

**Harbour Board****28 March 2013****Infrastructure Services Directorate Plan****P&H-10-13F****Director of Infrastructure Services****Infrastructure Services
Department****1.0 Summary**

- 1.1 This report presents the draft Infrastructure Services Directorate Plan as it pertains to the functional responsibilities of the Harbour Board which sets the policy and performance management framework for the directorate and outlines the aims, objectives and actions for the financial year 2013/14.
- 1.2 The Directorate Plan is aligned to the Council's agreed budget strategy and will be fully integrated with the new Shetland Single Outcome Agreement / Community Plan and the SIC Corporate Plan 2013-2018 / Change Management Programme as they are brought to Council in the June meeting cycle.
- 1.3 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:
 - 2.1.1 review and discuss the contents of the Draft Directorate Plan as it pertains to the functional responsibilities of the Harbour Board;
 - 2.1.2 endorse the contents of the Plan; and
 - 2.1.3 approve the priorities for the Infrastructure Services Directorate for the financial year 2013/14 as set out in the Plan.

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.

- 3.2 The draft Directorate Plan 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 it pertains to the functional responsibilities of the Harbour Board and approve the priorities for Infrastructure Services for the 2013/14 financial year.
- 3.4 Quarterly progress reports will be submitted to this 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 – Consultation with customers and other stakeholders is on-going as an integral part of each aspect of service delivery.
- 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 Infrastructure 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's priorities within its resources. 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:

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19 March 2013

List of Appendices

Appendix 1 – Draft Infrastructure Services Directorate Plan as it pertains to the functional responsibilities of the Harbour Board

INFRASTRUCTURE SERVICES DIRECTORATE PLAN

2013/14

Infrastructure Services Directorate Plan

ABOUT US.

The Infrastructure Directorate comprises the functions of environmental health and trading standards, waste collection, waste management, street cleansing, burial grounds, ferry operations, ports and harbours, roads, building services, fleet management unit, transport operations, and environment and energy.

This Directorate Plan provides an overview of the key objectives and aims for the Infrastructure Directorate over the next year. Detailed Plans for each service are included in the attached annexes. These encompass resources, benchmarking, service risks and standards as well as key issues within each service.

The Directorate has 491 full time equivalent staff and annual revenue expenditure of £ 42.2 million and a capital budget of £4.4 million. As detailed below:

Service	Number of Staff (FTE)	Gross Revenue Expenditure Budget (£)	Revenue Income Budget (£)	Net Revenue Budget (£)	Net Capital Budget (£)
Directorate	16.40	617,916	-500	617,416	0
Building and Transport Operations	63.11	1,909,202	-146,265	1,762,937	460,000
Environment Services	89.64	7,270,594	-3,239,794	4,030,800	45,000
Ferry Operations	140.69	12,169,974	-2,114,580	10,055,394	805,143
Ports and Harbours	101.12	15,175,845	-15,398,253	-222,408	2,079,156
Roads	79.48	5,063,878	0	5,063,878	1,053,250
Infrastructure Services Total	490.44	42,207,409	-20,899,392	21,308,017	4,442,549

GOVERNANCE ARRANGEMENTS

The Directorate’s key governance arrangements comprise reporting to the following Council Committees namely:

- Environment and Transport Committee
- Harbour Board
- Licensing Board and Licensing Committee

DIRECTORATE PURPOSE

The Directorate is committed to supporting the Councils Corporate Purpose of:

- **“Securing the Best for Shetland”**

OUR VALUES

Infrastructure Services Directorate has adopted the following values to reflect how we will work together:

· Customer focused	· Honesty	· Trust
· Fairness	· Integrity	· Hardworking/conscientious
· Openness and transparency	· Respect	· Positive attitude

<i>WHAT WE ACHIEVED LAST YEAR</i>	
The main achievements across the Directorate in 2012-13 were as follows:	
· Completed and reported to Council the Inter Island Ferry Review identifying savings of £3.1 million.	· Completed and implemented the review of Street Cleansing delivering savings of £19K in 12/13 and £45k in a full year
· Completed and implemented Winter Roads Maintenance Review delivering savings of £375K.	· Completed and reported to Council the Review of off street car parking in Lerwick
· Completed and reported to Council the Review of Public Toilets identifying savings of £64K.	· Developed and Piloted a zero based activity costing model to align resources with SOA priorities
· Completed and reported to Council the Review of Tingwall Airport identifying savings of £120K	· Building Services team member awarded National Apprentice of the Year Award
· Completed and reported to Council the Review of Community Skips identifying savings of £70K	· Completed and Implemented a Review of Nieghbourhood Support Worker Service Saving £40K
· Completed and Reported to Council the Review of Viking Bus Station identifying savings of £40k	· Achieved first in water excnagne of a ferry thruster unit. Introduced in house thruster overhauls.
· Completed and implemented the Review of Street Lighting delivering savings of £25K	· Achieved successful renewal of Ferries Document of Compliance.
- Completed Aith - Bixter £1.5 million road Improvement scheme	- Completed review of A and B road Speed Limits

<i>AIMS FOR 2013-14.</i>	
· We will improve our customer relationships by seeking feedback and responding to what they tell us by implementing service changes where possible.	· We will work together within the directorate and with other council departments.
· We will communicate with customers, elected members, community councils and other partners on service provision and change.	· We will deliver a balanced budget in 2013-14.
· We will undertake self evaluation and benchmarking in order to be ready for BV2.	· We will continue to develop a medium term budget strategy for 2013/14 through to 2016/17 so that the Directorate meets its target operating budget of £18.6 million in 2015/16.
· We will set standards for core activities that are deliverable from the resources available and develop Policies to reflect this.	· We will be open and honest about what is achievable within the resources available, where we can not provide a service we will seek to explain our decisions.
· We will implement service review outcomes to ensure they are delivered on time with savings targets met.	· We will have a sound performance management system in place.
· We will support staff to manage change by communicating reasons for change and keep staff informed throughout the process.	- We will establish a quarterly liaison group between Infrastructure management and Trades Union representatives to improve communication.

DIRECTORATE WIDE OUTCOMES AND OBJECTIVES.

Note each Action/Objective should be **SMART** e.g. **S**pecific - (says what the team will do/deliver). **M**easurable - (shows how you are going to measure the achievement). **A**ttainable - (accomplishing the objective is within the teams realm of authority and capabilities). **R**ealistic - (the objective/action is practical, results orientated, deliverable and relevant). **T**ime Bound - (specify when the action/objective needs to be completed).

Each service has specific objectives. The following relate to the overall Directorate purpose and aims and our specific contribution to the Corporate Improvement Plan.

Action Ref	Outcome for the Customer	Objective	Action	Alignment with Corporate Plans			Targets	Timescales	Progress			
				SOA Ref	IP Ref	CP Ref			Q1	Q2	Q3	Q4
ISA1	Reduced cost to the Tax Payer of management support and clearer lines of reporting	To provide a management structure which maximises synergies and has clear lines of accountability	Complete Restructure of Infrastructure Services to meet the requirements of the MTFP	3.1, 3.2, 3.3	6.5 7.1		Structure Implemented	Aug-13				
ISA2	Reduced Costs to the Tax Payer of Ferry Operations whilst minimising the impacts to the Shetland Community	To reduce the operating cost of the Inter Island Ferry service whilst minimising the impact on Shetlands communities	Implement the Outcome of the Inter Island Ferry Review	3.1, 3.2, 3.3, 13	6.5		Changes Implemented	Mar-14				
ISA3	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	To reduce the operating costs to the tax payer by transferring assets to other organisations	Implement the Public Toilet Service Reviews	3.1, 3.2, 3.3	6.5		Changes Implemented service provision maintained by community.	Jul-13				
ISA4	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	Deliver an alternative model of service provision which meets the need of the travelling public	Implement the Viking Bus Station Service Review	3.1, 3.2, 3.3, 13	6.5 8		Changes Implemented and service provision maintained by private or voluntary sector.	Jul-13				
ISA5	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	Ensure that the airport remains compliant with CAA requirements but that staffing costs are kept to a minimum	Implement The Tingwall Airport Service Review	3.1, 3.2, 3.3, 13	6.5		Changes Implemented	Jul-13				
ISA6	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	Reduce the both the number and total cost of ownership of the Councils vehicle fleet	Complete and Implement the SIC Vehicle Fleet Review	3.1, 3.2, 3.3	6.5 8		Review completed and approved by Council and Fleet downsized	Mar-14				
ISA7	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	Ensure that the bulky uplift scheme is operational to replace community skip schema and monitor operation and report back to council after first six months	Implement and Review a Bulky Uplift Scheme	3.1, 3.2, 3.3, 14	6.5		Implemented April 13 and Reviewed Sept 13	Sep-13				
ISA8	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	To achieve additional savings whilst minimising impacts to customers to ensure that the targets in the MTFP are achieved	Identify Additional Savings to move the Directorate to a position of Financial Sustainability	3.1, 3.2, 3.3	6.5		Additional Savings Identified to reduce the Directorate Budget to £18.6 million.	Sep-13				

ISA9	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	Ensure that the public sector in Shetland is making the most efficient use of resources in managing its asset.	Progress Joint Working With NHS for non domestic estate management	3.1, 3.2, 3.3	6.5 8 9.3		Review recharge mechanisms for both organisations and develop joint working model	Jan-14				
ISA10	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	To identify synergies between similar services and reduce the cost of service provision	Review Grounds Maintenance functions across the Council	3.1, 3.2, 3.3, 14	6.5 8		Review Completed and Reported To Council	Jan-14				
ISA11	Increased Economic activity in Shetland Ports from West of Shetland Oil and Gas and Marine renewables.	To ensure that the Council understand the future potential economic benefit which could be gained for its ports.	Develop Medium/Long term business plans for Scalloway and Sullom Voe Harbours	1, 3.1, 3.2, 3.3	6.5 8		Plan Developed and approved	Mar-14				
ISA12	Public Assets are maintained to affordable levels	To maintain Assets which are the responsibility of Infrastructure Services in a risk managed and affordable manner	Implement the Infrastructure Services Asset Investment Plan	13	6.5 8		Deliver Identified Schemes within the Asset Investment Plan to agreed budget	Mar-14				
ISA13	Customers will be able to clearly understand the service levels provided	To communicate to customers what we will and wont do so that they are clear on what they can reasonably expect from the Council	Develop Clear Policies for Services reflecting the Requirements of the Medium Term Financial Plan	3.1, 3.2, 3.3	3 6.5		Develop and report to Council a programme of Policies aligned to resources	Mar-14				
ISA14	Reduced costs to the tax payer whilst minimising the impact to the Shetland Community	To manage service delivery across the Directorate to ensure that as a Directorate we deliver a balanced budget for 2013/14	Deliver Services to the agreed budget for the Directorate	3.1, 3.2, 3.3	6.5		Directorate Services delivered to agreed budget +/- 1%	Mar-14				
ISA15	Reduced overhead costs for taxpayer and improved service delivery including legal compliance.	To deliver and manage the Carbon Management Plan for Council to reduce emissions and costs to taxpayer.	Develop a Climate Change Implementation Plan	15	11.1 11.2		Plan Approved by Council	Mar-14				

Progress Against Action Plans						
Directorate Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Directorate Service Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Building and Transport Operations Service Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Environmental Services Service Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Ferry Operations Service Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Ports and Harbours Service Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Roads Service Plan Actions	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0
Total	Total	Red	0	0	0	0
		Amber	0	0	0	0
		Green	0	0	0	0

LINKS TO NATIONAL AND LOCAL STRATEGIC PLANS AND FRAMEWORKS.

The Infrastructure 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 Improvement Plan. Specific issues relating to the Directorate include:

A number of National strategic objectives and the local equivalent within the Community Plan pertain to the Directorate. These strategic objectives lead to a range of National and Local indicators which are also pertinent including:

<ul style="list-style-type: none"> Reduce deaths and serious and slight injuries on Shetland’s roads; 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions (sustainability):
<ul style="list-style-type: none"> Improve people’s perceptions about the crime rate and antisocial behaviour in their area; 	<ul style="list-style-type: none"> Reduce Shetland’s carbon footprint;
<ul style="list-style-type: none"> Improve people’s perceptions of their neighbourhood; 	<ul style="list-style-type: none"> Reduce the amount of waste generated:
<ul style="list-style-type: none"> Minimise transport restrictions; 	

KEY PERFORMANCE INDICATORS					
	Council Wide Indicators / Measures	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
ISP1	Full-time equivalents in Infrastructure Services - Contracted Hours only	Monthly from Covalent	March 2013 FTE Count	Reduction in line with MTFP	
ISP2	Days lost due to sickness in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Improvement on previous year	
ISP3	Days lost due to long-term sickness in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Improvement on previous year	
ISP4	Days lost due to short-term sickness in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Improvement on previous year	
ISP5	Percentage rate of sickness in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Less than 4% and Improvement on previous year	
ISP6	Overtime Cost in Directorate - Infrastructure Services (non-contractual)	Monthly from Covalent	Budgeted Levels	At or Below Budget	
ISP7	Overtime Hours in Directorate - Infrastructure Services (non-contractual)	Monthly from Covalent	Budgeted Levels	At or Below Budget	
ISP8	Employee Mileage/Vehicle Cost in Directorate - Infrastructure Services	Monthly from Covalent	Budgeted Levels	At or Below Budget	
ISP9	Employee Miles Claimed in Directorate - Infrastructure Services	Monthly from Covalent	Budgeted Levels	At or Below Budget	
ISP10	Incident Notifications (PINS) in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Monthly Average less than 2.75 minor incidents	
	Service Indicators / Measures	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
ISP11	Tonnes of CO2 produced by Council Operations	Quarterly - Energy and Environment Team			
ISP12	Council’s Energy Consumption kWh	Monthly - Energy and Environment Team			
ISP13	Tones of Waste Collected	Monthly - Waste Management Team			
ISP14	Waste diverted from landfill	Monthly - Waste Management Team			
ISP15a	Number of Scheduled ferry crossings that were disrupted by cause	Monthly - Ferry Operations	Weather		
ISP15b		Monthly - Ferry Operations	Other		
ISP16a	Number of days of road closures broken down by cause	Monthly - Roads Service	Repairs		
ISP16b		Monthly - Roads Service	Utilities		
ISP16c		Monthly - Roads Service	Third Parties		
ISP17a	Number of days Tingwall Airport was closed during operating hours	Monthly - Transport Operations	Weather		
ISP17b		Monthly - Transport Operations	Other		
ISP18a	Reduce deaths and injuries on Shetland’s roads (rolling	Monthly - Roads Service	KSI		

ISP18b	average over five years)	Monthly - Roads Service	All Accidents		
ISP19a	Improve the community’s perception of their neighbourhood	Monthly Environmental Health	Noise complaints		
ISP19b		Monthly Environmental Health	Dog complaints		
ISP19c		Monthly Environmental Health	Litter Complaints		
ISP19d		Monthly Environmental Health	Dog Fouling Complaints		
ISP19e		Monthly Environmental Health	Antisocial behaviour complaints		

Services within the Directorate also have to comply with specific legislative requirements; these are referred to in the relevant service plans. The Infrastructure Directorate has a lead role in a number of Council-wide strategies and plans.

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 range from ISO 9001: 2008 demonstrating efficiency and customer satisfaction, Food Standards Agency Audits, Food and Veterinary Office missions, Peer Review, compliance with Marine Safety Code and SCOTS roads condition maintenance survey.

