



Development Committee
Social Services Committee
Education & Families Committee

27 March 2013
15 May 2013
22 May 2013

Development Services Directorate Plan 2013/14

Report No: DSD-03-13-F

Report by: Director of Development Services

Development Services

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 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 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 That the Committee RESOLVE to:
 - 2.1.1 review and discuss the contents of the Draft Directorate Plan and Service Action Plans;
 - 2.1.2 endorse the contents of the Plan; and
 - 2.1.3 approve the priorities for the Development 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 and approve the priorities for Development 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 Conclusions

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.

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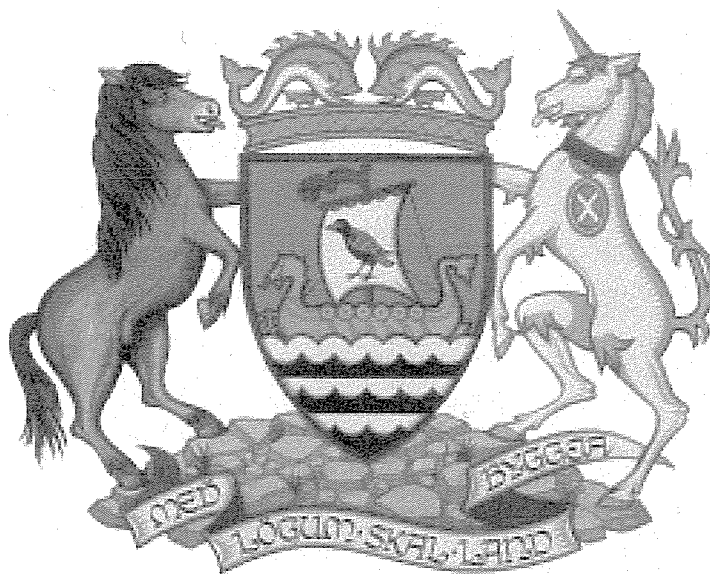
25 March 2013

List of Appendices

Appendix 1 Development Services Directorate Plan 2013 –2014 / Service Action Plans

Appendix 2 Risk Management

Development Directorate Plan 2013-2014



'Enabling our communities to develop their potential'

DEVELOPMENT DIRECTORATE PLAN 2013-14

This Directorate plan provides an overview of the plans over the next year for the Development Directorate. Detailed activities for each service are included in the attached Service Action Plans. These encompass activities, outcomes, objectives, actions, targets and resources as well as the performance indicators for each service.

1. 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, transport planning, and further and higher education.

The Directorate has 232 whole time equivalent staff and an annual budget of £16,699,000 for 2013-14.

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 (Adult learning & Community Work), Social Service Committee (Community Grants & Community Planning Development), Development Committee (Museum & Archives), and Executive Committee (Community Planning).

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

Train Shetland - Education & Families Committee.

2. VISION

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

“Enabling our communities to develop their potential”.

3. AIMS FOR 2013-14

- We will promote Community Planning within the Council and with partners, ensuring it is bought into and that it drives service planning.
- We will demonstrate progress in key policy areas, the main ones being internal transport network, renewable energy, the Local Development Plan,

the Local Housing Strategy, digital communications, and taking the lead role in skills development.

- We will follow and promote best practice in engaging with communities, and evaluate and measure the impact of engagement.
- We will achieve a balanced budget having made the required savings and efficiencies.
- 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 ensure staff feel valued and supported particularly through periods of challenge and change.
- We will make more effective connections with key external partners including Scottish Government and European Parliament.

4. OBJECTIVES FOR 2013/14

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:

- We will work together and with communities to deliver the key priority areas of the Single Outcome Agreement and Community Plan, ensuring community engagement is at the heart of partnership working and service delivery across all partners.
- We will support an effective Shetland partnership by implementing efficient structures and processes in line with the National Review of Community Planning.

Progress in key policy areas:

- We will have an affordable transport network, including internal flights, ferries and busses.
- A draft Local Development Plan was presented to Council in November 2012 and is presently in a process dealing with representations. A report will be put to Committee/Council in August 2013 for a decision to submit the plan as the settled view to the Scottish Government by mid 2013.
- We will provide a draft Planning policy on renewable energy development as part of LDP Supplemental Guidance by mid 2013.
- We will work with community partners to provide a Renewable Energy Development Plan by the end of 2013.
- The five key themes of the Local Housing Strategy will continue to be delivered.
 - Future Supply of Housing

- Fuel Poverty
- Housing Support/ Housing for and Ageing Population
- Homelessness
- Private Sector Housing
- We will continue to work with community partners to develop solutions to enable new build housing to be delivered in Shetland.
- We will work with community partners, HIE and Scottish Government to ensure that Next Generation Broadband is available to 75% of the Shetland population by 2016.
- We will have greater consistency in the provision and practice of CLD across Shetland, with services being delivered in line with local priorities, and focussed on improving outcomes.
- Economic Development and Community Planning & Development will provide support to find money, e.g. EU / Big Lottery Fund. Assisting the Voluntary sector to increase their capacity in delivering more cost effective service.
- We will work in partnership with proactive communities in Shetland to identify barriers to employment, and create jobs in remote areas.
- By May 2013 the Skills Learning & Employability Partnership will have developed an action plan, with a specific focus on Youth Employment.
- We will work with community partners to identify skill and trade shortages and develop action plans to support the unemployed and under employed to access training in these areas.
- We will undertake a review of Tertiary Education Provision in Shetland and present options to Council in June 2013 for delivery of a best practice and affordable model.

Balanced budget:

- Implement budget savings contained in the 2013/14 activity sheets.
- Implement recommendations of SOFIE reviews.
- Implement the recommendations of the Planning Service Review by June 2013.
- Plan and carry out a review of Community Planning & Development by October 2013.

Shetland's demographics:

- The development directorate will develop an integrated research and information team operating across the services. The team will collect and analyse a wide

range of demographic and other relevant data (including up to date census information). From this we will be able to identify trends and indicators which will feed into the Single Outcome Agreement and enable policies and service delivery to be shaped appropriately.

Team development:

- We will free up time to deliver change
- Are you needed at this group? Saying “No”
- Better structure and organisation of meetings
- Delivery on commitments
- We will fully implement the new Employee Review and Development Policy to all of our staff.
- We will resolve accommodation issues for Development Directorate Services.

External connections:

- We will work with community planning partners develop and implement a plan to attract people to Shetland to live, work, study and invest.
- 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
- We will continue to negotiate with the UK and Scottish Governments for a solution to the historic housing debt (£40million) to enable a financially sustainable Housing Revenue Account.

5. LINKS TO NATIONAL AND LOCAL STRATEGIC PLANS AND FRAMEWORKS

Shetland stays a safe place to live, and we have strong, resilient and supportive communities.

Shetland has sustainable economic growth with good employment opportunities, our people have the skills to match, good places to stay and the transport people and businesses need.

We have tackled inequalities by ensuring the needs of the most vulnerable are identified and met.

We have financial sustainability and balance within each partner and a better balance between a dynamic private sector, a strong third sector and efficient and responsive public sector.

6. WHAT WE ACHIEVED LAST YEAR

There are a number of achievements which have been secured during the past year. The main achievements are:

- Achieved budget reductions of £3,114,000
- In partnership with Hjaltsland Housing Association we have enabled 95 units of new housing currently on site across Shetland.
- We have achieved the national target of abolition of priority need for Homelessness ahead of target.
- Progressed the Local Development Plan to public representations stage.
- Implemented Planning Service back office systems and achieved dramatic improvement. Number of all local development applications determined within 2 month period increased to 73.2%.
- Completed review of Planning Service
- Installed Shetland Telecoms NGB fibre connection to Sullom Voe.
- Worked with Total E&P, Petrofac and other companies engaged in the Shetland Gas Plant Project to maximise engagement of Shetland businesses.
- Retendered and Implemented new island air service contract, savings of £72,500k.
- Developed and implemented new governance arrangements for Community Planning in the Shetland Partnership Board and Performance Group. We have started to investigate options to develop community planning arrangements at a local level in consultation with key partners.
- Supported more than 50 community groups with external funding applications, securing £0.5m of external funding to date, with decisions pending on another 15 applications. This is an increase of approximately 33% on the previous year in relation to external funding secured.

7. 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?'

8. 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. The newly established Development Partnership, which is part of the overall Shetland Partnership, will strengthen our ability to contribute to high level strategic planning through the single outcome agreement. We will work together and with our partners to develop innovative approaches to the key priority areas of economic recovery and growth, employment and inequality of outcomes.

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.

9. PLANS FOR 2013-14

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.

- **Change Management**

These activities are detailed in section 4. 'OBJECTIVES FOR 2013/14' and in the attached service plans.

10. WORKING BETTER TOGETHER

Improve Communication within team/opportunities to share information/join-up staff teams to make more efficient use of existing resources to support managers e.g admin, research and information

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.

Ensure feedback from meetings is shared where appropriate and relevant

11. EXTERNAL ENGAGEMENT

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

12. BENCHMARKING ARRANGEMENTS

Resources within the Directorate Services will be pooled to form an integrated research and information team.

Benchmarking will take place as part of service reviews.

Audit Scotland Annual Performance Indicators.

SOLACE Indicators.

13. 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)
Low staff morale impacts on Directorate services	4	5	20
College regionalization means decisions are made out with Shetland and has a negative impact on skill development *	4	4	16
Budgets do not balance	3	5	15
Welfare reform impacts	5	3	15
Complexity of governance arrangements impacts on decision making	4	3	12
Lack of 'buy in' to community planning impacts adversely on Council reputation	3	4	12

14. KEY PERFORMANCE INDICATORS FOR DIRECTORATE

- Increase sustainable economic growth to 2.7% by March 2014 (baseline 2%).
- Increase the number of businesses/start up rate to 4.5 per 1,000 of population by March 2014 (baseline 4.49 per 1000 of population).
- Population growth to 24,400 by 2024 (baseline 23,000).
- Increase economic participation to 85% by March 2014 (baseline 82.9%).
- Public/Voluntary/Private sector balance – target for March 2014, Public 37%, 3rd Sector 2.5%, Private 60.5% (baseline Public 38.4%, 3rd Sector 1.7%, Private 59.9%).
- Maintain the proportion of people on out of work benefits (JSA or equivalent) at 1.5%
- Increase average (median) earning to £560.84 by March 2014 (baseline £546.10)
- Improve the skill profile of the population (% qualified at NVQ1 level or above) to 87% of 16-64 qualified at NVQ1 level or above; 32% 16-64 qualified at NVQ4 level or above.
- Improve access to suitable housing options for those in housing need.
- Increase the supply of new affordable homes by between 53 and 72 per year.

- Directorate Internal Performance Indicators:
 - Cost of Overtime.
 - Sickness Absence Rates.
 - Energy Usage
 - Employee Review and Development
 - Return to Work Interviews
 - Accidents/Incidents
 - Complaints

Service Plans attached

Housing Service Plan 2013-14
Planning Service Plan 2013-14
Community Planning & Development Service Plan 2013-14
Transport Planning Service Plan 2013-14
Economic Development Service Plan 2013-14
Shetland College Service Plan 2013-14
Train Shetland Service Plan 2013-14

HOUSING SERVICE SERVICE ACTION PLAN 2013/14				
Service Aim	Service Purpose	Regulatory Framework/Best Value		
To work in partnership to enable everyone in Shetland to have access to : A choice of affordable housing options across all tenures that are warm and safe, energy efficient and in keeping with the Shetland environment, of good quality and in good repair, able to meet demand and the particular needs of households in inclusive and vibrant communities	To deliver on 5 key themes of the Local Housing Strategy; future housing supply, fuel poverty, homelessness, housing support/ housing for an ageing population, private sector housing	Scottish Housing Charter (statutory reporting from 2014/15) enforced by Scottish Housing Regulator; Housing (Scotland) Act 1987, 2001, 2010 Homelessness etc (Scotland) Act 2003, Management of Offenders etc (Scotland) Act 2005		

Service Action Plan

Note each Action/Objective should be **SMART** eg Specific - (says what the team will do/deliver). **Measurable** - (shows how you are going to measure the achievement). **Attainable** - (accomplishing the objective is within the teams realm of authority and capabilities). **Realistic** - (the objective/action is practical, results orientated, deliverable and relevant). **Time Bound** - (specify when the action/objective needs to be completed).

Business Activity	Objective	Action	Alignment with Corporate Plans			Targets	Timescales	Progress				Resources	
			SOA Ref		LHS Theme			Q1	Q2	Q3	Q4	FTE	Budget
Homelessness	To meet statutory duty to assess those presenting as homeless or threatened with homelessness	Prevention/early intervention measures			Homelessness	Reduced number of presentations	Ongoing					1.78*	-£77,974
		Provision of temporary accommodation				n/a	Ongoing						
Housing Support	Provision of Housing Support Services to a range of clients with assessed need. Statutory duty to assess housing support needs of those presenting as homeless or threatened with homelessness.	Work in partnership with others to ensure that efficient and effective range of support services are in place			Housing Support/Ageing Population and Homelessness		ongoing					26.17	£652,022
		Look at redesign of support services linked to sheltered housing to extend provision across tenures on a locality basis				Complete review/redesign by March 2014 in partnership with Community Care Service and other agencies	Mar-14						
Support to External Organisations	Annual funding to Shetland Women's Aid linked to Homeless Prevention linked to SLA	Prevention/early intervention measures			Homelessness	Review provisions of SLA with view to future efficiencies	Mar-13					n/a	£129,798
	Annual funding to Shetland Heatwise linked to prevention of fuel poverty	Contributes to range of services to assist with fuel poverty. Able to attract external funding.			Fuel Poverty	Review level of grant during 2013/14	Mar-14						
NASSO	Statutory duty to have a dedicated SOLO officer under MAPPA legislation	Respond on case by case basis. Ensure training up to date.			n/a	n/a	n/a					n/a	£1,000
Economic Rents	To provide properties for non-housing activity where appropriate to do so	Continue to review provision of economic rent property.			n/a	n/a	ongoing					n/a	-£23,969
Administration of Housing Benefit	Statutory duty to administer housing and council tax benefit schemes on behalf of DWP	Function carried out by Finance Services			n/a	n/a	n/a					n/a	-£50,980
Support Ledger	To contain the costs of the provision of the management of the housing service. Costs are allocated to funds annually through recharges	Continue to seek efficiencies across the support ledger			n/a	n/a	n/a					36.93	£1,449,202
Housing Revenue Account	To contain the costs of landlord functions for the Council's housing stock - account must be self-balancing	Seek resolution to the historic housing debt through UK and Scottish governments			n/a	Seek a negotiated solution with the UK and Scottish governments in advance of the 2014/15 budget-setting exercise	Nov-13					0	£0
	To achieve a sustainable housing revenue account	Develop a long term business planning approach to the HRA in consultation with tenants			n/a	To develop business planning approach in consultation with tenants in line with 2014/15 budget preparation	Feb-14						
	To achieve the Scottish Housing Quality Standard by April 2015	To invest in housing stock to ensure compliance by April 2015			n/a	100% completion	Apr-15						
Trading Account (Housing)	To contain the costs of the Housing Repairs Service on a trading basis	To develop systems to allow the removal of trading account status			n/a	Removal of trading account status by March 2014	Mar - 14					31.83	£0
Grant to Hjalteid Housing Association for Development of New Build Properties	To enable future supply of new build housing. One-off grant approved in 2011/12 and being drawn down over the course of the agreed development programme	To continue to develop partnership solutions to enable new supply housing to be provided in Shetland			Future Supply of Housing	100% Completion of the 75 units of n	Completion by March 2014					n/a	£2,269,421

Actions and commitments required from other sections or partners to deliver improvements

1. The Housing Service relies on a wide range of partnership working in the public and voluntary sectors to achieve efficient service delivery across a wide range of services

Risks

The table below shows the risk summary for the Housing Service

Rating	Number
High	2

The two areas identified as High Risk are funding issues and asbestos

Benchmarking

The service undertakes regular benchmarking through published government statistics, SPI's and information from other local authorities.

SIC Housing Service Performance Indicators 2013/14

	Actual 12/13 (Apr-Dec)	Target for 13/14	Actual 13/14	Q1 Cumulative Total	Q2 Cumulative Total	Q3 Cumulative Total	Q4 Cumulative Total
Employee sickness absence rate	6.86%	<4%					
% of Employee Review and Development Sessions carried out	10%	100%					
Number of staff who have been absent for over 1 calendar month	10	0					
Reduction in energy use	0%	3%					
% of agreed Audit Action Points complete (where appropriate)	n/a	n/a					
% of houses that were not low demand re-let within 4 weeks	73%	>66%					
Average time (days) to re-let houses that were not low demand	23 days	<28 days					
Time taken to deal with homeless applications (days)	17.7 days	<28 days					
% rent loss due to void properties	1.54%	<3.2%					
Overall repairs completed on time (excluding Voids)	84%	>83%					
Housing application process time	8(e)	<11 days					
Number of customer complaints received via the Town Hall	0	0					
% of tenants satisfied with service when reporting a repair	97%	>96%					

Shetland Islands Council

Planning Service

Service Plan 2013-14

Service Plan - Strategic Links

This document provides a brief summary of the strategic links between Land Use and Marine Planning, Community Planning, Economic Development, Transport Planning, and Housing Strategy.

Under each section, where relevant, the following is set out:

- a summary of national legislation or guidance is made;
- a table setting out the relevance of local and national documents to the Local Development Plan;
- a summary of the relevance of this area of strategic planning, to land and marine planning.

COMMUNITY PLANNING and SUSTAINABLE ECONOMIC GROWTH

Community Planning is a process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives.

The aims of Community Planning in Scotland are:

- making sure people and communities are genuinely engaged in the decisions made on public services which affect them; allied to
- a commitment from organisations to work together, not apart, in providing better public services.

There are two further key principles in addition to the two main aims outlined above:

- Community Planning as the key over-arching partnership framework helping to co-ordinate other initiatives and partnerships and where necessary acting to rationalise and simplify a cluttered landscape;
- the ability of Community Planning to improve the connection between national priorities and those at regional, local and neighbourhood levels.

The Local Government in Scotland Act 2003 places duties on:

- Local authorities - to initiate, facilitate and maintain Community Planning, including consulting and cooperating with communities;
- Core partners - Health Boards, the Enterprise Networks, Police, Fire and Regional Transport Partnerships - to participate in Community Planning; and
- Scottish Ministers - to promote and encourage Community Planning.

Community Planning Partnerships (CPPs) produce a Community Plan to support their work, but the focus should be on the process of involvement, decision making and implementation, rather than on producing a paper plan.

Single Outcome Agreement

In 2007, a Concordat between the Scottish Government and Local Government set out the terms of a new relationship, based on mutual respect and partnership. As part of the concordat package each Local Authority developed a Single Outcome Agreement (SOA) with the Scottish Government, based on the national outcomes and indicators and, under a common framework, local outcomes to take account of local priorities. The SOA is a strategic document, setting out the priority issues for the Local Authority area. While Local Government has the facilitation role in Community Planning, all partners have an important part to play and, as a minimum, statutory partners and other public bodies in the CPP must sign the SOA.

