



Shetland Islands Council

REPORT

To: ~~Executive Committee~~ Harbour Board 22nd 23rd
~~June February 2006 - 2006~~ 24th June 2003 2005th

From: Head of Organisational Development Operations Manager - Ports

REPORT No: Report No: CE-P&H-??? 09-06-F31-D120-D1

Subject: ORGANISATIONAL DEVELOPMENT PRIORITIES PERFORMANCE
MANAGEMENT UPDATES Scalloway Harbour – New Business

1 INTRODUCTION Introduction

4.4.1.1 The purpose of this report is to inform the ~~Executive Committee~~ of the ~~perceived priorities of the Organisational Development Service, set out some proposals for tackling those priorities and provide an opportunity for discussion and feedback to help work planning on progress and plans for Corporate Performance Management and associated matters~~ Harbour Board of recent success in attracting new business to Scalloway Harbour.

2 Link to Council Priorities

2.1 ~~Challenging target setting, frank and honest review of our performance and informed planning of how we deliver Best Value services are key Corporate Plan objectives. (Organising Our Business – Priority D)~~ Ensuring we continue to manage our financial resources by optimising the facilities available at Scalloway.

2.2 ~~Regular reporting on the development of the Councils Performance Management Framework and its main components allows progress to be monitored and provides an opportunity for issues to be addressed.~~ new business initiatives for Scalloway and the small ports.

~~2~~**BACKGROUND**~~Background~~

~~2.1~~ The creation of an Organisational Development Service was approved by the Council in February 2003 to enable a more focussed and better resourced integrated service for;

- ~~2~~ Policy & Planning Coordination
- ~~2~~ Organisational Development and Structures
- ~~2~~ Community Planning & Focus
- ~~2~~ Best Value

~~2.2~~ The remit to deliver this agenda was seen to be vested in the new Executive Committee.

~~EST~~~~est~~~~ALUE~~~~alue~~~~AND~~~~and~~~~SERVICE~~~~Service~~~~LANNING~~~~lanning~~

~~3~~ **Best Value Audit**~~Background~~

~~3.1~~ In 2004 the operators of the Foinaven Field detected extensive corrosion problems with the anchor cables of the Foinaven installation carried out an inspection of the mooring system and it was decided to renew the cables and anchors in the period 2005/2006.

~~3.2~~ Approaches were made by Foinave the contractor working on the mooring system to Ports & Harbours Operations identifying Scalloway as a potential base from which they would operate whilst carrying out replacement of the anchor chain.

To counteract the fact that Scalloway Harbour could not supply a suitable crane, essential for this operation, the Foinaven Operator was offered a discount on the published rates for Harbour Dues. If this had not been done the operation may well have been based outwith Shetland. ~~The report by Accounts Commission on the Audit of Best Value and Community Planning in Shetland Islands Council is the subject of a special meeting of the Council tomorrow.~~

~~That meeting will consider and debate the report and also discuss the Councils response set out in the Councils Corporate Improvement Plan 2005 – 2008.~~

~~3.3~~ Monitoring of implementation of that Improvement plan will be carried out by the Executive Committee.

~~Plan for~~~~Plan for~~

~~2.3~~~~DU~~~~CU~~~~ATION~~~~ducation~~~~est~~~~EST~~~~ALUE~~~~alue~~~~SERVICE~~~~Service~~~~REVIEW~~~~Review~~~~A~~~~Head~~~~of~~~~Service~~~~was~~~~appointed~~~~for~~~~Organisational~~~~Development~~~~on~~~~the~~~~1st~~~~May~~~~and~~~~this~~~~report~~~~is~~~~a~~~~brief~~~~summary~~~~of~~~~the~~~~perceived~~~~key~~~~priorities~~~~for~~~~discussion.~~

~~3~~~~ORGANISATIONAL~~~~DEVELOPMENT~~~~PRIORITIES~~~~Sest~~~~Value~~~~Audit~~~~EST~~~~VALUE~~~~AUDIT~~

~~4~~ **Service Reviews**~~Outcome~~

4.1 Agreement was reached for the initial phase of the chain renewal programme to be carried out using Scalloway Harbour as the base.