During 2012/13 the Directorate intends to assess itself against “How Good is Your Council” and relevant Best Value Toolkits.

EXTERNAL ENGAGEMENT.		
External engagement is key to our success and the Objectives detail how we will improve in 2012/13. The table below outlines some of the key external engagement activities for 2012/13		
Project	Engagement	Timeline
Post implementation review of Ferry Review changes.	Community representatives and stakeholders.	Ongoing and review scheduled for six monthly.
Implementation of Service Reviews	Community representatives and stakeholders.	Ongoing
Implementation of Asset Investment Plan	Public, Community Councils, Elected members and Stakeholders as required.	Ongoing
Roads Customer Satisfaction Survey	Community Councils and Elected Members	April
Implementation of Service Reviews and restructuring	Trades Unions and Staff	Ongoing

ACTION PLANS FOR 2012-13.

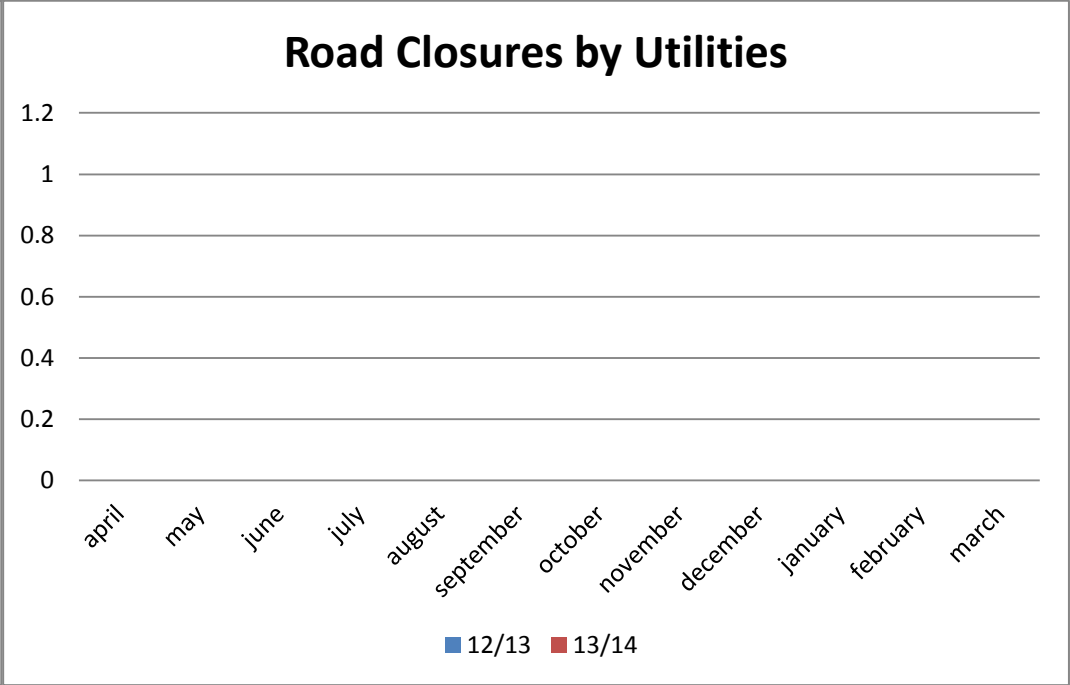
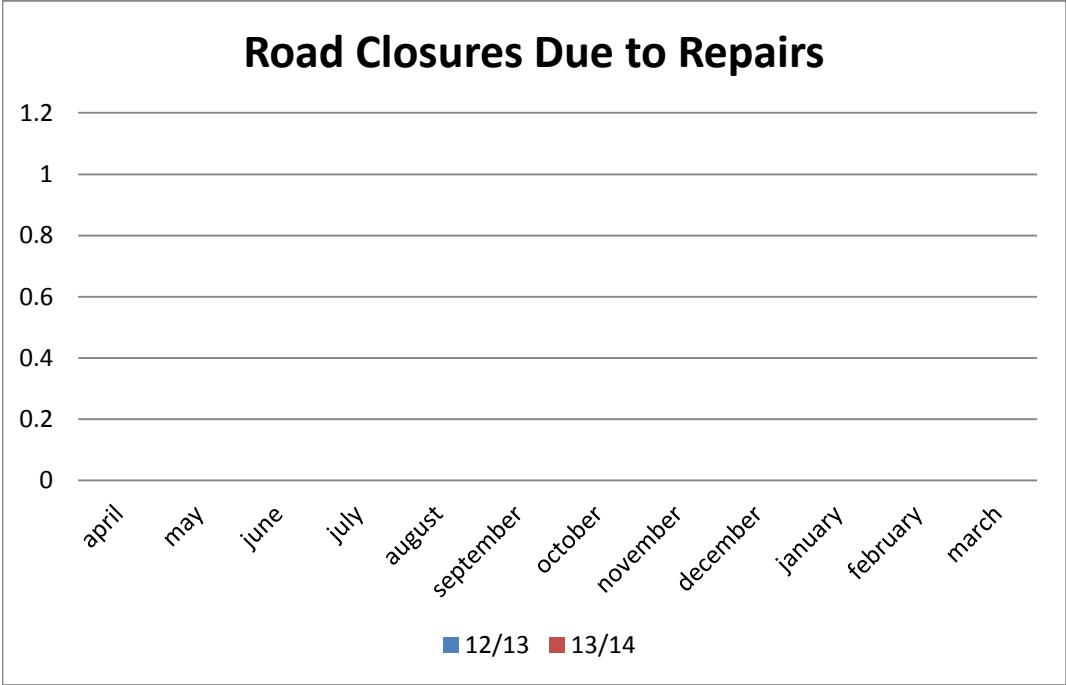
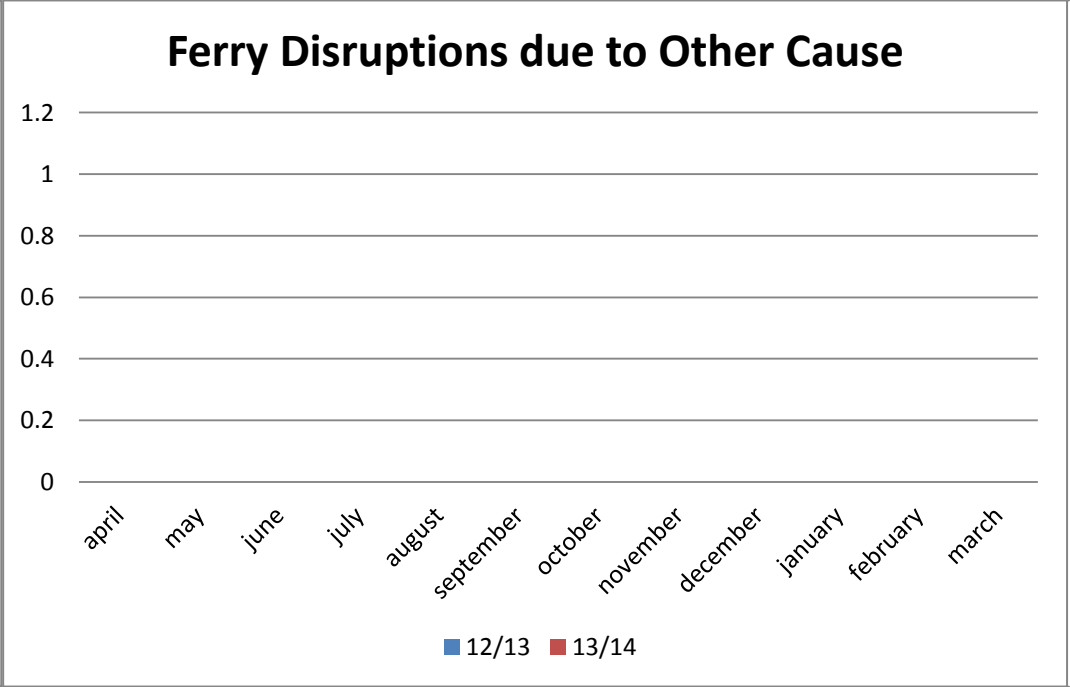
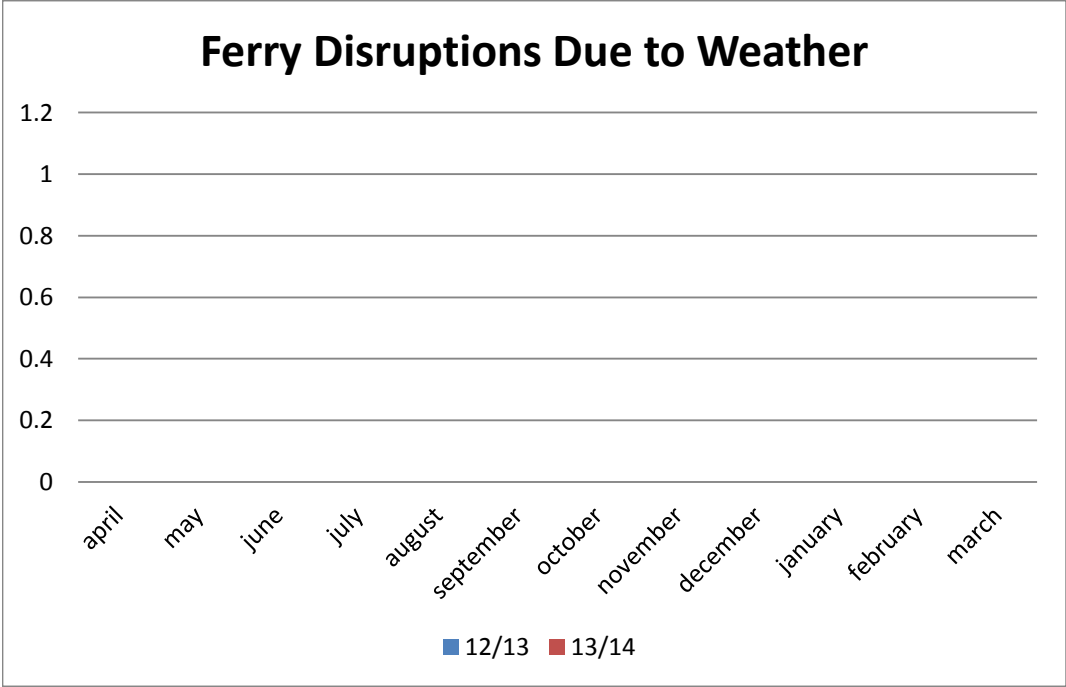
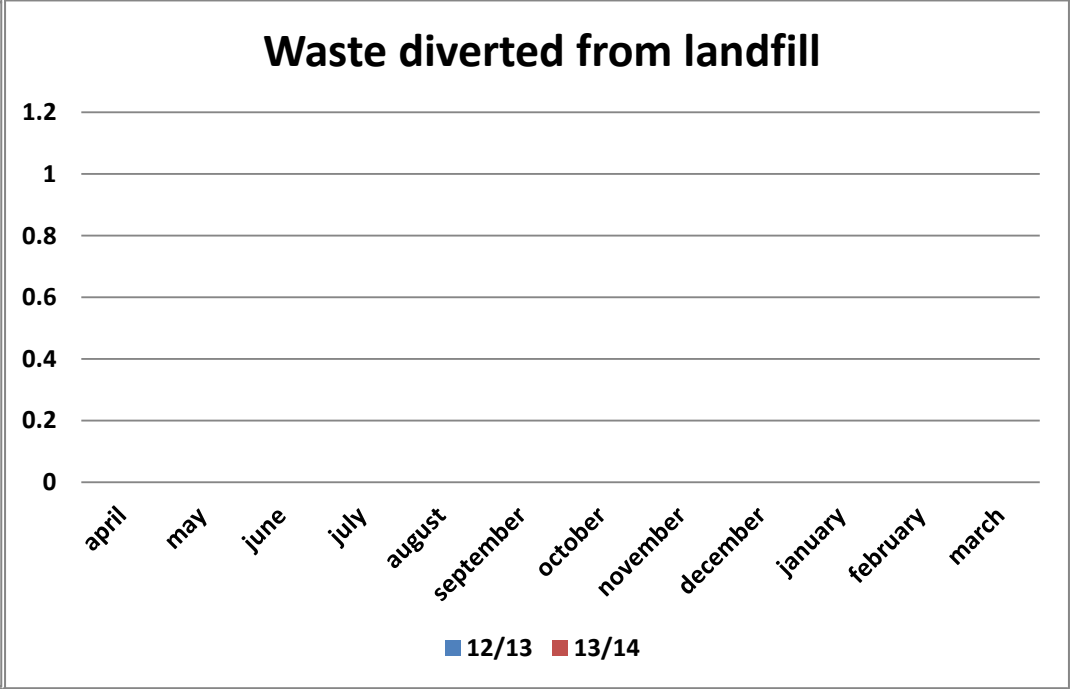
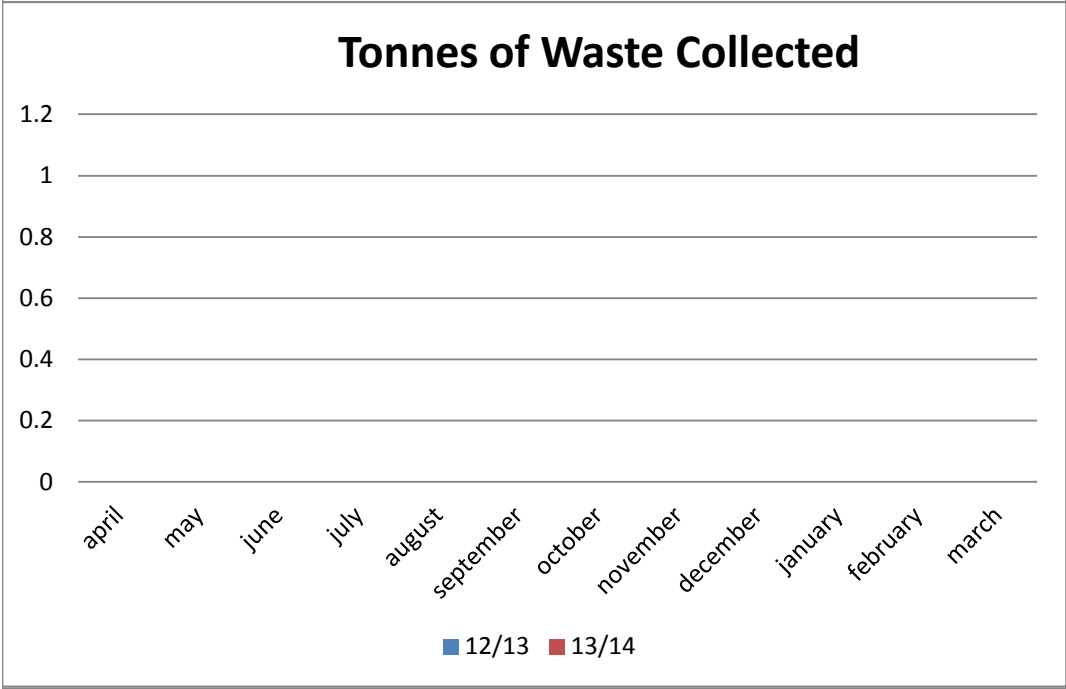
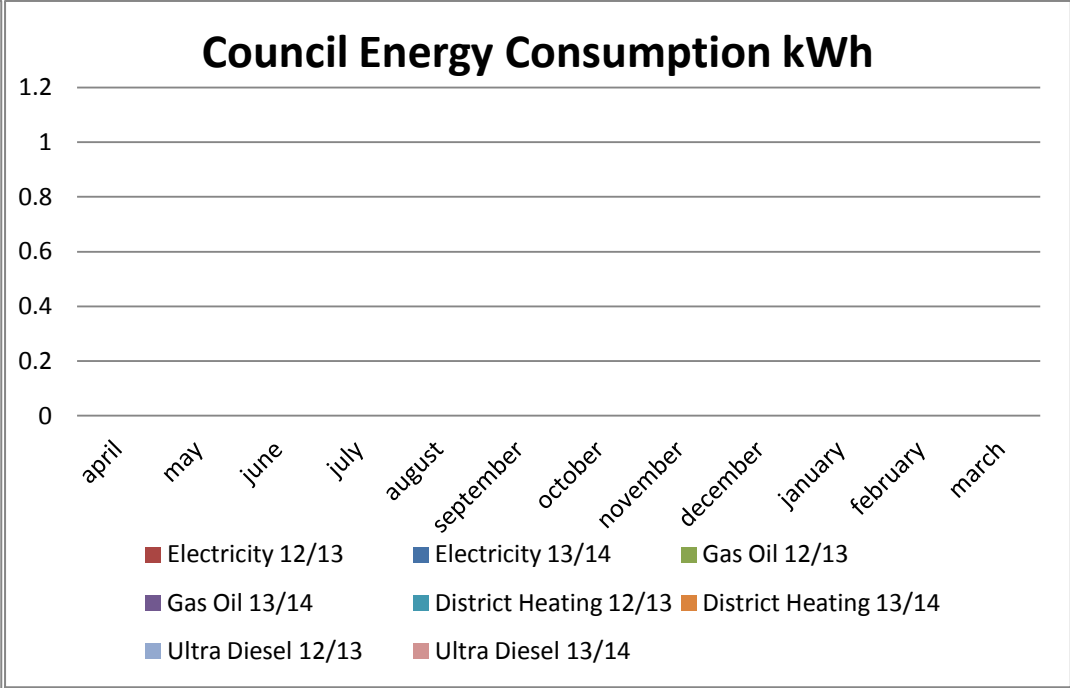
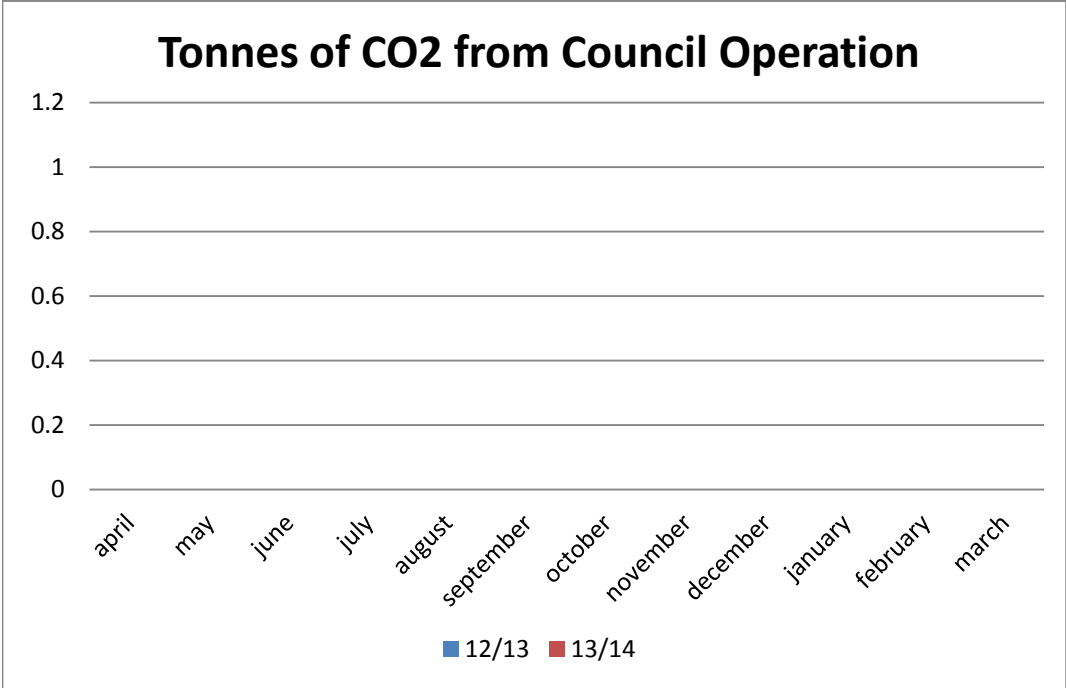
Detailed action plans for each service are annexed to this document and detail the outcomes, objectives and actions for each service with respect to Improvements, business as usual, budget actions and additional risk ma

