

**Development Committee****21 June 2012****Management Accounts for Development Committee
2011/12 - Quarter 4 (April 2011 - March 2012)****F-028-F****Report Presented by Executive Manager -
Finance****Corporate Services****1.0 Summary**

- 1.1 The purpose of this report is to enable the Development Committee to monitor the financial performance of services within its remit, on the revenue and capital accounts, in order to determine that the expenditure levels and income generated has been delivered within the approved budget for the year.

2.0 Decision Required

- 2.1 The Development Committee is asked to RESOLVE to:
- review the Revenue Management Accounts, from 1 April 2011 - 31 March 2012;
 - review the Capital Management Accounts, from 1 April 2011 - 31 March 2012; and
 - review the progress on securing savings and efficiencies in the year.

3.0 Detail

- 3.1 This Report presents the full year Management Accounts from 1 April 2011 to 31 March 2012. The Report shows the overall position for:
- controllable costs, ie employee costs, operating costs and income, on the revenue account (which includes the General Ledger and the Support Services Ledger); and
 - full costs on the capital programme.

- 3.2 The Report highlights any changes to expenditure or income for services under the Development Committee's remit which has occurred since the budget was set on 10 February 2011 (Min Ref 5/11).
- 3.3 The position is summarised in Table 1 below, showing the revised budget and a comparison of the actual spend and income against revised budget.

Table 1:
Revenue Management Accounts for 12 Months (April 2011 - March 2012) Development Committee

Description	12 Month Budget 2011/12 £000	12 Month Actual 2011/12 £000	12 Month Variance 2011/12 £000
Directorate	88	101	-12
Economic Development	8,086	6,750	1,336
Planning	1,916	1,515	400
Transport Planning*	5,361	5,785	-424
Total Controllable Cost	15,451	14,151	1,300

* In addition to the above, costs for the Lerwick Port Authority settlement were also coded to Transport Planning in 2011/12 (£4.8m). This was unbudgeted expenditure which was provided for as a provision from Reserves in the 2010/11 Accounts.

- 3.4 Overall across the services within the remit of the Development Committee there is a full year underspend variance of £1.3m against budget (8.4%). The reasons for the major variances are as follows:
- £1.336m underspend on Economic Development Service partly due to third parties not drawing down grants on time and a reduced uptake in some schemes;
 - £400k underspend on Planning Service due to vacancies and long term sickness resulting in a reduction in staffing costs and delayed project spend; and
 - £424k overspend on Transport Planning Service relating to higher indexation on bus contract costs than anticipated and greater demand for statutory education transport services.
- 3.5 For services under the remit of the Development Committee there was a requirement to find recurring savings of £394k; by the end of the year £193k was achieved. In addition to this, one-off savings of £354k have been made in the year. The approved savings proposals which were not achieved totalled £201k. These are itemised in Appendix 1 attached.
- 3.6 For the services within the remit of the Development Committee, the summary capital management accounts are set out in Table 2 below with further detail in Appendix 2.

Table 2:
Capital Management Accounts for 12 Months (April 2011 - March 2012) Development Services

Description	12 Month Revised Budget 2011/12 £000	12 Month Actual 2011/12 £000	12 Month Variance 2011/12 £000
Economic Development	700	584	116
Transport Planning	1,836	1,445	391
TOTAL	2,536	2,028	508

- 3.7 There is an overall estimated annual outturn underspend of £508k (20%) against annual budget for 2011/12, relating to slippage on the Fibre Optic Cable project and savings on the Fetlar Breakwater project.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – There is a specific objective within the Corporate Improvement Action plan to ensure that, “the Council has established a rigorous process to ensure that its use of resources is on a footing consistent with implementing and sustaining its financial strategy, and demonstrate that it delivers services in a way which achieves Best Value”.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority –The Council approved a budget in February 2011 for the 2011/12 financial year. In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to monitor and review the financial performance of the services within its remit, and to discharge the powers and duties of the Council within its functional areas in accordance with the policies of the Council and the relevant provisions in its approved revenue and capital budgets.
- 4.4 Risk Management – There is a risk that the efficiency savings will not be delivered resulting in the need for an additional draw on reserves over that approved in February 2011.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

Resources

- 4.7 Financial - The year end position on controllable budgets for the services referred to in this report is that the revenue account is underspent by £1.3m and the capital account is underspent by £508k, against full year revised budgets. The unbudgeted sum of £4.8m for

the Lerwick Port Authority settlement was also coded to Transport Planning Service in 2011/12. Recurring savings of £193k were achieved against an approved budget of £394k for 2011/12. Additional one-off savings of £354k were also achieved.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5.0 Conclusions

5.1 This report presents the Development Committee's revenue and capital management accounts for the full year 2011/12.

5.2 On the capital account there is a full year underspend of £508k (20%).

5.3 On the revenue account, expenditure and income on the core budgets is underspent for the year by £1.3m (8.4%) as described in paragraph 3.4 above.

5.4 Approved recurring savings of £193k have been achieved.

For further information please contact:
Brenda Robb, Management Accountant
01595 744690
Brenda.robb@shetland.gov.uk

List of Appendices

Appendix 1 - Development Committee - Outstanding Savings/Efficiency Projects and Action Plan

Appendix 2 – Capital Management Accounts, 1 April 2011 – 31 March 2012, for Development Committee

Background documents:

Approved Budget Report, SIC February 2011

<http://www.shetland.gov.uk/coins/agenda.asp?meetingid=3195>

Financial Policy Report, SIC March 2011

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=11959>

Financial Planning & Budgeting Framework Report, SIC July 2011

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=12344>

Reserves Policy Update, Executive October 2011

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=12580>

Strategic Budget Plan 2012/13 Onwards, Executive October 2011

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=12581>

Reserves Policy Update, Executive December 2011

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=12839>

END

Position Summary

Approved Budget Reduction Totals	Not Deliverable	Under Consideration/ To be confirmed	Savings Actioned	% Savings Actioned	Additional Savings identified in 2011/12	Overall Total Savings in 11/12
394,405	201,088	0	193,317	49%	353,856	547,173

Details of Projects Outstanding

Service Area	Item	Y1 £	Action Taken/Required
Economic Development	Reduction of revenue supported costs from re-organisation of service (15%) - double counted in estimates process	150,461	Not deliverable - savings already accounted for during estimates process in error
Planning	Delete existing part-time Building Standards Surveyor post. Statutory changes in Building Standards and Planning require more early intervention in site and increased site inspections which is better fulfilled by other posts in the Planning Service. Increase admin from part-time to full-time. Implementation 2011/12 - permanent saving.	5,627	Not deliverable - possible savings on this item overstated by £5,627 this cannot be found from the savings specified.
Transport Planning	Increase air fares for non-island residents - conservative estimate at this stage - more work required. Implementation 2011/12 - permanent saving.	20,000	Not deliverable - per Scottish Government guidance.
Transport Planning	Merge all booking services for ferries into one location - one less staff member required. Implementation 2011/12 - permanent saving.	25,000	Not deliverable - Y1 complete as one-off saving found elsewhere. Y2/3 to be found from Infrastructure review.

Capital Management Accounts
1 April 2011 - 31 March 2012 for Development Committee

F-028 Appendix 2

Cost Centre	Description	Revised Budget	YTD Actual	Est Year End Variance (Adv) / Fav	Actual Spend as a %
		£	£	£	
GCD1576	Fibre Optic Cable	700,000	583,695	116,305	
Economic Development Projects		700,000	583,695	116,305	83%
GCY7214	Fetlar Breakwater	1,786,004	1,397,145	388,859	
GCY7215	Skerries South Mouth	50,000	47,376	2,624	
Transport Planning Projects		1,836,004	1,444,521	391,483	79%
DEVELOPMENT SERVICES TOTAL		2,536,004	2,028,216	507,788	80%

**Development Committee****21 June 2012****Development Services Directorate Plan****Report No: DSD-01-12-F****Report Presented by Director of Development Services****Development Services
Department****1.0 Summary**

- 1.1 This report presents the draft Development Services Directorate Plan which sets the Policy and Performance Management Framework for the Directorate and outlines the aims, objectives and actions for Development Services Directorate for the financial year 2012/13. The Directorate Plan and the activity contained within it is aligned to the Council's draft action plan and at delivering on the Single Outcome Agreement /Community Plan, the Council's Improvement Plan and the Council's agreed budget strategy. Progress reports will be submitted to this Committee on a quarterly basis to allow Members to monitor the delivery and progress of the plan.

2.0 Decisions Required

- 2.1 Members are requested to review and discuss the contents of the Draft Directorate Plan and endorse the contents of the Plan as the priorities for the Development Services Directorate for the financial year 2012/13.

3.0 Detail

- 3.1 The Council's Planning and Performance Management Framework and the Council's constitutional arrangements require the reporting of activity and performance to functional Committees. The Development Directorate report will be reported to Development, Social Services, and Education & Families Committees, in line with the reporting requirements of each of the services in the Development Directorate.
- 3.2 The draft Directorate Plan is attached at Appendix 1 and sets out the key aims, objectives and actions, core performance measures and key risk management activities of the Directorate so the Committee can understand how the Directorate is contributing to the delivery of the

Single Outcome Agreement/Community Plan, the Council Improvement Plan and the agreed Budget Strategy.

- 3.3 The Committee is asked to consider and discuss any aspect of the information provided and to endorse the contents of the Directorate Plan as the priorities for Development Services for the 2012/13 financial year.
- 3.4 Quarterly progress reports will be submitted to the appropriate Committee to allow Members to monitor the delivery and progress of the Plan.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority –
 - 4.3.1 The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –
 - (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
 - (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."
- 4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

Resources

- 4.7 Financial – The actions, measures and risk management described in this report will be delivered within existing approved budgets and are aimed at ensuring delivery of the Council's agreed budget strategy.

4.8 Legal – None.

4.9 Human Resources - None.

4.10 Assets And Property – None.

5.0 Conclusion

5.1 The Development Services Directorate Plan is the key performance management document for the directorate. It sets out our aims, objectives and actions for the coming year. The adoption of this Plan will allow the Directorate to demonstrate how it contributes to the delivery of the Council Action Plan. It will allow Members to monitor delivery and progress of the plan and the performance of the Directorate throughout the year.

For further information please contact:

Neil Grant, Director of Development Services

Tel: 01595 74 4968 Email: neil.r.j.grant@shetland.gov.uk

13 June 2012

List of Appendices

Appendix 1 – Development Services Directorate Plan 2012 -2013

A copy of the Service Plans has been placed in the Members' Room and can also be accessed from:

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=3662>



Development Directorate

Plan 2012-2013



'Enabling our communities to develop their potential'

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Community Planning & Development Service Plan 2012-13

Transport Planning Service Plan 2012-13

Economic Development Service Plan 2012

Shetland College & Train Shetland Operational Plan 2011/12

(A copy of the Service Plans has been placed in the Members' Room and can also be accessed from:

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=3662>)

DEVELOPMENT DIRECTORATE PLAN 2012-13

This Directorate plan provides an overview of the plans over the next year for the Development Directorate. Detailed Plans for each service are included in the service plans. These encompass resources, benchmarking, service risks and standards as well as key issues within each service.

ABOUT US

The Development Directorate was formed as a result of the Council organisation and management re-structure in 2011. It comprises the functions of community planning and development, economic development, housing, planning and transport planning. Detailed descriptions of each service is included in the attached Service Plans.

The Directorate has 252 whole time equivalent staff and an annual budget of £17,789,919.

The Directorate has a complex governance system in that it reports to several Council Committees, namely:

Economic Development - Development Committee

Planning – Planning Committee, and strategic items to Development Committee.

Transport Planning - Development Committee

Housing - Social Service Committee

Community Planning & Development - Education & Families Committee (Evening Classes, Community Transport, area community work), & Social Service Committee (grants & Community Planning Development).

Shetland College - Shetland College Board, and strategic items to Education & Families Committee.

Train Shetland - Education & Families Committee

VISION

The management team's vision for the Directorate is as follows:

"Enabling our communities to develop their potential".

AIMS FOR 2012-13

- We will promote the Community Plan ensuring it is bought into and that it drives service planning.
- We will demonstrate progress in key policy areas, the main ones being fixed links, renewable energy, the Local Development Plan, the Local Housing Strategy, digital communications, and taking the lead role in skills development.
- We will consistently measure, and maintain or enhance internal and external customer satisfaction.
- We will achieve a balanced budget having made the required savings and efficiencies.
- We will 'live' the golden thread from national plans to individual performance reviews including strong performance management processes.
- We will ensure Shetland's demographics are consistently used and shared to influence the work of our Directorate and the rest of the Council.
- We will demonstrate we are an effective, cohesive team with a reputation for innovation.
- We will make more effective connections with key external partners including Scottish Government and European Parliament.

OBJECTIVES

Each service has specific objectives. The following relate to the overall Directorate vision and aims and our specific contribution to the corporate plan.

Promote Community Planning:

- Review pertinent policies and re-draft if necessary to ensure the Community Plan and policies match; by Executive Managers on an ongoing basis.

Progress in key policy areas:

- We will have supported the Council to establish a clear prioritised programme for fixed links by March 2013.
- We will have an agreed Planning and Economic Development policy on renewable energy within the Council by March 2013.
- We will have an approved Community benefit policy on renewable energy by October 2012.
- There will be a draft Local Development Plan presented to Council by November 2012 and a final version sent to Scottish Government by March 2013.

- The Local Housing Strategy five key themes will continue to be delivered
- A clear Council digital implementation plan will be agreed by September 2012.
- By March 2013 the Employability, Skills and Learning Partnership will have developed a Skills Development Strategy.

Customer satisfaction:

- Review existing practice in relation to customer satisfaction surveys across the Development Directorate; by Executive Manager, Community Planning and development by November 2012.
- Discuss and agree a Directorate format; by the Development Directorate Management team by January 2013.
- Establish an agreed system across the Directorate; by the Development Directorate Management team by March 2013.

Balanced budget:

- Plan and carry out programme of agreed budget reviews for 2012-13 as set out in the review schedule.
- Implement programme of agreed budget assessments as set out in the review schedule.
- Plan and carry out longer term service reviews by March 2014 (all Executive Managers)

Golden thread:

- A clear link will be apparent from national policy and community plan and SOA and Council action plan and directorate to service plan to team objectives to individual performance objectives March 2013. Executive Managers will be responsible for checking this cascade is successfully in each area.

Shetland's demographics:

- Analyse census data when it is published later in 2012 and thereafter prepare a report on what it means for the Council; by the Development Directorate Management team by January 2013.
- New policies will be developed as necessary by the management team following the analysis report.

Team development:

- We will hold a team building event by June 2012.
- We will all commit to attend team departmental meetings

- We will have regular quarterly team half day development events aimed at discussing specific directorate issues and Action Learning Set type activity.

External connections:

- We will better use our MSP, MP and MEPs, this will include seeking to secure formal meetings on behalf of the Directorate on a 3-6 monthly basis.
- We will be more proactive at getting Ministers to Shetland and more formally plan how we use the time we have with Ministers.
- We will plan and agree in advance at our Directorate meetings the key issues we want to get across to high profile visitors .
- We will promote representation on relevant national and European committees and take opportunities to engage

LINKS TO NATIONAL AND LOCAL STRATEGIC PLANS AND FRAMEWORKS

The Development Directorate recognises its part in realising national and local aspirations and targets. These include those set out in the National Planning Framework, the Local Community Plan, the Single Outcome Agreement and the Corporate Action Plan. Specific issues relating to the Directorate include:

The Government's purpose: to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

A number of National outcomes and the local equivalent within the Community Plan pertain to the Directorate such as:

National: We live in a Scotland that is the most attractive place for doing business in Europe; We realise our full economic potential with more and better employment opportunities for our people. Local: Shetland has a sustainable economic growth with good employment opportunities.

National: We are better educated, more skilled and more successful, renowned for our research and innovation. Local: We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities.

National: We take pride in a strong, fair and inclusive national identity. Local: We take pride in a strong, fair and inclusive society; and in our culture.

National: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others. Local: Shetland stays a safe place to live, and we have strong, resilient and supportive communities.

National: We live in well-designed, sustainable places where we are able to access the amenities and the services we need. Local: We live in well-designed sustainable places; Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services.

National: We value and enjoy our built and natural environment and protect it and enhance it for future generations. Local: We live in a renowned natural and built environment which is protected and cared for.

These outcomes lead to a range of National and Local indicators which are also pertinent including:

Increase sustainable economic growth; improve productivity; increase the number of businesses/start up rates; increase productivity; improve digital infrastructure; population growth; increase economic participation; improve Shetland's reputation for products and services; sustain quality of life; increase cultural engagement; improve the skill profile of the population; increase the proportion of graduates from higher, further and adult education going onto positive destinations; increase research and development spending; improve knowledge from higher and further educational research to business;

Reduce the number of households living in fuel poverty; increase the role of the voluntary sector, social enterprise and community enterprises; improve access to suitable housing options for those in housing need; increase the number of new homes; widen use of the internet; optimise transport connections; increase the proportion of journeys made by public or active transport; improve the state of historic sites; improve the state of the marine environment; increase renewable energy production.

Services within the Directorate also have to comply with specific legislative requirements, these are referred to in the relevant service plans .

The Development Directorate has a lead role in a number of Council-wide strategies and plans, key among these are The Community Plan, the Economic Development Strategy, the Local Housing Strategy, Equalities Framework, the Community Regeneration Strategy, Skills and Learning Strategy, the upcoming Local Development Plan and the Transport Strategy.

WHAT WE ACHIEVED LAST YEAR

Although the Directorate is newly formed a number of achievements have been secured. The main achievements are:

- Development of new Community Plan from scenario planning exercise.
- Benefits to local businesses as a result of the Council agreement with TOTAL(Gas plant).
- Successful Tall Ships event attracting many people to Shetland.

- Further development of trust and confidence with Communities and stakeholders on transport planning.
- High level of customer satisfaction with Planning services.
- Significant progress on the Local Development Plan in spite of key staffing absences.
- Achievement of ESOL (English Speakers of Other Languages) learners.
- Supported communities to access significant new resources e.g Fetlar, broadband.
- Widely consulted Local Housing Strategy published.
- Positive HMIE report for Shetland College.
- NAFC marine stewardship council (MSC) accreditation, world first for inshore fisheries.

SELF EVALUATION

Several systems are used within the Directorate to assess how effective we are at the delivery of what we set out to do and what we are expected to do in relation to Best value, legislative obligations and external inspections, more details of these can be found within the attached service plans. The approaches in place include national systems such as the balanced scorecard methodology used in building standards. The Directorate will also engage in the Council-wide assessment which is planned using 'How Good is our Council?'

HOW WE WILL WORK TOGETHER

Working productively together is important to us as evidenced by one of our key aims as stated above i.e.

We will demonstrate we are an effective, cohesive team with a reputation for innovation.

We have also agreed to adopt the values as agreed by Executive Managers and Corporate Management Team on 12 December 2011, namely: customer focused, fairness, honesty, openness and transparency, integrity, respect, trust, positive attitude, hardworking and conscientious.

PLANS FOR 2012-13

Details of plans for each service within the Directorate is included in the attached service plans.

- **Business as Usual**

Each service has a large number of day to day activities which form the core of their services, these are the key activities for the Directorate for the year. These maintenance activities are set out in the individual service plans.

- **Efficiency Projects:** The Directorate has a great deal of planned activity in securing efficiency savings over the next two years. Approved to date are 22 managerial efficiency projects, 15 of which can be implemented with the remaining 7 requiring additional assessment prior to implementation. These projects aim to release £1,817,270 in 2012-13 and a further £500K in 2013-14.

In addition the Directorate is leading on a number of service redesign projects. All the funding set out below is expected to be released in 2012-13 unless otherwise stated. Those projects which require a review and thus substantial work are annotated as such.

Reducing grant schemes to other bodies aiming to release £419,223 in 2012-13 and a further £332,285 in 2013-14. REVIEW.

Combine marketing with Promote Shetland potentially saving £100,000 REVIEW.

Identify additional savings to cover a shortfall in children's services at the behest of elected members: £30,759 REVIEW.

Reduce transport hired and contracted services: £249,946 REVIEW.

Reduce grant schemes to community groups and voluntary organisations: £198,782.

Deletion of Planning Service – Service Manager post with a saving of £57,382.

Shetland College grant reduction: £45,000 in 2013-14 REVIEW.

Re-organise Sheltered housing support functions along with Community Care Service: £25,000 REVIEW.

Remove Sheltered housing heating subsidy: £80,000.

Service re-structure in planning and reduce conservation grants by 100%: £148,161.

The Directorate will also be heavily involved in corporate-wide reviews and those led by other Directorates such as the ferry review and air and bus service review.

- **Corporate Action Plan Outcomes** being led by Development Directorate

Single Outcome Agreement Outcomes:

Shetland has sustainable economic growth with good employment opportunities.

We will take pride in a strong, fair and inclusive society, and in our culture.

We will have financial sustainability and balance across all sectors with efficient and responsive public services and a reduced reliance on the public sector.

We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities.

We live in well - designed, sustainable places.

Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services.

Improvement Plan actions:

The council can demonstrate that it meets its supply needs economically and efficiently.

We have secure, efficient and cost effective information and communications systems and processes that support service delivery.

- **What can we stop doing in order to absorb the work needed on reviews ?**

There are a number of actions we wish to explore and/or undertake in order to absorb the significant work required to complete the upcoming reviews. In summary these are;

- Complete the population of our team leader posts.
- Minimise travel, where appropriate, use video conferencing systems instead where possible.
- Avoid duplication at all opportunities including attendance at meetings.
- Use time most productively by only attending meetings that pertain and being focused for those meetings we control.
- Delegate where possible.
- Review non statutory work.

- Review administration support so that managers are not using time undertaking tasks that administration staff could do and be clear with administration staff those duties they can undertake without reverting to managers.
- Work with corporate services to reduce bureaucracy and duplication wherever possible.
- Reduce emails where possible.

EXTERNAL ENGAGEMENT

External engagement is key to our success. Specifically Improving customer satisfaction and developing better connections with external partners are key aims and objectives for the Directorate for next year as set out above.

DIRECTORATE RISKS

RISK ANALYSIS:

- 1 is very low
- 2 is low
- 3 is average
- 4 is high
- 5 is very high

Description of Risk/ Mitigation	Probable (1-5)	Impact (1-5)	Risk (Probable x Impact)
Expertise deficit for reviews and no funding to buy expertise	4	4	16
Budgets do not balance	3	4	12
Low staff morale impacts on Directorate services	5	5	25
Complexity of governance arrangements impacts on decision making	3	3	9
Lack of corporate co-ordination impacts adversely on Council reputation	4	4	16
College regionalization means decisions are made out with Shetland and has a negative impact on skill development *	4	5	20
Centralization impacts on Directorate overall preventing local decision making	2	4	8
Legal challenges to Viking energy	5	4	20

*Pertains mainly to the College

KEY PERFORMANCE INDICATORS FOR DIRECTORATE

Increase sustainable economic growth.

Improve productivity.

Increase the number of businesses/start up rate.

Increase exports.

Improve digital infrastructure.

Population growth.

Increase economic participation.

Improve Shetlands reputation for products and services.

Sustain Quality of life.

Increase cultural engagement.

Public/Voluntary/Private sector balance.

Improve the skill profile of the population.

Increase the proportion of graduates from HE, FE and adult learning going onto positive destinations.

Increase research and development spending.

Improve knowledge exchange from higher and further educational research to businesses.

Reduce inequalities in economic participation between areas (cohesion).

Improve access to suitable housing options for those in housing need.

Increase the number of new homes.

Minimise transport restrictions.

Increase the number of journeys made by public or active transport.

Improve the state of historic sites.

Increase renewable energy production.

Staff numbers.

Cost of Overtime.

Sickness Absence Rates.

Energy Usage

Employee Review and Development

Return to Work Interviews

Accidents/Incidents

Complaints

Action Plan for Development Services Directorate 2012-13

Aim: We will promote the Community Plan ensuring it is bought into and that it drives service planning.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
The Council has a clear vision and sense of purpose which reflects local needs and we can demonstrate linked-up strategic planning and resourcing to deliver that vision	Promote Community Plan with partners, and work with partners to ensure buy in.	Director of Development Services and Executive Manager Community Planning & Development	March 2013	Delivery on first year targets in the SOA
The Council gives strong community leadership and delivers improvement with its partners and we engage effectively with communities in understanding their needs and in making decisions	Implement the new Shetland Partnership governance arrangements at all structural levels, including the Shetland Partnership Board, the Performance Group, Theme Groups, the Community Engagement Network and local community fora.	Executive Manager Community Planning & Development	July 2012	New governance arrangements fully implemented and understood by all partners
Ensure Development Directorate policies are in line with delivering the Community Plan.	Review Development Directorate policies to ensure they are in line with community plan.	Director of Development Services and Development Services Management Team	March 2013	Policies reviewed and updated.

Aim: We will demonstrate progress in key priority areas:

DRAFT**Appendix 1**

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
Establish whether there is clear case for proceeding with a prioritised programme for fixed links.	Develop further the programme of fixed links to refine the current priorities in to a programme with funding models agreed by Council.	Executive Manager Transport Planning	March 2013	Decision can be taken to proceed or otherwise on fixed links.
Provide Planning and Economic Development policy on renewable energy.	Develop Local Development Plan (LDP) policy and Supplementary Guidance for Council approval and consultation. Provide policy on renewable energy development, including infrastructure development, assistance schemes and advice.	Executive Manager Planning Executive Manager Economic Development	March 2013 October 2012	LDP policy and Supplementary Guidance agreed at local level. Approved policy in place
We will have an approved Community Benefit policy on renewable energy.	Liaise with Association of Community Councils, other community stakeholders, developers and other local authorities to develop policy framework.	Executive Manager Economic Development	October 2012	Approved Policy in place.
Draft Local Development Plan	Present draft plan to special Committee	Executive Manager Planning	October 2012	LDP submitted to Scottish Government by

DRAFT**Appendix 1**

(LDP) presented to Council	meeting in October. Arrange members seminars. Provide update reports at each committee cycle.			March 2013
Local Housing Strategy five key themes will continue to be delivered	Update quarterly on: <ul style="list-style-type: none">• Future supply of housing• Homelessness• Housing Support• Fuel Poverty• Private sector	Executive Manager Housing	Quarterly	Quarterly updates
Digital (broadband) implementation plan agreed	Infrastructure and operational plans approved	Executive Manager Economic Development	Sept 2012	Implementation plan agreed. High speed broadband service available in South and Central Shetland mainland
We will have an agreed Employability, Skills & Learning Strategic Plan	Work with community partners in the Employability, Skills & Learning Partnership to develop strategic direction.	Director of Development Services and Executive Manager of Community Planning & Development	March 2013	Strategy adopted

Aim: We will constantly measure, and maintain or enhance internal and external customer satisfaction.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
Measure and maintain or enhance internal and external customer satisfaction	Review existing practice in relation to customer satisfaction surveys across the Directorate, including defining who the customers are..	Executive Manager Community Planning and Development	November 2012	
	Agree a Directorate format.	Director of Development Services and Development Services Management Team	January 2013	
	Establish an agreed system across the directorate.	Director of Development Services and Development Services Management Team	March 2013	

Aim: We will achieve a balanced budget.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
To deliver the agreed budget strategy within the timescales agreed by Council.	Achieve all budget savings identified for 2012/13 or provide options for alternative savings where planned savings cannot be met. Plan for savings in 2013/14 and future years.	Director of Development Services and Development Services Management Team	March 2013.	Balanced Budget.
Achieve Best Value service provision across the Development Directorate.	Plan and carry out service reviews, in each service area.	Director of Development Services and Development Services Management Team	March 2014	Reviews complete and actions implemented

Aim: We will 'live' the golden thread from national plans to individual performance reviews including strong performance management processes.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
A clear link will be apparent from national policy and community plan and SOA through Council Action Plan, Directorate and Service plans to individual performance objectives.	Develop and review plans which cascade objectives from Community plan to individual's performance objectives	Director of Development Services and Development Services Management Team	March 2013	Directorate plans, Services plans, and individual personal objectives are clearly linked.

Aim: We will ensure Shetland's demographics are consistently used and shared to influence the work of our Directorate and the rest of the Council.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
To better understand Shetland's Demographics and their future impacts on our economy and community services.	Analyse census data when it is published later in 2012 and thereafter prepare a report on what it means for the Council	Executive Manager Economic Development	January 2013 (subject to when census data is published)	Report Presented
	New policies will be developed as necessary following the analysis report.	Director of Development Services and Development Services Management Team	March 2013	Policies identified

Aim: We will demonstrate that we are an effective, cohesive team with a reputation for innovation.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
The Directorate Services will work more cohesively and be recognised for developing innovative solutions and plans.	We will hold a team building event by June 2012	Director of Development Services and Development Services Management Team	Review monthly	Directorate plan delivered effectively
	We will all commit to attend team departmental meetings		Review monthly	
	We will have regular quarterly team half day development events aimed at discussing specific directorate issues and 'Action Learning Set' type activity		Review quarterly	

Aim: We will make more effective connections with key external partners including Scottish Government and European Parliament.

Development Services Objective	Action	Lead Responsibility	Timescales	Outcomes/Measures
We will better use our MSP, MP, and MEPs, this will include seeking to secure formal meetings on behalf of the directorate on a 3-6 month basis.	We will be more proactive in getting Ministers to Shetland, and more formally plan how we use the time we have with Ministers	Director of Development Services and Development Services Management Team	March 2013	Visit plan
We will plan and agree in advance the Key issues we want to get across to high profile visitors.	Develop and update plan.	Director of Development Services and Development Services Management Team	July 2012	Visit plan
We will promote representation on relevant national and European committees and take opportunities to engage	Develop and update plan.	Director of Development Services and Development Services Management Team	March 2013	Increased % of European and external funding levered into projects.

Housing Service – Service Plan 2012/13

What we do

The Housing Service provides a range of services, some in partnership with other agencies. The range of services includes:

- providing a strategic planning and development function;
- providing and maintaining a housing register for those applying for housing;
- managing the SIC's housing stock;
- providing an estate management service for our housing stock;
- providing a responsive and planned maintenance service;
- providing services for homeless people in the area;
- assessing and managing housing support services.
-

The Housing Service works in partnership with many agencies within and outwith the Council.

The services we provide include general needs, temporary, supported and sheltered accommodation, and we operate a common housing register and allocations policy to ensure we provide homes to meet the needs of our applicants. A responsive and planned maintenance service is also provided for all of our homes. We provide a homelessness service in line with our statutory obligations.

Housing services are provided 24 hours a day. Duty staff provide cover for emergency repairs, supported accommodation and the alleviation of homelessness outside office hours.

The Housing Service is also responsible for the strategic overview of housing provision in Shetland through the Local Housing Strategy. The local authority has a statutory duty to analyse housing need across all tenures and report on the improvements that are planned. The Housing Need and Demand Assessment is the evidence base for the Local Housing Strategy and is certified as 'robust and credible' by the Scottish Government.

<http://www.shetland.gov.uk/hnda/default.asp>

The Local Housing Strategy (LHS) produced from this evidence base and following public consultation has identified 5 key strategic priorities :

- Future housing supply
- Homelessness
- Fuel Poverty
- Housing Support/Housing for an Ageing Population
- Private Sector Housing

We aim to provide integrated services in partnership with other agencies that can meet local needs and make the most of the resources available. We contribute to integrated services by working with a whole range of agencies, some of these are internal to the Council such as Planning, Environmental Services, Social Work, Education and some are external partners including a number of voluntary sector partners, Hjaltdland Housing Association, the Scottish Government and NHS Shetland. The LHS is available on line, in full and also in executive summary format. The LHS also sets out the legislative framework that Housing Services operates within.

<http://www.shetland.gov.uk/lhs/default.asp>

Community Plan and Single Outcome Agreement

Housing contributes to the Single Outcome Agreement and the Community Plan through the delivery of the priorities under the five key themes from the Local Housing Strategy.

Housing contributes mainly under the 'Communities that are Vibrant and Sustainable' theme in the Community Plan, although there are overlaps with many other local outcomes.

Within the Single Outcome Agreement, Housing also contributes to the Outcome 'We live in strong, resilient and supportive communities where we can access the services we need'.

The Development Service has a Directorate Service plan which sets our departmental vision and objectives.

Service Delivery Plans for the Coming Year

The Housing Service will focus in the coming year on delivering the key outcomes from the Local Housing Strategy. There will be an emphasis on partnership working to enable actions to be achieved under all the key themes.

Priority	Action	Lead Officer	Timescale
<u>Future Supply of Housing</u>	Continue to develop joint working arrangements with Hjaltland Housing Association	Executive Manager - Housing	Ongoing
	Develop range of incentives and initiatives	Executive Manager - Housing	First time buyer incentives to be developed during 2012/13 and operational in 2013/14
	Develop partnership arrangements with local developers	Executive Manager – Housing	Subject to Government funding announcement to be developed in 2012/13 and operational in 2013/14
<u>Homelessness</u>	Meet the 2012 National Target on elimination of priority need	Team Leader – Housing Management	Complete by 6 th December 2012
	Continue to develop the prevention approach to homelessness	Team Leader – Housing Management	Ongoing

<u>Housing Support</u>	Continue to work in partnership to develop seamless housing support services	Team Leader – Housing Support	Ongoing
	Seek to identify further opportunities to provide extra-care housing	Team Leader – Housing Support	Ongoing in partnership with Social Care
<u>Fuel Poverty</u>	Continue to lobby at Ministerial level for recognition of additional factors affecting fuel poverty in Shetland	Elected Members with support from Executive Manager – Housing and Executive Manager-Environmental Health	Ongoing
	Continue to promote measures to assist with alleviating fuel poverty	Executive Manager- Housing	Ongoing
<u>Private Sector</u>	Work in partnership to improve the condition of Shetland's private housing stock	Executive Manager – Housing	Ongoing
	Seek to remove barriers to accessing private rented options in Shetland	Team Leader – Housing Management	Ongoing – linked to Homelessness prevention

In addition to the LHS key priorities, the Service must seek to achieve the Scottish Housing Quality Standard (SHQS) for its own housing stock by April 2015. This will be led by the Team Leader – Asset Services and will be measured through statutory milestone reports.

During 2012/13 the Housing service will be implementing its new Integrated Housing Management System. This will improve the efficiency of a number of areas of operation and will, for the first time, be integrated with Rents system. New reporting tools will assist with the production of performance information. The main modules in the system are on track to 'go live' in September 2012, although some modules will only 'go live' in January 2013.

One of the key challenges for Housing is financial, with the ongoing issue of historic loan debt and the threat of abolition of Housing Support Grant. In order to ensure that the service plans effectively for financial outcomes a financial modeling exercise has been carried out which will feed in to budget strategy and can be used to scenario plan. Part of the future development of this modeling will be the move to a more formal business planning process for the Housing Revenue Account and a future consultation with tenants on rents and investment levels.

Arrangements for Consultation and Engagement with Customers

The Housing Service regularly consults with its customers on, and has a statutory duty to do so in specific areas, e.g rent setting, service provision, repairs and planned maintenance:

We also carry out regular satisfaction surveys to measure customer satisfaction on the services we provide. All of our surveys provide service users with the opportunity to comment on the wide range of services we provide. For example, we consult on:

- Repairs satisfaction surveys for every repair
- Housing application surveys monthly
- New tenancy satisfaction survey
- End of tenancy survey
- Annual tenant satisfaction, service information and rent levels survey

In addition we have a range of national statistics and data reporting requirements in relation to most aspects of our service.

We believe anyone who takes the time to respond to our surveys deserves their responses to be taken seriously. The responses we receive are carefully analysed and relevant action taken to help us achieve continuous improvement.

The SIC is committed to tenant participation, and this is reflected in the overall aim of the Council's Tenant Participation Strategy, which is:

'To work with tenants to ensure the provision of a quality housing service in Shetland.'

Shetland Tenants Forum

The Shetland Tenants' Forum plays an important part in encouraging tenant involvement and participation throughout Shetland, with representatives from each of the tenants and residents groups that currently operate in Shetland forming the membership of the Forum. The SIC provides funding through a Service Level Agreement to enable the Forum to employ a dedicated Tenant Participation Worker, as well as run an independent office accessible to all tenants. The Tenant Participation Worker actively encourages and supports tenants to form tenants' groups and to take part in the Shetland Tenants' Forum.

The Shetland Tenants' Forum, which meets at least monthly, is actively involved in the projects and initiatives being undertaken by the SIC, and is a member of the Housing Strategies Steering Group.

The Tenants Forum is also involved in the independent monitoring of the housing service through our quality management audits as part of the Service's ISO accreditation. This has been highlighted by the external verifier as a model of good practice.

In addition the Scottish Government has introduced a Scottish Social Housing Charter, which obliges local authority housing services to report against 16 agreed outcomes. The report emphasizes landlords' accountability to tenants and to the Scottish Housing Regulator. During the 2012/13 financial year we will be developing our reporting arrangements in consultation with tenants.

The Scottish Housing Regulator published its follow up inspection report in August 2011, highlighting a number of improvements made since their inspection in 2007. Actions from the follow up report are incorporated into regular performance management reports.

Financial Resources

The budgets for 2012-13 are outlined in the table below.

	Support Ledger	General Ledger	Housing Revenue Account	Trading Account
Client Receipts	0	-154,201	-4,495	0
Financing	0	-26,093	-1,447,054	0
Grants	0	-3,010,499	-760,950	0
Reimbursements	-273	-215,329	0	-158
Rents	0	-405,199	-5,954,651	0
Total Income	-273	-3,811,321	-8,167,150	-158
Employee Costs:				
Allowances	72,343	57,826	0	52,920
Basic Pay	987,522	630,259	0	600,341
Bonus	0	0	0	
National Insurance	79,211	45,997	0	44,580
Other	4,644	2,889	0	1,773
Overtime	5,000	0	0	
Pension Contribn	197,813	112,077	0	107,718
SubTotal Employee Costs	1,346,533	849,048	0	807,332
Operating Costs:				
Administration	68,500	51,876	31,900	12,108
Agency Payments	0	0	0	0
Property & Fixed Plant	16	506,361	204,559	31,480
Supplies & Services	7,010	60,766	300	418,234

Services				
Transport & Mobile Plant	49,912	22,195	0	156,545
Sub Total				
Operating Costs	125,438	641,198	236,759	618,367
Transfer Payments	0	3,100,727	44,395	0
Savings to be Identified	-11,500	-186,184	0	0
Total Expenditure	1,460,471	4,404,789	281,154	1,425,699
NET				
CONTROLLABLE	1,460,198	593,468	-7,885,996	1,425,541
EXPENDITURE				

The following table shows the approved items to be reviewed and assessed as part of the 2012/13 budget setting exercise.

2012/13 Budget Review and Assess

Item ref	Description	Assess/Review	Saving £
122	Outreach Temp Staff	Assess	50,000
75	Sheltered Housing Staffing reorganization with Community Care	Review	25,000
76	Sheltered Housing Heating – subsidized electricity – remove subsidy	Assess	£80,000

Staffing

Following the Organisational and Management Restructure, the Housing Service management team comprises an Executive Manager and three Team Leaders. The Team Leaders remit are Asset Services, Housing Management and Housing Support. Due to increasing legislative requirements and increased customer expectations there are a number of ongoing challenges for the staff team to deliver the service within its existing resources.

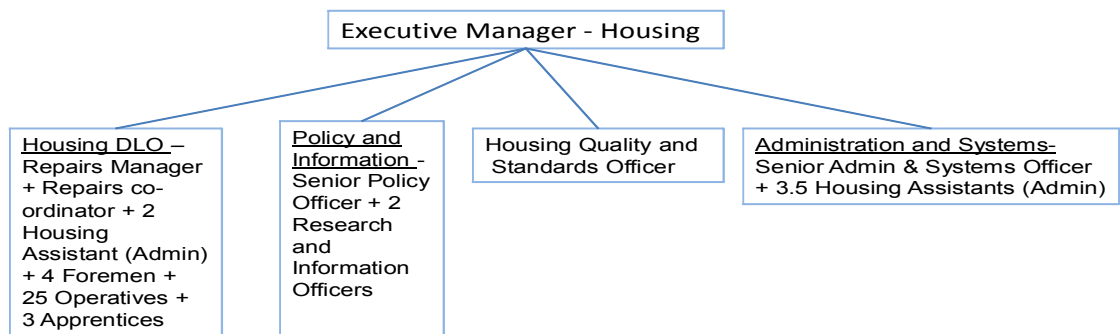
There are also a number of additional direct reports to the Executive Manager. The Housing DLO – Repairs Service is subject to further internal review of the Council's Building Maintenance and so were not assigned to a Housing Team Leader as part of the restructure.