4.2 As a result of the successful outcome for the Foinaven Operator in using Scalloway Harbour, the second phase was also conducted via Scalloway.

Budget Task Forces for Ferries and Social Work are progressing the review of these areas.

5 Service PlanningFuture Business

All Services have now completed end of year outturn statements reviewing how service objectives were met last year and providing information on how services performed against their targets.

These outturn reports are available on the Councils intranet site and will also provide much of the information to be used in Public Performance Reporting later this year.

All Services have now completed Service Plans for the current year. Summaries of these plans are appended to this report with full versions again being available on the Intranet.

Officer and member monitoring of these Service Plans will be carried out in line with the Councils Performance Management Framework with 6, 9 and 12 month progress summaries available to Executive Committee.

These monitoring arrangements provide a range of private and public opportunities for service performance against targets and progress or issues on improvement actions to be discussed with Spokespersons, chairs and other interested members.

5.1 Executive Committee are expected to have the overall responsibility for these arrangements but may wish to undertake a number of approaches during this developmental phase to best understand which work most. Early indications are that the work required over the next two to three years to complete the cable and anchors for Foinaven will be conducted using Scalloway Harbour as the base.

5.2 The successful outcome of the programme to date has resulted in Scalloway Harbour developing further, valuable contacts with the offshore industry.

5.3 Any new or similar business will be reported to the Harbour Board on a regular basis.
effectively.

BEST VALUE RESOURCING Best Value Resourcing
Corporate Plan –

~~As this is perhaps the key political statement made by the Council it would seem appropriate that the Executive Committee forms the “working group” that develops the plan.~~

~~Officer support will primarily come from Organisational Development as other senior managers main function in relation to this plan will be to develop appropriate service responses to implement its objectives. These responses should be captured in the Service Plans, an area which the External Auditors felt warranted higher priority. Guidance is now sought on the timetable for corporate plan development.~~

3.2 ~~Community Planning Board and Community Plan –~~ With the Local Government Scotland Act, the Community Planning now has a statutory basis and the Council has an obligation to facilitate and co-ordinate the Community Planning process. The Community Planning Board is in the process of updating the Community Plan and would expect to inform and be informed by the Council's Corporate Plan. The Community Plan, in general, must seek to balance economic, social and environmental objectives and reflect cross-cutting themes such as equality, health improvement and sustainable development. Council member appointment to the Community Planning Board is made by the Executive Committee. The last Council had a single political representative on the Community Planning Board; as there is a general wish to engage on environmental, economic and social themes a wider representation with links to each of the stakeholder forums may be an alternative option.

~~The Community Planning Board will have its next meeting on the 7th July and is continuing to update its community plan and develop supporting structures to strengthen effective community planning.~~

3.3 ~~Best Value –~~ Best value has also become a statutory duty with the adoption of the Local Government Scotland Act. The Council now has to “achieve continuous improvement in the performance of all its functions” and provides the Accounts Commission with the power to ensure that is happening.

~~Locally Best Value has found progress limited beyond the Education Service Review and options will have to be examined to complete work in that area. In the short term this will be informed by the seminar on the 26th June. Regardless of the outcome regarding Education effective progress will also have to be made in other areas.~~

~~In the previous Council the Standing Committee was the “member working group” providing political leadership to this process. The Executive Committee are requested to confirm that it will assume that role from now on.~~

~~Following that confirmation a detailed review of the overall state of progress regarding service reviews and options for next steps will be brought forward.~~

~~3.4 Single Status — The single status initiative to harmonise terms and conditions of staff is the biggest individual project being run out of Organisational Development. It is perhaps the biggest internal project the Council has ever undertaken and there are significant concerns about its timetable. An update report was provided to Council in February that overviewed progress and obtained approval to augment the project team with additional staff funded from existing Council budgets. Progress must now be made in this area and confirmation is sought from this committee that this project should continue to feature as a high priority for the service in order to achieve the implementation date of April 2005.~~

