



MINUTE

A & B

Audit and Scrutiny Committee
Council Chamber, Town Hall, Lerwick
Wednesday 23 January 2008 at 10am

Present:

F B Grains	A G L Duncan
A T Doull	R S Henderson
C H J Miller	C L Smith

Apologies:

A J Hughson

In attendance (Officers):

G Johnston, Head of Finance
C McIntyre, Internal Audit Manager
C Medley, Head of Housing and Capital Programme
I Halcrow, Head of Roads
W Shannon, Assistant Chief Executive
J Riise, Head of Legal and Administration
J Smith, Head of Organisational Development
D Bell, Human Resources Manager
S Pearson, Safety and Risk Manager
P Peterson, Performance Management Co-ordinator
L Adamson, Committee Officer

Chairperson

Mrs F B Grains, Chairperson of the Committee, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None.

Minute

The minute of the meeting held on 30 November 2007, was confirmed.

Min. Ref.	Subject	Action/Info
01/08	<u>Performance Management Update</u> The Committee considered a report by the Head of Organisational Development (Appendix 1). The Performance Management Co-ordinator introduced the	

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	<p>report and advised that the report had been presented to Council in December. The report provides an update on the Corporate Improvement Plan and sets out progress on priority areas up to December 2007. He added that Members would note that a number of the target dates had “not been achieved” however with the expected date for completion of the Corporate Plan being March 2008, it was anticipated that by that date the majority of targets would be achieved.</p> <p>Mrs C H J Miller said that she had concerns that the actual Corporate Improvement Plan was still not complete, and until such time as the Plan was in place it was difficult for the Council to properly set out its priorities and targets. Mrs Miller went on to say that she had raised this matter at the Council meeting in December, through the minute of this Committee, however no recommendation had been made. She questioned how this matter could be progressed and suggested that a seminar be arranged for Members to progress the CIP to develop a clear business plan for the Council. During the discussion that followed, the Committee recommended that an update report on the draft Corporate Improvement Plan would be presented to Council in February, following which a seminar be arranged for all Members, with the Plan being presented to Council in March for final endorsement.</p> <p>Referring to Priority Area 1.6 in the Plan, Mr R Henderson enquired what progress was being made with the Mid Yell School. The Head of Housing and Capital Programme advised that it had been agreed that the Council would carry out some advance work to level off the site and a contractor should be appointed soon. The Head of Housing and Capital Programme agreed to provide Mr Henderson with further detail on this project.</p> <p>In response to a query from Mrs Miller, the Head of Housing and Capital Programme advised that the early contractor involvement process was taking longer than expected, however when this process is complete a report will be prepared to Council.</p> <p>Mr A G L Duncan referred the priority to introduce 20mph speed limits at certain schools, and noted that the Dunrossness School had not been included. The Head of Roads advised that the priority list had been agreed at Infrastructure Committee based on the speed and volume of traffic, and the number of pupils walking to school. The Head of Roads agreed to provide Mr Duncan with further information on the implementation of the speed limit at Dunrossness School. During the discussion that followed, the Committee noted that the Council’s Road Safety Advisory Panel monitors</p>	
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	<p>progress with the introduction of speed limits at schools.</p> <p>Mr Duncan referred to priority area 1.2, and noted with concern that only 63.3% of public buildings in Shetland are accessible to disabled people. The Performance Management Co-ordinator advised that this Committee had previously agreed to address this priority through improving disabled access at ferry terminals and a report would be presented to the next meeting of this Committee. The Head of Organisational Development suggested that a further challenging target for disabled access to public buildings could be set as a priority in the next Corporate Improvement Plan.</p>	
02/08	<p><u>2006-07 Statutory Performance Indicators – Comparative Analysis</u></p> <p>The Committee considered a report by the Performance Management Co-ordinator (Appendix 2).</p> <p>The Performance Management Co-ordinator summarised the main terms of the report. In response to a query from the Chairperson, he advised that the performance indicators marked as “not measured in 2004/05 ” were newly introduced indicators for this current year and did not previously exist.</p> <p>Mr A G L Duncan complemented staff on achieving top rankings on a number of performance indicators. He also noted instances when the SIC had ranked nearer the bottom Councils in Scotland, and said this was cause for concern and improvements had to be made on these bad performances.</p> <p>In response to a query from Mr Duncan regarding Shetland’s poor performance relating to the indicators for Home Care, the Head of Organisational Development advised that the percentage levels relate to the number of clients receiving care, with most Authorities providing intensive care to a smaller number of clients, compared to Shetland that provides a wider range of care to a broader set of clients.</p> <p>In response to a query from Mrs C H J Miller regarding Performance Indicator No. 71, “Business advice requests dealt with within 14 days”, the Performance Management Co-ordinator advised that he understood the indicator to relate to Trading Standards, however he would refer back to the Service and provide Mrs Miller with further information.</p> <p>Mr Duncan referred to the indicator relating to Homelessness and noted that Shetland had ranked 31st. The Head of Housing and Capital Programme explained that the Housing Service have now changed their method of counting homeless persons to keep in line with other local authorities, and this should improve Shetland’s performance in the future.</p>	

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	<p>Mr Duncan noted that Shetland had ranked 31st on the Rent Management indicator, compared to Orkney ranking 7th, and asked for an explanation on the variance. The Head of Housing and Capital Programme explained that the figure related to the instances when people get into rent arrears then move away. He said he would look further at why instances are higher in Shetland, however this could relate to the SIC's procedures of following up and recovering rent arrears. The Head of Housing and Capital Programme went on to explain that following an earlier request from this Committee relating to Housing Voids, a range of procedures are being introduced which should dramatically improve the figures.</p> <p>In response to a query from Mr Duncan relating to the indicators on Traffic Light Repairs, the Head of Roads provided Members with an explanation of the main types of faults reported and the procedures currently followed for carrying out repairs. He advised that there has been an improvement in the indicator results from 2004/05 and with improved monitoring and a new system to be implemented in the next financial year for counting faults, this should improve Shetland's performance and provide a clearer overall picture.</p> <p>During the discussion that followed, Members noted that Local Authorities use different methods for measuring performance and therefore the indicators are not always an accurate indication of the Council's performance.</p> <p>Mr Duncan then asked for an explanation on the indicators listed as "unreliable data". The Head of Organisational Development advised that this was something the Council's external auditors, Audit Scotland, had picked up. They had commented that some of the "unreliable data" had come about as a result of arithmetic errors and failure to check figures. He added that it was hoped that the trend would reverse, with a tightening up of the process, to produce a more comprehensive list of indicators.</p>	
03/08	<p><u>Human Resources Internal Audit – Key Issues</u></p> <p>The Committee considered a report by the Human Resources Manager (Appendix 3).</p> <p>The Human Resources Manager introduced the report and provided an update on the three key audit issues highlighted in the recent Internal Audit of Human Resources. Members noted that significant progress had been made on these key issues, and that one issue was now complete.</p> <p>In response to a query from Mr A G L Duncan, the Internal Audit Manager advised that Internal Audit was completely</p>	

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	<p>satisfied with the progress made and noted that one issue had been resolved.</p> <p>Mr Duncan thanked the Human Resources Manager for the work undertaken to complete and progress these issues. Mrs C H J Miller referred to Section 6.2.3 in the report and said that she was pleased to note the all Scottish Local Authorities were working together to develop a national recruitment portal, as this new portal should result in savings throughout Scotland.</p>	
04/08	<p><u>Council Vehicles Investigation – Terms of Reference</u></p> <p>The Committee considered a report by the Performance Management Co-ordinator (Appendix 4).</p> <p>The Performance Management Co-ordinator introduced the report and advised that this was an opportunity for Members to review and amend the Terms of Reference attached as Appendix 1.</p> <p>Mrs C H J Miller reported that she had been approached by a number of SIC staff who were aware that this investigation was to be carried out, with concerns that it could lead to the demise of some jobs at the DLO. Mrs Miller said that she would like staff and union representatives involved during the investigation to ensure that the process is fair, open and transparent and that there is clear reporting back to other staff.</p> <p>Mr C L Smith suggested that in the first instance the findings from the investigation should be reported to this Committee, then involve staff should any issues be identified.</p> <p>During the discussion that followed, the Committee agreed that input from a wide range of officers, the vehicle drivers and union representatives could be beneficial to the investigation. The Committee also agreed that the investigation should deal with all types of vehicles used for work and travelling to and from home e.g vans, pick-ups and lorries.</p>	
05/08	<p><u>Risk Registers</u></p> <p>The Committee considered a report by the Safety and Risk Manager (Appendix 5).</p> <p>The Safety and Risk Manager provided Members with a detailed explanation on Risk Registers within the Council, and advised on the risk control path. She reported that the Council's strategic risk register was due for review and a new computer system was to be installed in the next few weeks. Members noted that risks were graded on a 5 x 5 grading matrix of multiplying severity by frequency.</p> <p>The Safety and Risk Manager said that it was important to get</p>	

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	<p>all risks managed and controlled to an acceptable level, and that a variety of different methods were required to control risks, with some requiring a short-term working group to be set up, and that properly controlled risks would keep costs down and keep insurance premiums low. A paper was tabled at the meeting explaining how insurance premiums are constructed.</p> <p>In response to a query from Mr A G L Duncan, the Safety and Risk Manager advised that the Council's insurance premiums have been decreasing steadily and it was envisaged that the tendering exercise for the next five years would bring in more savings. She advised that any future savings would not be as impressive as previous years, however the more controlled the risk the better, and a stage will be reached when further savings cannot be made. In response to a further query, the Safety and Risk Manager anticipated that further saving could be made in Ferry and Marine Services, however these areas would need to be investigated. The Head of Legal and Administration said that the decision to take a higher deductible on property had first been endorsed by the Head of Finance and EMT, and a step by step approach was the way to proceed and that high cost, high risk areas should be kept under review.</p> <p>The Safety and Risk Manager also provided the Committee with an explanation on the process with the Key Transfer Programme and the Working Group involved in determining why there are skills/staff shortages in certain areas of the Council.</p> <p>Members complimented the Safety and Risk Manager on the clear and detailed report and commended the work associated with keeping the Council's insurance premiums to a minimum. The Safety and Risk Manager agreed to provide a further update report to the next meeting of this Committee. The Head of Legal and Administration suggested the update could also include a report on the work of the Risk Management Board.</p>	
06/08	<p><u>Remit of Audit and Scrutiny Committee</u></p> <p>The Committee considered a report by the Performance Management Co-ordinator (Appendix 6).</p> <p>The Head of Organisational Development introduced the report, which provided advice on how the Committee could investigate the governance arrangements of external bodies and asked Members to decide what, if any, further action should be taken.</p> <p>The Head of Legal and Administration said that the report sets out the limitations very clearly and the Committee would need</p>	

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	<p>to be certain on the scope for the investigation. Mr A G L Duncan said that it is important that the Council in providing grants to the private sector, should be able to research and make sure the money is spent for the purpose given, and that grant conditions have been met.</p> <p>During the discussion that followed, it was suggested that the SDT could be asked to provide Trustees with a report to advise on grant monies received. The Chairperson said that she felt the Committee should focus on the future instead of looking at the past. She added that she felt the process of looking at the Capital Programme for the past 5 years would take up a lot of time, and should be looked at first, thereafter that ongoing monitoring arrangements be put in place.</p>	
07/08	<p><u>Soft Road Verges Issue Raised by the Association of Shetland Community Councils</u></p> <p>The Committee considered a report by the Head of Roads (Appendix 7).</p> <p>The Head of Roads summarised the main terms of the report. The Head of Legal and Administration suggested that the Association of Shetland Community Councils be advised on the process carried out in reviewing the Policy on roadside verges, and the recommendation that no amendments were required. The Head of Roads agreed that either he or a member of his management team would attend the meeting of the ASCC in April to provide further information on the process that had been followed.</p>	
08/08	<p><u>Information on Capital Projects Past and Present: Update Report</u></p> <p>The Committee considered a report by the Head of Housing and Capital Programme Services (Appendix 8).</p> <p>The Head of Housing and Capital Programme advised that Heads of Service had been requested to provide information on projects that had overspent during the last 5 years. However this was not a straightforward task, and in the meantime he had met with the Chairperson and Vice Chairperson of this Committee to provide them with the information collated to date.</p> <p>Mr A G L Duncan referred to Section 3.4 and suggested some changes to the wording. In the final sentence, the word 'dependent' should be changed to 'imperative', and that 3.4.2 be changed to read "That Heads of Service provide a comprehensive report on progress to date". However the Chairperson commented that Heads of Service should not be tasked to provide so much detailed information that no other work gets carried out. The Head of Capital Programme and</p>	

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	Housing explained that he can make requests to Heads of Service to provide the information, however if they do not respond, he did not have authority to instruct them to do so. He went on to say that a report, including the commentary from Heads of Service, would be presented to Executive Committee and Council later this cycle, where Members will see clearly which Heads of Services have failed to respond.	

On behalf of the Committee, the Chairperson paid tribute to Councillor Cecil Eunson, who she said would be sadly missed.

The meeting concluded at 12.05pm.