The Business Support function in Housing and the Policy and Information function are managed by Senior Officers and report direct to the Executive Manager. A new post of Quality and Standards Officer was recently appointed and will also report directly to the Executive Manager.

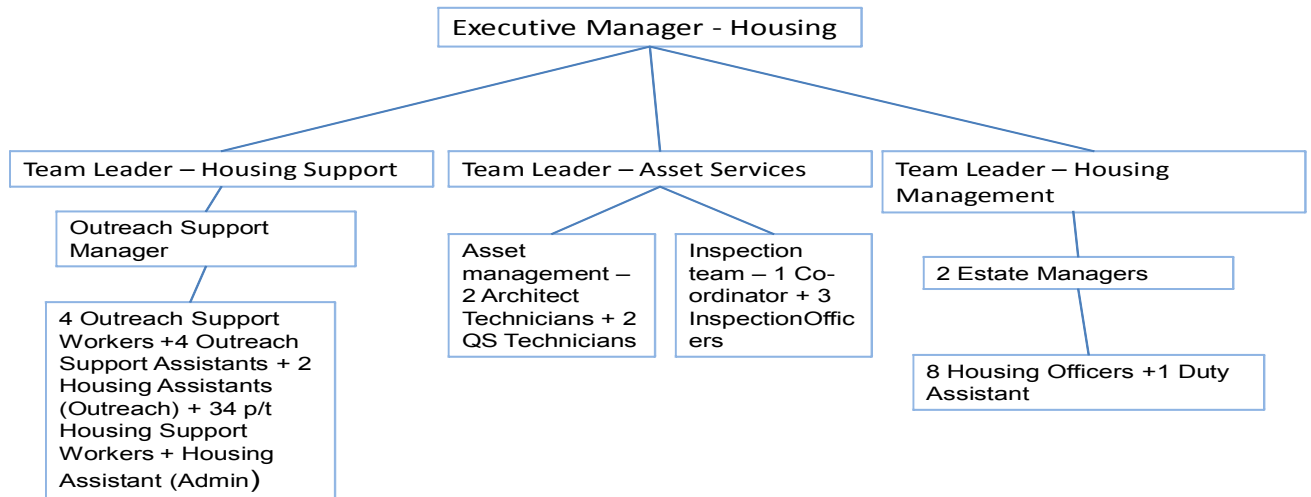
There is a need for further service reviews to be carried out once all Team Leaders are in post to establish the most efficient and effective staffing structure to ensure service delivery objectives are met.

Across the service we have invested in formal training and have a number of career graded posts at varying levels in the structure, which provide an incentive for staff to achieve relevant professional qualifications.

Staff are supported through regular individual supervision meetings, team meetings and annual review and development meetings. There is also a commitment to hold all staff meetings annually. The staffing structure is shown in the diagrams on the following page.



Structure 2 - Direct reports



Structure 1

Performance Monitoring

Performance Indicators

Performance Indicator	Actual 2010/11	Actual 2011/12	Target 2012/13
	%	%	%
Service Performance Indicators			
% of houses that were not low-demand re-let within 4 weeks	68	83	47
Average time to re-let houses that were not low demand	31	20	50
Time taken to make final decision on homeless applications	26	24	28
% rent loss due to void properties	2.19	1.86	3.2
Overall repairs completed on time	84	92	83
Housing Application process time (average days)	9	5	11
% of tenants satisfied with Service when reporting a repair	99	99	96

Risk Management

The Housing Service has in place a comprehensive set of risk assessments, a completed risk register and a Business Continuity Plan. Risks are identified in line with corporate policies and mitigation measures put in place.

The greatest risk areas for the Housing Service are financial in terms of the burden of outstanding debt and the constraints that places on the affordability of investment in the stock and the impact on rents.

Shetland Islands Council

Planning Service

Service Plan 2012-13

18 may

To be read in conjunction with:

- **The Single Outcome Agreement**
- **The Community Plan**
- **The Corporate Improvement Plan**
- **The Development Directorate Plan2012-13**

Background

Most of the work undertaken by the Planning Service is a statutory requirement placed upon the Council.

The Scottish Government has identified that the planning regime is a key player in delivering sustainable economic growth.

Our Teams

The **Development Plans** and **Heritage Service** prepares, maintains, reviews and implements the Local Development Plan which sets out the framework for development and area regeneration, reflecting the priorities established by the Council and local communities. The Service also promotes environmental improvement, looks after our very rich heritage of buildings, landscapes, plants and animals, is responsible for managing outdoor access and undertakes work related to flooding and coast protection. The Service also manages the provision of technical and graphic support on behalf of the Planning Service and the Council. Internationally and nationally, it is involved in partnerships and projects aimed at protecting our marine environment, including especially KIMO (the international local authorities' environmental organisation) and NFLA (the local government voice on nuclear issues) aimed at preventing pollution that threatens the sustainability of our community. The Service also takes the lead on Strategic Environmental Assessment of Council plans, policies and strategies.

The **Development Management Service** undertakes wide consultation and resulting negotiations on new development proposals to ensure that they are carefully considered and take account of Council policies. The objective is, where possible, to negotiate an approval, acknowledging that this may take more time (currently 98.2% of applications are approved). It also follows up cases where development has proceeded in contravention of planning legislation.

The **Building Standards Service** ensures that new building work achieves national standards relating to the health, safety, welfare and convenience of people in and around buildings, promotes the conservation of energy (fuel and power), promotes sustainable construction, and provides equal access for everyone in relation to new buildings. The Service also ensures that dangerous buildings or structures are made safe and buildings are demolished and constructed in a safe manner.

The **Coastal Zone Management Service** undertakes consultation on new, and modifications to, existing developments within the marine environment including aquaculture, marine renewables, pipelines, piers, marinas, etc. This is to ensure that developments are sustainable and meet Council and national policies and environmental quality standards. The objective is, where possible, to negotiate an approval, acknowledging that this may take more time (currently 100% of applications are approved.) The Service also leads on the fast evolving sphere of marine spatial planning through the Shetland Marine Spatial Plan and future Regional Marine Plans. An essential aspect of the service is monitoring (and where necessary enforcement) of developments to ensure they comply with any permissions granted by the Council.

Service Priorities 2012/13

The Service has identified improvement needs, opportunities, requirements and risks

- from self evaluation,
- from decisions of the Council
- from external scrutiny

Priority	Lead officer	Actions	Target	Status
Continue with the development of the Local Development Plan	Executive Manager - Planning	Develop and consult on new plan. Regular update reports to Development Committee.	October 2012 for report and march 2013 to Scottish Ministers	progress is being made – on target
Ensure the smooth implementation of the Planning Service back office systems,	Executive Manager - Planning	Back office system implemented. LEAN exercise findings implemented including re-distribution of workloads	October 2012	ongoing
Complete and implement findings of Planning Service Review aiming to reduce costs and be more efficient in use of resources	Executive Manager - Planning	Complete project documents and implement findings	2012/13	ongoing
Prepare for applications and consultations relating to Viking Energy approval conditions	Executive Manager - Planning	Define process and timelines, estimate resource requirements and impact on service	Dependant on Viking Energy programme	Commencing project
Planning and Economic Development policies on renewable energy	Executive Manager – Planning and Executive Manager Economic Development	Develop LDP policy and Supplementary Guidance for council approval and consultation	March 2013	ongoing

Budget

2012/13 budget is £1,527,416. Over £300,000 is raised from fees set at the national level to deliver Buildings Standards and some Development Management statutory functions.

Our budget saving proposal for 2012/13 was the removal of conservation grants and the deletion of one post, with a total saving of £205,543. The Council asked us to assess the impact of this proposal, which will potentially stop heritage projects and have an impact on service delivery.

Service Levels and Performance:

Performance in the Planning Service is benchmarked and monitored through a number of measures including:

- Statutory performance indicators
- Planning Performance Framework for the Scottish Ministers
- Building Standards Balanced Scorecard for the Scottish Ministers covering the 5 areas of Public Interest, Private Customer, Internal Business, Continuing Improvement and Finance
- Participation in theme groups with developers, and stakeholders – e.g. “Delivering Planning Reform for Aquaculture”
- Joint working groups like the Developers’ Meetings with agents, developers, councillors and the Planning Service
- Participation in Scottish Government, CoSLA and professional organisations

Building Standards

Measure	Target	Actual 2008/9	Actual 2009/10*	Actual 2010/11	Actual 2011/12	Target 2012/13
Time taken from receipt of an application for Building Warrant to first response	80% of all initial responses within 30 working days.	99% (306/308)	97% (246/230)	90% (255/284)	95.10 217	Now based on 20 days
	Timeframe now reduced to 20 days**.	95% (295/308)	No data	No data	69.30%	80%
Time taken from receipt of a completion certificate to first response	85% of all initial responses within 10 working days.	82% (308/377)	98% (200/204)	96% (176/185)	100%	100%

* Based on available figures as at 11 March 2010 ** Joint SABSM/BSD initiative (under development 2012)

Heritage

	Performance Indicator (Statutory or Council)	Actual 2008-09	Actual 2009/10	Actual 2010/11	Actual 2011/12	Target 2012/13
Conservation Grant decisions issued within 4 weeks of application being complete and valid (delegated applications)	Council	100%	100% (15)	88%(7/8)	100% 6/6	N/A
Conservation Grant decisions issued within 8 weeks of application being complete and valid (applications needing Committee decision)	Council	100%	33% (3)	100% (1/1)	100% 2/2	N/A
Period for response to internal planning consultations within 14 days	Council	65%	66% (47)	50% (42/84)	53% (26/49) 1	80%

NB Target for 2012/13 conservation grants is N/A because grant budget has been deleted.

Development Management

	Performance Indicator (Statutory or Council)	Target	Actual 2007-2008	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Target 2012-2013
Non householder planning decisions in 2 months	Statutory	80% (statutory)	25%	32.2%	32.7%	36%	30.2%	35%
Householder planning decisions in 2 months	Statutory	90%	24%	51.4%	79.2%	64%	60.4%	65%

Development Plans

	Performance Indicator (Statutory or Council)	Target	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Target 2012-2013
On target with Development Plan And Action Plan Timetable	Council					On target	On target
Percentage of the population covered by a Local Plan finalised or adopted within the past five years	Statutory	100%	100%	100% during 2009, Review currently under way	0%	0%	100%

Coastal Zone Management

Local Developments	Performance Indicator	Target	Actual 2008-09	Actual 2009-10	Actual 2010-11	Actual 2011-12	Target 2012-13
Non-EIA developments (2 months or less)	Statutory	80%	98%	100%	91%	82% (14/17)	100%
EIA developments (4 months or less)	Statutory	80%	100%	100%	0%	0% (0/2)	100%
Works Licenses (3 months or less)	Statutory	80%	33%	85%	100%	100% (9/9)	100%

Risk Analysis:

The Development Directorate has undertaken a risk analysis.

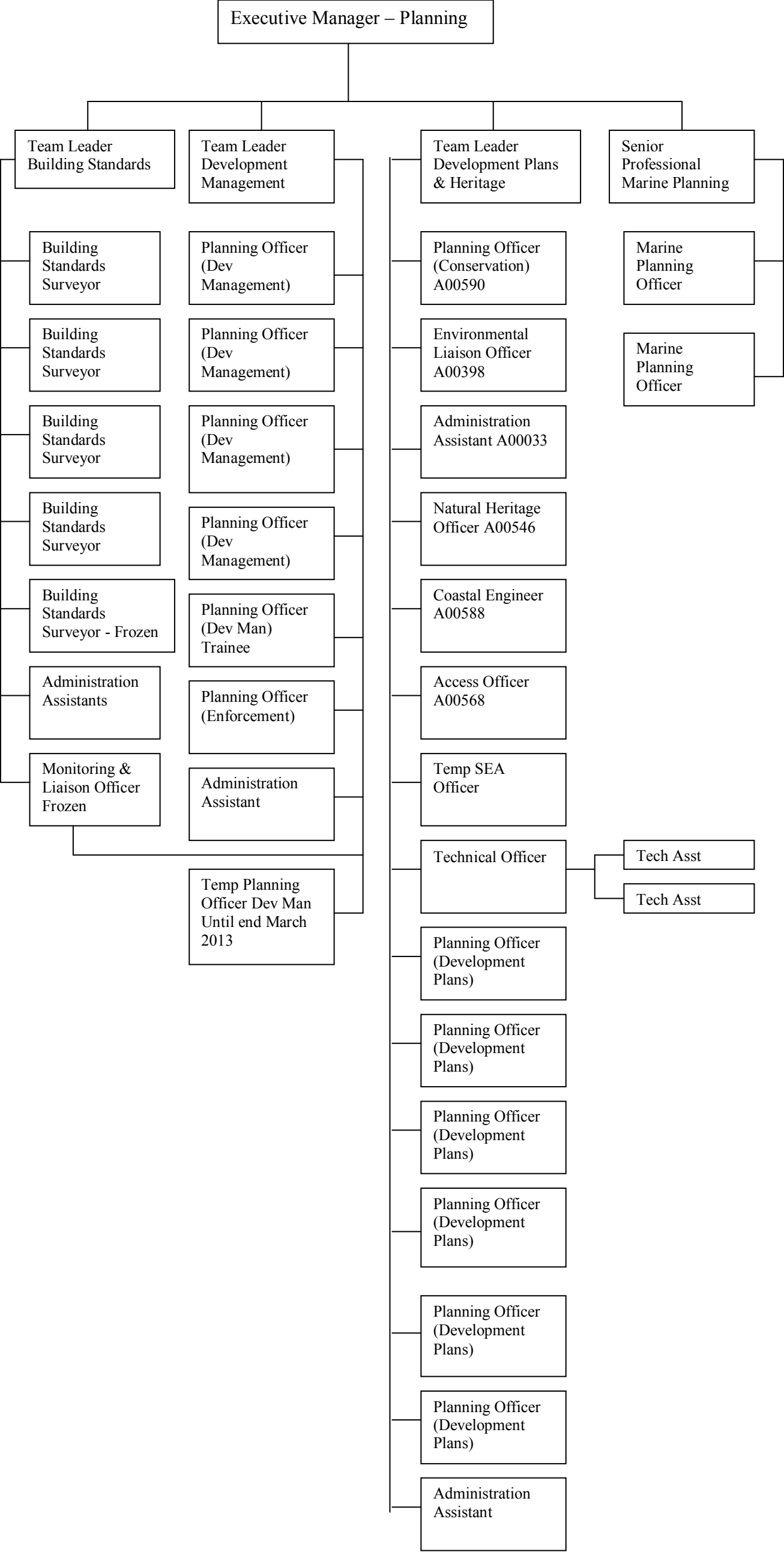
- 1 is very low
- 2 is low
- 3 is average
- 4 is high
- 5 is very high

Viking energy – legal challenges and/or discharge of conditions	Likelihood 5	Impact 4	20
Rapid increase in renewables proposals	Likelihood 5	Impact 4	20
Failure to deliver on development plan timetable	Likelihood 3	Impact 4	12

Planning Service Review

The Planning Service is undertaking a review. The key issues identified so far are:

- Investigate provision and reduce conservation grants by 100% and staff resource leading to a saving of up to £148,161.
- Review of staffing resource below team leader level and identify any impacts that a change of resource would be likely to have on services
- Complete and analyse benchmarking information
- Analyse value for money and quality of contracted out services
- Analyse non statutory services (this would include the conservation grant etc)
- Analyse synergies with other departments





**Shetland Islands Council
Development Services Department
Community Planning &
Development Service**

**PURPOSE AND PERFORMANCE
STATEMENT 2012**

Introduction

The Community Planning & Development Service takes a lead role in supporting the Council meet its statutory duty to initiate, maintain and facilitate Community Planning in Shetland (Local Government in Scotland Act, 2003). We provide support and advice in relation to key policy areas to the Shetland Partnership. We also have an essential role in ensuring that individuals and communities - particularly those facing discrimination and disadvantage - gain the confidence and skills to participate in community planning and influence decisions that affect their lives.

Adult Learning plan, develop and deliver community based lifelong learning opportunities, through which we aim to raise standards of achievement in learning for adults. The Community Work team builds community capacity and influence by enabling people to develop the confidence, understanding and skills required to influence decision-making and service delivery. Through a number of different Community Grant aid schemes we support, enhance and develop the contribution that the community and voluntary sector can make to the quality of life for people in Shetland.

1.1 Community Planning & Development

The Community Planning & Development Service provides the following functions: -

Community Planning

- Lead role in Community Planning within the Council
- Support and advice to the Shetland Partnership
- Support and advice to partners in carrying out Community Engagement
- Delivery of equalities legislation within the Council

Adult Learning

- Targeted work to engage 'hard to reach' learners
- Literacy and employability skills
- English for Speakers of Other Languages
- Family Learning opportunities
- Community based lifelong learning programme

Community Work

- Support to community groups and umbrella organisations
- Develop local solutions to need e.g. participatory budgeting
- Develop Community Profiles
- Community Regeneration in priority areas
- Support and build local social economy

Community Grant Aid

- Administration of a number of Council and Shetland Charitable Trust grant aid schemes and Service Level Agreements
- Information and advice on external funding
- Delivery of the Community Energy Efficiency Programme (CEEP)

1.2 Our Customers

Our customers are:

- Adults, young people and families who:
 - Are returning to learning or preparing for work
 - May not normally take part in learning
 - May have low initial qualifications
 - Speak English as an additional language
 - Want to improve their knowledge and skills in communities throughout Shetland
- Community Groups with an identified need for support, advice or assistance
- Geographic communities
- Communities of interest
- Identified fragile communities

Staff have developed productive partnerships with agencies to engage priority 'hard to reach' individuals, for example adults and young people who may have had a poor previous experience of learning, gaps in their education, are returning to learning or are affected by ill health or disability.

1.3 Service Volumes

	2009/10	2010/11	2011/12
Literacy, communications and numeracy	113	97	100
Employability	75	64	60
English for speakers of other languages	146	152	140
Computer skills	106	102	100
Community based classes (non-literacy/ESOL)	1127	1196	800
Family learning and intergenerational programmes	40	41	50
Money management	20	11	20
Number of community groups supported	N/A	N/A	135
Number of projects supported	N/A	N/A	101
Participatory Budgeting projects	N/A	N/A	3
Support to community engagement	N/A	N/A	24
Number of grant applications received	273	242	268

1.3 Service Standards

- Audit Scotland audit of Best Value and Community Planning
- Community Planning legislation and guidance
- Range of local indicators and national indicators under development
- Self-evaluation – How Good is Our Community Learning & Development
- Education Scotland Inspection of Community Learning and Development – last inspection was of the Lerwick learning community in January 2012
- Learning Partnerships – partner feedback
- Learner evaluations and case studies
- Good practice models and sharing of good practice through Quality Teas, and Team Leader carrying out Education Scotland Inspections in other areas

1.5 Performance Levels

We have identified defining and monitoring performance across Community Planning & Development as a service improvement for this year. Some figures exist for specific work, but systematic collection has not been in place to date for the impact and outcomes of learning, community capacity building or grant aid on individuals and communities.

Community Planning & Development		2009/10	2010/11	2011/12
Number of learners gaining qualifications		50	80	TBC
Engagement of target groups: older people, adults recovering from substance misuse, adults with disabilities or health problems, offenders and ex offenders, disadvantaged parents, MCMC young people		N/A	105	100
Engagement of Rural Learners (ex Brae and Lerwick)		N/A	456	400
CLD	HMIE Learning Community evaluation of Improvements in performance	N/A	Good	Very good
CLD	HMIE Learning Community evaluation of Impact on young people		Very good	Excellent
CLD	HMIE Learning Community evaluation of Impact on adults	N/A	Very good	Very good
CLD	HMIE Learning Community evaluation of Impact of capacity building on communities	N/A	Very good	Very good
CLD	HMIE Learning Community evaluation of Improving services	N/A	Very good	Very good
Number of grants awarded		265	232	259
Level of grant funding awarded		£639,537	£576,134	£629,627
Number of successful external funding applications		30	14	14
External funding brought into Shetland		£1,919,223	£614,344	£314,690

2.0 Service Improvements

Community Planning & Development has identified the following improvement needs:

- Community Work to produce an annual quality and standards report
- All CLD services to better use comparator data to measure performance
- Develop CLD management information systems to better record learner's prior learning and achievements in all aspects of youth work and capacity building
- Enable adult learners to enrol and pay for adult learning classes online
- Develop opportunities to externally accredit community groups
- Develop formal arrangements for planning and reflections across CLD services and partners
- Ensure we are effectively capturing outcomes and impacts over time
- Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes
- Develop knowledge and understanding of Curriculum for Excellence amongst partners and community groups
- Develop links with the voluntary uniformed sector
- Further develop our use of social media to improve communications
- Document policies in an online manual during 2012-13, and establish a system of audit

3.0 Summary of Service Delivery Plans for 2012 – 13

1. Support Shetland Partnership to deliver on the Community Plan through the Single Outcome Agreement including cross cutting themes
2. Implement new equalities legislation and monitor compliance across the Council
3. Implement the new Shetland Partnership governance arrangements at all structural levels, including the Shetland Partnership Board, the Performance Group, Theme Groups, the Community Engagement Network and local community fora
4. Consider implications of national Community Planning review, and make any necessary changes to Shetland Partnership governance arrangements
5. Monitor progress and consider implications of the Community Empowerment and Renewal Bill
6. Support and provide advice to Community Planning partners in relation to community consultation and engagement
7. Develop and put in place new local scrutiny and engagement arrangements as a Pathfinder authority in relation to the national Police & Fire reform agenda
8. Contribute to the development of a Employability, Skills & Learning Strategic Plan and implementation of partnership actions plans
9. Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes, and draft a Shetland CLD strategy
10. Develop performance monitoring to measure impacts and outcomes of services provided, including comparator data
11. Work with community groups to rationalise community resources and improve the standards of remaining facilities to ensure maximum benefit to communities from grant funding available
12. Work with partners to implement the Fairer Shetland framework
13. Work with partners to determine impact of welfare reform in Shetland, and develop an action plan to minimise impact on individuals, communities and services, including development of financial resilience'
14. Work with partners in the delivery of the 'Reshaping Care for Older People' programme
15. Establish and integrate the new Community Planning & Development Service
16. Balance budget and make required savings and efficiencies
17. Measure and maintain or enhance internal and external customer satisfaction
18. Carry out an annual self-evaluation of the Community Planning & Development Service
19. Work towards being a paper light office

4.0 Engagement

We provide information and report any changes made because of consultation through our website, newsletters, press releases and 'You Say, We Did'. We intend to improve our communications by developing a face book page and community blogs.

To monitor performance and impact, we issue or intend to develop the following surveys

- Evaluation and achievement of learning goals
- Community Grant Aid surveys (to be developed)
- Community Group Health Audit (to be developed)

We monitor how we deliver on equalities by using equal opportunities monitoring forms.

5.0 Management of Resources

5.1 Financial

5.1.1 Revenue Budget Summary

Adult Learning	£ 295,729
Community Work	£ 279,909
Community Grants	£1,694,270
CP&D Support	£ 141,423
TOTAL	£2,411,331

5.1.2 Savings required

Proposal Details	Approved Savings	Actual Savings
Reduce grant schemes to community groups and voluntary organisations	£198,782	£198,782
Shetland College grant reduction	£45,000	£45,000
Community Work remote office review (linked to LV09 Dispersed Working Project)	£10,000	TBD
Cut across support budgets, training, travel, subsistence, consultants, etc	£18,040	£18,040

5.2 Staffing

Team	Staff
Community Planning & Development	1 Executive Manager, 1 Resources Officer, 1 Policy Assistant, 1.6 Admin Assistants
Adult Learning	1 Team Leader, 4.7 Adult Learning Development Officers, 1 Evening Class Principal, 75 sessional Evening Class Tutors, 5 Volunteer Tutors

Community Work	1 Team Leader, 5 Community Work Officers, 1.6 Admin Assistants
Community Grants	1 Grants Co-ordinator, 1 Grants Officer

5.3 Systems / ICT

5.3.1 Key systems

Learn Shetland website and Adult Learning booking system

Benefactor

Shetland Community Directory

Shetland 4 Community and Grant Advisor

5.3.2 System Development

Conversion of existing evening class booking system to Office 2007, in line with recent system upgrade - £560 from within existing budgets

6.0 Action Plans

6.1 Community Planning & Developments action plan for 2012-13 is attached as appendix 1.

6.2 Risk management actions

- 1 is very low
- 2 is low
- 3 is average
- 4 is high
- 5 is very high

	Description of risk	Probable (1-5)	Impact (1-5)	Risk Pxl
1	Delays in carrying out clerical / admin reviews impacts on our ability to deliver services efficiently and effectively	4	4	16
2	Low staff morale affects service	2	5	10
3	Budgets do not balance – of particular concern are the savings associated with Community Work offices	5	4	20
4	Potential disengagement of learners due to move to new buildings and access issues	3	5	15
5	Community Engagement reflects adversely on Council reputation or on service	2	4	8
6	Insufficient resources impacts on community planning	4	4	16

6.3 Actions taken to minimise risks

- 6.3.1 Delays in carrying out clerical / admin reviews impacts on our ability to deliver services efficiently and effectively
 - Carry out internal business support and counter service review
 - Engage with affected staff on options and way forward
 - Ensure work is prioritised in line with existing resources
 - Engage with corporate services to find out levels of intended support within North Ness
 - Continue to discuss at Directorate and corporate level
- 6.3.2 Low staff morale affects service
 - Ensure support is provided at regular one-to-one meetings
 - Prioritise time for regular team meetings
 - Identify and deal with any issues as quickly as possible
 - Plan away days for all CP&D to build relationship across new service
- 6.3.3 Budgets do not balance – of particular concern are the savings associated with Community Work offices
 - Work with partners, especially within CLD to identify and consider options
 - LV09 Graduate Placement proposal submitted
 - Determine who will project manage LV09
- 6.3.4 Potential disengagement of learners due to move to North Ness
 - Publicise move and any new arrangements
 - Induct learners into new building
 - Work with Capital Programmes to resolve access issues
 - Identify options for evening reception cover
 - Implement feedback survey on new facilities
- 6.3.5 Community Engagement reflects adversely on Council reputation or on service
 - Raise awareness of Community Consultation and Engagement guidelines
 - Provide training on the guidelines to all staff involved in reviews
 - Roll out training to community groups to build shared understanding
 - Work closely with communications team
- 6.3.6 Insufficient resources impacts on community planning
 - Determine level of resources needed
 - Work with other services to determine availability of support
 - Develop existing staff to carry out work in this area

7.0 Looking Forward - Summary of Priorities for Future Years:

- Monitor impact of CEEP project – aim to reduce grant aid for running costs such as electricity through improvements to facilities in terms of energy efficiency

- Monitor impact of Maximising Shetland's External Funding project – aim to have more groups identifying, applying for and securing external funding for local projects more often
- Build closer links with national external funding bodies – aim to have closer working relationships to other funding bodies similar to that of Big Lottery Fund
- Ongoing work with the aim of ensuring Community Based Adult Learning pays for itself

	Service Aim	Responsible Officer	Support Team	Objective	Actions	Outcomes	Target & Timescales
1	Support Shetland Partnership to deliver on the Community Plan through the Single Outcome Agreement including cross cutting themes	Executive Manager – Community Planning & Development Policy Assistant - Equalities	Community Planning & Development	The Council has a clear vision and sense of purpose which reflects local needs and we can demonstrate linked-up strategic planning and resourcing to deliver that vision	Promote Community Plan with partners, and work with partners to ensure buy in Raise awareness within the community and with partners of the work of the Shetland Partnership through regular and effective communication Develop consistent reporting arrangements on progress to the Board	Delivery on first year targets in the SOA	March 2013
2	Implement new equalities legislation and monitor compliance across the Council	Policy Assistant - Equalities		We lead equality improvements, provide equality of opportunity and fair outcomes	Develop equality outcomes for Shetland and plan for implementation	Equality mainstreamed within SOA	March 2013
3	Implement the new Shetland Partnership governance arrangements at all structural levels, including the Shetland Partnership Board, the Performance Group,	Executive Manager – Community Planning & Development	Team Leader – Community Work & Planning Committee Officer Resources Officer	The Council gives strong community leadership and delivers improvement with its partners; and we engage	Develop implementation plan, and agree responsibilities with colleagues Plan agendas and arrange initial meetings	New governance arrangements fully implemented and understood by all partners Increased	July 2012 Targets to be defined in detail in the implementation plan

	Theme Groups, the Community Engagement Network and local community fora		Community Workers	effectively with communities in understanding their needs and in making decisions	Publicise changes	awareness of Shetland Partnership and what it does	
4	Consider implications of national Community Planning review, and make any necessary changes to Shetland Partnership governance arrangements	Executive Manager – Community Planning & Development	Resources Officer	Ensure governance structures are in line with National legislation and guidance	Monitor developments as the National Review progresses	Report to Partnership Board Governances structures which meet legislative requirements and guidance	March 2013
5	Monitor progress and consider implications of the Community Empowerment and Renewal Bill	Executive Manager – Community Planning & Development	Resources Officer	Ensure governance structures are in line with legislation	Respond to consultation Monitor developments as the Bill progresses	Report to Partnership Board	March 2013
6	Support and provide advice to Community Planning partners in relation to community consultation and engagement	Executive Manager – Community Planning & Development Executive Manager - Executive	Team Leader – Community Work & Planning Community Workers Communications Unit	Ensure genuine engagement with communities in relation to service planning and budget cuts Mitigate risk of loss of public trust and confidence in Council	Roll out a programme of training to staff and community groups in relation to the Community Engagement guidelines and National Standards Establish Community Engagement Network as part of CPP governance review	Community Engagement guidelines to be followed by all staff carrying out and involved in savings reviews	Deliver training to all Community Councils Deliver training to all staff involved in reviews

7	Develop and put in place new local scrutiny and engagement arrangements as a Pathfinder authority in relation to the national Police & Fire reform agenda	Executive Manager – Community Planning & Development Executive Manager – Legal	Community Safety Officer Emergency Planning Officer	Establish local scrutiny and engagement arrangements Share practice as a pathfinder authority	Act as link officer for the joint Islands Pathfinder Maintain good communication links with each Island authority Establish Shetland project team Assess and consider options Develop project and implementation plan	Local scrutiny and engagement arrangements in place in line with National review requirements	March 2013
8	Contribute to the development of an Employability, Skills & Learning Strategic Plan and implementation of partnership action plans	Executive Manager – Community Planning & Development Team Leader – Adult Learning	Adult Learning Team	We are more innovating and enterprising and our skills increase and develop to match new employment opportunities	Deliver commitments of Adult Literacy Action Plan (ALIS2020) Deliver commitments of ESOL Action Plan (in partnership with Shetland college and other agencies)	Improved adult literacy and numeracy Improved English language Positive impacts on personal, family, community life and at work Progression to positive destinations Increased attainment	92 learners 116 learners Targets to be developed – see action 10

9	Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes	<p>Team Leader – Adult Learning</p> <p>Team Leader – Community Work & Planning</p> <p>Team Leader – Youth Services</p>	CLD teams & partners	Ensure effective leadership and effective planning is in place to support Community Learning & Development in Shetland	<p>Develop CLD Strategic Plan (national guidance to be published June)</p> <p>Consider role of Community Schools and work with partners to discuss options</p>	<p>Communities and adult learners have confidence and skills to achieve their potential and participate fully in community life and planning</p> <p>Develop knowledge and understanding of Curriculum for Excellence amongst community groups working with young people</p>	<p>Sept 2013</p> <p>Outcomes focused monitoring to be developed (see action 10)</p>
10	Develop performance monitoring to measure impacts and outcomes of services provided, including comparator data	<p>Team Leader – Adult Learning</p> <p>Team Leader – Community Work & Planning</p> <p>Team Leader – Youth Services</p> <p>Strategic CLD partners</p>	CLD teams and partners	Capture impacts on learners and communities	<p>Learner Evaluations analysed annually</p> <p>Illuminating Practice completed for all projects</p> <p>Annual Quality and standards report (adult learning & community work)</p> <p>Agree comparator data to be collected and exchanged & negotiate</p>	Retain Education Scotland 'very good' rating for Performance	September 2012

					exchange with 2 local authorities		
					Set and collect measurable outcomes		
11	Work with community groups to rationalise community resources and improve the standards of remaining facilities to ensure maximum benefit to communities from grant funding available	Grants Co-ordinator Team Leader – Community Work & Planning	Grants Officer Community Workers	Improve sustainability of community groups and facilities Support and develop a strong Third sector	Build an accessible picture of available community resources e.g. interactive online map Map current use of grant aid, analyse and assess on an area by area basis Engage with community groups Promote external funding opportunities and support applications for external funding Lead and facilitate CEEP scheme Explore pilot of community/sport hub models Provide advice and information to groups to help them self-generate funds and think more like private businesses	Reduced reliance on the public sector Decrease the amount of grant aid funding required to support running costs of community facilities, and therefore increase the availability of grant aid funding to a larger number of community groups Increase level of external funding coming into Shetland	Targets to be developed – see action 10

12	Work with partners to implement the Fairer Shetland framework	Executive Manager – Community Planning & Development	Team Leader – Adult Learning Team Leader – Community Work Team Leader Youth services	Fairer	<p>Increase Family learning e.g. work with Young Mums ESOL Family learning, Storysacks</p> <p>Engagement programmes adults who need more chances to learn</p> <p>Promote inclusion and positive social networks</p> <p>Increase programmes to improve health & wellbeing</p> <p>Targeted work to strengthen disadvantaged communities</p>	<p>Increased involvement of parents in children’s learning</p> <p>Improved opportunities</p> <p>Progression to volunteering, work or further learning</p> <p>Improved health & wellbeing</p> <p>Engagement of ‘hard to reach’ in learning and community activity</p>	Targets defined in Fairer Shetland action plan
13	Work with partners to determine impact of welfare reform in Shetland, and develop an action plan to minimise impact on individuals, communities and services, including development of financial resilience	Team Leader – Adult Learning	Adult Learning team	Contribute to meeting Fairer Shetland outcomes	<p>Financial resilience initiatives such as Thrifty Living</p> <p>Employability & core skills for clients required to move into work</p> <p>IT initiatives to enable claimants to use the Internet to apply for benefits</p>	<p>Positive impacts on participants – increased knowledge, skills & understanding leading to informed choices about money,</p> <p>Progression to positive destinations</p>	Targets defined in Fairer Shetland action plan

						& ability to access Internet	
14	Work with partners in the delivery of the 'Reshaping Care for Older People' programme	Team Leader – Community Work & Planning	Team Leader – Adult Learning Community Work Adult Learning CLD teams & partners	Contribute to meeting the Healthier & Caring strategic objective of the SOA	Increase range of daytime - targeted programmes to engage older people in learning Intergenerational Projects e.g. inIT computer project Reminiscence	Improved health and wellbeing as a result of increase participation in community activity and learning	Targets defined in relevant plans
15	Establish and integrate the new Community Planning & Development Service	Executive Manager – Community Planning & Development	Team Leader – Community Work & Planning Team Leader – Adult Learning	Demonstrate we are an effective, cohesive team with a reputation for innovation	Create new leaflets and publicity following the move to 8 North Ness Implement satisfaction surveys to monitor satisfaction with new learning facilities Plan and hold an open event to welcome learners and colleagues to the new facilities Review ICT file structure and access, implement consistent approach across all teams Make effective use of graduate placements to develop services	Improved services to communities and adult learners	Sept 2012

16	Balance budget and make required savings and efficiencies	Executive Manager – Community Planning & Development	Team Leader – Community Work & Planning Team Leader – Adult Learning	Reduce cost of service Improve service delivery	Review and implement agreed savings Carry out a joint review of Community Learning with Shetland College, and explore alternative models for delivery of universal classes Review Community Work Office/hub model Carry out a review of the minibus service	Meet savings targets	Reduce grant schemes £198,782 Shetland College grant reduction £45,000 Community Work remote office review £10,000 Efficiency savings £18,040
17	Measure and maintain or enhance internal and external customer satisfaction	Executive Manager – Community Planning & Development	Team Leader – Community Work & Planning Team Leader – Adult Learning	Delivery of an excellent service	Annual Analysis of Learner evaluations Maintain ‘You said, we did’ as feedback to learners about the actions we take to improve adult learning provision Involve partners in annual self-evaluation through survey monkey & other methods Introduce survey with all grant awards to measure customer satisfaction with service/schemes	Positive customer feedback	Quarterly Performance targets to be developed

18	Carry out an annual self-evaluation of the Community Planning & Development Service	Executive Manager – Community Planning & Development	Team Leader – Community Work & Planning Team Leader – Adult Learning	Increased awareness and better understanding of strengths / weaknesses and improvement areas	Away day for staff to self-evaluate provision & plan for improvement	Improvement plan	Dec 2012 6 monthly monitoring progress
19	Work towards being a paper light office	Executive Manager – Community Planning & Development	Team Leader – Community Work & Planning Team Leader – Adult Learning	Reduce waste Efficiency savings	Further develop learnshetland.com as tool for online learning, registrations and bookings & link payment to SIC website Develop internal ICT Systems for Community Work Offices Encourage more on-line grant applications from community groups	More efficient systems in place Less waste Efficient use of available resources	Dec 2012 Targets to be developed – see action 10



Shetland Islands Council
Development Services Department
Transport Planning Service

PURPOSE AND PERFORMANCE
STATEMENT 2012/13

1. General

The Transport Planning Service is focussed on enabling economic growth and social well being for Shetland as whole as well as individual communities. It does this by providing the following functions:

- Specification, procurement and contract management of inter island air services;
- Procurement and contract management of Education Transport (on behalf of Children's Services)
- Procurement and contract management of Social Care transport (on behalf of Social Care Services)
- Provision of ASN Education and Social Care Transport
- Specification of Inter Island Ferry Services
- Taxi Licensing Scheme
- Concessionary Travel Scheme
- Blue Badge Scheme (Disabled Parking Scheme)
- Delivery of ZetTrans functions
 - Public Transport
 - Regional Transport Strategy

2. In 2012/13 this Service is provided by:

Service	Staff
Transport Planning	1 Executive Manager, 1 Transport Strategy Officer, 1 Transport Assistant, 1 Receptionist/ Administration Officer, 1 Research and Information Officer (Vacant)
ASN Transport Vehicles	5 drivers, 3 Escorts, Pool of Relief Drivers

- Assets Summary:
5 ASN 16 Seat Disabled Access Buses
- Finance Summary: TOTAL BUDGET **£5,341,741**

3. Service Standard:

- Level of service provided is difficult to compare directly with other areas due to differences in geographical characteristics and difference in the way in which communities are situated within that geography. Having said that, we have made broad comparisons of service provision detailed below: -
 - Inter Island Ferry Services: There are broad comparisons made across ferry service through the Scottish Ferries Review: The Review's Routes and Services Methodology shows that the level of ferry services in Shetland is consistent with the economic and social dependencies of the islands;
 - Bus Services: Comparing services with other island groups shows that the services are broadly similar with the exception perhaps that there are less evening services in many areas of Shetland. There is also less integration between public services and education services. This is being addressed in the current review:
 - Air Services: In general across Scotland remote islands receive daily air services. In Shetland the frequency ranges from once per week (Papa Stour) to 3 (winter) and 4 (summer) times per week for Fair Isle. This is also being addressed in the series of reviews being undertaken this year.
 - Fare levels: -
 - Ferries: for individual journeys fare levels are comparable with other services where commuting is the principal function of the service.
 - Bus services: Comparable with services in island and remote highland areas.
 - Inter island air services: at the high end of the range of fares throughout Scotland.

4. Strategic Service Risk Assessment

- Rising cost of fuel. Likelihood 5 Impact 4 => 20
- Rising costs associated with transport becoming a professional area of work, for example, Certificate of Professional Competence (CPC) qualifications for bus drivers, which is likely to increase costs when re-tendering, as well as rising cost of fuel. Likelihood 4 Impact 4 => 16
- Unable to meet all 2012/13 savings, due to insufficient lead in time (although service will look for others ways to make savings). Likelihood 5 Impact 4 => 20

5. Summary of Priorities for 2012/13:

- Deliver Single Outcome Agreement Transport Priorities (See Appendix 1).
- Deliver on 2012/13 savings (see Appendix 2) and plan for 2012/13.