The clear strategic framework provided by the Scottish Government's purpose, five strategic themes and the national outcomes have resulted in greater consistency in the interests of partners at a local level. This common direction of travel across the public sector should support partnership working. Strategic roles for CPPs include setting out the vision and identifying local outcomes for the area in consultation with communities - how the 5 strategic priorities play out for the CPP and identifying local priorities, to feed in to the implementation of the Outcome Agreement.

Table 1: Strategic Links between Community Planning, Sustainable Economic Growth and Planning

Document	Scale	Purpose	Relevance to Planning
The Government Economic Strategy¹ 2007 and 2011	Scotland	To focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. This growth is defined as a dynamic and growing economy that provides prosperity and opportunities for all, while ensuring that future generations can enjoy a better quality of life. This includes providing a supportive business environment and pursuing infrastructure development. It recognises the importance of human capital in enabling sustainable growth in Scotland.	Increasing sustainable growth requires the planning and development regime to provide greater certainty and speed of decision making, within a framework geared towards achieving good quality sustainable places. It also requires investment in connectivity infrastructure (transport and telecommunications), to ensure improved reliability and speed.
Shetland's Single Outcome Agreement² 2011/12	Shetland	In the context of 'Wealthier' and supporting a competitive business environment, sets out Shetland's shared outcomes and actions to deliver in the three priority areas (renewable, telecommunications and developing Shetland's reputation) and strengthening the economy through business development and community regeneration, providing varied and high value employment opportunities.	Enabling the development of varied and high value employment opportunities and provision of access for individuals and communities to these jobs.
Skills for Scotland, a Lifelong Skills Strategy³ 2007	Scotland	Sets out Scottish Government's vision for a 'Smarter Scotland', which is globally competitive, based on high value jobs and innovative business leadership. This includes promoting equality of opportunity.	
Skills and Learning Strategy⁴ 2009	Shetland	A framework document to support schools, children's services, community development and Shetland College in providing better and better connected education and learning services, and reflect individual, employer and community needs. Draws on key issues and focuses on what the organisations intend to do differently, together, to improve service delivery. Proposals include to focus on some key target groups (long term unemployed, migrant workers and the More Choices, More Chances group of young people).	

RELEVANCE:

- Community Plan / SOA should provide the strategic framework to inform Land Use and Marine Planning (through the Local Development Plan). I.e. the priorities of a local area

¹ See <http://www.scotland.gov.uk/Publications/2007/11/12115041/0>

² See <http://www.shetland.gov.uk/communityplanning/default.asp>

³ See <http://www.scotland.gov.uk/Publications/2007/09/06091114/0>

⁴ See www.shetland.gov.uk/communityplanning/documents/ThePurposeofTheSkillsandLearningPartnership.pdf

and the outcomes that local area is seeking to achieve should be translated, by the LDP, into the way in which land is used in a local area.

- In turn the SOA within a local area has to deliver on the national key purpose of sustainable economic growth; strategic themes; and national outcomes.
- Community Planning Process should be used for Land Use Planning.

TRANSPORT PLANNING

Regional transport partnerships (RTPs) were established on 1 December 2005 to strengthen the planning and delivery of regional transport so that it better serves the needs of people and businesses.

RTPs bring together local authorities and other key regional stakeholders to take a strategic approach to transport in each region of Scotland. RTPs are independent bodies corporate defined in the Transport (Scotland) Act 2005. That legislation bases them on the local government model but they are not local authorities and they are not NDPBs. RTPs are like joint boards, bringing councils together to perform local government functions collectively and strategically over a larger area.

The first task of each RTP was to prepare a regional transport strategy. This is supported by a delivery plan where RTPs set out when and how projects and proposals would be delivered.

Legally, a RTS needs to include provision of the following:

(a) the respects in which transport in the region needs to be provided, developed or improved having regard to, among other things:

(i) future needs including those occasioned by demographic and land use changes; and

(ii) what can be done, taking account of cost, funding and practicability;

(b) meeting the needs of all inhabited places, in particular, those which the Partnership considers different from the remainder of the region by reason of their remoteness or the sparsity of their populations;

(c) meeting the need for efficient transport links between heavily populated places;

(d) how transport in the region will be provided, developed, improved and operated so as—

(i) to enhance social and economic well-being;

(ii) to promote public safety, including road safety and the safety of users of public transport;

(iii) to be consistent with the principle of sustainable development and to conserve and enhance the environment;

(iv)to promote social inclusion;

(v)to encourage equal opportunities and, in particular, the observance of the equal opportunities requirements;

(vi)to facilitate access to hospitals, clinics, surgeries and other places where a health service is provided;

(vii)to integrate with transport elsewhere;

(e) the order of priority in which different elements of the provision, development and improvement of transport should be undertaken;

(f) how the Transport Partnership's functions will be exercised so as to fulfil its transport strategy and, if the Partnership considers that the conferring of further functions is necessary for that purpose, what those functions are;

(g) how the Transport Partnership, so as to enable it to fulfil its transport strategy, will seek to influence its constituent councils or council in the performance of their functions relating to transport;

(h) the measuring and monitoring of the achievement of the strategy.

Table 2: Strategic Links between Transport Planning and Planning

Document	Scale	Purpose	Relevance to Planning
National Transport Strategy⁵ 2006	Scotland	Following the Transport (Scotland) Act, 2005. Three Strategic Outcomes: <ul style="list-style-type: none">• Improved Journey Times and Connections• Reduced Emissions• Improved Quality, Affordability and Accessibility	The Transport (Scotland) Act 2005 requires a transport strategy to make provision for transport in the region to be provided, developed or improved

⁵ See <http://www.scotland.gov.uk/Publications/2006/12/04104414/0>

⁶ Transport (Scotland) Act 2005: <http://www.legislation.gov.uk/asp/2005/12/contents>

⁷ National Planning Framework for Scotland 2: www.scotland.gov/Resources/Doc/278232/0083591.pdf

Regional Transport Strategy 2008 (10-15 years)	Shetland	Zetland Transport Partnership (ZetTrans), as a Regional Transport Partnership, has a statutory responsibility to prepare a Regional Transport Strategy and have direct responsibility to deliver the Strategy. It encompasses the Local Transport Strategy. It is a long-term working document that outlines ZetTrans objectives for the short, medium and long term and provides a framework for the wider transport related activities of Shetland Islands Council, and other stakeholders. It covers all links related to Shetland's Transport System; external links, inter-island links, and internal links. It is to: <ul style="list-style-type: none"> a) accurately represent the vision for Shetland's Transport System; b) provide an assessment of the existing situation; c) guide and co-ordinate transport-related activities in Shetland; d) set out, in an accompanying Delivery Plan, a programme of activities, projects and interventions, making the case for investment in services and infrastructure; and e) make the case for specific projects that meet funding criteria from the Scottish Government through specific revenue and capital grants. 	<p>having regard to (amongst other things) "future needs including those occasioned by demographic and land use changes"⁶.</p> <p>National Planning Framework 2 (NPF2) articulates the spatial consequences of policies for transport, promoting the strategic outcomes set out in the NTS. Transport issues are required to be addressed from the outset in planning for future development. For example, development plan land allocations must take account of the availability of existing public transport infrastructure and the capacity of transport networks⁷.</p>
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RELEVANCE:

- There is no explicit legal link between land use planning and transport planning. However, the legislation, as set out above, clearly indicates that in order to maximise benefits within a local area, the development and implementation on land use and transport plans need to be dovetailed.

HOUSING STRATEGY

The Housing Need and Demand Assessment (HNDA) is an evidence base, as required by the Scottish Government, to develop a good understanding of how housing markets operate. It provides the facts and figures on housing need and demand that were used to underpin the 2011-2016 Local Housing Strategy. It also helps to inform the new Local Development Plan led by the Planning Service.

It is a Scottish Government requirement that every local authority in Scotland has in place a comprehensive housing strategy for their area, covering both social and private housing.

The Shetland Islands Council in partnership with NHS Shetland, Hjaltland Housing Association, Shetland Tenants Forum, the voluntary sector and many other agencies developed the 2011-2016 Local Housing Strategy for Shetland. This sets out our shared priorities for improving housing in Shetland.

The strategy includes targets for increasing Shetland's housing supply. This links to the new Local Development Plan, which will ensure there is an adequate land supply available to meet the housing supply targets.

The Scottish Government Guidance for the development of Housing Strategies includes the following:

18. An important part of the approach to increasing housing supply to at least 35,000 per year by the middle of the next decade will be co-operation between local authorities at a regional level to set realistic housing supply targets in their local housing strategies and then - through the planning system - allocating sufficient available land to deliver the required number of houses. The public sector as a whole will play an important part in bringing land forward for development.

19. As a key part of a reformed delivery framework for a step change in housing supply, local housing strategies are expected to view the housing system as a whole and deal with the requirements for housing across all tenures. This requires a broader and more strategic housing role, integrated with modernised development planning that can only be achieved in many parts of the country through collaboration across local authority boundaries.

Scottish Planning Policy 3: Planning for Housing, Consultative Draft

21. The revised SPP3 will strengthen the link between assessed housing need and demand, local housing strategies and development planning. Housing need and demand assessments provide a key part of the evidence base upon which housing supply targets are defined in the local housing strategy and land release decisions are made within the development plan process. This will ensure the integration of local housing strategies and development plans and will depend upon close working between local authority housing and planning teams.

Housing need and demand assessments

22. Housing need and demand assessments will form a critical part of the evidence base for the local housing strategy and development plan framework. In line with the Government's new guidance⁵ these assessments are to be undertaken at functional housing market level⁶ and will provide a much clearer understanding of the operation of the housing system as a whole. It is for local authorities to define the boundaries of housing market areas, following one of the range of approaches referenced in the housing need and demand assessment guidance. On the basis of identified housing market areas constituent local authorities will be encouraged to set up housing market partnerships. These partnerships will play an important role in bringing together local authorities across housing market areas to undertake housing need and demand assessments and to agree housing supply targets for inclusion in local housing strategies.

23. While it is recognised that housing market areas are not evident across all of Scotland, particularly in some rural areas, guidance on housing need and demand assessment is still relevant and will help partnerships take a strategic view of housing requirements and inform housing land allocations in development plans.

Setting housing supply targets

43. The housing need and demand assessment will provide an important part of the evidence base upon which housing supply targets covering **all** tenures are defined in local housing strategies, and sufficient available land is allocated through development plans to meet these targets. Housing supply targets are to include new housing supply, replacement housing, empty properties to be brought back into use and conversions.

Table 3: Strategic Links between Housing Strategy and Planning

Document	Scale	Purpose	Relevance to LDP
Homes Fit for the 21st Century⁸ 2011	Scotland	Sets out the Scottish Government's housing vision and strategic approach and action for 2011-2020. This includes, ensuring all unintentionally homeless households are entitled to settled accommodation; all social housing meets all elements of the SHQS; tackling fuel poverty; and improving design and energy efficiency to reduce energy consumption.	The development of Local Housing Strategies and Local Development Plans are now dovetailed. Key areas of this are around the planning regime facilitating house building and providing certainty to assist in providing affordable homes; ensuring design and energy efficiency standards are met; and the creation of Sustainable Housing and communities.
Local Housing Strategy⁹ 2011	Shetland	<p>The Vision is to work in partnership to enable everyone in Shetland to have access to: a choice of affordable housing options across all tenures that are warm and safe, energy efficient and in keeping with the Shetland environment, of good quality and in good repair, able to meet demand and the particular needs of households in inclusive and vibrant communities.</p> <p>The aim is to increase the housing supply to meet high levels of demand, as well as improving the condition and sustainability of housing. In doing this, the strategy will support Shetland's wider economic, social, health and equality aims, and improve communities in to the future.</p> <p>The priority areas are:</p> <ul style="list-style-type: none"> - Future Supply of Housing: Shetland has a housing supply that can meet current and future housing needs, and offer a range of options that are affordable and achievable for all; - Fuel Poverty: assist householders to improve energy efficiency; - Housing for an Ageing Population: to provide vulnerable people with support at home to maintain residency in the community; - Homelessness: preventing, through improved 	The Local Development Plan will assist the delivery of the Local Housing Strategy, in particular by assisting in meeting future housing needs, through the supply of land; improving energy efficiency; and preparing for an ageing population by putting in place appropriate design standards.

⁸ See www.scotland.gov.uk/Publications/2011/02/03132933/0

⁹ See www.shetland.gov.uk/lhs

		housing options, early intervention and advice and assistance; and - Private Sector Housing: improve quality and supply of owner occupied and privately rented.	
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RELEVANCE:

The HNDA provides a robust evidence base for Shetland, required to inform the Local Housing Strategy and the LDP.

There is a close relationship between land use and housing supply, and therefore strategic planning needs to be dovetailed.

OTHER RELEVANT PLANS AND PROGRAMMES OF RELEVANCE TO PLANNING

Table 4: Strategic Links between Other Strategies and Planning¹⁰

Document	Scale	Purpose	Relevance to LDP
Equality, diversity and integration			
Equality Act 2010 ¹¹	UK	<p>States that Local Authorities must have due regard to the need to:</p> <ul style="list-style-type: none"> • Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act; • Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and • Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>This relates to the 'protected characteristics', protected under equality law:</p> <ul style="list-style-type: none"> • Gender (and Pregnancy and Maternity); • Disability; • Race; • Age; • Sexual Orientation (and Gender Reassigned); and • Religion and Belief. 	<p>Effective community engagement is a key requirement for the development of and implementation of Local Development Plans. Therefore, this must include effective consideration of how to involve individuals and groups within the 'protected characteristics'.</p> <p>Any future spatial developments will need to ensure opportunities for fostering good relations.</p> <p>Requires explicit reference to provision of access to development and open space opportunities for all abilities of user.</p>
Equality & Diversity Framework ¹² 2011/13	Shetland	Sets out Shetland Islands Council's approach to meeting the Equality Act (2010), and Best Value 2 requirements.	
Health, well-being and health inequalities			
Equally Well	Scotland	Focuses on the underlying causes of health inequalities.	Provision of access to health services and healthy activities (e.g. physical activity, open space) for all, but particularly those with poor health.
Active Lives Strategy ¹³ 2009/14	Shetland	Built on Shetland's legacy of resources (built and community-led activities) to create a healthier and more active population, where everyone has the opportunity to reach their full potential.	Access to open space and development of facilities which can increase participation in physical activity and thereby contribute to a mentally and physically fit population.
Healthy Weight Strategy ¹⁴ 2008/11	Shetland	Setting out actions to promote healthy eating to different age groups, using schools and workplaces, for example.	Access to food outlets providing affordable food for a healthy diet.

¹⁰ This has been extracted from the Impact Assessment of the draft Local Development Plan

¹¹ The Equality Act (2010) http://www.opsi.gov.uk/acts/acts2010/pdf/ukpga_20100015_en.pdf

¹² See <http://www.shetland.gov.uk/equalopportunities/documents/EqualitiesFramework2011.pdf>

¹³ Shetland's Active Lives Strategy (www.shetland.gov.uk)

¹⁴ See www.shb.nhs.uk

Mental Health Strategy¹⁵ 2007	Shetland	Single plan for local comprehensive Mental Health Services.	Link between people's experience of their built and natural environment, their mental health and substance misuse.
Annual Drug and Alcohol Action Plan¹⁶ 2011/12	Shetland	Strategic planning and monitoring of all alcohol and drug services across Shetland.	
Strong and inclusive communities (including disadvantage and social exclusion)			
Shetland Community Safety Partnership Strategic Assessment 2010-12	Shetland	Uses evidence to highlight areas of concern, and develop priorities in order to take action to improve community safety and tackle antisocial behaviour in Shetland. The high risk areas for action are domestic abuse, controlled drugs and underage drinking.	The way in which a community uses its built environment has an impact on the way in which a community views alcohol. Spatial planning is able to influence this, and therefore can potentially contribute to the priority area of underage drinking.
Child Poverty Act 2010¹⁷	UK	Sets out ambitious targets to be met by 2020 around Child Poverty.	Recognising the links between spatial planning and access (through location, transport links and telecommunications). These are key to reducing levels of poverty and exclusion in Shetland, by enabling people to access employment, learning, services and social opportunities.
Child Poverty Strategy¹⁸ 2011	Scotland	Sets out how Scotland will meet the targets set out in the Child Poverty Act (2010), in collaboration with local areas. It highlights the need for a collaborative approach across services – genuinely integrated services, through partnership working and shared resources.	
Achieving Our Potential¹⁹	Scotland	A framework to tackle poverty and income inequality in Scotland.	
Fairer Shetland Framework²⁰ 2011/12	Shetland	Sets out Shetland's approach to tackling poverty, disadvantage and social exclusion, by developing understanding, changing ways of working and delivering on the Child Poverty Act 2010.	
Achieving a Sustainable Future²¹ 2011	Scotland	Sets out how the Scottish Government, with partners, will respond to the challenges faced by Scotland's most disadvantaged communities, alongside other policy frameworks. This includes support for rural communities.	Recognises the importance of infrastructure development, placemaking and connectivity (transport and ICT), alongside social policy and community capacity building.
Shetland's Regeneration Policy²²	Shetland	Building on the Strengthening Communities and Wealthier part of Shetland's Single Outcome Agreement (Strengthening the Economy: peripheral communities will be assisted to build	The role of spatial planning in creating a sense of place and strong communities, throughout Shetland.

¹⁵ See www.shb.nhs.uk/healthcare/shetlandwide/publichealth/phar08-MentalHealthInShetland.asp

¹⁷ The Child Poverty Act can be found at: <http://www.legislation.gov.uk/ukpga/2010/9/contents>

¹⁸ See <http://www.scotland.gov.uk/Publications/2011/03/14094421/0>

¹⁹ See <http://www.scotland.gov.uk/Publications/2008/11/20103815/0>

²⁰ See <http://www.shetland.gov.uk/policy/Poverty.asp>

²¹ See <http://www.scotland.gov.uk/Publications/2011/12/09110320/6>

²² See <http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=8545>

2009		capacity that strengthens community sustainability), it puts in place a co-ordinated support structure for assisting communities in their development, aiming to stimulate economic growth and improve social cohesion in communities that are facing decline	
Culture, heritage and diversity			
Culture Delivers ²³	Scotland	Resource to assist Community Planning Partnerships (CPP) utilise culture and cultural activity to advance local well-being and prosperity.	Culture includes visual arts, music, song, theatre, dance, film, digital media, prose, poetry, food and the built and natural heritage.
Action Plan 2010 onwards	Scotland	Sets out commitments for promoting the value of culture.	A Council must discharge its statutory duty to 'ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities'. ²⁴ In addition, there is a contribution to preserving existing cultural assets (including built and natural environment) and the involvement of all individuals and communities in cultural activities.
On the Cusp 2009/13 ²⁵	Shetland	Sets out Shetland's vision for cultural life in Shetland, including aims and methods under a number of key themes: access, participation and potential; creativity and heritage; learning; culture and the economy; and health and wellbeing.	