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F B Grains
Chairperson

ALL DEPARTMENTS (All Funds Grouped to Services)		2005/06 Original Budget	2005/06 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
	Community Development	1,089	954	135	806	148	
	Economic Development Department	685	785	(100)	556	229	
	Education Service	3,811	2,437	1,374	2,331	106	
	Environment	6,132	5,817	315	5,023	794	
	Ferry and Terminal Replacement Programme	1,162	1,265	(103)	21,721	(20,456)	
	Finance Services	208	208		150	58	
	Housing Revenue Account	3,027	1,785	1,242	1,168	617	
	Housing Technical Service	178	178		74	104	
	Information Technology	1,418	904	514	801	103	
	Legal and Administrative Services	987	819	168	637	182	
	Planning	319	377	(58)	330	47	
	Ports & Harbours	462	556	(94)	389	167	
	Roads	4,265	2,719	1,546	2,681	38	
	Social Work	2,674	2,674		1,719	955	
	Transport	1,459	1,864	(405)	1,292	572	
	Total	27,876	23,342	4,534	39,678	(16,336)	

		2005/06 Original Budget	2005/06 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
GCL4300	Rolling Programme	191	246	(55)	237	9	Addition for play areas approved by SIC.
GCL4306	Water Based Facilities (Marinas)				4		OK.
GCL4314	Grants Rolling Programme (Voluntary)	354	330	24	330		OK.
GCL4316	Outdoor Adventure Trails - Bells Brae PS	67	67		54	13	C/F balance for final account.
GCL4317	Voxter Outdoor Centre	52	69	(17)	70	(1)	OK.
GCL4318	Mid Yell JHS Adventure trail	45	1	44	1		Project cancelled.
GCL4319	Skeld PS Adventure Trail	19	21	(2)	21		OK.
GCL4320	Hamnavoe Play Equipment	29	32	(3)	30	2	C/F balance for final account.
GCL4321	Sandwick JHS Games Hall Store	67	133	(66)	17	116	Project delayed until spring..
GCL4400	Scalloway Library	29		29			Project under review - feasibility study.
GCL4420	Cinema/Music Venue	236	55	181	42	13	Budget set at likely spend for year.
COMMUNITY DEVELOPMENT		1,089	954	135	806	148	
GCD1570	Wind Farm Development	685	685		461	224	Additional budget approved by SIC.
GCD1573	Uyeasound Pier Development		100	(100)	95	5	C/F for minor underspend.
ECONOMIC DEVELOPMENT DEPARTMENT		685	785	(100)	556	229	
GCE1222	South Nesting School	72	72		60	12	C/F for residual obligations.
GCE1225	Olafirrh PS				2	(2)	For recharges.
GCE1227	Rolling Programme	1,175	1,175		992	183	Underspend on G/F element. SE grant spent.
GCE1304	AHS New Build	1,104	300	804	414	(114)	Budget for expected progress. C/F balance.
GCE1315	Mid Yell JHS Phase 2 and Phase 3	721	151	570	122	29	C/F for ongoing design.
GCE1611	Aith Ventilation (Special Schools)	175	175		104	71	C/F for works completion.
GCE1612	Scalloway Science Block (Special Schools)	20	20		2	18	C/F for ongoing design.
GCE1615	Sandwick JHS	53	53		16	37	C/F for ongoing design.
GCE3401	Special Needs Unit	491	491		619	(128)	Overspend on asbestos removal/supervision.
EDUCATION SERVICE		3,811	2,437	1,374	2,331	106	Overall satisfactory.
GCY5108	Landfill	3,286	3,286		2,813	473	C/F for final payments yet to be made.
GCY5113	Norwick Burial Ground	8		8	12	(12)	Overlooked final account.
GCY5114	South Whiteness Burial Ground	231	77	154	57	20	C/F for late start due to re-design.
GCY5116	Tingwall Burial Ground	85	70	15	65	5	Saving.
GCY5120	Dunrossness Burial Ground.	302	286	16	255	31	C/F for final account.
GCY5121	Fettar Burial Ground	166	20	146	8	12	Delay due to archaeological investigation.
GCY5122	Bigton Burial Ground	232	64	168	35	29	Slate start due to road access problem.
GCY5123	Lund Burial Ground	21	14	7	24	(10)	Early start to survey/design.
GCY5129	Energy Recovery Plant Update Works..	609	658	(49)	594	64	OK.
GCY5131	Contaminated Land Projects.		50	(50)	35	15	Grant aided.
GCY9001	Housing Improvement Grants	46	46		5	41	OK
GCY9006	Energy Conservation (Rolling).	31	31		27	4	OK
GCY9011	Reserve Fund Property Grants	349	349		55	294	Significant underspend.
GCY9012	Housing Repair Grants	40	40		4	36	OK.
GCY9013	Waste Management Vehicle.				47	(47)	Note 2
GCY9015	Private Sector Housing Grants	626	726	(100)	914	(188)	Note 1
GCY9016	Public Toilets Rolling Programme.	100	100		73	27	OK.
ENVIRONMENT SERVICES		6,132	5,817	315	5,023	794	
GCM1003	Maryfield Re-Fendering Residual Costs		3	(3)	3		OK.
GCY7601	Rolling Programme	145	195	(50)	248	(53)	Note 3
GCY7603	Yell Sound Ferries				12,521		Purchase from SLAP not budgeted for.
GCY7604	New Terminals - Yell Sound	2	2		70	(68)	Final account not budgeted for.
GCY7605	Fettar Ferry Terminal	32	32		64	(32)	Final account not budgeted for.
GCY7606	Papa Stour Terminals	477	477		549	(72)	Original budget incorrect.
GCY7608	New MV Filla.				3,832		Purchase from SLAP not budgeted for.
GCY7609	Whalsay Ferry				4,150		Purchase from SLAP not budgeted for.
GCY7610	Whalsay Terminals	286	286		76	210	C/F for ongoing terminal study.
GCY7611	Fair Isle Terminal	40	40			40	OK.
GCY7613	Gutcher Terminal	1	1			1	OK.
GCY7623	Refurbish MV Hendra	179	179		159	20	Saving.
GCY7624	Symbister Linkspan Foundations		50	(50)	49	1	OK.
FERRY AND TERMINALS REPLACEMENT		1,162	1,265	(103)	21,721	(20,456)	
GCF4700	Feasibility Studies/Access Audits.	208	208	0	150	58	Fewer studies of less value than anticipated.
FINANCE SERVICES		208	208	0	150	58	
HCH3303	Land / Property.	244	214	30	7	207	Substantial saving - few opportunities.
HCH3403	Nederdale Environmental.				2	(2)	Old account.
HCH3404	Environmental Improvements.	212	235	(23)	384	(149)	O/S due to restart after contractor went bust.
HCH3512	Community Care.	128	128		35	93	C/F to complete project.
HCH3516	Internals - Phase 1.	24	54	(30)	59	(5)	Added to settle final account.
HCH3519	Internals - Phase 4.	2	2			2	C/F for final account.
HCH3522	Scheme 3 - Phase C.		7	(7)	1	6	C/F for final account.
HCH3525	Feasibility.	26	26		4	22	OK
HCH3526	Opportunity Conv.	213	213		17	196	Late start hence project delayed.
HCH3527	Externals - Phase 3C	7	50	(43)	46	4	C/F for final account.
HCH3700	Tenants Improve/co.	5	5			5	OK
HCH3704	Pump Prime.	130	130		303	(173)	Additional external funding added.
HCH3705	Cruden Pilot Scheme - Scalloway.	6	6		23	(17)	Added for final account.
HCH3706	Heating Replacement.	17	17		3	14	Extra wired into code.
HCH3707	Mid Lea Demolitions.	11	35	(24)	44	(9)	Added for final account.
HCH3708	External Re-Render Programme.	309	309		76	233	Project had to be re-tendered.
HCH3709	Landward Crudens.	649	189	460	38	151	OK
HCH3710	Lerwick Crudens.	929	50	879	24	26	OK
HCH3800	Council House Sales - Administration	115	115		102	13	OK
HOUSING REVENUE ACCOUNT		3,027	1,785	1,242	1,168	617	

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GCH3200	Rolling Programme - Housing	178	178		74	104	Limited opportunities and resources.
HOUSING TECHNICAL SERVICES		178	178		74	104	
GCX1001	Rolling Programme	263	263		253	10	C/F forequipment recharges.
GCX1002	WAN Upgrade	170	140	30	122	18	C/F for committed order outstanding.
GCX1008	Document Archiving	10	10		10		Project complete.
GCX1011	Geographic & Citizens Information System	107		107	(6)	6	C/F for committed order outstanding.
GCX1012	Internet/Public Information System	86	36	50	33	3	C/F for committed order outstanding.
GCX1017	Photo Image Digitising	15		15	0		Project complete.
GCX1020	Decentralised Working/Electronic Service Delivery	92	47	45	22	25	C/F for committed order outstanding.
GCX1021	SSIS Upgrade	186	44	142	28	16	C/F for committed order outstanding.
GCX1022	Computers for Schools	175	175		175		On target.
GCX1024	Ferry Ticketing System.	58	41	17	41		On target.
GCX1025	IP Phones	256	9	247	3	6	Project just started.
GCX1026	AHS Computer Systems		138	(138)	117	21	Project overrun on programme.
GCX1027	Backup Replacement.		1	(1)	3	(2)	Project in initial stages.
INFORMATION TECHNOLOGY		1,418	904	514	801	103	
GCB6001	Copper Pipework Replacement	231	200	31	134	66	Difficulty in interesting plumbers in work.
GCB6002	Office Accommodation Strategy	355	392	(37)	386	6	Generally OK.
GCB6003	District Heating (Council Properties)	47	47		9	38	CF for minor energy assoc with dist. Heating.
GCB6004	DDA Access Audit Construction Work	231	100	131	56	44	Lack of resources for work.
GCB6005	ICT Air-Conditioning	123	80	43	52	28	C/F to complete work.
LEGAL AND ADMIN SERVICES		987	819	168	637	182	
GCY9010	Conservation Grants - General Fund (Rolling)	319	317	2	270	47	OK.
GCY9018	Old Scatness		60	(60)	60		SIC additional grant added.
PLANNING		319	377	(58)	330	47	
RCM2207	Redevelopment of West Blacksness - Scalloway	99		99	5	(5)	Budget reduced for overspend 2005/06.
RCM2309	Peerie Dock Symbister.	208	1	207	1		OK
RCM2310	Mid Yell Storage Area				1	(1)	Overlooked fee account.
RCM2311	Sellanes Pier Development		400	(400)	289	111	Carry forward for delay to project.
PCM2101	Plant Vehicles and Equipment	80	80		81	(1)	OK.
PCM2104	Nav Aids Sullom Voe	70	70		11	59	C/F for outstanding purchase, delayed.
PCM2127	Dolphin at Symbister	5	5		1	4	C/F for delayed retention.
PORTS AND HARBOURS		462	556	(94)	389	167	
GCY6102	Central to Stove , Sandwick	40	40		7	33	For residual safety works.
GCY6103	Commercial Street Reconstruction		10	(10)	18	(8)	New budget from Rolling Programme.
GCY6106	Haggersta A971	1,605	30	1,575	51	(21)	Budget reduced for year. Balance forward.
GCY6107	Levenwick Junctions A970	6	6		15	(9)	Additional safety works.
GCY6111	Setter - Central, Sandwick	20	20		(2)	22	For residual safety works.
GCY6112	Setter Hill to Brook Point, Unst	494	494		396	98	For completion of project.
GCY6116	B9074 Trondra Ph2.	20	20		92	(72)	Advance services works.
GCY6118	Germatwatt Footways.				8	(8)	Reduction for preliminary works.
GCY6119	A970 Bigton Junction	150	150		139	11	C/F for final account
GCY6120	A970 Oversund Junction	30	30			30	OK.
GCY6121	B9608 Mid Yell Link to A968.	10	10		13	(3)	Reduce for advance designs.
GCY6201	Bressay Bridge	530	530		274	256	Budget ser for year. Bal forward.
GCY6202	Burra Bridge				1	(1)	OK.
GCY6204	Scord - School Scalloway		5		4	1	OK.
GCY6298	Advanced Design	120	120		133	(13)	Minor overspend on staff costs.
GCY6401	Scord Quarry Plant	120	120		41	79	C/F fo purchases contracted but not received.
GCY7254	Rolling Programme	1,120	1,134	(14)	1,491	(357)	£250k SIC, £88k Grants, less £20k to Street.
ROADS		4,265	2,719	1,546	2,681	38	
GCA0120	Rolling programme	832	832		360	472	Works/purchases not complete by 31/03.
GCA0221	Kanterstead Respite Unit New Build	1,842	1,842		1,348	494	C/F for delay to works progress
GCA0231	Care Homes Fire Upgrade				11	(11)	Reduce for advance spend.
SOCIAL WORK		2,674	2,674		1,719	955	
GCY7254	Rolling Programme	1,374	1,444	(70)	1,000	444	Baler etc. ordered but delivery 2006/07.
GCY7203	Sumburgh Airport Extension	85	220	(135)	292	(72)	Future reduced by advanced cash flow.
GCY7210	Shetland Transport Strategy		200	(200)		200	For recharges.
TRANSPORT		1,459	1,864	(405)	1,292	572	
TOTAL		27,876	23,342	4,534	39,678	(16,336)	

Notes

1. Scottish Executive grant aid of £370k received to offset against this project.
2. Grant aid allocated to support this expenditure - £47k
3. Excess spend here was fully covered by grant aid from Scottish Executive

ALL DEPARTMENTS (All Funds Grouped to Services)		2004/2005 Original Budget	2004/2005 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
	Community Development	424	467	(43)	486	(19)	
	Economic Development Department		875	(875)	194	681	
	Education Service	2,867	2,213	654	2,167	46	
	Environment	5,660	4,897	763	3,740	1,157	
	Ferry and Terminal Replacement Programme	3,875	3,682	193	3,835	(153)	
	Finance Services	204	250	(46)	166	84	
	Housing Revenue Account	2,396	2,220	176	1,712	508	
	Housing Technical Service	173	189	(16)	252	(63)	
	Information Technology	957	955	2	982	(27)	
	Legal and Administrative Services	621	842	(221)	750	92	
	Planning	66	93	(27)	69	24	
	Ports & Harbours	893	713	180	766	(53)	
	Roads	3,479	2,964	515	3,024	(60)	
	Social Work	1,959	239	1,720	230	9	
	Transport	1,281	1,381	(100)	1,452	(71)	
	Total	24,855	21,980	2,875	19,825	2,155	