- Provide the current services whilst reviewing the service against Community Planning Priorities, Council priorities and financial constraints.
- Contribute to the Shetland Islands Council Inter Island Ferries Review.
- Develop further the programme of fixed links to refine the current priorities in to a programme with funding models agreed by Council.
- Refresh the Regional Transport Strategy.
- Explore different approaches to providing services through use of information gained from NPP pilot and stock-take of public and voluntary sector assets.

Appendix 1 - Transport Priorities from Shetland's Single Outcome Agreement

	Outcome	Background / Context			National Outcomes
13	Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services				10
	Indicator	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
48	Minimise transport restrictions	Transport Service			
49	Increase the proportion of journey's made by public or active transport	Scottish Household Survey			
	Required actions / commitment by local partners		Lead responsibility		Timescales
	NPP – Area Transport Forums		Executive Manager Transport Planning		Ongoing
	NPP – Study				October 2012
	NPP – Pilot Projects				2016 – 2021
	Prioritised programme of fixed links		SIC - Executive Director, Development		2011/12
	Review of Bus Services				2011/12
	Review of Ferry Services		SIC – Executive Director Infrastructure & Development Services		2011/12
	Review of Transport Operations				2011/12

	Communication and Information review		2011/12
	Scottish Government action / commitment required to deliver these outcomes		
	<ul style="list-style-type: none"> ▪ To work with Shetland Islands Council / ZetTrans and their Community Planning Partners to develop measures to support the implementation of the Shetland Transport Strategy Delivery Plan in accordance with the objectives of the Single Outcome Agreement. • Engage with Shetland in exploring appropriate subsidy mechanisms for external ferry travel. • Ensure affordability and user feedback are taken into account when designing the new contract for the Aberdeen to Lerwick route. • Continue to support and develop the Air Discount Scheme or better alternative. 		
Links			

Appendix 2 – Savings to be achieved in 2012/13

Ref No	Service Area	Savings Detail	Implementation Decision	Y1 - 2012/13	Y2 - 2013/14
107	Transport Planning	Cut across support budgets, training, travel, subsistence, consultants, etc.	Implement	16,148	
108	Transport Planning	Vehicle repair & maintenance	Implement	23,391	
109	Transport Planning	Transport hired and contracted services	Assess	49,440	
110	Transport Planning	Education/SRT Transport	Assess	13,250	
111	Transport Planning	Foula Ferry Contract	Implement	151,795	
112	Transport Planning	SIC contribution to ZetTrans	Implement	38,940	
72	Transport Planning	Reduce Transport hired and contracted services	Review	249,946	



**Shetland Islands Council
Development Services Department
Economic Development**

**PURPOSE AND PERFORMANCE
STATEMENT 2012**

DRAFT THREE

1.0 Section One - General

The Economic Development Service exists to promote economic opportunities for Shetland. It does so by encouraging commercial growth through assistance measures and by identifying new economic opportunities to broaden the economy.

1.1 Service Delivery

The services delivered by the Economic Development Service are as follows:

- Business Gateway
- Grant and Loan Support
- Marketing
- Economic Research
- Strategic Value Projects
- Engagement with EU policies and funding support
- Lead Partner for LEADER support
- Community Economic Regeneration
- Lead service for Art and Culture in Shetland Islands Council

1.2 Customers

Our main customers are people who wish to start up in business or existing businesses that wish to expand. A second group of customers exist at industry level and they are interested in engaging with the service on matters of a more strategic nature such as changes in Government or EU policy and significant economic issues that may have impacts on whole sectors of the economy

1.3 Service Volumes

Provide business advice to 150 individuals and businesses through the Business Gateway Service

Approve development grants to 100 projects that will achieve economic development outcomes (the current assistance schemes can be viewed on the Council's website)

Invest in 8 projects that will achieve economic development outcomes through loan finance or other commercial measures

Process and administer 8 new applications for LEADER funding

Attract in £500,000 of external funding for projects in Shetland

1.4 Service Standards

The Business Gateway operational standards are national ones

LEADER operational guidelines are set by the Scottish Government and performance is monitored continually by the Scottish Government and annually by EU auditors

The service's standard for measuring economic impact is attached as appendix one

Every 6 years or so, Shetland's economy is measured to see if growth is occurring and where support measures might need to be directed

The grant and loan support parts of service are wholly discretionary and are provided to meet policies set by the Council

Service principles are attached as appendix two

1.5 Main Performance Levels

Business Gateway – provide advice to 20 start-up businesses

Support projects in 2012-13 that create 50 jobs

Support projects in 2012-13 that maintain 100 jobs

Support Promote Shetland to achieve targets set in the Shetland Marketing Plan and the 2012-13 operational plan

Attract in £500,000 of external funding for projects in Shetland

2.0 **Section two - Service Improvements**

The service continues to identify ways to achieve its objectives with less funding in the current era of budgetary constraints. In 2012-13 the service will operate with a 10% funding reduction in comparison with 2011-12 as is shown in the table below:

Proposed Detail	Approved Savings	Actual Savings
Reduce General Fund budget by 11%	£630,000	£630,000
No Growth in Revenue budget	0	0
Total	£630,000	£630,000

During the first year of the new Council the service will be seeking to engage with members to establish a set of policies for delivery in the next five years.

A review of the marketing service, which will involve Promote Shetland will begin in October 2012.

3.0 Section Three - Summary of Service Delivery Plans for 2012-13

This part of the service plan shows how the service will contribute to the Shetland Single Outcome Agreement. These outcomes are relevant to the work that the service does:

- Increase sustainable economic growth
- Improve productivity
- Increase the number of businesses/start-up rate
- Increase exports
- Improve Shetland's digital infrastructure
- Population growth
- Increase economic participation
- Improve Shetland's reputation for products and services

The major part of the work of the economic development service makes a contribution to delivering these outcomes. Appendix three contains a list of the assistance measures that are available from the service and appendix four shows the current work programme for the service. Our main actions, in essence how we are seeking to achieve the outcomes above, are listed below:

- Refocus the approach to renewable energy development depending on the direction of the Viking Energy project.
- Fund Promote Shetland to raise our profile outside the islands.
- Support the next stages of the Shetland broadband project.
- Continue to administer existing Shetland Development Trust investments valued at £29M.
- Work with Total E&P, Petrofac and other companies engaged in the gas plant project to ensure maximum benefit to Shetland.
- Support 10 projects that drive up quality and add value in our wealth creating sectors (fisheries, tourism, textiles, creative sector, agriculture, etc)
- Work out service engagement with and the resources for arts and culture activities.
- Identify ways to make most effective use of the European function.
- Development of a new set of economic development policies for the 2012-17 Council with a focus on small and micro businesses.

4.0 Section Four - Engagement with Customers

The main engagement with customers is through the various industry panels at which relevant issues are discussed. This method of engagement is likely to be reviewed in the early part of the year to see if more effective ways to engage can be identified.

5.0 Section Five - Management of Resources

Financial

Project Budget - £5 M
 Running Costs – £800,000
 Loan Budget - £3 M
 Capital Funding - £1.7 M

Capital Assets

Lease of Solarhus (long term)
 Lease of offices at 66 Commercial Road (short term)
 Use of space at Market Street Store
 Rent of space at Broonies Taing

Staffing

15 Full-time staff
 4 Part-time staff

Shetland Development Trust

Investments currently worth £29 M

6.0 Section Six - Actions Plans

6.1 Service development objectives

Performance indicators

Indicator	Target	Current figure – Shetland	<u>Current figure – Scotland</u>
Business start ups per 1000 of resident population	5 business start ups a year per 1000 resident population	3.9	2.8
Jobseekers allowance payment count	Maintain unemployment rate below 2.0%	1.6% 232 people	4.4%
Gross weekly pay for full-time workers	Maintain gross weekly pay for full-time workers above	£546.8	£503.10

	Scottish average		
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6.2 Risk management actions

- 1 is very low
- 2 is low
- 3 is average
- 4 is high
- 5 is very high

Description of Risk	Probable (1-5)	Impact (1-5)	Risk Pxl
Damage to Solarhus Roof	5	5	25
Loss of funding investments	4	4	16
Not meeting client expectations	5	3	15
Business continuity	4	2	8

6.3 Actions taken to minimise risks

Damage to Solarhus Roof

A net has been placed over the roof so that materials should not blow away if more damage occurs

The building is being surveyed prior to roof repairs being done before the onset of gales in the autumn.

Should the roof repairs be delayed then a fast communication system will be introduced to warn people at North Ness when more damage occurs.

Loss of Funding in Investments

All applications are examined in detail and risks are assessed for every project. Security is taken and higher interest rates are charged for riskier ventures.

The Development Committee makes decisions on the majority of investment approvals.

Client Expectations

The Council has to understand that resources in Economic Development are more restricted than in the past and has to set realistic goals for the service to achieve.

The service has to be clear in communicating to the public what it can do.

Supported projects have to achieve the defined economic development outcomes that have been agreed

Business Continuity

Should Solarhus have to be evacuated or not be accessible to the service then the service will set up at the Islesburgh Community Centre.

6.4 Improvement actions

During the year the Marketing activities will be reviewed and options for self-assessment and benchmarking in the service will be researched.

A full review of the Council's expectations of the service will be carried out should further significant reductions in the budget be necessary, bringing a need for a fundamental change in our approach.

7.0 Looking Forward

As a fully discretionary service, the future direction of the service depends on the degree of importance that the Council places on achieving the future levels of economic prosperity identified in the Community Plan.

Draft Three of this plan was prepared on 18.05.12.

Appendix One**PROJECT BENEFITS/IMPACTS**

<u>Measurable Benefits</u>	<u>Details</u>	<u>Achieved by Date</u>
Jobs Created *		
Jobs Maintained*		
Total Jobs Impact*		
Turnover Generated		
Turnover Maintained		
Total impact on Shetland Economy		
<u>Other Measurable Benefits</u>		
New product or service		
Improved product or service		
New Market		
Improved Productivity (turnover per employee)		
Cost Reduction (costs as percentage of turnover)		
Business Start Up		
Increase in exports		
Import Substitution		
<u>Non Measurable Benefits</u>		
Impact on Shetland brand		
Environmental Improvements		
Improved Staff working conditions		
Development in remote areas		
Skills development (capacity building)		

* FTE's

Part 5 – Operating Principles and Guidelines

5.1 Social Inclusion

The Council is committed to upholding people's rights, to promoting social inclusion, to protecting the vulnerable and the disadvantaged and to ensuring that all citizens have equal opportunity to fulfil their potential.

The Council aims to promote an inclusive society which values diversity and works to secure and protect the rights of all the people of Shetland by combating disadvantage, discrimination, risk, exploitation and abuse.

5.2 Sustainable Development

In all aspects of economic development work the Council will endeavour to find sustainable solutions for economic development. Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

5.3 Making a Difference

Council investment in economic development projects should lead to the creation or improvement of a process, service or product that would not have happened without the Council's assistance. Funds should only be awarded to projects that could not proceed without assistance.

5.4 The Role of Development Agencies

While the ongoing efforts of all organisations participating in economic development are important, the future success of the economy depends on the businesses and workers making a living in Shetland. Development agencies have a role in facilitating and supporting economic development and working in partnership with businesses to achieve prosperity.

5.5 Financial Duty of Care

Economic development work is, by its very nature, high risk in terms of the safe investment of public funds. While this is so, the Council still has a duty of care to the public for maximising the productive use of public funds for economic development work by having regard to the viability of projects being considered, the need for public assistance and the probability of changes in the environment that projects will operate in.

5.6 State Aid Compliance

The Council must comply with State Aid regulations for the investment of public money in private enterprise.

5.7 Promoting Independent Working

The Council will seek to ensure the financial independence of businesses and organisations that benefit from public assistance. In particular there is a need to avoid situations where dependencies can arise.

5.8 Transparency

The availability of services, eligibility for services and the process of applying for and approval of services will be made clear to all potential applicants. All awards of financial assistance to applicants will be published.

5.9 Consideration of Applications for Financial Assistance

1. Assistance will only be approved when an application meets the Council's economic development policies as specified in this document or can be processed under a specifically approved assistance scheme.
2. Funding shall not be approved on any spending committed by an applicant for assistance before a decision is taken on that application by the Council.
3. Assistance shall not be approved to rescue businesses that are failing or have failed.
4. Grant assistance is not available for the purchase of businesses or buildings. This is because such approvals can interfere with the market and may lead to an unfair advantage being given to an applicant.
5. In general, assistance is not available for projects/businesses that are in direct competition with existing businesses serving the Shetland market. Such assistance is likely to lead to unfair competition. However, in circumstances when specific assistance schemes exist for that type of business or when the applicant business is operating in a remote area/outer island, grant assistance may be considered after careful examination of the project details.
6. Assistance is only available for commercial ventures and initiatives. This policy does not apply to projects that may not be commercial in themselves but which aim to serve commercial sectors. Community inspired infrastructure projects fall into this latter category.
7. Projects have to demonstrate viability and need for assistance. However, need for assistance is not a criterion when incentive schemes are drawn up to encourage specific types of project.

Appendix Three

Support Measures

- Agricultural Contractors Scheme
- Shetland Agricultural Business Scheme
- Shetland Rural Development Scheme
- Discretionary Delegated Authority Scheme
- Business Growth Research Scheme
- Tourism Financial Assistance Scheme
- Shetland Business Growth Training Scheme
- Rural Shops Improvement Scheme
- Childminders
- Marketing Development Programme
- Shetland Events and Festivals Scheme
- Shetland Business Energy Efficiency Scheme
- Loans to Purchase Fishing Vessel Licences or Quota
- Commercial Loans and Other Investment Measures

**Shetland Islands Council
Economic Development Service**

2012/13 - Work Programme

<u>What</u>	<u>Who</u>
CORPORATE	
Ensure that the EDU is set up to deliver services within the Development Services Department framework, as part of the new Council Plan	DI/NG
Achieve efficiency targets set	All BROs
STRATEGIC	
Develop tourism as an all year round activity by making more of our existing assets.	LC
Define the Arts and Culture role of the EDU	NHH, LC, NH and TC
Encourage higher levels of activity in Creative Industries	TC (and others)
Assist in the development of a co-ordinated Council policy for childcare support measures.	TC
Complete Agricultural Strategy	DI
Engage at a regional level on development of post 2013 EU programmes	SS
Maximise benefit from SIC participation in EU networks	SS
Support the Regeneration Partnership to be more active in community based economic development	TC/DI
RESEARCH	
Identify potential INTERREG projects that support the EDU's work + better provision of local services	JD
Complete Shetland in Statistics	LN
Co-ordinate research into textile sector development	LN
Identify continuing funding possibilities from EU support relating to Council projects, and Shetland-wide opportunities	SS
Research measures to stimulate creative sector development as Mareel opens	TC (and others)
2012 Visitor Survey – investigate joint working with other island councils	LC
Investigate acquisition of dedicated database for next LEADER programme	ST

DRAFT 3

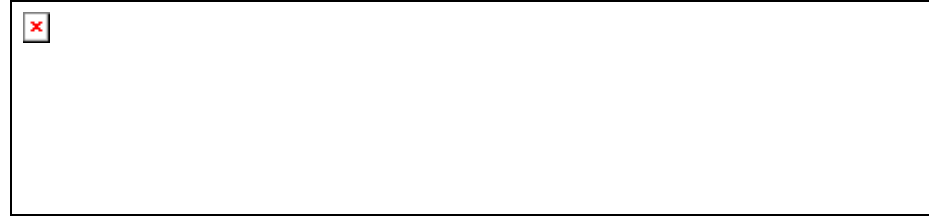
SCHEME DEVELOPMENT	
Research and introduce a measure to stimulate growth in agricultural related food processing and marketing	JD
Investigate the possibility of a commercial loan scheme aimed at encouraging new agricultural entrants/young agricultural businesses	JD
Set up the bridging loan facility for housing development as a workable delegated scheme	JD
Refine Business Gateway to be more effective for local SMEs	LC/DI
Set up and operate Fisheries LAG	LN/SS
Ensure that Business Growth Training Scheme is fully used (10+ projects)	GS
Ensure that Energy Efficiency Scheme is fully used (5 projects)	MH
Establish and EU notified Fisheries Processing and Marketing Scheme	NHH (and others)
PROMOTION	
Obtain effective use of resources in the delivery of the Promote Shetland contract	NHH
Make sure that a higher emphasis is placed on the promotion of main opportunities such as renewable energy and better broadband	NHH
Promote growing possibilities of Shetland as film location better	NHH
Develop the Food Festival as a prime event with a higher emphasis on income generation	NH/KM
Promote the Shetland Festivals and Event Scheme to ensure better uptake and bring more events up to a visitor standard	NH
Update Shetland Food and Drink Directory in a cost effective manner	NHH/NH
Develop Dynamic Shetland Event	KM
Co-ordinate brochure preparation for All Energy 2012 Exhibition in May 2012	KM/MH
Help to organise the Shetland Olympic Torch Event	NH
Help with the opening of the Scalloway Museum	NH
Organise visit of Falklands Islands Chamber of Commerce	NH
PROJECTS	
Establish and operational Point of Presence and one Next Generation Project	MS/GS
Ensure that the BID project has a realistic and longer term focus	LC

DRAFT 3

Ensure that the issues surrounding wind turbine installation are debated in SREF with a view to identifying solutions	MH
Encourage progress of 5 known potential renewable development projects (+ others that emerge)	MH
Process two commercial investments in renewable energy projects.	MH
Process two commercial investments in food and drink projects	JD
Process five commercial investments in fisheries related projects	SK/WG
Continue CAP Reform engagement process at Scottish Government level	DI
Ensure that the Viking Energy related local supply chain is properly developed	AP/MH
Once connectivity to the Mainland is approved a development programme for local projects supplying to the grid will be resourced	MH
Engage with TOTAL development project to maximise local supply chain work.	LC/TC
Work as part of the Sumburgh Head development team.	JD
Secure EU funding for Skerries South Mouth dredging	SS
Research and develop commercial opportunities in seaweed production.	MH/JD
Pilot Shetland Ambassador Programme	LC/NHH
Develop Visitor Information Services	LC
TRAINING	
Seek better co-ordination of commercial training and skills development among all agencies with responsibilities in this area	Project team to be decided
Improve commercial development assessment skills	All project managers
Improve project impact measurement skills	All project managers
PROCESS	
Delegate project activities to Project Managers	DI/Project Managers
Establish robust online presence for service	JJ/NHH
Establish a more focussed member engagement with EU related activities following the new Council in May 2012	SS/DI
Achieve better engagement with the Highlands and Islands Conveners' Group which takes strategic decisions on regional EU engagement	SS/DI
Identify the most tax efficient way of handling SDT income and expenditure within the Council's accounting framework (or outside if that is the only	DI/NG

DRAFT 3

practicable way)	
Integrate and resource the preparation of SDT accounts within the Council's accounting system	DI/NG
Improve LEADER processes to meet higher Scottish Government Standards	ST/DI
Set up regular LEADER team meetings	ST/DI
Set up Promote Shetland engagement system	NHH
Better processing of casework through Benefactor	JJ (and others)
Complete Electronic Application Form	KM (and others)
Review and Improve EDU process systems	DI/JJ
Improve RF filing system	PS/JJ
REVIEW AND MONITORING	
Review operation of SRDS when there is a better understanding of the opportunities for support under revised CCAGS post April 2012	ES
Review SABS	JD
Review RSIS	LN/TC
Implement a more robust management of the commercial lending portfolio	DI/Project Managers



Operational Plan **2011/2012**

May 2011

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Section 1: Executive Summary

- 1.1 The purpose of this Operational Plan is to establish operational milestones and targets against key strategic objectives for progressing the overall strategic priorities of Shetland College in 2011/2012. Shetland College's approach to the Single Outcome Agreement, which is matched to the college's Strategic Priorities, is set out at Appendix 1. The college's objectives and targets for 2011/2012 are set out at Appendix 2. The curriculum planned for 2011/2012 is summarised in Appendix 3. Staffing structures as at May 2011 are shown at Appendix 4.
- 1.2 **Review of progress in 2010/2011:** In 2010/2011 Shetland College's Operational Plan set out operational milestones with responsibilities and timescales in relation to how the college would address the 52 key strategic objectives identified against the 8 strategic priorities of the college's Strategic Plan (2008-2011). Throughout 2010/2011 progress against these operational milestones was tracked and recorded in the Operational Plan.
- 1.3 **Priorities 2011/2012:** The college has revised its strategic priorities for 2011/2012. This Operational Plan clearly details the operational milestones with responsibilities and timescales in relation to how the college will address the 20 key strategic objectives identified against the 5 new strategic priorities of its Strategic Plan (2011-2016). The strategic priorities for 2011/2012 are encompassed in the Operational Targets for 2011/2012 at Appendix 2.

Section 2: Introduction - Strategic Aims

- 2.1 The purpose of the Operational Plan is to establish operational milestones and targets against key strategic objectives for progressing the overall strategic priorities of Shetland College in 2011/2012.
- 2.2 Shetland College's Strategic Plan (2011-2016) includes 5 new Strategic Priorities. A set of key strategic objectives have been drawn up for 2011/2012 as a means of addressing these priorities, in order to achieve the college's mission.
- 2.3 The five Strategic Priorities are:
- **Strategic Priority 1** - Ensure the college has a flexible and appropriate curriculum which meets individual and employer needs and helps to sustain Shetland's economy and social and cultural development.
 - **Strategic Priority 2** - Ensure effective governance, leadership and management and ensure financial sustainability.
 - **Strategic Priority 3** - Enhance the approaches to learner engagement and the student voice.
 - **Strategic Priority 4** - Ensure all learners reach their potential through commitment to quality standards and continued investment in staff development.
 - **Strategic Priority 5** - Provide a sustainable, safe and quality environment for our staff, learners and all stakeholders.

Section 3: Overall Management Arrangements

Review - 2010/2011

- **Improving Governance and Management Arrangements**

Throughout 2010/2011 the college continued to be managed by the senior management team comprising the Director, with overall responsibility for strategic direction, the Depute Director, with responsibility for the cross-college areas of academic planning and development, quality assurance and improvement, and the Operations Manager, with responsibility for the cross-college areas of access and inclusion, equalities, estates management, health and safety and marketing. The Director took early retiral in February 2011, and since then the Director of NAFC Marine Centre has taken on the dual role of Director of both Shetland College and NAFC Marine Centre.

A new Head of Section was appointed to Business and Hospitality, and took up her post in October 2010, bringing together what had previously been two separate college sections. The new Head of Section is progressing the development and delivery of a range of programmes, including some within UHI's Faculty of Business and Leisure, as well as a range of SVQ programmes in Business and Administration, Management, and Professional Cookery.

Plan - 2011/2012

- **College Structure**

During 2011/12 Shetland College will operate under the staffing structures as shown at Appendix 4.

The temporary post of Marketing Assistant will be deleted and the marketing function will be outsourced as part of the efficiency savings which the college has to make, given ongoing budgetary constraints. This function will continue to be overseen by the Operations Manager. Funding will be accessed from UHI in relation to the university's single branded signage and one Webproject, which involves upgrading of the college website and associated staff training.

- **Staffing Requirements**

With the introduction of new BSc degree provision in the area of Computing, and HND IT as full-time provision, the Computing section will continue to require additional staffing of 0.2 FTE.

As the Creative Industries section develops learning and teaching materials for the new 20-credit modules for validation of BA Honours Contemporary Textiles as part of UHI's Creative Industries degree scheme, completion of this work will require 200 hours of staff cover.

Co-ordination of the Learning Disabilities programme for Eric Gray Resource Centre learners will be taken over by a Community Learning lecturer, who will also continue to deliver classes on this programme.

One lecturer in Construction will undertake TQFE, which will necessitate appropriate class cover for 133 hours.

One part-time lecturer (0.4 FTE) in Computing will undertake TQFE, which will necessitate appropriate class cover for 53.2 hours.

One part-time lecturer (0.2 FTE) in Community Learning will undertake TQFE, which will necessitate appropriate class cover for 26.6 hours.

Section 4: Curriculum Development

- 4.1 The college's first strategic priority in its new Strategic Plan for 2011-2016 is to ensure that it has a flexible and appropriate curriculum which meets individual and employer needs and helps to sustain Shetland's economy and social and cultural development. As the college enters a period of increasing budgetary constraints, a curriculum review is planned across all academic sections during 2011/12. The senior management team, along with the Academic Board and Board of Management, will ensure that this review takes account of changing local business requirements and market demand.

The college will continue to explore and develop new methods of delivery, and will work more closely with other UHI academic partner colleges in relation to blended and networked delivery of HE programmes in accordance with C21C.

4.2 Curriculum Changes/Developments in 2011/2012

The college plans to deliver/develop the following new programmes in 2011/2012:

Business and Hospitality

- Adapt the NC Business programme from September 2011 to include Administration Services unit to provide students with the necessary skills set for employment at an appropriate industry level
- Adapt the HNC Business programme from September 2011 to include Office Administration unit to enable students to gain employment/develop an existing administrative role within industry
- Adopt a standardised assessment requirements form for all closed book assessment to ensure adequate resources are in place in a timely manner
- Create a departmental folder for all assessments/sample answers at the start of each semester
- Provide mandatory tutorials/study/academic skills sessions for both NC and HN level programmes from September 2011 as part of the first line guidance and support provision to improve attainment, retention and achievement rates
- Conduct a mandatory numeracy assessment prior to entry to NC and HNC Business programmes to determine the level of support required and also to improve retention and achievement rates
- Conduct a feasibility study to determine demand/number of applicants - to introduce a 2 year full time Certificate in Hospitality & Tourism for September 2011 to replace the current part-time STGA Tour Guide programme, focussing on the three key areas of hospitality - tourism, accommodation and professional cookery
- Advertise Financial Accounting Software using Sage software as a stand alone unit to the business sector and market/offer the unit in both semester 1 and in semester 2 to a wider client group

Community Learning

- Updated Literature 1 unit

- Refreshed range of learning centre courses: non-certificate courses in Sage Accounts, Advanced Digital Scrapbooking, Intro to Microsoft 2007/2010 certificate
- Delivery of in-house staff training related to student course HN IT Spreadsheets and considering PC Passport (in light of ILA changes)
- Development of new courses in response to community/business demand - 2011/12 is the first year of a 2-year funding package for Learning Centres from LEADER. Payment is made retrospectively on achievement of milestones and meeting reporting requirements. LEADER support for Year 2 will be dependent on satisfactory reporting of Year 1 achievements. Student numbers are projected to be lower in 11/12 than previously. This is due to the allocation of some teaching time to work on developing links with communities / businesses in line with LEADER funding requirements. Changes to ILA eligibility is also expected to have a negative impact on student numbers

Computing

- BSc Computing Degree
 - Introduce BSc Computing to the portfolio of Computing programmes
 - Head of Section to network deliver Network Server Management 150 hour module to UHI Computing Subject Network - -
 - The other 7 degree modules will be network-delivered by a remote lecturer, with local tutor support
 - New 6 module/200 hour degree structure to be introduced in September 2012 so development work required in 2011/12
- Prometric Test Centre
 - Weekly exam testing slot in room B5 for two strands of Prometric Testing provision, Construction skills and IT Vendor
- PDA IT Applications for Business/Advanced ECDL
 - Introduction of evening class delivering Word Processing, Spreadsheets, Databases and Powerpoint applications
 - Promoting student project work as a service to local industry
 - Improved engagement and links with local industry by promoting existing student project work
 - Raising awareness of the section will assist in sourcing further external clients for student project work
 - This should assist in sourcing work experience placements for HE graduate students
- New HNC/D Computing awards
 - Working with UHI Computing Subject network and SQA re the replacement of existing HNC/D IT award

Construction

- Introduction of a new Training and Assessment Programme for the Advanced Craft Carpentry and Joinery Programme will require additional resources, teaching materials and delivery time may need to be addressed as the new award contains an extra credit
- Introduce AutoCAD as an industrial drawing package to the SVQ Carpentry and joinery programme, benefits are extended learning opportunities and a natural feeder to the PDA 7 (Advanced Carpentry and Joinery), disadvantages that for the purpose of external verification the use of AutoCAD to produce drawings is non-submittable

- Collaborative work with Forth Valley College to enable local industry based students to complete a SVQ in Wood machinery

Creative Industries

- Development of more short courses which were successful in 2010 to include evening class in Art History, and short courses for industry in the Textile Facilitation Unit on machine knitting and overlocking
- Introduce Personal Development: Self and Work unit for NC Art and Design class
- Increase provision to schools with Contemporary Skills in Art expanded to two courses
- As BA Contemporary Textiles becomes part of the UHI Visual Arts Scheme and becomes an Honours degree with a fourth year in 2012-2013, Thematic Studies double module will be replaced with Theory and Practice module which uses e-learning shared with Moray College and Research Presentation module
- A shared event for weave with CCI Yell will take place in October 2011, and this partnership working will provide students with access to computerised looms and visiting weavers

Engineering

- Investigate introduction of new NC Engineering Practice group award

Health and Care

- Offer BSc Psychology degree from September 2011
- Adapt Access to Nursing programme in response to changes to new university entry requirements from 2012, when nursing becomes an all graduate profession
- Offer Access to Work in Social Care full-time programme as an alternative progression for Intro to Care students
- Offer new UHI PDA for Care Service Management in Shetland
- Offer Psychology and Sociology Highers as evening classes

Heritage

- Offering BA Archaeology and BA History and Archaeology for the first time, replacing BSc Environment and Heritage with BSc Archaeology and Environmental Studies
- Provision of supervisory support to Research degrees in Sustainable Management, potentially as a network contributor for locally based students
- Modification of existing VLE materials to meet copyright requirements, changes to degrees created by the 2011 validations and revalidations and preparation for further changes due to the introduction of 20-credit modules
- Supporting student on networked programmes generally as the Hosting Manager

4.3 Support Services - Changes/Developments 2011/12

The college plans to develop the following areas of its support sections in 2011/2012:

Administration/Student Records

- Training Reps/Training Forum
 - Continued attendance by Admin Manager, feedback to College SMT with any relevant information.
- Budget Monitoring
 - Continued monthly monitoring by Admin Manager
 - BROs will continue to receive monthly reports as well as being able to discuss matters arising with Admin Manager
 - SMT and Admin Manager to review and revise fees policy and procedures implemented in 2010/11
 - Improve fee collection rates by introducing new practices for 2011/12 enrolments
- SITs Processes
 - Continue to further explore and develop SITs systems in relation to college admin tasks
 - Implement new practice by using SITs to produce sales invoice requests and recording of student fees paid/due
- UHI Meetings
 - Admin Manager will continue to attend relevant UHI meetings in relation to admin/finance/student records processes
- Risk Assessments
 - Admin Manager will continue to prepare/update risk assessments in relation admin/reception/student records areas

Equality and Diversity

- The college contributes to the SIC Equality Scheme and Action Plan for reporting its statutory duties regarding equality
- The College Equalities Committee oversees the implementation of the college's Equality Actions Plans across all aspects of college provision in accordance with the college's quality procedures and policies - its role is one of constant evaluation, continuous improvement and active promotion of equality opportunities and diversity across all college sections.
- The college maintains and has access to a wide range of BRITE assistive technology resources for students with additional support needs, which are managed by Support for Learning staff and secured through Stevenson College
- Support for Learning staff provide training for other staff members as required
- The proposed business development for equality and diversity is the continued management of equality and diversity within the college through:
 - Continued staff development to include equality and diversity training
 - Delivery of employability and citizenship across the FE curriculum
 - Improved approaches to learner engagement, ensuring the views of students are heard through a Students' Association
 - Delivery of equality and diversity awareness-raising sessions to learners

Estates

- The proposed business development for the college estates is to continue to develop its physical infrastructure to meet known and future needs and to ensure continuous investment in and maintenance of the estates through:
 - Working with the SIC Building Services department to ensure that maintenance work is carried out effectively
 - Ensuring a continued planned maintenance programme
 - Ensuring that the estates spreadsheet is regularly monitored and updated
 - Working with SIC Capital Project team to ensure design/construction of Phase III continues on target and within budget
 - To monitor progress/implement actions from the Climate Change Action Plan and to publish the results

Guidance

- Continue to work with academic staff to embed guidance and employability into the curriculum
- Participate in attendance and progressions monitoring through 16+ Learning Choices Initiative
- Deliver Deloitte employability skills training to S5/6 groups from Anderson High or Brae High Schools

Health and Safety

- The college adheres to the SIC Health and Safety policy and has a cross-college Health and Safety Committee which meets regularly once a term with college, Adult Learning, Train Shetland, union and SIC Safety and Risk representation.
- The college has a working relationship with the SIC Safety and Risk department which provides expertise knowledge and support to the college Senior Management Team and to teaching and support sections
- The proposed business development for the health and safety area is the continued management of health and safety through:
 - The monitoring and maintenance all health and safety documentation
 - Staff development relating to health and safety as appropriate to staff
 - Monitoring and maintenance of risk assessments for all teaching and support sections
 - Working with the SIC Safety and Risk department to provide expertise and support to the college

Library

- Continue to explore ways in which the Library can support and enhance the student experience – particularly by improving and developing a proactive programme of Information Literacy, Referencing and Citation workshops and Using E-resources sessions, both during the induction period and throughout the academic year
- Ensure that any such initiatives reach all students, by extending them to the learning centres, by offering them to evening students and by using the College website
- Work with other support staff in developing workshops for staff to increase exploitation of E-Resources and delivery tools, such as Blackboard
- Further develop library staff's role in supporting students' use of technology, e-resources and e-learning tools
- Work with senior staff to support staff compliance with Copyright licences, especially in regard to the new CLA HE Licence requirement
- Continue to participate in various UHI committees, working groups including Learning, Teaching and Quality Committee, Working Group on Referencing and Citation

- Continue to be an active member of the UHI Library Team, UHI working groups on Collection Management and Induction

Marketing

- Continue to review the college's marketing strategy to ensure marketing of college provision is targeted to maximise impact of the promotion of the college:
 - Upgrade of the college website
 - Review the college's external publicity and its targeted delivery
 - Collection and analysis of trend data to ensure a more focused approach
 - Continued liaison with external agencies and employers in relation to specific marketing and promotion of the college
 - Continuing to seek the views of and active engagement with learners to enhance the quality of the college's marketing

4.4 E-Learning

Staff will continue to implement the college's e-learning strategy, and will be supported in this during 2011/2012 through ongoing planned staff development at both college and pan-UHI level relating to e-learning.

ICT support staff will implement a planned college-wide installation programme for Microsoft Office 2010 in all teaching and office spaces during summer 2011.

Library staff will continue to contribute to the VLE Blackboard module SHETLAND HE STUDENTS (TRAIN_SHHES), aimed at supporting and creating a community for students on networked HE programmes.

Shaw Marketing and the Operations Manager will continue to maintain the college website in accordance with the college's and UHI's marketing strategies.

All learning and teaching spaces on the main college campus are now equipped with Promethean Whiteboards will be purchased and installed in learning and teaching spaces, and informal staff training will continue to be available throughout 2011/12.

Business and Hospitality, Computing, Creative Industries, Health and Care and Heritage lecturers will continue to work colleagues in UHI academic partner colleges to develop and deliver a range of degree and HN modules/units/programmes by e-learning using Blackboard. A variety of e-learning tools will continue to be used for FE delivery, including use of *Learning Assistant* on preparatory SVQ, SVQ, Assessor and Verifier programmes.

More specifically, within each college section a range of developments and delivery are planned using e-learning:

Business and Hospitality

- Adapt delivery of SVQ2 Professional Cookery from an assessor-driven paper portfolios to a candidate-driven programme using *Learning Assistant* e-portfolios with on-line contact diary and student forums
- Develop, where appropriate, current delivery of SVQ Business and Administration/Management programmes to deliver tutorial materials using VLE support
- Adopt, where appropriate, an agreed electronic format with regards to NC/HN assessment submission using *Turnitin* facilities to promote academic practice
- Provide written electronic feedback to students to ensure a clear audit trail of IV within the section and also provide a working document for students to improve achievement levels

Community Learning

- Develop use of VLE in ESOL and Alternative to Higher English delivery
- Range of VC nightclasses to be promoted in learning centres
- Develop 3 online learning courses as part of LEADER project

Computing

- (as at 4.3)

Construction

- Incorporate Built Environment E-Learning materials into the SVQ Carpentry and Joinery course material, students preferred traditional teaching methods, we will look as to how we can encourage the students positive engagement with e-learning.
- Use of the UHI E-resources as a reference library for SVQ Carpentry and Joinery students to be utilised.
- Autodesk provide a learning community for use by SVQ/PDA 6 and 7 Carpentry and Joinery, introduction AutoCAD and PDA Computer Aided Draughting and Design students

Creative Industries

- Thematic Studies module will be replaced by Theory and Practice module whereby students will discuss their work online with students in Moray College and Lewes Castle College as programmes share units in UHI's new 20-credit scheme for Visual Arts which will necessitate use of VLE and VC

Health and Care

- Psychology Degree offered mostly via VLE
- Develop 2 more FE units to be delivered with support via VLE
- Use IVs from other centres for SVQs via e-portfolio to reduce geographical isolation
- Develop an electronic format administration of medication for pre SVQs selection

Heritage

- (as at 4.3)

The college's Staff Development Plan for 2011/12 will include details from all employee reviews conducted from March to June 2011 and these, along with individual section staff development needs, will inform this plan. The staff development programme for 2011/2012 will include training in e-learning related to FE and HE delivery, as well as training to address support sections' requirements, albeit within the reduced staff development budget available for 2011/12.

Section 5: Widening Access

5.1 Review - Throughout 2010/11 the college continued to improve access to programmes, increasing levels of learner participation as shown:

Wider Access: Shetland College Enrolments	Further Education		Higher Education		Total
	Full-time	Part-time	Full-time	Part-time	
Total 2010/2011	57	1,739	70	146	2,012
Total 2009/2010	65	1,572	60	247	1,944
Total 2008/2009	81	1,364	40	179	1,664
Total 2007/2008	66	1,316	63	195	1,640
Total 2006/2007	71	1,281	84	132	1,568
Total 2005/2006	87	963	52	150	1,252
Total 2004/2005	82	875	56	106	1,119
Total 2003/2004	80	628	70	122	900
Total 2002/2003	92	605	46	142	885

5.2 As learner participation increased this helped address widening access to provision, by offering a range of programmes to the local community using a variety of delivery modes.

Wider Access: Total Enrolments in Shetland in 2010/2011*	Further Education		Higher Education		Total
	Full-time	Part-time	Full-time	Part-time	
Shetland College	57	1,739	70	146	2,012
Short Course Training with Train Shetland	N/A	2,390	N/A	N/A	2,390
Engineering (with NAFC Marine Centre)	32	61	N/A	N/A	93
Community Development (SIC Evening Classes)**	N/A	10	N/A	N/A	10
Total	89	4,200	70	146	4,505

* as at 30 May 2011 ** figures incomplete

5.3 Throughout 2010/11 the college continued to draw on a strong network of contacts throughout the islands and played a central role in a number of key partnerships with other service providers, both within the SIC and beyond. These partnerships continued to support well co-ordinated and integrated services to a wide range of learners, in particular those who experience challenges in participating in education and training, due to living in remote parts of Shetland, to previously negative experiences of education, or for other reasons. These included Vocational Pathways programmes, the More Choices, More Chances Strategy Group which supported programmes aimed at re-engaging young people in education and training, and the

Adult Learning Network which supported a range of ESOL programmes for the increasing numbers of immigrant workers in Shetland.

Continued funding generated through Shetland Development Trust (in the form of a successful LEADER bid) and Shetland Adult Literacy Partnership will enable staff working in the college's 5 learning centres to continue to deliver outreach provision in rural communities during 2011/12.

Some FE and HE programmes were offered on a part-time basis to suit individual learners' study needs during 2010/11 and these will continue to be available to learners during 2011/2012. The part-time New Directions programme continued to offer learners tasters in a range of subject areas throughout the college. The college's Learning Disabilities team continued to meet with COPE and Eric Gray Centre staff to discuss client needs.

A range of subjects will continue to be available to learners on the Bridges project, including Art and Design, Computing, Construction, Core Skills, Hospitality and Sound Engineering.