~~3.5 Staff Development and Training — There is widespread agreement that the Council's main asset is their staff and that if any real service improvement is going to be delivered it will be through the development and better application of the skills and abilities of staff and members. A Performance Appraisal scheme for Executive Directors and Service Heads has been in place since June 2000 and it is necessary to consider the next stage in the natural development of this scheme which is to cascade to other levels within the organisation. There is currently much discussion and debate ongoing about how the Council's staff development functions should be organised with Induction, Management Development and the College and Training Section Reviews all currently happening. It seems likely the conclusion of all these reviews will identify the need for proper co-ordination of Staff Development requirements, including members, within the core of the organisation. That will probably require a Staff Development role to be re-established within the Personnel Service, however that will be the subject of future reports.~~

~~Currently the general views of the Executive Committee are invited on the relative priority of staff development, particularly on any member training and development issues, as efforts will be made to deal with these, if possible, without waiting for all reviews to be complete.~~

~~3.6 Communications — The last Council's Corporate Plan recognised the need to improve Council communications. To that end a Communications Strategy and Customer Care Guidelines have been prepared and are now ready to be brought forward for final discussion and implementation.~~

~~The overall package of work also includes revised Public and Staff Suggestion Schemes, and updated Complaints Scheme and a revised version of the Council's Corporate Styles and Standards. The strategy contains proposals regarding Internal, External and Media Communications and recommends that the vacant Communications Officer post is filled to provide a dedicated member of staff whose prime function is to assist and improve the Council in all aspects of its communications.~~

~~The responsibility for ensuring a corporate approach to communication has not been delegated to any Committee or officer, therefore a decision of Council will be sought prior to implementation, with detailed reports next cycle. However the views of the Executive Committee regarding the priority of this work area is~~

~~sought to inform the planning of future activities within Organisational Development.~~

46 FINANCIAL IMPLICATIONSFinancial Implications

~~6.1 There are no direct financial implications associated with this report. There are no direct financial implications contained within this report.~~
~~report.~~

6.2 However to attract this new oil related business to Scalloway negotiations were undertaken by the General Manager, Ports and Harbours Operations.

6.3 During 2005 these were a total of 24 oil related arrivals which were the subject of negotiated charges. These vessels were in the service of three companies contracted to oil majors to west of Shetland.

6.4 The extra revenue generated by the Council was £20,637.24. If the Table of Dues charges had been used the income would have been £38,796.34. However the business would have gone outwith Shetland.

6.5 At the end of the financial year, 31 March 2006, it is anticipated that the income and operating expenditure for Scalloway will be approximately in balance.

~~4.1 Detailed proposals to progress each of the priority activities will be brought forward as required.~~

57 POLICY & DELEGATED AUTHORITYPolicy & Delegated Authority

~~5.16.1 The Harbour Board has full delegated authority for oversight and decision making in respect of the management and operation of the Council's harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code (Minute References 19/03, 70/03 and 86/03). However, this report is for information only and there are no Policy and Delegated Authority issues to address. Corporate Performance Management The and Best Value are part of the remit of the Executive Committee. The Executive Committee has delegated authority to implement decisions within its remit for which overall objectives have been approved by the Council, in addition to appropriate budget provision (SIC 90/03).~~

~~Council is currently considering the delegated responsibilities and decision making powers of the Executive Committee. However the nomination of Member representation of the Community Planning Board was specifically delegated by the Council to the Executive Committee, Minute Ref SIC 70/03.~~

68 ~~CONCLUSIONS~~ Conclusions

~~6.18.1 The decision to provide the Foinaven Operator with a discount for the work carried out at Scalloway Harbour has had a positive outcome for future business possibilities.~~

~~It is important for the Council to use manage its performance effectively using the principles of best value as an effective tool in promoting continuous service improvement, which is also a statutory requirement.~~

79 RECOMMENDATIONS Recommendations

- 9.1 ~~The Executive Committee note the contents of this report.~~ Harbour Board
note the comments of this report and support the Ports & Harbours
Operations in its pro-active approach to attract new business to Scalloway.