		2004/2005 Original Budget	2004/2005 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
GCL4300	Rolling Programme	290	298	(8)	296	2	Good result.
GCL4313	Jubilee Park Pavilion				12	(12)	Final account not provided for.
GCL4314	Grants Rolling Programme (Voluntary)	109	91	18	84	7	Minor underspend.
GCL4315	Gilbertson Park Gates		2	(2)	6	(4)	Final painting by DLO
GCL4316	Outdoor Adventure Trails - Bells Brae PS		5	(5)	6	(1)	OK
GCL4317	Voxter Outdoor Centre		43	(43)	10	33	Start deferred for good weather.
GCL4318	Mid Yell JHS Adventure trail		2	(2)	1	1	OK
GCL4319	Skeld PS Adventure Trail		2	(2)	2		OK
GCL4320	Hamnavoe Play Equipment		2	(2)	2		OK
GCL4321	Sandwick JHS Games Hall Store		2	(2)	2		OK
GCL4401	St. Ringans				2	(2)	Late delivery of sculpture.
GCL4420	Cinema/Music Venue	25	20	5	46	(26)	Extra cost of presentation to Lottery Fund.
GCL4403	Knitwear Collection				17	(17)	Capital investment funded from revenue.
COMMUNITY DEVELOPMENT		424	467	(43)	486	(19)	
GCD1570	Wind Farm Development		845	(845)	160	685	Time of cost uncertain as project progresses.
GCD1571	Sellaness Pier		30	(30)	24	6	Ongoing design work.
GCD1572	Shetland College Wind Turbine				10	(10)	Cost covered by grant.
ECONOMIC DEVELOPMENT DEPARTMENT			875	(875)	194	681	
GCE1220	Skerries Classroom				1	(1)	Residual rent of container.
GCE1222	South Nesting School	572	467	105	432	35	Cash flow lagging budget.
GCE1227	Rolling Programme	916	947	(31)	888	59	Minor underspends on several items.
GCE1304	AHS New Build	241	184	57	121	63	Delay in appointing consultants.
GCE1315	Mid Yell JHS Phase 2 and Phase 3	308	172	136	106	66	Delay while design reconsidered.
GCE1611	Aith Ventilation (Special Schools)	10	10		25	(15)	Note 1
GCE3401	Special Needs Unit	820	433	387	594	(161)	Progress better than expected.
EDUCATION SERVICE		2,867	2,213	654	2,167	46	Overall satisfactory.
GCY5106	Tingwall Burial Ground				3	(3)	Incorrect code see GCY5116 below.
GCY5108	Landfill	4,000	3,309	691	2,404	905	Delayed due to ground conditions.
GCY5112	Lunna Burial Ground.				2	(2)	Minor residual cost.
GCY5113	Norwick Burial Ground		30	(30)	22	8	Balance for delayed final account.
GCY5114	South Whiteness Burial Ground		34	(34)	5	29	Project delayed awaiting land acquisition.
GCY5115	Sullom Burial Ground		4	(4)	4		No comment.
GCY5116	Tingwall Burial Ground	12	4	8	4		Original contractor went. For remaining works
GCY5117	West Yell Burial Ground		5	(5)	4	1	
GCY5119	Burial Grounds Rolling Programme	336		336			Code inactive.
GCY5120	Dunrossness Burial Ground.		25	(25)	43	(18)	Ahead of programme.
GCY5121	Fetlar Burial Ground		13	(13)	1	12	Design work behind programme.
GCY5122	Bigton Burial Ground		20	(20)	6	14	Design work behind programme.
GCY5123	Lund Burial Ground						Future project.
GCY5129	Energy Recovery Plant Update Works..		131	(131)	97	34	Late delivery of equipment.
GCY5130	Sandviein Refuse Shed				17	(17)	Covered by grant aid.
GCY9001	Housing Improvement Grants	256	131	125	85	46	Carry for residual obligations.
GCY9006	Energy Conservation (Rolling).	30	30		6	24	Few opportunities.
GCY9011	Reserve Fund Property Grants	159	261	(102)	175	86	Carry for residual obligations.
GCY9012	Housing Repair Grants	227	219	8	179	40	Carry for residual obligations.
GCY9015	Private Sector Housing Grants	640	640		679	(39)	Note 3
GCY9016	Public Toilets Rolling Programme.		41	(41)	4	37	Preliminary design only.
ENVIRONMENT SERVICES		5,660	4,897	763	3,740	1,157	
GCY7601	Rolling Programme	108	58	50	78	(20)	
GCY7604	New Terminals - Yell Sound	225	528	(303)	622	(94)	
GCY7605	Fetlar Ferry Terminal	1,753	2,027	(274)	2,086	(59)	
GCY7606	Papa Stour Terminals	1,232	591	641	680	(89)	
GCY7610	Whalsay Terminals	154	12	142	81	(69)	
GCY7611	Fair Isle Terminal	44	6	38	6		
GCY7613	Gutcher Terminal				1	(1)	
GCY7623	Refurbish MV Hendra	359	460	(101)	281	179	
FERRY AND TERMINALS REPLACEMENT		3,875	3,682	193	3,835	(153)	
GCF4700	Feasibility Studies/Access Audits.	204	250	(46)	166	84	Fewer studies than expected.
FINANCE SERVICES		204	250	(46)	166	84	
HCH3303	Land / Property.	154	148	6	8	140	
HCH3404	Environmental - Various.	231	385	(154)	404	(19)	
HCH3512	Community Care.	128	116	12	141	(25)	
HCH3516	Internals - Phase 1.	369	398	(29)	400	(2)	
HCH3519	Internals - Phase 4.	12	2	10		2	
HCH3522	Scheme 3 - Phase C.	0	12	(12)	5	7	
HCH3525	Feasibility.	26	19	7	3	16	
HCH3526	Opportunity Conv.	318	110	208	8	102	
HCH3527	Externals - Phase 3C		15	(15)	8	7	
HCH3529	Ext. - Cunningsburgh.	0	2	(2)	1	1	
HCH3560	Refurb. Horseshoe				1	(1)	
HCH3700	Tenants Improve/co.	5	3	2		3	
HCH3704	Pump Prime.	77	75	2	22	53	
HCH3705	Cruden Pilot Scheme - Scalloway.	297	293	4	294	(1)	
HCH3706	Heating Replacement.	31	13	18	14	(1)	
HCH3707	Mid Lea Demolitions.	133	260	(127)	264	(4)	
HCH3708	External Re-Render Programme.	195	192	3	16	176	
HCH3709	Landward Crudens.	338	45	293	11	34	
HCH3710	Lerwick Crudens.	82	23	59	11	12	
HCH3800	Council House Sales - Administration	0	109	(109)	100	9	
HCH3801	Land Sales Cost.				1	(1)	
HOUSING REVENUE ACCOUNT		2,396	2,220	176	1,712	508	

CODE	PROJECT	2004/2005 Original Budget £'000	2004/2005 Latest Approved Budget £'000	Under/(Over) from Original £'000	Actual Outturn £'000	Under/(Over) Spend on Latest Budget £'000	Comments
GCH3200	Rolling Programme - Housing	173	189	(16)	100	89	
GCH5511	3 Aldies Building - for Homelessness				62	(62)	Note 2
GCH5512	Site Clearance Grantfield				90	(90)	Note 2
HOUSING TECHNICAL SERVICES		173	189	(16)	252	(63)	
GCX1001	Rolling Programme	256	291	(35)	294	(3)	No comment.
GCX1002	WAN Upgrade	105	102	3	102		No comment.
GCX1004	Library Management System		18	(18)	19	(1)	No comment.
GCX1008	Document Archiving	10	23	(13)	23		No comment.
GCX1010	Rent Benefit & Council Tax System						No comment.
GCX1011	Geographic & Citizens Information System	55	1	54	14	(13)	Underestimated spend before year end
GCX1012	Internet/Public Information System	60	60		54	6	No comment.
GCX1015	Payroll/Personnel System						No comment.
GCX1017	Photo Image Digitising	26	65	(39)	50	15	No comment.
GCX1018	Server Rationalisation						No comment.
GCX1020	Decentralised Working/Electronic Service Delivery	60	71	(11)	79	(8)	Accrual agreed with Finance.
GCX1021	SSIS Upgrade	210	72	138	40	32	Agreed c/f to 2005/06. Contractor delay.
GCX1022	Computers for Schools	175	178	(3)	232	(54)	
GCX1024	Ferry Ticketing System		74	(74)	75	(1)	No comment.
INFORMATION TECHNOLOGY		957	955	2	982	(27)	
GCB6001	Copper Pipework Replacement	175	268	(93)	156	112	Bells Brae deferred for operational reasons.
GCB6002	Office Accommodation Strategy	416	499	(83)	566	(67)	
GCB6003	District Heating (Council Properties)	30	75	(45)	28	47	HVAC works at ICT started late.
LEGAL AND ADMIN SERVICES		621	842	(221)	750	92	
GCY9010	Conservation Grants - General Fund (Rolling)	66	93	(27)	69	24	Original budget spent.
PLANNING		66	93	(27)	69	24	
RCM2207	Redevelopment of West Blackness - Scalloway	30	28	2	29	(1)	No comment.
RCM2309	Peerie Dock Symbister.	218	6	212	7	(1)	No comment.
RCM2310	Mid Yell Storage Area		38	(38)	38		No comment.
PCM2101	Plant Vehicles and Equipment	70	72	(2)	74	(2)	Budget transfer from Fleet Management Unit.
PCM2104	Nav Aids Sullom Voe	405	400	5	429	(29)	£11k insurance recoverable. Bal minor items
PCM2111	Port Admin Building Refurb				(1)	1	No comment.
PCM2118	New Stores Building - Sellaaness		12	(12)	12		No comment.
PCM2127	Dolphin at Symbister	170	157	13	147	10	No comment.
PCM2130	Mooring Hook at Sellaaness				19	(19)	Covered by BP payment
PCM2131	Fender at Sellaaness				12	(12)	Covered by BP payment
PORTS AND HARBOURS		893	713	180	766	(53)	
GCY6101	Bixter Braes		2	(2)	2		No comment.
GCY6102	Central to Stove, Sandwick	161	224	(63)	186	38	
GCY6103	Commercial Street Reconstruction	30	30		32	(2)	No comment.
GCY6106	Haggersta A971	92	20	72	17	3	Project deferred due to objections.
GCY6107	Levenwick Junctions A970	439	598	(159)	752	(154)	
GCY6109	Northmavine 4B				1	(1)	Minor residual cost - fence.
GCY6110	Parkhall - West Burrafrith A971	72	72		90	(18)	
GCY6111	Setter - Central, Sandwick	15	15		5	10	Balance for final account.
GCY6112	Setter Hill to Brook Point, Unst	196	20	191	26	(6)	Project deferred to 2005/06.
GCY6201	Bressay Bridge	1,500	465	1,035	322	143	Planning delays due to objections..
GCY6202	Burra Bridge				1	(1)	Minor residual cost.
GCY6298	Advanced Design		40	(40)	102	(62)	
GCY6401	Scord Quarry Plant		174	(174)	191	(17)	
GCY7254	Rolling Programme	974	1,304	(330)	1,297	7	No comment.
ROADS		3,479	2,964	515	3,024	(60)	
GCA0120	Rolling programme	19	61	(42)	22	39	Underspent on feasibility study project.
GCA0210	Taing House		38	(38)	35	3	Project now complete. Small saving.
GCA0221	Kanterstead Respite Unit New Build	1,940	140	1,800	168	(28)	Cash flow phasing difference.
GCA0222	SW Laburnum Staff Room				1	(1)	Preliminary study.
GCA0230	King Eric House				4	(4)	Old final account.
SOCIAL WORK		1,959	239	1,720	230	9	
GCY7254	Rolling Programme	1,281	1,279	2	1,306	(27)	£18k covered by grant. Balance from revenue
GCY7203	Sumburgh Airport Extension		102	(102)	146	(44)	Better progress than expected..
TRANSPORT		1,281	1,381	(100)	1,452	(71)	
TOTAL		24,855	21,980	2,875	19,825	2,155	

Notes

1. £11k of Funding received for this project. Resulting in a slight overspend on the project.
2. The expenditure on both of these project was fully funded by the Scottish Executive.
3. This project was funded by Scottish Executive. £679K



REPORT

To: Audit & Scrutiny Committee

5 March 2008

From: Head of Housing and Capital Programme Services

Report No.: CPS-06-08-F

Subject: Information on Capital Projects Past and Present: Update Report

1 Introduction

- 1.1 At the Audit and Scrutiny Committee meeting on 26 October 2007, a request was made for information on all contracts that had overspent in the last five years (Min ref. 13/07).
- 1.2 This report gives an update on that work.

2 Link to Council Priorities

- 2.1 It is a Corporate Improvement Plan aim that we will further develop Member engagement in systematic performance reporting, review and scrutiny. This report contributes to that aim.

3 Background

- 3.1 Following the earlier request a list of all capital projects and their budgets for the last five years was produced. Unfortunately, the tables are very long with lots of information. Also as budgets were adjusted throughout the period it proved difficult to interpret the base line data.
- 3.2 This information as it stood was presented to the Chair and Vice Chair of Audit and Scrutiny Committee.
- 3.3 Since that time year-end consolidation files have been obtained from the Finance service. These files provide detail of all codes, budgets and spend against budget for the last five years. These files have some commentary and notes but they do not provide full details on the circumstances behind any overspend.

3.4 The summary sheets for each year are attached as follows:

3.4.1 Summary 2005/06 as Appendix A;

3.4.2 Summary 2004/05 as Appendix B;

3.4.3 Summary 2003/04 as Appendix C;

3.4.4 Summary 2002/03 as Appendix D;

3.4.5 Summary 2001/02 as Appendix E:

3.5 Members should note that there is some commentary within the files but there is no detailed explanation. Full explanations would have to be sought from the relevant Head of Service if required. It is also the case that some over spends may be covered by income or grants from external agencies and this would not necessarily be identified within the consolidation files.

3.6 Members should also note that SIC Financial Regulations allow for virement of budgets within given parameters. This means that an over spend in one budget area may be offset by a saving on another project. It is the net total that is reflected in the summary sheets identified in 3.4 above.

3.7 It is assumed that all Budget Responsible Officers (BRO's) will have followed SIC Financial regulations relating to the reporting of over spends where required to do so. It is also assumed that the figures will have been the subject of earlier reporting to SIC as part of the Council's outturn figures each year. In any event the process of internal and external auditing should cover compliance with Financial regulations.

3.8 Further, in considering the context of any overspend, Members are asked to consider the percentage of the overspend by comparison to the overall budgets for a particular service area.

4 Financial Implications

4.1 There are no direct financial consequences from this report.

5 Policy and Delegated Authority

5.1 As described in Section 11 of the Council's Scheme of Delegations, the remit of the Audit and Scrutiny Committee includes reviewing Council performance information, therefore review of the way the Council monitors its Capital Programme is within this remit.

6 Conclusion

- 6.1 The figures within these consolidation files give a historic indication of where over/ under spends occurred. However, it does not provide the explanation behind these transactions

7 Recommendations

- 7.1 I recommend that the Audit and Scrutiny Committee note the contents of this report.