Throughout 2011/12 the college will continue to maintain its school/college partnerships, to clearly establish pupils' needs, and deliver appropriate education and support.

The college will continue working with strategic partners including SIC Education Service, schools, Community Education, Adult Learning and Skills Development Scotland, to take forward the implementation of Curriculum for Excellence. The college intends to pilot Employability Skills training for S6 pupils in both Anderson High School and Brae High School in 2011/12.

The college will deliver a range of formal Vocational Pathways programmes in 2011/12:

- Skills for Work in Early Education and Childcare Intermediate 1/2
- Skills for Work in Hospitality Intermediate 1/2
- Skills for Work in Hairdressing Intermediate 1/2
- Skills for Work Engineering Intermediate 1 (at NAFC Marine Centre)
- Skills for Work Building Crafts Intermediate 1 and Construction Skills testing
- Vocational Pathway in Sound Engineering Intermediate 2

helping to develop school pupils' employability and citizenship skills. A comprehensive set of learning support and extended learning support arrangements will be available to help staff to identify pupils' additional support needs and review the effectiveness of the support provided.

Within each college section various formal and informal school/college activities will continue to be organised in 2011/2012 including:

- Taster Day organised by the Construction section in partnership with the local Builders Federation, whereby school pupils are invited to take part in up to 8 activities designed to introduce them to the different trades available locally
- Each college section participates in a Careers Day at Anderson High School, Lerwick, outlining their courses to pupils in years 3 to 6, and will attend the Local Opportunity Event at Anderson High School in March 2012
- Some college sections will attend the annual Careers Convention at Clickimin Leisure Centre in October 2011
- Some college sections visit local secondary schools to outline their courses to 3rd, 4th, 5th and 6th year pupils
- Presentations at S2 parents evenings at various local secondary schools in relation to Vocational Pathways
- Open days and evenings at various college sites

In addition, activities within specific academic sections will continue during 2011/12 which will help to widen access:

Business and Hospitality

- Continue to provide Skills for Work courses in Hospitality as this is a popular course within the section (26 applicants - 7 student places)
- Increase the number of Skills for Work places from 7 to 10 from September 2012
- Explore the possibility of offering single Business Units to pupils in Secondary School looking to enter a Business Programme
- Explore the possibility of providing a 1 week Taster programme for School leavers to experience the college timetable, programme delivery and facilitate the transition from school to college
- Explore the possibility of an Access to Business Access course
- Explore the possibility of offering part-time evening classes in Business for those unable to attend day release

Community Learning

All activities of the section have the aim of widening access by removing barriers to learning (geographic, timing of classes, lack of previous qualifications etc) and supporting students to achieve their potential through learner-centred teaching and tailored support for learning. Specific initiatives for 2011/12 are:

- Delivery of staff development in support for learning to raise skill levels across college in supporting students with ASN
- Develop use of VLE to enhance accessibility of courses
- Further develop links between rural schools and learning centres to offer enhanced opportunities for parents and pupils
- Allocation of development time to take learning to new areas and engage with communities and businesses to develop relevant learning in line with LEADER project
- Further develop Literacies provision in line with Adult Literacies in Scotland 2010 Strategy Refresh

Computing

- Research further avenues to establish a school/college computing taster session
- Research possible vocational pathway programmes in Computing/IT

Construction

- The Construction Department will continue to progress well established links with the local schools
- Areas of good practice include the sections 'Taster day' which is widely acknowledged by schools as a very informative initiative, helping the schoolchildren to decide future pathways
- Skills for Work programmes have provided pupils with a positive experience with four pupils progressing to a Construction SVQ programme at Shetland College, and other pupils progressing to Consturction programmes at Inverness College
- Continued support offered for individual initiatives such as Local Opportunities Day, Careers Theatre and interview skills
- Collaborative work with Forth Valley College to enable local industry based students to complete a SVQ in Wood Machinery

Creative Industries

- Increase delivery to 2 vocational pathway programmes for schools on alternate Fridays
- Continued delivery of short arts courses

Engineering

- Continue development of vocational pathway programmes for schools and introduce Skills for Work programme in Maritime Skills

Health and Care

- Continue to offer Early Education and Childcare skills for work courses, including an on-line unit to help future progression
- Investigate possible collaboration to offer an Access to Social Science course
- Psychology Higher was offered at Brae High School partly via VC, Brae students able to sit Higher in Brae High School
- Continue to provide structured study sessions for Intro to Care students to make the transition from school to college easier
- Offer Intro to Counselling at Brae JH School to make geographical access easier
- Offer Day Release and Evening Class Highers to suit employers and full-time employees
- Start courses at 9.15 am and where possible finish at 3.00 pm to enable parents with schoolchildren access
- High level of support for SVQ candidates working night shifts
- STLS SVQ workshops offered on Saturdays to meet Classroom Assistants needs
- Return to Learn and provision of wrap-around support for ICT & communication skills for level SVQ2 and SVQ3 students

Heritage

- Delivering evening courses by VC to multiple centres
- Using UHI Communities to distribute support materials for evening classes
- Recording classes and making them available over the internet

Marketing

- Liaising with teaching Heads of Section in conducting relevant market research for the promotion of their sections and new courses

- Linking with schools and other agencies in the promotion of the college
- Maintaining a college presence through the local media

5.4 Quality assurance and improvement: Shetland College's quality assurance systems are aligned with those of HMIE, QAA, SQA and liP. It is college policy to ensure that all staff follow college and SIC policies. All college and SIC policies and procedures, including the college's Quality Manual, are available for staff on the college intranet. A programme of impact assessment in relation to college and SIC policies and procedures was completed in 2010/2011.

Resulting from the college's recent HMIE review in March 2011, the main areas for quality improvement during 2011/12 are:

- Attainment rates for full-time learners
- Full implementation of existing arrangements to ensure that all learners set goals and reflect on their learning
- Further promotion of learner engagement in enhancing the work and life of the college
- Effective evaluation of learning and teaching by college managers and teaching staff

Teaching sections will implement a variety of measures to drive the quality agenda forward, including SVQ standardisation meetings to share team experience and agree best practice, provision of unit handbooks to all students to highlight weekly coverage of units, assessment dates, links to key resources, integrated Core Skills where appropriate, integrated assessments to reduce assessment quantity and focus on quality, and sharing teaching practice meetings. The use of standardised course folders containing college quality documentation, and shared staff access to electronic programme management files, will provide current information for delivery and administration purposes.

Library staff will continue to explore ways in which the library can support and enhance the student experience, particularly by developing a proactive programme of Information Literacy, Referencing and Citation workshops and Using E-resources sessions, both during the induction period and throughout the academic year. These initiatives will be extended to the learning centres and offered to evening class students. Library staff will be trained to provide frontline support for students experiencing problems with IT access problems, including the college network, e-resources, and the VLE.

During 2011/2012 the format and level of learner and staff surveys will be reviewed and enhanced, to gauge learner and staff views as part of the college's quality improvement agenda.

The Action Plan at Appendix 2 outlines the college's operational targets for improvement throughout 2011/12.

5.5 For 2011/2012 the college plans to widen access by adding to its portfolio of programmes as outlined at 4.3 above, and to continue to exceed its target level of student activities (5,507 WSUMs). Planned enrolments in 2011/2012 are detailed at Appendix 3.

Section 6: Financial Overview

6.1 **Review 2010/2011:** The table below provides a review of the budget for 2010/11 and proposed budget for 2011/12.

SHETLAND COLLEGE	1011 Estimated Outturn £	1011 Actual Budget £	1112 Proposed Budget £
INCOME:			
Further Education Funding Council	-1,706,167	(1,656,269)	(1,504,730)
Higher Education Funding Council	-250,431	(286,500)	(280,000)
Course Fees	-347,117	(348,117)	(378,814)
Training Grants	-233,536	(231,000)	(253,016)
Canteen/Nursery/Other Income	-296,991	(287,993)	(302,401)
European Funding	0	0	0
Services	-40,000	(40,000)	(40,000)
Internal Transfer	-70,000	(70,000)	(70,000)
	-2,944,242	(2,919,879)	(2,828,961)
EXPENDITURE:			
Employee Costs:			
Teaching Staff	1,574,730	1,577,530	1,518,699
Management & Admin	301,850	337,850	251,628
Support Staff	602,872	597,172	610,764
Unfunded Pensions	49,815	49,815	50,851
Liability Insurance	5,659	5,659	4,735
	2,534,926	2,568,026	2,436,677
External Staff Costs	66000	66050	70000
Staff Development	30,750	40750	30000
Recruitment & Relocation	10,500	8000	7000
Mileage & Other Staff Costs	27,500	31900	20000
	134750	146,700	127,000
Other Costs:			
Criminal Records Check	1,500	1500	1500
Equipment	22,000	31150	10000
Miscellaneous	1,350	1350	875
Office Administration	62,000	57700	50000

Classroom Materials/Learning Resources	72,000	72250	60000
Payments to Beneficiaries (funded projects)	23,000	7000	7000
Expenditure in Canteen/Nursery	48,000	44920	39920
External Exam Boards	61,000	61950	60000
Advertising	15,000	26000	25000
Recharges	74,627	74,627	100,540
	380,477	378,447	354,835

Sub total	3,050,153	3,093,173	2,918,512
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(SURPLUS)/DEFICIT	105,911	173,294	89,551
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PROPERTY & LEASING COSTS:

Legal Fees/Consultants	0	0	0
Rent & Lease Payments	185,313	185313	191100
Repair & Maintenance	60,000	60000	55000
Cleaning Costs	41,106	41106	42229
Rates	79,104	79104	86841
Energy Costs	40,225	40225	49181
Other Services, Insurance, Depreciation	12,049	12049	14058
Recharges	24,230	24230	31000
General Fund Contribution	-445,028	(445,028)	(445,028)
	(3,001)	(3,001)	24,381

TOTAL (SURPLUS)/DEFICIT	102,910	170,293	113,932
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0910 Funding c/fwd	(105,911)	(184,000)	(78,089)
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	(3,001)	(13,707)	35,843
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(SURPLUS)/DEFICIT before property costs	0	(10,706)	11,462
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Appendix 1: Shetland's Single Outcome Agreement

Shetland College UHI contributes to meeting the key purpose of Shetland's Single Outcome Agreement **“to maintain the economically active population throughout Shetland”** through the provision of high quality further and higher education and training which meets the needs of the population and employers.

National Priority Area: WEALTHIER and FAIRER Enable businesses and people to increase their wealth and more people to share fairly in that wealth.	
Shetland's Fairer Outcomes F. 1 We have reduced levels and the impact of poverty, deprivation and social exclusion in Shetland. F. 2 Socio-economic disadvantage does not impact on the opportunities people have.	Shetland College UHI's Contribution <ul style="list-style-type: none"> • Inclusion and access to all learners, meeting the outcomes of Shetland Skills Strategy
National Priority Area: SMARTER Expand opportunities for people in Scotland to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.	
Shetland's Smarter Outcomes Sm.1 We provide a person-centred approach to ensuring positive learning pathways for the long-term, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter school leavers. Sm. 2 We recognise each person's strengths, building on these to ensure everyone can achieve their potential through learning opportunities that build capacity, increase confidence and encourage participation and responsible citizenship. Sm. 3 We take a proactive approach to ensuring Shetland's skills match Shetland's economic need.	Shetland College UHI's Contribution <ul style="list-style-type: none"> • Clear alignment of FE and HE curriculum with Scottish Government expectations • Range of delivery modes for all programmes from Access 3 to degree level • Partnership working with SIC's schools service to meet learners' needs for Curriculum for Excellence • Inclusion and access to all learners, meeting the outcomes of Shetland Skills Strategy • Improved learner attainment, achievement and retention rates on all programmes in line with national benchmarks
National Priority Area: HEALTHIER Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.	
Shetland's Healthier Outcomes Hth. 2 Tackle health inequalities ensuring that the needs of the most vulnerable and hard to reach groups. Hth. 3 We will support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those that are most in need.	Shetland College UHI's Contribution <ul style="list-style-type: none"> • Inclusion and access to all learners, meeting the outcomes of Shetland Skills Strategy

Our Delivery of Cross Cutting Corporate Themes

Shetland College UHI contributes to the following cross cutting corporate themes:

Efficiencies “In the current financial climate, achieving efficiencies has to be a priority in everything we do.”	<ul style="list-style-type: none"> • Financial stability by rigorous budgetary planning and control and efficient use of resources • Model the impact of future SFC funding on curriculum provision and college services • Maximise income from external funding sources other than SFC, and explore industry sponsorship • Increased efficiency and effectiveness of the use of resources
Strengthening Communities	<ul style="list-style-type: none"> • Inclusion and access to all learners, meeting the outcomes of Shetland Skills Strategy
Culture	<ul style="list-style-type: none"> • Range of delivery modes for all programmes from Access 3 to degree level • Partnership working with SIC's schools service to meet learners' needs for Curriculum for Excellence
Equalities	<ul style="list-style-type: none"> • Raise awareness of opportunities for learner engagement whilst continuing to develop levels of reflective learner engagement across the college • Dedicated staff remit for learner engagement
Environmental management and carbon reduction	<ul style="list-style-type: none"> • Increased efficiency and effectiveness of the use of resources • “Sustainability” approaches re operation of the college's estate • Development of a high quality and fit-for-purpose learning environment

Appendix 2: Operational Targets 2011/2012

STRATEGIC PRIORITY 1		Ensure the College has a flexible and appropriate curriculum which meets individual and employer needs and helps to sustain Shetland's economy and social and cultural development.		
Key Strategic Objective	Operational Milestone	Timescale	Responsibility	Progress
Ensure that the FE and HE curriculum clearly aligns with Scottish Government expectations	Design a library induction programme and deliver sessions on information literacy skills such as Using E-Resources, Referencing and Citation, etc to assist students in becoming independent learners	Aug 2011	Librarian (with HoS/Lecturers)	
	Achieve targets set out in Shetland's Adult Literacies in Scotland plan in line with refreshed government strategy	Sept 2011 - June 2012	HoS Community Learning/Lecturers	
	Achieve target set by Scottish Funding Council for ESOL enrolments (to be announced) in line with government ESOL strategy	Sept 2011 - June 2012	HoS Community Learning/ESOL Lecturers	
	Increase links with schools for S3 and S4 pupils to attend college one day per week	Sept 2011 - June 2012	HoS Creative Industries	
	Include development of employability skills for Creative Industries students		Creative Industries Team	
Develop the range of delivery modes for all programmes from Access 3 to degree level	Develop the use of VLE/blended learning in all curriculum areas as a means of developing	Sept 2011 - June 2012	Depute Director/ HoS/Lecturers	

	students' self-directed study skills	Sept 2011 - Apr 2012	HoS Business & Hospitality	
	Ensure that all teaching staff are supported in making use of Promethean electronic whiteboards in classroom delivery	Sep 2011 - June 2012	Depute Director/HoS/Lecturers	
	Introduce evening/part-time classes for key units eg SAGE Financial Accounting, Costing for Hospitality	Sep 2011 - Jan 2012	Business & Hospitality Team	
	Develop use of VLE/blended learning in Alternative to Higher English and ESOL	By end Jan 2012	Alt to H English/ESOL Lecturers	
	Promote range of VC nightclasses in LCs	By end Sept 2011	HoS Community Learning/Lecturers	
	Develop 3 online learning courses as part of LEADER project	By end June 2012	HoS Community Learning/Lecturers	
	Introduce BSc Computing networked degree	Sept 2011	HoS Computing	
	Continue to strengthen part-time and flexible learning options in Creative Industries, including vocational pathways for school pupils	Sept 2011	Creative Industries Team	
	Continue to provide Early	Sept 2011 -	Health & Care Team	

	Education and Childcare from Int 1 level to Honours degree	June 2012		
Continue to work in partnership with SIC's schools service to meet learners' needs for Curriculum for Excellence	Gender stereotypes are challenged and become less of a barrier to employment through the delivery of employability skills training to schools	Sept 2011 - July 2012	Depute Director/ Operations Manager	
	Continue to build repertoire of senior phase activities to deliver in schools, including delivery of S5/6 employability skills programme	Sept 2011 - June 2012	Guidance Co-ordinator (with SDS Scotland/SIC Schools Service/Head Teachers/Pupil Support Teachers)	
	Offer SfW week-long timetabled programme to introduce college curriculum	May 2012	Business & Hospitality Team	
	Develop enhanced links with schools in rural areas	Sep 2011 - June 2012	HoS Community Learning/Lecturers	
	Contribute to taster days, offer guest teaching to Shetland schools	Sep 2011 - June 2012	HoS Heritage	
Ensure that the college is fully inclusive, provides access to all learners and meets the outcomes of Shetland Skills Strategy	Delivery of equality and diversity awareness-raising to learners during college induction	Sept 2011	Depute Director/ Operations Manager	
	Maintain up-to-date knowledge of current legislation	Sept 2011 - Jun 2012	Guidance Co-ordinator/ Operations Manager	
	Further develop the library pages on the college website to make it a more effective tool for all learners to access the library	May 2012	Librarian	

	resources			
	Conduct pre-entry numeracy skills test using diagnostic testing to determine student support needs and provide individual learning plans	Aug 2011	HoS Business & Hospitality	
	Continue to provide information on additional support via drop-in sessions/tutorials	Sept 2011 - June 2012	Business & Hospitality Team	
	Deliver staff development in support for learning to raise skills across college in supporting students with additional support needs	Sept 2011 - June 2012	Support for Learning Lecturers	
	Deliver targets in LEADER project to provide access to learning in fragile areas and to specific target groups	Sept 2011 - June 2012	HoS Community Learning/Learning Centre Lecturers	
	Achieve targets for Literacies and ESOL provision as set out above	Sept 2011 - June 2012	Community Learning Team	
	Continue close engagement and communication with partner agencies including schools and Skills Development Scotland re provision and support for new and existing students	Dec 2011	HoS Computing	
	Continue to develop Return to		Health and Care Team	

	Learn courses to prepare staff for Care SVQs			
	Develop new handbook showing range of support for learning for SVQ Care candidates		HoS Health & Care	

STRATEGIC PRIORITY 2 Ensure effective governance, leadership and management and ensure financial sustainability.				
Key Strategic Objective	Operational Milestone	Timescale	Responsibility	Progress
Provide training and development opportunities for Board of Management members and all staff in management roles	Explore sparqs training and development opportunities for Board of Management members	By Sept 2011	SMT	
	Develop a schedule of regular HoS meetings/development opportunities	By Sep 2011	SMT	
Ensure the maintenance of financial stability by rigorous budgetary planning and control and more efficient use of resources	Continue monthly monitoring and provision of reports to BROs	Monthly	Admin Manager	
	Implement new invoicing processing through SITs	Monthly	Admin Manager	
	Create an Acquisitions policy for the Library Service to maximise effective use of the Book and Subscriptions Budget	Dec 2011	Librarian	
	Carry out an audit and review of newspaper, journal and magazine subscriptions	Feb 2012	Librarian	
	Explore possibility of joint delivery of Business units within	Sept 2011	HoS Business & Hospitality	

	other college sections Deliver flexible degree module materials that can be used by students studying in different modes on different degree programmes	Sept 2011 - May 2012	HoS Heritage	
Model the impact of future SFC funding on curriculum provision and college services	Conduct a curriculum review and cost analysis of all programme/college services provision	Sept 2011 - Apr 2012	SMT	
Maximise income from external funding sources other than SFC, and explore industry sponsorship	Identify external funding for profoundly disabled students Continue to pursue links with Petrofac to provide Cookery Competence programmes for industry Meet requirements of LEADER Year 1 so as to secure Year 2 funding Continue/expand provision of Prometric Testing Centre Seek UHI funding for planned section staff development events Participate in Barclay's Money Week and any SDS opportunities which arise Identify live projects for Creative	Sept 2011 - Jun 2012 Sept 2011 Sept 2011 - June 2012 Dec 2011 Sep 2011 - June 2012 April 2012 Oct 2011	HoS Business & Hospitality HoS Business& Hospitality Community Learning Team HoS Computing HoS Guidance Co-ordinator (with SDS Scotland and ScotlandsColleges) Creative Industries Team	

	Industries students to work for industry			
	Identify time for Creative Industries staff to take on sponsorship	Oct 2011	HoS Creative Industries	
	Review use of TFU	Oct 2011	HoS Creative Industries/TFU Technician	
	Continue links with industry including SLA with Social Work	Aug 2011 July 2012	SMT/HoS Health and Care	

STRATEGIC PRIORITY 3 Enhance the approaches to learner engagement and the student voice.				
Key Strategic Objective	Operational Milestone	Timescale	Responsibility	Progress
Raise awareness of opportunities for learner engagement whilst continuing to develop levels of reflective learner engagement across the college	Develop the good practice which exists in some teaching sections across all teaching sections to ensure that all learners are supported to set goals and reflect upon their learning throughout their programmes	Aug 2011 - June 2012	Depute Director/HoS/Lecturers	
	Introduce regular learner focus groups to all teaching sections	Sep 2011	Depute Director/HoS	
	Continue to seek the views of and engage actively with learners to enhance the quality of college marketing	Aug 2011 - June 2012	Operations Manager	
	Develop a Library User group	Oct 2011	Librarian	

	Continue to show case Professional Cookery Skills via community activities, industry research and field trips	Sept 2011 - June 2012	Business & Hospitality Team	
	Introduce industry involvement via Business Start Up units to engage in eg Dragons Den business pitch	Sept 2011 - June 2012	Business & Hospitality Team	
	Continue to promote participation of learners in New Directions and ESOL programme teams	Oct 2011	HoS Community Learning/ ESOL Lecturers	
	Engage with businesses and communities to develop programme of community based learning in line with LEADER project	June 2012	HoS Community Learning/Learning Centre Lecturers	
	Trial and establish the Computing section's progress website and incorporate a reflective practice element	Oct 2012	HoS Computing	
	Create opportunities for the student voice to be heard - encourage membership on cross-college committees	Aug/Sep 2011	SMT/HoS	
	Facilitate Care SVQ tutorials with two assessors and include peer evaluation which is discussed after each tutorial	Aug 2011 - Sep 2012	Health & Care SVQ Team	

Ensure the continuation of a dedicated staff remit for learner engagement	Apply to SIC Graduate Placement Scheme for a placement graduate for 2011/12 with a remit for learner engagement to progress the work of the 2010/11 postholder	June 2011	Director/Depute Director	
Ensure systematic evaluation of learning and teaching across all college provision	Review and refresh our learning and teaching strategy in relation to the evaluation of learning and teaching on all programmes	By Sept 2011	Depute Director/HoS/Lecturers	
	Continue systematic evaluation of all provision by learners and tutors and evidence impact through programme team minutes and annual report	By end June 2012	Community Learning Team	
	Trial new SQA skills development evaluation at end of SVQ Care awards	June 2012	HoS Health & Care/Health and Care SVQ Team	
Support the development and use of learner social networks to ensure the student voice is heard and acted upon effectively	Develop more opportunities for learners to engage in enhancing the work and life of the college through a revised programme of focus groups, learner forums and social networks and participation in college events	Aug 2011 - June 2012	Depute Director/Operations Manager/HoS/Lecturers	
	Improve approaches to learner engagement, ensuring the views of students are heard through a Students' Association	Sept 2011 - June 2012	Depute Director/Operations Manager	
	Develop a Shetland College	Sept 2011 -	HoS Heritage	

	student support VLE for HE students	June 2012		
	Set up a student facebook forum on college website as part of NC Digital Media Computing students' Reflective Log for Employability Skills	Sept 2011 - June 2012	Guidance Co-ordinator	
	Continue to engage students in extra curricular activities and fund raising events to show-case students' skills	Sept 2011 - June 2012	HoS/Lecturers	
	Create learner social networks to integrate Business & Hospitality students and identify common needs	Jan 2012	Business & Hospitality Team	
	Promote UHI, college Facebook, Computing section's webcomputing site to all students	Sept 2011	Computing Team	
	Continue to provide study trips and social events and an effective induction programme for Creative Industries students	Sept 2011 - June 2012	Creative Industries Team	

STRATEGIC PRIORITY 4 **Ensure all learners reach their potential through commitment to quality standards and continued investment in staff development to ensure a quality experience for all learners.**

Key Strategic Objective	Operational Milestone	Timescale	Responsibility	Progress
Ensure staff are provided with appropriate training opportunities	Continue to develop a proactive programme of equality and	Aug 2011	Depute Director/ Operations Manager	

to achieve both personal and sustainable organisational success	diversity training for managers and staff that is appropriate to their role and responsibilities			
	Continue to ensure appropriate equalities and child protection training is undertaken by all new and existing staff	Sept 2011 - July 2012	Depute Director/ Operations Manager	
	Continue to develop a proactive programme of health and safety training for managers and staff that is appropriate to their role and responsibilities	March 2012	Operations Manager/ Health & Safety Committee	
	Ensure that all staff participate in SIC employee review process	March - June 2012	Depute Director/Operations Manager/HoS	
	Contribute to VLE and VC training	Aug 2011 - June 2012	HoS Heritage	
	SITs invoicing training	July/Aug 2011	Admin Manager	
	Windows update training for Admin Staff	July/Aug 2011	Admin Manager	
	Develop further in-house, section-by-section joint training for college and NAFC library staff	Sept 2011 - June 2011	Librarian	
	Work with other support staff in developing a series of all staff workshops in using E-resources	March 2011	Librarian/Operations Manager/Depute Director	

	Explore provision of overseas industry training eg Gleneagles/ SHMG	Sept 2011 - Jun 2012	HoS Business & Hospitality	
	Ensure effective 5-day section in-service takes place for all teams	Sept 2011 - June 2012	Depute Director/HoS	
	SVQ Care staff to continue to access SIC Social Work training to ensure assessors' practice knowledge continually updated	Aug 2011 - June 2012	HoS Health & Care/Health and Care SVQ Team	
Develop more effective mechanisms for identifying and sharing the good practice which exists across the college and achieve external recognition for this	Encourage staff to access UHI Communities in relation to VLE and VC best practice examples	Sept 2011 - June 2012	SMT	
	Encourage staff to attend UHI good practice VC weekly sessions	Sept 2011 - June 2012	SMT	
	Encourage staff to attend and participate in college good practice sharing meetings	Sept 2011 - June 2012	SMT	
	Ensure more timely sharing of good practice identified by external verifiers and reviewers	Sept 2011 - June 2012	Depute Director	
	Contribute to Best Practice seminars and make materials available online using UHI Communities	Sep 2011 - June 2012	HoS Heritage	
	Introduce staff self-evaluation of	Sep 2011 -	Business & Hospitality Team	

	performance and provide evidence of adapted delivery modes to meet client group needs	June 2012		
Develop a peer review process for learning and teaching that will support our teaching teams in their own personal development	Develop a robust and supportive peer review process in relation to the evaluation of learning and teaching on all programmes	Sept 2011	Depute Director/HoS/Lecturers	
Improve learner attainment, achievement and retention rates on all programmes in line with national benchmarks	Review admission and induction procedures, as well as first-line guidance approaches, to improve learner attainment on all full-time programmes	June 2011	Depute Director/HoS	SLWG reviewed admission and induction procedures for 2011/12 Feb to May 2011 which will be rolled out to all teaching sections for implementation in August 2011; teaching sections to review first-line guidance approaches and incorporate these in timetabling arrangements for 2011/12
	Deliver a high quality induction programme for all new learners, and for those learners changing to a different mode of delivery	Aug/Sep 2011 and as required	Library Team	
	Agree referral points with HoS for points of referral	June 2012	Guidance Co-ordinator	
	Trial text software as method of dealing with non-attendance	June 2012	Guidance Co-ordinator	
	Build learner competence by accommodating diverse learning styles	Sept 2011 - Jun 2012	Business & Hospitality Team	
	Introduce student feedback forms week 6 of the programme	Sept 2011 - Jun 2012	Business & Hospitality Team	

	to adapt as required to learner needs			
	Introduce tutorials/academic/study skills via first line guidance and support	Sept 2011 - Jun 2012	Business & Hospitality Team	
	Continue to adapt and scrutinise Intro to Care programme and aim for 80% attainment	June 2012	Health & Care Team	
	Review of interview procedure to help learners decide if it is the most appropriate course	June 2011	Health & Care Team	
	Trial new student progress procedure to identify early issues and promote student engagement through review and planning	Sept 2011	Health & Care Team	

STRATEGIC PRIORITY 5 Provide a sustainable, safe and quality environment for our staff, students and all stakeholders.				
Key Strategic Objective	Operational Milestone	Timescale	Responsibility	Progress
Increase the efficiency and effectiveness of the use of resources	Explore increased networked delivery of HE modules across HN and degree programmes to larger student groups	June 2011 and throughout 2011/12	Depute Director/HoS	
	Provide common taught units covering inter-departmental needs	Sept 2011 - Jun 2012	HoS Business & Hospitality	
	Maximise Computing classroom usage	Sept 2011	HoS Computing	
	Research moving to a maximum Computing class size of 16	Sept 2011	HoS Computing	
	Review Computing section software licences	Sept 2011	HoS Computing	
	Reorganise space and storage to make maximum use of Creative Industries equipment	From April 2011	Creative Industries Team	
	Creative Industries equipment to be checked and general maintenance undertaken	From Sept 2011	Creative Industries Team	
Ensure “sustainability” is embedded in the operation of the college’s estate	Implement actions and monitor progress of the actions from the Climate Change Action Plan and publish the results	March 2012	Operations Manager	
	Review room allocation/	Aug 2011	Operations Manager/HoS	

	<p>bookings to ensure room/ equipment/class size appropriate to needs</p> <p>Ensure all electrical equipment is turned off daily and heating is turned off during holiday periods</p>	Aug 2011 - July 2012	SMT/All Staff	
Continue to develop a high quality and fit-for-purpose learning environment	<p>Continue to hold regular project meetings to progress the design and construction of Phase 3 extension</p> <p>Continue to review the college's external publicity and its targeted delivery</p> <p>Upgrade the college website</p> <p>Continue to collect and analyse trend data to ensure a more focused marketing approach</p> <p>Continue to liaise with external agencies and employers in relation to specific marketing and promotion of the college</p> <p>Continue to monitor the maintenance of college buildings</p> <p>Ensure compliance with college-wide, SIC and UHI policies and procedures</p>	<p>Aug 2011 - July 2012</p> <p>Dec 2011</p> <p>Oct 2011</p> <p>Jan 2012</p> <p>March 2012</p> <p>Aug 2011 - July 2012</p> <p>Sept 2011 - July 2012</p>	<p>Director/Operations Manager</p> <p>Operations Manager</p> <p>Operations Manager / HoS</p> <p>Operations Manager</p> <p>Operations Manager</p> <p>Operations Manager</p> <p>SMT/HoS/All Staff</p>	

	Record all course documents using appropriate Quality Manual forms	Sept 2011 - July 2012	Depute Director/HoS/ Lecturers	
	Continue to ensure that all QF18 learning and teaching templates are updated to include revised learning and teaching approaches, and identification of core and soft skills, citizenship and employability skills development	Sept 2011 - July 2012	Depute Director/ HoS/Lecturers	
	Ensure all college actions on the SIC's Equality Annual Report and Action Plan are carried out within timescales set	Sept 2011 - July 2012	Depute Director/Operations Manager/Equalities Committee/HoS	
	Continue to review all external and internal communications to adhere to equality, diversity and inclusion regulations	Sept 2011	Operations Manager	
	Further promotion of support available detailed within SIC Welcome Pack to ESOL learners	Sept 2011 - July 2012	Depute Director/Operations Manager/Equalities Committee/HoS	
	Continue to complete and maintain a full set of up-to-date risk assessments	Feb 2012	Operations Manager/All HoS	
	Continue to ensure Fire Safety Management Plan is in place and is monitored and any	Nov 2011	Operations Manager/ Health and Safety Committee	

	actions completed			
	Review the Business Continuity Plan and complete any actions resulting from review	March 2011	Operations Manager	
	Continue to review the college and nursery Risk Registers and complete any actions resulting from review	Feb 2012	Operations Manager	
	Continue to review DDA audits of all buildings and update where necessary	Aug 2011 -Jul 2012	Operations Manager	
	Continue to report any departmental health and safety issues to Health and Safety Committee	Sept 2011 - Aug 2012	All HoS	
	Assist with the planning and development of the Library in Phase 3 and ensure the move to the new area is carried out effectively and with minimum possible disruption to library users	Aug 2011 onwards	Librarian/Operations Manager	
	Develop a range of appropriate teaching/assessment materials for all students including profoundly disabled students	Aug 2011 - June 2012	Business & Hospitality Team	
Attract, develop and retain outstanding staff and ensure that they have the appropriate	Agree performance targets/required resources	Aug 2011 - June 2012	Business & Hospitality Team	

resources to fulfil their roles and job descriptions	Allocate departmental meeting time (weekly) on staff timetables to make effective use of time resource to discuss and reflect on section needs	Aug 2011 - June 2012	HoS Business & Hospitality	
	Upgrade staff computer systems and software suites	Oct 2011	HoS Computing/Senior Technician	
	Continue to build links with Royal College of Arts, CCI Yell, etc to bring in active researchers	From Aug 2011	HoS Creative Industries/Depute Director	

Appendix 3:

<u>PLANNED ENROLMENTS 2011/12</u>		
	Projected Enrolments	
Business and Hospitality	F/T	P/T
Higher Education		
HNC Accounting	8	1
HND Accounting	2	1
HNC Business	10	8
HND Business	2	1
PDA Financial Accounting		2
PDA Management Accounting		2
SVQ4 Business & Administration		4
SVQ4 Management		4
SVQ5 Management		4
Carry Out The Assessment Process A1		14
Conduct Internal Quality Assurance of the Assessment Process V1		6
Further Education		
NC/Intro to Business	10	
SVQ2 Business & Admin		4
SVQ3 Business & Admin		4
SVQ3 Management		4
SVQ 1 Food Preparation & Cooking		4
SVQ 2 Professional Cookery		4
SVQ 2 Professional Cookery (SIC Care Homes/Canteens)		5
SVQ 3 Professional Cookery		2
Skills for Work Hospitality Year 1		12
Skills for Work Hospitality Year 2		6

Evening Class - Meat & Poultry		7
Evening Class - Fish & Shellfish		7
Evening Class - Sweets & Puddings		7
Bridges Project		7
Learning Disabilities Cookery		4
Learning Disabilities Profound Cookery		4
TOTALS	32	128
	Projected Enrolments	
Community Learning	F/T	P/T
Further Education		
Communication for students on FE and HE Courses		
Intermediate 1 & 2 (Care, IT, Business, Music)		(24)
Communication at Higher (Art & Care)		(24)
Literature 1 (Art & Care)		(20)
HN Communication (Business & Management)		(10)
Communication at Higher (drop-in)		16
Literature 1 (drop-in)		16
Learning Disabilities Communication		6
Learning Disabilities Profound Needs Communication		6
English for Speakers of Other Languages (ESOL)		
Uncertificated ESOL		10
Certificated ESOL Literacies at Access 2		6
Certificated ESOL – Access 2		6
Certificated ESOL – Access 3		8
Certificated ESOL Intermediate 1		8
Certificated ESOL Intermediate 2		8
Literacies Provision in Lerwick		
New Directions		14
Contextualised Literacies at the Old Library Centre (OLC)		25

Certificated Communication for Adult Learning		4
Certificated Numeracy for Adult Learning		4
Workplace Literacies: Support for SVQs		
Return to Learn		30
Preparing for SVQs: IT Skills		50
Community Based IT in Lerwick		
Certificated Computing at Shetland College		12
Non-certificated Computing		20
Learning Disabilities Computing		6
West Mainland		
Contextualised Literacies		20
Certificated Communication and Numeracy (up to Int 2)		4
Non-certificated Computing		15
Certificated Computing		4
ECDL		6
Advanced ECDL		1
North Mainland		
Contextualised Literacies		20
Certificated Communication and Numeracy (up to Int 2)		4
Communication at Higher / Lit 1 / Creative Writing		3
Non-Certificated Computing		10
Certificated Computing		3
ECDL		4
Advanced ECDL		2
Other non-certificated Computing Courses		8
Whalsay		
Augmentative Communication		1
Contextualised Literacies		20
Certificated Communication and Numeracy (up to Int 2)		5

Communication at Higher / Lit 1 / creative Writing		5
Non-certificated Computing		10
Certificated Computing		10
ECDL		10
Advanced ECDL		2
Other non-certificated courses		8
North Isles		
Contextualised Literacies		40
Certificated Communication and Numeracy (up to Int 2)		4
Non-certificated Computing		10
Certificated Computing		10
ECDL		7
Communication at Higher / Lit 1 / Creative Writing		2
HN IT		2
Ness		
Contextualised Literacies		30
Certificated Communication and Numeracy (up to Int 2)		5
Communication at Higher / Lit 1 / Creative Writing		5
Non-certificated Computing		10
Certificated Computing		10
ECDL		5
HN IT		2
Other Non-certificated courses		3
TOTALS		653
	Projected Enrolments	
Computing	F/T	P/T
Higher Education		
HNC Information Technology	12	8
PDA in IT for Business / Advanced ECDL		7

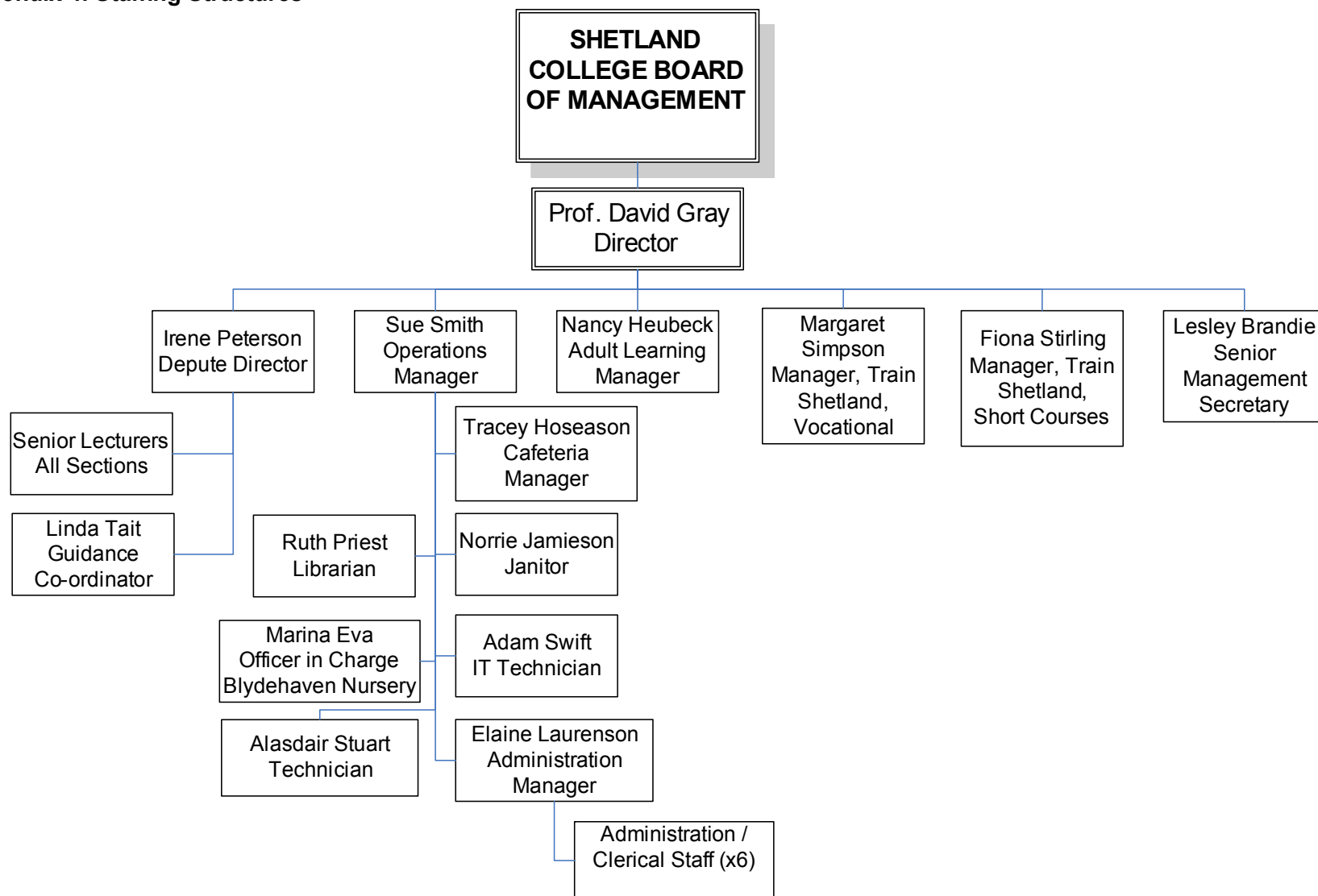
HND IT	7	4
BSc Computing		35
BSc Computing Tutor Support	3	
Further Education		
NC Digital Media Computing	13	2
ECDL		30
Maths Int 1 & 2 Group Award		8
TOTALS	35	94
	Projected Enrolments	
Construction	F/T	P/T
Higher Education		
HNC Construction Management		4
PDA CADD		8
Further Education		
Introduction to AutoCAD		12
SVQ Carpentry & Joinery Yr 1		12
SVQ Carpentry & Joinery Yr 2		12
Skills for Work in Building Crafts Yr1		20
Skills for Work in Building Crafts Yr2		21
Skills for Work Bridges		8
TOTALS		97
	Projected Enrolments	
Creative Industries	F/T	P/T
Higher Education		
BA Contemporary Textiles, Level 1	8	4
BA Contemporary Textiles, Level 2	7	3
BA Contemporary Textiles, Level 3	3	6
Unstructured Unit		2