PLANNING SERVICE, SHETLAND ISLANDS COUNCIL

IMPLEMENTATION PLAN, 2013

Introduction

A review of Shetland Islands Council's Planning Service was undertaken during the autumn of 2012. The purpose of the review was to develop a delivery model for the Planning Service which is sustainable, high quality, efficient, affordable and resilient, and meets national and local legislation. In doing so, the review was required to set out actions which lead to a service being one which is capable of meeting the challenges which lie ahead at time of increased expectations and diminishing resources (to cost £1.1mn by 2017/18).

In particular the Review was to focus on:

- Clarifying the relationship between the Planning Service and other Council Services and key partner agencies. In particular synergies, particularly within the Development Directorate; current outsourcing of services; and the input of other services into the planning process;

²³ See <http://www.scotland.gov.uk/Publications/2008/12/22094149/0>

²⁴ Local Government and Planning (Scotland) Act 1982, Section 14:

<http://www.legislation.gov.uk/ukpga/1982/43/contents>

²⁵ On the Cusp (2009/13): www.shetland.gov.uk

- The staffing resource required below Team Leader;
- Maximising the effective use of ICT;
- Understanding the impacts of services and their resourcing, in particular the non-statutory elements; and
- Ensuring that the performance of the service becomes more widely known and understood.

The review has been undertaken using information:

- Provided by the Executive Manager and Team Leaders (including the Coastal Zone Manager) of the Planning Service;
- From consultation with businesses operating in Shetland, partner services and organisations, and staff;
- Provided by other Local Authorities (Orkney, Argyll and Bute, Comhairle nan Eilean Siar);
- From desk-top research; and
- Discussions amongst Councillors at a Seminar held on 27th November 2012.

The key findings of the review are set out below:

- Staff are committed, and provide a good quality service;
- The community have high expectations on the level of support that officers can, and should, provide;
- The positive attitude of staff to facilitate appropriate development is seen to be particularly important, by developers;
- Disputes about land and marine use are tangible, and therefore heighten the profile of planning issues, which is augmented by a lack of understanding about planning processes within the community;
- Partner services and staff value regular liaison meetings, where they are currently in place;
- The performance of the service has improved in recent years; this is particularly marked in Development Management in recent months;
- There is the potential for this to improve further, depending on the future location of the service and full implementation of the LEAN process; and if the service is able to fully invest and commit to ePlanning;
- As the national and local agenda moves increasingly towards outcome-focused delivery and partnership working, there is an opportunity for the service to develop its own outcomes, ensuring strong links with other strategic services and become more outward looking; and
- The service is on target to meet the Council's medium-term budget strategy, but this will require a more flexible approach by some staff, to work across different areas of the service.

Delivery Model

The Planning Service of Shetland Islands Council is affordable, well-regarded, and professional. As individuals and a team, the service is focused on delivering on the following outcomes:

These outcomes are widely known, and understood, by the Council and wider community of Shetland.

To achieve these outcomes, staff are valued and work flexibly, as demand requires.

Implementation Plan

PLANNING SERVICE				
Actions	Responsibility	Timescale	Progress	Next Steps
A) To develop a set of outcomes for the Planning Service, against which those within the service: <ul style="list-style-type: none"> • Can monitor performance: as a service and as individuals, and adapt workforce resources, as required; • Can clearly demonstrate their contribution to Shetland's Community Plan and other Strategic Frameworks, improving development and implementation of strategy across Development Services and the Council; • Can be clear on the role of the service, to customers; and Can ensure cross-cutting themes are delivered across the organisation, and Shetland.				
A.1 Clarify the legislative and best-practice relationships between Planning and other key local strategies. For example, Development Services Management Team could discuss the Strategic Links and Processes within the Department, based on Appendix I (primarily developed in 2011/12).	Director of Development Services	March 2013		
A.2 Develop and implement a workshop involving staff within the service and colleagues in other services with key strategic links, to develop outcomes and indicators for the Planning Service.	Director of Development Services	March 2013		
A.3 Consider the	Director of	March 2013		

role of Planning in the new partnership focusing on living in well-designed and sustainable places.	Development Services			
B) Ensure the Planning Service is consistent, balanced, fair and transparent in its approach.				
B.1 Engage in the consultation and development of the national Better Regulation Bill.	Executive Manager - Planning	Ongoing, early 2013 onwards		
B.2 Update the Enforcement Charter, based on this Bill.	Executive Manager - Planning	Dependent on above		
C) Ensure that staff in the service feel valued, secure and motivated, and that the service is able to adapt to different challenges and pressures in the future with fewer professional staff.				
C.1 Put in place workforce planning, seeking to use staff more flexibly across the service, where feasible, based on service outcomes and legislative change. In particular, this would involve staff in Marine Planning, Development Planning and Development Management. This process must be mindful of the concerns of staff, existing workloads, skills and experience and be done with a full understanding of the costs and benefits.	Executive Manager – Planning and Management Team	January 2013 onwards		

<p>C.2 This will be trialled in the coming months with a reduction in staff numbers and expertise in the following areas: Historic Environment / Strategic Environmental Assessment / reduction in Development Plans staff.</p>	<p>Executive Manager – Planning and Management Team</p>	<p>January 2013 onwards</p>		
<p>C.3 For the final administration and business support requirements for the Planning Service to be taken into account in the review of Development Services administration, much of which will depend on the final location of the Service. Any future planning must recognise the value of skilled business support within the service, to be able to screen face-to-face and phone contacts, and applications. To maximise this, Business Support Staff need to be a flexible resource, to use across the Planning Service, as need requires. There is justification to increase these</p>	<p>Director of Development Services</p>	<p>January 2013 onwards</p>		

resources, within the Service, if the decline in professional staff continues (from within existing Council staff) and the service can provide access to relevant support from 9-5 each day.				
C.4 Seek clarification from HR on Career Grading, which, at the current time, with current staff resources will cost the service approximately £20,000 / year additional staff costs.	Executive Manager - Planning	December 2012		
C.5 Seek opportunities for staff in the service to meet with and share ideas for future working with other staff across the Council, particularly Development Services.	Director of Development Services	TBC		
D) Enable the Planning Service to meet the Council's short and medium term budget strategy.				
Put in place zero-based budgeting for 2013/14 to 2017/18, including close monitoring of out-turn 2012/13; minimisation of spend; budgetary information from review; and areas still under	Executive Manager – Planning and Management Team	Ongoing to end of January 2013.		

investigation.				
D.1 Understand recharges relating to Planning, in particular between Roads and Planning.	Director of Development Services	TBC		
E) Provide a long-term location for the Planning Service which has considered the issues highlighted by staff and improves access to staff for members of the public.				
E.1 Ensure these issues are known and understood by those allocating accommodation.	Director of Development Services	Ongoing from November 2012.		
E.2 Seek a long-term solution whereby the reception provided for the service will be able to assist with the processing of applications, acting as a filter to business support and planning officers.	Director of Development Services	Ongoing from November 2012.		
F) Establish and maintain robust customer feedback mechanisms in place for the Planning Service and its constituent parts.				
F.1 Introduce standard feedback forms to all areas of the service.	Executive Manager – Planning and Management Team	TBC		
F.2 Ensure regular Developers Meetings and Focus Groups.	Executive Manager – Planning and Management Team	TBC		
G) Staff to be confident that Councillors, the public and media have a good understanding of the role of a planning authority.				
G.1 Work alongside the Communications Team to establish a process to achieve this. This could include training in Resilience, which has recently been	Director of Development Services			

piloted within another Council service.				
G.2 Continue to develop understanding in the community about the quality of applications required, including consideration of fast-tracking high quality applications.	Director of Development Services, Executive Manager – Planning and Management Team			
DEVELOPMENT MANAGEMENT				
Actions	Responsibility	Timescale	Progress	Next Steps
H) Effectively and efficiently use the Council's enforcement powers when planning regulations have been contravened, and release the Enforcement Officer to be able to take a more proactive approach.				
For the Planning, Roads and Legal Services to understand which powers should be used on which occasion.	Executive Manager – Roads Service, Team Leader – Development Management	Complete?		
H.1 Continue to monitor the use of these powers and the impact on the role of the Enforcement Officer within the Planning Service.		3 monthly basis, as part of liaison meetings		
I) Further improve the performance of the service, through processing of applications and customer access by maximising the opportunities highlighted by the LEAN process.				
I.1 To find a resource to be able to scan the paper-based filing system (estimated to take 6-9 months), and reduce the space required by the Planning Service.	Director of Development Services	January 2013		
I.2 Use of reception staff for scanning / filtering applications.	Director of Development Services	January 2013		
J) Maintain and improve ongoing relationships between services and partners with				

responsibility to input into the Planning process.				
J.1 Regular liaison meetings to be held between Roads and Planning (initially every three months).	Team Leader – Development Management	In place?		
J.2 Regular liaison meeting to be put in place between Planning and other Council Services involved in planning applications, both land and marine (e.g. Environmental Health and Trading Standards).	Team Leader – Development Management	January 2013		
K) Ensure the Planning Service is provided with archaeological expertise to meet the Council's requirements, as set out in PAN 2/2011.				
K.1 The Service Level Agreement is updated to meet the Council's requirements regarding Planning and Archaeology, as set out in PAN 2/2011, providing value for money and clarity of roles (including building up the capacity of Planning Officers in this area). This will include a monitoring framework to enable three monthly and annual monitoring. The Council may then be required to tender the service. This may result in increased	Executive Manager – Planning, Team Leader – Development Management	January 2013		

costs.				
K.2 Clarification is sought from SAT on access to the SMR for the Council and the public.	Executive Manager – Planning, Team Leader – Development Management	January 2013		
K.3 Clarify funding from SIC and SAT (including determining staff time allocated to SCT Grant and SIC SLA).	Executive Manager – Planning, Team Leader – Development Management	January 2013		
L) Maximise the opportunities provided by online planning, including improved customer access and reduced staff time, by committing to ePlanning.				
L.1 Invest in equipment required, using the carry-forward mechanisms, as set out in the Council's Medium Term Financial Plan.	Executive Manager – Planning, Team Leader – Development Management			
L.2 A clear message from the Executive Manager to consultees re no longer printing applications.	Executive Manager – Planning			
L.3 Working Group to consider updating website, taking into account consultation responses (e.g. users find it difficult to search).	Team Leader – Development Management			
L.4 Include co-ordinates in consultations, if feasible.	Team Leader – Development Management			
M) Ensure the Council follows the correct procedures as a Planning Authority.				
M.1 Ensure the Council follows the correct procedures for handling any associated planning applications, and	Director of Development Services	January 2013		

that grants awarded are done so on a sound basis, with best value in mind.				
MARINE PLANNING				
Actions	Responsibility	Timescale	Progress	Next Steps
N) Ensure Shetland is well-placed for any future marine developments, particularly renewables, in order to maximise sustainable economic growth.				
N.1 Continue to be proactive in the establishment of a Marine Planning Partnership and in the development of a Regional Marine Plan for Shetland to maximise opportunities for sustainable economic growth for Shetland.	Coastal Zone Manager	Reactive to national timescales?		
BUILDING STANDARDS				
Actions	Responsibility	Timescale	Progress	Next Steps
O) Further improve the performance of the Building Standards Service by improving the efficiency and consistency of the service provided to customers.				
O.1 To revisit the LEAN process and Action Plan and continue the LEAN process with the involvement of all staff and the Executive Manager. This will take into account additional national requirements and the ideas of staff.	Director of Development Services (to find resources) Executive Manager – Planning and Team Leader – Building Standards	January 2013 Dependent on above		
O.2 Utilise the reinstatement of Developers Meetings and Focus Groups to develop	Executive Manager – Planning and Team Leader – Building Standards			

understanding and clarify roles and to explain how the Service (as the Verifier), give consideration to alternative solutions (to guidance issued by the Scottish Ministers on how compliance with mandatory building standards can be achieved); the flexibility of the systems; and the options available to users.				
DEVELOPMENT PLANS				
Actions	Responsibility	Timescale	Progress	Next Steps
P) Ensure the Council meets its statutory obligations to undertake Strategic Environmental Assessments.				
P.1 Development Services to consider how a gateway to all impact assessments can be established, with relevant officers able to assist with the detail, including officers within the Planning Service.	Director of Development Services and Management Team	Early 2013		
Q) Ensure the Council, as a corporate body, understands and meets its duties under the Flood Risk Management (Scotland) Act 2009.				
Q.1 CMT to discuss how the Council will address its responsibility as a Lead Local Authority and be able to access funds, if necessary, to protect Council	Director of Development Services	Early 2013		

assets. Although the Planning Service have responsibility to co-ordinate activity, other services should contribute, as required, without cost to the Planning Service.				
R) Maximise the expertise of the Technical team, across Development Services.				
R.1 The Technical Team will become part of the virtual team of research and performance staff across the Development Service, in particular developing their capabilities to support the mapping of services and facilities.	Director of Development Services and Management Team	Early 2013		
S) Meet the Council's statutory requirements in the areas of Outdoor Access and Biodiversity in an effective and efficient manner.				
S.1 The Contracted Services Budget for Outdoor Access is reduced to £** in 2013/14 (Saving of £**,000) and the Outdoor Access Officer, alongside other staff within Development Services, will support individuals to access external funding for access improvements. S.2 The Natural Heritage Grant Scheme is removed from Planning Service budgets (Saving of £30,000).	Executive Manager – Planning and Team Leader – Development Plans			
S.2 The Natural	Executive			

Heritage Grant Scheme is removed from Planning Service budgets (Saving of £30,000).	Manager – Planning			
S.3 The Roads Service maximise biodiversity through verge cutting and minimise impact when undertaking maintenance or improvements to roads.	Director of Development Services			
S.4 The Planning Service begins a dialogue with SAT about the Ranger Service, based on the current assessment of the scheme. This needs to clarify areas of work to be funded by the Council. This should involve other Council Services and SCT, as relevant, and explore external funding opportunities. This may involve changes to the role of the Outdoor Access and Natural Heritage staff in the medium to long-term.	Executive Manager – Planning and Team Leader – Development Plans			

Monitoring

At the conclusion of this review a monitoring group was established to:

- Oversee the timely implementation of the actions agreed by the Director of Development; and
- To assist in removing any barriers to implementation.

The members are:

- Sandra Laurensen, Corporate Services
- Peter Peterson, Executive Services (Chair - proposed)
- Anita Jamieson, Housing Services
- Neil Grant, Development Services
- Iain McDiarmid, Planning Services
- Christine Allan, Development Services (Co-ordinator).

Meetings will be held in:

- January 2013
- February 2013
- March 2013
- April 2013 and subsequently every three months.

The purpose of each meeting will be to go through the action plan, to update on progress and agree next steps.

Background Information (Available separately)

APPENDIX A: Current Context

APPENDIX B: Benchmarking

APPENDIX C: Additional Benchmarking

APPENDIX D: Consultation Responses (Services, Businesses, Staff)

APPENDIX E: 5 – Year Budget

APPENDIX F: Archaeology and Natural Heritage

APPENDIX G: LEAN Action Plan

APPENDIX H: Assessments

APPENDIX I: Strategic Links

APPENDIX J: SWMP

COMMUNITY PLANNING & DEVELOPMENT SERVICE ACTION PLAN

Service Purpose		Best Value Toolkits / Indicator Guidance				Responsible Officer										
Enabling our communities to develop their potential		Community Engagement Equalities Partnership working and community leadership Vision and strategic direction				Valla Simpson - Executive Manager Nancy Heubeck - Team Leader – Adult Learning Heather Moncrieff - Team Leader - Community Work										
Service Action Plan																
Note each Action/Objective should be SMART eg Specific - (says what the team will do/deliver), Measurable - (shows how you are going to measure the achievement), Attainable - (accomplishing the objective is within the teams realm of authority and capabilities), Realistic - (the objective/action is practical, results orientated, deliverable and relevant), Time 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	Timescales	Progress				Resources	
						SOA Ref	IP Ref	CP Ref			Q1	Q2	Q3	Q4	FTE	Budget
CPD1	Community Planning		Better public services, planned and delivered together	An effective Shetland Partnership, demonstrating strong local decision making	Implement efficient structures and processes, and build the capacity of Shetland Partnership members to meet the challenges set through the National Review of Community Planning				At least 4 Board meetings per year, attended by at least 80% of members At least 4 Performance Group meetings per year, attended by at least 80% of members Establish baseline in relation to partner feedback Completed training needs assessment An agreed training plan	March 2014 March 2014 July 2013 Aug 2013 Dec 2013						
		CPD1.1			Develop and implement an innovative and effective system of community engagement at strategic, service specific and routine levels				Establish baseline of number of community groups which influence local and wider decision making Establish baseline of number of community organisations which identify themselves as influencing local and wider decision making Produce an annual report about local and wider decisions influenced by community groups, and the outcomes for communities of local and wider decisions influenced Establish baseline of number of people accessing community guidance	Sept 2013 Sept 2013 March 2014 Sept 2013				2.00	£83,763	
CPD2	Equalities		Equality of opportunity	Develop and publish equality outcomes	Develop equality outcomes for Shetland Ensure these are mainstreamed within the new SOA				Equality outcomes developed Equality outcomes published SOA cross referenced to outcomes	April 2013 May 2013 May 2013						
		CPD2.1			To ensure all equality impact assessments are carried out	Mainstream use of Integrated Impact Assessment into service planning Re-establish the Equality Forum				IA finalised and approved by Shetland Partnership Performance Group At least 4 meetings per year attended by at least 80% of members	June 2013 March 2014				0.50	£22,607
		CPD2.2	Equality of opportunity													

[illegible]

CPD6	Community Minibus Service	CPD6.1	A viable and sustainable community minibus service	To ensure communities can continue to have access to a community minibus service	Finalise review of community minibus service Arrange transfer of service to an established community organisation						Council decision on review Service transferred Number of community minibus transport services operating throughout Shetland	Aug 2013 March 2014 March 2014					£16,421
CPD7	Community Grants and External Funding		Ability for all young people to participate equally in groups, clubs and sporting activities	To reduce inequalities and promote a fair and inclusive society	Carry out a review of community grant schemes						Council decision on review Increase number of participants in group, club or organisation +N16 Establish baseline of number of participants in activities that challenge discrimination and celebrate people's identities and differences	Jan 2014 March 2014 Sept 2013 Sept 2013				2	391273
		CPD7.1	Access to good quality, efficient and sustainable community facilities	Greater consistency in the provision and practice of CLD across Shetland, with services being delivered in line with local priorities, and focused on improving outcomes	Carry out a review of community assets - those which are currently eligible to apply for grant funding and those used for community learning						Increase number of community groups supported to secure funding Increase additional investment secured by communities over a one year period Produce an annual report detailing outcomes for communities of funding raised by community groups	March 2014 March 2014 March 2014					
CPD8	Museum & Archives	CPD8.1	Insert link to M&A service plan	Insert link to M&A service plan	Monitor contract and outcomes						Council / SAT negotiate and agree service plan priorities and outcomes	March 2014					£1,037,019
CPD9	Management of CP&D	CPD9.1	Better public services, planned and delivered together	To support SIC to meet statutory duties in relation to Community Planning Provision of high quality, effective and efficient services, which improve outcomes for individuals and communities	Establish a project Board to scope and carry out review of Community Planning & Development in consultation with staff and other stakeholders as appropriate						Project scope defined and agreed Project Board established Review complete Recommendations approved Action Plan drafted Monitoring Group established Maintain positive outcomes in any Learning Community inspections	April 2013 April 2013 Sept 2013 Sept / Oct 2013 Oct 2013 Oct 2013 March 2014				0.5	£49,701