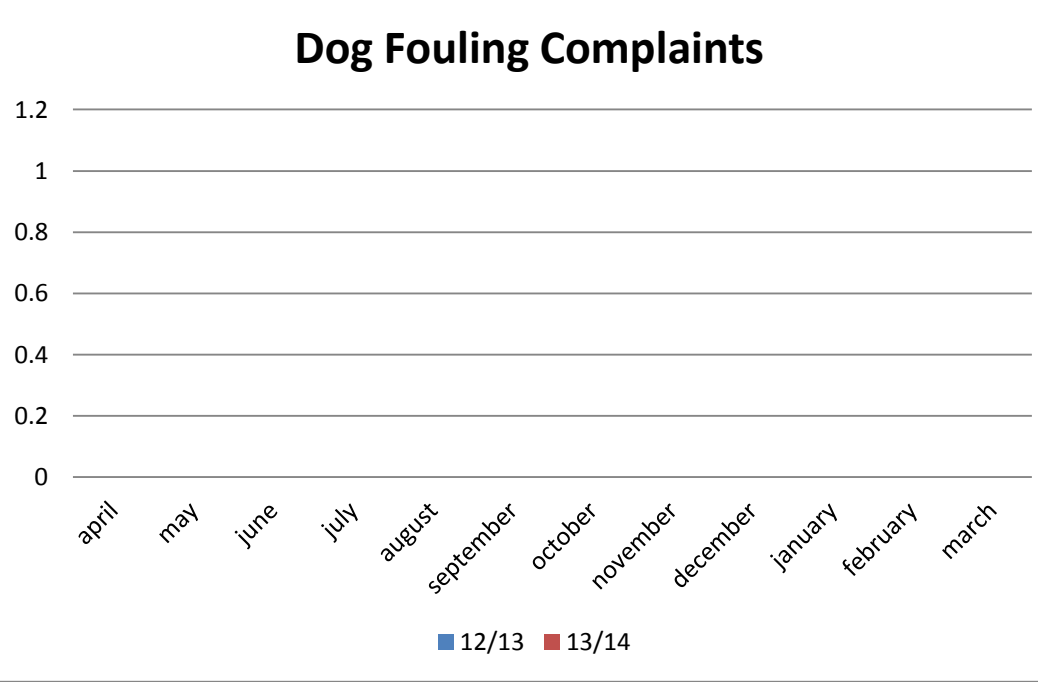
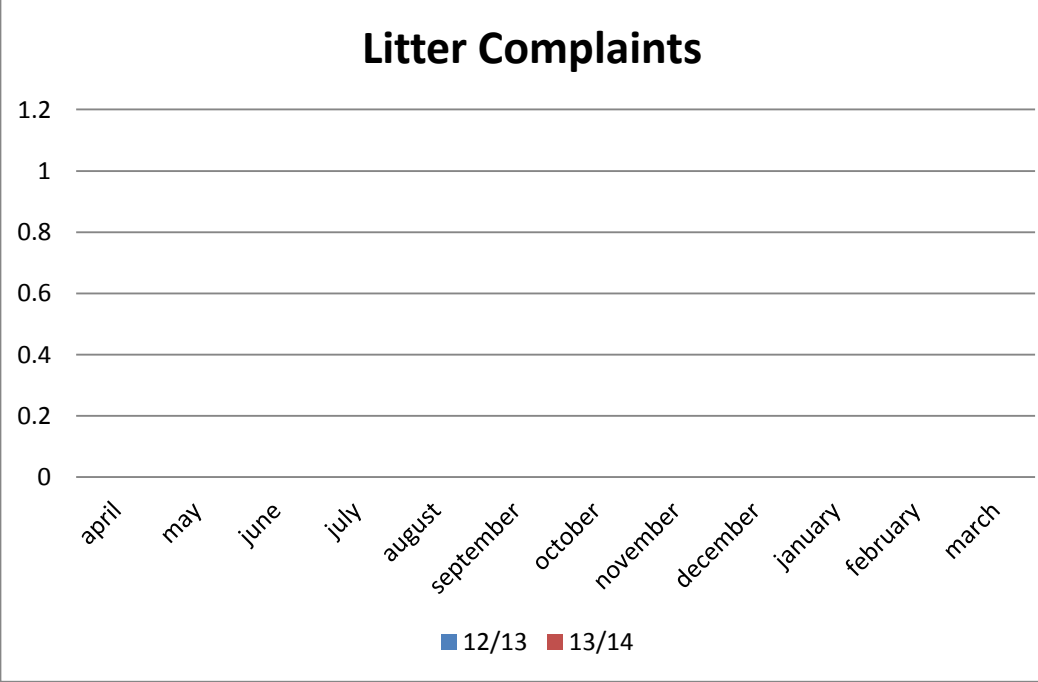
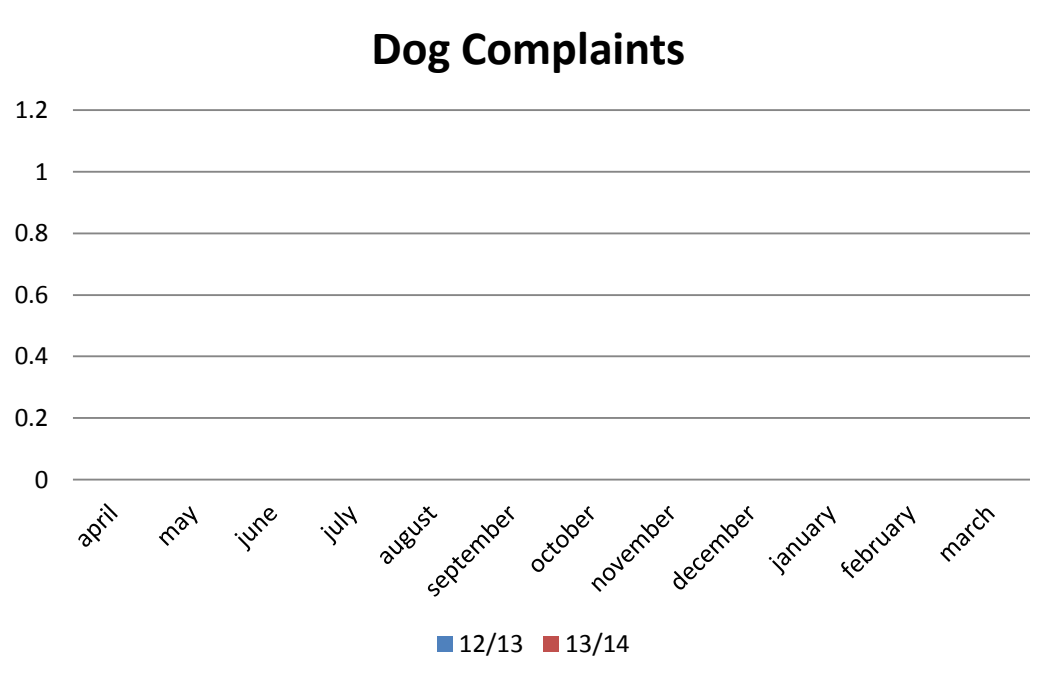
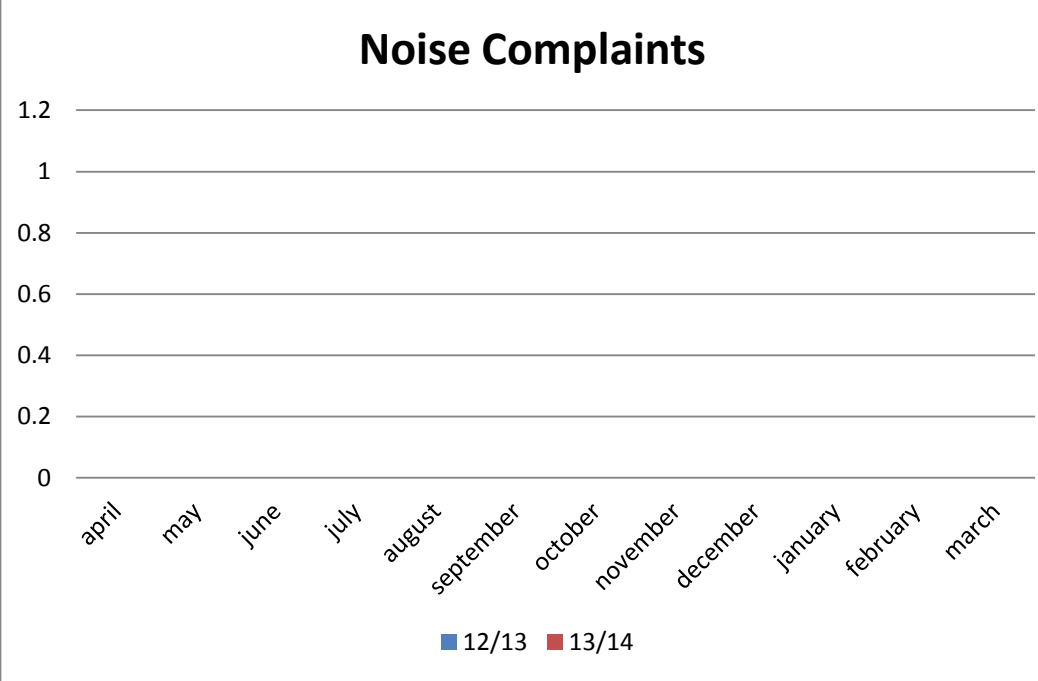
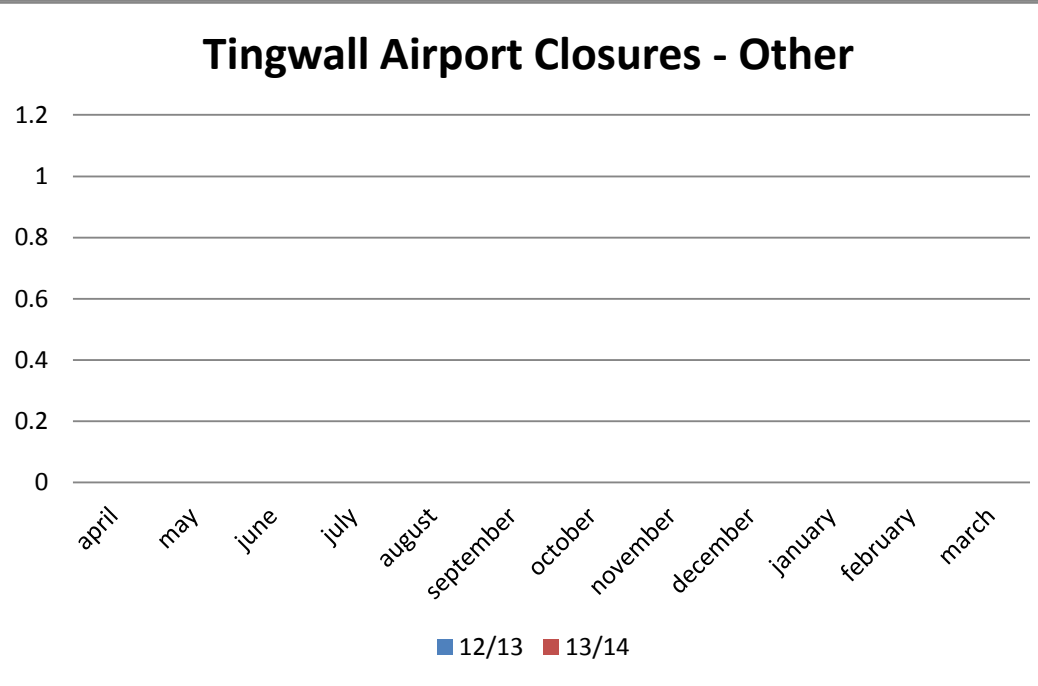
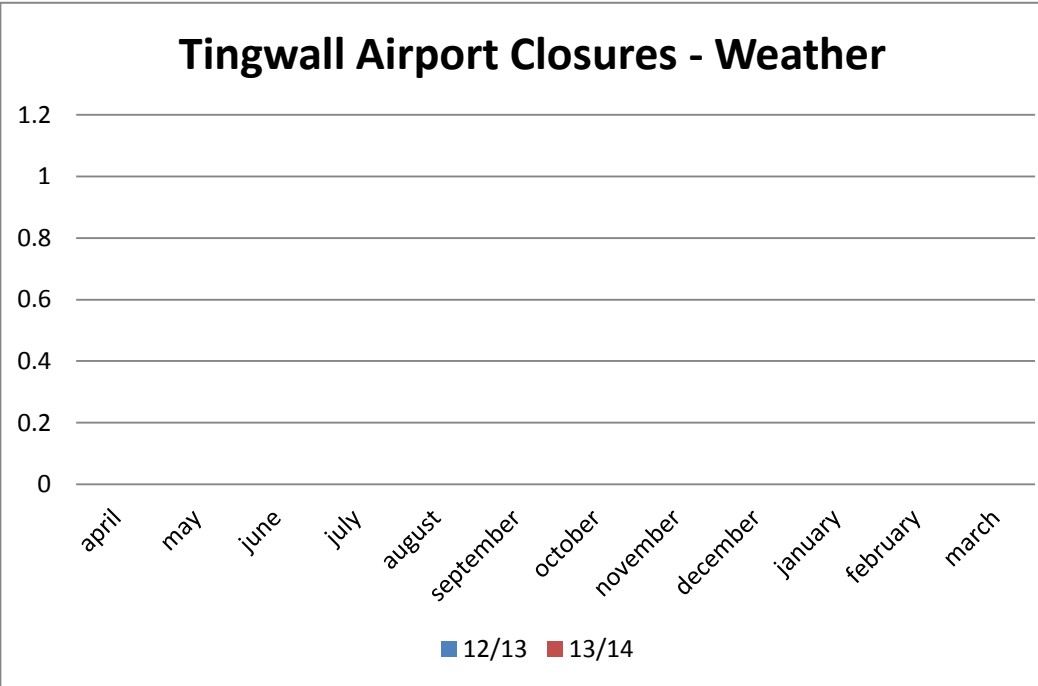
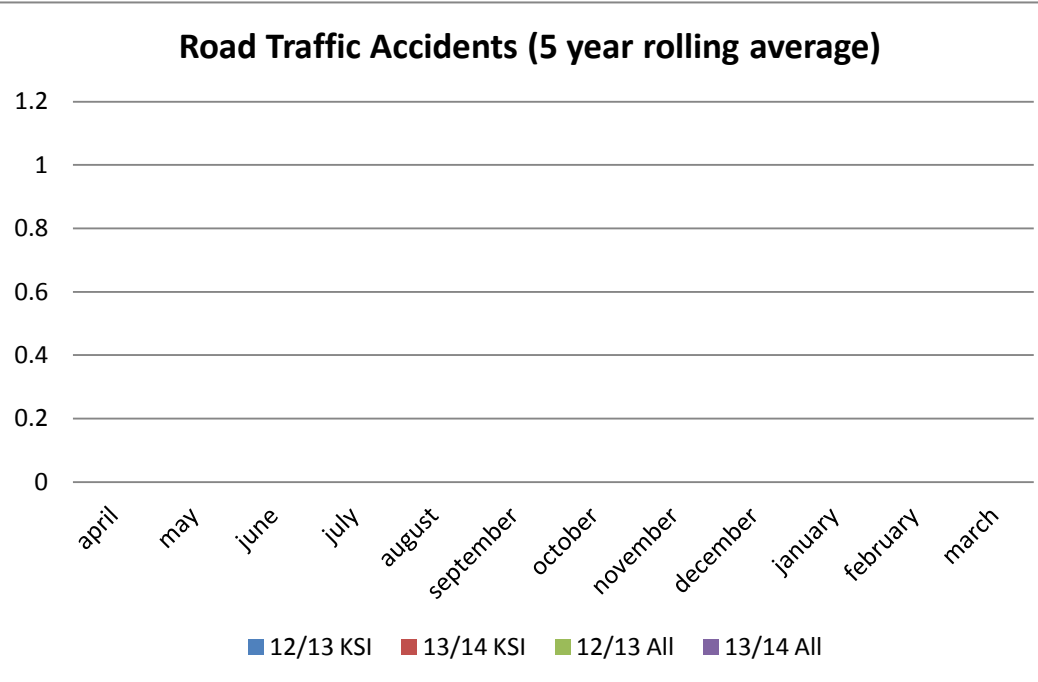
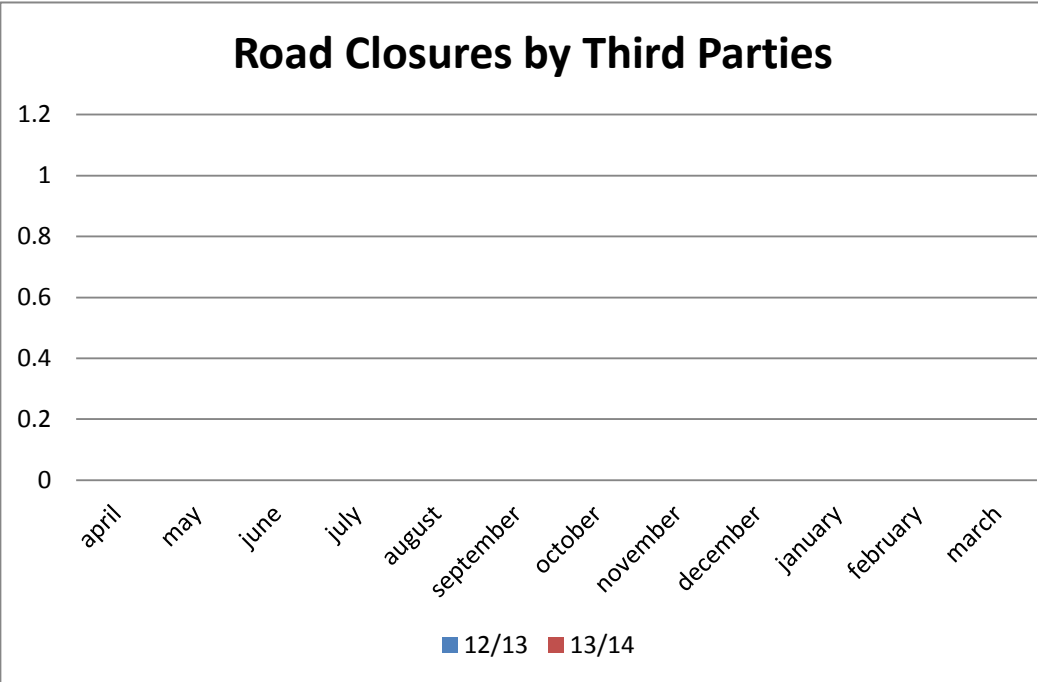
DIRECTORATE PERFORMANCE DATE