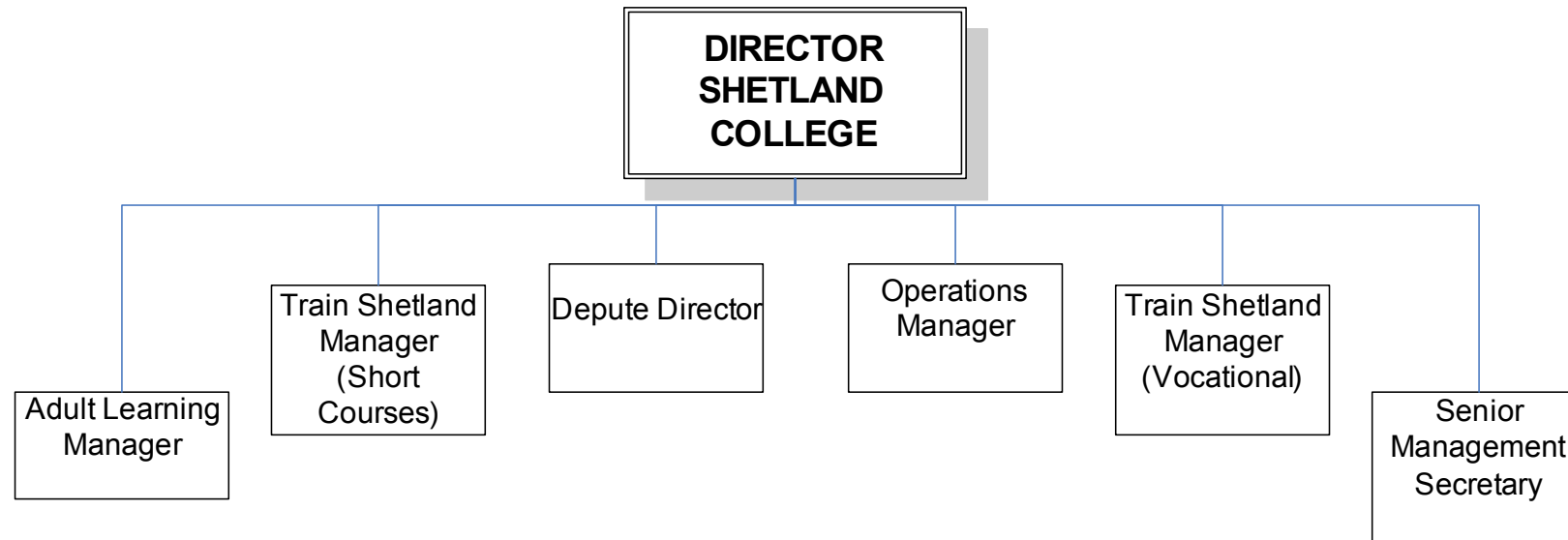
Further Education		
NC Art & Design	12	4
NC Music	12	
New Directions Art Taster		12
Art Class for Profound Learning Disabilities		6
Art Class for Learning Disabilities		14
Bridges Project		8
Figure Drawing Evening Class		12
Mixed Media Weekend Class		24
Weaving Evening Class		10
Make Your Own Soft Furnishings		10
Art Now Evening Class		10
Part Time Art Access		4
Vocational Pathway Contemporary Skills in Art		16
Woodblock Printing		12
Art History		24
Make Your Own Clothes		10
TOTALS	42	176
	Projected	
	Enrolments	
Health & Care	F/T	P/T
Higher Education		
HNC Early Education and Childcare	12	4
HNC Social Care (SIRCC funded)		16
SVQ 4 Health and Social Care		24
BA CYS Year 1	4	4
BA CYS Year 2	2	4
B4A CYS Year 3	3	
Certificate in Counselling		10
Diploma in Counselling (Year 2)		7

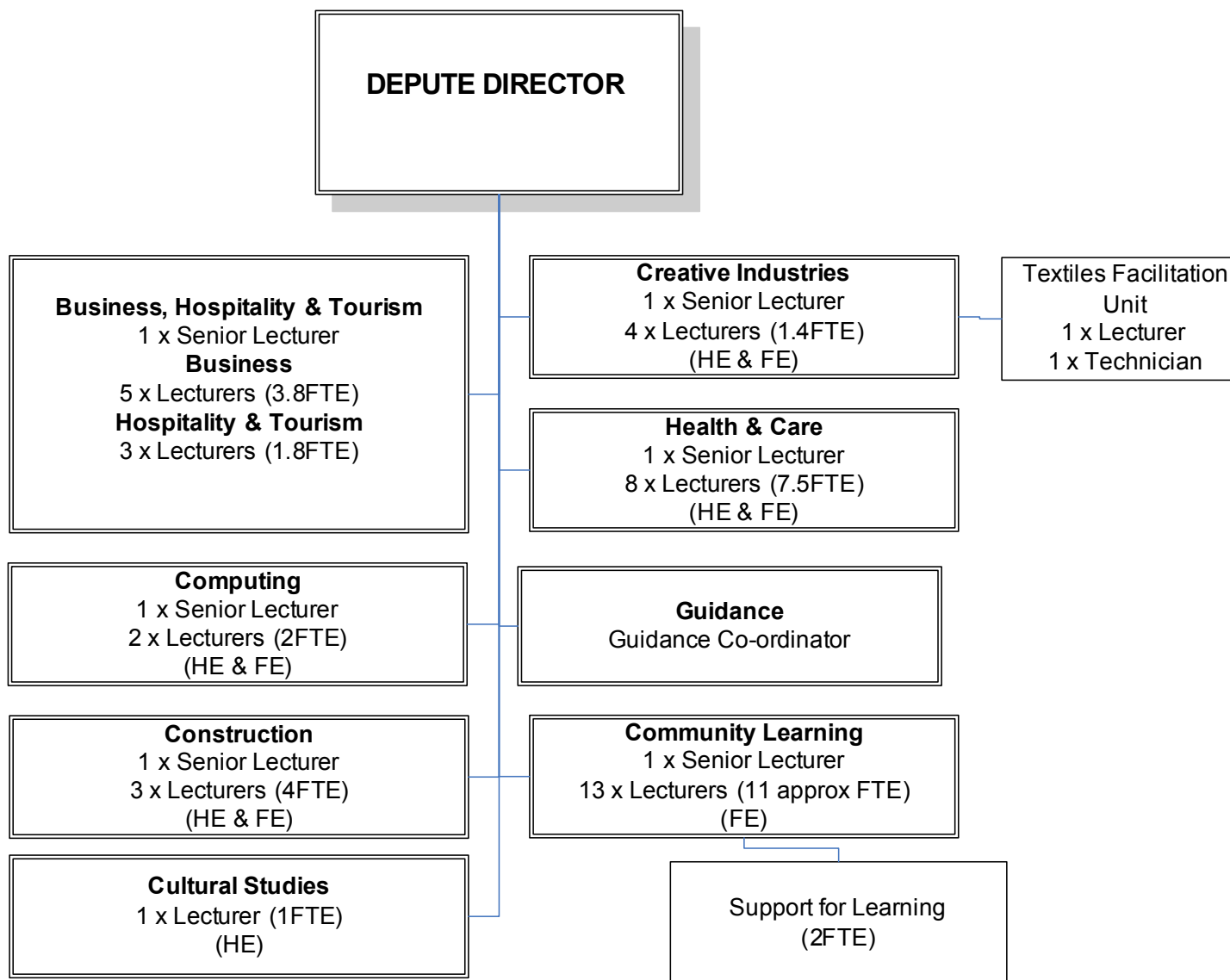
Diploma in Counselling (Year 3)		9
BA Childhood Practice		1
PDA Childhood Practice		1
BSc Psychology	8	1
PDA Care Services Management		5
PDA Early Education Management		2
Further Education		
Introduction to Care	12	2
Access to Apply for Social Work	4	
Access to Nursing	4	
Access to Work in Social Care	3	
NC Early Education and Childcare/Access to HNC	8	
SVQ2 Care		66
Social Care Trainees		10
SVQ3 Care		30
SVQ2 Childcare Learning and Development		2
SVQ3 Childcare Learning and Development		5
STLS SVQ2 (Classroom Assistants)		12
Day Release Highers (included in Access Core)		20
Skills for Work Early Education and Childcare Year 1 (3 units)		16
Skills for Work Early Education and Childcare Year 2 (3 units)		12
TOTALS	60	263
	Projected	
	Enrolments	
Heritage	F/T	P/T
Higher Education		
BA History and Politics	1	
BA Scottish Culture Studies	6	4
BA Scottish History	1	
BSc Archaeology and Environmental Studies	1	

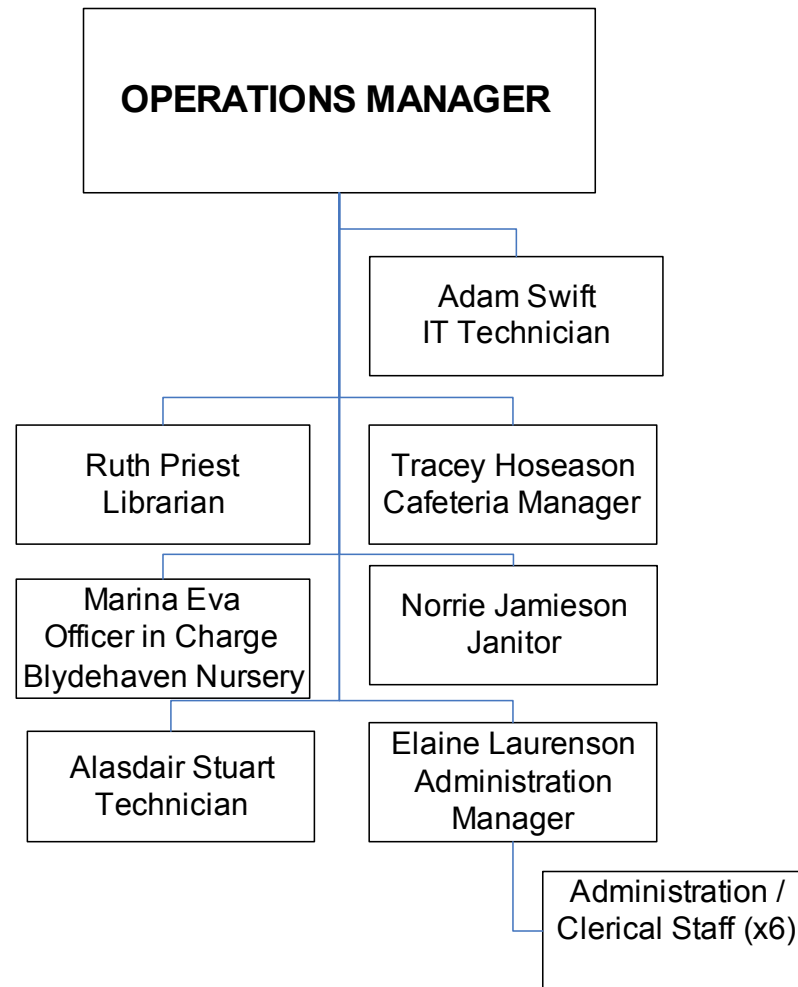
BA Archaeology	1	
BSc Environment and Heritage Studies		4
BA Scottish History and Archaeology	2	
TOTALS	12	8
	Projected Enrolments	
Engineering	F/T	P/T
Further Education		
NC Engineering/Electrical Engineering Practice	8	
MA Engineering/Electrical Engineering Practice		8
MA Engineering/Electrical Engineering Practice (2010 intake)		5
MA Level III Portfolio Workshops & Workplace Assessment		17
Skills for Work Engineering Skills (2011 intake Year 1)		10
Skills for Work Engineering Skills (2010 intake Year 2)		7
NC Shipping & Maritime Operations	24	
Skills for Work Maritime Skills		12
TOTALS	32	59
	Projected Enrolments	
Hairdressing	F/T	P/T
Skills for Work Hairdressing Int. 1		17
Skills for Work Hairdressing Int. 2		9
TOTALS		26
	Projected Enrolments	
Sound Engineering	F/T	P/T
Vocational Pathway Sound Engineering Int. 2 (single unit)		10
TOTALS		10

Appendix 4: Staffing Structures









**Development Committee****21 June 2012****Preparing Economic Policies for 2012-17**

DV030-F

Executive Manager – Economic Development**Development Department/Economic Development****1.0 Summary**

- 1.1 The purpose of this report is to ask the Development Committee to approve a process for putting a new set of economic development policies in place for the period of this Council, 2012 -17.
- 1.2 The Committee will have to consider the approach being recommended, particularly the involvement of Members in a working group and the extent of involvement needed from local industry.

2.0 Decision Required

- 2.1 The Committee has to resolve a process for a new set of economic development policies based on the content and recommendations contained in the report.
- 2.2 The Committee is invited to appoint Members to serve on the Working Group (Four members are suggested – the Chairman, Vice-Chairman and two others).

3.0 Detail

- 3.1 Economic development is a wholly discretionary service, which exists to deliver support measures for economic growth in Shetland. Guidance to run the service is provided by the Scottish Government through the Single Outcome Agreement (SOA). The delivery of the SOA is a matter for the Council to determine and it is therefore essential for a new Council to consider how the economic development service should operate.

- 3.2 Previous Councils have had policy documents drawn up to help with the delivery of economic development. The Economic Development Policy Statement for the 2007-11(12) is included as an Appendix to this report, for information.
- 3.3 The main issues that will impact on the economy during the term of this Council are likely to be:
- A steep reduction in Council expenditure leading to fewer jobs being available
 - Concentrating diminishing resources on economic development projects that help to stabilise the economy
 - Making sure that Shetland derives maximum benefit from large scale developments such as the Total gas plant development, renewable energy and offshore decommissioning
- 3.4 The Council's SOA with the Scottish Government specifies the following outcomes for the economic development service:
- Increase sustainable economic growth
 - Improve productivity
 - Increase the number of businesses/start up rate
 - Increase exports
 - Improve Shetland's digital infrastructure
 - Population growth
 - Increase economic participation
 - Improve Shetland's reputation for products and services
- 3.5 Given the issues and the agreed outcomes, there is a need to understand what the priority areas of activity will be for the economic development service over the next five years. This is fundamental for ensuring sound principles of service delivery and therefore it is suggested that members of the Committee work with staff to prepare these policies.
- 3.6 It is proposed that the Chair should lead the Working Group and the membership should also include the Vice-Chairman and two other Committee members. Staff involvement will be led by the Executive Manager – Economic Development.

- 3.7 The work will begin with a programme of information gathering from industry sectors involving visits to view commercial projects in various Shetland locations. All Committee members will be invited to participate in the information gathering exercise.
- 3.8 Existing sector and thematic plans will be used to help formulate the new policies. These plans include:

Shetland Tourism Plan
Shetland Seafood Plan
Marketing Strategy
Renewable Energy Plan
Digital Shetland
Agricultural Strategy (completed but has to be adopted formally)
Textile Review (In progress)

The policy development exercise may result in some revisions to these plans being recommended or plans for other sectors/themes being investigated.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – The new set of economic development policies will be structured to deliver on corporate priorities as shown in paragraph 3.4.
- 4.2 Community/Stakeholder Issues – A programme of consultation with main industry sectors is included in the policy development process. It is anticipated that this exercise will also identify the best methods for future engagement with industry.
- 4.3 Policy and Delegated Authority – This report has been prepared under the main aim of the Council's Economic Development Statement, which states:
- “The main aim of the Council's economic development service is to improve the quality of life of Shetland residents by promoting an environment in which traditional industries can thrive and innovate alongside newer emerging industries.”
- The Development Committee has delegated authority to implement decisions within its remit in accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations. As the subject of this report is covered by existing policy the Development Committee does have delegated authority to make a decision.
- 4.4 Risk Management – The risk associated with not preparing a set of economic development policies for this Council is a lack of co-ordination and transparency in the work of the economic development service.
- 4.5 Equalities, Health and Human Rights – None.

- 4.6 Environmental – It is highly likely that the preparation of a new set of policies will require a scoping review for a Strategic Environmental Assessment.

Resources

- 4.7 Financial – All costs associated with preparing a set of economic development policies will be met from existing revenue and support budgets. The main cost will be staff time and there will be a need to pay for any associated environmental assessment.
- 4.8 Legal – None.
- 4.9 Human Resources – None other than those mentioned in paragraph 4.7.
- 4.10 Assets and Property – None.

5.0 Conclusions

- 5.1 Having a well- researched set of economic development policies prepared at the start of the 2012-17 Council will be a significant aid to stabilising the Shetland economy in the face of unprecedented public sector savings.

For further information please contact:

Douglas Irvine, Executive Manager – Economic Development
01595 744932 douglas.irvine@shetland.gov.uk
Report finalised on 12 June 2012

List of Appendices

List of Appendices

Economic Development Policy Statement 2007-11(12)

END

Shetland Islands Council



Economic Development Policy Statement 2007 – 2011

This Policy Statement was approved by:
Development Committee on 24 April 2008 (Minute Reference 02/08)
Shetland Islands Council on 14 May 2008 (Minute Reference 55/08)

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Shetland Economic Development Policy Statement 2007-2011

Part 1 - Introduction

- 1.1 This document forms an integral part of Shetland Islands Council's Corporate Plan covering the period of the present Council, which ends in 2011. Work on the Economic Development Policy Statement began as part of the member led service-planning exercise that was set up by the new Council in the summer of 2007. It has been completed with the involvement of the 4 Industry Panels that have been established by this Council to achieve a better engagement with Shetland industry during the next 4 years.
- 1.2 The Economic Development Policy Statement will act as the policy framework for the work of the Council's Development Committee and the Economic Development Unit. It is expected that policies will be added, amended or deleted in the course of the Council's work so the Economic Development Policy Statement will be updated regularly by the Development Committee to reflect these changes.
- 1.3 An effort is made to link the Council's economic development work to the objectives of the Scottish Government's Economic Development Strategy. Apart from making sense from a "joined up government" perspective, the link is necessary because the Council's financial settlement from the Government carries with it a number of economic development targets, which the Council is expected to deliver on. The arrangement is explained in more detail in the next pages.
- 1.4 The next 4 years will be a pivotal time in Shetland's history. It will be a time when the decline of the oil industry in Shetland will be in sharp focus and there will be an increasing emphasis on broadening Shetland's commercial base through new activities, encouraging creativity, seeking new methods of working, improving skills and by finding ways to link Shetland more closely to the outside world. There has to be a drive to improve product quality and service standards in all sectors so that Shetland can build on a growing reputation for being creative, modern and distinctive. We also need to make sure that the development potential of the existing traditional industries is understood fully and is acted upon so that "at hand" economic development opportunities are not missed.
- 1.5 To help Shetland along the path described above, the Economic Development policy Statement contains 29 policies, together with related pledges, delivery mechanisms, expected outcomes and progress dates.

Part 2 - Links to the Scottish Government's Economic Strategy

- 2.1 Published in 2007, the Scottish Government's Economic Strategy has a main purpose to:-

“focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.”

- 2.2 It describes 5 Strategic Objectives:

Wealthier and Fairer – Enable businesses and people to increase their wealth and more people to share fairly in that wealth

Smarter – Expand opportunities for Scots to succeed through life long learning ensuring higher and more widely shared achievements

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

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

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

It then goes on to discuss 5 priorities that are internationally recognised to be critical to economic growth, citing the examples of Ireland and New Zealand as small countries that have made significant progress based on this approach. These 5 priorities are:

Learning, Skills and Well-being – improved education opportunities; promoting higher levels of physical and mental health; and, creating the conditions for talented people to live, work and remain in Scotland;

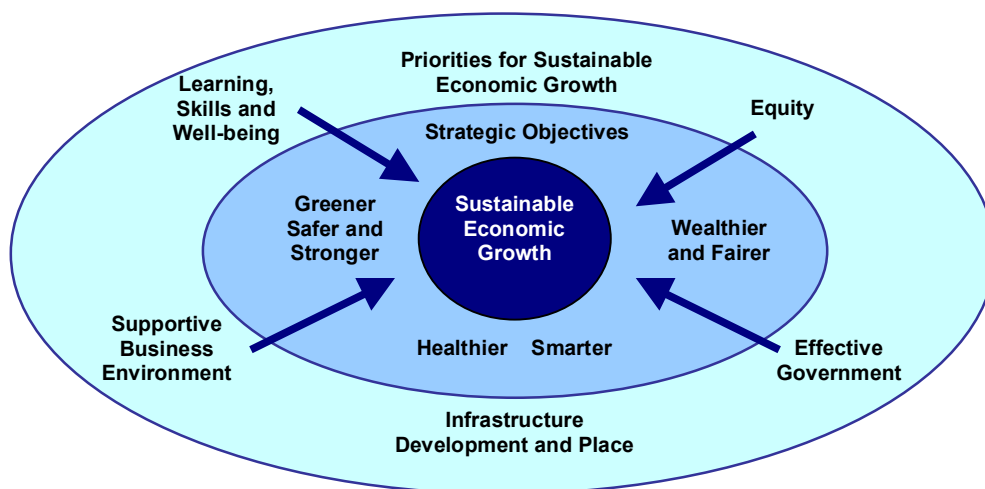
Supportive Business Environment – increase the number of highly successful, competitive businesses, target support to businesses in pursuit of opportunities outside Scotland; a broader consideration of innovation; and, raise levels of business R&D;

Infrastructure Development and Place – invest in making better connections across and with Scotland; offer cost-effective public transport alternatives; and introduce a more effective and faster planning and development regime;

Effective Government – a streamlining of the Governments direct dealings with business, including better regulation and more efficient procurement practices;

Equity – opportunities for all, to give all of Scotland a chance to succeed and to promote economic growth and environmental quality as mutually advancing aims.

- 2.3 The purpose, objectives and priorities of the Government's Economic Development Strategy are illustrated in the diagram below:



- 2.4 In essence, the Council's Economic Development Policy Statement is a very close fit with the direction set by the Government in the national Economic Development Strategy. The close match in approach is encouraging, given that the Government will be supporting Shetland's economic development efforts through the Rate Support Grant and that the outcome targets set by the Government should therefore be relevant for our situation. The appropriate outcome targets set by the Government are described in the next section.

Part 3 – Shetland’s Contribution to National Economic Policy – Outcomes, Indicators and Targets

3.1 Of the 45 outcomes that the Scottish Government is requesting of all local authorities, 5 are relevant to the work of the Council’s economic development service. These are set out in the table below:

National Indicator	Public Responsibility	Baseline (2006/07)	Shetland Target
At least halve the gap in total research and development spending compared with EU average by 2011	Economic Development Unit, HIE, NAFC, Shetland College	The average level of Research and Development spending in the EU in 2003 was 1.93% of Gross Domestic Product (GDP)	Increase R&D spending to 1.6% of GDP Support 4 new R&D projects every year
Increase the business start-up rate	Economic Development Unit, HIE	In 2006 there were 111 business start-ups in Shetland, a rate of 5.1 per 1,000 head of population. This was well up on the 2002 figure, which was 3.8 per 1,000.	Increase annual business start-ups figure to 5.5 per 1,000 of population. Support 20 new business start-ups per annum
Grow exports at a faster average rate than GDP	Economic Development Unit, HIE	Export overseas from Shetland was estimated to be £150m in 2005 (HIE; November 2007) The rate of growth of Scottish GDP was 2.3 in 2007. UK GDP rose by 3.1 in the same period. Figures are not available for Shetland GDP but at the time of the last survey the Shetland figure was very close to the Scottish average.	Growth in the value of exports by 4.6% 10 businesses engaged in new/extended international business development activity per annum

Improve knowledge transfer from research activity in universities	Shetland College, NAFC, Economic Development Unit, HIE	In 2007/08 and 2006/07 there were 2 projects linking research in Aberdeen University with economic activity	Involvement in 2 projects every year linking university research with economic activity and local business
50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)	Economic Development Unit (and other Council services), HIE	Currently 14,122 kW installed capacity from renewable sources in Shetland (including district heating system) Burradale Wind Farm meets 8-18% of Shetland's electricity needs	Shetland's electricity needs to be fully provided for by the Viking Energy project by 2016 Exporting of energy to UK mainland via interconnector Raise renewable installed capacity by 1820 kW by 2011

Main Aim

“The main aim of the Council’s economic development service is to improve the quality of life of Shetland residents by promoting an environment in which traditional industries can thrive and innovate alongside newer emerging industries.”

To help us achieve this vision our aims are to:

- Encourage enterprise and sustainable growth
- Expand knowledge and build skills
- Improve access and extend opportunities
- Focus on quality

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Estimated Cost	Key outputs	Key progress dates
Section A <u>Traditional Sectors</u> <u>Fisheries</u>			<u>Lead Member (for all Sectors apart from Oil)</u>	L = Loans G = Grants		
1. Rebuild confidence in the fish catching industry, particularly as regards the white fish sector, and consolidate the current position of the pelagic sector (catching and processing)	By 2011 there will be 5 new, capable crews working in the white fish catching sector Support the replacement of the ageing white fish fleet – 8 vessels to be replaced by 2011	Support, on a commercial basis, at least 10 new and replacement fishing vessels Continue and when possible extend the quota purchase scheme Establish a dedicated mentoring training programme to support new crews	Chairman – Shetland Islands Council Development Committee	£4.5m (L) £2m (L) £0.1m (G)	25 new jobs 25 retained jobs Direct output - £5m	2007 –11 2007 – 11 2008
2. Enhance Shetland's reputation as a high quality producer of fish and fish products	Support 4 infrastructure projects directly affecting the fishing industry and creating 50 jobs	Implement targets and recommendations contained in the Shetland Seafood Plan Support all Fisheries pledges through commercial investment and grant assistance	<u>Lead Officers (For all Sectors apart from Oil)</u> Head of Economic Development Head of Business Development Financial Controller	£1m (80% = C; 20% = G)	50 new jobs Direct output - £4m	2007 – 11 2007 - 11
3. Encourage sustainable growth in Shetland's aquaculture industry	Support 4 projects aimed at improving the aquaculture industry to be versatile, profitable, and efficient	Support NAFC through core funding arrangements and continually review the structure and activities to ensure full relevance with Shetland's needs Work with NAFC to gain a better understanding of optimum growing conditions in the aquaculture sector		£8m (G) £1m (L = 50%; G = 50%)	Retain 60 jobs Retain 20 jobs	2007 – 11 2008

Key Delivery Mechanisms:

Shetland Seafood Plan
NAFC Marine Centre
Proposed Seafood Processing and Marketing Scheme

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Estimated Cost	Key outputs	Key progress dates
<u>Tourism</u>			<u>Lead Member</u>			
4. Improve access to Shetland through better air and sea links	Re-establish the Continental shipping link	Work with international partners in the Moregruppen project dedicated to a Norway-Shetland- UK link	Chairman – Shetland Islands Council Development Committee	£0.1m (G)	Direct output – £1.5m	2008
	Maintain the direct air link between Sumburgh and Stansted Airport in London	Provide route development support through VisitShetland		£0.05m (G)	£0.5m direct output	2008 - 09
5. Continue to develop Shetland as a tourist destination, through development of high quality products and services	Encourage 4 significant quality improvements to visitor accommodation provision in line with visitor expectations	Complete study of future visitor accommodation needs	<u>Lead Officers</u>	£1m (G = 50%; L = 50%)	20 new jobs	2007 – 11
	Develop 4 new commercial activities for visitors	Provide support through commercial investment and grant assistance	Head of Economic Development	£0.4m (G = 50%; L = 50%)	8 new jobs	2007 –11
		Review and revise the Tourism Financial Assistance Scheme	Head of Business Development			2008
	Encourage 4 Country Museums/visitor attractions to be open during the shoulder season as 'wet weather' attractions	Draw up and implement pilot project	Financial Controller	£0.1m (G)	2 new jobs	2008
	Encourage 6 heritage related capital improvement projects	Adopt Heritage Tourism Investment Programme. Support Shetland Geopark status and 5 additional heritage projects.		£3m (G)	20 new jobs	2007 - 11

6. Continue to promote Shetland as a high-quality visitor destination	Ensure that VisitScotland continues to market Shetland in line with Shetland's aspirations for developing the tourism sector	Work together with VisitShetland to plan and resource marketing activities in a manner that reflects changing market conditions and identifies imaginative solutions for Shetland's complex circumstances	<u>Lead Member</u> Chairman – Shetland Islands Council Development Committee	£1.6m	4 FTE jobs Direct output - £4m	2007 – 11
	Switch marketing media towards modern technologies such as the internet and mobile phones Increase occupancy rates by 10%					
7. Support people involved in products and services for the tourism sector	Develop a commercial visitor agency to improve packaged holidays in Shetland	Respond to findings of package holiday study		£0.4m	5 jobs Direct output - £2m	2007 - 08
	Devise and implement 4 projects to drive up quality standards in tourism	Facilitate one project a year in partnership with tourism sector	<u>Lead Officers</u> Head of Economic Development	£0.1m		2007 – 11
	Run an interactive local event for the cultural/heritage part of the industry to encourage best practice	Aim to run one event every year	Head of Business Development Financial Controller	£0.1m		2008 - 11

Key Delivery Mechanisms:

Shetland Tourism Plan
VisitShetland
Revised Tourism Financial Assistance Scheme
Shetland Tourism Heritage Investment Plan

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Estimated Cost	Key outputs	Key progress dates
<u>Agriculture</u>			<u>Lead Member</u>			
8. Shift the emphasis of the agriculture industry in Shetland to a market-led economy which is less reliant on EU and UK subsidy payments	Foster growth in direct income in the agriculture industry of 10-15% by 2011	Construct and facilitate operation of a new community abattoir Support the development of air dried meat processing	Chairman – Shetland Islands Council Development Committee	£4m (of which £2.4m already pledged) (G) £0.1m (G)	15% increase in direct agricultural income Output - £2.2m (direct output + multiplier effects)	2010 2009
9. Add value in all areas of production, but especially in meat products and wool		Investigate new production methods for the finishing of animals Encourage use of local produce in schools, care homes and other establishments		£2m to operate agriculture assistance schemes	30 new jobs	2007 – 2011 2007 –2011
10. Support agricultural development projects that derive income from and enhance Shetland's natural heritage		Offer support for industry groups and businesses engaged in the marketing of Shetland agricultural products (3 projects) Assist 2 projects engaged in value adding in wool production Approve a Shetland Rural Development Strategy and implement findings, particularly in relation to grant schemes Ensure that all assistance schemes help towards finding market led solutions	<u>Lead Officers</u> Head of Economic Development Head of Business Development Financial Controller	£0.2m		2008 – 2011 2007 – 08 2008 2007-2011

<u>Textiles</u> 11. Encourage the expansion of the Shetland textile sector	Foster output growth of 10% by 2011 Foster the best possible understanding of the market and market opportunities among textile producers Encourage projects that position Shetland as supplier of premier textiles to a discriminating market	Support 4 projects through commercial investment or grant assistance Undertake a survey of the local marketing skills in the textile sector	<u>Lead Member</u> Chairman – Shetland Islands Council Development Committee <u>Lead Officers</u> Head of Economic Development Head of Business Development Financial Controller	£0.2m	5 new jobs	2007 – 11 2008
Key Delivery Mechanisms: Shetland Rural Development Strategy						

14. Encourage logistical operations at Lerwick, Scalloway, Scatsta and Sumburgh	Encourage further decommissioning contracts in Shetland (3 possible during period)	Engage with partners to attract 2 further large-scale decommissioning projects in Shetland		£0.5m (L)		2007 - 11
	Encourage offshore hardware maintenance in Shetland Improve and develop port facilities and services to attract vessels serving the oil and gas fields West of Shetland	Work with logistics services to attract a hardware maintenance project to Shetland			10 new jobs	2007 - 11

<u>Section C</u>		<u>Lead Member</u>			
<u>New and Emerging Industries</u>		Chairman – Shetland Islands Council Development Committee			
<u>Creative Industries</u>					
15. Establish robust broadband services to businesses, organisations and homes in Shetland		Investigate the potential of new telecoms. services in Shetland along with necessary infrastructure		£0.1m (research & feasibility)	2008
	Achieve full integration of fibre-optic cable	Support infrastructure development projects through commercial investment			2008 – 11
	Full broadband service (at least 4-8 MB) to 80% of Shetland's population by 2011		<u>Lead Officers</u>	£0.1m	2010
	Point-of-Presence site set up in Shetland	Support business projects through commercial investment and grant assistance	Head of Economic Development Head of Business Development Financial Controller	£0.5m (G = 50%; L = 50%)	60 new jobs 2008 – 11
16. Support growth of businesses in the creative industries sector	Establishment of 20 new businesses dependent on high-speed data links offering direct employment to 60 people				2011
	Delivery of BT's C21st network by 2011	Provide grant support for small business start up and expansion		£0.4m (businesses) £0.6m (cinema & music venue)	40 new jobs 20 new jobs Direct output - £12m (see music venue report)
Key Delivery Mechanisms: Creative Industry Plan Telecommunications Infrastructure Study					

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Cost	Key outputs	Key progress dates
<u>Renewable Energy</u>						
17. Continue the development of the Viking Energy community wind farm project	<p>Establishment of a fixed interconnector to the UK mainland by 2012</p> <p>Gain full planning permission for Viking Energy</p> <p>Viking Energy community wind farm project to be at construction stage by 2011</p>	<p>Work with project partners to lobby government agencies to achieve interconnector</p> <p>Provide full information necessary for planning permission to be achieved</p> <p>Identify correct financial and operational structure for bringing the project forward</p>	<p>Viking Energy Project to be delivered by Charitable Trust</p> <p><u>Lead Member</u></p> <p>Chairman – Shetland Islands Council Development Committee</p>	<p>£0.2m (contingency budget for project continuing for extended period)</p>	<p>Planning permission to be achieved by 2010</p>	<p>2009</p> <p>2008</p> <p>2010</p>
18. Support research and development projects in renewable energy across the isles, in homes, businesses and community organisations	<p>2 renewable energy projects in the marine environment supported</p> <p>4 terrestrial renewable energy projects supported</p>	<p>Support 7 renewable energy projects through commercial investment and grant assistance</p> <p>Prepare research projects in appropriate circumstances (3 projects during the period)</p>	<p><u>Lead Officers</u></p> <p>Head of Economic Development</p> <p>Head of Business Development</p> <p>Financial Controller</p>	<p>£0.5m</p> <p>£0.05m (research)</p>	<p>20 new jobs from all renewable energy projects outside of the Viking Energy Project</p> <p>Increase the local installed capacity of renewable energy by 1820 kW</p>	<p>2007 - 11</p> <p>2007 - 11</p> <p>2011</p>
19. Investigate establishment of manufacturing processes in the renewable energy sector in Shetland	<p>Consolidation of PURE hydrogen project in Unst</p> <p>Integration of low-energy technology in local build standards for business projects</p>					
Key Delivery Mechanisms: Viking Energy Project Renewable Energy Policy						

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Cost	Key outputs	Key progress dates
<u>General</u>			<u>Lead Member</u>			
20. Investigate provision of a drydock/lift for vessel maintenance in Shetland	Complete Research project into drydock/lift provision	Draw up study remit and identify suitable consultants through a tendering exercise	Chairman – Shetland Islands Council Development Committee	£0.05m – study into drydock provision	Dependent on outcome of study	2009
21. Encourage new activities not presently located in Shetland	3 projects supported to develop new activities in Shetland	Support new projects through commercial investment and grant assistance		£0.02m (G)	10 new jobs	2008 -11
22. Encourage the expansion and development of new manufacturing and businesses providing new services	Provide support for 4 projects		<u>Lead Officers</u> Head of Economic Development Head of Business Development Financial Controller	£0.6m (L)	15 jobs	
23. Facilitate new food & drink processing activities	2 projects supported developing new food & drink processing activities in Shetland			£0.2m	10 jobs Direct output - £0.5m	

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Cost	Key outputs	Key progress dates	
<u>Section D</u> <u>Marketing</u>							
24. Improve Shetland's reputation as a place that offers: <ul style="list-style-type: none">• Products of excellent quality that meet the needs and aspirations of the consumers most likely to be interested in what Shetland has to offer;• Services provided to a standard that consistently exceeds customer expectations 25. Enable individuals and businesses to develop and promote Shetland products and services with confidence and pride	Work towards a common brand standard and identity	Communicate the Shetland brand	Head of Economic Development	£2.0m for marketing schemes and priorities	Creation of a Shetland Brand book and a range of related support materials	2008	
	Improve Shetland's online image	Create a user-friendly primary electronic entry point to Shetland	Principal officer Marketing		Establish www.shetland.org	2008	
	Develop Shetland's reputation for high standard food and drink	Encourage food and drink producers to work together by highlighting the benefits of a coherent marketing approach and related activities			Assist 10 projects. Establish a Shetland Food website	2007-11	
	Celebrate the best of Shetland	Improve the Johnsmas Foy as a major summer event in Shetland			Support development of the Johnsmas Foy in 2008-2011	2007-11	
	Improve the marketing skills of individuals and organisations	Support development of core marketing skills and best practice		£1.5m for Tall Ships Races and Hamefarin	Organise Shetland Hamefarin 2010 and Tall Ships Races 2011	2008-11	
	Promote Shetland to consumer markets	Coordinate initiatives which are directed at key trade and consumer audiences using Shetland's brand values			Host 4 marketing conferences in relevant thematic areas	2008-11	
	Support private businesses to improve product marketing	Support businesses that aim to improve the image of Shetland products and services			Completion of 8 initiatives or promotions	2007-11	
					Assist 10 businesses		
	Key Delivery Mechanisms:						
	Shetland Marketing Strategy						

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Cost	Key outputs	Key progress dates
Section E People and Community			Lead Member			
26. Support community enterprises engaged in economic activities (eg, business units)	Support 8 projects engaged in community enterprises	Support through grant assistance schemes	Chairman – Shetland Islands Council Development Committee	£0.2m (G)	8 projects	2007 – 11
	Investigate ways to improve the Rural Shops Improvement Scheme	Undertake revision of the existing Rural Shops Improvement Scheme		£0.2m (G)	Retain network of rural shops – support 30 projects	2008
27. Enable individuals to achieve their full economic potential	Research ways to retain active rural population	Undertake intensive research project into the retention of active rural population		£0.02m (G)	Refine Council's policy on assisting projects in remoter areas	2008 – 11
	Engage with Learning Centres to provide skills at the forefront of industry needs	Set up detailed structure in the training sector to determine training needs in Shetland	Lead Officers	£0.21m (G)	Strengthened Provision of Learning Centre Network	2008
	Reinvigorate the Graduate Placement Scheme to attract more fresh skilled people into industry	Research ways to restructure the Graduate Placement Scheme to provide higher quality outputs for both graduates and employers	Head of Economic Development	£0.02m (G)	Revised Graduate Placement Policy	2008 – 11
	Ensure the better integration of migrant workers into the local community	Bring together agencies involved in services related to the needs of economic migrants	Financial Controller	£0.02 (G)	Set guidelines on integrating migrant workers into Shetland	2008
	Develop a programme to engage schoolchildren and college students with economic development	Support school of ambition or similar initiatives		£0.01 (G)	1 project	2007 - 11
	Encourage the employment of disadvantaged people	Support COPE's development initiatives		£1.0m (G)	Continued employment of 50 people	2007 - 11

Policy area	Pledges	How we will deliver on the pledges	Responsibility for delivery	Cost	Key outputs	Key progress dates
<u>Section F</u> <u>Business Guidance and Engagement</u> 28. Encourage knowledge transfer into new and emerging businesses 29. Establish meaningful dialogue with Shetland's industries	Ensure that businesses obtain correct advice about start-up and expansion Engage with industry through Panels and Working Groups Investigate setting up of a new Shetland Chamber of Commerce	Operate the Business Gateway service as part of the national network Engage suitably qualified mentors to assist with the achievement of business aims and objectives Set up Panels for: Industry, Agriculture, and Fisheries Set up industry specific working groups when required Set up a project to identify the need for and process of setting up a Chamber of Commerce	<u>Lead Member</u> Chairman – Shetland Islands Council Development Committee <u>Lead Officers</u> Head of Economic Development Head of Business Development Financial Controller	£0.2m (G) £0.06m (G) £0.1m (G)	Provide advice for 100 businesses every year Operation of the industry panels as part of the Council's meeting cycle Decision to either proceed with project or not	2008 2008 2007 2009

Part 5 – Operating Principles and Guidelines

5.1 Social Inclusion

The Council is committed to upholding people's rights, to promoting social inclusion, to protecting the vulnerable and the disadvantaged and to ensuring that all citizens have equal opportunity to fulfil their potential.