Action and commitments required from other sections or partners to deliver improvements

All Directors and senior managers to embed Community Planning, and effective partnership working / collaboration within working arrangements, and at an early stage in planning processes
Elected Members to continue to facilitate effective collaboration at a local level by supporting the development of locally-owned structures and plans in line with the outcomes of the 'Strengthening Community Involvement' Project
Co-operation, participation and constructive feedback from all partner agencies in the CP&D Review

Performance Indicators

Council Wide Indicators / Measures		Source / Freq	Baseline	Targets (2012 – 2015)		Actions Ref
1	Overtime Cost	P&I – Monthly	£0	£0		
2	Sickness Absence Rates	P&I – Monthly	3.60%	<3%		
3	Energy Usage	P&I – Qtrly				
4	Employee Review and Development	P&I – Monthly		100%		
5	Return to Work Interviews	P&I – Qtrly				
6	Accidents/Incidents	P&I – Qtrly	0	0		
7	Insurance Claims	P&I – Qtrly				

Benchmarking Arrangements / Plans

Community consultation and customer feedback

Benchmarking with other local authorities to be carried out as part of CP&D review

CLDMs are looking into benchmarking options in relation to CLD - we will continue to contribute to discussions

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
Medium	6	Medium	8	EDCC000	Storm, Flood, other weather related, burst pipes etc	Service has 2 PTE plus 3.5 hours clerical every morning	Frances Browne		
	0	High	15	SCTA000	Staff number/skills shortage	Insufficient staff numbers with appropriate skills	Nancy Heubeck		
	0	Medium	6	EDC0000	Central Govt Funding Issues	Non statutory service so risk higher for this service	Heather Moncrieff		
	0	Medium	9	EDC0011	Motor Third Party Liability	Could occur with any of four community minibuses	Heather Moncrieff		
	0	Low	4	EDC0002	Damage to vehicles, mobile plant and equipment	Small fleet of vehicles not garaged, so susceptible	Heather Moncrieff		
	0	Medium	6	EDC0003	Deadlines - failure to meet	Not meeting funding or HMLe deadlines could have serious consequences	Heather Moncrieff		
	0	Medium	6	EDC0003	Key staff - loss of	Could be caused by new job/promotion Disaffection with service Long term sickness absence Volume of work Personal circumstances	Heather Moncrieff		
	0	High	10	SCTA000	Loss of revenue/income	Fees are set annually for community based classes Participation in Community based classes was 1196 in 2010/11 The number of learners claiming concessions was 366 Number of classes cut by 1/3 in 2011/12 fees increased by 50% Fee income of £35907 projected in 2011/12 Government funding has been available for English for speakers of other languages for a number of years, but is reducing	Nancy Heubeck		
	0	Medium	9	EDCB000	Storm, Flood, other weather related, burst pipes etc	Service has 1 FTE plus 1 hr clerical per day, FTE works alone, across a wide geographical area	Maureen Stewart		
	0	Medium	9	EDCB000	Staff number/skills shortage	Reduction of staff due to redundancies, restructuring, resignation	Maureen Stewart		
	0	Medium	9	EDCD000	After Hours/ Lone working	Staff work late and irregular hours	Patricia Christie		
	0	High	20	EDCD000	Storm, Flood, other weather related, burst pipes etc	Service has 1 FTE plus 1 hr clerical per day, FTE works alone, across a wide geographical area	Patricia Christie		
	0	High	20	EDCD000	IT Skills/Resources inadequate	and communications. Many work from non-Community Work premises	Patricia Christie		
	0	High	20	EDCE000	IT Skills/Resources inadequate	and communications. Many work from non-Community Work premises	Mick Clifton		
	0	High	12	EDCD000	Communications poor	Dispersed staff, remote management (in flux), staff don't know when a manager or team leader will be in place. While communications are in place, cascade can be patchy. Wider organisational communications can be poor.	Patricia Christie		
	0	High	15	EDCD000	Service level conditions - absence of own	Service operates from an office based in the school, school is shut over holidays, no cleaner over the holidays so toilets, floors etc not cleaned for 6 or 7 weeks.	Patricia Christie		
	0	Medium	9	EDCB000	Communications poor	Poor communications within department, section, service areas. Number of unique posts.	Maureen Stewart		
	0	High	20	EDCE000	Staff number/skills shortage	Very small teams working across wide geographical areas. Number of unique posts.	Mick Clifton		
	0	High	12	EDCE000	Communications poor	know when a manager or team leader will be in place. While communications are in place, cascade can be patchy. Wider organisational communications can be poor.	Patricia Christie		
	0	High	20	EDCD000	Staff number/skills shortage	Very small teams working across wide geographical areas. Number of unique posts.	Patricia Christie		
	0	Medium	9	EDCB000	After Hours/ Lone working	Staff work late and irregular hours	Maureen Stewart		

	0	Medium	9	EDCC00	After Hours/ Lone working		Staff work late and irregular hours NM & W has 1 FTE, plus a clerical (0.4 FTE) and covers a vast geographical area.	Patricia Christie	
	0	Medium	9	EDCB00	Key staff - loss of			Maureen Stewart	
	0	Medium	9	EDCE00	After Hours/ Lone working		Staff work late and irregular hours communications are in place, cascade can be patchy. Wider organisational communications can be poor.	Patricia Christie	
	0	Medium	8	EDCC00	Communications poor		Very small teams working across wide geographical areas. Number of unique posts.	Frances Browne	
	0	High	20	EDCC00	Staff number/skills shortage		and communications. Many work from non-Community work premises	Frances Browne	
	0	Medium	8	EDCC00	IT Skills/Resources inadequate		Service has 1 FTE who works alone across a wide geographical area	Frances Browne	
	0	Medium	6	EDCA00	Storm, Flood, other weather related, burst pipes etc			June Porter	
	0	Medium	9	EDCA00	Key staff - loss of		Small, specialised team of staff. Area covered by 1 FTE	June Porter	
	0	Medium	8	EDCA00	Communications poor		Dispersed staff team, remote from management. Good communication essential at all levels.	June Porter	
	0	Medium	9	EDCA00	Staff number/skills shortage		Part of a very small team, working across wide geographical areas. Number of unique posts.	June Porter	

COMMUNITY PLANNING & DEVELOPMENT PERFORMANCE DATA

Type	Indicator	Year	apr	may	june	july	aug	sept	oct	nov	dec	jan	feb	mar
N	No of SPB Board meetings per year	Qtrly												
N	% attendance at SPB Board	Qtrly												
N	No of SPBG meetings per year	Qtrly												
N	% attendance at SPBG meetings	Qtrly												
S	Number of Members who report that they're satisfied with effectiveness of Board governance arrangements	Annual												
A	Number of community groups which influence local and wider decision making	Annual												
S	Number of community organisations which identify themselves as influencing local and wider decision making	Annual												
A	Evidence of local and wider decisions influenced by community groups	Annual												
A	Outcomes for communities of local and wider decisions influenced	Annual												
N	Number of people accessing community guidance	Qtrly												
N	Number of EIAs completed	Qtrly												
N	No of Equality Forum meetings per year	Qtrly												
N	% attendance at Equality Forum	Qtrly												
N	Number of participants in activities that improve employability, including self-employment	Qtrly												
N	Number of participants who complete activities that improve employability, including self-employment	Qtrly												
S	Number of participants who after the activity ends are in sustained	Qtrly												
	a) voluntary work	Six months												
	b) part-time work													
	c) full time work													
	d) self employment													
S	Number of participants who six months after the activity ends are in sustained	Six months												
	a) voluntary work													
	b) part-time work													
	c) full time work													
	d) self employment													
N	Number of participants in activities that improve literacy and numeracy	Qtrly												
N	Number of participants who complete activities that improve literacy and numeracy	Qtrly												
N	Number of participants in activities that improve English as a second language	Qtrly												
N	Number of participants who complete activities that improve English as a second language	Qtrly												
N	Number of participants in activities that lead to accredited study	Qtrly												
S	Number of participants who achieve their learning goals fully or partly	Annual												
N	Number of participants in activities that improve the take-up of benefits	Qtrly												
N	Number of participants in activities that improve money management	Qtrly												
N	Number of jobs created in the social economy	Qtrly												
S	Number of participants who report that their mental and emotional wellbeing or resilience has improved	Annual												
S	Number of community members / volunteers who identify themselves as confident and skilled	Annual												
A	Number of community groups which have effective planning, management and evaluation arrangements in place	Qtrly												
A	Number of community groups representing disadvantaged communities & social groups	Annual												
A	Number of community groups developing and delivering services in response to priority need	Annual												
N	Number of community groups supported to obtain assets	Qtrly												
N	Additional assets secured by community groups to improve their communities over a one year period	Annual												
A	Outcomes for communities of assets acquired by community groups	Annual												
N	Number of community minibuses transport services operating throughout Shetland	Annual												
N	Number of grant applications per scheme	Qtrly												
N	Number of successful grant applications per scheme	Qtrly												
N	Number of different clubs etc receiving grant assistance	Qtrly												
N	Number of participants in group, club or organisation	Qtrly												
N	Number of participants from disadvantaged communities and social groups	Qtrly												
A	Number of participants in activities that challenge discrimination and celebrate people's identities and differences	Qtrly												
N	Number of community groups supported to secure external funding	Qtrly												
N	Additional investment secured by community groups to improve their communities over a one year period	Annual												
A	Outcomes for communities of funding raised by community groups	Annual												

TRANSPORT PLANNING SERVICE ACTION PLAN

Section Purpose	Best Value Targets / Indicator Guidance	Responsible Officer
The Transport Planning Service is focussed on the delivery of the Shetland Transport Strategy's vision, "To develop an effective, efficient, safe and reliable transport system for Shetland. The Transport System will comprise an integrated network of accessible and affordable internal, inter-island and external links, which will contribute to the development of a safe, healthy, vibrant and inclusive society, a diverse, successful and self-sufficient economy, and enhanced environmental quality."		Michael Craigie - Executive Manager, Transport Planning

Service Action Plan

Note each Action/Objective should be SMART: Specific (says what the team will do/deliver) Measurable (shows how you are going to measure the achievement) Attainable (accomplishing the objective is within the teams realm of authority and capabilities) Realistic (the objective/action is practical, results orientated, deliverable and relevant) Time 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	Timescales	Progress				Resources	
						SOA Ref	IP Ref	CP Ref			Q1	Q2	Q3	Q4	FTE	Budget
	Inter Island Air Services		Regular flights to Fair Isle, Foula, Papa Stour and Shetland, totalling 44 flights per week.	Maintain lifeline transport connections to the Outer Isles.	Contract has recently been awarded to Direct Flight Ltd with the level of service approved by Council. Transport Planning will work with the Operator with the aim of identifying efficiencies in operation without impacting on the agreed level of service.	13			There are no Performance Indicators associated with Inter Island Air Services.	Ongoing during the course of the new contract (start date 1st April 2013, end date 31st March 2016).					0.17	£781,837
	Foula Ferry Service		Weekly sailings connecting Foula and the Shetland mainland, on Tuesdays and Thursdays year round with additional sailings in summer months.	Maintain lifeline transport connection to Foula.	The contract with BK Marine is current until 31st March 2015 and the level of service has been approved by Council. No further action is required.	13			There are no Performance Indicators associated with the Foula Ferry Service.	NA					0.15	£316,465
	Specification of Ferry Services		Regular sailings connecting Unst, Yell, Fetlar, Whalsay, Shetland, Fair Isle and Papa Stour to the Shetland mainland.	Specify the essential level of lifeline transport connections to the Isles.	The provision of Ferry Services is currently under review by the Council. Transport Planning will continue to play an integral part in the Review process and will continue to provide the strategic function thereafter.	13			There are no Performance Indicators associated with Inter Island Ferry Services.	Ongoing - the shape of the ferry services will be implemented during the summer 2013.					0.2	£38,669
	Education Transport		School Transport provision for all entitled pupils in line with the School Transport Policy.	Maintain statutory provision of Education Transport as per legislation and Council policy.	The School Transport Policy is currently under review by the Schools Service. Provision will be contracted in line with the resulting policy in conjunction with the Bus Services Redesign project to gain efficiencies in provision across both budget areas. Transport Planning will continue to work in partnership with the Schools Service throughout the Blueprint for Education exercise and will implement/vary transport provision following Council/Scottish Government decisions.				There are no Performance Indicators associated with Education Transport. Provision of new contracts for services by June 2013 to start week commencing 19th August 2013.	Ongoing - the contracting of new services will commence with a tender return deadline in May 2013. Services will be in place by mid-August 2013 in line with the new school year. In line with the Blueprint for Education timeline (ongoing to 2016/17).					0.3	£2,149,091
	Additional Support Needs School Transport		Additional Support Needs School Transport provision for all ASN pupils in line with the School Transport Policy and varied where necessary due to individual requirements.	Maintain statutory provision of Education Transport for pupils with ASN as per legislation and Council policy.	The individual requirements of pupils with additional support needs are reviewed by the Schools Service. Transport Planning will continue to procure/provide transport appropriate to the level specified.				There are no Performance Indicators associated with Additional Support Needs School Transport. Contracts for 2013/14 to be extended or tendered by June 2013 (for the period of one year).	Ongoing - new contracts to be awarded by June 2013.						
	Additional Support Needs School and Social Care Transport		Social Care transport provision for adults with additional support needs in line with individual requirements and levels of independence.	Maintain provision of transport for adults with ASN in line with Council policy and assessed needs.	The individual requirements of service users with additional support needs are reviewed by the Community Care Service. Transport Planning will continue to procure/provide transport appropriate to the level specified.	11			There are no Performance Indicators associated with Social Care Transport provision. Contracts for 2013/14 to be extended or tendered by June 2013 (for the period of one year). Transport Planning to provide project management function for completion of review by June 2013.	Ongoing Review to be completed by June 2013. New contracts to be awarded or existing contracts to be extended by June 2013.					0.27	£572,091
	Taxi Licensing Function		Administration of the taxi licensing function in line with Council powers (recovering all costs via charges).	Local regulation of the taxi industry in Shetland.	Transport Planning will review the monitoring schedule for administering the current Taxi Rules (as approved by the Licensing Committee 20th January 2012).	13			There are no Performance Indicators associated with Taxi Licensing functions. Statistical analysis for year on year comparison will be made possible through the monitoring schedule revision.	Ongoing Monitoring schedule to be documented by October 2013.					0.06	£0
	Delivery of Local Bus Services - ZetTrans Function		Community needs met by the level of public bus services deemed appropriate by the Council.	Delivery of a network of bus services appropriate to local needs, in line with Council decisions.	Transport Planning is currently working on a full Network Redesign project to produce a fair and equitable provision level across Shetland.	13			There are no Performance Indicators associated with the provision of local bus services. Completion of tender exercise and award contracts subject to affordability and Council decision.	Tender deadline is 14th May 2013. Contracts will be awarded in June 2013. New contracts will begin on 19th August 2013.					0	£1,488,992
	ZetTrans Functions (including the delivery of the Shetland Transport Strategy)		An effective, efficient, safe and reliable transport system for Shetland, comprising of an integrated network of accessible and affordable internal, inter-island and external links, which will contribute to the development of a safe, healthy, vibrant and inclusive society, a diverse, successful and self-sufficient economy, and enhanced environmental quality.	To attain and maintain an effective, efficient, safe and reliable transport system for Shetland.	Delivery of the Shetland Transport Strategy in line with the Strategy's action plan.	13			Continued annual monitoring on passenger levels across all modes of transport in Shetland. Continued development work through the Move On Green Project (INTERREG IVC) - developing sustainable transport policies for the EU.	Ongoing MOG Project ongoing to 2014.					2.42	£28,078
	Blue Badge (Disabled Parking) Scheme		Local access to the UK Blue Badge (Disabled Parking) Scheme.	To administer the UK Blue Badge (Disabled Parking) Scheme.	Continued administration work in line with UK Scheme - processing applications, linking with assessors where necessary and answering queries.	13			There are no Performance Indicators associated with the Blue Badge Scheme. Statistical reports will continue to be gathered from the online records system.	Ongoing					0.05	£0

Actions and commitments required from other sections or partners to deliver improvements

- Continued joint working with Childrens Services, Community Care and Infrastructure Services to complete/contribute to reviews such as the Blueprint for Education, School Transport Policy Review, ASN Transport Review, Ferries Review and the Network Redesign Project
- Prioritisation of a programme of Fixed Links
- Effective participation from the general public, Community Councils and partner agencies in Area Transport Forums
- Continued commitment from Bus Operators to participate in regular meetings of the Bus Operators Group
- Commitment from the Scottish Government to work with SIC, ZetTrans and Community Planning partners to develop measures to support the Shetland Transport Strategy
- Commitment from the Scottish Government to engage with Shetland in exploring appropriate subsidy mechanisms for internal ferry travel
- Commitment from the Scottish Government to ensure that affordability and user feedback are taken into account when contracting for the Lerwick to Aberdeen route
- Continued support and development of the Air Discount Scheme, or better alternative, from the Scottish Government.

Performance Indicators									
1	2	3	4	5	6	7	8	9	10

	Council Wide Indicators / Measures	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
1	Overtime Cost	P&I – Monthly			
2	Sickness Absence Rates	P&I – Monthly			
3	Energy Usage	P&I - Qtrly			
4	Employee Review and Development	P&I – Monthly			
5	Return to Work Interviews	P&I – Ctrly			
6	Accidents/Incidents	P&I – Ctrly			
7	Insurance Claims	P&I – Ctrly			
	Service Indicators / Measures	Source / Freq	Baseline	Targets (2012 – 2015)	Actions Ref
1	Bus Passenger Journeys	Internal / Annual	419,127 (2011/12)	435,000 journeys per year	
2	Ferry Passengers (Internal)	Ferry Service / Annual	831,100 (2011)	Target specific to Ferry Service, Infrastructure Services	
3	Ferry Vehicles (Internal)	Ferry Service / Annual	400,139 (2011)	Target specific to Ferry Service, Infrastructure Services	
4	Inter Island Air Passengers	DirectFlight / Monthly	4,862 (2011/12)		
5	Percentage of journeys to work by public or active transport	SIC Annual Survey	2010: 10% walking, 2% cycling	14% walking, 2% cycling	
6	Numbers and percentage of children walking or cycling to school	Schools' Annual Hands Up Survey	2011 Figures: Primary: Walking 26.4% Cycling 4.8% Secondary: Walking 18.7% Cycling 1.5%	Primary: Walking 27% Cycling 7% Secondary: Walking 20% Cycling 3%	

Benchmarking Arrangements / Plans

[illegible][illegible]

ECONOMIC DEVELOPMENT SERVICE ACTION PLAN 2013-14			Regulatory Framework/Best Value	
Service Aim	Service Purpose			
To work in partnership to achieve sustainable economic growth in Shetland.	To deliver a range of services designed for stimulating economic growth in Shetland.		Business Gateway Contract with COSLA	
			LEADER SLA with Scottish Government	
			The work of the service is conducted under the terms of the Single Outcome agreement with the Scottish Government and under the terms of the Wellbeing section of the Local Government Scotland Act 2003.	