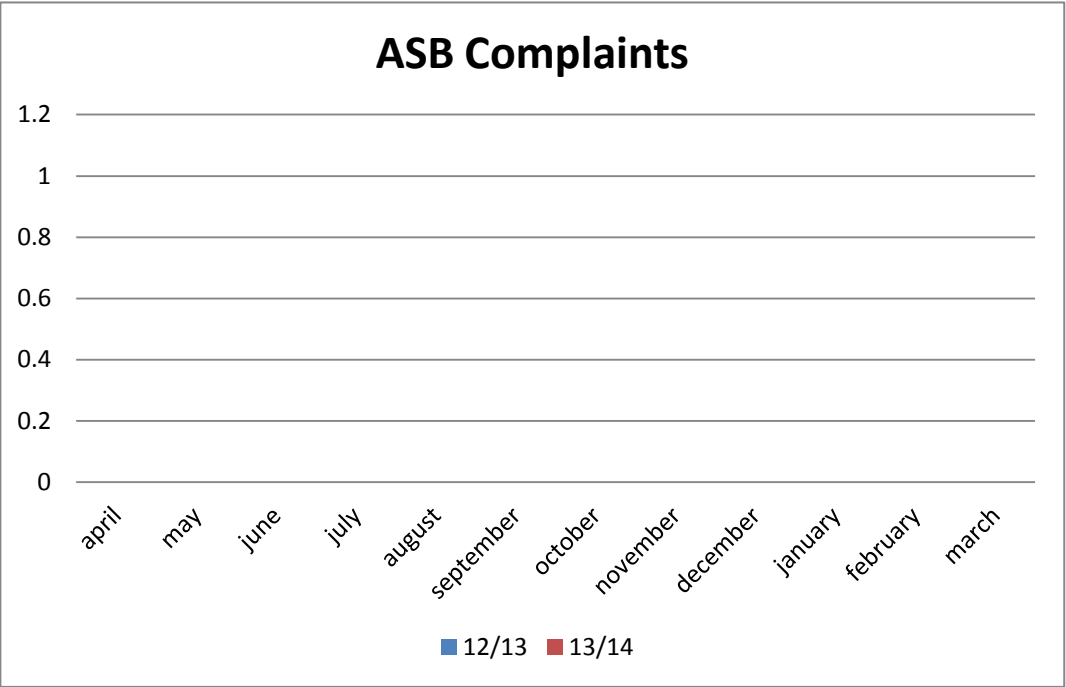
Indicator		Year	april	may	june	july	august	september	october	november	december	january	february	march
Tonnes of CO2 produced by Council Operations (excluding transport)	- Baseline:	12/13												
		13/14												
Council Energy Consumption kWh	Electricity	12/13												
	Electricity	13/14												
	Gas Oil	12/13												
	Gas Oil	13/14												
	District Heating	12/13												
	District Heating	13/14												
	Ultra Diesel	12/13												
	Ultra Diesel	13/14												
Tonnes of Waste Collected	-tonnes	12/13												
		13/14												
Waste Diverted to from Landfill	-tonnes	12/13												
		13/14												
Number of Scheduled ferry crossings that were disrupted by cause	- Weather	12/13												
		13/14												
	- Other	12/13												
		13/14												
Number of days of road closures broken down by cause	- Repairs	12/13												
		13/14												
	- Utilities	12/13												
		13/14												
	- Third Parties	12/13												
		13/14												

Number of days Tingwall Airport was closed during operating hours	- Weather	12/13												
		13/14												
	- Other	12/13												
		13/14												
Reduce deaths and injuries on Shetland’s roads (rolling average over five years)	- KSI	12/13												
		13/14												
	- All Accidents	12/13												
		13/14												
Improve the community’s perception of their neighbourhood	- Noise complaints	12/13												
		13/14												
	- Dog complaints	12/13												
		13/14												
	- Litter Complaints	12/13												
		13/14												
	- Dog Fouling Complaints	12/13												
		13/14												
	- Antisocial behaviour complaints	12/13												
		13/14												

Infrastructure Services Directorate Performance Graphs







PORTS AND HARBOURS SERVICE PLAN

2013/14

Service		Ports And Harbours													
	Section Purpose " <i>Securing The Best For Shetland</i> " by;				Best Value Toolkits / Indicator Guidance				Responsible Officers						
	Providing Safe, Complaint and Efficient Ports and Harbour Services				Port and Marine Safety Code, SOLAS, IMO				Bill Davidson - Interim General Manager - Ports and Harbours Colin Reeves - Acting Harbour Master Andrew Inkster - Port Engineering Team Leader Winston Brown - Marine Engineering Team Leader Peter Morgan - Deputy Harbour Master/Operations Manager Sheena Summers - Business Support Manager						

Service Action Plan

Note each Action/Objective should be **SMART** e.g. **S**pecific - (says what the team will do/deliver). **M**easurable - (shows how you are going to measure the achievement). **A**ttainable - (accomplishing the objective is within the teams realm of authority and capabilities). **R**ealistic - (the objective/action is practical, results orientated, deliverable and relevant). **T**ime Bound - (specify when the action/objective needs to be completed).