The Council aims to promote an inclusive society which values diversity and works to secure and protect the rights of all the people of Shetland by combating disadvantage, discrimination, risk, exploitation and abuse.

5.2 Sustainable Development

In all aspects of economic development work the Council will endeavour to find sustainable solutions for economic development. Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

5.3 Making a Difference

Council investment in economic development projects should lead to the creation or improvement of a process, service or product that would not have happened without the Council's assistance. Funds should only be awarded to projects that could not proceed without assistance.

5.4 The Role of Development Agencies

While the ongoing efforts of all organisations participating in economic development are important, the future success of the economy depends on the businesses and workers making a living in Shetland. Development agencies have a role in facilitating and supporting economic development and working in partnership with businesses to achieve prosperity.

5.5 Financial Duty of Care

Economic development work is, by its very nature, high risk in terms of the safe investment of public funds. While this is so, the Council still has a duty of care to the public for maximising the productive use of public funds for economic development work by having regard to the viability of projects being considered, the need for public assistance and the probability of changes in the environment that projects will operate in.

5.6 State Aid Compliance

The Council must comply with State Aid regulations for the investment of public money in private enterprise.

5.7 Promoting Independent Working

The Council will seek to ensure the financial independence of businesses and organisations that benefit from public assistance. In particular there is a need to avoid situations where dependencies can arise.

5.8 Transparency

The availability of services, eligibility for services and the process of applying for and approval of services will be made clear to all potential applicants. All aware of financial assistance to applicants will be published.

5.9 Consideration of Applications for Financial Assistance

1. Assistance will only be approved when an application meets the Council's economic development policies as specified in this document or can be processed under a specifically approved assistance scheme.
2. Funding shall not be approved on any spending committed by an applicant for assistance before a decision is taken on that application by the Council.
3. Assistance shall not be approved to rescue businesses that are failing or have failed.
4. Grant assistance is not available for the purchase of businesses or buildings. This is because such approvals can interfere with the market and may lead to an unfair advantage being given to an applicant.
5. In general, assistance is not available for projects/businesses that are in direct competition with existing businesses serving the Shetland market. Such assistance is likely to lead to unfair competition. However, in circumstances when specific assistance schemes exist for that type of business or when the applicant business is operating in a remote area/outer island, grant assistance may be considered after careful examination of the project details.
6. Assistance is only available for commercial ventures and initiatives. This policy does not apply to projects that may not be commercial in themselves but which aim to serve commercial sectors. Community inspired infrastructure projects fall into this latter category.
7. Projects have to demonstrate viability and need for assistance. However, need for assistance is not a criterion when incentive schemes are drawn up to encourage specific types of project.

**Development Committee****21 June 2012****SHETLAND MUSEUM AND ARCHIVES
BUDGET DRAWDOWN FOR 2012/13****DV031-F****Grants Co-ordinator****Development Department,
Community Planning &
Development Service****1. Summary**

- 1.1 The purpose of this report is to approve the drawdown of funding for the Museum and Archives service for financial year 2012/13.

2. Decision

I recommend that the Development Committee, on behalf of the Council, agree to:

- 2.1 Approve the 2012/13 Service Plan for the Museum and Archives services, provided through Shetland Amenity Trust, as part of the agreement that is in place for funding those services.
- 2.2 Approve the disbursement of funding of £1,035,775 to Shetland Amenity Trust in two equal instalments during financial year 2012/13.
- 2.3 Award delegated authority to the Director of Development Services, or his nominee, to approve the Museum and Archives Service Plan and service levels, and for the drawdown of funding in future years, subject to annual budget approval.

3. Details

- 3.1 The specific power to provide a museum service is contained in the Public Libraries Consolidation (Scotland) Act 1887. The powers and duties of local authorities with respect to cultural facilities and activities are now contained in the Local Government and Planning (Scotland) 1982 Act. It is section 14 of the 1982 Act, as amended, which now provides that "a local authority shall ensure that there is adequate

provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities". In terms of sections 53 and 54 of the Local Government Etc. (Scotland) Act 1994, the local authorities set up by the Act are obliged to make proper arrangements for the preservation and management of their records, both those which they create and those which they inherit from their predecessors or acquire from elsewhere.

- 3.2 Shetland Islands Council has a 25 year service level agreement in place with Shetland Amenity Trust for the provision of museum and archive services. As part of that agreement, the Council is asked to approve the services and service levels to be provided each financial year, as set out in a Service Plan.
- 3.3 Annually funding is negotiated between the Council and Shetland Amenity Trust for the Museum and Archives Services, in line with the Council's approved budget strategy.
- 3.4 At a meeting of Shetland Islands Council on 9 February 2012 the Council approved its budget strategy for 2012/13. The budget strategy approved a reduction to grant budgets within the Community Planning and Development service, including funding to the Museum and Archive Service (Min Ref: SIC 14/12).
- 3.6 Following approval of the 2012/13 budgets, Council officers met with representatives of Shetland Amenity Trust to negotiate a budget for 2012/13. It was agreed that funding for the Museum and Archives Services should be reduced from £1,138,214 (2011/12) to £1,035,775 (2012/13).
- 3.7 Members should note that Shetland Amenity Trust has formally accepted a funding offer of £1,035,775 from the Council and awaits release of the first instalment of funding due.
- 3.8 At a meeting of Shetland Amenity Trust on 16 May 2012, trustees approved its Museum and Archives Service Plan for financial year 2012/13. A copy is attached as Appendix A for information.
- 3.9 The funding to Shetland Amenity Trust will provide the following:
 - Archives service
 - Museum service
 - Education service
 - Museum facility

The funding to Shetland Amenity Trust does not include a financial contribution to Hay's Dock restaurant or to the museum shop.

4. Implications

Strategic

- 4.1 Delivery on Corporate Priorities – This report helps to achieve the "*Priority Development – Shetland's Reputation*" as the Shetland Museum and Archives is a major attraction for visitors to Shetland. The Service adds significant value to the tourism sector and helps to

extend the visitor season as a year round attraction. This report also helps the Council to deliver on its “*Culture and Strengthening Communities*” target to maximise the opportunities for young people to reach their full potential and to get involved in developing heritage for the future.

- 4.2 Community / Stakeholder issues – None
- 4.3 Policy and Delegated authority - In accordance with Section 2.3.1 of the Council’s Scheme of Administrations and Delegations, the Development Committee has delegated authority to make decisions on the matters within approved policy and for which there is a budget. All matters pertaining to culture fall within the remit of the Development Committee and this report addresses issues within policy and within budget. The Report seeks specific approval to disburse the funding.
- 4.4 Risk Management - There are no significant risks associated with the recommendations in this report. The Museum and Archive service is closely monitored by the department, both financially and in terms of service performance. However if the drawdown of funding is not approved this will result in cashflow difficulties for Shetland Amenity Trust.
- 4.5 Equalities, Health and Human Rights – The Museum and Archives services are fully accessible and inclusive.
- 4.6 Environmental – The Museum and Archives building is a recent construction and considered generally energy efficient. Collections are carefully preserved using standard conservation conditions.

Resources

- 4.7 Financial - The Community Planning and Development Service Museum and Archives budget (GRD9301 2402) has sufficient funds to meet the agreed funding of £1,035,775 to Shetland Amenity Trust. As required under the terms of the Service Level Agreement between the Council and the Shetland Amenity Trust, consideration has been given to the following information: -
- Current year Service Plan;
 - Current year service performance reports;
 - Current year quarterly management accounts;
 - Previous year Annual Report and Financial Accounts.
- 4.8 Legal - None
- 4.9 Human Resources - None
- 4.10 Assets and Property - The Shetland Museum and Archives building is owned and operated by Shetland Amenity Trust. Museum and Archives collections remain the property of Shetland Islands Council.

5. Conclusions

- 5.1 The Shetland Museum and Archives service continues to be very popular and well used by the local community and visitors to Shetland. The service plays a vital role in safeguarding important local artefacts and documents, as well as promoting Shetland's distinct culture, past and present. The Shetland Museum and Archives service also has a crucial role in the cultural tourism sector.
- 5.2 The Council has a 25 year Service Level Agreement with Shetland Amenity Trust for the delivery of the Museum and Archives service. The Council also approves its budget strategy each year and funding for these services are agreed in line with the Council's approved budget strategy. Awarding delegated authority to the Director of Development Services, or his nominee, to approve the Museum and Archive Service Plan and to drawdown funding in future will improve the Council's efficiency in this process.

For further information please contact:

Michael Duncan
Grants Co-ordinator – Community Planning & Development Service
Tel. (01595) 743828
Email: michael.duncan@shetland.gov.uk
12 June 2012

List of Appendices
Museum and Archives Service Plan 2012/13

Background documents:

None

APPENDIX A

SHETLAND AMENITY TRUST



**Shetland Museums and Archives
Service Plan 2012-2013**

Shetland Museum and Archives Service
Hay's Dock
Lerwick
Shetland
ZE1 0WP

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Introduction

This plan is a management tool to identify the correct resources to deliver a quality service; analyse and plan for future requirements; monitor service delivery; and provide an action plan for improvements.

The Shetland Museum was created by Zetland County Council and Lerwick Town Council in 1966, after a long campaign by the people of Shetland. The Shetland Archives came into existence ten years later, following the reform of local government throughout the U.K. The services were run by Shetland Islands Council from 1976-2005, and transferred to Shetland Amenity Trust in October 2005. The Museum and Archives collections remain the property of Shetland Islands Council, and Shetland Amenity Trust manages the service through a Service Level Agreement with the Council.

Shetland Amenity Trust's Museums and Archives service comprises the main Museum and Archives at Hay's Dock, Lerwick; a reserve collection stores at Staney Hill, Lerwick and SBS Base, Greenhead; the Croft House Museum at Voe, Dunrossness.

The Museums and Archives service contributes to the quality of life in Shetland, by safeguarding the material and written evidence of people and their environment. Museums and Archives provide for their users a sense of continuity and pride in place, and preserve the history and traditions of the community that they serve. The service actively promotes Shetland's distinct culture, past and present, and in doing so plays a crucial role in the cultural tourism sector.

This Service Plan covers the period 1st April 2012 to 31st March 2013. The action plan covers the same time period and sets out what is thought to be achievable and manageable as the services grow. This plan will be reviewed annually and, in particular, the action plan will be monitored by Shetland Amenity Trust and Shetland Islands Council.

Through the monitoring of targets and action plans, the service plan will provide evidence for continuous improvement, and demonstrate best value for all areas of service delivery within the Museums and Archives.

Shetland Amenity Trust's Corporate Plan, 2008 -2011:

"The protection, improvement and enhancement of buildings and artefacts of architectural, historical, educational or other interest in Shetland with a view to securing public access to such buildings and the permanent display for the benefit of the public of such artefacts for the purposes of research, study or recreation."

Shetland Islands Council's Corporate Plan, 2008-2011:

“Its principal aim is to ensure that the things the Council is going to do helps to contribute to improving Shetland's sustainability. In other words, we want to ensure that we are able to maintain the standard of service delivery that we have been fortunate to enjoy in Shetland and improve this wherever we can.”

This will be implemented through 3 Action Areas:

- **Sustainable Economy**
- **Sustainable Society**
- **Sustainable Environment & Transport**

Part 1 Who we provide the services to

Our customer group

Our customers include:

- Anyone who lives in Shetland
- Anyone who works in Shetland
- Community groups
- Visitors to Shetland
- Visitors to our website
- Researchers and enquirers

In addition the service has identified target groups for 2012/13. These are:

- School children (primary and secondary)
- Family groups
- Care homes
- Researchers and enquirers
- Community Heritage sector

Our pledges to customers

We will:

- Acquire and preserve objects and information for the public benefit
- Use the best possible practice for care of items in the collection
- Advise and promote good standards of collection care and interpretation to the network of Shetland museums and heritage groups
- Use collections to improve the quality of life in Shetland, promote a sense of place and belonging and of local pride, and enhance Shetland's image nationally and internationally
- Break down barriers to access
- Provide an information and enquiry service
- Create and instigate exhibitions, publications and events that are thought-provoking, inspiring, educational and enjoyable
- Consult with customers to ensure needs are being met

Our engagement with customers

In the previous five years we have:

- Consulted with users of the building and services to obtain feedback
- Consulted through meetings with Disability Shetland to ensure that the new Museum and Archives building will meet the needs of disabled visitors
- Consulted with care home workers through individual meetings to obtain feedback on the pilot Reminiscence Loans Service
- Obtained feedback from teachers regarding the pilot artefact lending boxes and the new Museum and Archives Lifelong Learning Service through questionnaires and meetings
- Liaised with local heritage groups and the Heritage Association to ensure no duplication of service, and that the Museums and Archives service is meeting their needs

- Consulted with main user groups of the temporary exhibitions space, to ensure the service is developed in line with their needs and aspirations
- Contributed to two major strategies Shetland Cultural Strategy and the Shetland Heritage Strategy
- Instigated Shetland-wide loans programme of museum objects to community museums

In the next year we will:

- Continue to engage with customers as we pilot and evaluate services
- Use information from this to improve our services

Part 2 How we engage with our Staff

Review and Development

Staff engagement occurs on a daily basis due to the nature of the office space within the building. Staff are fully encouraged to promote ideas and changes that may improve the quality of service and likewise raise concerns or potential problems.

More formal development meetings occur at least monthly where each staff member inputs agenda items for discussion and reports on actions from previous meetings and the service plan. In addition at least monthly meetings are held between the Museum and Archives and between the Museum and Visitor Service Staff to discuss ongoing and future issues.

A monthly Service Management Team meeting is held between the museum and archives and the senior management team within the Trust concerning progress against service plans and the wider Trust Strategic Plan.

Staff review and development sessions are being implemented across the Trust.

Through the Training Plan staff are encouraged to develop CPD opportunities and take part in training workshops that will benefit the service.

Service Core Strategic Objectives

Shetland Museum and Archives tells the story of Shetland to a wide public audience and thereby is a focus for the celebration of Shetland's cultural and natural heritage.

The Shetland Museum and Archives Service will provide improved access to heritage, not only through the display and interpretation of its collections but also through its support and promotion of local museums and heritage sites. The service will continue to establish strong links with the local community encouraging a sense of ownership and involvement in the facility.

Areas of Activity:

Collections

- To hold in trust, for present and future generations, the material, written, oral and visual evidence of Shetland's people and their environment
- To acquire, preserve and make available objects and records for the benefit of the public

Exhibitions

- To maintain and develop permanent exhibitions
- To host and curate temporary exhibitions that explore and interpret Shetland's unique cultural heritage and identity
- To host and curate temporary exhibitions that experience the diversity and breadth of the surrounding national/international heritage and arts scene
- To create a range of travelling exhibitions that tell the Shetland story to a wider audience

Lifelong Learning

- Ensure that lifelong learning is integral to the work of the Shetland Museum and Archives and that the services and facilities are accessible to all visitors regardless of age, sex, ability or social, ethnic or religious background
- Understand the learning needs of visitors and potential users
- To offer a wide range of sustainable formal and informal learning opportunities
- Actively encourage new audiences to engage with Shetland Museum & Archives services and collections
- Work in partnership with other agencies, services and the wider community to promote the lifelong learning potential of Shetland Museum and Archives and deliver the aims of Community Planning

Heritage Hub and Community Museums

- To be active in advising and promoting good standards of collection care and interpretation to the network of Shetland museums and heritage groups
- To work with other community organisations and groups to encourage that a unified approach is adopted in presenting the many links of Shetland's heritage and culture

Readers & Researchers

- To provide a public resource for academic and casual enquiries
- To research our collections and archives
- To make our own research available to the public

These core objectives are delivered through a series of service documents. The key documents are:

- Service Plan and Action plans
- Lifelong Learning action plans
- Collection Management Policy
- Training Plan

Statutory Framework

Museums

The powers and duties of local authorities with respect to cultural facilities and activities are now contained in the Local Government and Planning (Scotland) 1982 Act. It is section 14 of the 1982 Act, as amended, which now provides "a local authority shall ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities".

Archives

In terms of sections 53 and 54 of the Local Government Etc. (Scotland) Act 1994, the local authorities set up by the Act are obliged to make proper arrangements for the preservation and management of their records, both those which they create and those which they inherit from their predecessors or acquire from elsewhere. This duty applies to records regardless of age, from those which have just been created to those which may already have reached a local authority archive repository. Before putting such arrangements into effect, the authorities are also obliged 'to consult the Keeper of the Records of Scotland, and have regard to any comments that he may make'.

National and Local Framework

The National Cultural Strategy – Creating Our Future ... Minding Our Past, 2000

recognises that museums contributed to Scotland's Cultural identity and stated that museums and other aspects of culture 'play an important role in bringing people together and promoting social inclusion' (Scottish Executive 2000).

Shetland Cultural Strategy

The Shetland Cultural Strategy as a live document will periodically undergo review and will inform the work of the Museum and Archives Services through the delivery of the strategy action plan. The current main aim to be delivered on is Aim 2.3, as follows: 'maintain, develop and promote the rich cultural and natural heritage arts and crafts, and archaeology of Shetland'. The Museum and Archives will adopt revised strategies as they become available.

The Museums Library and Archives Council Museum Accreditation Scheme

The Museum Accreditation Scheme sets nationally agreed standards for UK museums. To qualify, museums must meet clear basic requirements on how they care for and document their collections, how they are governed and managed, and on the information and services they offer to their users.

A National Learning and Access Strategy for Museums and Galleries in Scotland

recognises that museums and galleries contribute to the development of a confident and creative Scotland by playing an invaluable role in advancing equality of access, and cultural engagement opportunities for all.

Shetland Amenity Trust's Strategic Plan sets out the objectives of the Trust and how they are to be delivered through key priorities and actions, while identifying the main issues and challenges.

Shetland Cultural Heritage Strategy sets out the key aims and objectives of the new Museum and Archives Service and its integration with Shetland Amenity Trust and the network of community heritage groups.

Part 4 How we deliver the services

The service is delivered by the following personnel:

Museum Curator

Overall management of the Museums service; responsible for strategic overview and direction.

Archivist

Overall management of the Archives service; responsible for strategic overview and direction.

Curator of Collections

Overall responsibility of the collections, management, storage and direction.

Exhibitions Officer

Responsibility for the delivery permanent and temporary exhibitions.

Curator and Community Museums Officer

Collections policy documentation, and advice to the network of community heritage groups.

Assistant Archivist

Responsible for developing all aspects of the Archives service.

Lifelong Learning Officer

Responsible for developing and delivering lifelong learning opportunities of the services.

Facilities Manager

Building operation and management.

Catering Manager

Responsibility for running the Café Restaurant Kitchen and providing catering support for events.

Customer Services Manager

Responsible for providing all aspects of services to customers, including the Front of House Café Restaurant Team.

Resources (as at 1st March 2012)

Core Activity	Staff	Financial
Museum	3 full-time 4 part-time	£190,279
Archives	3 full-time 2 part-time	£155,787
Life Long Learning	1 full-time 1 part-time	£54,403
Facilities	5 full-time 14 part-time	£295,527

In addition there are a growing number of active volunteers. There is also a number of additional staff employed to run and manage the Café Restaurant.

Infrastructure

Museum and Archives building and environs at Hay's Dock, Lerwick
 Croft House Museum, South Voe, Dunrossness
 Museum store, Staney Hill, Lerwick

Shetland Museum and Archives also provide maintenance of facility at Böd of Gremista, as a venue for Shetland Textile Museum.

Service Provision

Shetland Museum & Archives Service
 Opening Times 2012

Museum hours of opening:

	Sept 2011 – April 2012	April 2012 - Sept 2012
Monday - Saturday	10.00 – 16.00	10.00 – 17.00
Sun	12.00 – 17.00	

Archives hours of opening:

	Sept 2011 – April 2012	April 2012 - Sept 2012
Mon – Friday	10.00 – 16.00	10.00 – 16.30
Sat	10.00 – 13.00	
Sun	Closed	

Shetland Museum and Archives is closed 25th & 26th December 2012, 1st & 2nd January 2013.

Croft House hours of opening:

1st April 2012 to 30th Sept 2012

Open daily - 10.00 to 13.00 and 14.00 to 17.00

Hay's Dock Café Restaurant hours of opening:

From April to May and September to March opening hours are planned to be:

Monday – Thursday - 10.30 a.m. to 3.30 p.m.
Friday & Saturday - 10.30 a.m. to 3.30 p.m. and 6.30 p.m. to 11.00 p.m.
Sunday - 12.00 p.m. to 4.30 p.m.

Summer (June to August inclusive) opening hours are planned to be:

Monday - 10.30 a.m. to 4.30 p.m.
Tuesday – Saturday - 10.30 a.m. to 4.30 p.m. and 6.30 p.m. to 11.00 p.m.
Sunday - 12.00 p.m. to 4.30 p.m.

Hours of opening may change depending on the operational requirements of the Museum and Archives.

SETTING OBJECTIVES & TARGETS

(1) Performance Monitoring

Monthly recording of visitor numbers

The Shetland Museum and Archives attracted 86,294 visitors during the period 1st April 2011 to 31st March 2012. The Croft House is open during the summer months only, and attracted about 4,800 visitors in 2011. The Archives attracted 1,443 visits from 1 April 2011 to 31 March 2012, plus numerous letter and telephone enquiries.

External revision/monitoring from national bodies

e.g. Museums Galleries Scotland, Museums, Libraries and Archives Council, National Archives of Scotland (inspections of records held under charge and superintendence of the Keeper of the Records of Scotland).

Appendix 1 Shetland Museum and Archives Service Action Plan 2012/2013

Service Operation	Tasks	Outcomes
Collections	Ongoing repacking and storage of collections in store: overhaul large object pallet storage	Organised and cared for collection.
	Continue research on taatit rug collection to improve knowledge of collection.	Make reserve collections more accessible via display, publication
	Continue restoration of boat collection.	Display of boats within dock core to Shetland Museum and Archives function
	Flatten rolled and framed paper artefacts.	Standardise conservation conditions, maximise storage space, and facilitate transfer to archives
	Continue with transfer of paper items to archives.	Consolidation of collections within building in correct environmental conditions.
	Continue textile storage transfer and integrate knitwear.	Improves storage conditions allowing greater access to reserve collections
	Research on 19th century knitting patterns in published sources.	Display and publication
	Publish Gunnister Man volume.	Highlight reconstruction work and history of period
	Assess new additions to photo archive and continue scanning new acquisitions.	Ensure preservation and accessibility of fragile negative material.
	Continue to conserve and digitise oral history collections.	Preserve information for posterity.
	Continue cataloguing and conserving map collections in archive.	To ensure collections are organised, and cared for appropriately.
	Continue adding to, and improving existing records, in online catalogue.	Provision of wider access to researchers out with the building.

	Continue the transfer of the Reid Tait Collection from the library.	To ensure all rare published material is safely stored in the archives repository.
Exhibitions	Monitor and update Exhibitions Policy.	Ensure meeting needs of service.
	Develop updates to permanent displays.	Core function - to displays of reserve collections, encouraging repeat public visits.
	Produce three new temporary exhibitions.	Core function - to create changeable displays, encouraging repeat public visits.
	Investigate and develop partnered exhibitions and events.	To create co-ordinated access to Shetland's culture.
	Develop a series of temporary exhibitions for the wall outside Auditorium.	Maximise use of exhibition space within building creating opportunities for changing exhibitions.
	Develop temporary exhibitions of artefacts in entrance foyer.	Maximise use of exhibition space within building creating opportunities for changing exhibitions.
Lifelong Learning	Undertake evaluation and review of charges across all informal learning programmes	Income generation Learning needs met
	Undertake a 3 year project to develop formal learning opportunities using archival collections for schools.	Greater use of archival collection for schools through provision of themed workshops
	Plan events and exhibitions to tie in with local and national events e.g. Scottish Archaeology Month, Shetland Nature Festival	Working in partnership with other organisations, build community involvement, broaden visitor understanding of how collections can be used
	Develop new informal learning opportunities	Attract new audiences to Museum and Archives events. Strengthen public support.
	Consolidate discovery boxes and photo packs resources into a catalogue. Update the	Create a user friendly document for the service

	resources within the boxes and packs.	
Heritage Hub & Community Museums	Provide advice on environmental monitoring, display, and storage for community museums.	Efficient monitoring and recording of conditions, proper conservation standards.
	Provide support and advice for accreditation.	Improved service delivery interpretation, and collection care in community museums.

Readers/ researchers	Attract new users and groups to the archives.	To introduce the archives to new audiences.
ICT	Instigate new CALM documentation software for museum.	Improved access to collections and allow exchange of information between museums.
	Update, improve and add to website content.	Ensure timely possible access to information on the service.
	Continue investigating making the oral history collection available for use in the searchroom.	To provide public access to this collection.
Staffing	Develop and maintain training plan and CPD opportunities.	Ensure updates to professional issues and high quality of service delivery.
	Further develop partnership agreement with National Museums of Scotland.	Ensure benefits for both Shetland Amenity Trust and National Museum of Scotland to accrue through joint initiatives and exchanges.
	Monitor staff performance and service delivery against detailed service work plans.	Maintain staff and project vision against resources and set outcomes.
	PhD – Doctoral thesis in history of Shetland literature, University of Glasgow.	Archives Assistant will have in-depth knowledge of relevant Archives collections, and be able to provide extensive access to researchers.

	Postgraduate Diploma in Museum Studies, St Andrews University.	Staff will gain a wider and better understanding of museum principles and best practice.
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21 June 2012

Development Committee

Agricultural Support Working Group	
DV029-F	
Report Presented by Executive Manager – Economic Development	Economic Development Service

1.0 Summary

- 1.1 The purpose of this report is to ask the Development Committee to appoint two Councillors onto the Agricultural Support Working Group, which is dealing with the current review of the Common Agricultural Policy (CAP).
- 1.2 Given the detailed work on agricultural policy it would be useful if the Councillors who are appointed have some background in agriculture, particularly EU agricultural policy.

2.0 Decision Required

- 2.1 The Committee is invited to appoint two Councillors to the Agricultural Support Working Group.

3.0 Detail

- 3.1 The process of the CAP review has been underway for two years and will continue to the end of 2013. Draft proposals for the new CAP were issued by the EU last October and the initial consultation phase is nearing completion. To ensure that Shetland's case for agricultural support was heard the Council set up the Agricultural Support Working Group at the Development Committee meeting on 27 January 2011 (Min Ref 06/11). The Group's remit is provided at the end of this report. Since that time the Group has worked to make sure that all levels of Government and other interested organisations understand the need for continuing agricultural support in the remoter parts of Scotland. A lot of this work is done through a larger group set up to give the Highland and Islands a stronger voice when lobbying the Scottish Government.

- 3.2 Councillor Ratter, who is not a member of the Development Committee, has been closely involved at local and at Highlands and Islands level with the CAP reform process. His involvement was because of his previous employment as Chief Executive of the Crofters Commission. Councillor Ratter is keen to continue his involvement in the CAP review. The remit of the Group permits the Committee to appoint Councillors who are not members of the Committee onto the Group, if it so wishes.
- 3.3 Membership of the Agricultural Support Working Group is an approved duty.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – Retaining an active rural population in Shetland links directly and indirectly with many of the outcomes in the single outcome agreement.
- 4.2 Community /Stakeholder Issues – The Agricultural Support Working Group includes representatives from the main organisations involved in agriculture in Shetland.
- 4.3 Policy And/Or Delegated Authority – This report has been prepared under the main aim of the Council's Economic Development Statement, which states:

“The main aim of the Council's economic development service is to improve the quality of life of Shetland residents by promoting an environment in which traditional industries can thrive and innovate alongside newer emerging industries.”

The Development Committee has delegated authority to implement decisions within its remit in accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations. As the subject of this report is covered by existing policy the Development Committee does have delegated authority to make a decision.

- 4.4 Risk Management – None.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

Resources

- 4.7 Financial – Any impact on Council budgets from appointing Councillors onto the Agricultural Support Working Group would be associated with any meeting expenses and the cost of occasional travel to meetings on the Mainland.

However, the Council is continuing to pursue efficiencies by carefully considering the requirement to attend meetings on the mainland.

Officers and Councillors alike are making use of alternatives such as video conferencing to avoid the cost of travel to the mainland, and such efficiencies will be sought whenever possible.

The costs incurred from appointing Councillors onto the Agricultural Support Working Group will be met from within existing budget

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5.0 Conclusions

5.1 The appointment of two Councillors onto the Agricultural Support Working Group is necessary for effective cooperation between the Council and the local agricultural industry to lobby for Shetland's case in the current CAP review.

For further information please contact:

Douglas Irvine – Executive Manager – Economic Development
01595744932 douglas.Irvine@shetland.gov.uk

Report completed on 12.06.12

END

Agricultural Support Working Group

Terms of Remit

1. Purpose – The Agricultural Support Working Group (the Group) has been established to:
 - a) make Shetland's case to the Scottish Government, UK Government and EU for an equitable system of Agricultural Support in Scotland beyond changes in the Common Agricultural Policy in 2013.
 - b) Seek changes in the present agricultural support system to the benefit of Shetland agriculture.
2. Duration – The Group will operate until its purpose has been achieved or until 31 December 2012, whichever occurs first.
3. Membership – The Group will consist of the following members:
 - 2 Shetland Islands Councillors (appointed by Development Committee)
 - 1 representative of NFU Shetland
 - 1 representative of Scottish Crofting Foundation
 - 1 representative of Shetland Livestock Marketing Group
 - 1 representative of Crofters Commission
 - Executive Manager – Economic Development

Others members may be co-opted from time to time by the Group depending on the specific nature of tasks to be undertaken.

The work of the Group is recognised as an approved duty for Shetland Island Council members.
4. Reporting – The Group will report to the Development Committee.
5. Secretarial Duties – All administration/secretarial functions shall be undertaken by the Economic Development Service.

**Development Committee****21 June 2012****European Fisheries Fund Axis 4 – Sustainable Development of Fisheries Areas****Report No DV028-F****Report Presented by European Project Manager****Economic Development
Development Services Department****1.0 Summary**

- 1.1 The purpose of this report is to seek Development Committee approval for a sum of £72,626 to be allocated from existing approved budget heading 'Fisheries General Assistance' to lever in £217,879 of European funding. The funding will establish a scheme to support projects targeted at the sustainable development of fisheries areas.

2.0 Decision Required

- 2.1 I recommend that the Development Committee resolves to agree to the sum of £72,626 being used from existing approved budget heading 'Fisheries General Assistance' to lever in external funding of £217,879 to establish a scheme for promoting the sustainable development of fisheries areas.

3.0 Background

- 3.1 Axis 4 of the European Fisheries Fund (EFF) 2007-2013 provides support for the sustainable development of fisheries areas. Funding is available to Fisheries Local Action Groups (FLAGs) which represent the fisheries area in which they are based, and implement an Axis 4 local development strategy for their area. The aim of Axis 4 is to support local fishing communities affected by the decline in fishing activities and help them remain sustainable and tackle local fisheries development objectives. Axis 4 was launched in Scotland in January 2012.
- 3.2 In response to an invitation from the Scottish Government, Shetland Islands Council has formed a FLAG made up of representatives from the local fisheries sector, the private sector, and the main public sector bodies.

- 3.3 The Shetland FLAG has received an Axis 4 budget allocation of £217,880. In order to access these funds additional funding on a 75%/25% basis must be provided from the local authority or another public source. This is the equivalent of £72,626 required to make a total funding package of £290,506. Projects will be considered for funding on a case-by-case basis, therefore it is possible that the 25% public contribution required could come from another public agency, depending on the nature of the project.
- 3.4 The amount of grant available to eligible projects will depend on project activities, outcomes and benefits in line with the local fisheries development strategy. Funding will be used to support projects initiated by the FLAG itself, and projects conceived and implemented by local organisations from the public, private, community and voluntary sectors. Project applicants will be required to provide an element of match funding.
- 3.5 The FLAG will consider applications for funding and make funding recommendations. Generally, it will oversee and direct the programme with a view to ensuring that the funds are used in ways which will promote sustainability and benefit the local fisheries industry as a whole. Shetland Islands Council will administer the programme on behalf of the FLAG.
- 3.6 A local fisheries development strategy has been developed by the FLAG and identifies three specific objectives:
- Strengthening the competitiveness of fisheries areas
 - Adding value to fisheries products
 - Supporting small fisheries and tourism related infrastructure and services for the benefit of small fisheries communities
- Eligible projects will have to demonstrate how they can contribute to one or more of the Strategy objectives.
- 3.7 While we still await the Service Level Agreement and other control documentation from the Scottish Government, it is intended to launch a call for potential projects in the near future.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – This funding scheme will contribute to the objective of ‘Maintaining a Sustainable Economy’ as identified in the Corporate Plan 2010-12. More specifically, this funding has the potential to improve economic opportunities in Shetland and the sustainability of traditional sectors such as fisheries.

- 4.2 Community/Stakeholder Issues – As part of the process to establish a FLAG and create a local fisheries development strategy, consultation was undertaken on a number of levels with a range of local organisations. This ensured that the local fisheries sector were adequately represented on the FLAG and the priorities chosen for the local fisheries development strategy are those which will offer the maximum benefit for the Shetland community.
- 4.3 Policy and/or Delegated Authority – This report has been prepared with regard to the Council's Economic Development Policy Statement. The Policy Statement was approved by the Development Committee on 24 April 2008 [Min Ref: 02/08] and by the Council on 14 May 2008 [Min Ref: 55/08].

The following specific policies are relevant to this project:

Policy area, Fisheries, Policies 2 & 3: Enhance Shetland's reputation as a high quality producer of fish and fish products; Encourage sustainable growth in Shetland's aquaculture industry.

Additionally, there may also be projects which come forward for assistance under the scheme which support the following policy:

Policy area, General, Policy 23: Facilitate new food and drink processing activities.

The Development Committee has delegated authority to implement decisions within its remit, in accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations.

As the subject of this report is covered by existing policy the Development Committee has delegated authority to make a decision.

Risk Management – Failure to reduce the net ongoing running costs of the Council carries a significant risk of the Council's financial policies not being adhered to and will require a further draw on Reserves.

- 4.4 Equalities, Health And Human Rights – All applications for funding will be brought before the FLAG for consideration. Applications will be dealt with in a consistent manner following the process as agreed by the FLAG. Projects will be assessed against pre-determined selection criteria. This will ensure an open and transparent decision-making process.
- 4.5 Environmental – There may be projects which come forward for support that can make a positive impact on the enhancement and protection of the local environment.

Resources

4.7 Financial

4.7.1 The provision of match funding of £72,626 required to enable access to EFF Axis 4 funding was budgeted for within the 2012/13 budget heading 'Fisheries General Assistance', as approved by the Council on 09 February 2012. As suggested in paragraph 3.3 above, it is also possible that, on occasion, another public agency may be more suited to providing the public contribution required for a project, thereby reducing the overall match funding requirement from Council resources.

4.7.2 Under the Local Government in Scotland Act 2003, the Council has a duty to make arrangements which secure Best Value. Best Value is continuous improvement in the performance of the authority's functions taking into account efficiency, effectiveness, economy and equal opportunities.

4.7.3 The Council approved a Financial Framework and Reserve Policy which includes:

- a presumption against service extension, which will cost more;
- a focus on efficiencies, especially internal efficiencies; and priority to be given to the provision of statutory services.

The proposal in this report is compliant with the Council's Financial Framework and Reserves Policy.

4.8 Legal – There will be a Service Level Agreement in place between the Scottish Government and the Council governing responsibilities for administering the Axis 4 funding.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5.0 Conclusions

5.1 In response to an invitation from the Scottish Government, Shetland Islands Council has established a Fisheries Local Action Group (FLAG) with the purpose of gaining access to European funding to support projects which will help the sustainable development of fisheries areas. The Shetland FLAG has received a budget allocation of £217,880 and to access these funds, there is a requirement for £72,626, ie 25%, to be provided from a public source.

For further information please contact:

Sally Spence
European Project Manager
Tel: 01595 744915
sally.spence@shetland.gov.uk

13 June 2012

END

**Development Committee****21 June 2012****Shetland Islands Council Nuclear Statement of Principles**

PL-11-12-F

Environmental Liaison Officer**Department Services / Planning
Services****1.0 Summary**

- 1.1 The purpose of this report is to seek approval to consolidate and develop the Council's existing policies on the civil and military uses of nuclear energy into a single Statement of Principles.

2.0 Decision Required

- 2.1 The Development Committee is asked to recommend that the Council resolve to approve the single Statement of Principles, as set out in Section 3.7 of the report.

3.0 Background

- 3.1 The Council has a long history of involvement in monitoring and challenging the nuclear industry, in particular activities at Dounreay and Sellafield, which could directly or indirectly threaten the human and natural environment of the islands. This report proposes an updated nuclear Statement of Principles to reflect this history and address future nuclear developments.
- 3.2 The potential for an accident involving radioactive material and the effect of regular discharges of radioactive waste into the sea and air is of concern. It also threatens the public's perception of the clean environment in the Highlands and Islands upon which our economy is so dependent.
- 3.3 For nearly 30 years the Council has actively worked on these issues, initially by leading opposition at the Dounreay Public Inquiry in the

1980s and through its long-standing membership of the Nuclear Free Local Authorities and other organisations such as Mayors for Peace and KIMO. The Council has also actively participated in the work of the European Commission, Scottish and UK Government departments and has taken part in numerous initiatives and consultations. The Council has also opposed the development and deployment of nuclear weapons through its membership of NFLA. Through this work the Council has succeeded in influencing Government and industry decisions.

- 3.4 However, current Shetland Islands Council policies do not specifically cover many of the issues now being raised, for example the building of new reactors in the UK and the deep geological burial of nuclear wastes. While opposition to both these proposals is inferred in previous decisions, it is not specifically stated. It is intended that this revised Statement of Principles will adequately cover all the issues currently of concern to the Council, as well as issues that may emerge or are reasonably foreseeable in the future. This will avoid having to adapt the Council's existing policies to new situations as they arise and will provide the Council with a more complete set of principles on nuclear issues.
- 3.5 The proposed Statement of Principles does not introduce any new aims, objectives or policies to those already addressed directly or indirectly in existing policy statements, through membership of an outside organisation, or issues that the Council has already felt necessary to express an opinion.
- 3.6 In establishing a policy on nuclear issues the Council should take account Shetland Islands Council's:
- Membership of Nuclear Free Local Authorities, Mayors for Peace and KIMO
 - Existing Statement of Principles in relation to nuclear waste (Min Ref 29/04)
 - Existing policy on the replacement of the Trident Nuclear Weapons System (Min Ref 30/08) and its Energy Policy (Min Ref 60/04)
 - Existing environmental planning policies SPWM6 and SPWM7 set out in the Council's Shetland Structure Plan 2001 – 2016.
- 3.7 The following Statement of Principles is recommended to the Council.