Report No: CM/RS/CPS-06-08-F

Date: 25 February 2008

Appendix A - Summary 2005/06
Appendix B - Summary 2004/05
Appendix C - Summary 2003/04
Appendix D - Summary 2002/03
Appendix E - Summary 2001/02

ALL DEPARTMENTS (All Funds Grouped to Services)		2003/2004 Original Budget	2003/2004 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
	Community Development	674	506	168	523	(17)	
	Education Service	3,607	1,511	2,096	1,562	(51)	
	Environment	2,576	4,049	(1,473)	3,459	590	
	Ferry and Terminal Replacement Programme	9,429	9,537	(108)	9,588	(51)	
	Finance Services	149	149		245	(96)	
	Housing Revenue Account	1,807	1,807		1,620	187	
	Housing Technical Service	169	60	109	48	12	
	Information Technology	1,215	1,190	25	1,169	21	
	Legal and Administrative Services	530	360	170	305	55	
	Planning	64	64		62	2	
	Ports & Harbours	862	872	(10)	816	56	
	Roads	5,912	4,028	1,884	5,018	(990)	
	Social Care Services	1,841	172	1,669	117	55	
	Transport	30	19	11	48	(29)	
	Total	28,865	24,324	4,541	24,580	(256)	

CODE	PROJECT	2003/2004 Original Budget £'000	2003/2004 Latest Approved Budget £'000	Under/(Over) from Original £'000	Actual Outturn £'000	Under/(Over) Spend on Latest Budget £'000	Comments
GCL4201	Hillhead - Library/Museum Repairs	15		15	5	(5)	
GCL4300	Rolling Programme	347	190	157	204	(14)	Play Areas/Dyke Repairs overspent.
GCL4302	Grants Rolling Programme (Voluntary)	106	106		105		1 Excellent result for year.
GCL4313	Jubilee Park Pavilion	187	191	(4)	201	(10)	Budget over spent due to additional works.
GCL4401	St. Ringans	19	19		8	11	Budget saving at Final Account
COMMUNITY DEVELOPMENT		674	506	168	523	(17)	
GCE1201	Bressay School				1	(1)	Miscellaneous unbudgetted expenditure.
GCE1220	Skerries Classroom	11	17	(6)	24	(7)	Overs spent at Final Account.
GCE1221	Happy Hansel	471		471	3	(3)	Deferred due to BVSR.
GCE1222	South Nesting School	686	700	(14)	794	(94)	Project on programme.
GCE1224	Dunrossness PS	7	7		6		1 Project complete.
GCE1225	Olafirrh PS	524		524			Deferred due to BVSR.
GCE1227	Rolling Programme	374	637	(263)	607	30	See GCE1303 below.
GCE1301	Aith JHS Leisure Centre				1	(1)	Miscellaneous unbudgetted expenditure.
GCE1303	Additional Accommodation Aith School				17	(17)	Should have been charged to rolling programme
GCE1304	AHS New Build	394	100	294	32	68	Part of Feasibility Study charged to GCF4700.
GCE1315	Mid Yell JHS Phase 2 and Phase 3	735		735	3	(3)	Now due to start design work in April 2004.
GCE3401	Special Needs Unit	405	50	355	74	(24)	Delayed due to re-examination of facilities.
EDUCATION SERVICE		3,607	1,511	2,096	1,562	(51)	
GCY5104	South Whiteness Burial Ground	213		213			Delayed due to land.
GCY5106	Tingwall Burial Ground				10		Old code. Add to CGY5116 below.
GCY5108	Landfill	267	1,997	(1,730)	1,997		Land purchase paid early.
GCY5109	Lerwick Waste to Energy		15	(15)	42	(27)	Fees resulting in £500k damages income.
GCY5110	Burial Grounds Rolling Programme	197	10	187	2	8	No minor projects designed.
GCY5113	Norwick Burial Ground	138	180	(42)	186	(6)	SE requirement - archeological survey.
GCY5115	Sullom Burial Ground	41	41		37	4	Carry forwards for retention.
GCY5116	Tingwall Burial Ground	496	496		325	171	Carry forwards for retention.
GCY5117	West Yell Burial Ground	27	50	(23)	45	5	Carry forwards for retention.
GCY9000	Rolling Programme	286	349	(63)	285	64	Saving on estimates.
GCY9001	Housing Improvement Grants	279	279		114	165	C forward not required. Balance from SE fund.
GCY9011	Reserve Fund Property Grants	352	352		193	159	C forwards for commitment made but not paid.
GCY9012	Housing Repair Grants	280	280		223	57	
ENVIRONMENT SERVICES		2,576	4,049	(1,473)	3,459	590	
GCY7601	Rolling Programme	165	165		119	46	Saving, vehicle purchase deferred.
GCY7602	Belmont Ferry Terminal	340	1	339	1		Deferred pending programme review.
GCY7604	New Terminals - Yell Sound	3,330	5,450	(2,120)	5,513	(63)	Separate review to be presented.
GCY7605	Fetlar Ferry Terminal	3,170	1,710	1,460	1,696	14	Project delayed - environmental constraints.
GCY7606	Papa Stour Terminals	1,918	1,918		2,000	(82)	Slightly ahead of programme.
GCY7607	Papa Stour Ferry - (Re-engined Filla)	347	250	97	211	39	Significant saving. Less work required.
GCY7610	Whalsay Terminals	76	40	36	43	(3)	Awaiting programme review.
GCY7611	Fair Isle Terminal	81	3	78	5	(2)	Deferred to 2004/05.
GCY7618	Maryfield Berthing	2		2			Completed.
FERRY AND TERMINALS REPLACEMENT		9,429	9,537	(108)	9,588	(51)	
GCF4700	Business Case Studies/Access Audits.	149	149		245	(96)	Over spend due to Feasibility study for AHS That should have been charged to that code.
FINANCE SERVICES		149	149		245	(96)	
HCH3303	Land / Property.	25	25			25	No projects identified.
HCH3404	Environmental - Various.	546	546		629	(83)	Additional projects brought forwards.
HCH3408	Scalloway Environment.	5	5			5	Final Account settled.
HCH3512	Community Care.	180	180		148	32	Only two projects undertaken.
HCH3516	Internals - Phase 1.	740	740		660	80	Readjustment of cashflow.
HCH3517	Internals - Phase 2.	2	2		16	(14)	Payment of retention.
HCH3519	Internals - Phase 4.	0	0		3	(3)	Payment of retention.
HCH3522	Scheme 3 - Phase C.	14	14		3	11	Final Account settled.
HCH3525	Feasibility.	25	25		3	22	No projects identified.
HCH3526	Opportunity Conv.	4	4		3	1	No projects identified.
HCH3527	Externals - Phase 3C	6	6		6		Final Account settled.
HCH3529	Ext. - Cunningsburgh.	2	2		3	(1)	Payment of retention.
HCH3531	Lerwick Revisits.				2	(2)	Payment of retention.
HCH3560	Refurb. Horseshoe	8	8		16	(8)	Payment of retention.
HCH3700	Tenants Improve/co.	5	5		1	4	No projects identified.
HCH3704	Pump Prime.	10	10		5	5	No projects identified.
HCH3705	Cruden Pilot Scheme - Scalloway.	35	35		47	(12)	Design Fees/Tendering costs.
HCH3706	Heating Replacement.	5	5			5	No projects identified.
HCH3707	Mid Lea Demolitions.	145	145		74	71	Asbestos found - delay.
HCH3708	External Re-Render Programme.	40	40		1	39	Project delayed one year.
HCH3709	Landward Crudens.	5	5			5	Start 2004/05.
HCH3710	Lerwick Crudens.	5	5			5	Start 2004/05.
HOUSING REVENUE ACCOUNT		1,807	1,807		1,620	187	
GCH3200	Rolling Programme - Housing	169	60	109	48	12	
HOUSING TECHNICAL SERVICES		169	60	109	48	12	

		2003/2004 Original Budget	2003/2004 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
GCX1001	Rolling Programme	250	250		260	(10)	Balance with GCX1002.
GCX1002	WAN Upgrade	90	90		99	(9)	Balance with GCX1001.
GCX1004	Library Management System	65	103	(38)	85	18	Carry forward to complete project.
GCX1008	Document Archiving	10	10		(3)	13	Carry forward to complete project.
GCX1010	Rent Benefit & Council Tax System	235	245	(10)	244	1	No comment.
GCX1011	Geographic & Citizens Information System	15	15		13	2	No comment.
GCX1012	Internet/Public Information System	35	25	10	28	(3)	No comment.
GCX1017	Photo Image Digitising	118	105	13	107	(2)	No comment.
GCX1018	Server Rationalisation				4	(4)	No comment.
GCX1020	Decentralised Working/Electronic Service Delivery	20	20		9	11	Carry forward to complete project.
GCX1021	SSIS Upgrade	177	87	90	75	12	Carry forward to complete project.
GCX1022	Computers for Schools	200	200		205	(5)	No comment.
GCX1023	Non Domestic Rates Upgrade		40	(40)	43	(3)	No comment.
INFORMATION TECHNOLOGY		1,215	1,190	25	1,169	21	
GCB6001	Copper Pipework Replacement	220	175	45	199	(24)	Under estimate of design/supervision.
GCB6002	Office Accommodation Strategy	250	155	95	96	59	Delay to old library due to consultant illness.
GCB6003	District Heating (Council Properties)	60	30	30	5	25	Delayed start to planned project.
GCB6004	Miscellaneous.				5	(5)	
LEGAL AND ADMIN SERVICES		530	360	170	305	55	
GCY9010	Conservation Grants - General Fund (Rolling)	64	64		62	2	No comment.
PLANNING		64	64		62	2	
RCM2207	Redevelopment of West Blackness - Scalloway	600	600		569	31	Saving on project.
PCM2101	Plant Vehicles and Equipment	50	50		53	(3)	No comment.
PCM2104	Nav Aids Sullom Voe	90	90		93	(3)	No comment.
PCM2111	Port Admin Building SV	8	8		6	2	No comment.
PCM2115	Refurbish Mooring Boat	10	10		9	1	No comment.
PCM2118	New Stores Building - Sellaness	25	25		13	12	Delay due to asbestos removal.
PCM2125	Baltasound Passenger Facilities	4	4		2	2	No comment.
PCM2126	Refurbishment of Garths Pier - Sellaness	75	75		62	13	Project saving.
PCM2127	Dolphin at Symbister		10	(10)	9	1	No comment.
PORTS AND HARBOURS		862	872	(10)	816	56	
GCY6101	Bixter Braes	2	2			2	Carry forward for retention
GCY6102	Central to Stove , Sandwick	78	40	40	75	(35)	Footpaths etc added.
GCY6103	Commercial Street Reconstruction	33	33		40	(7)	Minor extra work in ongoing reconstruction.
GCY6105	Girlsta and Breto Bends	10	60	(50)	61	(1)	Additional safety works were required.
GCY6106	Haggersta A971	1,541	20	1,521	8	12	Deferred.
GCY6107	Levenwick Junctions A970	459	20	439	59	(39)	Major additional sub-base works needed.
GCY6110	Parkhall - West Burrafirth A971	1,580	1,700	(120)	1,812	(112)	Additional safety works were required.
GCY6111	Setter - Central, Sandwick	371	371		405	(34)	Additional footpaths added for safety.
GCY6112	Setter Hill to Brook Point, Unst	206	10	196	7	3	Land delay.
GCY6116	B9074 Trondra Ph2.				9	(9)	Preliminary works.
GCY6117	A971 W Burrafirth JBO Walls				9	(9)	Preliminary works.
GCY6201	Bressay Bridge	546	546		643	(97)	
GCY6202	Burra Bridge				14	(14)	Works on bearings.
GCY6299	Completed Schemes - Committed		15	(15)	19	(4)	No comment.
GCY7254	Rolling Programme	1,086	1,211	(125)	1,857	(646)	
ROADS		5,912	4,028	1,884	5,018	(990)	
GCA0120	Rolling programme	38	19	19	14	5	No comment.
GCA0210	Taing House	38	38		7	31	Carry forward for retention.
GCA0221	Kanterstead Respite Unit New Build	1,765	102	1,663	75	27	Project delayed approx 3 Months.
GCA0227	Child Care Facilities Lerwick		13		21	(8)	Final account over spend.
SOCIAL CARE SERVICES		1,841	172	1,669	117	55	
GCY6302	Tingwall Airport VCR	30		30			Project not required.
GCY7254	Rolling Programme		19	(19)	48	(29)	Over spend offset by sale of vehicle.
TRANSPORT		30	19	11	48	(29)	
TOTAL		28,865	24,324	4,541	24,580	(256)	

ALL DEPARTMENTS (All Funds Grouped to Services)		2002/2003 Original Budget	2002/2003 Latest Approved Budget	Under/(Over) from Original	Actual Outturn	Under/(Over) Spend on Latest Budget	Comments
CODE	PROJECT	£'000	£'000	£'000	£'000	£'000	
	Assets Services	777	888	(111)	1,056	(168)	
	Community Development	851	801	50	616	185	
	Development Department	54	60	(6)	32	28	
	Education Service	1,557	959	598	1,093	(134)	
	Ferry and Terminal Replacement Programme	4,785	4,117	668	3,819	298	
	Housing Service	179	202	(23)	116	86	
	Information Technology	988	973	15	940	33	
	Marine Operations Department	4,164	3,645	519	3,252	393	
	Planning	104	104		43	61	
	Roads and Transport	4,847	3,945	902	3,959	(14)	
	Social Care Services	440	290	150	184	106	
	Waste Management	2,535	2,062	473	1,769	293	
OVERALL PROGRAMME		21,281	18,046	3,235	16,879	1,167	