Business Activity Ref	Business Activity	Action Ref	Outcome for the Customer	Objective	Action	Alignment with Corporate Plans			Targets	Time Scales	Progress				Resources	
						SOA Ref	IP Ref	CP Ref			Q1	Q2	Q3	Q4	FTE	Budget
PHA1	Pilotage operations, Sullom Voe		None	To rebalance the consolidated charges to ensure that each function breaks even	Review Pilotage and Boarding and Landing Charges and develop proposals so that pilotage accounts break even				Proposals reported to Harbour Board	Feb-14					5.22	-£20,245
			Port remains safe and compliant with PMSC	To ensure succession planning in view of age profile of existing pilots	Consider training of new pilots				Succession Plan In Place	Jan-14						
			Port remains safe and compliant with PMSC	Provide a reliable service	Provide ongoing Pilotage service on request.				95% of service requests met	Mar-14						
			Port remains safe and compliant with PMSC	Ensure trained and competent Pilots	Undertake VTS and pilotage refresher training				Training completed	Mar-14						
PHA2	Pilotage operations, Scalloway		Port remains safe and compliant with PMSC	Provide a reliable service	Provide ongoing Pilotage service on request.				95% of service requests met	Mar-14					0.78	£63,588
PHA3	Towage services, berthing, sailings, push-up, fire and stand-by		Adequate resources for customers with appropriate redundancy	Bring Solan and Bonxie into full service	Complete Solan / loch Rannoch Incident Report.				Reported to Harbour Board	Apr-13					36.00	£1,099,559
			Adequate resources for customers with appropriate contingency	Bring Solan and Bonxie into full service	Address directional stability issues with Solan and Bonxie.				Vessels Re Introduced	Oct-13						
			Port remains safe and compliant with PMSC	Provide a reliable service	Ensure availability of 4 tugs for harbour operations				95% of service requests met	Mar-14						
PHA4	Mooring / pilot boat activities including mooring, unmooring and pollution monitoring		Reliable pilotage service	Investigate and resolve problems with Lyrie's main engines	Obtain definite report from local Caterpillar agent				Report Received	Jun-13					15.00	£288,073
			Port remains safe and compliant with PMSC	To reduce the difficulties associated with shift change over's	Review System of work to ensure availability of launch service				Improved system of work agreed and implemented	Sep-13						
			Reliable pilotage service	Provide a reliable service	Ensure availability of Launch Service				95% of service requests met	Mar-14						
PHA5	Operation of Scalloway port, including Fish Market and pilot support		Reduced cost of operation and employment opportunities maximised.	Increase Income and safeguard employment opportunities for the future	Develop and Commission a business development plan for Scalloway				Consultants commissioned by may 13, Study Completed by aug 13 Reported to Council by oct 13	Oct-13					3.00	£111,428
			Port remains safe and compliant with PMSC	Ensure continued safe and efficient operation in line with PMSC	Conclude and Implement Navigational Risk Assessment and SMS review				Revised SMS and Risk Assessments implemented	Aug-13						
PHA6	SV Harbour Ops inc VTS		Port remains safe and compliant with PMSC	Ensure continued safe and efficient operation in line with PMSC	Conclude and Implement Navigational Risk Assessment and SMS review				Revised SMS and Risk Assessments implemented by July 2014						5.00	-£3,704,787
			Port remains safe and compliant with PMSC	Provide a reliable service	Ensure Availability of VTS service				100% availability	Mar-14						

PHA7	Support services, including accounts and reception		Creditors and Debtors receive a good service	Provide a clear picture of the financial position of the service	Ensure timely processing of financial records				95% of invoices paid within 30 days	Mar-14					8.00	£2,744
PHA8	Management function, including Harbourmaster, Port Engineer, Engineer Superintendent etc		Reduced cost of operation and employment opportunities maximised.	Increase Income and safeguard employment opportunities for the future	Develop and Commission a long term business development plan for Sullom Voe				Consultants commissioned by June 13, Study Completed by sept 13 Reported to Council by dec 13	Dec-13					11.00	£21,603
			customers have easy access to information regarding facilities	Increase use of facilities.	Develop and Implement Marketing strategy using web site and social media where appropriate				Marketing strategy implemented	Aug-13						
PHA9	Jetty maintenance		Jetties are operational	Jetties continue to be maintained to required standards	Award new contract for Jetty Maintenance				Contract Awarded and mobilised	May-13					0.00	£0
			Jetties are operational	Jetties continue to be maintained to required standards	undertake life extension works to jetty structures				Life extension works completed on 2 Dolphins on jetty 3	Mar-14						
PHA10	Maintenance other than tugs		Customers are provided with facilities that are affordable and operating cost are reduced for the tax payer	To reduce the net operating costs of the Service	Review Balta Sound small craft berthing facility				Review recommendations reported to Harbour Board	May-13					0.00	£502,398
PHA11	Maintenance Team		Small ports and piers remain safe and operational where economical and appropriate.	Ongoing Maintenance costs are appropriately identified and risks are managed in line with available resources	Develop a 10 year asset management strategy and programme for small Ports and Piers				Strategy and programme reported to Council	Mar-14					15.00	£2,242
PHA12	Small ports		Reduced cost to the tax payer of operation	Ensure that all dues are appropriately collected	Review methods of income collection for small ports and piers.				Review completed and reported to Harbour Board	May-13					1.00	£435,198
			In the long term this should lead to a fully restored historic dock	To allow for an improvement to the Historic Dock and appropriately manage risks to the Council	Transfer small dock at Symbister to Shetland Amenity Trust				Complete Transfer	Mar-14						
PHA13	Building maintenance, SV		Council's Assets maintained in effective and Efficient Manner	To Identify synergies across Infrastructure Services to deliver effective and efficient service.	Review Building Maintenance				Review completed and Implemented	Jul-05					0.00	£319,442
PHA14	Maintenance, other such as nav aids etc		Improved reliability in the longer term	Replace existing lights and light towers at Gluss with modern LED lighting	Progress discussions with supplier with a view to preparing an application for Capital funding				Complete Gateway process for consideration in a future years capital programme	Nov-13					0.00	£387,545
			Improved reliability in the longer term	Existing VTS radar system obsolete and spares no longer manufactured.	Obtain proposals for replacement within next 5 years				Complete Gateway process for consideration in a future years capital programme	Dec-13						
PHA15	Maintenance, plant and vehicles		Council's Assets maintained in effective and Efficient Manner	To maintain the life expectancy of the vessel	Shot Blast and Paint one mooring boat				works completed	Sep-13					0.00	£268,806
PHA16	Sella Ness Kitchen		Reduced costs to the Tax Payer	To provide appropriate welfare facilities for staff without providing subsidised meals.	Ensure that Kitchen operates without subsidy				Kitchen breaks even	Mar-14					1.12	£0
Progress Tracker:									Total	Red	0	0	0	0		
										Amber	0	0	0	0		
										Green	0	0	0	0		
Actions and commitments required from other sections or partners to deliver improvements																
Performance Indicators																
	Council Wide Indicators / Measures			Source / Freq		Baseline				Targets (2012 – 2015)					Actions Ref	
PH1	Full-time equivalents in Infrastructure Services - Contracted Hours only			Monthly from Covalent		March 2013 FTE Count				Reduction in line with MTFP						
PH2	Days lost due to sickness in Directorate - Infrastructure Services			Monthly from Covalent		2012/13 Average				Improvement on previous year						
PH3	Days lost due to long-term sickness in Directorate - Infrastructure Services			Monthly from Covalent		2012/13 Average				Improvement on previous year						

PH4	Days lost due to short-term sickness in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Improvement on previous year	
PH5	Percentage rate of sickness in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Less than 4% and Improvement on previous year	
PH6	Overtime Cost in Directorate - Infrastructure Services (non-contractual)	Monthly from Covalent	Budgeted Levels	At or Below Budget	
PH7	Overtime Hours in Directorate - Infrastructure Services (non-contractual)	Monthly from Covalent	Budgeted Levels	At or Below Budget	
PH8	Employee Mileage/Vehicle Cost in Directorate - Infrastructure Services	Monthly from Covalent	Budgeted Levels	At or Below Budget	
PH9	Employee Miles Claimed in Directorate - Infrastructure Services	Monthly from Covalent	Budgeted Levels	At or Below Budget	
PH10	Incident Notifications (PINS) in Directorate - Infrastructure Services	Monthly from Covalent	2012/13 Average	Monthly Average less than 2.75 minor incidents	
	Service Indicators / Measures	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
PH11	% Completed marine incident/accident reports	DPA Report Each Harbour Board			
PH12	% Operational VTS hours	DPA Report Each Harbour Board			
PH13	% Marine Risk Assessments in Date	DPA Report Each Harbour Board			
PH14	% Port marine employees with in date Qualifications	DPA Report Each Harbour Board			
PH15	% Availability of Aids to Navigation	DPA Report Each Harbour Board			
PH16	Sullom Voe Income	Business Support Monthly			
PH17	Scalloway Income	Business Support Monthly			
PH18	Other Income	Business Support Monthly			