Nuclear Policy Statement of Principles

- The Council is opposed to the testing, development and proliferation of nuclear weapons and believes that existing nuclear weapons should be phased out as soon as possible.
- The Council opposes any process or activity that involves new or additional radioactive discharges into the environment and supports the progressive reduction and elimination of existing discharges
- The Council rejects the idea that radioactive waste can be 'disposed' of. Instead the Council considers the issue to be one of treatment and management

- The Council rejects the policy of 'dilute and disperse' as a form of radioactive waste management as this involves discharges into the environment. The Council supports the policy of 'concentrate and contain' together with the principle of waste minimisation
- The Council believes radioactive wastes and other materials should be managed in near-surface facilities that allow for monitoring and possible retrieval of the waste and other material. Radioactive wastes and other materials should be managed either at the site where it was produced, or as near as reasonably practicable to that site
- The Council is opposed to the use and development of nuclear power for civil and military purposes, including the development of any new plant, activity or process that would result in the creation of additional nuclear waste
- The Council opposes the reprocessing of spent nuclear fuel as it increases environmental discharges and waste volumes. Existing stocks of plutonium should be treated as a waste, immobilised and stored safely and securely.
- The Council is opposed to the unnecessary transport of radioactive and other hazardous wastes
- The Council supports the 'polluter pays' principle
- The Council is opposed to the re-use of radioactive metals and other material from the nuclear industry

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – This report will help to fulfil the Council's commitment to protect Shetland's renowned environment and its continued support for KIMO and Nuclear Free Local Authorities.
- 4.2 Community /Stakeholder Issues – The Council's Nuclear Policy Co-ordination Group has organised this work in co-operation with the Shetland MP and MSP who both hold similar views to the Council. On this issue the co-ordination group has worked within the principles of the policy statements in the Structure Plan, other relevant decisions of the Council and the policies of the relevant organisations of which the Council is a member.
- 4.3 Policy And/Or Delegated Authority – In accordance with section 2.3.1 of the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to implement decisions within its remit. However, as this report is intended to clarify and extend existing policy and interpret it in relation to all the issues currently of concern to the Council as well as those that may emerge or are reasonably foreseeable in the future.

- 4.4 Risk Management – If the Council decides to not revise and update its nuclear principles from time-to-time there is a risk that it may become progressively more difficult to quickly and consistently present the Council's view in this fast developing and highly technical field.
- 4.5 Equalities, Health And Human Rights – none.
- 4.6 Environmental – Adoption of this Statement of Principles will not require a scoping review for strategic environmental assessment. Instead, adoption of the policy will produce a positive environmental impact due to a decreased risk of nuclear contamination.

Resources

- 4.7 Financial – None
- 4.8 Legal – None
- 4.9 Human Resources – None
- 4.10 Assets And Property – None

5.0 Conclusions

- 5.1 UK nuclear issues have developed beyond existing Shetland Islands Council policies. This report recommends that the Council consolidate and develop existing policies to create an updated Statement of Principles.

For further information please contact:
Harriet Bolt, Environmental Liaison Officer
Telephone: 01595 744826, e-mail: harriet.bolt@shetland.gov.uk
11 June 2012

List of Appendices

None

Background documents:

None

END

**Development Committee****21 June 2012****Shetland Local Development Plan- Development Plans Scheme Current Position****Report Number : PL-14-12-F****Report Presented By : Team Leader -
Development Plans and Heritage****Development Services Department
Planning****1.0 Summary**

1.1 As agreed by the Development Committee an update on progress on the preparation of the Shetland Local Development Plan (LDP) is reported to Committee each cycle. This report updates Members about:

- Preparation of the LDP policies.
- Supplementary Guidance.
- Timetable of briefings and meetings leading to adoption by the Council.

2.0 Decision Required

2.1 That the Development Committee resolves to approve the progress and timetable outlined.

3.0 Detail

3.1 The main statutory stages in the preparation and delivery of the Shetland Local Development Plan are:

- Publication of the Development Plan Scheme.
- Main Issues Report and draft Environmental Report.
- Prepare and Publish Proposed Plan, alongside the Strategic Environmental Assessment and other impact assessments.
- Submission of Plan to Scottish Ministers.
- Examination
- Adoption of the Shetland Local Development Plan, Environmental Report and Action Programme.
- Implementation, Monitoring and Review.

- 3.2 Scottish Planning Policy sets the broad principles that should underpin a genuinely plan-led modernised system. Development plans should be succinct and set out ambitious long term visions for their areas. They should be kept up to date and provide a practical framework to enable the determination of planning applications with a degree of certainty and efficiency. All interests should be engaged as early and as fully as possible, and there should be a clear focus on high quality outcomes. The primary responsibility for operating the development planning system lies with planning authorities.
- 3.3 One of the main thrusts of the Scottish Government's Modernising Planning priority, which flows from the Planning etc (Scotland) Act 2006, was to establish a plan-led system where national, strategic and local plans clearly set out development priorities and guide individual planning decisions. The National Planning Framework sets out national priorities for development planning and provides the context for regional and local developments. 4 strategic plans and 34 local development plans will replace structure and local plans and these should be updated every 5 years. These new plans are mandatory and set out the priorities for development at the regional and local levels.
- 3.4 LDPs concentrate on the long-term development of local areas and all planning authorities, including the national parks, must prepare these. Development planning shapes the areas we live in.
- 3.5 We have been working closely with the planners in the Scottish Government Built Environment Directorate. At regular meetings, we have ensured that our process, consultations, strategies and planning policies comply with statutory processes and national policies.
- 3.6 The Shetland Local Development Plan is required by the Planning etc. (Scotland) Act 2006, to contain a Vision and a Spatial Strategy, these were reported to the meeting on 9 March (Minute 23/12).
- 3.7 The Development Plans and Heritage Team completed the strategic policies at the end of May, which is in line with the programme. Work is now continuing on the development of the Supplementary Guidance (SG) and the next milestones are to confirm the final list of SG that will be included in the LDP with a view to having it completed by end July.
- 3.8 We have now arranged 2 informal briefing sessions for all Council Members to discuss the LDP and supporting documentation as follows:
- 13 September 2012 2 - 5 PM
18 September 2012 10 AM - 1 PM
- 3.9 The LDP will be formally discussed at a special meeting of this Committee on 10 October 2012, with the intention that the Committee recommend the LDP to the Council for it to be accepted as the Council's settled view in December. The final content of the LDP, including the Vision and Spatial Strategy, make up the Council's "settled view".

- 3.10 Thereafter, the proposed LDP will be published for representations (see 3.1, above).
- 3.11 Attached, for ease of reference, are the “record of consultation and information sharing” (Appendix 1) and the outline programme timetable for the preparation of the Development Plan (Appendix 2). Both these documents were prepared for previous update reports; the first shows the extensive consultation already completed for the plan. Appendix 2 shows the work completed to date and remaining on the plan as a whole, including the various formal stages through to adoption of the LDP, estimated for summer 2014.
- 3.12 Appendix 3 shows the detailed timeline of work for staff over the summer leading to the intended approval as the Council’s settled view of the LDP in the autumn.

4.0 Implications

Strategic

- 4.1 Delivery of Corporate Priorities – When complete, the new Shetland LDP will be the strategic tool for the Council’s development priorities. In conjunction with other Council policies (including the Local Housing Strategy), it will contribute to meeting the spatial aims of the Community Plan and the Corporate Plan.

The LDP will provide more certainty to the assessment of planning applications, as decisions will be made against an up to date framework. Failure to deliver an up to date development plan will jeopardise the speed and quality of decision making.

- 4.2 Community /Stakeholder Issues – The extensive consultation exercises already undertaken have been identified in this report and explained in detail previously. Stakeholder consultation continues during the policy writing aspect of the LDP preparation.

As plan preparation continues over the coming months various LDP content will come before the Members again, as outlined above, prior to the Council being asked to approve the completed draft LDP as the settled view of the Council. Once the settled view has been agreed the community will have a further opportunity to comment on the LDP. It is likely that an Examination will be undertaken.

- 4.3 Policy And/Or Delegated Authority – In accordance with Section 2.3.1 of the Council’s Scheme of Administration and Delegations, the Development Committee has delegated authority to implement decisions within its remit.

- 4.4 Risk Management - The lack of an up to date Development Plan could prevent the Council from supporting developments that are in line with its priorities, and result in more challenges to Council decisions. The LDP is formulated to reflect the Council’s priorities.

- 4.5 Equalities, Health And Human Rights – The process to deliver the LDP includes addressing the Council’s obligation to comply with equalities

legislation and policies, guidance and actions are being analysed and assessed against these obligations. A full assessment will be completed for submission alongside the LDP.

- 4.6 Environmental – The LDP is subject to strategic environmental assessment and a revised environmental report will accompany the LDP, this will show how environmental implications have been considered and impacts mitigated. The planning authority is also subject to the over-arching requirement to exercise the function (of preparing development plans) with the objective of contributing to sustainable development imposed by The Planning etc. (Scotland) Act 2006. A Habitats Regulations Appraisal is also being undertaken to determine whether the LDP is likely to have a significant effect on any European site.

Resources

- 4.7 Financial – All costs in relation to the Local Development Plan Project will be met from existing budgets.
- 4.8 Legal – None.
- 4.9 Human Resources – Members have asked for an update on resourcing the development plan process. As part of the Organisation and Management review, the Development Plans Service and the Heritage Service were combined under one team leader. In agreement with the Director of Development Services a set of measures have been identified to ensure appropriate human resources are provided to achieve the challenging timescales of this project, that also deliver on the required efficiency savings. These measures include provision of project resources from other services within the Development Directorate.
- 4.10 Assets And Property – None.

5.0 Conclusion

- 5.1 The report highlights the ongoing work to produce an up to date and fit for purpose Local Development Plan that meets statutory requirements, national policy and local priorities and aspirations.

For further information please contact:

Austin Taylor, Team Leader Development Plans and Heritage

Tel. 744833 e-mail: austin.taylor@shetland.gov.uk

12 June 2012

List of Appendices

Appendix 1 – Record of Consultation and Information Sharing

Appendix 2 – Outline Programme Timetable

Appendix 3 – Detailed timeline

END

**Shetland Local Development Plan - Record of Consultation and Information Sharing
from November 2007 until September 2011**

Appendix 1

Consultation	Nov-07	Dec-07	Feb-08	Jan-09	Jul-09	Aug-09	Oct-09	Nov-09	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Aug-11	Sep-11
Member Awareness Session on new planning approach - Grantfield																											
Member Awareness Session on new planning approach - Lystina House																											
Supplementary Planning Guidance Proposed Consultation																											
Letters sent to Service Head and Agencies call for proposals for new LDP																											
Letters sent to Community Councils proposing briefing sessions for new LDP																											
Good Agricultural Land Meeting																											
Informing the MIR Workshop 1																											
Informing the MIR Workshop 2																											
Developers Meeting - informal meeting on the process of the LDP																											
Letters to Community Councils on regarding the consultation on the LDP																											
Progress Report to Planning Board																											
Report to Planning Board on MIR																											
Meeting with the Community Workers																											
Call for Proposed Development Sites																											
Consultation on the Main Issues Report																											
Planning Consultation Exhibition in the Shetland Museum and Archives																											
LDP and MIR SEA Environmental Report Published																											
Presentation to the Infrastructure and Environmental Forum on the MIR																											
Press Release - On the MIR and the upcoming Consultation Process																											
Public Notice (Shetland Times) Notice of Production and Publication of MIR																											
Developers Meeting																											
Crofters Commission Meeting																											
MIR Consultation - 175 Commercial Street (Shop Outreach Drop In Day)																											
Public Notice (Shetland Times) Advert for upcoming consultations																											
MIR Consultation - Skerries School (Drop In)																											
MIR Consultation - Cunningsburgh Hall (Drop In)																											
MIR Consultation - Aithsting and Sandsting (Community Council)																											
Article from 'Isles Views' (ST) on MIR meetings in the North Isles																											
Front Page (ST) Advert for MIR website																											
Advert for upcoming MIR consultations - Shetland Times																											
MIR Consultation - Mid Yell Hall (Drop In)																											
MIR Consultation - Mid Yell Hall (Workshop)																											
MIR Consultation - ASCC																											
Planning Board - Report on the Revised Development Plan Scheme																											
MIR Consultation - Bixter (Drop In)																											
MIR Consultation - Bixter (Workshop)																											
MIR Consultation - Scalloway Hall (Drop In)																											
MIR Consultation - Scalloway Hall (Workshop)																											
MIR Consultation - Tingwall Hall (Information Stall)																											
MIR Consultation - Brae Hall (Drop In)																											
MIR Consultation - Brae Hall (Workshop)																											
Letter to MIR workshop participants																											
MIR Consultation - Symbister Hall (Drop In)																											
MIR Consultation - Bressay Hall (Drop In)																											
MIR Consultation - Foula (Drop In)																											
Advert for upcoming MIR consultations - Shetland Times																											
MIR Consultation - Lerwick CC (Community Council)																											
MIR Consultation - Whiteness and Weisdale (Drop In)																											
MIR Consultation - Gulberwick Hall (Drop In)																											
MIR Consultation - Hillswick (Drop In)																											
Advert for upcoming MIR consultations - Shetland Times																											
MIR Consultation - Baltasound Hall (Drop In)																											
MIR Consultation - Fetlar (Drop In)																											
MIR Consultation - Sound Hall (Officer's Workshop)																											
MIR Consultation - Sound Hall (Drop In)																											
MIR Consultation - Sound Hall (Workshop)																											
MIR Consultation - Boddum Hall (Drop In)																											
MIR Consultation - Fair Isle Hall (Drop In)																											
Local Development Plan Update Newsletter																											
Launch of the LDP and the MIR Introduction Webpage																											
MIR Consultation - Anderson High School																											
Local Development Plan Update Newsletter																											
Article from 'Isles Views' (ST) on MIR																											
Table at Youth Conference to Highlight Role of Planning in the LDP																											
MIR Update to Planning Board and invite to Members Meeting Update																											
Members Meeting - Update on Consultation Results in Isleburgh																											
Progress Report to Planning Board on the MIR																											
Shetland Times Landwise Article - Proposed Development Sites																											
2nd Call for Proposed Development Sites																											
Call for Local Nature Conservation Sites and Local Landscape Areas																											
Shetland Times Article - 'Why New Development Plan is Vital'																											
Power of Place - Information Stall (Shetland Museum & Archives)																											
Power of Place - Information Stall (Sandwick Carnegie Hall)																											
Power of Place - Information Stall (Mid-Yell Hall)																											
Call for Stakeholders comments on the Call for Proposed Development Sites																											
Briefing meeting with Community Workers about the Call For Sites																											
Report to the Economic and Development Committee LDP Progress Report																											
Call for comments on Areas of Best Fit from Stakeholders																											
Report for Development Committee Completed																											

Outline programme timetable for the preparation of the Local Development Plan November 2011

Stage	Local Plan	SEA	Process	Estimated Timescale	Notes
1	Development Plan Scheme		Report to Planning Board & 2 copies to Scottish Ministers	20 Feb 2008 Annual Review November 2011	Annual Review
	Publish Development Plan Scheme		Place copies in public libraries and on website	November 2011	Annual Review
2	Topic Area Identification of Key Policy Issues Identification of Main Issues and preparation of Main Issues Report	Identify main implications by way of a screening and scoping report outlining the potential for the LDP to impact on the environment	Evidence gathering, baseline information Consultation/participation with key players for specialist input Wider Consultation/ Participation with the community	February 2008 – February 2009 May 2009 – June 2009 July 2009 - October 2009	Completed
	Presentation of Monitoring Statement, Main Issues Report and Draft Environmental Report	Highlight the main environmental implications of the strategic options within the Main Issues Report	Report to Planning Board SIC	February 2010	Slippage from November 2009, due to delaying consultation so it did not occur over the festive season. This therefore causes an impact to the rest Development Plan Scheme timescale. Completed
	Main Issues Report Publication and Public Consultation and Participation		Consultation: as identified in Participation Statement	27th March – 7th June 2010	Completed
	Summary update of issues brought forward by the Main Issues Consultation		Report initial findings to community groups for information.	June –July 2010	Via newsletter. Completed

Stage	Local Plan	SEA	Process	Estimated Timescale	Notes
3	Preparation of Proposed Local Development Plan, Action Programme and Supplementary Guidance based on results of the Main Issues Report and National Guidance	Assess strategic direction, policies and site specific proposals against SEA objectives and related criteria. Prepare Environmental Report		June 2010-September 2012	Devising new methodologies for site allocations appraisals, developing new policies in line with MIR consultation and National Guidance for the Proposed Plan. Expand policies in Supplementary Guidance
	Call for proposed allocations sites (This stage has been added as direct response to the Main Issues Report Consultation.)		Media publicity – press releases, articles, radio interview	April 2010 - April 2011	Completed
	Publish details of submitted sites		Press release, landwise article Public information folders at various locations incl. leisure centres in each locality and on the Planshetland website	April 2011 – August 2011	Completed
	Assess submitted sites	Assess sites against SEA objectives	Professional assessment, site visits, consultee and public responses	July 2011 – February 2012	Visit sites receive responses from public and consultees. Respond to submitters
	Presentation of Proposed Plan, Action Programme and Supplementary Guidance	Publish Revised Environmental Report if necessary	Report to Development Committee SIC	September 2012	
	Proposed Plan Publication and Public Consultation		Consultation: as identified in Participation Statement	September – December 2012	
	Presentation of Proposed Plan Consultation Responses	Assess feedback from the consultation	Report changes we make to the Plan. Assess feedback from the consultation of the Proposed Plan. Development Committee SIC	January – March 2013	
	Notification of Modifications & Report of Conformity		6 week Consultation	April- May 2013	

Stage	Local Plan	SEA	Process	Estimated Timescale	Notes
4	Examination – Also known as Public Local Inquiry (PLI)		If there are unresolved representations Scottish Ministers will appoint a person to examine the plan.	Preparation 3 months Approximately 6-9 months required for the PLI	
	Consider recommendations of the Examination		Publish any changes in preparation for adoption	November 2013 – February 2014	
	Adoption of Local Development Plan (LDP)	Adopt the environmental Report and publish a post-adoption statement (this says how we have considered the environmental report and how we will monitor the effects the LDP has on the environment)	Publish Modifications and Statement of Explanation. Report to Development Committee SIC Advertise intention to Adopt LDP Allow 28 days Subject to Scottish Ministers adopt the LDP	Summer 2014	
	Implementation of Action Programme		Discussion with Council departments, developers and community groups	Summer 2014 onwards	
	Preparation of additional Supplementary Guidance	Assess against SEA objectives		Summer 2014 onwards	
	Monitoring and Review of Local Development Plan and Supplementary Guidance	Revise and update as necessary		Ongoing	

Local Development Plan Timeline

	May		June			July			Aug				Sep				Oct				Nov				Dec	
	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	31	7	14	21	28	4	11	18
LDP Plan Policies Complete																										
Final List of SG's for inclusion in plan																										
LDP Publicity and presentation material																										
Supplementary Guidance (SG) Preparation																										
Action Programme																										
SG Graphic Design																										
Report Preparation																										
Socio-economic Appraisal																										
HRA Assessment																										
LDP Policies - SEA Assessment																										
LDP SG - SEA Assessment																										
Strategic Flood Risk Assessment																										
Councillor Presentation											Prepare Briefings					Briefing 13/9/2012 PM	Briefing 18/9/2012 AM		Special Development Committee 10/10/2012						SIC 05/12/2012	

**Development Committee****21 June 2012****Proposed Living Lerwick Business Improvement District (BID) Ballot****Report Number : PL-12-12-F****Report presented by Director of Development Services****Planning
Development Services Department****1.0 Summary**

1.1 The purpose of this report is to:

- Ask the Committee how the Council, as a property owner within the BID area, wish to vote in the forthcoming ballot to introduce the proposed Business Improvement District for Lerwick.
- Seek delegated authority for the Director of Development Services to cast the Council's votes on or before the 28th June 2012.
- Inform the Committee that all relevant documentation has been satisfactorily received from Living Lerwick and approved by the Director of Development Services on behalf of the Council.

2.0 Decision Required

- 2.1 The Committee RESOLVES whether or not to vote in favour of the proposed Business Improvement District for Lerwick in the forthcoming ballot.
- 2.2 Grant delegated authority to the Director of Development Services to cast the Council's votes.

3.0 Detail**BID Development**

- 3.1 The final BID proposal was submitted to the Director of Development Services for approval on 22 March 2012 under delegated authority. Living Lerwick Project Manager Christena Irvine, the steering group and Shetland Islands Council were commended by the Director of BIDs

Scotland for the outstanding quality and comprehensive nature of the Business Plan (Appendix 1) and BID proposal.

- 3.2 Reports regarding the development of a Lerwick BID were considered by the Development Committee in January 2012.

Members have previously supported the development of the Lerwick BID by agreeing the following:

- Not to exercise the Council's right to veto the BID proposals in accordance with the Planning etc. (Scotland) Act 2006 allowing the BID to progress to the ballot stage.
- The Director of Development will consider a funding application to the Council by Living Lerwick for a grant of £19890 towards the core costs of delivering year 1 of the proposed Lerwick BID.
- An agreement in principle to offer funding support towards the core costs of the Lerwick BID, up to a maximum of £20,000 per annum for years 2-5 of Living Lerwick's operation subject to budgetary processes and satisfactory performance of the BID.

BID Ballot

- 3.3 In order for the Lerwick BID to become operational the following criteria must be met at ballot:

- A turnout of at least 25% is achieved.
- Of the votes returned, a numerical majority must be in favour of the BID.
- The votes in favour must represent a majority of the rateable value of the rateable properties eligible to vote.

3.3.1 If a successful yes vote is achieved the management and operation of Living Lerwick will be transferred to a Company which will operate from 01 September 2012. This Company will be managed by the Living Lerwick Steering Group until a Board of Directors is elected.

3.3.2 A fully constituted Management Board will be established, consisting of up to 15 directors. Every business that pays the levy will have the opportunity to nominate someone to be elected onto the new Company Board.

3.3.3 The Chair, Vice Chair and Treasurer will be elected from the business members of the Board. The Board will include two representatives from Shetland Islands Council. There will also be a non-voting member from Northern Constabulary. Other non-voting members may be co-opted onto the Board at the Board's discretion.

3.3.4 If a successful yes vote is achieved Living Lerwick will report regularly to the levy payers, Shetland Islands Council and BIDs

Scotland. The BID will be subject to review in years 2 and 4 to ensure satisfactory performance. The BID can run a maximum term of 5 years before a renewal ballot is held.

Levy payment

- 3.4 A BID is funded by the businesses liable to pay non-domestic rates within a defined area. The levy is calculated on the basis of their respective non-domestic rates valuation. Full information on the Levy can be found in Appendix 1.
- 3.5 Shetland Islands Council own 12 properties within the defined proposed BID area. Therefore, the Council are liable, as a property owner, to pay a levy of £6050 should the BID achieve a yes vote and become operational. Appendix 2 shows a breakdown of the properties concerned along with their rateable value and corresponding levy.
- 3.6 Assuming a 100% collection rate it is expected that the levy will total £80,000 annually. A 5% contingency budget has been built in to the business plan in the event of the 100% collection rate not being achieved.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – The BID project is well aligned to the current Corporate Plan 2010-2012. Specifically:

Section 1: Maintaining a Sustainable Economy

Wealthier: Shetland's reputation for sustainable practices and quality products will be strengthened.

Wealthier: Strengthening the Economy: Businesses will be supported to overcome barriers to growth thereby improving profitability and longer-term performance. High Impact.

The BID proposals also have significant positive impacts on a number of the Local Plan and Structure Plan Policies and objectives especially Structure Plan Policy **SP COM1**. The proposed BID projects will provide a mechanism for delivery of policy supporting the continued sustainability of the town centre.

Section 2: Maintaining a Sustainable Society

Safer: We will retain the current high level of community safety, but will continue to play our part to;

- a) further reduce overall crime;
- b) tackle serious crime;
- c) make the roads safer;
- d) maintain public order. Medium Impact.

Strengthen Communities and Culture. High Impact.

Section 3: Maintaining a Sustainable Environment

Greener: We will move further towards sustainable and efficient, consumption and production. High Impact.

Greener: We will protect Shetland's renowned natural and built environment. Medium Impact.

Stronger: We will improve the availability, accessibility, affordability and usage of internal and external public transport. Medium Impact.

- 4.2 Community /Stakeholder Issues – Extensive consultation was carried out by the BID group, in conjunction with AB Associates, to ascertain the aspirations of employers, employees and the general public in relation to the town centre. The Council, as a major stakeholder, was part of this consultation.

4.2.1 The final Living Lerwick business plan was delivered to every business within the defined BID area by 11th May 2012. This allowed a reasonable time period for business to seek clarification on any aspects of the business plan that may have caused concern.

- 4.3 Policy And Delegated Authority - The Development Committee has delegated authority from the Council as outlined in section 2.3.1 of the Councils scheme of Administration and Delegations to discharge the powers and duties of the Council in relation to matters concerning economy and business.

The BID proposals impacts positively on a number of policies in the Corporate Plan as outlined in section 4.1.

- 4.4 Risk Management - **If Members vote in favour of the BID**, the risks are:

Operationally, the funding and resources commitment that is required from the Council could change. However, Council staff and elected members are represented on the Steering Group so no changes to the resources required, are envisaged. If changes are proposed, these can be adequately managed at an early stage.

Partnership working - The Steering Group is responsible for this project. There is a risk that the group may fail to adequately manage the BID project. This risk is low as the group has multi-agency membership, including SIC officers, elected members and local business representatives. The Planning representative will act as the key liaison point between SIC and the BID group. If the BID becomes operational Living Lerwick must report to Shetland Islands Council regularly as well as being subject to review in years 2 and 4.

If Members vote against the BID, the risks are:

- Failure to align with Council priorities– this proposal is in line with the current Community Plan, Local Development Plan and the Corporate Plan.
- Isolation from Government funding - If the BID does not become operational there is a risk of missing opportunities to secure further funding for town centre improvements including Government funding.
- Failure to promote economic opportunities - In the current difficult economic climate, businesses wish to make every effort to protect and develop their businesses, and secure custom for the area. This will be all the more difficult if the BID does not become operational.
- Political Objectives –the BID project is well aligned with parts of the Community Plan and Corporate Plan as well as Local Plan and Structure Plan. If the BID does not become operational there is a risk of potentially missing an opportunity to deliver Council objectives in an efficient and effective manner.

4.5 Equalities, Health And Human Rights – No Significant implications.

4.6 Environmental - The BID Business Plan highlights several potential Environmental Improvement projects to be investigated and implemented in conjunction with the Council. For example participating in joint funding initiatives and co-ordinated improvements e.g. – to implement more energy efficient lane and street lighting.

Resources

4.7 Financial – Subject to the businesses in the BID area voting in favour of the BID the Economic Development Unit will consider a grant application from Living Lerwick for the amount of £19,890 from the approved general assistance budget towards the core costs of delivering year 1 of the proposed Lerwick BID.

An agreement in principle has been made to offer funding support, up to a maximum of £20,000, towards the core costs of years 2-5 of the BID operation subject to conditions. This will be subject to Living Lerwick submitting an annual grant application to the Economic Development Unit for consideration, from the general assistance budget subject to approval by SIC.

4.7.2 As an eligible levy payer the Council are liable to pay £6050 per annum for the duration of the BID (see appendix 2). If the BID becomes operational the annual levy will be met from the properties rates budget.

4.7.3 Under the Local Government in Scotland Act 2003, the Council has a duty to make arrangements which secure Best Value. Best Value is continuous improvement in the performance of the Authority's functions whilst maintaining an appropriate balance among the quality of the Council's

performance of its functions, the cost of that performance and the cost to persons of any services provided by it, and taking into account, efficiency, effectiveness, economy and equal opportunities.

4.7.4 The Council approved a Financial Framework and Reserves Policy which includes:

- a presumption against service extension, which will cost more;
- a focus on efficiencies, especially internal efficiencies; and
- priority to be given to the provision of statutory services.

4.7.5 The proposal in this report is compliant with the Council's Financial Framework and Reserves Policy.

4.8 Legal – Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those included in this report. Legal Services continue to support Development Services with the development of the BID process.

4.9 Human Resources – Development Services will continue to work with Living Lerwick towards the ballot date. Should the BID become operational the Planning Officer will continue to act as the liaison between Shetland Islands Council and Living Lerwick. This would not involve a significant reallocation of time and is considered to be within the remit.

4.10 Assets and Property – If the BID becomes operational the Council are liable to pay the BID levy in relation to the properties owned by the Council. The annual levy payable by Shetland Islands Council totals £6050 (see appendix 2).

5.0 Conclusions

5.1 Appendix 1 details the development of Living Lerwick's business plan for a five year period 1st September 2012 – 31st August 2017. The projects outlined within the business plan provide a mechanism for improvement of the town centre and potentially attract external funding to the area. A successful yes vote would allow the businesses in the area to invest collectively in order to create a vibrant and successful town centre.

5.2 It is recommended that Members delegate authority to the Director of Development Services to cast the Council's 12 votes in the ballot on or before 28 June 2012.

For further information please contact:
Laura Fiske, Planning Officer
01595 744832 laura.fiske@shetland.gov.uk
12 June 2012

List of Appendices

Appendix 1 – Living Lerwick Business Plan

Appendix 2 – Breakdown of SIC Levy payment

Background documents:

Report Number: PL-30-09-F

Report Number: PL-23-10-F(Minute Ref:116/10)

Report Number:PL-43-10-d1(Minute Ref: 184/10)

Report Number: DV010-F

Report Number DV011F (Minute Ref:10/12)

Living Lerwick website: <http://www.livinglerwick.co.uk/>

Planning etc. (Scotland) Act 2006 – Part 9 Business Improvement Districts

Planning etc. (Scotland) Act 2006 (Business Improvement Districts Levy) Order 2007

The Business Improvement Districts (Scotland) Regulations 2007

The Business Improvement Districts (Ballot Arrangements) (Scotland) Regulations 2007

The Business Improvement Districts (Scotland) Amendment Regulations 2007 No 510

Shetland Structure Plan 2000

Shetland Local Plan 2004

Lerwick Town Action Plan 2009-2012.

END

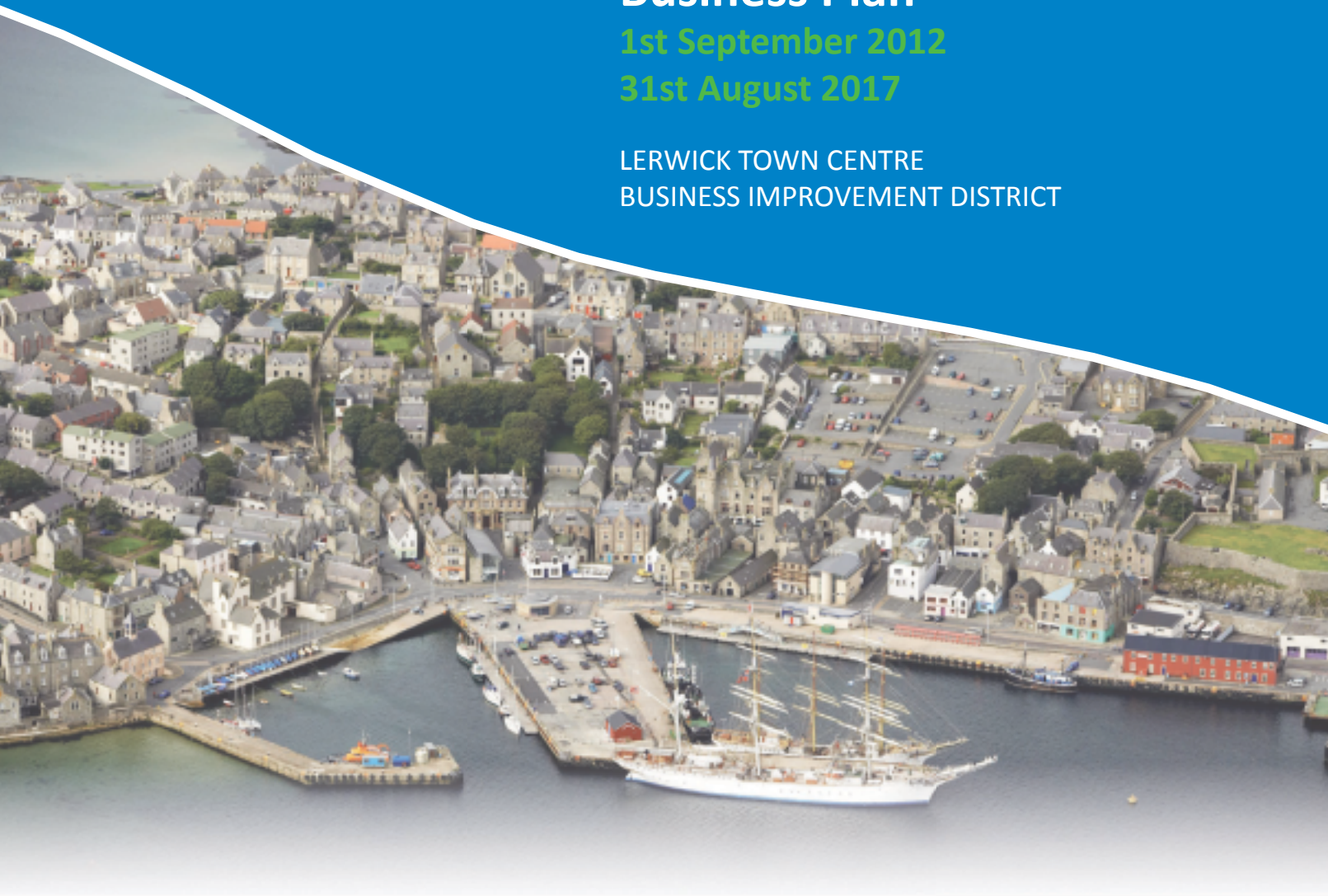
LIVING LERWICK

Business Plan

1st September 2012

31st August 2017

LERWICK TOWN CENTRE
BUSINESS IMPROVEMENT DISTRICT



www.livinglerwick.co.uk

Living Lerwick
7 Mounthooly Street
Lerwick
Shetland
ZE1 0BJ
Tel: 01595 696932
Email: info@livinglerwick.co.uk

Living Lerwick

Living Lerwick was formed to develop a Lerwick Town Centre Business Improvement District in the belief that, together, we can improve Lerwick Town Centre.

The Living Lerwick steering group will oversee the transition into a new Company following a successful ballot, at which stage a new Board will be appointed. Only a yes vote will help to make Lerwick Town Centre better.

Name	Sector	Name	Sector
Harry Jamieson (Chair)	Retail	Steve Mathieson (Vice Chair)	Tourism
Cynthia Adamson	National Retail	Emma Gibson	Cafes & Restaurants
Alastair Cooper	Shetland Islands Council	Richard Gibson	Professional Services
Iain Johnston	Hospitality	Irene Hambleton	Accountancy
Peter Morrison	Financial Services	Ken Rae	Retail
Inga Scott	Retail	Suzanne Shearer	Craft
Irene Smith	Hair & Beauty	Allan Wishart	Shetland Islands Council

Christena Irvine is project manager.

“Let’s create a more vibrant, viable and sustainable town centre”



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I'm voting YES detachable poster	Back

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If you do not find time to read the whole document,
it is vitally important to read the areas marked with an asterisk.



"I am right behind the whole concept of the
BIDs scheme. We are all facing particularly
challenging times and BIDs will give us the
tools we require to improve our product and
make the current trading environment more
attractive to the Shetland public"

Iain Johnston of KGQ Hotels Ltd

Welcome to The Living Lerwick Business Plan

I'm delighted to present this business plan. It outlines your priorities and gives a taste of how we can make Lerwick Town Centre better by working together.

What is a BID?

A BID is where businesses in a defined area vote to invest collectively in local improvements over and above those provided by statutory authorities. It is a partnership arrangement where the local business community and the statutory authorities work together on projects that will benefit the local economy and local businesses.

Supporting Living Lerwick is a great opportunity to work together and make the changes we all want. The cost to our businesses is low and through Living Lerwick we can access external assistance and funding not available to individual businesses.

All of the proposed improvements in this business plan were ideas from you, your employees and your customers which came out in our surveys. Every business in the area has had the opportunity to let us know what their priorities are. Using Living Lerwick, we can work together to increase footfall, stimulate investment and enhance the reputation of Lerwick Town Centre.

The purpose of Living Lerwick is to support our businesses, increase trade and improve our business environment. You can find more information on Living Lerwick on our website www.livinglerwick.co.uk, or for more general or national information refer to www.bids-scotland.com.

A notice of ballot will be sent to all eligible businesses on the 3rd May 2012, followed by the ballot papers on the 17th May 2012. You will have 6 weeks to cast your vote before the ballot closes at **5pm on 28th June 2012**.

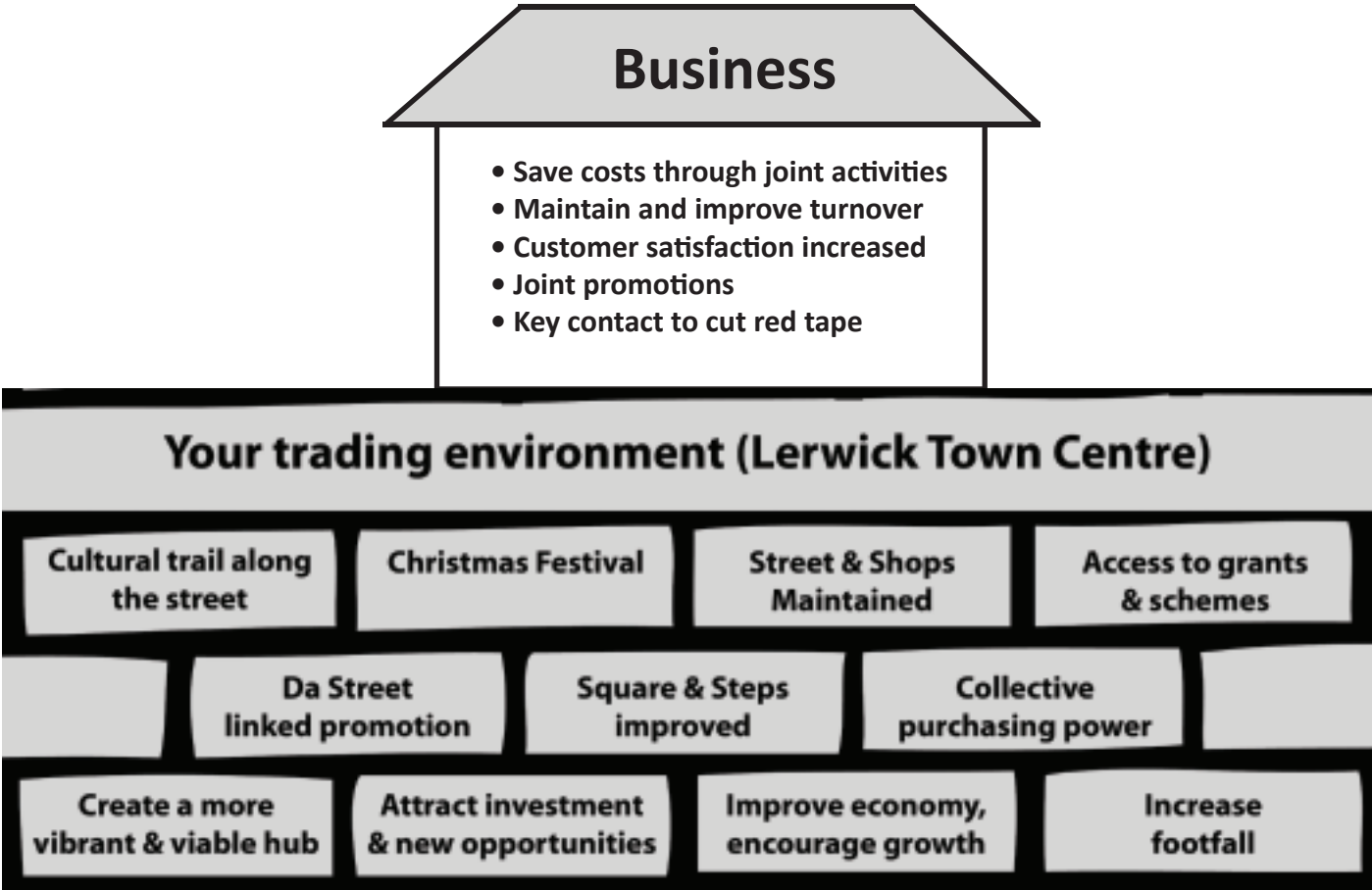
I have lived in the town for over 40 years and know most of the business people in Lerwick. I would ask you all to vote YES so that we can work together to make Lerwick Town Centre better. VOTE YES for your town centre.