Service Action Plan									
Note each Action/Objective should be SMART, so Specific - (says what the team will do/deliver), Measurable - (shows how you are going to measure the achievement), Attainable - (accomplishing the objective is within the teams realm of authority and capabilities), Realistic - (the objective/action is practical), results orientated, deliverable and relevant), Time Bound - (specify when the action/objective needs to be completed).									
Business Activity	Objective	Action	Alignment with Corporate Plans	Targets	Timescales	Progress			
						Q1	Q2	Q3	Q4
Business Gateway	To help individuals and organisations realise their business growth potential	To provide a full range of free business advisory services to clients, as specified in SLA with COSLA.			20 Start Up Businesses, 60 people accessing local advisory services, 100 people attending workshops/seminars				
		To encourage more people to use Business Gateway services.			Use of Business Gateway service by 150 clients				
Economic Development Projects	Provision of grant support schemes to a range of clients interested in either setting up in business or in developing existing businesses, in line with Council Economic Development policies.	Provide grant assistance for 70 projects in total to sustain high rates of employment, ensure that more individuals realise their business growth potential for the future, diversify the business base and stimulate economic growth in remote parts of Shetland.			Create 25 jobs, maintain 60 jobs, increase annual sales by £2m, support 6 diversification projects, support 10 projects in remote parts of Shetland.				
		Review all schemes to operate with reduced funding.			Complete the review of all schemes				
LEADER	Revitalising Communities, Progressive Rural Economy	Operate the LEADER programme as specified in the SLA from the Scottish Government			Assess 6 LEADER Projects, process 60 LEADER claims (specific outcome targets are defined in the Leader 2007-13 business Plan for Shetland), Complete new Strategy and Business Plan for LEADER 2014-20				
European Function	To secure EU funding for the Council and the Shetland Community and represent Shetland interests in EU related matters.	Lobbying at all levels of Government, applying for EU funds, making returns on EU policy consultations, communicating with all main stakeholders			Secure £200K of EU funds in 2013-14, Protect Shetland's Regional Aid Status, Achieve better co-ordination in EU information exchanges,				
Economic Research	Identify commercial innovative solutions through better knowledge	Undertake direct and guided research into aspects of the Shetland economy. To explore new ideas and new methods of working. Engage with industry and other agencies to achieve these actions.			Identify a set of economic development policies for the next 4 years. Research and communicate supply chain information relating to target scale developments in Shetland. Help devise a system for better demand and supply in skills development. Complete Shetland in Studies. Complete database for 2014 Employers Survey. Research two new or improved commercial opportunities for Shetland.				
NAFC Marine Centre	Provide a high quality marine training and research facility in Shetland.	To enable, through core funding, NAFC Marine Centre to provide the services specified in the Management Agreement with Shetland Islands Council.			650 enrolled students. 45 training courses. 50 jobs maintained. 9 active research and consultancy projects. 5 briefing notes for industry.				
Promotional Activities	To project Shetland on the world stage as an authentic, creative and highly desirable place to visit, live, study and do business with.	Secure a range of marketing/promotional services that raise Shetland's profile.			Reach 1M potential customers through media work, 360 visits to Shetland.org website, complete short-term working group's assessment of Promote Shetland activities				

Shetland Telecommunications	To provide high speed broadband to Shetland's communities	Development of fibre optic infrastructure throughout Shetland.					Complete review of the project's effectiveness to date. Integrate project with BDUK project and any other broadband services that emerge. Attract new business onto existing network. Develop the fibre optic network in Shetland as specified by the Council.	Mar-14					2.15	£150,000
Investments	Provision of investment services to clients interested in either setting up in businesses or in developing existing businesses, in line with the Council's Economic Development Policies.	Investment in local projects that achieve wealth creation revenue for the Council and SDT.					Create 10 jobs, maintain 20 jobs, achieve additional annual sales of £1M, return £500K surplus to SDT. Monitor all investments, identify future operation of SDT	Mar - 14					1.47	-£76,535
Industry Support	Maintain and improve quality and management systems in key industry sectors	Support: SSKO, SSQC, Animal Health Scheme, and Tourism Neighbourhood Information Scheme					Maintain annual sustainable shellfish landings at 1,948 tonnes. Provide quality control services for 50+ dealers. Keep Shetland clean of MY and EAE. Fund 15 local tourism information points.	Mar - 14					0.1	£382,458
Architectural Heritage	Protect and restore Shetland's architectural heritage to both enhance visual amenity and conserve cultural heritage for the benefit of the public.	Part fund the Architectural Heritage Programme for 2013-14 as stated in the contract with Shetland Amenity Trust					Make progress on 11 projects as specified.	Mar - 14					0.04	£176,193

Actions and commitments required from other sections or partners to deliver improvements

The Economic Development Service works with a number of public, private and voluntary bodies to achieve to deliver service improvements. These bodies include: Scottish Government with regard to LEADER; COSLA in relation to Business Gateway; HIE across all

Risks

The table below shows the risk summary for the Economic Development Service

Description of Risk	Probable (1-5)	Impact (1-5)	Risk Pxl
Damage to Solihus Roof	5	5	25
Breach EU Funding conditions	4	5	20
Loss of funding investments	4	4	16
Not meeting client expectations	5	3	15
Business continuity	4	2	8

Benchmarking

During the 2013-14 budgetary exercise the service achieved its targets for the Council's Medium Term Financial Plan. This work included a benchmarking exercise with Orkney and the Western Isles Economic Development Services.

Headline Indicators

Indicator	Target	Current figure - Shetland	Current figure - Scotland
Business start-ups per 1,000 of resident population	5 business start-ups per 1,000 resident population (5 year)	3.9	2.8
Jobseeker's Allowance claimant count	Maintain claimant rate below 2%	1.6%; 232 people	4.40%
Gross weekly pay for full-time workers	Maintain gross weekly pay for full-time workers above Scottish average	£546.80	£503.10

Priority Activities

1. Identify a set of economic development policies for the next 4 years.
2. Protect Shetland's Regional Aid status
3. Review all grant schemes to match available funds.
4. Review effectiveness of Shetland Telecommunications project prior to preparing a new action plan.
5. Identify future operation of Shetland Development Trust
6. Complete new strategy and business plan for LEADER 2014-20
7. Research and communicate supply chain information relating to larger scale developments in Shetland.
8. Encourage more clients to use Business Gateway service.
9. Obtain maximum effectiveness of funding for industry support (SSMO, SSOC)
10. Help devise a system for better information between skills demand and skills improvement.

Economic Development Service Performance Indicators 2013/14

	Actual 12/13 (Apr-Feb)	Target for 13/14	Actual 13/14	Q1 Cumulative Total	Q2 Cumulative Total	Q3 Cumulative Total	Q4 Cumulative Total
Employee sickness absence rate	0.50%	<4%					
% of Employee Review and Development Sessions carried out	63%	100%					
Number of staff who have been absent for over 1 calendar month	0	0					

**Economic Development Service
Work Programme
2013-14**

Strategic Work - Single Outcome Agreement

Preparation of Renewable Energy Spatial Plan
Development of skills in the Energy Supply chain
Develop a plan to attract people to Shetland to live, work and study
Encourage the availability of New Generation Broadband to 75% of the Shetland population by 2016
Develop and rollout a campaign to promote the business and community benefits of high speed broadband
Identify and develop action plan to minimise non-skill based barriers to employment(eg childcare , transport)
Identify skills and trade shortages and develop plan to fill these gaps
Develop innovative means of providing relevant skills/training/employment support services in remote areas

Business Gateway

Encourage more people to use the Business Gateway services
Meet targets set (shown on page one)

Economic Development Projects

Meet targets shown on page one
Review all grant schemes to match available funds
Draw up renewable industry action list

LEADER

Complete new strategy and business plan for LEADER 2014-20
Introduce better system of monitoring LEADER projects at the end of their funding period
Meet targets shown on page one

European Function

Protect Shetland's Regional Aid Status
Complete the co-ordination of EU related work within the Council
Make the Axis 4 scheme grant approval system stronger for the 2014-20 programme
Lobby for favourable Common Agricultural Policy outcome for Shetland
Secure £200K of EU funds for Shetland projects

Economic Research

Identify a set of economic development policies for the next 4 years
Research and communicate supply chain information relating to larger scale developments in Shetland

Lead Staff and main partners

Douglas Irvine, Iain Macdiarmid (Also HIE)
Douglas Irvine, Shetland College (Also HIE)
Douglas Irvine, Promote Shetland (Also HIE)
Marvin Smith, Guy Smith (Also HIE)
Douglas Irvine, Promote Shetland (Also HIE)
All Development Services Managers (Also HIE)
Douglas Irvine, Shetland College (Also HIE)
Douglas Irvine, Shetland College (Also HIE)

Linda Coutts
All Business Gateway staff

All EDS staff
All EDS staff
Maurice Henderson

Douglas Irvine, Sheila Tulloch
Sheila Tulloch, LEADER staff
LEADER staff

Sally Spence, Douglas Irvine
Sally Spence, Douglas Irvine
Sally Spence, Douglas Irvine
Douglas Irvine
Sally Spence

All EDS staff
To be confirmed

Help devise a system for better demand and supply information on skills development
 Complete Shetland in Statistics
 Complete database for 2014 employers survey
 Research two new commercial opportunities for Shetland
 Use tourism assets to their full potential
 Implement Caravan services plan to minimise impact of Clickimin site closure
 Identify solution for skills and production shortages in the textile sector
 Prepare new Arts and Culture strategy
 Operate Film Locations network
 Develop oil industries expertise and build engagement with the sector
 Complete Community Benefit Policy for renewable energy development

Douglas Irvine, Leah Irvine
 Leah Irvine
 Leah Irvine
 To be confirmed
 Linda Coutts
 Linda Coutts
 Linda Coutts
 Neil Henderson
 Neil Henderson
 Jon Dunn
 To be confirmed

NAFC Marine Centre

Ensure NAFC Marine Centre meets the targets specified in Management Agreement (summary on page one)
 Contribute to Review of Tertiary Education in Shetland
 Work with NAFC Marine Centre to achieve the medium term funding targets set by the Council

Sheila Keith
 Douglas Irvine, Sheila Keith
 Sheila Keith

Promotional Activities

Ensure Shetland Amenity Trust meets the terms of the contract to supply Promote Shetland services
 Set up short term working group to evaluate Promote Shetland activities prior to retendering the service

Douglas Irvine, Neil Henderson
 Douglas Irvine, Neil Henderson, Nicola Halcrow

Shetland Telecommunications

Review effectiveness of Shetland Telecommunications project prior to preparing a new action plan

Marvin Smith, Guy Smith, Douglas Irvine

Investments

Achieve targets set on page one
 Identify future operation of Shetland Development Trust
 Put in place a better system to engage with investment clients
 Devise plan to manage the redemption of equity investments
 Organise seminars for councillors to learn more about the procedures of investment

All EDS staff
 Sheila Keith, Douglas Irvine, Wendy Grant, Gillian Swan
 Gillian Swan, Wendy Grant, Sheila Keith
 Wendy Grant, Sheila Keith, Gillian Swan
 To be confirmed

Industry Support

Meet targets on page one
 Obtain maximum effectiveness from support provision

Sheila Keith, Linda Coutts
 Sheila Keith, Linda Coutts

Architectural Heritage

Make progress as specified on page one
 Reduce funding to zero over two year period.

Jon Dunn
 Jon Dunn

	Section Purpose	Best Value Tool/its / Indicator Guidance	Responsible Officer
10	"Securing the Best for Shetland" by making a major contribution to the local economy through the provision of high quality further and higher education and training which meets the needs of the population and employers	1) Education Scotland External Quality Arrangements for Scotland's colleges 2) Quality Assurance Agency for HE/As academic partner of University of Highlands and Islands	Irene Peterson - Acting Principal

Service Action Plan

Note: each Action/Objective should be SMART (specific, measurable, achievable, realistic, time-bound). (shows what the team will do/deliver). Measurable: (shows how you are going to measure the achievement). Achievable: (accomplishing the objective is within the teams realm of authority and capability). Realistic: (the objective/action is practical results oriented, deliverable and relevant). Time 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 Plan			Targets	Timescales	Progress				Resources		
						COA Ref	JP Ref	CP Ref			Q1	Q2	Q3	Q4	FTE	Budget	
11	Creating a culture of enterprise and innovation		Provision of a flexible and appropriate curriculum which meets individual and employer needs and helps to sustain Shetland's economy and social and cultural development	Clear alignment of FE and HE curriculum with Scottish Government expectations including our FE regional outcome agreement 2013/14	Meet regional targets detailed in the SFC Measurement Framework relating to Scottish Government Reform Priorities at a local level				College regional targets as outlined in SFC Regional Outcome Agreement 2013/14 (tbc)	Jun-13							
				Review all programme and delivery modes from Access 3 to degree level	A regional Curriculum Plan will be developed by June 2013 with prioritised and planned implementation for 2013/14 and 2014/15				College regional targets as outlined in Regional Curriculum Plan 2013/14 (tbc)	May-13							
				Ensure that programmes and delivery modes fully reflect learners' needs in relation to Curriculum for Excellence	Develop more effective partnership-working with Education and Schools Service to determine programmes and delivery modes in relation to Curriculum for Excellence				Meet needs of AHS and BHS 55/56 pupils in relation to Curriculum for Excellence	Jun-13						59.68	£2,196,000
				Ensure that programmes and delivery modes fully reflect employers' needs	Produce an employer engagement matrix to determine gaps in provision and work more closely with local partners to meet employers'				Determine a baseline for the number and proportion of students entering and then sustaining employment and	Dec-13							
	Sound governance and management		Effective governance, leadership and management and financial stability	Engagement with training opportunities by Board members and all staff in management roles	Provide training opportunities for Board members and staff to enable them to carry out their roles in relation to governance, leadership and management of college in new regional setting				Increase levels of attendance at training opportunities by 25%	Apr 2013 - Mar 2014							
				Financial stability by rigorous adherence to budgets set for 2013/14	Operate rigorous budgetary checks and controls in relation to setting Operational Plan for academic session 2013/14				Reduced levels of 'over-trading' re course delivery to 0%	Apr 2013-Mar 2014							
				Implement outcomes of the tertiary education review relating to the college	Await completion of the tertiary review and implement outcomes relating to the college as these become known for academic session 2013/14				tbc	June 2013 - Mar 2014							
				Generate additional income from external funding sources, other than SFC, to ensure sustainability of individual college sections	Provide training opportunities for curriculum managers to develop income generating curriculum offerings				Teaching sections to generate 5% additional income from the development and delivery of additional full-cost recovery curriculum offerings	Apr 2013 - Mar 2014							
	Enhance the approaches to learner engagement and the student voice		Enhanced approaches to learner engagement and the student voice	Ensure that learner engagement approaches are embedded across the college	Enhance levels of learner engagement in relation to attendance at course team meetings, learner lunchtime forums, cross-college committees				Monitor levels of engagement at these events and raise attendance levels by 25%	Apr 2013 - Mar 2014							
				Ensure that all staff are involved in measuring the impact of learner engagement approaches across the college	Analyse levels of student engagement in above activities by college section and compare response rates in relation to module, unit, course and cross-college learner surveys				As above	Apr 2013-Mar 2014							
				Embed the peer support process for evaluation of learning and teaching and provision to enhance the learner experience and to provide more good practice sharing	Ensure each teaching staff member engages with the peer support process for evaluation of learning and teaching at least once per semester				Increase levels of staff engagement in this process to 90%	Apr 2013-Mar 2014							
				Build capacity relating to the use of learner social networks	Continue to develop the use of learner social networks and measure the use and impact of these each semester				50% student engagement with existing social networks in 2013/14	Mar 2014							
	Commitment to quality standards, research, scholarship and learning		Ensuring all learners reach their potential through commitment to quality standards and continued investment in staff	Ensure 'buy-in' and commitment from all staff to the wide range of local and UHI CPD opportunities to enhance their	Increase levels of staff attendance at all local and UHI CPD events				90% attendance at all-staff training events and 60% attendance at local /UHI CPD events offered at the college	Apr 2013-Mar 2014							
				Develop a staff good practice discussion board on the college intranet	Increase levels of staff engagement in good practice sharing to enhance learning and teaching approaches				75% staff engagement with good practice sharing discussion board	Apr 2013/Mar 2014							
				Improve learner attainment, achievement and retention rates on all programmes in line with national benchmarks and	Increase ESR target in line with regional target from 90% to 92% in 2013/14 (SR and SO targets to be set at regional level shortly)				ESR 90%; SR tbc; SO tbc	Apr 2013-Apr 2014							
	Provision of a sustainable, safe and quality environment		Provision of a sustainable, safe and quality environment for our staff, learners and all stakeholders	Devise efficient and effective ways of working within reduced resources whilst maintaining a safe and sustainable learning environment	Continue to devise safe and sustainable ways of working without reducing or compromising quality of provision				Reduce energy costs by 10%	Apr 2013-Mar 2014							
				Strengthen the learning environment to ensure a high quality learner experience	Continue to monitor progress through to completion of Phase 3 college extensions				Phase 3 college extensions to be completed by Feb 2014	Mar 2014							
				Develop staff to fulfil their roles and responsibilities and meet the requirements of working in a changing economic environment	Develop staff to work with efficiency savings seeking to achieve the 7% efficiency implied by the reduction in SFC funding for session 2013/14				7% efficiency implied by the reduction in SFC funding for 2013/14 and 7% increase in activity for 2013/14 (tbc by SFC)	Apr 2013-Mar 2014							

Actions and commitments required from other sections or partners to deliver improvements

Effective partnership-working with Education and Schools Service to progress requirements of Curriculum for Excellence/Senior Phase
Effective partnership-working with all education providers across Shetland to implement outcomes of review of tertiary education

Performance Indicators

	Council Wide Indicators / Measures	Source/Frequency	Baseline	Targets 2013/14	Actions Ref
1	Overtime Cost	College SMT/Administration records	£1,769.49 overtime costs April 2012-19 March 2013	reduce rates by 60% (418 of 738.5 days in 2012/13 relate to 3 staff members on long-term sickness)	
2	Sickness Absence Rates	College SMT/Administration records	738.5 sickness absence days April 2012 - 19 March 2013	reduce rates by 40%	
3	Energy Usage				
4	Employee Review & Dev	College SMT/Administration records	70% completed April 2012 - 19 March 2013	increase to 100%	
5	Return to Work Interviews	College SMT/Administration records	27 Return to Work Interviews conducted April 2012-19 March 2013	reduce by 20%	
6	Accidents/Incidents	College SMT/Administration records	12 reported accidents/incidents April 2012-19 March 2013	reduce by 10%	
7	Insurance Claims	College SMT/Administration records	No insurance claims April 2012 - 19 March 2013	maintain insurance claims at 0%	

