summary sheet for the 19-20 financial year. Works were allocated from the surveys completed and further surveys were also allocated to assessors going forward.

There are still have the same number of PAS2030 installers as 2019-20 (local installers are required to have this accreditation to allow them to carry out works under HEEPS: ABS) and installers are routinely made aware of the scheduling of works required to meet the grant allocation spend.

There were sufficient properties identified to more than meet the grant allocation requirements, with a waiting list growing on a daily basis.

Carbon footprint

The council also monitors its carbon footprint. In 2019-20, we generated 23,106 tonnes of carbon dioxide equivalent (tCO₂e), down from the year before, at 24,037 tonnes.

Our Carbon Management Team has been supporting the switch to more efficient technology. We are also continuing the rollout of energy efficiency projects including, for example, LED

lighting at offices, schools, care homes and in street lighting. This is reducing the cost of services by saving energy, but is also reducing the environmental impact of those services.

We are continuing the rollout of electric vehicle charge points in conjunction with Transport Scotland and the Energy Savings Trust, and are trialling the use of electric fleet vehicles.



Call blockers

We installed a further ten call blockers during the year – these are provided to us using funding from central government, for us to install free of charge in the homes of residents who have particular vulnerabilities such as dementia.

Anyone who is interested in requesting a call blocker for a vulnerable person can contact us for more information.

Tel: 01595 744887

Email: trading_standards@shetland.gov.uk
www.shetland.gov.uk/trading-standards

Protecting Vulnerable Adults From Scam Phone Calls

Since 2014 Shetland Trading Standards have installed 21 call blockers to protect older and vulnerable people. So far 4,179 nuisance and scam phone calls have been blocked, and we estimate that 5 scams have been prevented.



Comments from those protected by the trueCall call blockers



Fuel tank upgrade

We provided advice and guidance to a local shop to support them in upgrading their petrol and diesel storage, enabling improved public safety and environmental protection through their installation of the first above-ground petrol storage tank to be sited at a retail filling station in Shetland.



Coronavirus scam alerts

As the pandemic began in late March, we distributed two alerts by email and social media to help people deal with coronavirus scams.

We followed these up with two scam warning and advice sheets, which were included in the food parcels distributed in April and May.



Some statistics

- During 2019-20, 98.5% of consumers and businesses who contacted the service for advice or assistance received an initial response by the end of the next working day. This figure is slightly down from the year before (99.4%) but still above target (98%) despite some internal resourcing issues.
- 91% of consumer complaints were completed within 14 days (our target is at least 85%) and this is also an improvement on 2018-19 at 89.3%.

Some statistics

Our Environmental Health Service is a team of 16 that covers an extremely wide and varied range of services.

2019-20 was a particularly busy year for the team where extensive preparations began to address the challenges presented by Brexit. With the UK Parliament ratifying a renegotiated Brexit withdrawal agreement on 31 January 2020, an 11-month transition period began to allow time for the UK and the EU to negotiate a suitable trade agreement. As our local fishing industry currently exports around half its fish to the EU, our service therefore needed to prepare the ground to facilitate the provision of export health certification for all fish leaving the islands destined for that market. This service needed to be in place by 31 December 2020.

During 2019-20, the Environmental Health Service dealt with almost 1,000 service requests from local residents and businesses regarding issues such as licensing enquiries (197), complaints about poor food safety standards (135), abandoned vehicles (123), pest control treatments (122), noise nuisance (104), dogs (50) and littering (38). The service also carried out nearly 300 food safety inspections/interventions, resulting in approximately 100 written warnings. It also issued over 500 export health certificates for shipments destined for non-EU countries and carried out 38 ship sanitation inspections.

Unknown by many in Shetland is the team's work in ensuring that all sheep and cattle imported into Shetland are free of particular transmissible diseases. Our Shetland Animal Health Scheme is an extensive testing programme that is designed to prevent the introduction of conditions such as Enzootic Abortion of Ewes (EAE), Caseous Lymphadenitis (CLA), Sheep Scab, Bovine Viral Diarrhoea (BVD), Johne's Disease and Tuberculosis.

The islands are free of these diseases and any outbreak would be a disaster for Shetland's farming economy.

The scheme began in 1984 with the innovative Scrapie Control Programme. Since then, more disease control programmes have been introduced. An operational group whose membership includes veterinary surgeons, local National Farmers Union Scotland, Scottish Crofting Federation, SRUC and shipping company representatives meets quarterly to discuss developments with the schemes. All sheep, cattle and goats imported into Shetland are examined and tested by a vet on arrival at Lerwick pier and their details are then entered onto a database. Follow-up testing is carried out as necessary. This system of traceability has also enabled movement restrictions in Shetland to be lifted promptly in previous foot and mouth outbreaks affecting mainland UK. In 2019-20, a total of 2,853 tests were carried out on cattle and 5,745 tests on sheep.

Another area of our work that may not be recognised is the positive interventions we sometimes have to make with the more vulnerable in our community; individuals who have extreme difficulty in maintaining safe and healthy living conditions.

These circumstances can be accompanied by concerns about the resident's mental health so a multi-service approach is usually necessary. Our role is to facilitate an improvement to the living conditions so they no longer present a health risk to the occupant.

Our 
Values

Excellent Service

**Taking Personal
Responsibility**

Working Well Together

www.shetland.gov.uk

 @ShetIslandsCll

Find out more about how we're performing at
www.shetland.gov.uk/performance