CODE	PROJECT	2002/2003 Original Budget £'000	2002/2003 Latest Approved Budget £'000	Under/(Over) from Original £'000	Actual Outturn £'000	Under/(Over) Spend on Latest Budget £'000	Comments
GCT4601	Office Accommodation Strategy	424	550	(126)	714	(164)	Note 2
GCT4604	Disabled Access Town Hall				13	(13)	Residual obligation.
GCT4700	Feasibility Studies	298	298		352	(54)	Access Audits and Copper Pipework.
GCT4702	District Heating (Council Properties)	55	40	15	19		21 Required for ongoing work.
GCT4708	NAFC Radar Tower				(42)		42 Credit against legal action.
ASSETS SERVICES		777	888	(111)	1,056	(168)	
GCL4201	Hillhead - Library/Museum Repairs	15	15				15 Not required.
GCL4300	Rolling Programme	340	340		338		2 OK
GCL4307	East Voe Scalloway	6	6				6 Complete.
GCL4313	Jubilee Park Pavilion	220	170	50	33		137 Delayed start.
GCL4302	Grants Rolling Programme (Voluntary)	128	128		119		9 Ongoing.
GCL4315	Gilbertson Park Gates	18	18		21		(3) Almost complete.
GCL4401	St. Ringans	124	124		105		19 Final account.
COMMUNITY DEVELOPMENT		851	801	50	616	185	
GCD1252	Skeld Smokehouse Floor Reinstatement	50	50		29		21 Complete.
GCD2100	NAFC Laboratory Improvements	4	4		0		4 Complete.
GCD2101	Coastal Protection		6	(6)	3		3 From revenue for vehicle.
DEVELOPMENT DEPARTMENT		54	60	(6)	32	28	
GCE1201	Bressay Nursery				14		(14) Final account.
GCE1204	Ollaberry PS				16		(16) Final account.
GCE1206	Sound PS				5		(5) Final account.
GCE1207	Whiteness PS Long Term Provision				3		(3) Residual Obligation.
GCE1208	Fair Isle School				8		(8) Final account.
GCE1209	Gott School				2		(2) Final account.
GCE1215	Baltasound				32		(32) Final account.
GCE1220	Skerries Classroom	217	217		206		11 Almost complete.
GCE1221	Happy Hansel	32		32			Delayed pending BVSR.
GCE1222	South Nesting School	800	100	700	140		(40) Delayed pending BVSR.
GCE1224	Dunrossness PS	10	10		3		7 Almost complete.
GCE1225	Olnafirth PS	21		21			Delayed pending BVSR.
GCE1227	Rolling Programme	348	539	(191)	601		(62) Note 1.
GCE1228	Urafirth School Old Scheme				1		(1) Residual Obligation.
GCE1301	Aith JHS School Leisure Centre	43	43		59		(16) Final account.
GCE1303	Additional Accommodation Aith School				3		(3) Ongoing.
GCE1305	AHS New Build	50	50				50 Further review of options.
GCE1315	Mid Yell JHS Phase 2 and Phase 3	36		36			Delayed pending BVSR. * £200k transferred to ICT for computers for schools.
EDUCATION SERVICE		1,557	959	598	1,093	(134)	
GCM1005	Belmont Ferry Terminal	11	1		3		(2) No work required.
GCM1013	New Terminals - Yell Sound	4,515	3,800	715	3,440		360 Contractor programme changed from original.
GCM1014	Fetlar Ferry Terminal	27	88	(61)	84		4 Value engineering to reduce cost.
GCM1017	Papa Stour Terminals	22	22		63		(41) Budget increase offset by ERDF grant.
GCM1018	Papa Stour Ferry - (Re-engined Filla)	54	100	(46)	107		(7) Early purchase of engine.
GCM1022	Whalsay Terminals	75	25	50	10		15 Preliminary investigations only, so far.
GCM1023	Fair Isle Terminal		81	(81)			81 Essential work.
GCM1024	Grutness Terminal	81		81			Not required pending review of facilities.
GCM1020	MV Linga				112		(112) SIC Residual cost
FERRY AND TERMINALS REPLACEMENT		4,785	4,117	668	3,819	298	
GCH5500	Housing Loans	15	38	(23)	38		Annual Provision.
GCH3200	Rolling Programme - Housing	164	164		78		86 Underspent.
HOUSING SERVICES		179	202	(23)	116	86	
GCT5001	Rolling Programme	295	335	(40)	375		(40) Extra software licences.
GCT5002	WAN Upgrade	95	120	(25)	111		9 Equipment replacement.
GCT5003	St. Olaf Street/Hayfield House Recabling	50	20	30	16		4 Not required.
GCT5004	Library Management System	55	35	20	35		Additional for previous error correction.
GCT5008	Document Archiving	20	20		20		OK.
GCT5010	Rent Benefit & Council Tax System		55	(55)	2		53 Carry forward and advance 04/05 budget.
GCT5011	Geographic & Citizens Information System	15	15		13		2 OK.
GCT5012	Internet/Pulic Information System	35	35		25		10 OK.
GCT5014	Fixed Asset Register				1		(1) Residual.
GCT5015	Payroll/Personnel System	90	80	10	89		(9) Almost original budget.
GCT5017	Photo Image Digitising	168	148	20	152		(4) OK.
GCT5020	Decentralised Working/Electronic Service Delivery	45	45		36		9 OK.
GCT5021	SSIS Upgrade	120	65	55	63		2 OK.
GCT5022	E-Commerce				2		(2) Residual.
INFORMATION TECHNOLOGY		988	973	15	940	33	

CODE	PROJECT	2002/2003 Original Budget £'000	2002/2003 Latest Approved Budget £'000	Under/(Over) from Original £'000	Actual Outturn £'000	Under/(Over) Spend on Latest Budget £'000	Comments
GCM1001	Minor Works and Purchases (Rolling Programme)	159	159		126		33 Annual provision.
GCM1003	Maryfield Berthing	159	92	67	86		6 Carry over for completion of works.
RCM2206	Water/Fuel Tanks Scalloway	50	50		50		OK
RCM2207	Redevelopment of West Blacksness - Scalloway	2,039	1,600	439	1,216		384 Running late.
RCM2305	Cullivoe Pier Development	36	36		42		(6) OK
RCM2307	Symbister Additional Facilities for Small Craft	3	3		1		2 Final account.
RCM2308	Skerries Nav Aids				(1)		1
PCM2101	Plant Vehicles and Equipment	90	90		87		3
PCM2103	Vessel Traffic System Phase 3	35	35		34		1
PCM2104	Nav Aids Sullom Voe	214	181	33	185		(4)
PCM2111	Port Admin Building SV	216	216		233		(17) Late change for retention.
PCM2115	Refurbish Mooring Boat	10		10			
PCM2118	New Stores Building - Sellaness	103	103		78		25
PCM2119	Control of Radio Rystems - Vats Houlland	10	10		10		
PCM2124	Refurbish Fuel and Dispersant Tanks	25	25		27		(2)
PCM2125	Ballasound Passenger Facilities	65	95	(30)	85		10
PCM2127	Dolphin at Symbister						Budget 2004/05
PCM2122	Pilot Launch Sellaness	950	950		993		(43)
MARINE OPERATIONS DEPARTMENT		4,164	3,645	519	3,252	393	
GCY9010	Conservation Grants - General Fund (Rolling)	104	104		43		61 Underspent.
PLANNING		104	104		43	61	
GCY6101	Bixter Braes	41	34	7	39		(5) Retention to 03/04.
GCY6102	Central to Stove , Sandwick	80	5	75	23		(18) Land issues yet to resolve.
GCY6103	Commercial Street Reconstruction	20	40	(20)	28		12 Resource limitation at DLO.
GCY6105	Girista and Breto Bends	137	137		186		(49) Additional earthworks required.
GCY6106	Haggersta A971	417	40	377	14		26 Now, late Autumn start.
GCY6107	Levenwick Junctions A970	249	21	228	23		(2) Projects combined but land problems..
GCY6108	Levenwick South A970	11		11	14		(14) Ditto.
GCY6109	Northmavine 4B	40	82	(42)	83		(1) Final account.
GCY6110	Parkhall - West Burrafirth A971	2,370	1,800	570	1,690		110 Slower progress than expected.
GCY6111	Setter - Central, Sandwick	193	193		47		146 No comment.
GCY6112	Setter Hill to Brook Point, Unst	45	30	15	12		18 Design only, land problems.
GCY6115	Veensgarth	60	67	(7)	74		(7) Complete.
GCY6201	Bressay Bridge	100	380	(280)	96		284 Site investigations works delayed.
GCY6202	Burra Bridge	5	13	(8)	21		(8) Further investigations planned.
GCY6299	Completed Schemes - Committed		9	(9)	17		(8) Residual commitments.
GCY6301	Unst Airport Remedials		15	(15)	18		(3) Ditto.
GCY6302	Tingwall Airport VCR	30	30				30 Deferred to 03/04
	Rolling Programme	1,049	1,049		1,558		(509) Extra works opportunity.
GCY6113	South Gremista Junction				8		(8) Design Costs.
GCY6117	A971 West Burrafirth JBO Walls				8		(8) Design Costs.
ROADS AND TRANSPORT		4,847	3,945	902	3,959	(14)	
GCA0120	Rolling programme	50	50		41		9 Annual provision.
GCA0210	Taing House	45	45		7		38 Final account still to be settled.
GCA0221	Kanterstead Respite Unit New Build	250	100	150	22		78 Delayed while facilities reviewed.
GCA0226	Younger Physically Disabled Service	95	95		113		(18) Additional grant to Hjalldand.
GCA0227	Child Care Facilities Lerwick				1		(1) Residual obligation.
SOCIAL CARE SERVICES		440	290	150	184	106	
GCY5102	Lunna Burial Ground				14		(14) Final Account.
GCY5103	Norwick Burial Ground	170	135	35	3		132 Delayed due to land.
GCY5104	South Whiteness Burial Ground	206	10	196			10 Delayed due to land.
GCY5105	Sullom Burial Ground	156	156		121		35 Almost complete.
GCY5106	Tingwall Burial Ground	524	70	454	45		25 Delayed due to land.
GCY5107	West Yell Burial Ground	173	165	8	150		15 Almost complete.
GCY5110	Burial Grounds Rolling Programme	11	11				11 Ongoing.
GCY5201	Landfill	138	350	(212)	279		71 Increase due to early S.I.
GCY5202	Lerwick Waste to Energy		8	(8)			8 Residual obligation.
GCY9000	Rolling Programme	546	546		645		(99) Ongoing. £13k EU funding added.
GCY9011	Reserve Fund Property Grants	306	306		227		79 Ditto.
GCY9012	Housing Repair Grants	305	305		285		20 Ditto.
WASTE MANAGEMENT		2,535	2,062	473	1,769	293	
		21,281	18,046	3,235	16,879	1,167	

Notes

1. £191k Crumbling Schools income received. The effect of the income being offset against the project makes the project underspent.
2. Offset by sales of £256k - Auburn House and 20 Commercial Road



REPORT

To: Audit and Scrutiny Committee

5 March 2008

**From: Head of Finance
 Executive Services Department**

Report No: F-008-F

BREAKDOWN OF DIRECTORATE BUDGETS FOR 2007/08

1. Introduction

- 1.1 At the Audit and Scrutiny Committee on the 26 October 2007, Members requested a breakdown of directorate employee costs within the Infrastructure and Education and Social Care Departments. The purpose of this report is to provide Members with this breakdown.

2. Links to Corporate Priorities

- 2.1 It is a Corporate Improvement Plan aim that we will further develop Member engagement in systematic performance reporting, review and scrutiny. This report contributes to that aim.

3. Infrastructure Directorate Employee Costs

- 3.1 Employee costs held under the Infrastructure Directorate total £919,672. These staff provide the support for Environment (inc Building Svs), Roads, Transport and Planning services. The budget is made up of 31.52 full time equivalents. Appendix 1 sets out the summary of costs by cost centre and by typecode. Staff under this area are as follows:-

Executive Director (1fte)
Secretaries (1.57fte)
Administration Manager (1fte)
Administration Officers (2fte)
Senior Administration Assistant (1fte)
Administration Assistants (9.09fte)
Administration Assistants-finance (2fte)
Technical Assistant (1fte)
Planning Technician (1fte)
Clerical Officer (1fte)
Clerical Assistants (9.86fte)
Receptionist/Clerical (1fte).

In the 2008/09 budget exercise the Executive Director Infrastructure has reviewed the Directorate area and has transferred staff to more appropriate budget heads.

4. Education and Social Care Directorate Employee Costs

- 4.1 Employee costs held under the Education and Social Care Directorate total £3,425,900. These staff provide central support and some direct service provision. The budget is made up of 91.96 full time equivalents of which 37.06fte are classed as central support and 54.9fte are direct service provision covering sports and leisure, community work and Islesburgh. Appendix 2 sets out a summary by cost centre and by typecode. Staff categorised under this area are as follows:-

Directorate Support (total 37.06 fte)

Executive Director (1fte)
Secretaries (1fte)
Resources Manager (1fte)
Administration Assistants (2fte)
Data Co-ordinator (1fte)
Information Officers (5fte)
Staffing Officer (1fte)
Senior Staffing Assistant (1fte)
Staffing Officers (7.53fte)
Clerical Assistants (2fte)
Employed Trainees (3fte)
Finance Officer (2fte)
Administration Officer (1fte)
Finance Assistants (2.53fte)
Receptionist/Clerical (2fte)
Training Manager (1fte)
Training Assistant (1fte)
Grants Co-ordinator (1fte)
Grants Officer (1fte)

Sports & Leisure/Community Work/Islesburgh (total 54.9fte)

Sports & Leisure Manager (1fte)
Community Work Manager (1fte)
Community Learning & Dev Officer (5fte)
Active Schools Manager (1fte)
Active Schools Co-ordinators (4.44fte)
Sports Co-ordinators (0.15fte)
Programme Co-ordinator (0.47fte)
Outdoor Education & Activity Officer (1fte)
Sports Development Officer (1.34fte)
Leisure Facilities Officer (1fte)
Garden Foreperson (1fte)
Gardeners (7fte)
Cleaner/Booking Warden (0.19fte)
Senior Steward/Technician (1fte)
Stewards (5.12fte)
Kitchen Assistants (1.21fte)
Facilities Manager (1fte)

Cleaners (4.79fte)
Centre Assistants (0.5fte)
Catering Supervisor (1fte)
Café Assistants (6fte)
Senior Receptionist (1fte)
Receptionist/Clerical (3.69fte)
Clerical Assistants (5fte)

- 4.2 The Executive Director Education and Social Care submitted a report to Council reviewing the structure in this area which allocates these direct services to individual service areas and will no longer form part of the Directorate.

5. Financial Implications

- 5.1 There are no financial implications arising from this report.

6. Policy & Delegated Authority

- 6.1 In accordance with Section 11.0 of the Council's Scheme of Delegations, the Audit and Scrutiny Committee is responsible for reviewing all aspects of corporate performance.

7. Recommendation

- 7.1 I recommend that the Audit and Scrutiny Committee note the information contained in this report.