Benchmarking Arrangements / Plans

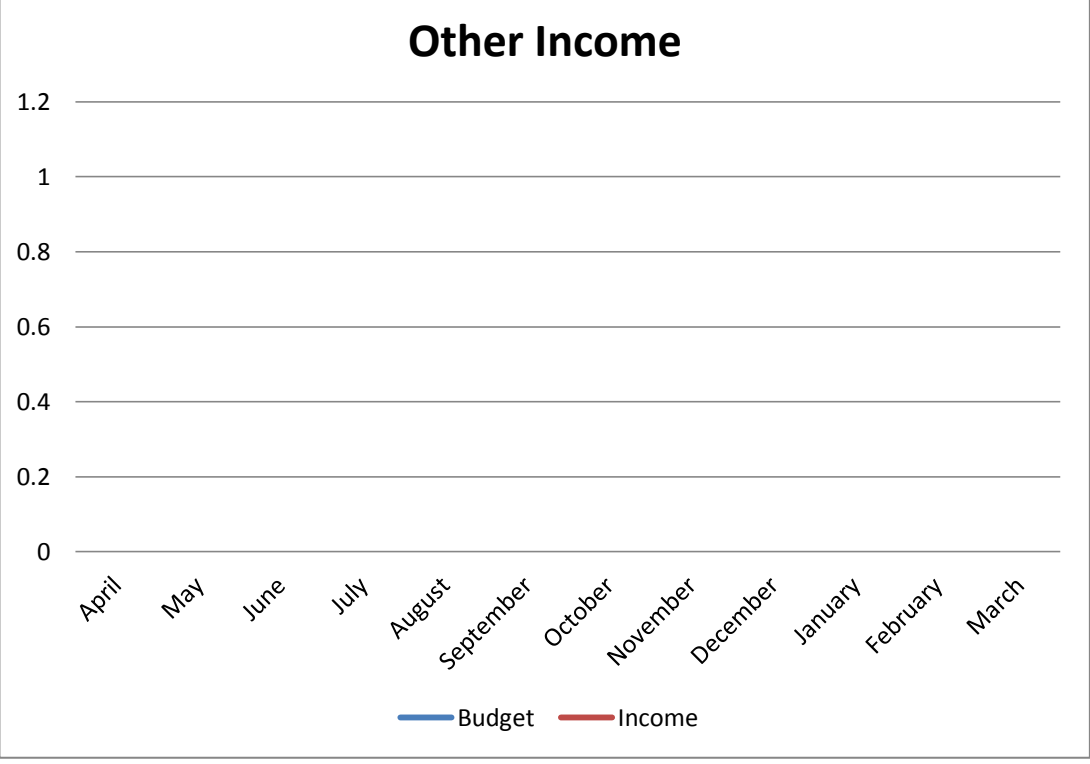
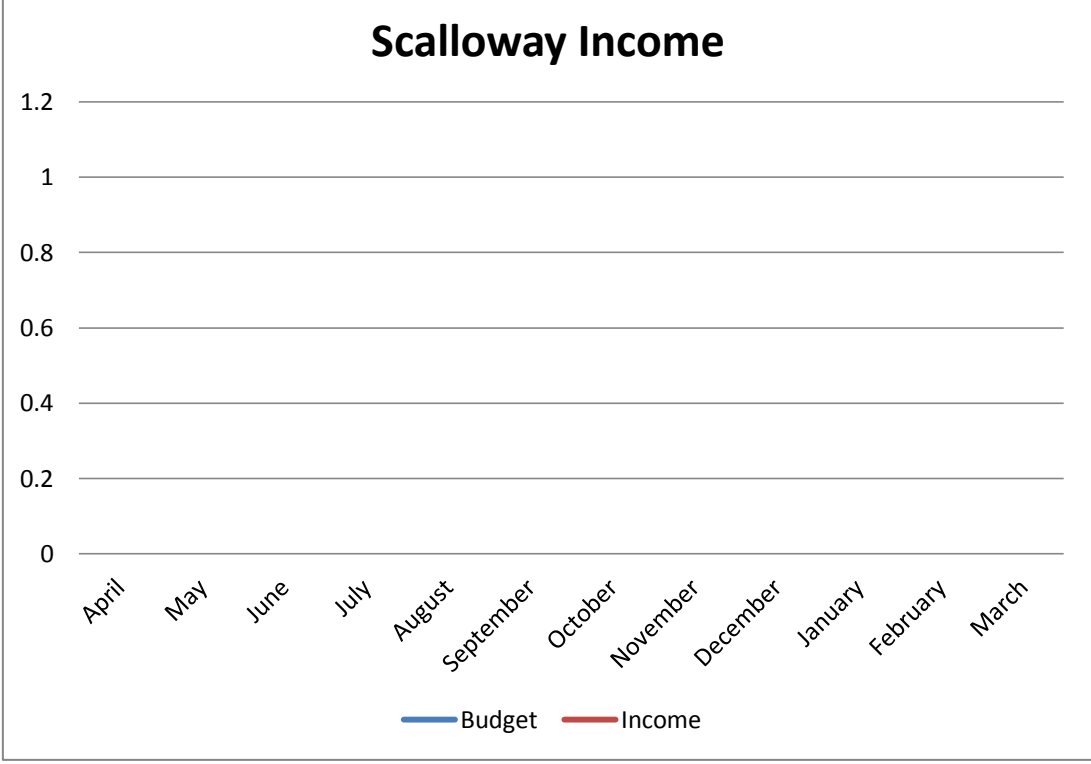
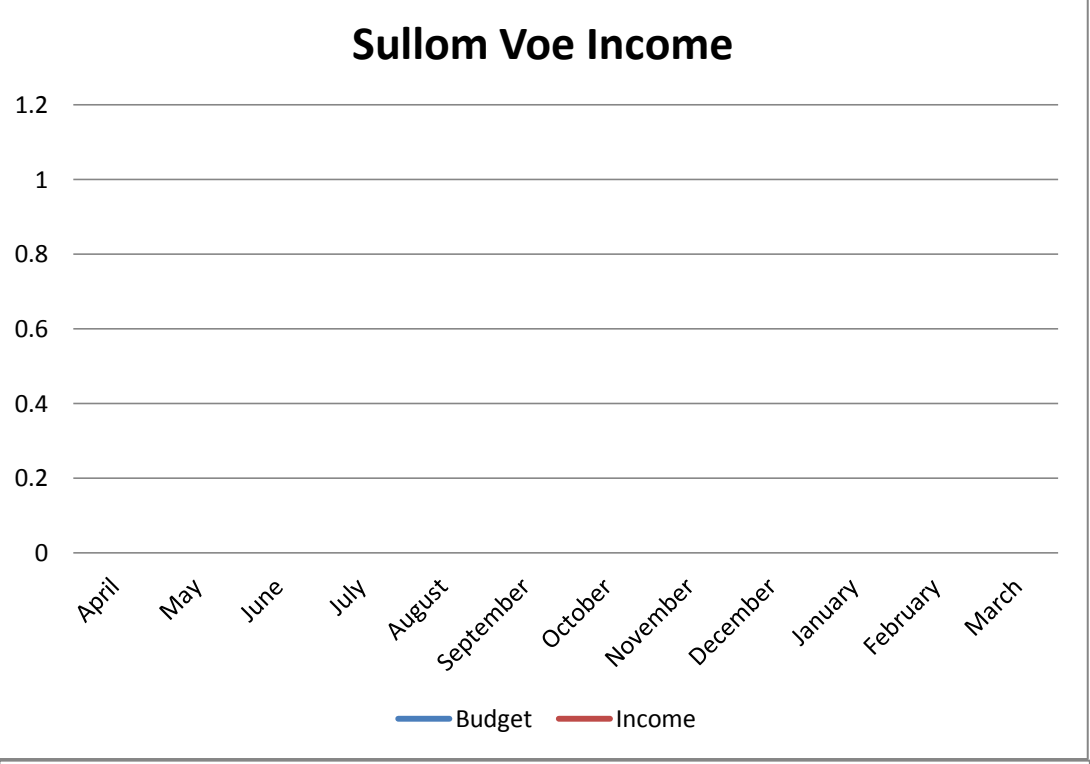
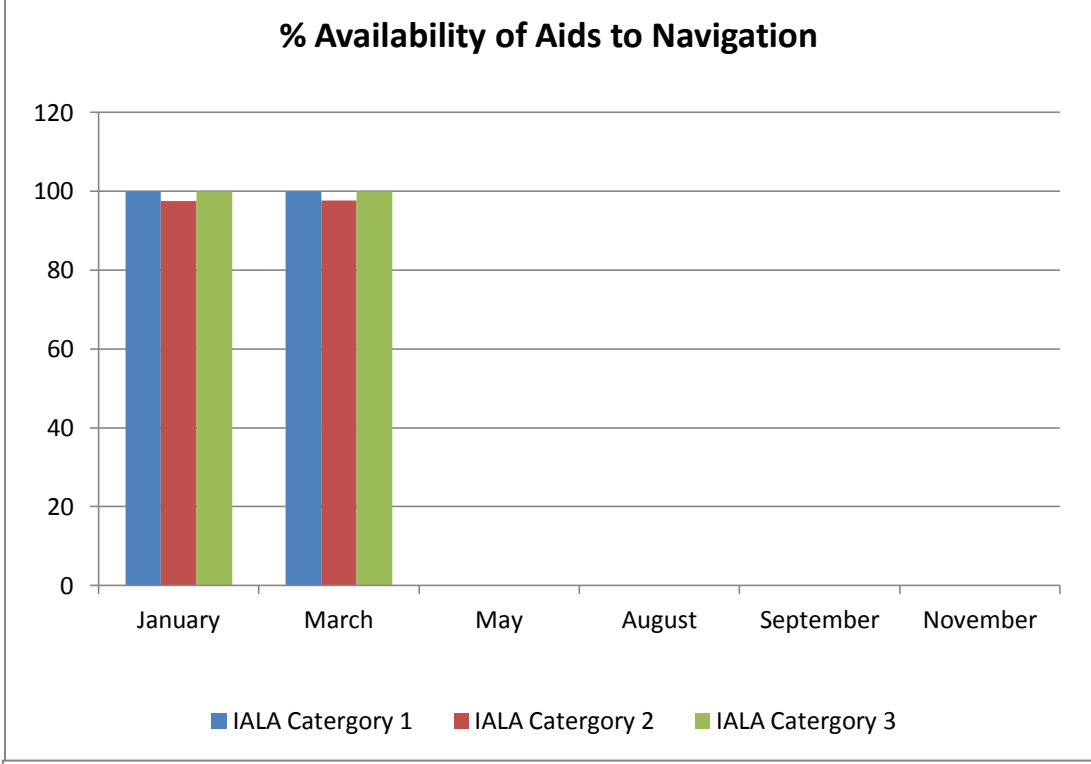
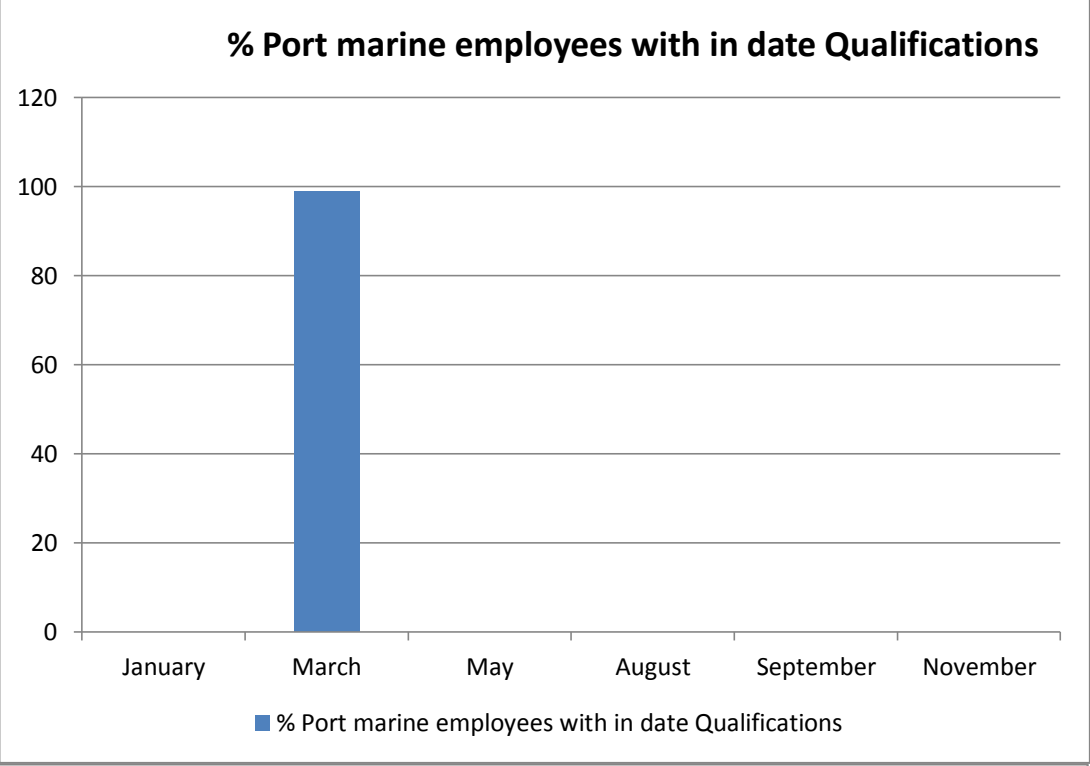
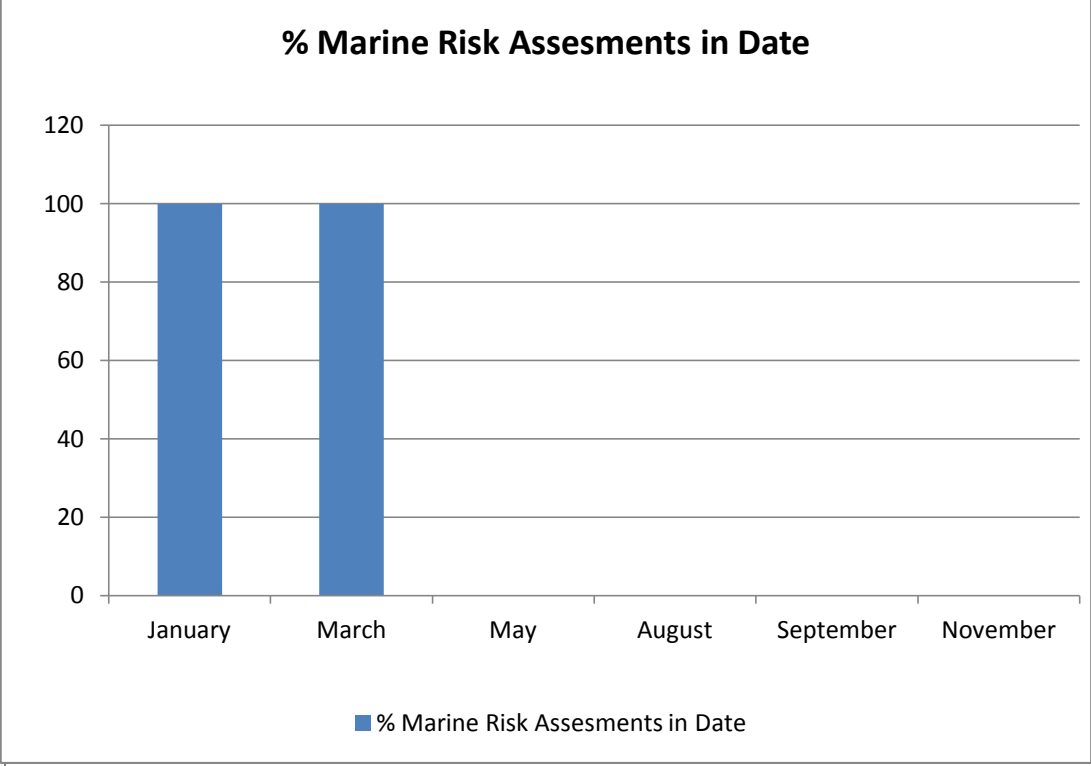
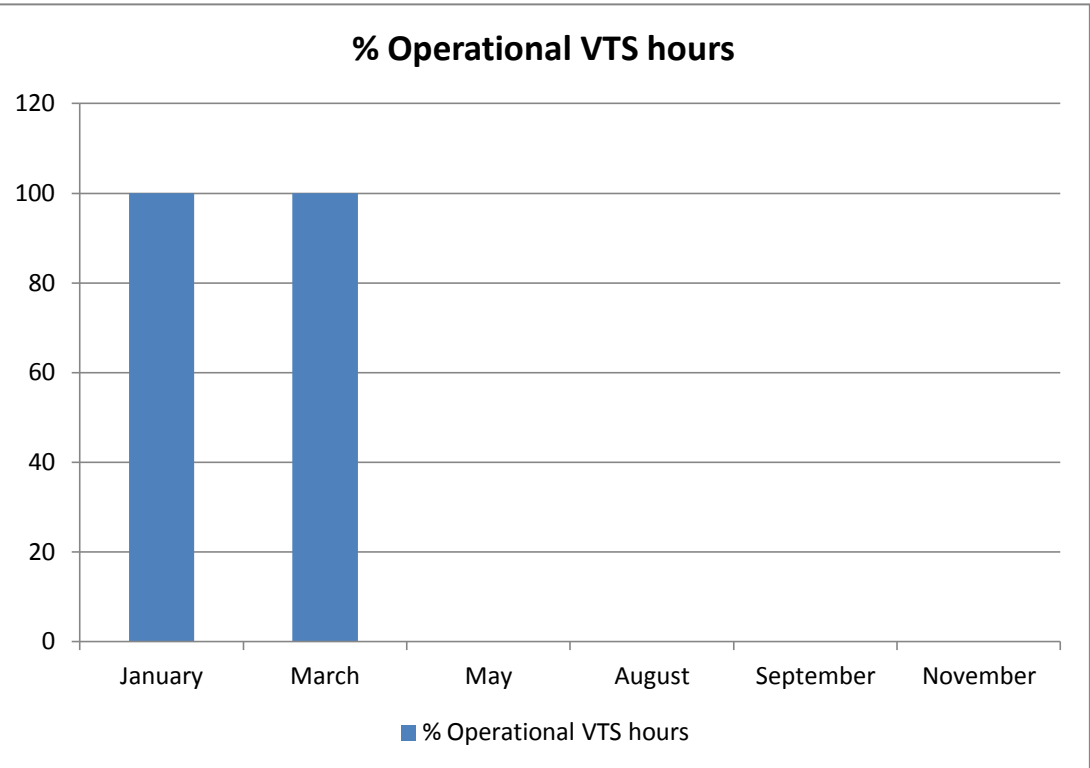
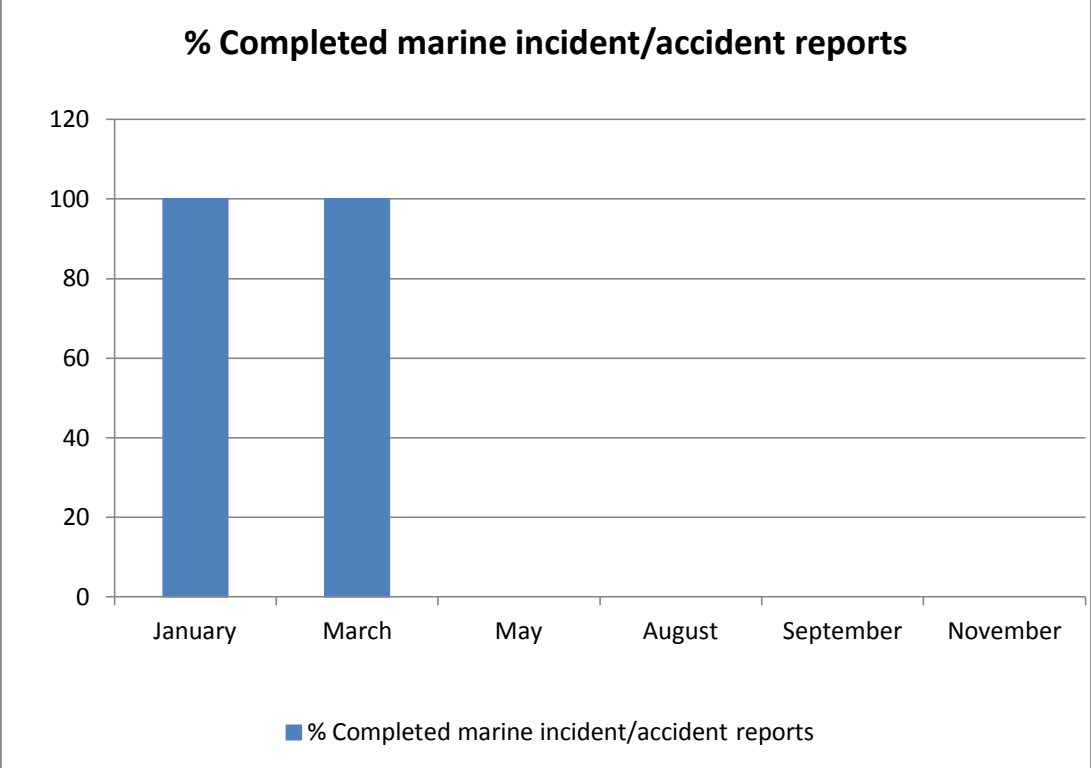
Risk Register (From JCAD)									
Gross Risk Profile	Uncontrolled Risk Rating	Residual Risk Profile	Current Risk Rating	Risk Ref	Risk	Details	Responsible Officer	Control Measure	% Complete
High	12	Medium	6	PENE0001	Plant/Equipment - breakdown/failure disruption	Non availability of Jetty mooring gear	Andrew Inkster		
	0	Medium	9	P0005	Staff number/skills shortage	Service relies on a range of specialist staff with different skills, experience and qualifications			
	0	High	5	P0001	Escape of pollutant	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff			
	0	Medium	9	P0031	Staff number/skills shortage	Port service requires minimum numbers of staff for certain activities and to ensure compliance			
	0	Medium	6	P0027	Loss of IT facilities	ICT link is between Sellaness and Lerwick, and had been known to fail for up to two days. Service relies on ICT link for email, forecasts, etc to deliver service to customers safely,			
	0	Medium	6	P0029	Storm, Flood, other weather related, burst pipes etc	Service manages ports, in northerly location which has frequent severe weather			
	0	Low	3	P0028	Terrorism/Activists	Port services cover a large geographic, dispersed area which cannot have 24 hour security. Ships are often unmanned			