Service Indicators

	Service Indicators/Measures	Source/Frequency	Baseline	Targets 2013/14	Actions Ref
1	College/University KPIs - SFC publishes national benchmarks against which all learning and teaching	UHI HE OA and Regional FE BOA	awaiting baseline data in 2013/14 agreements	awaiting targets in 2013/14 agreements	

2	Setting Goals	As above	as outlined above in Business Activity section re Objectives	as outlined above in Business Activity section re Targets	
3	Evaluation of Learning and Teaching	Twice per academic	as outlined above in Business Activity section re Objectives	as outlined above in Business Activity section re Targets	
4	Action-Planning		as outlined above in Business Activity section re Objectives	as outlined above in Business Activity section re Targets	
5	Learner Engagement	Ongoing throughout 2013/14	as outlined above in Business Activity section re Objectives	as outlined above in Business Activity section re Targets	
6	Student Retention, Attainment, Achievement and Outcomes (PI data re ESR, SR, SOC, PCSR)	June 2013, Nov 2014 and	ESR 90% in 2012/13 FE ROA	awaiting targets ini 2013/14 agreements	

Benchmarking Arrangements / Plans

SFC National Benchmarking for FE provision across Scotland's colleges

SFC National Benchmarking for HE provision across Scotland's colleges

Highlands & Islands FE Colleges Region and Benchmarking/Targets set within Regional Outcome Agreement 2013/14

RISK REGISTER

Gross Risk Profile	Uncontrolled Risk Rating	Residual Risk Profile	Current Risk Rating	Risk Ref	Risk	Details	Responsible Officer	Control Measure	% Complete
				10 SC0010	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health & Safety Etc.	Failure to ensure appropriate Health Safety systems and procedures.	Sue Smith, Operations Manager		
				9 SC0039	Stress	Failure to ensure staff have a healthy work/life balance. Failure to ensure that the College setting provides a stress free environment for students and staff	Irene Peterson, Acting Principal		
				9 SC0004	Central Government Funding issues	Failure to adapt to major changes in government policy	Irene Peterson, Acting Principal		
				9 SC0013	Denial of Access	Children / Students / Parents / Member of the public denied access to college premises	Sue Smith, Operations Manager		
				9 SC0020	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health & Safety Etc.	Failure to deliver a 'very good' student experience	Irene Peterson, Acting Principal		
				9 SC0036	Key staff - loss of	Inability to recruit, retain and develop staff to meet business needs	Irene Peterson, Acting Principal		
				9 SC0005	Denial of Access	Children / Students / Parents / Member of the public denied access to college premises. Premises closed by authorities	Irene Peterson, Acting Principal		
				9 SC0021	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health & Safety Etc.	Failure to develop and provide appropriate skills and training opportunities in response to local and national priorities	Irene Peterson, Acting Principal		
				9 SC0007	Loss of revenue / income	Reduction in funding from SFC / UHI / SIC. The college does not achieve its financial targets	Irene Peterson, Acting Principal		
				9 SC0034	Industrial Action	Failure to comply with employment legislation	Irene Peterson, Acting Principal		
				8 SC0030	Other	Failure to protect and maintain the physical assets and premises	Sue Smith, Operations Manager		
				6 SC0027	Hazardous Operations	Failure to ensure appropriate risk management procedures are in place for outdoor activities and visits	Sue Smith, Operations Manager		
				6 SC0001	Poor Quality	Failure to supply equipment / resources / materials of a quality standard. Failure to supply equipment / resources / materials on due delivery date. Failure to observe procurement policy and procedures	Sue Smith, Operations Manager		
				6 SC0002	Budget Control Failure	Failure to protect and maintain the financial assets of the college	Irene Peterson, Acting Principal		
				4 SC0014	Denial of Access	Premises closed by authorities	Sue Smith, Operations Manager		
				4 SC0015	Denial of Access	Premises closed by authorities	Sue Smith, Operations Manager		
				4 SC0022	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health & Safety Etc.	Failure to ensure that all data is secure and confidential	Elaine Laursen, Administration Manager		
				4 SC0023	Motor Third Party Liability	Liability to third party claims	Sue Smith, Operations Manager		
				4 SC0024	Professional Errors and Omissions	Failure to maintain profile function and reputation of the college	Irene Peterson, Acting Principal		
				4 SC0003	Business Continuity Plan inadequate	Failure to appropriately plan for the occurrence of rare events which may have major effect	Sue Smith, Operations Manager		
				4 SC0008	Operations maintenance - additional costs	Failure to protect and maintain the college buildings	Sue Smith, Operations Manager		
				4 SC0010	Contaminated land, air, water, structure	Premises may become uninhabitable due to contamination. Asbestos located in premises. Removal / control of asbestos	Sue Smith, Operations Manager		
				4 SC0025	Warranties, leases, etc. liability under	Failure to maintain warranties. Leases	Sue Smith, Operations Manager		
				4 SC0038	Utilities failure - electricity / gas / water	Failure of delivery of utilities - water / fuel / power supplies	Sue Smith, Operations Manager		
				4 SC0035	Industrial Action	Failure to maintain labour relations	Irene Peterson, Acting Principal		
				4 SC0033	Customers - inadequate assessment of needs	Failure to assess students' educational needs	Irene Peterson, Acting Principal		
				4 SC0029	Other	Failure to protect and maintain the physical assets and premises	Sue Smith, Operations Manager		
				4 SC0028	Medically / Clinically related	Failure to provide medical / clinical support to children / students / staff within an education environment	Sue Smith, Operations Manager		
				4 SC0009	Other	Failure to improve management information	Elaine Laursen, Administration Manager		

				4 SC0026	Fire, Lightning, Aircraft, Explosion	Failure to have appropriate business continuity plan, Failure to have adequate fire management systems and procedures	Sue Smith, Operations Manager		
				3 SC0011	Breach of Patent, Copyright, Trademark, Design Rights, etc.	Library / teaching resources copyright infringement	Sue Smith, Operations Manager		
				3 SC0012	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health & Safety Etc.	Failure to address serious breaches of legislation	Irene Peterson, Acting Principal		

TRAIN SHETLAND SERVICE ACTION PLAN

	Section Purpose	Best Value Toolkits / Indicator Guidance	Responsible Officer
10	Provision and management of a range of training and skills development services for Shetland Islands Council and local industry.	Skills Development Scotland Quality Management Standards Investors In People Standard	Margaret Simpson - Vocational Training Manager Fiona Stirling - Short Courses Manager

Service Action Plan

Note: each Action/Objective should be SMART - Specific (say what the team will do/deliver), Measurable (shows how you are going to measure the achievement), Attainable (accomplishing the objective is within the teams team of authority and capabilities), Realistic (the objective/action is practical/results orientated, deliverable and relevant), Time 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	Timescales	Progress				Resources	
						SCA Ref	IP Ref	CP Ref			Q1	Q2	Q3	Q4	FTE	Budget
	Contract Management of External Funding	VT	Young people and businesses benefit from national funding available for Modern apprenticeship training	Increase the proportion of young people in learning, work and training	Complete and submit tender to Skills Development Scotland for MA contract funding				Contract funding secured for 50 new apprentices (or more)	Jan-14					0.84	£30,198
		VT	We deliver a sustainable service by maximising income available from Scottish government via SDS	Liaise with SDS, comply with mandatory requirements and claim as much funding as possible	Complete and submit to Skills Dev Scotland the required financial forecasts, volumes and redistribution data				Over 85% of available funding claimed by end of contract in March 14	quarterly to Mar 14						
	Manage Modern Apprenticeships	VT	Young people are supported in applying for new apprenticeship opportunities with local employers	Increase the proportion of young people in learning, work and training	Engage with employers to recruit new apprentices				Recruit new apprentices to fill all our SDS New Start Places	Mar-14					4.42	£75,393
		VT	Current apprentices and their employers are supported through MA training plans to promote achievement	Fulfill terms of existing MA contracts by co-ordinating apprenticeships to sustain employment and promote achievement	Undertake the mandatory review visits with MAs in their workplace. Min of 6 per year per apprentice				Maintain number of Modern Apprentices in-training between 95 - 105	ongoing						
	Provision of Training	SC	SIC employees have access to mandatory short course training to comply with job roles and regulations	Provision of quality training which is cost-effective and appropriate to the identified needs of SIC workforce	Plan and deliver mandatory training in line with Corporate training plan and Service training plans				Maintain success rate for accredited training - 95%	Mar-14					1.70	£21,218
		SC	Non-SIC customers have access to quality training and learning	Improve the skill profile of the population and maximise external income opportunities	Engage with private sector businesses to deliver training which is in demand				50% of revenue from external customers	Mar-14					1.56	£6,261
		VT	SVC/VOCs are available for a range of customers	Improve the skill profile of the population and maximise external income opportunities	Expand range of provision and engage with more employers in both private and public sector				Maintain high achievement rates, above 75%	Mar-14					0.66	£11,623
	Administration of SIC Construction Plant Competency Scheme Centre	SC	SIC can provide mandatory training in construction plant operations to ensure safety and comply with legislation	SIC and Local businesses have an appropriately qualified workforce and in turn satisfy the competence requirements of their customers	Take over admin of scheme from SIC Roads Service and ensure it runs to the standards required by the regulating body, Cskills				Maintain pass rate over 90%	Mar-14					0.27	£554
	Administration of SIC Construction Plant Vocational Training Centre	VT	SIC employees can access mandatory training in construction plant operations to ensure safety and compliance with legislation	SIC have appropriately qualified workforce and satisfy the competence requirements of their customers	Take over admin of centre from SIC Roads Service and ensure it runs to the standards required by the regulating body, Cskills				Essential training needs met and high pass rates maintained, above 85%	Mar-14					0.17	£2,993
	Co-ordination of SIC Construction Apprentice Scheme	VT	SIC Construction apprentices progress through their training agreements	Manage and support the SIC construction scheme apprentices, as numbers reduce	Implement budget reductions				8 apprentices will qualify by Mar 14. Posts will not be refilled	Sep-13					13.88	£290,116
	School Visits & Employability	VT	Young people are given up-to-date information on local employment and apprenticeship opportunities	To engage with maximum number of young people who are due to leave school in current year (300 in 2012)	Plan and deliver series of school visits, and also SQA Employability Award				80% achievement rate for SQA Award and over 5 school presentations delivered	ongoing					0.17	£2,714
	Business Gateway	SC	Customers able to access subsidised training for business start-up, growth and development	To provide essential training required of SIC by Scottish government	Deliver work and targets agreed in contract				minimum of 10 courses per year	Mar-14					0.36	£8,685
	Exam Services	SC	Customers able to sit exams in Shetland, without time and cost of travelling off-island	To provide a service that is in steady demand and provides external income	Deliver exam and invigilation service				50 exams	Mar-14					0.17	£998
	Shetland Construction Training Group Contract	SC	Customers are private sector construction industry seeking training delivery on-island	To increase training opportunities funded from external sources	Source and deliver appropriate training in line with SCTG plans and ensure other actions and targets in contract met				SCTG targets met	quarterly					0.43	£210
	External Funding Projects	VT	Generate income to support service delivery/SOFIE	To increase training opportunities funded from external sources	Research external funding which is relevant for apprenticeships and training in Shetland				SOFIE target	Mar-14						£27,762
		SC	Generate income to support service delivery/SOFIE	To increase training opportunities funded from external sources	Research external funding which is relevant for apprenticeships and training in Shetland				SOFIE target	Mar-14						£30,000

Actions and commitments required from other sections or partners to deliver improvements

Service level agreement with colleges & other providers for delivery of quality training

Completion of the review of SIC training & review of 'internal market'

Strategic Learning & Employability Partnership

Engagement by Industry to enable effective planning of skills & training

Performance Indicators

	Council Wide Indicators / Measures	Source / Freq	Baseline	Targets (2012 - 2015)	Actions Ref
1	Overtime Cost	P&I - Monthly	Covalent Report	0	
2	Sickness Absence Rates	P&I - Monthly	5.00%	below baseline	
3	Energy Usage	P&I - Qtrly			
4	Employee Review and Development	P&I - Monthly	40%	100%	
5	Return to Work Interviews	P&I - Qtrly	85%	100%	
6	Accidents/Incidents	P&I - Qtrly	0	0	
7	Insurance Claims	P&I - Qtrly	0	0	
	Service Indicators / Measures	Source / Freq	Baseline	Targets (2012 - 2015)	Actions Ref

TRAIN SHETLAND PERFORMANCE DATA

[illegible]

Target Alert Date	Business Unit	Control Measure Ref	Risk	Control Measure	Responsible To	Estimated Cost	Cost to Date	Priority	% Complete
	Community Work and Planning	EDC0003/001	Central Govt Funding Issues	Strong National Position regarding CDL; Good reputation for delivering services which make a difference	Community Planning And Development			2 - Normal	100
	Community Work and Planning	EDC0013/001	Motor, Third Party Liability Damage to vehicles, mobile plant and equipment	Regular maintenance checks; MIDAS driver training	Community Planning And Development			2 - Normal	100
	Community Work and Planning	EDC0021/001	Deadlines - failure to meet	Regular checks on vehicles Staff training; Recruitment and Selection policy; Work Plan reviews; CLD Joint Planning	Community Planning And Development			2 - Normal	100
	Community Work and Planning	EDC0035/001	Deadlines - failure to meet	Written procedures; Staff training; Staff development interviews	Community Planning And Development			2 - Normal	100
	Community Work and Planning	EDC0038/001	Key staff - loss of	Remote working / working from home	Community Planning And Development			2 - Normal	100
16/01/2014	Lewick and Bressay Community Work Office	EDCA0002/001	Storm, Flood, other weather related, burst pipes etc	Team back up	Community Work and Planning			2 - Normal	0
31/07/2013	Lewick and Bressay Community Work Office	EDCA0004/001	Staff numbers/skills shortage	Common sense	Community Work and Planning			2 - Normal	0
16/01/2014	Lewick and Bressay Community Work Office	EDCA0005/001	After Hours/ Lone working	Good CW Team communication	Community Work and Planning			2 - Normal	0
	Lewick and Bressay Community Work Office	EDCA0006/001	Communications poor	Service Plan / Communication Staff team to get together to discuss and organise VPN/ tech development etc with management and ICT rep. Plan work from home	Community Work and Planning			2 - Normal	0
17/07/2013	Community Work Office	EDCA0007/001	Key staff - loss of	Staff team to get together to discuss and organise VPN/ tech development etc with management and ICT rep. Plan work from home	Community Work and Planning			2 - Normal	0
28/07/2013	North Mainland and Whalsay Community Work Office	EDCB0001/001	Storm, Flood, other weather related, burst pipes etc	Staff team to get together to discuss and organise VPN/ tech development etc with management and ICT rep. Plan work from home	Community Work and Planning			2 - Normal	0
01/07/2013	North Isles Community Work Office	EDCC0001/001	Storm, Flood, other weather related, burst pipes etc	Staff team to get together to discuss and organise VPN/ tech development etc with management and ICT rep. Plan work from home	Community Work and Planning			2 - Normal	0
15/01/2014	North Isles Community Work Office	EDCC0002/001	IT Skills/Resources inadequate	IT Skills/Resources inadequate	Community Work and Planning			2 - Normal	0
	South Mainland, Fair Isles and Skerries Community Work Office	EDCC0004/001	Communications poor	team communication	Community Work and Planning			2 - Normal	0
06/09/2013	Housing	EDCD0001/001	Storm, Flood, other weather related, burst pipes etc	Staff team to get together to discuss and organise VPN/ tech development etc with management and ICT rep	Community Work and Planning			2 - Normal	0
	Housing	EH0001/001	Business continuity plan inadequate	Training plans in place	Development Services			2 - Normal	0
	Housing	EH0001/002	Business continuity plan inadequate	Regular Team meetings	Development Services			2 - Normal	0
	Housing	EH0001/003	Business continuity plan inadequate	Good communication lines	Development Services			2 - Normal	0
	Housing	EH0001/004	Business continuity plan inadequate	Setting realistic deadlines	Development Services			2 - Normal	0
	Housing	EH0001/005	Closure by authorities	Training plans in place	Development Services			2 - Normal	0
	Housing	EH0002/001	(murder/suicide/infectious disease)	Good communication lines	Development Services			2 - Normal	0
	Housing	EH0002/002	(murder/suicide/infectious disease)	Regular team meetings	Development Services			2 - Normal	0
	Housing	EH0003/001	Operations maintenance -additional costs	Good communication lines between management and staff	Development Services			2 - Normal	0
	Housing	EH0003/002	Operations maintenance -additional costs	Setting/agreeing realistic and achievable deadlines	Development Services			2 - Normal	0
	Housing	EH0003/003	Operations maintenance -additional costs	Recruitment and selection policy and training in place	Development Services			2 - Normal	0
	Housing	EH0004/001	Central Govt Funding Issues	Regular team meetings	Development Services			2 - Normal	0
	Housing	EH0004/002	Central Govt Funding Issues	Good communication lines	Development Services			2 - Normal	0
	Housing	EH0004/003	Central Govt Funding Issues	Setting realistic deadlines	Development Services			2 - Normal	0
	Housing	EH0004/004	Central Govt Funding Issues	Regular Team Meetings	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0001/001	Poor Quality	Good communications lines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0001/002	Poor Quality	Setting realistic deadlines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0001/003	Poor Quality	Regular team meetings	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0002/001	Late delivery	Good communication lines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0002/002	Late delivery	Setting realistic deadlines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0002/003	Late delivery	Absence Management Policy in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0003/001	Asbestos	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0003/002	Asbestos	Recruitment and selection policy and training in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0003/003	Asbestos	Regular team meetings	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0003/004	Asbestos	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0003/005	Asbestos		Housing			2 - Normal	0