Report No: F-008-F
Ref: Accountancy/HKT

Date: 22 February 2008

Employee Full Time Equivalents		Budget Full Time Equivalents (FTEs)
SRJ0000	Exec Dir Educ & Social Care	3.00
GRJ1002	Data Sharing Project	1.00
SRJ2000	Resources Mgt	2.00
SRJ2100	Information	5.00
SRJ2200	Staff Management	11.53
SRJ2300	Administration	10.53
SRJ2400	Training	2.00
SRJ2500	Grant Administration	2.00
Sub Total - Support		37.06
SRJ3000	Sports & Leisure Svs Mgt	1.00
SRJ3001	Admin Services	2.00
SRJ3300	Comm Learning & Dev Mgt	1.00
GRJ3101	Islesburgh	26.31
GRJ3104	Fetlar Camp Site	0.19
GRJ3107	Parks General	8.00
GRJ3108	Play Areas General	1.00
GRJ3120	Sports Development	1.34
GRJ3122	Outdoor Educ and Activities	1.00
GRJ3125	Active Schools	5.60
GRJ3126	Active Futures	0.47
GRJ3301	Area Community Work	6.99
Sub Total - Direct Services		54.90
TOTAL FULL TIME EQUIVALENTS		91.96

Employee Costs Split by Cost Centre		Annual Budget £
SRJ0000	Exec Dir Educ & Social Care	140,917
GRJ0203	QOL Out of School Drama Clubs	3,286
GRJ0205	QOL Inter Schools Music Groups	9,866
GRJ1002	Data Sharing Project	40,889
SRJ2000	Resources Manager	83,112
SRJ2100	Information	136,327
SRJ2200	Staff Management	261,267
SRJ2201	Recruitment Expenses	244,740
SRJ2300	Administration	236,922
SRJ2400	Training	61,485
SRJ2401	Training Community Care	76,408
SRJ2402	Training Vocational	39,675
SRJ2403	Training Child Protection	7,772
SRJ2404	Training Child Residential	103,481
SRJ2407	Training SVQ	270,809
SRJ2408	Social Work Degree	26,282
SRJ2410	Training Food Hygiene	13,567
SRJ2411	Training Manual Handling	36,860
SRJ2500	Grant Administration	60,399
Sub Total - Support		1,854,064
SRJ3000	Sports & Leisure Svs Mgt	48,014
SRJ3001	Admin Services	45,322
SRJ3300	Comm Learning & Dev Mgt	43,013
GRJ3101	Islesburgh	676,538
GRJ3104	Fetlar Camp Site	2,723
GRJ3107	Parks General	177,957
GRJ3108	Play Areas General	35,286
GRJ3120	Sports Development	41,121
GRJ3122	Outdoor Educ and Activities	37,333
GRJ3124	Out of School Learning	6,000
GRJ3125	Active Schools	214,624
GRJ3126	Active Futures	11,652
GRJ3301	Area Community Work	232,253
Sub Total - Direct		1,571,836
TOTAL EMPLOYEE COSTS		3,425,900

Employee Costs Split by Typecode		Annual Budget £
Basic Pay		1,818,461
Training Cover		572,017
Overtime		91,305
Bonus		60,204
Pension		306,187
National Insurance		154,002
Allowances		165,390
Other Employee Costs		258,334
TOTAL		3,425,900

Employee Full Time Equivalents		Full Time Equivalents (FTEs)
SRY0000	Infrastructure Directorate	2.57
SRY0400	Infrastructure Administration	28.95
TOTAL		31.52

Employee Costs Split by Cost Centre		Annual Budget £
SRY0000	Infrastructure Directorate	149,024
SRY0001	Infrastructure-Recruitment Expenses	58,191
SRY0400	Infrastructure Administration	712,457
TOTAL		919,672

Employee Costs Split by Typecode		Annual Budget £
Basic Pay		645,559
Overtime		4,562
Pension		103,864
National insurance		51,444
Allowances		52,211
Other Employee Costs		62,032
TOTAL		919,672



REPORT

To: Audit and Scrutiny Committee

5th March 2008

**From: Service Manager – Safety & Risk
Legal & Administration
Executive Services**

REPORT NO: LA-05-F

Risk Management Board and Current Strategic Issues

1 Introduction and Background

- 1.1 This report is designed to advise Members on the work currently being carried out via the Risk Management Board in relation to the Strategic Risks identified through the Strategic Risk Register.
- 1.2 As Members will recall, the top Strategic Risks were listed as:
- Crime and Disorder
 - Communications Failure
 - Demographic Change
 - Legislation Changes
- 1.3 Members should be mindful that the Strategic Risk Register is currently under review and these issues may not hold such prominent positions following the reassessment of the risks identified. Members of the Risk Management Board are meeting on Thursday 21st February to begin this process and it is hoped that a short paper will be tabled at Audit & Scrutiny Committee detailing any relevant information arising from that meeting.

2 Links to Corporate Priorities

- 2.1 This report supports Corporate Priorities in relation to the following sections of the Corporate Plan 2004-2008:
- Section 3 – Commitments to Staff, specifically to 'Provide a safe and healthy workforce' and to 'Work to reduce the undesirable effects of change'.
 - Section 2 – Organising Our Business, particularly 'Consistent Action Planning' and 'Performance Management'.

3 Current Position

3.1 Crime and Disorder

- 3.1.1 Environmental Health are doing a lot of work in conjunction with the Community Safety Partnership and are specifically tackling Antisocial

behaviour (i.e. when a person is acting and causing alarm or disturbance to others) and supporting the victims and vulnerable members of the community, should it be as a result of complaints they receive of threatening behaviour, drunkenness, noise, boy racers, nuisance visitors, vandalism, pranks, etc.

- 3.1.2 Environmental Health receive about 165 reports per year and roughly 100 are actual complaints that can be dealt with, whilst the other 65 are not. Nuisance is the biggest problem followed by noise, intimidation and harassment. The Neighbourhood Support Workers (NSW) deal with dogs, noisy dogs, litter, noise and vandalism.

3.2 Communications Failure

- 3.2.1 From an ICT perspective, consideration is being given to non-toxic fire prevention as well as flood risk assessments and measures. In terms of Business continuity, they are looking at a 2nd machine room at Lystina House. They are looking to have a tabletop exercise next year in the summer.
- 3.2.2 A flood would cause serious problems at the computer centre, and Emergency Planning along with Police input are assisting with evacuation procedures. Business Continuity plans need to be drawn up for all services which should identify what is required for each service to be up and running again and prioritises Services accordingly.
- 3.2.3 On a different level, the Communications Strategy aims to address a range of different problems and a copy is attached at appendix 1.

3.3 Demographic Changes

- 3.3.1 The Community Planning Board have already stated a population increase by 2025 so if we want to increase the labour force we need more people for that. Migration affects Shetland more than death and birth rates. What we do to change things is under debate.
- 3.3.2 The recent survey of why people stay in Shetland and who are leaving and it is hoped a lot of information will come from it. The final report will be sent to the Community Planning Board in early March and a series of public Focus Groups will take place, both amongst people who stay here and people who have left the isles in order that we can better determine the actions required to achieve a stable population range.

3.4 Legislation Changes

- 3.4.1. Issues of increased costs as a result of changes to legislation are an issue. Officers are generally aware of impending changes within their own fields or disciplines but perhaps, where possible, earlier notification of the precise requirements in order to be compliant with any new or updated piece of legislation would help in terms of financial planning for these types changes, as sometimes the timescales can be quite short for the amount of work that needs to be done in order to meet the new requirements.

- 3.4.2 It is recognised that corporately the Council needs to be able to better manage legislative changes and have resources in place to tackle them when they arise. Since the Risk Management Board is populated at Head of Service level, members of the board will bring to the table impending legislation changes affecting their own areas and this issue will be a standing item on the agenda.

3.5 Risk Management Board

- 3.5.1 The Risk Management Board is responsible through Executive Management Team for monitoring and directing the control of Strategic and Corporate Risk across all areas of the Council. Membership of the Board is at Head of Service level.
- 3.5.2 Board members are individually responsible for bringing pertinent issues to the table, for participating in the corporate and strategic control of all categories of risk, and sharing good practice across Services.
- 3.5.3 The Risk Management Board, on behalf of Executive Management Team, have commenced the review of the Strategic Risk Register, after which point it will go to Executive Management Team for approval and from there clear action plans will be created to deal with the risks identified. This process will be driven by the Risk Management Board, reporting to EMT and is described in a flowchart which can be seen at Appendix 2 of this report.

4 Financial Implications

- 4.1 There are no specific financial implications relating to this particular report although the successful overall control of risk will reduce both direct and indirect costs.

5 Policy and Delegated Authority

- 5.1 The role of Audit and Scrutiny Committee is to carry out a corporate scrutiny role to evaluate the effectiveness of the Council as an organisation and ensure that effectiveness is actively monitored and measured, as detailed in Section 11 of the Scheme of Delegation.

6 Recommendations

- 6.1 I recommend that the Audit and Scrutiny Committee:
- i) Note the content of this report.

Shetland Islands Council Communications Strategy

Prepared by: Organisational Development
Date Created: September 2003

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1 INTRODUCTION

- 1.1 Shetland Islands Council believe that effective communications are essential if the Council as an organisation is to operate as efficiently as possible.
- 1.2 Research carried out in early 1998 in connection with a Best Value consultation on the Council's Values and Aims suggested that both the Council's internal and external communications were deficient in some areas. Subsequently, an audit of the existing communications was carried out, and the report produced in March 2000, which establishes the strengths and weaknesses of existing communications and a benchmark against which to measure future improvements, forms the basis of this strategy.
- 1.3 The Council must be clear and focused about communications at corporate and service level. This strategy:
 - outlines what must be done in terms of improving communications;
 - proposes methods of communication; and
 - outlines how the Council should monitor and evaluate the effectiveness of new initiatives.
- 1.4 Improved communication must start here. Every Councillor and member of staff must be made aware of what the communications strategy is and what they should be doing to support its development.
- 1.5 For the purposes of this paper, Communications has been divided into the following three broad areas:
 - Internal Communications
 - External Communications
 - Media Communications

2 VALUES, AIMS & VISION

2.1 Good communication is fundamental to ensuring the Council achieves its vision, aims and values:

- puts service users first and is constantly working towards improved standards of service provision;
- values the consultation process and external input and opinion is encouraged;
- encourages the input of staff in the decision making process;
- aims to increase public participation in all areas of its work.

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- ensures that members and staff are well informed and their ambassadorial role in helping increase awareness and understanding of the council is encouraged;

2.2 Improving communications across the board is a key step towards achieving our vision of providing the best services we can.

Our vision is to create an environment where members and staff feel that they belong to the Council as a unified organisation and where staff, service users, partners, the community and voluntary organisations are involved in influencing decisions and in improving the quality of service delivery.

2.3 Good communication is fundamental to the Council achieving its aims effectively and efficiently.

- This strategy aims to address the weaknesses identified in the Audit of Communications and provide a framework for improvement and development in this area.
- The Council will strive to improve its communications with members and staff to provide them with a better understanding of what the Council stands for and the role each of them can play in improving the standard of service provision.
- The Council will strive to improve its communications with members and staff to provide them with a better understanding of what the Council stands for and the role each of them can play in improving the standard of service provision.
- The Council will strive to identify the needs and wants of its customers by using various communications channels. Consultation and customer feedback are crucial in order to gain a clear understanding of *who* our customers are and *what* is important to them. Only then can we provide the most appropriate levels of service to our customers.
- The Council will strive to become more proactive in its relations with the media. Research by MORI shows that the more people know about their local authority, the more satisfied they tended to be with it, so it is vital that the media, as one of the sources of public information on the Council, receives effective and efficient information on Council matters.

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- The Council will strive to improve its communication with other public agencies, voluntary organisations and associated bodies.

2.4 Internal Communications

The improvement of internal communications aims to ensure:

- Members and staff are always well informed and involved in matters that concern them;
- Staff feel that they are part of the Council as a wider organisation rather than feeling that they are part of a department or specific service unit;
- Members and staff are aware of the Council's Values and the aims that they are working towards, what is necessary and why, and how they are contributing to achieving them;
- Staff have the opportunity to voice their ideas and opinions on Council policies, procedures, services and decisions;
- Staff are aware of Council decisions before they are more widely circulated; and
- The standard of internal communications provides a solid foundation for more effective and efficient external communications.
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2.5 External Communications

The improvement of external communications aims to ensure:

- The community, other organisations and the media receive the information they require about Council policies, procedures, services and decisions;
- The community are aware of how to comment, complain or make suggestions on any of the above and have the opportunity to contribute to the development of policies, practices and procedures in order to improve the quality of services;
- The Council is perceived as a unitary organisation and by its own values; and
- Shetland and the Council are presented to the outside world in ways that best support the development of the islands' economy, society and environment.
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2.6 Media Communications

The improvement of media communications aims to ensure:

- Council decisions and changes to policy are explained and reported to the public in comprehensible terms;

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- The Council responds effectively to mistakes that have been reported in the press, using the media as a tool for admitting mistakes, accepting responsibility, apologising and explaining how things are going to be put right; and
- The media is used to its full potential as a vehicle for informing the public about Council services.
- All members and senior officials are trained in how to deal with the media effectively;
- The Council is more proactive in its approach to the media reporting on positive issues.

3 ROLES AND RESPONSIBILITIES

Good communication needs everyone to play their part but there must also be a clear understanding of particular roles and responsibilities. Better communications skills are needed across the organisation and this must be given sufficient time, effort and priority by members and staff to be delivered.

Some responsibilities of groups are set out below;

- Members have the key role in setting the overall goals for the Council and leading the communication and consultation internally, externally and through the media regarding these goals.
- Managers and Managers have to engage with the public, listen to their views and comments, propose and explain ideas, explain decisions and the reasons why those decisions have been made.
- Staff have to engage with the public to listen to enquiries, help decide how needs can best be met, explain about options or limits to services, refer to partners or other agencies. Staff also have to communicate with each other as colleagues, managers, team members, customers and suppliers.
- Everyone has to promote the Council and Shetland to the wider world to support the creation of a positive image at regional, national and international level.

Poor communications makes all these roles and responsibilities harder, more time consuming, more prone to error and ultimately reduces the level of customer service. Good clear communications tangibly improves customer service by getting the right thing done quicker first time more often but also improve customer and staff satisfaction with the process.

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To provide the catalyst for this step change in improving communications it will be necessary to focus on the improvements required and assist members, managers and staff to enhance their skills, establish better channels and get everyone using them effectively.

3.1 *Communications and Consultation Co-ordinator*

The Council may choose to appoint a Communications and Consultation Co-ordinator. This individual would work with members, managers and all services to improve all aspects of the Councils Communications performance.

The duties of the position would include:

- advising on all aspects of communications and consultation;
- determining member and staff training and development requirements and organising appropriate training;
- advising on press releases and organising media activities;
- assisting Executive Directors in identifying items of Council news that would be of interest to staff, the public and securing appropriate media coverage of them;
- advising on and organising consultation exercises and public opinion research exercises;
- managing the Council's website ensuring it is regularly updated, user-friendly and attractive;
- co-ordinating the placing of material on the website by all Council departments; and
- managing the production of corporate information including staff briefings, public information leaflets, website.

4 INTERNAL COMMUNICATION

Good internal communications will ensure that all Council members and staff are aware of what goals they are working towards, what needs to be done and why it needs to be done. This will help staff to feel valued and committed to achieving these aims and will give them the opportunity to put forward their own suggestions for improvement in a constructive manner.

4.1 *Staff Newsletter*

Regular staff briefings will be produced and posted on the Intranet and distributed on paper.