Our Ref: PO-OR JBE/SM

Date: 13 February 2006

~~recommend that the Executive Committee~~

_____;

~~7.1 Confirm member appointment(s) to the Community Planning Board, and~~

~~7.2 Note the other contents of this report.~~

Date: ~~1 March 2005~~ 10th June ~~November 2003~~ November 2003

Our Ref: ~~JRS/AMAAMA~~

Report No: ~~CE-20-D131-D1~~

Report N^o:



Shetland Islands Council

9.1.1.1.1.1 REPORT

To: Harbour Board

23 February 2006

From: General Manager

Report No: P&H-08-06-F

Subject: Port Operations Report

1 Introduction

- 1.1 This report provides an overview of port operations since the issue of the last Port Operations Report.

2 Pilotage

2.1 Sullom Voe

- 2.1.1 Since the issue of the last Port Operations Report, pilotage operations have been mainly routine with no major incidents.

- 2.1.2 There are, at present, fourteen first class pilots.

2.2 Scalloway

- 2.2.1 During December/January there were 5 acts of Pilotage.

- 2.2.2 There are three authorised pilots for Scalloway.

- 2.2.3 Since the last report, there have been no incidents, no reports of pilot gear failures and no problems with boarding and landing.

- 2.2.4 Details of ship visits to Scalloway are shown in Appendix A. Up to date figures will be provided to the next meeting.

2.3 Small Piers and Harbours

- 2.3.1 Appendix B shows the current actual income for small piers and harbours.

10 3 Staffing – Port Operations

3.1 Appendix C gives the staffing position as at 31 January 2006 showing a total of 89 staff.

3.2 On the 10 February 2006, the Council acquired all the issued shares from the Shetland Charitable Trust of Shetland Towage Ltd. A total of 50 staff transferred on that date.

10.1 4Port Operations

4.1 Sullom Voe

4.1.1 Appendix D shows the exports and imports at the Port of Sullom Voe.

4.1.2 Appendix E is an abstract of weather delays for January and the cumulative totals for 2006.

4.2 Scalloway

4.2.1 Appendix F shows the fish landing statistics for Scalloway.

4.2.2 Appendix G shows the cargo statistics for Scalloway.

4.2.3 Appendix H shows the summary management accounts for Scalloway.

4.3 Small Piers and Harbours

4.3.1 Appendix I shows the summary management accounts for other small piers and harbours.

10.2 5Shipping Standards

The following incidents have occurred since the last report.

5.1 Ship Incidents

5.1.1 On 18 January 2006 the Bahaman tanker, Star Ohio, moved out of position, whilst loading at Jetty 3, following an increase in wind speed. An investigation identified the cause as being a failure by ship's staff to provide adequate spring moorings. The ship's owners have been advised that satisfactory procedures must be in place before the vessel can return to load at Sullom Voe.

5.1.2 On 6th February 2006 a crew member of the Marshall Islands tanker, Overseas Cathy suffered injuries to head and thigh when the messenger

rope from the tug Shalder parted as the tanker was heaving up the towline. A doctor attended when the vessel berthed and stated that hospital treatment was not required.

5.2 Pollution Incidents

5.2.1 There were no incidents during this period.

10.2.1

10.2.2

10.2.3 **6 Financial Implications**

6.1 There are no financial implications arising from this report.

7 Policy and Delegated Authority

7.1 The Harbour Board has full delegated authority for oversight and decision making in respect of the management and operation of the Council's harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code (Minute References 19/03, 70/03 and 86/03). The purpose of this report is to inform members on port operations which fall within the responsibility of the General Manager of Ports & Harbours Operations and does not seek any decision. However, this report is for information only and there are no Policy and Delegated Authority issues to address.