	Housing Asset Services	EHHAM0004/001	Leakage of tanks	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0004/002	Leakage of tanks	Good communication lines between staff and management	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0005/001	Noise	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0007/001	Escape of pollutant	Absence management policy in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0007/002	Escape of pollutant	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0007/003	Escape of pollutant	Recruitment and selection policy and training in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0007/004	Escape of pollutant	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0009/001	Contaminated land, air, water, structure	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0009/002	Contaminated land, air, water, structure	Regular team meetings	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0009/003	Contaminated land, air, water, structure	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0009/004	Contaminated land, air, water, structure	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0009/001	Defective Tile/restrictive covenants	Good communication lines between staff and management	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0010/001	Asbestos control/removal	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0010/002	Asbestos control/removal	Regular team meetings	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0010/003	Asbestos control/removal	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0010/004	Asbestos control/removal	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0010/005	Asbestos control/removal	Asbestos management plan in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0011/001	Damage to vehicles, mobile plant and equipment	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0011/002	Damage to vehicles, mobile plant and equipment	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0012/001	Hazardous operations	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0012/002	Hazardous operations	Recruitment and selection policy and training in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0012/003	Hazardous operations	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0013/001	Impact	Absence management policy in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0013/002	Impact	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0013/003	Impact	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0013/004	Impact	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0015/001	Assault	Training plans in place	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0015/002	Assault	Regular team meetings	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0015/003	Assault	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Asset Services	EHHAM0015/004	Assault	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing Admin and Systems	EHHC0001/001	IT Skills/Resources inadequate	Training plans in place	Housing			2 - Normal	0
	Housing Admin and Systems	EHHC0001/002	IT Skills/Resources inadequate	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Policy and Information	EHHP0002/001	Business continuity plan inadequate	Business Continuity Plan reviewed regularly	Housing			2 - Normal	0
	Housing - Housing Management	EHHP0001/001	Assault	Training plans in place	Housing			2 - Normal	0
	Housing - Housing Management	EHHP0001/002	Assault	Regular team meetings	Housing			2 - Normal	0
	Housing - Housing Management	EHHP0001/003	Assault	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing - Housing Management	EHHP0001/004	Assault	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing - Housing Management	EHHP0002/001	After Hours Lone working	Training plans in place	Housing			2 - Normal	0

	Housing - Housing Management	EHP0002/002	After Hours/ Lone working	Regular team meetings	Housing			2 - Normal	0
	Housing - Housing Management	EHP0002/003	After Hours/ Lone working	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing - Housing Management	EHP0002/004	After Hours/ Lone working	Setting /agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing - Housing Management	EHP0002/005	After Hours/ Lone working	Lone worker policies and guidance in place.	Housing			2 - Normal	0
	Housing - Housing Management	EHP0003/001	Central Govt Funding Issues	Recruitment and selection policy and training in place	Housing			2 - Normal	0
	Housing - Housing Management	EHP0003/002	Central Govt Funding Issues	Regular team meetings	Housing			2 - Normal	0
	Housing - Housing Management	EHP0003/003	Central Govt Funding Issues	Good communication lines	Housing			2 - Normal	0
	Housing - Housing Management	EHP0003/004	Central Govt Funding Issues	Setting realistic deadlines	Housing			2 - Normal	0
	Housing DLO	EHPH0001/001	Operations maintenance -additional costs	Regular team meetings	Housing			2 - Normal	0
	Housing DLO	EHPH0001/002	Operations maintenance -additional costs	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing DLO	EHPH0001/003	Operations maintenance -additional costs	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing DLO	EHPH0002/001	Loss of communications facilities.	Training plans in place	Housing			2 - Normal	0
	Housing DLO	EHPH0002/002	Loss of communications facilities.	Regular team meetings	Housing			2 - Normal	0
	Housing DLO	EHPH0002/003	Loss of communications facilities.	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing DLO	EHPH0002/004	Loss of communications facilities.	Business Continuity plan in place	Housing			2 - Normal	0
	Housing DLO	EHPH0003/001	Assault	Training plans in place	Housing			2 - Normal	0
	Housing DLO	EHPH0003/002	Assault	Regular team meetings	Housing			2 - Normal	0
	Housing DLO	EHPH0003/003	Assault	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing DLO	EHPH0003/004	Assault	Setting/agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing Support	EHPH0001/001	Central Govt Funding Issues	Recruitment and selection policy and training in place	Housing			2 - Normal	0
	Housing Support	EHPH0001/002	Central Govt Funding Issues	Regular team meetings	Housing			2 - Normal	0
	Housing Support	EHPH0001/003	Central Govt Funding Issues	Good communication lines	Housing			2 - Normal	0
	Housing Support	EHPH0001/004	Central Govt Funding Issues	Setting realistic deadlines	Housing			2 - Normal	0
	Housing Support	EHPH0002/001	After Hours/ Lone working	Training plans in place	Housing			2 - Normal	0
	Housing Support	EHPH0002/002	After Hours/ Lone working	Regular team meetings	Housing			2 - Normal	0
	Housing Support	EHPH0002/003	After Hours/ Lone working	Good communication lines between management and staff	Housing			2 - Normal	0
	Housing Support	EHPH0002/004	After Hours/ Lone working	Setting /agreeing realistic and achievable deadlines	Housing			2 - Normal	0
	Housing Support	EHPH0003/001	Assault	Training plans in place	Housing			2 - Normal	0
	Housing Support	EHPH0003/002	Assault	Regular team meetings	Housing			2 - Normal	0
	Housing Support	EHPH0003/003	Assault	Good communication lines between management and staff	Housing			2 - Normal	0
OD 22/04/2011	Housing Support Planning	EHPH0003/004	Assault	Setting/agreeing realistic and achievable deadlines	Housing Development Services		0	2 - Normal	0
OD 20/04/2011	Planning	FP0008/002	Fire, lightning, aircraft, explosion	Fire drill to be scheduled	Development Services		0	1 - High	0
OD 29/03/2011	Building Standards and Development Plans and Heritage	FP0013/001	Stress	Ensure all Sections and Services comply with Fire Regs, ensure there is a system in place, and it is recorded and managed	Development Services			2 - Normal	0
OD 29/03/2011	Development Management	FPB0005/001	Stress	Iain and Sandra Pearson to discuss Stress Programme	Planning			2 - Normal	0
OD 29/03/2011	Marine Planning	FP0003/001	Stress	Iain and Sandra Pearson to discuss Stress Programme	Planning			2 - Normal	0
OD 29/03/2011	Shetland College	SC0001/001	Poor Quality	Iain and Sandra Pearson to discuss Stress Programme Knowledge	Development Services			2 - Normal	0
	Shetland College	SC0002/001	Budget control failure	SIC Financial strategy	Development Services			2 - Normal	0
	Shetland College	SC0003/001	Business continuity plan inadequate	Business Continuity Plan.	Development Services			2 - Normal	0
	Shetland College	SC0004/001	Central Govt Funding Issues	Communication at strategic level in policy formation.	Development Services			2 - Normal	0

	Shetland College	SC0005/001	Denial of Access	SIC Adverse Weather Policy	Development Services	2 - Normal	0
	Shetland College	SC0006/001	Fraud	SIC Financial Regulations	Development Services	2 - Normal	0
	Shetland College	SC0007/001	Loss of revenue/income	SMT to monitor sums predictions	Development Services	2 - Normal	0
	Shetland College	SC0008/001	Operations maintenance -additional costs	Building Maintenance / Safety procedures in place	Development Services	2 - Normal	0
	Shetland College	SC0009/001	Other	SIC financial auditing procedures	Development Services	2 - Normal	0
	Shetland College	SC0010/001	Contaminated land, air, water, structure	Business Management Plan	Development Services	2 - Normal	0
	Shetland College	SC0011/001	Breach of Patent, copyright, trademark, Design Rights etc.	Relevant licences and advice in place	Development Services	2 - Normal	0
	Shetland College	SC0012/001	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Staff training	Development Services	2 - Normal	0
OD	Shetland College	SC0013/001	Denial of Access	SIC Lone Worker Policy	Development Services	2 - Normal	0
	Shetland College	SC0014/001	Denial of Access	Business Continuity Management Plan	Development Services	2 - Normal	0
	Shetland College	SC0015/001	Denial of Access	Business Continuity Management Plan.	Development Services	2 - Normal	0
	Shetland College	SC0016/001	Breach of Patent, copyright, trademark, Design Rights etc.	PPL licence, Renewal notice.	Development Services	2 - Normal	0
	Shetland College	SC0017/001	Breach of Patent, copyright, trademark, Design Rights etc.	Design confidentiality systems	Development Services	2 - Normal	0
	Shetland College	SC0018/001	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Liaison with UHI marketing.	Development Services	2 - Normal	0
	Shetland College	SC0019/001	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Health & Safety procedures	Development Services	2 - Normal	0
	Shetland College	SC0020/001	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Preparation for audits	Development Services	2 - Normal	0
	Shetland College	SC0021/001	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Curriculum planning	Development Services	2 - Normal	0
	Shetland College	SC0022/001	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	SIC Confidential policy	Development Services	2 - Normal	0
	Shetland College	SC0023/001	Motor Third Party Liability	Utilities regularly checked	Development Services	2 - Normal	0
	Shetland College	SC0024/001	Professional Errors and Omissions	Quality assurance and enhancement systems	Development Services	2 - Normal	0
	Shetland College	SC0025/001	Warranties, leases etc liability under.	Annual stock take	Development Services	2 - Normal	0
	Shetland College	SC0026/001	Fire, lightning, aircraft, explosion	Business continuity plan & Fire management plan.	Development Services	2 - Normal	0
	Shetland College	SC0027/001	Hazardous operations.	SIC Health and Safety policy	Development Services	2 - Normal	0
	Shetland College	SC0028/001	Medically/clinically related	SIC Absence Management policy	Development Services	2 - Normal	0
	Shetland College	SC0029/001	Other	Controls to protect and maintain the physical assets and premises	Development Services	2 - Normal	0
	Shetland College	SC0030/001	Other	Controls to protect and maintain the physical assets and premises	Development Services	2 - Normal	0
	Shetland College	SC0031/001	Other	Effective systems	Development Services	2 - Normal	0
	Shetland College	SC0032/001	Communications poor	College planning cycle	Development Services	2 - Normal	0
	Shetland College	SC0033/001	Customers - inadequate assessment of needs	Students' assessment techniques	Development Services	2 - Normal	0
	Shetland College	SC0034/001	Industrial action	SIC Human Resources policies	Development Services	2 - Normal	0
	Shetland College	SC0035/001	Industrial action	SIC Human Resources policies	Development Services	2 - Normal	0
	Shetland College	SC0036/001	Key staff - loss of	SIC Recruitment and Selection Policy	Development Services	2 - Normal	0
	Shetland College	SC0037/001	Other bodies - relations with	Effective partnerships	Development Services	2 - Normal	0
	Shetland College	SC0038/001	Utilities failure - electricity, gas, water	Adverse weather policy	Development Services	2 - Normal	0
	Shetland College	SC0039/001	Stress	Controls to ensure staff has a healthy work / life balance	Development Services	2 - Normal	0
	Shetland College	SC0040/001	Loss of IT facilities	Controls for failure damage or destruction of IT system	Development Services	2 - Normal	0
	Shetland College	SC0041/001	Loss of communications facilities.	Communications system	Development Services	2 - Normal	0
OD	Adult Learning	SCT/A0002/001	Staff number/skills shortage	CPD arrangements	Community Planning And Development	2 - Normal	100
OD	Adult Learning	SCT/A0002/002	Staff number/skills shortage	Recruitment	Community Planning And Development	2 - Normal	100
OD	Adult Learning	SCT/A0002/003	Staff number/skills shortage	Good use made of in service days	Community Planning And Development	2 - Normal	100
OD	Adult Learning	SCT/A0002/004	Staff number/skills shortage	Training	Community Planning And Development	2 - Normal	100
OD	Adult Learning	SCT/A0002/005	Staff number/skills shortage	Policies	Community Planning And Development	2 - Normal	100
OD	Adult Learning	SCT/A0002/006	Staff number/skills shortage	Succession Plans	Community Planning And Development	2 - Normal	100
OD	Train Shetland Short Courses	SCT/S0002/001	Failure of Key supplier	Put in place alternative trainers	Shetland College	1 - High	0
OD	Train Shetland Short Courses	SCT/S0006/001	Procurement policy - failure to observe	Train Shetland Manager to familiarise self with SIC	Shetland College	2 - Normal	0
OD	Train Shetland Short Courses	SCT/S0006/002	Procurement policy - failure to observe	Procurement policy and procedures	Shetland College	2 - Normal	0
OD	Train Shetland Short Courses	SCT/S0006/003	Procurement policy - failure to observe	Ensure all of Train Shetland's suppliers are on the SIC suppliers database	Shetland College	2 - Normal	0
OD	Train Shetland Short Courses	SCT/S0007/001	Bad debts	Ensure all Train Shetland staff are aware of SIC procurement policy and procedures	Shetland College	2 - Normal	0
OD	Train Shetland Short Courses	SCT/S0007/002	Bad debts	Ensure all customer bookings are confirmed in writing.	Shetland College	2 - Normal	0
OD	Train Shetland Short Courses	SCT/S0007/003	Bad debts	Monthly budget monitoring	Shetland College	2 - Normal	0
OD	Train Shetland Short Courses	SCT/S0007/003	Bad debts	Implement Finance Procedures for chasing bad debtors	Shetland College	2 - Normal	0

**Development Committee****27 March 2013****Shetland Local Development Plan – Proposed Plan****Report Number : PL-03-13-F****Report Presented By: Team Leader -
Development Plans and Heritage****Development Services Department /
Planning****1.0 Summary**

- 1.1 This report is an update on the Shetland Local Development Plan (LDP) and representations received during the period for representations. It also updates on Supplementary Guidance (SG).

2.0 Decision Required

- 2.1 That the Development Committee recommend that the Council RESOLVE to:
- a) Note the representations received
 - b) Confirm the work being undertaken, based on the information presented relating to the representations received
 - c) Approve the revised Development Plan Scheme (Appendix 1)

3.0 Detail

- 3.1 The Shetland LDP will replace the adopted Shetland Structure and Local Plans (2001 and 2004).
- 3.2 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 consultation.
 - Prepare and Publish the Proposed Plan, alongside the Strategic Environmental Assessment and other impact assessments
 - **Consider and respond to representations to the Plan**
 - Submission of Plan to Scottish Ministers
 - Examination
 - Adoption of the Shetland Local Development Plan, Environmental Report and Action Programme

- Implementation, Monitoring and Review

- 3.3 This report forms part of the formal stage highlighted in bold in the list above.
- 3.4 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.
- 3.5 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.
- 3.6 The Shetland LDP has been compiled following, and in response to, the representations received on the Main Issues Report (MIR) and the call for development sites. Both of these stages involved extensive consultation, including numerous workshops, drop-in sessions, a media campaign and extensive engagement with statutory and other bodies. We have also worked closely with the planners in the Scottish Government Built Environment Directorate so as to ensure that our process, consultations, strategies and planning policies comply with statutory processes and national policies.
- 3.7 The Shetland LDP includes the Vision and Spatial Strategy, which were approved at the meeting of the Development Committee on 9 March 2012 (Minute Ref: 23/12), and Members approved the plan as the planning authority's settled view at the Council meeting on 10 October 2012 (Minute Ref: 96/12). It was then subject to a period for representations that closed on 13 December 2012.
- 3.8 Representations by stakeholders and the general public should be concise (no more than 2,000 words plus any limited supporting productions), but should fully explain the issues that people wish to be considered at the examination. There is no automatic opportunity for parties to expand on their representation later in the process.
- 3.9 Following the close of the period for representations on the Proposed Plan, planning authorities may make modifications, but only so as to take account of representations, consultation responses or minor drafting and technical matters.

- 3.10 At the end of the period for representations there had been 85 representations received, 56 involving specific sites, 28 about 1 or more policies and 1 letter expressing support for the plan.
- 3.11 As far as representations about policies, these cover 49 separate policy areas, broken down as follows:

Policy Area	Number of issues
Agricultural Land	10
Areas of Best Fit	2
Coastal	1
Community Facilities	1
General policies	7
Economic Development	2
Housing	5
Industrial land	1
Local Designations	1
Minerals	2
Natural Heritage	7
Renewable Energy	4
Transport	2
Water and Drainage	3

- 3.12 The issues presented in the representations include support for policies, minor technical amendments to policy wording and requests for inclusion of additional policy.
- 3.13 38 separate issues relate to the sites with development potential included in the Plan. These included support for sites, objections to sites and some minor technical boundary changes. A number of the sites included within the representations will require further site assessment and discussion with stakeholders.
- 3.14 The Scottish Government requires that representations be dealt with on an issue-by-issue basis rather than by dealing with individual representations. The process we are now going through is as follows:
- Summarise the representation and identify the site(s) and/ or policies to which it applies.
 - Identify the modifications sought by the representation.
 - Informal discussion with the representee if needed, perhaps to clarify or test the extent of response sought or possible change needed.
 - Report to Development Committee and Council for approval to move the Plan to the next stage on 14 and 28 August 2013, respectively, or a special Development Committee, if deemed necessary.
- 3.15 After the Council decision, the next parts of the process depend on what the Council decides is the way forward, as follows:
- 3.16 Where the Council decides to make no notifiable modifications (i.e. only minor modifications), it will

- a) Respond to representees as the Planning Authority – this may be in the form of noting what has been said; advising that the change sought has been agreed; or that it has not. Reasoned justification must be given
- b) There may then be a period of formal discussion with representees
- c) It will then publish the Plan and submit it to Scottish Ministers, together with any issues that remain unresolved (on what is known as a Schedule 4 form).

3.17 However, where the Council: -

- Decides to make notifiable modifications another six-week representations period will be required. The Council may then further modify the Plan or submit it to Ministers.
- Makes modifications that change the underlying aims or strategy of the Proposed Plan, the process must start again and a new LDP must be prepared.

3.18 Indicative timelines, according to the course of action followed, are as follows:

A) Council confirms Proposed Plan with no, or only minor, modifications in August 2013

- Formal discussions about representations, September 2013
- Send to Scottish Ministers in October 2013 for formal adoption
- Timeline then dependent upon examination process

B) Council decides to make notifiable modifications to Proposed Plan in August 2013

- Commence a further 6-week period for representations until end October 2013 (approx)
- Further period for consideration of and reporting upon representations received until Spring 2014 (approx)
- Council decides whether to make further modifications to the Plan
- Timeline then dependent upon Council decision made at that time

C) Council decides to make modifications that change the underlying aims or strategy of the Proposed Plan in August 2013

- New consultation process commenced on the Main Issues Report, timescale dependent on what those issues were but likely to take about 12 months
- New Proposed Plan drawn up (Spring 2015?)

3.19 Appendix 1 shows the revised Development Plan Scheme that, at this time, is based upon scenario A, above.

3.20 Supplementary Guidance (SG) Alongside the work we are doing on the LDP, we have received 14 responses to the consultation on SG that ended on 11 January 2013. Since then we have been concentrating on analysing the representations to the LDP and will report on those SG consultation responses to the next meeting of this Committee, on 29 May 2013. At that meeting we will confirm the timetable for further SG and any necessary revisions to the ones already approved.

However, note that, whilst the Council can approve Supplementary Guidance (when it becomes a material consideration for development management purposes), it cannot be formally adopted until after the LDP is approved by Scottish Government

- 3.21 We also intend to present the Supplementary Guidance “Onshore Wind Energy” at Committee on 29 May 2013.

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 identified in this report have been explained in detail previously. Stakeholder consultation continued throughout the policy writing aspect of the LDP preparation and at the representations stage and it is possible 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.

A decision on the approval of the Scheme requires a decision of the Council.

Once approved, the Strategy will form part of the Council’s strategic policy framework as referred to in Section 3(2) of the Governance procedures.