Executive Directors and Heads of Service will produce periodic briefings to keep staff informed of the business of the Council. The briefings will:

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- include a summary of Executive Decisions;
- include information on new policies and policy changes, including the impact they will have on services and staff;
- ensure that all staff are kept informed of Council matters;
- assist in unifying the Council by providing Council-wide information to all staff, reducing the focus on individual departments; and
- encourage feedback and staff participation.

4.2 Information Cascading System

A formal information cascading system will be set up.

This will ensure:

- corporate messages flow from Executive Management Team to the workforce through the regular team meetings outlined below;
- non-confidential Council minutes are made available to all staff;
- there is openness in the availability of information and staff feel valued and well informed; and
- a two-way flow of information.

4.3 There will be regular briefing sessions at all levels of the Organisation.

These briefing sessions will:

- ensure that all staff are aware of Council-wide issues;
- promote staff identification with the Council as a whole rather than with specific department by increasing awareness of issues affecting other departments;
- provide an opportunity for staff to raise concerns with their department Head;
- begin the cascading of information from line managers to their staff; and
- encourage to redirection of information from staff to line managers.

Regular briefing sessions are already held in some departments and indicate good communications. Good practice must be consistently applied across the Council and therefore the practice of holding team meetings must be adopted Council-wide.

4.4 Electronic Communications Use

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An information pack and guidelines on using the Intranet and Electronic mail effectively will be provided to all staff.

This will:

- ensure that all members and staff are aware of the Intranet, what it is for, and how to use it;
- promote the use of the Intranet as a central store of Council information, including Council minutes, press releases, staff bulletins, jobs/vacancies, Council policies, advertisements, an internal phone directory and a link to the Council's website;
- ensure that all members and staff are aware of how to use e-mail and what tools are available to them to increase the effectiveness and efficiency of e-mail communication; and
- provide standards to which all electronic communication must adhere.

4.5 The Council's Intranet will be developed, promoted and updated regularly.

This will ensure that:

- the Intranet is serving its purpose as a central store of Council information;
- the Intranet is well designed, easily accessible and easy to navigate; and
- all staff are aware of the existence of the Intranet and the services it provides.

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4.6 Induction Training

Departmental induction checklists will be issued to all new staff and will be completed by new staff and their line managers.

These checklists will familiarise new staff with the structure of their department and will ensure that they are aware of certain key issues such as:

- health and safety reporting procedures, fire procedures, and first aid information;
- conditions of employment;
- expected communications standards; and
- policies and training available.

Induction Training Sessions will be held regularly to familiarise new members and staff with the Council, its aims and values and its policies.

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These sessions will be Council-wide and will be held approximately once a month depending on intake. A comprehensive induction scheme will ensure:

- all are aware of what the Council does and how it operates;
- all are aware of which departments are responsible for which services and where they fit into the organisation's structure;
- new staff meet other new staff and gain contacts in other departments that they are encouraged to keep; and
- all receive the full training required for their position and are made aware of further training opportunities available to them.

An on-line induction training programme will be developed and will form an integral part of the induction training scheme.

4.7 Members and Staff Awareness

All members and staff will be provided with comprehensive information on Council Departments and their functions.

A comprehensive list of council members and staff, their specific duties and responsibilities and their contact details will be regularly checked and updated using a central database. This will be incorporated into the existing Internal and E-mail Directories. Each Head of Service will be contacted monthly for information on staffing changes to ensure that the list is kept up-to-date and accurate. This will ensure:

- all members and staff know where to direct their queries and how to reach the correct department or individual directly;
- members and staff obtain their required information quickly and avoid the situation of being kept on hold or passed around from extension to extension; and
- members and staff who are dealing with a misdirected external query will be able to pass the customer on to the correct department or individual immediately.

Awareness will be raised on all Council policies and they will be readily available to all staff.

This will address the current lack of awareness of which policies exist and where they can be obtained. To ensure that all members and staff are aware of and have access to current policy, all policies must:

- be available on the Intranet in word format;
- be downloadable so that manual workers have access to paper copies; and

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- be updated as soon as changes have been made to them.

Staff will be made aware of any policy changes as soon as they occur through the regular staff briefings to avoid instances of staff inadvertently working according to a policy that is no longer active.

Awareness will be raised on the Council's Values and Aims and how members and staff are expected to work towards them.

This will address the current lack of awareness of the Council's Values and Aims. It is impossible for us to be striving to achieve our aims and promote our values if we do not know what they are. These are currently available on the Intranet as part of the Corporate Plan. To ensure that all members and staff are aware of them, the Council's values and aims must have a separate link on the Intranet so they are easily located.

4.8 Staff Consultation

Staff will be consulted regularly on any proposed changes taking place across the Council.

This will ensure:

- staff are kept informed of Council issues and proposed changes;
- staff feel valued and that their comments and suggestions are taken on board; and
- staff are given the chance to contribute to changes in policy and across the Council as a whole (*an alarming 96% of respondents to the staff survey feel that they are not given the chance to comment on or contribute to changes across the Council as a whole*).

Staff will be given explanations of reasons behind decisions and changes.

This will ensure:

- staff know *why* as well as *what*, and therefore have a better understanding of Council decisions; and
- staff are better informed and therefore better equipped to make comments and suggestions for improvement in the future.

4.9 Customer Care

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The Council will endorse the *Customer Care Guidelines* for good written communication and will adhere to the Council's *Corporate Styles and Standards*.

This will:

- ensure the existing good standard of internal written communication is maintained;
- increase consistency throughout the Council and encourage staff to identify with the Council as a whole rather than with their service section or department. *(94.4% of respondents to the staff survey identified with their section or department rather than with the Council as a unitary organisation).*

(Remember: Our customers are anyone to whom we provide a service. Therefore colleagues in other departments are our customers and should be treated to the same standards of Customer Care set for members of the public and outside organisations.)

5 EXTERNAL COMMUNICATION

- Good external communication will enable all Council members and staff to obtain accurate information on their customers' wants and needs to ensure that decisions are well informed.
- Members and staff will operate in a manner that demonstrates commitment to the Council.
- Members and staff will make the public aware of the key issues facing their community, encourage them to participate in debating the issues and empower them through the provision of information.

5.1 Customer Care

The Council will develop and implement a Customer Care Policy.

Customer care is basically treating customers in the same way that you would wish to be treated. It is not just the responsibility of senior staff or staff on the frontline. To our customers, each and every member of Council and staff is a representative for Shetland Islands Council and therefore we all have a responsibility to treat customers properly. The policy will include:

- Guidelines for efficient, effective and welcoming reception areas;
- Guidelines on written communication;
- Guidelines on telephone communication;
- Guidelines on face-to-face communication;

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- Guidelines on consultation;
- Guidelines on dealing with the media;
- A Managers' Handbook; and
- The dos and don'ts of excellent service.

5.2 *A Corporate Training Programme will be developed to ensure the Customer Care Guidelines are implemented successfully and uniformly.*

Council reception areas will be of a high quality and reception staff will be adequately trained in Customer Care.

As reception staff are often the first point of contact our customers have with the Council it is essential that they are giving out the right first impression. All reception areas will adhere to the guidelines for efficient, effective and welcoming reception areas and all reception staff will be equipped to deal with the public and outside organisations efficiently and sensitively.

The Council will keep customers informed of service developments.

The majority of the respondents to the public survey feel that they do not have enough information on the Council's services. Through the various communication channels outlined in the following paragraphs, the Council will provide its customers with information on:

- the services provided by the Council;
- the expected standards of these services;
- who the services are for;
- how to access these services;
- how to complain if things go wrong;
- how the services are performing;
- the cost of running these services; and
- who can be contacted for further information on them.

5.3 *The Council will publish periodic Council information leaflets.*

The information leaflets will be included as supplements with *The Shetland Times* and/or distributed in other ways. They will:

- advertise Council Services;
- inform the public on where to get advice or help on specific issues;
- update the public regularly on what is happening in their Council and their Community;
- explain newly-adopted policies and procedures;

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- provide the public with feedback forms and information on how to make comments, suggestions, complaints and queries to the Council;
- include significant input from members;
- include updated contact for members and for each service;
- adhere to the Council's Guidelines on written communication; and
- be approved by an editorial group before publication.

5.4 Public Awareness

The Council will encourage and promote use of an updated public suggestion and complaints schemes.

Public suggestions and complaints are vital to ensuring we provide the best possible services. They provide us with invaluable feedback about what the public want from us and how our services are experienced and perceived by the public. Awareness will be raised on these schemes by:

- distributing leaflets and feedback forms to all households;
- periodically enclosing feedback forms in *The Shetland Times*;
- displaying leaflets, feedback forms and posters advertising the schemes in Council reception areas, schools' reception areas, local shops, post offices, leisure centres, community facilities and Doctors' surgeries, and
- advertising the schemes in the local media.

5.5 The Council will produce an annual Performance Report.

The report will be distributed to all households each year. The Performance Report will:

- outline corporate aims and what is being done to achieve them;
- provide a summary of how much was spent on each service and where the money came from;
- explain how the Council is performing against its own targets or in comparison with other comparable service providers and what is being done to achieve targets that have not been met;
- explain the purpose of Best Value clearly; and
- provide information on which Service Reviews are currently being undertaken.

5.6 Consultation

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The Council will consult regularly with the public on proposed changes in service provision.

Regular and carefully planned consultation will ensure Council decisions are better informed and take into account the opinions and views of interested parties. There will be regular consultation exercises throughout the islands. The Council will:

- adhere to the Council's Guidelines for Consultation;
- publicise consultation exercises to ensure as wide a response as possible;
- use a variety of consultation methods depending on the consultation requirements;
- be sensitive to the needs of all its customers including the elderly, those with a disability and those in remote communities and ensure every customer has the same opportunity to consult;
- report back to the public on what has been done as a result of the consultation; and
- evaluate the benefits of the consultation exercises.

5.7 Regular Members' Surgeries will be held in all constituencies.

This will expand on existing good practice in some constituencies.

The Members' Surgeries will:

- continue to develop relationships between the public and their Councillors;
- promote Councillors as approachable sources of information on Council matters and
- offer constituents an opportunity to raise issues or concerns.

5.8 The Council will research public opinion annually or as required.

This research will take a variety of forms but all seeking to establish a representative set of views of the general public. As outlined in the Audit of Communications, public opinion research will:

- provide a solid basis for the planning or adjustment of services;
- offer clear indications of whether or not the Council's performance is improving or deteriorating in particular respects;
- offer access to the opinions of people who might not attend public meetings or who otherwise feel inhibited from expressing views; and

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- allow more accurate shading of opinion than is possible by other methods.

5.9 *Electronic Communication*

The Council's website will be redesigned and used as a fundamental resource and holding point for all publicly available Council information.

The new website will be more visually appealing and better organised with useful links to other websites. It will promote the Shetland Islands as well as the Council. The content of the website will include:

- an A-Z of Council Services and contacts;
- all corporate publications;
- all Council policies;
- agreed Service Standards
- how to access Services
- how the Council is performing
- electronic feedback forms for public suggestion and complaints;
- all non-confidential Council and Committee minutes;
- recruitment advertisements, post information and electronic application forms;

The redesigned website will be easier to understand and navigate than the existing one and will continue to be developed in line with new technologies and opportunities.

5.10 *General Enquiry*

The Council will develop, improve and publicise General Enquiry facilities.

It is necessary to publicise the current location of the General Enquiry Office and improve signposting and investigate the provision of General Enquiry facilities at other sites. General Enquiry facilities will receive complaints, queries and suggestions by telephone, e-mail, letter and by the public dropping in. General Enquiry facilities will be developed over time to include;

- up-to-date information on Council proposals, including plans and models where appropriate;
- comprehensive advice and information on Council services;
- advice on how to make suggestions or complaints;
- feedback forms and a suggestion box;
- information and application forms for Council vacancies;
- available copies of all Council forms;

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- dedicated computer terminals so customers without home access to the website can have easy and free access to it;
- courtesy telephones so customers can make enquiries directly to the appropriate member of staff; and
- general assistance on how to use the electronic equipment available.

6 MEDIA COMMUNICATION

Good media communication will improve the public's understanding of the services provided by the Council and keep the public and outside agencies updated on what the current issues facing the Council are. It will also ensure that the Council is recognised for its achievements and quality of services, which will encourage the recruitment and retention of the best quality staff.

6.1 *Media Relations*

The Council will be proactive in its relations with the media.

Local media, such as *The Shetland Times* and *SIBC*, was identified as a good source of information about the Council by the Audit of Communications. The Council will become more proactive in its media relations by:

- regularly publicising Council Services in local newspapers and on local radio;
- publicising the Council's public suggestion and complaints schemes in the local media;
- promoting the Council's achievements and successes;
- reacting to 'bad press' by being open, honest and accountable at all times, admitting to mistakes and explaining why decisions are made

All Members and Staff regularly in contact with the media will be trained in media relations.

The local media appreciate the access they currently have to members for information on political decisions and this will continue. Specific training will be provided to those in regular contact with the media and guidelines on how to deal with the media will be provided to all staff as part of the Council's Customer Care policy.

Informal meetings between the Council, EMT and the media will be considered when appropriate.

These meetings will:

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- encourage the open exchange of comments and suggestions;
- promote better mutual understanding; and
- allow informal discussion of issues; and

6.2 *Press Releases*

Press Releases will follow a corporate style and will have to be approved by the nominated officer before being released.

They will be assessed on whether or not they are easy to follow and understand, are concise and not full of jargon, and they will adhere to a word limit to ensure that they are not too lengthy.

6.3 *Council Advertisements*

All Council advertisements will follow a corporate style and will promote the Council and Shetland as a whole.

Inconsistency in advertising styles is a symptom of the Council operating as separate departments rather than a unitary organisation. A corporate style and standard will:

- ensure that all Council advertisements are recognisable and identifiable as such;
- increase the public perception of the Council as a unitary organisation; and
- promote Shetland and the Council.

Consideration will be given to the possibility of developing a logo/brand image for Council advertisements. (or carrying the Shetland Brand currently being worked on by Development)

The Council's recruitment advertising will be accurately targeted, will promote the Council as an employer and will attract the best quality of applicants.

The Council will identify the most cost-effective methods of recruitment advertising to ensure that the intended target audience is being reached and to reduce the need for re-advertisements.