	0	Medium	4	P0026	Fire, lightning, aircraft, explosion	Staff transfer using helicopters, take off and land at Sellaness and work with pilot boats			
	0	Medium	4	P0030	Professional Errors and Omissions	Service requires various certificates of compliance to operate tugs and ports.			
	0	Medium	9	P0025	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Service must work within legislation, etc including working time directive. Staff sometimes have to work excessive hours			
	0	High	5	P0047	Escape of pollutant	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff			
	0	Low	3	P0045	Storm, Flood, other weather related, burst pipes etc				
	0	Medium	8	P0044	Failure of Key supplier	Port operations rely on various suppliers and services including fuel, key components, sub-contractors			
	0	High	5	P0043	Physical - People / Property - Other	Many ships/ vessels use the port, much of the larger area is of special interest or protected			
	0	Medium	9	P0042	Staff number/skills shortage	Service relies on a range of specialist staff with different skills, experience and qualifications			
	0	Medium	9	P0041	Industrial action	Current terms and conditions being reviewed and negotiated for Office, marine and other staff Tugs and pilot staff under review			
	0	Medium	9	P0040	Staff number/skills shortage	Port service requires minimum numbers of staff for certain activities and to ensure compliance			
	0	Medium	6	P0039	Storm, Flood, other weather related, burst pipes etc	Service manages ports, in northerly location which has frequent severe weather			
	0	Low	3	P0046	Terrorism/Activists	Port services cover a large geographic, dispersed area which cannot have 24 hour security. Ships are often unmanned			
	0	Medium	4	P0038	Professional Errors and Omissions	Service requires various certificates of compliance to operate tugs and ports.			
	0	Low	3	PENE0002	Storm, Flood, other weather related, burst pipes etc				
	0	Medium	8	PENE0003	Failure of Key supplier	Port operations rely on various suppliers and services including fuel, key components, sub-contractors			
	0	Medium	9	PENE0004	Staff number/skills shortage	Service relies on a range of specialist staff with different skills, experience and qualifications			
	0	Medium	9	PENE0005	Industrial action	Current terms and conditions being reviewed and negotiated for Office, marine and other staff Tugs and pilot staff under review			
	0	Medium	6	PENE0006	Storm, Flood, other weather related, burst pipes etc	Service manages ports, in northerly location which has frequent severe weather			
	0	Medium	9	P0032	Industrial action	Current terms and conditions being reviewed and negotiated for Office, marine and other staff Tugs and pilot staff under			
	0	High	5	P0033	Physical - People / Property - Other	Many ships/ vessels use the port, much of the larger area is of special interest or protected			
	0	High	5	P0034	Physical - People / Property - Other	Many ships/ vessels use the port, much of the larger area is of special interest or protected			
	0	Medium	8	P0035	Failure of Key supplier	Port operations rely on various suppliers and services including fuel, key components, sub-contractors			
	0	Medium	6	P0009	Storm, Flood, other weather related, burst pipes etc				
	0	Medium	9	P0007	Staff number/skills shortage	Port service requires minimum numbers of staff for certain activities and to ensure compliance			
	0	Medium	8	P0016	Budget control failure	Loss of income			
	0	Medium	9	P0017	Watercraft	New tugs have directional stability issue.			
	0	Low	3	P0002	Storm, Flood, other weather related, burst pipes etc				
	0	High	5	P0004	Physical - People / Property - Other	Many ships/ vessels use the port, much of the larger area is of special interest or protected			
	0	Medium	9	P0006	Industrial action	Current terms and conditions being reviewed and negotiated for Office, marine and other staff Tugs and pilot staff under review			

	0	Medium	8	P0003	Failure of Key supplier	Port operations rely on various suppliers and services including fuel, key components, sub-contractors				
	0	Medium	6	P0008	Loss of IT facilities	ICT link is between Sellaness and Lerwick, and had been known to fail for up to two days. Service relies on ICT link for email, forecasts, etc to deliver service to customers safely, communicate with customers etc				
	0	Medium	6	P0010	Storm, Flood, other weather related, burst pipes etc	Service manages ports, in northerly location which has frequent severe weather				
	0	Medium	4	P0011	Storm, Flood, other weather related, burst pipes etc	Service manages ports, in northerly location which has frequent severe weather				
	0	Low	3	PENE0007	Terrorism/Activists	Port services cover a large geographic, dispersed area which cannot have 24 hour security. Ships are often unmanned				
	0	Low	3	P0012	Terrorism/Activists	Port services cover a large geographic, dispersed area which cannot have 24 hour security. Ships are often unmanned				
	0	High	12	P0014	Professional Errors and Omissions	Service requires various certificates of compliance to operate tugs and ports.				
	0	Medium	9	P0015	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Service must work within legislation, etc including working time directive. Staff sometimes have to work excessive hours				
	0	Low	3	P0036	Storm, Flood, other weather related, burst pipes etc					
	0	Medium	9	P0024	Industrial action	Current terms and conditions being reviewed and negotiated for Office, marine and other staff Tugs and pilot staff under review				
	0	Medium	9	P0023	Staff number/skills shortage	Port service requires minimum numbers of staff for certain activities and to ensure compliance				
	0	Medium	6	P0022	Loss of IT facilities	ICT link is between Sellaness and Lerwick, and had been known to fail for up to two days. Service relies on ICT link for email, forecasts, etc to deliver service to customers safely, communicate with customers etc				
	0	Low	3	P0021	Terrorism/Activists	Port services cover a large geographic, dispersed area which cannot have 24 hour security. Ships are often unmanned				
	0	Medium	4	P0020	Fire, lightning, aircraft, explosion	Staff transfer using helicopters, take off and land at Sellaness and work with pilot boats				
	0	Medium	4	P0019	Professional Errors and Omissions	Service requires various certificates of compliance to operate tugs and ports.				
	0	Medium	9	P0018	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Service must work within legislation, etc including working time directive. Staff sometimes have to work excessive hours	Sheena Summers			
	0	High	5	P0037	Escape of pollutant	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff				
	0	Medium	4	P0013	Fire, lightning, aircraft, explosion	Staff transfer using helicopters, take off and land at Sellaness and work with pilot boats				
	0	Medium	9	PENE0008	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Service must work within legislation, etc including working time directive. Staff sometimes have to work excessive hours	Andrew Inkster			

Ports and Harbours Performance Indicators												
% Completed marine incident/accident reports												
	January	March	May	August	September	November						
	100	100	0	0	0	0						
% Operational VTS hours												
	January	March	May	August	September	November						
	100	100	0	0	0	0						
% Marine Risk Assesments in Date												
	January	March	May	August	September	November						
	100	100	0	0	0	0						
% Port marine employees with in date Qualifications												
	January	March	May	August	September	November						
	n/a	99	0	0	0	0						
% Availabiilty of Aids to Navigation												
	January	March	May	August	September	November						
IALA Catergory 1	99.93	99.98	0	0	0	0						
IALA Catergory 2	97.54	97.62	0	0	0	0						
IALA Catergory 3	100	100	0	0	0	0						
Sullom Voe Income												
	April	May	June	July	August	September	October	November	December	January	February	March
Budget												
Income												
Scalloway Income												
	April	May	June	July	August	September	October	November	December	January	February	March
Budget												
Income												
Other Income												
	April	May	June	July	August	September	October	November	December	January	February	March
Budget												
Income												

Ports and Harbours Performance Graphs



**Harbour Board****28 March 2013****Capital and Revenue Project Progress Report****P&H-06-13F****Team Leader – Port Engineering****Infrastructure Services Department****1.0 Summary**

- 1.1 This report updates the Board on issues pertaining to the projects relating to Ports and Harbours Operations and Appendix 1 provides photographs of project progress for Members information.

2.0 Decision Required

- 2.1 The Harbour Board is recommended to:
- 2.1.1 Note the contents of the report and areas of progress made; and
 - 2.1.2 Discuss and highlight any areas of concern.

3.0 Detail

Ports and Harbours currently has an interest in the following projects:

Capital Programme Projects**3.1 Dock Symbister – RCM 2309**

- 3.1.1 This project is the subject of a separate report to the Harbour Board.

3.2 Walls – RCM 2316

- 3.2.1 The contractor Frank L Johnston (Shetland) Ltd started work on site on 16th April 2012 with an agreed completion date of the end of June 2013.
- 3.2.2 Work is currently progressing on several fronts. Piling work has reached the SE corner and the Contractor is making

preparations to turn the corner and begin piling work on the outer arm of the pier. Construction of the concrete capping beam is following on behind the piling, as is the fitment of bollards, ladders and fendering.

3.2.3 The new ferry store/waiting room building and storage compound is approximately 60% complete. All major services work into the site, foul drainage and surface water drainage work is virtually complete. The Contractor is making preparations to begin work on the concrete deck slab at the quay edge.

3.2.4 Progress has generally slowed over the last period, particularly in the piling work, which has slipped a little relative to the Contractor's original programme. This will result in a moderate extension of the completion date but the project remains on course to be completed within budget. A meeting was held on 19 March where the Contractor committed to provide a revised programme before the date of this Board meeting. The Team Leader – Port Engineering will update the Board verbally on this issue.

3.3 Skerries South Mouth Dredging – GCY 7215

3.3.1 This is a Development Services transport project, however since it is located within a Harbour Area this project has been included in this report for information to Members.

3.3.2 The contract was awarded to Tulloch Developments Ltd. A start date was agreed with the contractor of 27th August 2012 with a contract period of 4 weeks. Unfortunately a suitable weather window was not available within this period so no work other than mobilisation of the contractor's barge in Lerwick has taken place. The contractor was asked to provide his proposals for completion of the project and he has responded by indicating that he intends to undertake the work during the summer of 2013 when a suitable weather window is available.

Harbour Account Capital Projects

3.4 Plant, Vehicles and Equipment – PCM 2101

3.4.1 This budget has been used to fund the following items:

- Sullom Spray Top end overhaul - £70,396.63
- Replacement vehicle for Pilots (second hand) - £11,514

It is anticipated that at year end there will be an underspend on this budget of **£35,690**.

3.5 Navigational Aids – PCM 2104

3.5.1 This budget has been used to continue the upgrade of navigational aids and in particular, the adoption of new LED technology. Incorporation of LED lanterns has already proved to

be a complete success, with availability much increased through the dark winter months.

- 3.5.2 The proposal to replace and fit new LED lights at Gluss is ongoing, and discussions are progressing with the Light supplier, to firm up proposals and costs for the project.

It is anticipated that at year end there will be an underspend on this budget of **£43,700**.

Harbour Account Revenue Projects

3.6 Sullom Voe Terminal Jetty Maintenance Contract

- 3.6.1 Malakoff Limited held the Jetty Maintenance Contract, however this Contract has now expired and the process to procure a new three year contract is in progress.
- 3.6.2 Tender documents are due to be returned by 1500 hrs on 15 March 2013. Once they have been opened, a period of around two weeks will be allowed to review the submitted documents and ensure that they are correct. Tender award will then follow, and the successful Contractor will have approximately four weeks to mobilise staff and equipment with a start on site around early May 2013.
- 3.6.3 Close liaison and regular meetings with BP personnel continues, to ensure that work plans are understood and do not conflict.
- 3.6.4 Particular emphasis is being placed on the Schiehallion shut-down, and where possible, works will be directed on Jetty Three to ensure that future delays and disruption to this Jetty are minimised.

3.7 Small Ports – Condition Surveys

- 3.7.1 A local Civil Engineering Consultant has provided condition surveys on all small Ports. These will form a baseline to allow maintenance activities for the next ten years to be formulated. Of particular concern, is the widespread evidence of Advanced Low Water Corrosion (ALWC), which has manifested itself in the last few years on a number of small ports. This phenomenon results in particularly aggressive rates of corrosion on steel sheet piled structures, significantly reducing their working lives.
- 3.7.2 The reports have now been passed to the Capital Programme Service, where Engineers will consider the content. It is likely that significant additional resources will be required to address this issue, and Capital Programme Service will assist in creating a detailed asset management plan, which will be reported to a future meeting of the Board.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – The actions in this report will contribute to the SOA outcomes 1, 3, 13, 14 and 15 in the Council's Action Plan 2012/13 of

“Shetland has sustainable economic growth with good employment opportunities”

“We have financial sustainability & balance across all sectors”

“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”

“We live and work in a renowned natural and built environment which is protected and cared for”

“We deliver sustainable services and make decisions, which reduce harmful impacts on the environment “

- 4.2 Community /Stakeholder Issues – The community and stakeholders of the Ports and Harbours operation have an interest in ensuring that new capital projects are properly monitored and ensuring that they are completed within budget and on schedule.

- 4.3 Policy And/Or Delegated Authority – The Scheme of Administration and Delegations states that the role and authority of the Harbour Board is:

4.3.1 Strategic oversight and direction in all aspects of the operation of the Council's harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code;

4.3.2 Act as Duty Holder required by the Port Marine Safety Code and ensure that the necessary management and operational mechanisms are in place to fulfil that function; and

4.3.3 To consider all development proposals and changes of service level within the harbour undertaking, including dues and charges, and make appropriate recommendations to the Council

- 4.4 Risk Management – Failure to tackle the Advanced Low Water Corrosion where it occurs, will eventually lead to a failure of the structure affected. Failure to address this issue may, over time, also raise the risk of harm to persons or property using the facility. 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.

- 4.5 Equalities, Health And Human Rights – None arising from this report.

4.6 Environmental – None arising from this report.

Resources

4.7 Financial

4.7.1 It is likely that significant additional resources will be required to address the effects of Advanced Low Water Corrosion. A detailed assessment management plan and programme will be developed and any capital work commencing will be subject to the capital gateway process and the revenue maintenance will need to be met from within approved budgets.

4.8 Legal – There are no known legal issues arising from this report. Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those in this report

4.9 Human Resources – None arising from this report.

4.10 Assets And Property – None arising from this report.

5.0 Conclusions

5.1 Projects in this report continue to be monitored in line with Council procedures and guidelines.

For further information please contact:

Andrew Inkster – Team Leader – Port Engineering

01806 244 264

andrew.inkster@shetland.gov.uk

20 March 2013

List of Appendices:

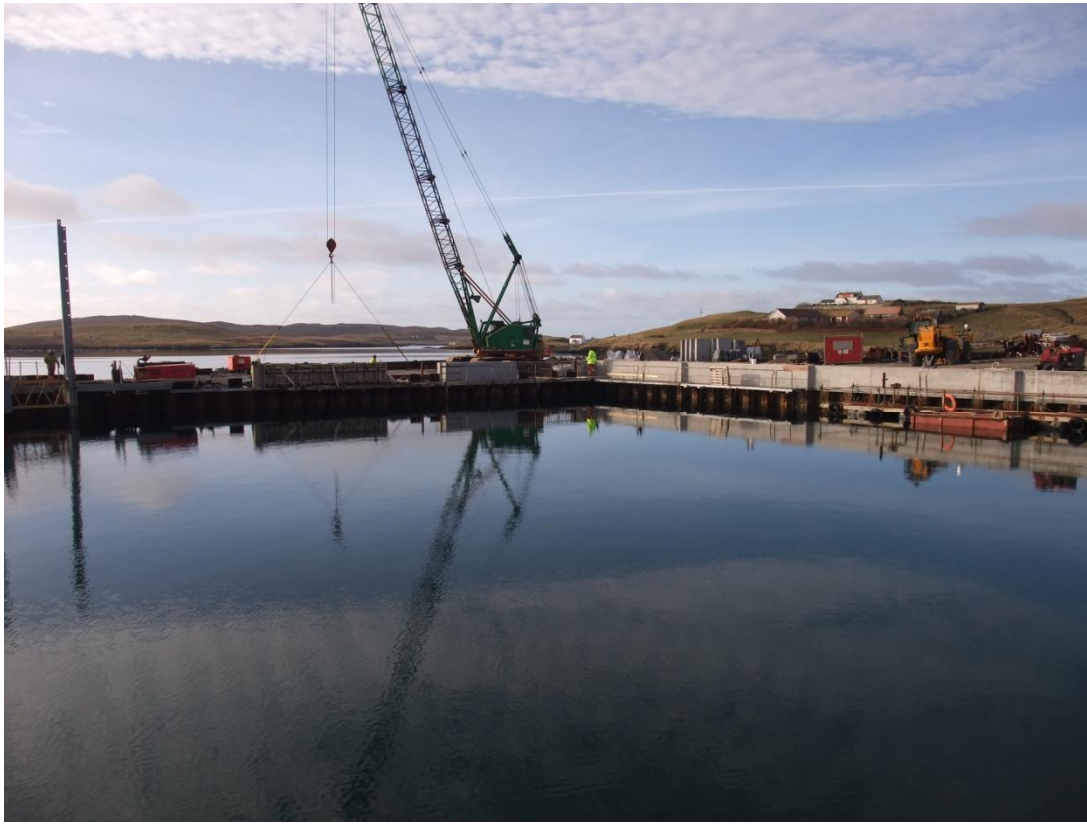
Appendix 1 – Project Progress Photographs.