8 Recommendation

8.1 This report is for noting.

Our Reference: PO-OR JBE/SM

Date: 16 February 2006

Harbour Board

Staffing Position – 31 January 2006

11 Post

shed Posts		Establi Actual	Comm
General Manager	1	1	
Marine Officer/Pilots	14	14	
Deputy Port Operations Manager	2	2	
Port Safety Officers	2	2	
Launch Crew Skippers	6	6	
Launch Crew Skipper/Deckhands	3	3	
Launch Crew Deckhands	13	13	
Pier Master (Scalloway)	1	1	
Assistant Pier Masters (Scalloway)	2	2	
Engineering Assistant (Scalloway)	1	1	
Full Time Harbour Assistant	1	1	
Part Time Harbour Assistants	9	8	
Administration Manager	1	1	
Finance Assistants	4	4	
Clerical Assistant	3	4	Tempor
Clerical Assistant/Receptionist	1	1	
Cook	1	1	
Port Engineer	1	1	
Maintenance Planning Engineer	1	1	
Engineering Supervisor	1	1	
Electrical Engineer	3	3	
Marine Engineer	3	3	
Welder/Fabricator	2	2	
Maintenance Engineer	1	1	
Engineering Assistant	4	4	
Apprentice – Electrical	1	1	
Apprentice – Mechanical	1	1	
General Assistant	2	2	
Store Keeper	1	1	
Senior Stores Assistant	1	1	
Stores Assistant	1	1	
Driver	1	1	
Total	89	89	

Appendix E

Ports & Harbours Operations

Abstract of Weather Caused Delays at 31 January 2006

	Monthly Totals			Cumu
	Days	Hours	Mins	Days
Berthing Suspension	04	10		48
Unberthing Suspension	00	00		00
Loading Suspension	00	22		00
Boatwork Suspension	00	00		00
Pilotage Suspension	00	00		00
Helicopter Usage	00	00		00
Tug/Pilot Standby	00	00		00
Total Disruption - all Causes	04	10		48
Actual Delays Due to Weather	01	22		06



Shetland Islands Council

11.1.1.1.1 REPORT

To: **Harbour Board** **23 February 2006**

From: **General Manager
Ports and Harbours Operations**

Report No: **P&H-07-06-F**

Subject: **Ports Project Monitoring Report**

1 Introduction

- 1.1 The most up to date information on all projects is incorporated in this report.
- 1.2 Budget Information is attached as Appendix A.

2 Reserve Fund Programme Areas

2.1 Dock Symbister – RCM 2309

The project has been delayed to financial year 2006/07. A meeting has been arranged, week commencing 20 February, at the request of Historic Scotland, between Planning, Amenity Trust, consulting engineers and officers from this Department to discuss the repairs to the Peerie Dock. The discussions will include the methods used at Hay's Dock in Lerwick.

3.1.1.1.2 Harbour Account

3.1 Plant, Vehicles and Equipment – PCM 2101

Discussions are ongoing to replace the road sweeper at Scalloway with a second hand unit from Roads Department. Budget will be fully utilised this year.

3.2 Navigational Aids, Sullom Voe – PCM 2104

A contract with Schlumberger's communications division was placed on 14 October 2005. Equipment will be delivered in March with work scheduled to be complete by end of April. BT have completed laying a fibre optic cable to Vats Houlland which will carry the VHF communication data and control to / from the VTS room at Sella Ness.

11.2

11.3

11.4 4Revenue Projects

4.1 Sullom Voe Terminal Maintenance Contract

Only minor items of repairs to handrails etc remain to be done in this financial year.

5 Other Business

5.1 Walls Pier

A meeting with Clr. Robertson and pier users has now been held. We have written to the Head of Economic Development suggesting that a joint approach is made to CPMT requesting a budget of £10,000 in 2006/2007 in order to draw up proposals for discussion with pier users. Such proposals must include the repair works necessary to ensure continued use of the existing pier used by the Foula ferry and the fishing/ aquaculture industries.

5.2 Extension to Sella Ness pier, Sullom Voe

There has been a delay in issuing the tender documents to the shortlisted contractors. This can not be done until such time as a commitment is received from the developer of the fish meal/oil plant. This is expected in March. Accordingly planning consent has been put back to the April cycle of meetings.

11.5 6Financial Implications

6.1 This report is for information only. There are no other financial implications arising from this report.

11.6

11.7

11.8 7Policy and Delegated Authority

7.1 **Harbour Board has full delegated authority for the oversight and decision making in respect of the management and operation of the Council's harbour undertakings in accordance with the overall Council policy, revenue budgets and the requirements of the Port Marine Safety Code, (min refs. 19/03, 70/03, 86/03). However, this report is for information only and there are no Policy and Delegated Authority issues to be addressed.**

11.9 8 Recommendations

8.1 I recommend that the Harbour Board note areas of progress and requirements for future projects.

Our Ref: OR-PP JTD/SM

08 February 2006