The Council's recruitment advertisements, where relevant, will:

- have a standard layout as with contracts advertising;
- include a standard 'Shetland Paragraph' which promotes the islands;
- include a brief 'Council Paragraph' which promotes the Council;

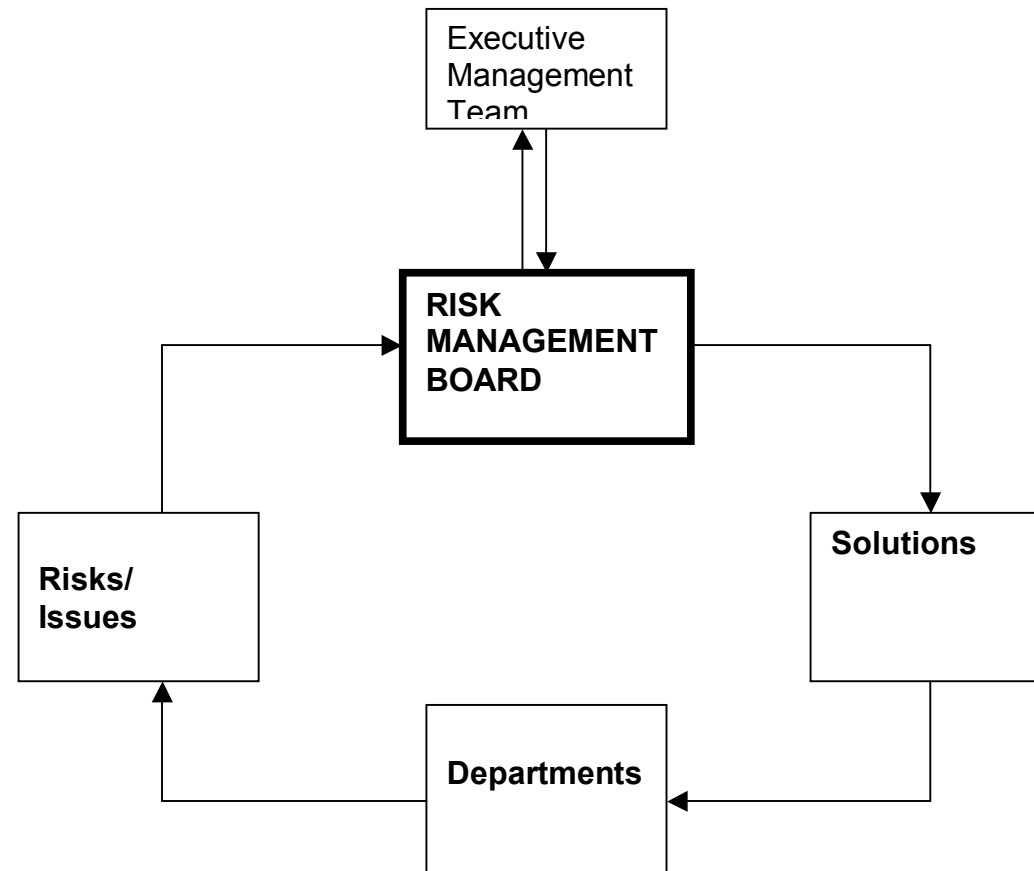
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- include a brief 'Departmental Paragraph' which outlines the duties of the employing department; and
- be more eye-catching, possibly including scenic or cultural photographs or illustrations connected to Shetland life.

7 CONCLUSION

The successful implementation of this communications strategy will ensure:

- the Council practices open government;
- communication and consultation with the staff and the wider community will be regular, clear and honest;
- the Council's communications aims will be achieved and Council members and staff will be committed to achieving the Council's corporate aims;
- the Council will be better informed and better equipped to deliver the highest possible quality of services to the residents of Shetland.



Location	Building & Parking	Problems	Short-Term Solution (6 to 9 months)	Mid to Long-Term Solution
Fair Isle	No Facilities	No Facilities		Discuss the possibility of using facilities at proposed new Hostel
Grutness	Waiting Room	Stepped access	Will provide hand rails/grips at door	
	Toilets	Unsuitable for disabled use	Will provide signage to direct users to nearest disabled toilet	Work with Cleansing Services and Asset and Property Unit to develop and implement a corporate strategy for public toilet/waiting facilities.
	Parking	Adequate unmarked parking bays	Delineate parking for disabled use	
Lerwick	Waiting Room	Access adequate		
	Parking	No disabled drop off point	Disabled drop off point to be delineated	
	Toilet	No Facilities	Will provide signage to direct users to nearest disabled toilet	New toilet facility being constructed nearby
Maryfield	Waiting Room	No Facilities		Liaise with Social care on return of original waiting room
	Toilets	Acceptable – work completed		
	Parking	Adequate – work complete		
Laxo	Waiting Room	Stepped access	Will provide hand rails/grips at door	Include new terminal buildings as part of Whalsay link STAG process
	Parking	Adequate parking	Delineate parking for disabled use	
	Toilet	Unsuitable for disabled use	Will provide signage to direct users to nearest disabled toilet	
Vidlin	Waiting Room & Toilet	Disabled Facility with adequate access		Work with Cleansing Services and Asset and Property Unit to develop and implement a corporate strategy for public toilet/waiting facilities.
	Parking		Delineate parking for disabled use	
Symbister	Waiting Room and Toilets	Stepped access and lack of interior access	None that would satisfy DDA Requirements or modern expectations. Financially unviable	
	Parking		Disabled drop off point to be delineated	
West Burrafirth	Waiting Room and Toilets	Access adequate	Provide hand grabs at waiting room door	
	Parking	Adequate parking	Delineate parking for disabled use	
Papa Stour	Waiting Room and Toilets		Nothing required	
	Parking	Adequate parking	No action required	
Toft	Waiting Room	Stepped access	Will provide hand rails/grips at door	Work with Cleansing Services and Asset and Property Unit to develop and implement a corporate strategy for public toilet/waiting facilities. New builds required at both Yell Sound Terminals. Uista Booking Office not compliant with DDA.
	Toilets	Unsuitable for disabled use	Will provide signage and or notices to direct users to nearest disabled toilet & direct attention to disabled toilets on vessels	
	Parking	Adequate parking	Disabled parking and disabled drop off to be delineated	

Ulstá	Toilets	Unsuitable for disabled use	Will provide signage and or notices to direct users to nearest disabled toilet & direct attention to disabled toilets on vessels	
	Parking	Adequate parking	Disabled parking and disabled drop off to be delineated	
Gutcher	Waiting Room	Stepped access	Will provide hand rails/grips at door	Must include new terminal buildings as part of STAG process
	Toilets	Unsuitable for disabled use	Will provide signage and or notices to direct users to nearest disabled toilets at Cullivoe pier	Work with Cleansing Services and Asset and Property Unit to develop and implement a corporate strategy for public toilet/waiting facilities.
	Parking	Adequate parking	Disabled parking and disabled drop off to be delineated	
Belmont	Waiting Room	Stepped access	Will provide hand rails/grips at door	
	Toilets	Unsuitable for disabled use	Will provide signage and or notices to direct users to nearest disabled toilet	Belmont requires to be resurfaced and whites lined
	Parking	Adequate parking	Disabled parking and disabled drop off to be delineated	
Hamars Ness	Waiting Room			
	Toilets	No fresh water supply		Investigate suitable catchment and storage process for
	Parking	Adequate parking	Disabled parking and disabled drop off to be delineated	
Skerries	Toilets	Unsuitable for disabled use	Will provide signage and or notices to direct users to nearest disabled toilet & direct attention to disabled toilets on vessels	
Walls	Toilets	Unsuitable for disabled use	Will provide signage and or notices to direct users to nearest disabled toilet.	Pier is being considered for major re-development, including new waiting rooms and toilets
	Parking	Adequate parking	Disabled parking and disabled drop off to be delineated	



REPORT

To: **Audit and Scrutiny Committee**

5th March 2008

From: **Asset & Properties Unit**

DISABLED ACCESS TO FERRY TERMINALS

Report Number: LA-09-F

1 Introduction

- 1.1 A request was made at the Audit and Scrutiny Committee on 30th November 2007 to provide a report to the next Committee to outline the works done, work in progress and work scheduled at all Ferry Service operated terminals.

In response to this request a meeting was arranged to allow Council officers from Ferry Services and other officers in the Council with the remit for public toilets to discuss with Members how the Council intends to improve its' performance in the Statutory Performance Indicator (SPI) relating to public access.

Following this meeting it was clear there was a need to further explain how the SPI percentage for public access is arrived at and to look at this figure in the wider context of Council services. In addition there was also a need to clarify the Council's statutory obligations under the Disability Discrimination Act (DDA) and explain how these obligations are being fulfilled.

- 1.2 The following report has been provided by the Asset & Properties Unit and is intended to provide clarification on the above matters.

2 Statutory Performance Indicator - Public Access

- 2.1 The SPI – Public Access is derived from the number of Council buildings from which the Council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to disabled people.

It is important to note however that the following buildings are excluded from consideration:

- Public Conveniences
- Schools and Other Educational Establishments
- Residential Homes
- Offices that do not contain any public service areas

The SPI - Public Access is therefore based exclusively on Council offices with public areas and ferry waiting rooms. In the context of the Council's service provision, almost three quarters of the buildings from which services are delivered will therefore be excluded from consideration and therefore the SPI percentage offers a limited view of the progress made on improving public access.

- 2.2 The majority of the Council's offices with public areas now provide reasonable public access however there are a small number of buildings that cannot be improved to provide reasonable access for the disabled. Many of these buildings are considered to be unfit for purpose and will be looked at as part of the Council's accommodation strategy. Access Audits have been completed for each building and minor improvements may still be completed, however these improvements will not overcome the barriers preventing reasonable access to the service. Until such time as suitable alternative premises can be found service managers have been advised to review their policies to make sure the service is accessible to all, for example introducing a policy of meeting people with disabilities in alternative accessible premises.
- 2.3 The majority of the ferry waiting rooms are not accessible to people with disabilities and the works required to provide reasonable access are likely to be expensive and in some cases may require complete rebuild. At present several of the Council's existing ferry services are also subject to S.T.A.G. processes therefore the long-term future of these services are not known. In light of these factors the Ferry Service cannot reasonably be expected to spend vast sums of money on providing accessible waiting rooms. Access Audits have been completed for each property and from these audits alternative methods of delivering the service have been exhausted. A list of minor improvement works have been identified, as shown in Appendix 1, however these improvements will not overcome the barriers preventing reasonable access to the service.
- 2.4 It is important to note however that the Council is under no obligation to provide disabled access to all the properties considered under the SPI - Public Access. Under the DDA service providers are required to take all reasonable steps to remove barriers to access. For example the Council's offices in Bank Lane cannot be made accessible to wheelchair users due to the gradient of Bank lane. The Service Manager has introduced a policy of meeting clients with disabilities in alternative accessible premises when required. The introduction of such a policy enables the service to fulfil its obligations under the DDA however there is no recognition of such reasonable steps to remove barriers to access in SPI – Public Access.
- 2.5 To summarise, the SPI – Public Access considers a very limited number of buildings and does not fully recognise where Service Managers have taken reasonable steps to remove barriers to access. As a result the SPI - Public Access gives a very misleading view of the progress made by the Council to improve public access to services.

3 The Council's Duties under the Disability Discrimination Act

- 3.1 The DDA requires service providers to take all reasonable steps to remove barriers to access to services. The Act is a claims driven piece of legislation therefore the way to protect the Council from any potential claims is to create an audit trail which will help demonstrate the Council has taken reasonable steps to make services accessible. The audit trail for Council services have been created through the process of producing access statements for each service and this process can be separated into the following stages:

Access Audits

An Audit involves trained Auditors, provided by Asset & Property Services, completing a detailed site inspection of a property to provide a 'snapshot' of a building at the date of inspection.

Access Audit Report

Following the completion of an Access Audit, the Auditors will produce a report detailing the barriers to access they have identified and providing recommendations on how these barriers can be removed or managed out of the service delivery. The Access Audit report is then distributed to the Building Manager and the Building Maintenance Officer for consideration.

Access Action Statement

This is a working document which provides a detailed plan of how the access improvements identified in the access action report are to be implemented for the given service or building. The Access Statement is usually produced following a meeting with the Auditor, Building Manager and Maintenance Officer. At this meeting the sequencing of modifications/changes will be defined in relation to the severity of the 'barriers' encountered by disabled people and fixed dates will be decided for the completion of these adjustments to service delivery. In addition the Access Action Statement will provide rough costings for the necessary adjustments, identify budgets for payment and allocate responsibility for implementing the adjustments. The document is not intended to be a specification document but will provide a record of 'reasonable adjustments' undertaken over subsequent years. The Access Action Statement is the final stage in forming a service provider's 'audit trail' in demonstrating their proactive approach / response to duties under the Act.

Follow up Audits

The Access Auditors complete the above process every three to four years to check if adjustments have been implemented in accordance with the Access Action Statement.

- 3.2 The Councils Access Auditors completed Access Audits for all Council & Trust services by 2005 and have since been working towards completing Access Statements for those buildings. The process was prioritised in terms

of perceived risk with the buildings at greatest risk of legal action being addressed first.

Since 2005 an annual budget has been available from the Council's Capital Programme for the completion of reasonable adjustments across the Council's operational estate, up to the value £50,000. The budget available in 2005 was £170,000 per annum but has since been reduced to approximately £122,000 per annum. This budget has been used each year to complete improvement works with funding once again prioritised on the basis of perceived risk of Legal Action or where a particular need for improvement has been identified. The Council has therefore demonstrated its commitment to improving disabled access to services by allocating considerable financial and human resources to addressing the issue.

4 Financial Implications

- 4.1 The improvement works to ferry terminals outlined in Appendix 1 will be met from within the existing Ferry Services budgets. There are no financial implications arising from this report.

5 Policy and Delegated Authority

- 5.1 The remit of the Audit and Scrutiny Committee includes reviewing Council performance information.

6 Conclusion

- 6.1 The report provides clarification as to how the Council is fulfilling its' obligation under the DDA and also explains why the SPI – Public Access does not provide an accurate view of the progress made.
- 6.2 The available financial resources must not be diverted to improve the Council's SPI percentage and should continue to be targeted at those services with the greatest perceived risk of legal action.
- 6.3 The Access Auditors are satisfied the Ferry Service has fulfilled its' obligation under the DDA in line with the Council's strategy by auditing the service and identifying reasonable steps to remove barriers to access. It is hoped the provision of accessible ferry waiting rooms will be addressed in the mid to long-term.

7 Recommendations

- 7.1 I recommend that Members of the Audit and Scrutiny Committee recommend that the Council continues its strategy of removing barriers to access by making reasonable adjustments and evidences these adjustments through the creation of audit trails, and otherwise note the content of this report.