Background documents:

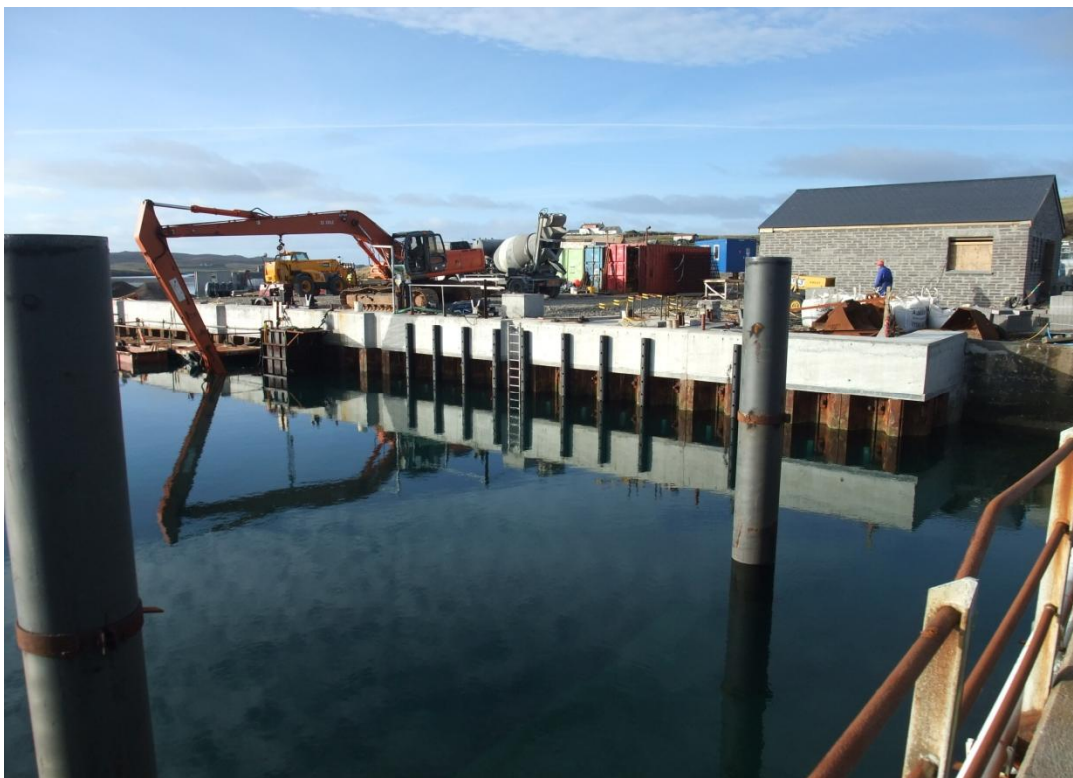
None.

Appendix One – Project Progress Photographs

Walls Pier



1. View from existing pier looking across to new development.



2. View on inner quay wall, with pontoon guide piles in the foreground.

Appendix one continued.



3. View from end of seaward leg of the pier, with piles in position and infill progressing.



4. View over seaward leg of pier with capping beam and bollards in place.

**Harbour Board****28 March 2013****Harbourmaster's Report****P&H-07-13F****Harbour Master, Ports & Harbours Operations****Infrastructure Services Department****1.0 Summary**

- 1.1 The purpose of this report is to brief and inform the Members and Port Marine Safety Code (PMSC) Duty Holder of the professional concerns and current status as reported by the Harbourmaster.

2.0 Decision Required

The Harbour Board is recommended to:

- 2.1 consider the content of this report in its role as Duty Holder, and note that the necessary management and operational mechanisms are in place to fulfill that function.

3.0 Detail

- 3.1 Navigational Risk Assessment. Work is continuing on improving the management in light of the report from ABPMer. The agreed close out date is July 2013 and progress will be reported to the Harbour Board at the next Harbour Board due 15 August.
- 3.2 Designated Person. At the meeting of the Harbour Board on the 6 September 2012 (Min. Ref. 29/12, report P&H-16-12-F) the Board were informed that Captain Trevor Auld had been appointed as the designated person to provide independent assurance directly to the duty holder that the marine safety management system, for which the duty holder is responsible, is working effectively. Captain Auld's report is attached as appendix 1.

DPA Report comment	Progress / Action Taken	Due date
IMO "area to be avoided"	At the TWG meeting held on 14 March a discussion on the IMO's position on the "areas to be avoided" took place and it was agreed that the existing situation is	July 2013

	very unclear. Accordingly the Harbourmaster agreed to contact Captain George Sutherland to gain knowledge on the origination of this area as interpretation is currently unclear, with the Coastguard recommending apparent breaches	
Vessels transiting Yell Sound	As these are primarily fishing vessels it was agreed at the TWG that the Harbourmaster write to the Shetland Fishermen's Association as an initial action.	April 2013
Procedure for near miss reporting	This is part of the ABP audit recommendations and will be addressed as part of the overall review of procedures	July 2013
Audit recommendations, observations and non-compliances	Progress on-going	July 2013

3.3 Maritime & Coastguard Agency (MCA) audit of VTS. The latest audit was reported to the Harbour Board at previous meetings. NCN No 3 is yet to be closed out. However the MCA is aware of this and discussions with them over how to achieve closure is on-going.

No	Audit comment	Progress / Action Taken	Due date
3	VTS annual assessment documentation to prepare	Draft copies with MCA – will need their acceptance to close this item and to date no response has been received	August 2012

3.4 Tug DOC audit. This audit was completed on 9 November. There is one non-conformity open which needs to be closed out by 21 February 2013.

No	Audit comment	Progress / Action Taken	Due date
SVHA 05 / 2012	The Company is responsible for ensuring that adequate resources and shore-based support are provided.	Appointment of an Interim General Manager has been accepted by the MCA, but the paperwork has yet to arrive	21 Feb 2013

3.5 Tug SMC audits. The Safety Management Certificate audits on Dunter, Tystie, Tirrick and Shalder were carried out on 18 and 19 December. The same four non-conformities were raised on each vessel per the table below.

No	Audit comment	Progress / Action Taken	Due date
1	Lack of audit schedule	A new audit schedule is in place	March 2013
2	External audit to be carried out	Completed	March 2013
3	Internal audit to be carried out	Should be completed between drafting of this report and the Harbour Board – a verbal report will be made	March 2013
4	New Chief Executive has not yet signed the Safety & Environmental policy document	Completed	March 2013

- 3.6 Scalloway Manning. Progress is continuing at looking at working patterns and number of staff required to maintain an adequate level of service at Scalloway. Discussions have taken place with the existing workforce and their input to taking the port forward is invaluable.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – The actions in this report will contribute to the SOA outcomes 1 and 3 in the Council's Action Plan 2012/13 of

“Shetland has sustainable economic growth with good employment opportunities”

“We have financial sustainability & balance across all sectors”

- 4.2 Community /Stakeholder Issues – Community and stakeholders have a vested interest in ensuring that the port operation is managed and operated safely and in accordance with legislation and industry best practice.

- 4.3 Policy And/Or Delegated Authority – The Scheme of Administration and Delegations states that the role and authority of the Harbour Board is:

4.3.1 Strategic oversight and direction in all aspects of the operation of the Council's harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code; and

4.3.2 Act as Duty Holder required by the Port Marine Safety Code and ensure that the necessary management and operational mechanisms are in place to fulfill that function; and

4.3.3 To consider all development proposals and changes of service level within the harbour undertaking, including dues and charges, and make appropriate recommendations to the Council.

- 4.4 Risk Management – Failure to comply with the requirements of the PMSC could lead to regulatory action.

- 4.4 Equalities, Health And Human Rights – None.

- 4.5 Environmental – None.

Resources

- 4.6 Financial – There are no direct financial implications to this report.

- 4.7 Legal – None.

- 4.8 Human Resources – None.

- 4.9 Assets And Property – None.

5.0 Conclusion

- 5.1 This report is an update of current issues in the operation of Ports and Harbours within Shetland.

For further information please contact:

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18 March 2013

List of Appendices

Appendix 1 Designated Person Report – Captain Trevor Auld

Background documents:

None

Designated Person Report – 28 March 2013

This Designated Person report is provided as an independent view on Shetland Islands Council's (SIC) performance against the requirements and standards under the Port Marine Safety Code (PMSC). The report is submitted to the SIC Harbour Board, and copied to the Harbour Master for information.

Introduction

Since my report to the Harbour Board meeting of 7 February 2013 I have maintained a regular dialogue on marine matters with the Shetland Islands Council's Harbour Master through an exchange of emails. I have also monitored both the Shetland Islands Council's website <http://www.shetland.gov.uk> and the Shetland Islands Council's ports specific website <http://www.shetland.gov.uk/ports> for items relating to the reported actions, involvement and decisions taken by the Harbour Board and Shetland Islands Council's appointed officers.

Prior to writing this report I had a telephone conversation with the Shetland Islands Council's Interim Harbour Master in which we discussed, in accordance with an agreed questionnaire: monitoring measures, assessing measures and effectiveness of the current Marine Safety Management System.

Monitoring measures:

Technical Working Group – Minutes of the meeting held on 17 January 2013 and the agenda for the meeting to be held on 14 March 2013 continue to demonstrate an ongoing proactive approach to marine safety through the involvement of SIC personnel from different disciplines and port stakeholders in discussion about a wide range of issues relevant to safe navigation and efficient port operations.

It is noted, as an example of good practice, that Port Industry Incidents and Reports (which include Marine Accident Investigation Branch (MAIB) recommendations) are itemised for discussion and, if deemed of particular relevance to the safety of SIC's marine operations (such as formalising guidelines for berthing vessels on Sullom Voe Construction jetty and determining limits on operations, particularly towage operations, in restricted visibility) they become the subject of wider consultation.

It is further noted that clarification of IMO's position with regard to the 'areas to be avoided in bad weather' around the Shetland Islands coast and the non-reporting of transiting vessels through Yell Sound, remain outstanding agenda items. .

Examination Panel – Since 6 November 2012, when all current marine pilots satisfactorily revalidated their authorisations to pilot vessels in Sullom Voe and Scalloway, it has not been necessary for the Examination Panel to meet.

Safety Sub-Committee Ports – Minutes of the meeting held on 23 January 2013 continue to demonstrate the active involvement of marine personnel in all aspects of port safety. It is noted, as evidence of good practice, that in recognition of a Safety Committee recommendation additional copies of the MAIB Safety Digest are to be ordered and distributed to marine staff.

Incidents and Accidents – An incident in Sullom Voe on Sunday 3 March 2013 involving the failure of a tug winch during the towage of an inbound tanker which is currently under investigation. A review of the incidents in January 2013 in which two vessels experienced problems with their gyroscopes concluded that a formal report to the MAIB was not necessary.

A draft final report into the collision in December 2011 between the tug 'Solan' and 'Loch Rannoch' has been prepared and is currently under review by SIC's senior officers.

A procedure and format for 'near miss' reporting in Sullom Voe and Scalloway remains under review.

Audits – Consultation with marine department personnel on the observations, recommendations and non-compliances identified in ABPmer's PMSC audits of Sullom Voe's and Scalloway's Marine Safety Management Systems continues, with a target date of 31 July 2013 set for full implementation of all agreed actions.

Following the Maritime and Coastguard Agency's (MCA's) VTS Audit in June 2012 some doubt still exists about their requirements for the annual review of VTS officers' log books. The Harbour Master has submitted a suggested format to meet the compliance requirements to the MCA but has yet to receive a formal response.

Consultation – The public agenda for the Harbour Board meeting of 7 February 2013 and the latest decision notes from the meeting were posted on the Shetland Islands Council's website www.shetland.gov.uk in a timely manner. However, the public minutes of the same meeting were not available for review on the website at the time of writing this report [12 March 2013].

On the SIC ports specific website www.shetland.gov.uk/ports it is noted, as an example of good practice, that port stakeholders have direct access to a current list of Notice to Mariners in force.

Minutes of the Harbour Users Panel 'A' and Panel 'B' Meetings held on 21 January 2013 (both meetings attended by the Chair and Vice Chair of the Harbour Board) demonstrate an appropriate level of consultation with port stakeholders.

The Harbour Master's attendance at the Fisheries Socio-Economic Survey workshop on 21 February 2013 and at the MCA District Marine Safety Committee meeting on 6 March 2013 continue to provide evidence of Shetland Islands Council's commitment to the active involvement of their officers in meaningful consultation with local and national organisations.

Training – Consultation copies of the proposed marine training matrices for VTSO and marine officers, launch crews and tug crews are currently under review, with active management of all training matrices scheduled for the end of March 2013.

Targeted management training for senior marine officers is ongoing.

It is noted that in response to the Harbour Master's report [P&H-04-13F] to the Harbour Board meeting of 7 February 2013 on the matter of pilot training, the Board in a public decision note, supported the

training of six Marine pilots in Rotterdam on a two yearly cycle. With one pilot scheduled to undertake simulator training in 2013.

Assessing measures:

Key Performance Indicators (KPI):

- 1 **Number of completed marine incident/accident reports for Sullom Voe and Scalloway Harbour reviewed by the Technical Working Group expressed as a percentage of all completed marine incident/accident reports.**

One incident, concerning the failure of a tug winch during the towage of an inbound tanker, is currently under investigation in accordance with the applicable Safety Management System procedure.

KPI = 100%

- 2 **Number of hours in which the Sullom Voe's Traffic Organisation Service VTS functioned as a fully operational service expressed as a percentage of the total number of operational hours.**

VTS functioned without incident in the period January 2013 to March 2013.

KPI = 100%

- 3 **Number of Marine Risk Assessments for Sullom Voe and Scalloway Harbour exceeding the review date as a percentage of the total number of marine risk assessments.**

As a consequence of the Harbour Master's decision to complete the review of ABPmer's audit of Sullom Voe and Scalloway and implement recommendations by 31 July 2013, all current marine risk assessments will remain in force until that date.

KPI = 100%

- 4 **Number of port marine employees with in date qualifications required for their job role, expressed as a percentage of the total number of employees undertaking port marine activities and requiring job specific qualifications.**

It is expected that a managed training matrix will be in place by the end of March 2013.

Until the training matrices are complete and clear guidance on the MCA's requirements for VTS officers' annual assessment is secured this KPI will not be used.

5 Availability of Aids to Navigation (in three classification bands) expressed as a percentage of total availability over the three year period 11 March 2010 to 11 March 2013

KPI	IALA Category 1	Availability	99.98%
KPI	IALA Category 2*	Availability	97.62%
KPI	IALA Category 3	Availability	100%

*It is expected that after successfully addressing issues with bridge lights the availability of Category 2 Aids to Navigation will rise.

Effectiveness of the Marine Safety Management Systems

The monitoring and assessing measures described above provide assurance that the ports and harbours of Sullom Voe and Scalloway are functioning safely and efficiently. However, until such time as the non-compliances identified in ABPmer's PMSC audits have been reviewed and addressed and the competence and qualifications of personnel involved in the management and safety of navigation can be demonstrated, I can not give the Harbour Board an assurance about the effectiveness of the current Marine Safety Management System in ensuring compliance with the Port Marine Safety Code.

Captain Trevor Auld
Designated Person (PMSC)