Harry Jamieson
Chairman - Living Lerwick Steering Group

Together we can achieve so much more



What can Living Lerwick do for me?



“Living Lerwick gives us all a great opportunity to make the town centre a better place to work, live, shop and socialise and that can only be a good thing for our businesses”

Suzanne Shearer of North Rock Gallery

The Survey

We asked you and your customers

The aim of the survey was to find out how you wanted Living Lerwick to improve Lerwick town centre. We surveyed members of the public and businesses, employers and staff who work in the area. Questionnaires were returned by 108 businesses (representing 82% of businesses in the area), 378 staff and 200 members of the public.

The surveys, analysis and reports were done independently by A.B. Associates Ltd. A summary of the findings is available at www.livinglerwick.co.uk.

We also interviewed a cross section of the businesses in the area. These interviews provided additional information to help us develop the projects and this Business Plan for Lerwick Town Centre.



Your Priorities

You told us you wanted more promotion and events, a better pedestrian environment and to smarten up the area. Our first three objectives are in line with this.

The aim of Living Lerwick is to work together to create a more vibrant, viable and sustainable town centre.

Objectives:

1. To make the town centre more vibrant, friendly, and welcoming = Small Town, Big Heart
2. To make it easier for customers to come to the town centre = Park and Bide.
3. To improve the look and feel and create a more attractive business environment
= Improve What We Have
4. To act for the common good of the businesses
= Give a Little - Gain a Lot
5. To help to identify and resolve safety issues
= Let's Keep Lerwick Safe

"The town centre is a focal point, the better it is maintained, the better it is respected. Living Lerwick is a good idea".

Michael Thomson - Surveyor

Summary of services already provided

A range of services are already provided within the area by Shetland Islands Council and Northern Constabulary. Additional services are also provided by Lerwick Port Authority. Establishing the baseline services provided in the area can assist us all in working together to ensure we have a clean, well maintained, functional and accessible area. It also ensures that Living Lerwick will only be providing additional services. It is recognised by Living Lerwick that a very high level of service is provided by Shetland Islands Council (SIC). Living Lerwick will work in partnership with SIC to achieve projects, thereby enhancing a few of the services. An example of this is to "Develop a reporting and feedback system between businesses and the SIC to ensure the street, lanes and drains are clean and well maintained". Shetland Islands Council provides the following services (both statutory and discretionary) within the Lerwick Town Centre area for which the businesses pay non domestic rates:-

Transportation

- Bus Travel Provision
- Bus stop on Esplanade
- Ferry service to Bressay
- Taxi Stance on Pier
- Dial-a-ride Service link to Tingwall airport

Community Safety

- Licensing and Permits (street traders, public entertainment, etc.)
- Neighbourhood Support workers
- Food Safety
- Public Health including Health promotion

Activities

- Antisocial behaviour including noise nuisance

Cleansing

- Refuse Collection
- Recycling (Kerbside)
- Recycling (Banks)
- Street Cleansing
- Public Toilet

Grounds Maintenance

- Drainage
- Structures
- Road/Pavement/Lanes Maintenance
- Winter

Lighting

- Street lighting
- Christmas lights

Traffic

- Traffic Management
- Pedestrianisation/Pedestrianisation Orders
- Traffic Lights

Street Furniture and signage

- Street Furniture
- Signage

Planning

- Development Management
- Policy & Strategies
- Conservation issues



Summary of services already provided

Northern Constabulary provide the following services within the area:

- 24/7 Policing response
- Dedicated policing during Peak Times
- Enhanced policing levels during special events
- Operation and control of the town centre CCTV system
- Liaison with partner agencies and other groups
- Crime Prevention - advice
- Employment of a traffic warden

Lerwick Port Authority provide the following services within the area:

- Management, maintenance and regulation of the Port, providing services to commercial and pleasure vessels such as berthing and pilotage
- Berthing for visiting yachts and cruise ship tenders
- “Meet & Greet” welcome ashore pavilion on Victoria Pier as part of the “Meet & Greet” services provided to visiting cruise ships
- Pay & display car parking at Victoria Pier
- Amenity improvements in the area
- Hosting events such as annual yacht races, local and other sailing events.



The Living Lerwick Projects

Based on the feedback provided in the surveys, five key objectives and associated projects have been developed. These are outlined as follows:

Objective 1. Small Town, Big Heart

To make the town centre more vibrant, friendly and welcoming.

Project	Activity	Measurement	Benefit to business
Talk for the Town Co-ordinated promotion of all Lerwick Town Centre businesses and the events and activities taking place throughout the year	A Lerwick Town Centre business directory, visitor map, branded publications, inserts in the local press, radio, social media, internet and mobile technology	Numbers of publications and other promotions Business and public surveys	Cost reduction through collective investment Improved knowledge of goods and services in Lerwick Town Centre
Streets Alive Use the street as a venue to encourage more people to visit and spend time in Lerwick Town Centre	A minimum of three annual events, e.g.: Da Street Day, Shopping week, Winter festival, Street markets	Number of new events Business and public surveys	Increased number of visitors Improved perception of Lerwick Town Centre
Shetland Street Use the street as a showcase of Shetlands local culture to encourage people to visit and spend longer	Da street gallery Themed window displays	Business and public surveys	Increased number of visitors
First Class Improve the quality of products and services to customers	An inspirational window and internal display course Bi-annual Shetland Ambassador customer care training course	Participant evaluation and feedback Business and public surveys	Increased footfall Increased number of visitors
Cruise In Encourage visits and spend by cruise liner passengers.	A new initiative which works with cruise liners to communicate with their passengers	Business surveys	Increased number of visitors

Small Town, Big Heart, year 1 total = £51390

“Success for Living Lerwick will help us to work together as a Town Centre for the benefit of Shetland as a whole and help us breathe new life into our vitally important commercial and social centre”.

Steve Mathieson of Visit Shetland



The Living Lerwick Projects

Objective 2. Park and Bide

To make it easier for customers to come to the town centre.

Project	Activity	Measurement	Benefit to business
Plenty parking Work with SIC and Northern Constabulary to improve parking and promote what already exists.	Improved parking system Promotion of existing parking systems	Business and public surveys	Improved perception of parking availability
Easy access Work with others to improve accessibility	Improved access to the town centre	Business and public surveys	Improved perception of accessibility.

Park and Bide, year 1 total = £3000

Objective 3. Improve What We Have

To enhance the look and feel of the town centre and create a more attractive business environment.

“A BID gives ownership of the town’s future to the businesses that depend on that future”

Tavish Scott MSP for Shetland

Project	Activity	Measurement	Benefit to business
Look after our area Improve the quality and environment of Lerwick Town Centre linked to local and national initiatives and funding	Business property improvements Enhanced maintenance and cleanliness Improved quality of public spaces e.g. Harrison Square and Merran Moad steps	External funding approved Number of businesses benefitting Number and type of improvements Business and public surveys	Access to funding to reduce property improvement costs. Improved perception, amenity and visual appearance More attractive environment for customers and the general public
Add interest Use our rich culture and heritage to create eye-catching, original detail	Interactive trail and summer scheme	External funding approved New decoration Business and public surveys	Improved perception and visual appearance More attractive environment for customers and the general public

Improve What We Have, year 1 total = £16000

“We have more power together”

The Living Lerwick Projects

Objective 4. Give a Little - Gain a Lot

To act for the common good of businesses in the town centre.

Project	Activity	Measurement	Benefit to business
Reduce costs Use collective bargaining power to reduce costs	Reduced freight costs, collective discounts, reduced lighting costs	Number of businesses benefiting Business and public surveys	Reduced costs
More bang for our bucks Use strength in numbers to attract support	Increased resource for the benefit of Lerwick Town Centre	External funding In kind support Additional resource	Access to funding and support not available to individuals
Say what we think Develop improved partnerships with others to make our views heard	Inclusion in policy working groups	Policy working groups membership	Opinion included in policy development
Support and train Improved flow of information on available support and new specialist training courses	Increased awareness of available business support Designing and developing relevant training for business	Businesses using available support Training courses developed	Support received Better trained staff
What customers want Use market research to develop town centre businesses	A minimum of 2 customer feedback tools designed for business use	Number of businesses using market research tools	Improved customer service Improved efficiency in buying in stock

Give a Little - Gain a Lot, year 1 total = £4000



“Living Lerwick is an opportunity for local businesses to contribute to the vitality and viability of our unique town centre.”
Emma Gibson of Peerie Shop & Peerie Shop Cafe

The Living Lerwick Projects

Objective 5. Let's Keep Lerwick Safe

To help to identify and resolve safety issues in the town centre.

Project	Activity	Measurement	Benefit to business
Feel secure Work with Northern Constabulary to address issues of safety.	Improved relationship with Northern Constabulary Increased awareness of businesses safety concerns Maintain perception of town centre as a safe place to be	Number of concerns reported Business and public surveys	Maintains a safe trading environment
Shop alert/Pub watch Evaluate the need for introduction of a shop alert/pub watch scheme.	Research into the level of shoplifting and evening incidents Introduction of scheme if demand requires	Research report Existence of scheme Crime statistics	Increased sense of security Less stock loss Decrease in number of shoplifting and evening incidents

Let's Keep Lerwick Safe, year 1 total = £500

Overall impacts of the projects during the five-year term

Feedback on individual projects in the business plan will be reported to businesses annually.

In these difficult economic times, with increasing competition and limited budgets, the focus will be on maintaining business levels and quality improvements to meet customer demand.

The overall success of Living Lerwick will be measured against the impacts we hope to achieve from the projects during the life of the BID. These are:

- 1) Increase in number of visitors to Lerwick Town Centre.
- 2) Additional funding levered in by the levy investment.
- 3) Improved visual appearance of Lerwick town Centre.
- 4) Reduction in business costs.
- 5) Improved customer perception of Lerwick Town Centre and it's businesses.

The Living Lerwick Projects - Detail

To help you picture the potential, further details on a few projects are provided. When the new Board is in place, groups will be set up for each of the projects in this plan. This means you can get involved and have some control over what will be achieved.

Small Town, Big Heart - Co-ordinated Promotion

Using Living Lerwick to jointly promote Lerwick Town Centre and the products and services it offers opens up promotional opportunities that one or even a few business could never dream of doing on their own. The following are examples of what can be possible with Living Lerwick:

Promotion

Traditional methods

Create a Lerwick Town Centre business directory and distribute it as an insert in The Shetland Times.
Create positive stories about Lerwick Town Centre and distribute through local media.

Internet, mobile technology and Social Media

Our public survey told us that 69% of people visit the town centre less because they shop online. This figure is nearly double that of any other reason. We all really need to start using the internet as a promotional method.

Research suggests that the majority of shoppers research products they intend to purchase online before buying locally. We can use this in our favour and create a website for Lerwick Town Centre, which holds our business details and details on the products and services we sell. The website could also make use of social media.

If this website were created, the business and product details from it could be automatically fed to a mobile phone app designed for Lerwick Town Centre. This would also attract more visitors and local shoppers to your business and your products.

Events

Together, we can hold large events on the street itself to increase the footfall on our doorsteps. The courses on window display and internal displays will also help us encourage the potential customers to come in to our shops/pubs/restaurants.

We would have the ability to plan the events to suit ourselves. All events would be designed and timed to achieve maximum sales potential for our businesses and as much positive media coverage as possible.

All of the above will be developed with other bodies to reduce the overall cost to Living Lerwick.

The Living Lerwick Projects - Detail

Small Town, Big Heart and Improve What We Have - Street as a venue, interactive trail

To develop, encourage and reclaim the street as an exciting social hub through music, art, performance and events. A place to meet, discover, inspire and TRADE.

Street as a stage

Encourage musicians and performers into the Town Centre. Provide power points and marked performance spaces. This would deliver Shetland's diverse music and written word to an everchanging audience. It adds visual and audio interest to the area. Shetland Arts Development Agency are keen to help with this; other funders and sponsorship will also be sought.

Street as a gallery

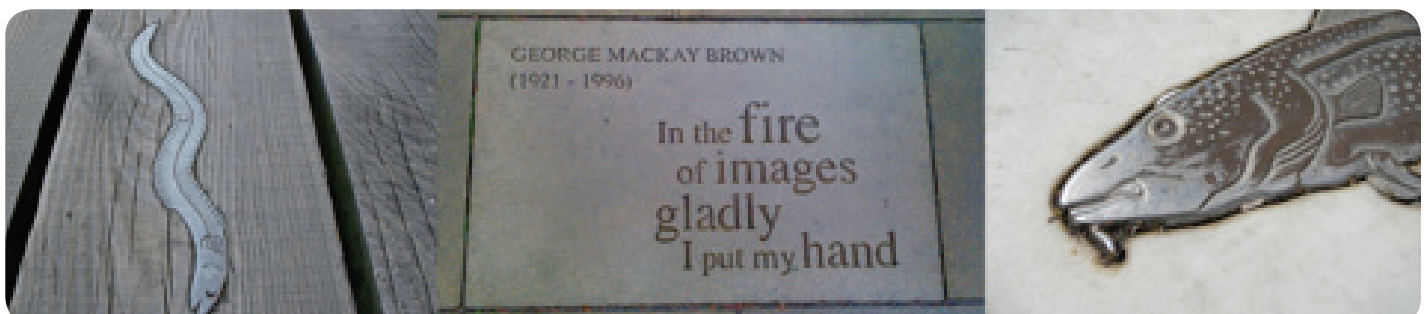
Facilitating an annual exhibition by an artist. This could be in conjunction with schools or local groups and use banners, vacant properties, windows, etc. A range of products, including prints, to be produced. These would be available for sale in Town Centre shops but also Shetland-wide, thus promoting the project further afield and bringing in income to support the costs.

Street as an art trail

An ongoing project to develop a dynamic cultural Art Trail through Lerwick's historical town centre, depicting our diverse and deep rooted relationship with the sea. Intriguing, thought-provoking works would be commissioned from artists, crafts-makers, musicians and writers. These may consist of small bits of writing carved onto a surface, an inlay on a wooden bench, a movement-activated sound clip, a piece of etched glass, a small sculpture to discover in the lanes, a piece of metalwork that catches your eye in some railings, an unexpected patch of light. These will all be recorded on a map that will encourage locals and visitors to explore and appreciate Lerwick's rich historical town centre and see what else is on offer today on the street.

We would aim to attract outside funding for this project as well as business sponsorship for individual pieces.

The intention is to build on these so that they become part of the fabric of Da Street.



The Living Lerwick Projects - Detail

Improve What We Have - Lerwick Town Centre Map and Information Board

This scheme will create a new Lerwick Town Centre Map and Information Board that will be distinctive and inspirational and promote the historic and cultural as well as commercial aspects of the Town Centre.

It will feature an attractive and easy-to-read design, highlighting local landmarks along with the retail establishments and emphasising the uniqueness and diversity of Lerwick Town Centre. The reverse of the map will carry interesting snippets of local information plus full details of all commercial premises (name, address, phone, e-mail, website and brief description of the nature of each business).

Visitors will be able to explore Lerwick with confidence and be informed, inspired and motivated to experience for themselves what is available within the town. The map itself will be a high quality product that visitors will keep as a souvenir of their holiday, allowing them to re-visit the details of retailers at a later date and order goods that were missed previously, creating further opportunities for encouraging e-commerce.

This will be developed with other bodies to reduce the overall cost to Living Lerwick.

Small Town, Big Heart - Street market

To develop, encourage, and reclaim the street as a market for Shetland produce. The idea behind the street market is to encourage people to return to the town centre and provide a place for producer and customer to meet, ensuring what they buy is locally produced, environmentally friendly and has not clocked up huge numbers of transport miles. Street markets create a buzz in town centres, becoming a social and economic meeting place. A changing range of seasonal goods would encourage people to become regular visitors to the street and get to know what is available in both the market and other town centre shops - not just the one-stop shopping we have become accustomed to.

It would also retain the maximum cash in Shetland. Street markets are thriving elsewhere - why not here?



The market would be held at least one day a week in Commercial Street during summer and would be accompanied by other events and entertainments. It would be promoted by Living Lerwick who will own, store and erect the stalls when booked by approved producers (for a small fee to cover costs and renewals). Additional market days will be arranged to co-ordinate with other events such as cruise liners, Christmas, music festivals etc. The initial stage would be to provide twenty, 2.4 x 2.4 meter covered market stalls (with the option of battery-powered display lighting) that could be let individually or in multiples. 37 possible sites have been identified between the post office and Fort Charlotte.

We anticipate that the initial set-up costs would be shared between Living Lerwick and external funding bodies.

Income and Expenditure

Income	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Living Lerwick Levy	80000	80000	80000	80000	80000	400000
SIC Management support (subject to approval)	19890*	*	*	*	*	19890
Grants, sponsorship, trading	0	0	0	0	0	0
Income Total	99890	80000	80000	80000	80000	419890
Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Small Town, Big Heart	51390	35500	34500	35500	46000	202890
Park and Bide	3000	1000	1000	1000	1000	7000
Improve What We Have	16000	19000	20000	20000	8500	83500
Give a Little - Gain a Lot	4000	2000	2000	1000	2000	11000
Let's Keep it Safe	500	500	500	500	500	2500
Management and operational costs	21000	18000	18000	18000	18000	93000
Contingency	4000	4000	4000	4000	4000	20000
TOTAL	99890	80000	80000	80000	80000	419890

Living Lerwick's estimated income is based on full payment of levy every year. In case a 100% collection rate is not achieved, 5% contingency budget has been included. All of the contingency budget will be spent on your projects if more than 95% of the levy is collected.

Once Living Lerwick is operational, any variations within budgets will be reported to the Living Lerwick board for agreement. The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and your priorities for the coming year, which allows Living Lerwick the flexibility to respond to changing business needs and requirements. Funds will be set aside for the renewal ballot in year 5.

*Shetland Islands Council has agreed to fund 50% of the Living Lerwick management and operations and project management for year one. There is agreement in principle for this arrangement to continue for the duration of the BID up to a maximum of £20,000 per annum, subject to budgetary process and submission of satisfactory evidence of Living Lerwick's performance and impacts. Applications for additional grant funding from the Council for specific projects would also be considered based on their merit.

The improvement levy will make it easier to obtain other sources of public funding for specific projects and these opportunities will be pursued. Living Lerwick aims to attract other investment, sponsorship and trading income to increase the amount available to spend on your projects as they develop (e.g. Town Centre Regeneration Fund, LEADER, The BIG Lottery).

As Living Lerwick progresses, more income will be attracted. Expenditure will rise in line with income and will be distributed between your projects as decided by the new Board.

Living Lerwick Area

Living Lerwick will cover the areas marked in blue shown on the map below.



What will it cost me?

The Improvement Levy ranges from £200 to £850 per year. Your levy will be fixed for the five years and is based on the cost of delivering the projects and services, identified by you, to improve Lerwick Town Centre.

Rateable Value	Annual Levy	Monthly payment*	No of Businesses
0 to 2500	£200.00	£20.00	27
2501 to 5000	£300.00	£30.00	35
5001 to 7500	£400.00	£40.00	33
7501 to 10000	£500.00	£50.00	27
10001 to 15000	£600.00	£60.00	18
15001 to 20000	£700.00	£70.00	10
20001 +	£850.00	£85.00	24
* You can pay your levy over 10 months by direct debit			

At the lowest end of the range, the daily price of your levy is fifty-five pence per day (less than a cup of coffee). At the highest end, the daily price is £2.33 per day (less than a sandwich).

Your levy is not related to non-domestic rates (business rates) and is a separate levy agreed by the businesses to bring about improvements to the town centre through projects and services that are in addition to the statutory services delivered by SIC. The funds collected will be held in a separate account called the BID Revenue Account to which SIC have no access. Your levy cannot be used by SIC as an additional funding source.

Collection of the Levy

Your improvement levy will be collected by Shetland Islands Council under the terms of the Operating Agreement with Living Lerwick. This agreement is available on www.livinglerwick.co.uk or you can request a printed copy. There will be one invoice sent during July each year. The invoice will state “BID improvement levy” and will be payable either in a single payment with the payment due 28 days from the date of invoice or in 10 monthly instalments by Direct Debit with the first payment on 15th August each year. In the event of any non payment of the BID improvement levy, it will be strongly pursued to ensure complete fairness to all the businesses that have paid. A fee will be charged to meet any additional costs incurred. All properties liable to pay non-domestic rates and listed on the Local Assessors Valuation Roll on the day of the ballot will be liable to pay the Business Improvement District levy. The BID levy will be paid by the occupier. However, the levy will be chargeable to the property owner where a property is vacant on the day the levy invoice is issued.



“Working together makes sense”

Living Lerwick Levy Arrangements

Exemptions

Storage units, garages, non-retail charities, places of worship, private car parks and toll-free car parks in the area will be exempt.

Arrangements

As charity shops will benefit from Living Lerwick in the same way as any other retail outlet within the area, there will be no exemption from paying the levy.

Any new commercial development or new business with a non-domestic rateable valuation coming into the area during the 5 year term of Living Lerwick will be liable pro-rata, for that year, for the BID Improvement Levy.

If there is a change, or several changes, in occupier to a property, until a new occupier is found the property owner will be responsible for paying the levy.

Self-catering holiday accommodation which is not the sole or main residence of any person and which is available (or intended to be available) for letting on a commercial basis, with profit in mind, for short periods totalling more than 140 days in the financial year, remain liable for non-domestic rates for the whole year and will be included.

The Ballot

From 17th May to 28th June 2012 each eligible business will be asked to cast their vote for Living Lerwick in a formal, confidential ballot. Shetland Islands Council is responsible for managing the ballot, to ensure it is done fairly and is not influenced by Living Lerwick. All eligible voters (i.e. those persons liable to pay non-domestic rates) will have one vote or where an eligible voter has more than one business, that individual shall be eligible to cast more than one vote, however they will be required to pay the levy for each of the properties that they occupy.

A ballot paper will be sent to each rateable business, to be completed by placing a cross in either a 'YES' or 'No' box, as a response to the question 'Are you in favour of the Lerwick Business Improvement District proposals?' The ballot paper should be signed by the person who completed it and returned in the pre-addressed postage-paid envelope by 5pm on Thursday 28th June 2012.

If a business has more than one rateable property it will receive a ballot paper for each property. Each paper counts as one vote. It is important that EVERY paper received is completed and returned.

Where the property is vacant the ballot paper will be sent to the owner of the property as the eligible person entitled to vote.

Living Lerwick will proceed if the following tests are met:

1. A 25% turnout is achieved
2. Of the votes received, a numerical majority of the eligible properties voting in the ballot must vote in favour
3. Those voting in favour must represent a majority by rateable value of the rateable properties exercising their vote.

Management of Living Lerwick

Communication with the levy payers and stakeholders.

Living Lerwick will ensure that levy payers and stakeholders are kept informed of progress. The table below shows how and when we will communicate.

Communication Method	J	F	M	A	M	J	J	A	S	O	N	D
Manager available for discussion												
Website												
Newsletter												
Annual General Meeting and Annual report												
Media coverage from Living Lerwick												
Business networking events												
Open business forums												

Promoting Living Lerwick

All Living Lerwick marketing materials, projects and services will be branded to clearly inform everyone of the activities and progress of Living Lerwick. Living Lerwick will play its part in the national BIDS family and will collaborate with other BIDs in exchanging good practice ideas whilst maximising the collective strength of BIDs by working with BID Scotland. BID Scotland is the national organisation for Business Improvement Districts in Scotland.

Minimising risk

The Board will take all steps necessary to minimise any risk associated with Living Lerwick (financially or otherwise) by only using reputable contractors to deliver projects. The Board will adopt best practice in its procedures and be open and transparent in its operations.

Review

To make sure all the projects and services in this plan are being delivered, Living Lerwick will report regularly to the levy payers, Shetland Islands Council and BID Scotland. There will be an interim review at 2 years and at 4 years. Living Lerwick will also report annual results to the Board and the levy payers at its AGM.



“It’s a town centre initiative, but it’s for everyone” – and for visitors it can be their first impression of Shetland.”

Irene Smith of Health and Beauty

Management of Living Lerwick

Governance and management

Following a successful yes vote, the management and operation of Living Lerwick will be transferred to a Company which will operate from 1 September 2012. This Company will be managed by the Living Lerwick Steering Group until a Board of Directors is elected. The form of Company will be decided upon by the Steering Group and will ensure the optimum status to benefit Living Lerwick. The Company will operate in a transparent way, answerable to the businesses in the area. There will be a detailed set of protocols which will cover the management of Living Lerwick and billing, collection and transfer of the levy.

A fully constituted Management Board will be established, consisting of up to 15 directors. Every business that pays the levy will have the opportunity to nominate someone to be elected onto the new Company Board. It will be possible to nominate yourself. The new Company will be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts and other activities generated by Living Lerwick.

The Living Lerwick Board will have the ability to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the businesses and without recourse to an alteration ballot.

The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Treasurer will be elected from the business members of the Board. The Board will include two representatives from Shetland Islands Council. There will also be a non-voting member from Northern Constabulary. Other non-voting members may be co-opted onto the Board at the Board's discretion.


The Memorandum and Articles of Association that govern Living Lerwick and annual accounts will be available from www.livinglerwick.co.uk.



“Power in Working together”


“Together we’re stronger”





“This is an opportunity for the commercial sector to get involved and make a difference to their town centre but more importantly their business. What are you waiting for? Vote YES.”

Irene Hambleton of Baker Tilly (property owner)



**I'm voting
YES
to improve
Lerwick town
centre**



**I'm voting
YES
to improve
Lerwick town
centre**



DESCRIPTION	PROPERTY NAME	Property Number	Property Street	Property Town	Property County	Property Post code	Levy	Rates	SIC	Vacant
Other	Bressay Ferry Waiting Room		Albert Building	Lerwick	Shetland	ZE1 0LL	£200.00	£1,175.00	TRUE	FALSE
Office		32	Hillhead	Lerwick	Shetland	ZE1 0PL	£400.00	£6,450.00	TRUE	FALSE
Office		4	Bank Lane	Lerwick	Shetland	ZE1 0DS	£400.00	£7,400.00	TRUE	FALSE
Office		2	Bank Lane	Lerwick	Shetland	ZE1 0DS	£500.00	£8,000.00	TRUE	FALSE
Office	SIC Bridges Project		Pitt Lane	Lerwick	Shetland	ZE1 0DW	£500.00	£8,300.00	TRUE	FALSE
Office	SIC Asset & Property Unit	4	Market Street	Lerwick	Shetland	ZE1 0JN	£850.00	£47,500.00	TRUE	FALSE
Other	SIC Town Hall		Hillhead	Lerwick	Shetland	ZE1 0HB	£850.00	£95,000.00	TRUE	FALSE
Office		13	Hill Lane	Lerwick	Shetland	ZE1 0HA	£500.00	£7,600.00	TRUE	FALSE
Other	Taxi Rank, Victoria Pier		Esplanade	Lerwick	Shetland	ZE1 0LL	£400.00	£6,750.00	TRUE	FALSE
Other		11	Mounthooly Street	Lerwick	Shetland	ZE1 0BJ	£300.00	£5,000.00	TRUE	TRUE
Other	Public Convenience		Esplanade	Lerwick	Shetland	ZE1 0LL	£850.00	£22,750.00	TRUE	FALSE
Other	Ferry Terminal		Esplanade	Lerwick	Shetland	ZE1 0LL	£300.00	£4,400.00	TRUE	FALSE
							£6,050.00			

**Development Committee****21 June 2012****Appointment to SSMEI Advisory Group****Report Number : PL-13-12-F****Presented by : Coastal Zone Manager****Development Services Department
Planning****1.0 Summary**

- 1.1 The purpose of this report is to seek a nomination from the Development Committee to represent the Council on the Scottish Sustainable Marine Environment Initiative (SSMEI) Advisory Group.

2.0 Decision Required

- 2.1 I recommend that the Development Committee nominate and appoint a member of the Committee to the SSMEI Advisory Group.

3.0 Detail

- 3.1 The SSMEI was instigated by the Scottish Government in 2005 to inform future marine policy and test new management framework options for Scotland's marine and coastal environment. Four projects were eventually established in Scotland located in Shetland, the Firth of Clyde, the Sound of Mull and Berwickshire with the Shetland project being first off the mark at the start of 2006.
- 3.2 The purpose of the Shetland project was to develop a Marine Spatial Plan (MSP) that brought together authoritative spatial data on the marine and coastal environment and its various uses and establish a policy framework to guide the placement of activity, from marine renewable energy to aquaculture. The MSP is not prescriptive about what can occur where and when but rather shows what is currently present and clarifies the constraints that proposed developments need to consider and important assets that require safeguarding.
- 3.3 Looking forward the Marine (Scotland) Act 2010 provides the statutory framework for marine planning in Scottish waters through a National Marine Plan and a number of Regional Marine Plans. Consultation on

the former is expected in Autumn this year with the latter to follow in late 2013/early 2014. It is anticipated that the Shetland Marine Spatial Plan will cover most of the requirements of a Shetland Regional Marine Plan.

- 3.4 In the meantime the Marine Spatial Plan is to be included as Supplementary Guidance in the forthcoming Local Development Plan – an approach readily supported by the Scottish Government. Along with the Council's Aquaculture and Works Licence policy documents, the Spatial Plan will underpin sustainable economic development in the marine environment and ensure Shetland's marine resources are effectively managed.
- 3.5 Council representation on SSMEI to-date was Councillor Bill Manson as a consequence of his position as Chair of the old Marine Development Sub-Committee and his continuing position on the Planning Committee when this body combined the roles of the Planning Board and the Marine Sub-Committee. Following his retirement at the last local elections there is now a need to nominate a replacement on the SSMEI Advisory Group. As the Local Development Plan reports to the Development Committee it is considered appropriate that the nomination should come from this Committee. The remit and membership of the Advisory Group is outlined in the appendix to this report.
- 3.6 Membership of the SSMEI Advisory Group is an approved duty.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities
Whilst the recommendation in this report is not linked directly to any Corporate Priorities, it will support the Council's Local Development Plan in terms of partnership working.
- 4.2 Community /Stakeholder Issues
None.
- 4.3 Policy And/Or Delegated Authority
A decision taken in line with this report is delegated to the Development Committee and does not require a decision of Council.
- 4.4 Risk Management
None.
- 4.5 Equalities, Health And Human Rights
None.
- 4.6 Environmental
None.

Resources

4.7 Financial

Any costs incurred from representing the Council on the SSMEI Advisory Group will be met from within existing budget.

4.8 Legal

None.

4.9 Human Resources

None.

4.10 Assets And Property

None.

5.0 Conclusion

- 5.1 This report seeks a nomination from the Development Committee to represent the Council on the SSMEI Advisory Group.

For further information please contact:

Martin Holmes – Coastal Zone Manager

(01595) 744805; martin.holmes@shetland.gov.uk

12 June 2012

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Remit and Membership of SSMEI Advisory Group

SCOTTISH SUSTAINABLE MARINE ENVIRONMENT INITIATIVE (SSMEI) ADVISORY GROUP

Remit

To provide focus and momentum to the SSMEI Shetland project, a Steering Group was established to provide guidance, direction and support to the project officer as the Marine Spatial Plan (MSP) developed. Additionally the members of the Steering Group provided physical and practical assistance on a number of specialist sub-groups covering such issues as biodiversity, spatial analysis and policy development.

As the MSP is now a working document it was considered more appropriate that the role of this group became less functional in its remit and took on a more advisory remit. To reflect this change the group was re-branded as an Advisory Group rather than a Steering Group. The Advisory Group will provide advice as and when required to the project officers as it goes through its final revision prior to being included as Supplementary Guidance in the Shetland Local Development Plan which is due for adoption by the Council in spring 2013.

Membership

From the outset it was clear that the project needed to involve as many of the stakeholders in the marine environment as was possible without making it too large and unwieldy. Consequently a number of interests are represented by trade associations. Particular individuals were invited onto the Working Group to provide expertise in a specific area of interest.

The current membership of the Advisory Group is:

Association of Shetland Community Councils
Shetland Islands Council (Member representation)
Shetland Islands Council (Coastal Zone Management, Development Planning, Heritage, Ports and Harbours)
Shetland Fishermens' Association
Shetland Aquaculture
Seafood Shetland
Shetland Shellfish Management Organisation
Shetland Amenity Trust (Archaeology)
Shetland Biological Records Centre
Shetland Renewable Energy Forum
Scottish Natural Heritage
Royal Society for the Protection of Birds
BP
Scottish Environment Protection Agency
Fair Isle Marine Environment and Tourism Initiative
Marine Scotland Compliance

**Development Committee****21 June 2012****TRANSPORT NETWORK REDESIGN****Report Number : TP-05-12-F****Presented by : Executive Manager - Transport Planning****Development Services Department
Transport Planning****1.0 Summary**

- 1.1 The purpose of this report is to advise the Committee of the process to redesign Public Transport routes and services in Shetland (including provision of Education) and seek approval for a framework to prioritise services in the event that not all services can be provided within available budgets.

2.0 Decision Required

- 2.1 It is recommended that the Committee: -
- 2.1.1 Consider and comment on the Travel Needs Factors in Section 3.12 and the priority that has been suggested.
- 2.1.2 Agree the proposed process outlined in Appendix 1 of the report, taking account of any comments and views given at this meeting.

3.0 Detail

- 3.1 ZetTrans has functional responsibility for the provision of public bus services in Shetland. This places statutory duty on ZetTrans to develop policies on the provision of local bus services and to provide socially necessary local bus services.
- 3.2 The funding for these services is met predominantly by funding from Shetland Islands Council.
- 3.3 Responsibility for Education Transport is the functional responsibility of Shetland Islands Council.

- 3.4 The budget for provision of these services is £1.182 million for public transport services and £2.660 million for education transport services giving a total cost of £3.842 million excluding internal administration costs.
- 3.5 Under the current contract terms and conditions the costs of services increase each year through the application of a formula based on Retail Price Index and Fuel Prices each year. The following figures show the trend over the past 3 years and an estimate for 2012/13: -
- 2009/10 – 3.85%
 - 2010/11 – 8.62%
 - 2011/12 – 4.3%
 - 2012/13 – 5.3% (Estimate)
- 3.6 This gives a compound effect of a 24% increase in costs over this 4 year period.
- 3.7 As we look ahead to retendering services there are likely to be additional pressures on costs the predominant issues being driver's pay, the cost of meeting the requirements of Certificates of Competence and, of course, continuing high fuel prices.
- 3.8 Against this background there is also a need to reduce the cost of Council services by at least 15% spread over the current financial year and next financial year.
- 3.9 Over the course of a long period of time services in Shetland have been developed on a largely ad hoc basis with little connection between an agreed definition of social need or economic objectives. This has led to an inconsistency in service provision. The redesign process will tackle this.

Policy Root and Branch Review

- 3.10 To address the issues listed earlier it is necessary to carry out a full policy and root and branch review of local bus services provision to enable a redesign of the Public and Education transport services within Shetland. Social Care services are currently tendered on an annual basis and due to constraints on resources will be tackled in a second review process starting later in the year.
- 3.11 The review of services will comprise five core areas: -
1. Establish and agree the factors that influence the travel needs throughout Shetland (Travel Needs Factors).
 2. Establishing and agree what constitutes socially necessary services.
 3. Establish and agree what is required by statute.
 4. Define a network of routes of services (including levels of service).
 5. Provide a framework within which unsustainable or unaffordable cost increases can be addressed to ensure no area of Shetland is left without essential travel options.

Travel Needs Factors (TNFs)

- 3.12 Over the course of the past two years a great deal of data has been gathered through Area Transport Forums and STAG studies. From this research it can be determined that the following factors define the need to travel: -
1. Work
 2. Education (primary, secondary, further and higher education).
 3. Access to Health and Social Care.
 4. Access to shops.
 5. Access to social and leisure opportunities.
 6. Access to external transport links.
- 3.13 There is also a seventh factor to take into account and that is tourism.
- 3.14 From our research the order in which the TNFs are listed is also the priority that communities place upon travel.

Review and Redesign Process

- 3.15 Appendix 1 to this report outlines the review and redesign process.
- 3.16 The process is designed to allow time to engage with communities and also allow formal decisions to be taken by ZetTrans and Shetland Islands Council.
- 3.17 The aim of the review is to create a more efficient network of transport routes and services that should lead to opportunities that enable transport operators to package contracts in the most cost effective manner.
- 3.18 However, bearing in mind the upward cost pressures highlighted earlier in this report, there is a risk that the cost of transport contracts could rise.
- 3.19 In this respect we will prepare a framework that will enable ZetTrans and Shetland Islands Council to objectively consider and select contracts that will not be let should the overall budget be exceeded.
- 3.20 The details of this framework are not yet developed but in principle it will be based on an agreed priority and equity of access to travel needs combined with an agreement on what is critical to Shetland's strategic priorities. This will be developed and reported to ZetTrans/ Shetland Islands Council in the September cycle.

4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities

Development of a sustainable public transport network contributes to the "Stronger" section of the Community Plan and also the Corporate aim to use resources sustainably.

4.2 Community /Stakeholder Issues

Consultation and engagement throughout Shetland indicates that there is an inconsistent level of provision that communities feel needs to be addressed in order that essential travel needs can be met.

There will be further engagement with Communities during the course of the review and redesign process.

4.3 Policy And/Or Delegated Authority

In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations the Development Committee has responsibility for Transport Planning.

4.4 Risk Management

If the Council cannot reach a sustainable position in relation to its expenditure then there are long term risks to the Council's capacity to deliver necessary services. In addition to this, if the review of Public Transport Services is not sufficiently thorough and based on robust appraisal and evidence then there is a significant risk of unpredicted economic and social consequences that in turn bring risks to individual communities as well as Shetland's overall economic and social well being.

4.5 Equalities, Health And Human Rights

To be addressed during the course of the review.

4.6 Environmental

To be addressed during the course of the review.

Resources

4.7 Financial

The costs of carrying out the review and redesign process will be met from within approved budgets.

4.8 Legal

There will be a need for input from the Council's Governance and Law Service in the development of procurement strategies and contract documents.

4.9 Human Resources

None

4.10 Assets And Property

None

5.0 Conclusions

- 5.1 The Council's Transport Planning Service is undertaking a root and branch review of public transport and education transport routes and services with the aim of creating a more efficient set of services.
- 5.2 This work will take over the course of the summer and it is anticipated that new contracts will be awarded in March 2013.

For further information please contact:
Michael Craigie, Head of Service, Transport
01595 744160, Michael.craigie@shetland.gov.uk
12 June 2012

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Appendix 1 – Shetland Transport Network Review and Redesign Process

END

Shetland Transport Network Review and Redesign Process

Step 1 – Map the current network in terms of services provided and identify levels of access to travel needs factors. (Underway)

Step 2 – Identify and understand the differences across Shetland in terms of access travel needs factors. (Underway)

Step 3 - Develop and agree policy on access to travel needs factors (mid June 2012).

Step 4 – Develop and agree first draft of revised network and service levels for all areas of Shetland (end June 2012).

Step 5 – Consult communities/ stakeholders on first draft (during July 2012).

Step 6 – Refine network and services dependent on feedback (mid August 2012).

Step 7 – Construct route and service specifications (to report to ZetTrans/ Shetland Islands Council in September).

Step 8 – Review and agree fare structure (to report to ZetTrans/ Shetland Islands Council in September).

Step 9 – Prepare contract documents and tender services (to be issued 9 November).

Step 10 – Review and assess tenders (4 January 2013 to end January 2013).

Step 11 – If tenders are over budget then report to Committee with framework of cost cutting measures based on priority of travel need factors. (February 2013)

Step 12 – Award contracts (1 March 2013). New contracts come into effect on 13 August 2013. The lead in period is to allow operators to acquire new vehicles where required.

Once all this complete we will develop the public information systems to support the introduction of the new network of routes and services bearing in mind there will be over five months between contract award and implementation of new services.