- 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 has been 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 have been analysed and assessed against these obligations. A full assessment accompanies the LDP.
- 4.6 Environmental – The LDP has been subject to strategic environmental assessment (SEA) and a revised environmental report accompanies the LDP, which shows how environmental implications have been

considered and impacts mitigated. A Habitats Regulations Appraisal supports the SEA to determine whether the LDP is likely to have a significant effect on any European site. 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.

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 – Continuing work associated with the LDP will be undertaken by established staff.
- 4.10 Assets And Property – None.

5.0 Conclusion

- 5.1 The report highlights the 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.

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15 March 2013

List of Appendices

Appendix 1 – Development Plan Scheme

Background Documents

All documents are available online at:
<http://www.shetland.gov.uk/planning/LocalDevelopmentPlan.asp>

END



SHETLAND ISLANDS COUNCIL

DEVELOPMENT PLAN SCHEME



March 2013

Produced by Shetland Islands Council

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Development Plan Scheme

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Introduction

Purpose of the Development Plan Scheme

The purpose of this Development Plan Scheme is to:

- Explain what the Local Development Plan is
- Outline the steps which will be taken in preparing the Local Development Plan
- Explain how you can influence the contents of the Local Development Plan;
- Tell you what you can expect from the Council throughout the stages of its preparation
- Explain what happens once the Plan is in place.

This document updates the November 2011 Report and details the progress of the Local Development Plan made since the last report.

What is a development plan and why review it now?

Most people are affected by the planning system at some point in their lives. The system makes sure that new uses for land and buildings are right for the location and helps to plan for the development the area needs – schools, community facilities, homes, business premises and roads. At the same time, planning has to protect the natural and built environment and ensure that development and growth are *sustainable* – in other words, that planning decisions will not damage the environment for future generations.

The framework for planning decisions is provided by development plan documents, the current plans for Shetland being:

- Shetland Structure Plan approved by Scottish Ministers January 2001
- Shetland Local Plan adopted by Shetland Islands Council June 2004
- Shetland House adopted by Shetland Islands Council February 2005
- Fladdabister and Ocraquoy Settlement Design Statement adopted by Shetland Islands Council June 2005

As Shetland Islands Council is an Island Authority, the Shetland Structure Plan provides the strategic policy and the long-term framework for development and land-use throughout the whole of Shetland. The Shetland Local Plan sets out the detailed policies and specific proposals for the use of land again throughout the whole of Shetland. Both the Structure Plan and Local Plan provide the framework for decision making on all planning applications, and all decisions require to be taken in accordance with development plan policies, unless a reasoned justification can be made to depart from the policies.

The Planning Etc. (Scotland Act) 2006 has introduced new requirements for the preparation of development plans within Scotland. Under the new arrangements, the current system of Structure and Local Plans will ultimately be replaced by a single new style Local Development Plan, supported by Supplementary Planning Guidance. The

Scottish Government has now enacted the necessary secondary legislation for the implementation of the new planning system.

Figure 1: The old and new planning systems

Previous Planning System

National Planning

Structure Plans

Shetland Structure Plan

Local Plans

Shetland Local Plan

New Planning System

**National Planning Guidance
SPPs**

Local Development Plans

Shetland Local Development Plan

Supplementary Guidance

Topic Based

The New Planning System

What are Local Development Plans designed to do?

- Set out the detailed policies and specific proposals for the development and use of land in order to guide decisions on planning applications and investment and ensure future sustainable development.
- Highlight development opportunities and promote economic development.
- Maintain the high quality of the natural and built environment.

A Shetland Wide Local Development Plan

The new Planning Act does not permit the preparation of a new Shetland Structure Plan. In future the strategic policies will be contained within a Shetland Wide Local Development Plan, which will ensure that planning decisions are made consistently across Shetland in line with policies that are applicable Shetland wide and to ensure that key development areas within Shetland are progressed.

The main stages in the preparation and delivery of a Shetland wide Local Development Plan are:

- Publication of the Development Plan Scheme
- Main Issues Report and draft Environmental Report
- Proposed Local Development Plan and Environmental Report
- Pre-Inquiry Modifications
- Public Local Inquiry
- Adoption of the Local Development Plan, Environmental Report and Action Programme
- Implementation, Monitoring and Review

Development Plan Scheme

As part of the planning process, the Council is required to produce a Development Plan Scheme. This Scheme sets out the authority's programme for the preparation and review of the Local Development Plan and requires to be reviewed annually. Whilst there are not yet any formal Regulations from the Scottish Government on the form and content of the Development Plan Scheme, the 2006 Act establishes that the Scheme must include the following components:

- details of what is likely to be involved at each stage of the preparation or review of the Local Development Plan;
- an outline programme timetable for the preparation or review of the Local Development Plan; and
- a Participation Statement, detailing when consultation is likely to take place, with whom, what form it will take and what steps are to be taken to involve the public.

Main Issues Report

The current Shetland Structure Plan (2001) was based on information gathered during the late 1990s. If the new Local Development Plan is to provide sound and comprehensive policies for development leading into the next decade, it is imperative that it is based on up-to-date information and legislation. Circular 1/2009 published in February 2009 sets out Development Planning legal requirements and Scottish Government expectations for the key parts of the process.

Information gathering and preparation was the first stage in the production of the Main Issues Report. In July and August 2009 invitations were sent to a wide range of representatives of the Council, statutory agencies, community council representatives, the NHS etc., to attend two workshops to discuss the issues facing Shetland. The comments and discussions from these workshops helped to formulate the issues and alternative options presented within the Main Issues Report.

The consultation for the Main Issues Report took place from March to June 2010, allowing all members of the community to comment on the Issues presented. The consultation process occurred as outlined within the Participation Statement.

The draft Environmental Report (ER) was published together with the Main Issues Report allowing an early and effective opportunity for public participation.

Local Development Plan

The Main Issues Report is the broadest and most significant area for debating alternatives involving public and stakeholder participation and consultation. This debate identified those options, which will feed into the spatial strategy, policies and proposals as to the development and use of land within Shetland and form the basis of the Proposed Local Development Plan (LDP).

The Proposed LDP is essentially a concise map-based document and details the strategic policies for the development of land for up to a period of five years. This

document will then go forward for a further round of consultation, prior to being considered for final adoption as the Local Development Plan.

The Proposed Development Plan was agreed as the Council's settled view on 10 October 2012, and was published for comment from October 19 to December 13 2012.

Strategic Environmental Assessment/Draft Environmental Report

All plans, programmes and strategies need to be assessed on how they will affect the environment and a Strategic Environmental Assessment (SEA) is a process which helps identify the most appropriate way forward environmentally. Key consultation authorities (Scottish Natural Heritage, Scottish Environment Protection Agency and Historic Scotland) are required to assist the Council in this process. The process informs the Local Development Plan throughout its preparation, with the Council's aim being to make the decision making process open and transparent. The results of the SEA are recorded in an Environmental Report, which will be available for public consultation.

The draft Environmental Report (ER) was published together with the Main Issues Report to allow an early and effective opportunity for public participation.

Supplementary Guidance

Some progress can also be made on the parallel preparation of Supplementary Guidance. The Council needs a comprehensive set of detailed policies to support the Local Development Plan and to provide developers, communities and others who contribute to the planning process with greater certainty and consistency. Supplementary Guidance will have a legal basis as part of the Local Development Plan, and also allow it to be shorter and more concise. In addition, topic based Supplementary Guidance will be more easily adapted to changing circumstances and legislation. Supplementary Guidance can only be adopted as statutory guidance where it links and/or flows from the Local Development Plan and has been subject to the appropriate public consultation.

Between October 19 2012 and January 11 2013 the following Supplementary Guidance documents were subject to a 12-week period for consultation:

- Aquaculture;
- Business and Industry;
- Historic Environment;
- Local Landscape Areas;
- Local Nature Conservation Sites;
- Natural Heritage;
- Parking Standards;
- Residential Access;
- Water and Drainage;
- Works Licence Policy

Action Programmes

An action programme will set out how the Plan will be implemented. This programme, prepared alongside the Local Development Plan will identify by whom and when the proposals will be delivered or put in place. An Action Programme must be adopted and published within three months of the Local Development Plan being adopted, and must be reviewed and updated at least every two years.

The Action Plan was published for consultation alongside the Proposed Local Development in October 2012 for an eight-week consultation.

Strategic Environmental Assessment/Environmental Report

A revised Environmental Report will be published alongside the Proposed Local Development Plan providing a further opportunity for consultation.

The Revised SEA was published alongside the Proposed Local Development in October 2012 for an eight-week consultation.

What happens once the Plan is in Place

Once adopted by the Council, the Local Development Plan is the main consideration in determining planning applications. In most cases planning applications will be determined in accordance with the policies of the development plan. Environmental impacts arising from the implementation of the plan will be kept under review and where necessary additional action will be taken to protect the environment.

Where the Council intends to make a decision on a planning application which is contrary to the provisions of the Local Development Plan it is required to follow prescribed procedures, including advertising the proposed development and in some cases referring the development to the Scottish Ministers. Any objectors to the development are required to be provided with a statement of reasons as to why the departure is justified.

The Council will keep the Local Development Plan under review. A significant number of developments approved contrary to the Plan might suggest the Plan and any supporting Supplementary Guidance is in need of alteration.

The Planning etc (Scotland) Act 2006 prescribes the review timescale for the development plans. The rolling programme of plan-making will ensure that Plans are regularly reviewed. It is envisaged that with regular reviews of the sections of the Plan which are out-dated, a new LDP would again focus on those issues which have changed and require updating since the publication of the previous Plan. In addition, topic based Supplementary Guidance is more easily revised to respond to changing circumstances and legislation.

Preparation of the Local Development Plan

What is likely to be involved at each stage of the preparation of the Local Development Plan

Stage 1	Development Plan Scheme	Sets out the programme for the preparation of the Local Development Plan, and includes a Participation Statement detailing how local communities, stakeholders and individuals will be engaged and have the opportunity to be involved.
Stage 2	Monitoring Statement *	Identifies: <ul style="list-style-type: none"> the changes in the principal, physical, economic, social and environmental characteristics Shetland wide which have occurred since the preparation and publication of the existing Shetland Structure Plan and Local Plan; and the impact of the policies and proposals for the existing Shetland Structure Plan and Local Plan
	Main Issues Report *	Concentrates on the key issues that are changing from the existing Shetland Structure and Local Plan and sets out general proposals, in particular proposals as to where development should and should not occur. The Report must: <ul style="list-style-type: none"> contains one or more reasonable alternative sets of proposals draw attention to the ways in which the favoured and alternative proposals differ from the policies in the existing Shetland Structure and Local Plan; have regard to views expressed by key agencies; and alternative proposals being put forward must be environmentally appraised
	Draft Environmental Report *	Assessment as to how the Main Issues and identified options will affect the environment and identification of the most appropriate way forward environmentally. The draft Environmental Report (ER) requires to be published together with the Main Issues Report to allow an early and effective opportunity for public participation.
Stage 3	Local Development Plan *	Form and Content: <p>Spatial Strategy: a detailed statement of Shetland Islands Council policies and proposals as to the development and use of land;</p> <p>Vision Statement: a broad statement of how development within Shetland could and should occur and the matters which might be expected to affect that development</p> <p>Proposals Map</p>

		Schedule of Shetland Islands Council Land (where it is affected by any of the policies, proposals or views expressed in the Plan)
	Environmental Report *	<p>Assessment as to how the spatial strategy and policies proposed by the Local Development Plan will affect the environment and identification of the most appropriate way forward environmentally.</p> <p>The Revised Environmental Report (ER) requires to be published together with the Local Development Plan to allow further consultation.</p>
	Action Programme *	A list of actions indicating how the Shetland Local Development Plan will be implemented
	Supplementary Guidance	<p>Detailed planning guidance relating to specific topics in the Plan:</p> <ul style="list-style-type: none"> ▪
	Report of Conformity to the Participation Statement	Identification of the elements of the Participation Statement (updated annually within the Development Plan Scheme) and how Shetland Islands Council have met these requirements
Stage 4	Examination	Further guidance is awaited from Scottish Government in this regard
	Modified Plan	Submitted to Scottish Ministers for approval

* All three reports require to be published alongside each other at each stage

Outline programme timetable for the preparation of the Local Development Plan

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	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	February 2008 – February 2009	Completed
	Identification of Main Issues and preparation of Main Issues Report		Consultation/participation with key players for specialist input	May 2009 – June 2009	
			Wider Consultation/ Participation with the community	July 2009 - October 2009	
	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		Consultation: as identified in Participation Statement	27th March – 7th June 2010	Completed

	and Participation				
	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
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 Council 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	Publish Revised Environmental	Report to Development Committee	October 2012	Completed

	Programme and Supplementary Guidance	Report if necessary	SIC		
	Proposed Plan Publication and Public Representation		Consultation: as identified in Participation Statement	19 October – 13 December 2012	Completed
	Consultation on the published Supplementary Guidance		Consultation: as identified in Participation Statement	19 October – 11 January 2013	On-going
	Report back to Development Committee on Representations received on the Proposed Plan			14 December 2012	
	Information on Representations on the Proposed Plan.	Assess feedback from the consultation	Report back to Development Committee SIC on representations received on the Proposed Plan	March 2013	
	Present Supplementary Guidance on Wind Energy to Development Committee			May 2013	
	Local Development Plan presented to Members			Autumn 2013	
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		
	Adoption of Local Development Plan	Adopt the environmental Report and publish a post-	Publish Modifications and Statement of Explanation.		

	(LDP)	adoption statement (this says how we have considered the environmental report and how we will monitor the effects the LDP has on the environment)	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	3 months after adoption of the LDP	
	Preparation of additional Supplementary Guidance	Assess against SEA objectives		Supplementary Guidance has and will be published alongside LDP process ongoing	
	Monitoring and Review of Local Development Plan and Supplementary Guidance	Revise and update as necessary			

Participation Statement

The preparation of a participation statement as part of the Development Plan Scheme is a requirement of the 2006 Planning Act. We are required to explain how local communities, other stakeholders and individuals, will be engaged and have the opportunity to be involved in the preparation of the Shetland Local Plan.

The Council is committed to:

“Working together effectively with our partners, for the good of Shetland”

- SIC Corporate Improvement Plan

Our Aim:

Shetland Islands Council values public participation in the planning process. Without consensus policies and proposals cannot be successfully implemented and without early public involvement in the planning process issues of importance may be inadvertently overlooked. Consequently, the new planning system focuses the main public participation at an early stage in the process (Stage 2) and Shetland Islands Council will seek to ensure that the widest possible involvement is achieved at this stage in the process.

At each stage of the process the Council will provide clear details of the form of consultation or participation it is undertaking and will outline the process and timescale for making comments or representations.

Providing Feedback

Plans can be fairly complex and comments and negotiations can be numerous, so it will take some time after consultation and participation for the Council to prepare and present a proposed Local Development Plan. For community involvement to be effective it is essential that individuals and organisations who comment on the preparation of the Local Development Plan are kept informed about how their comments have been considered and what changes may have occurred as a result.

The Council shall:

- Enter all duly made comments onto the Council’s database and provide considered responses to each individual comment, with any recommendations for changes, by publishing a summary statement.
- Publish summary statements detailing the consultation and public participation undertaken, the main issues raised in these consultations and how these issues have been addressed.

Getting Involved

You will have the chance to comment on proposed planning policies for your area each time the Council revises or replaces the Local Development Plan. If you live, work or run a business in the area, it is particularly important for you to get involved if you want a say in how the area is developed in future. You may want to do this on your own or as part of a local organisation, such as a community council, local business or amenity group. A list is shown in Appendix 2 of those we intend to consult.

By encouraging consultation at the various stages of the Local Development Plan preparation, the Council aims to ensure that those with an interest in the area have an opportunity to contribute opinions before decisions are taken. This applies as much to people who support the plan as to those who want to make objections.

Officers will also be holding more traditional events such as exhibitions, workshops and an information day, to make the planning process more accessible to members of the public who may not have been involved in the planning process before.

The responsibility for the content of a Local Development Plan, however, rests firmly with the Council, which must make its decisions in light of all the views, information and advice it receives.



Steps that will be taken at each stage to promote participation will include:

Stage	Document	Key Agencies identified by Legislation	Additional Key Agencies identified by Development Plans Section	Additional Consultees by Group	Form of Consultation/ Participation
1	Development Plans Scheme	Scottish Ministers	HSE NHS Shetland SNH SEPA Scottish Water Highlands and Islands Enterprise Zet Trans Crofters Commission Historic Scotland Transport Scotland Aberdeenshire Council Highland Council Orkney Islands Council Aberdeenshire Council Highland Council	None	<ul style="list-style-type: none"> • Presentation and Report to SIC Planning Board • Letter to Ministers • Publication of Development Plan Scheme • SIC Website for Information • Library

2	Main Issues Report & Strategic Environmental Assessment	Scottish Ministers HSE Aberdeenshire (SDP) Highland (SDP)	HSE NHS Shetland SNH SEPA Scottish Water Highlands and Islands Enterprise Zet Trans Crofters Commission Historic Scotland Transport Scotland Aberdeenshire Council Highland Council Orkney Islands Council Aberdeenshire Council Highland Council	Local Government/Local Agencies/ Community/Amenity Interest Groups Business/Other	<ul style="list-style-type: none"> • Local Media • Workshops • Edinburgh Gazette • SIC Website • Travelling Display (unmanned) • Planning Newsletter • Posters/Postcards/Leaflet in shops, halls, sports centres, notice boards • Briefing Sessions • Written Correspondence with existing database of consultees • Development Plan Helpline • Libraries • Joint working with other Council Consultations • Month long exhibition in Shetland Museum with occasional officer presence. • Information day (on a weekend) in a retail outlet easily accessible for shoppers/visitors to the town centre.
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3	Proposed Local Development Plan	Scottish Ministers All persons who have submitted representation throughout the process Occupiers of neighbouring sites identified for development	HSE NHS Shetland SNH SEPA Scottish Water Highlands and Islands Enterprise Zet Trans Crofters Commission Historic Scotland Transport Scotland Aberdeenshire Council Highland Council Orkney Islands Council Aberdeenshire Council Highland Council	Anyone who has made representation at any point in the process	<ul style="list-style-type: none"> • Media – Local (radio/newspaper) • Written correspondence to existing database of consultees and anyone who has made representation at any point in the process • SIC website for information/comment • Planning Newsletter • Posters/Postcards/Leaflets • in shops, halls, sports centres, notice boards
3	Action Programme	Scottish Ministers NHS Shetland Anyone the Authority specifies within the Action Programme		Anyone the authority specifies within the Action Programme	<ul style="list-style-type: none"> • Written Correspondence to interested parties • SIC Website for information/comment
3	Supplementary Guidance	Scottish Natural Heritage SEPA Scottish Water Highlands & Islands Enterprise ZetTrans Crofters Commission		Other interested parties as defined within each individual topic area	<ul style="list-style-type: none"> • Written Correspondence to interested parties • SIC Website for information/comment • Media – Local • Briefing Sessions • Development Plan Helpline

3	Strategic Environmental Assessment	Scottish Natural Heritage SEPA Scottish Water Highlands & Islands Enterprise Zet Trans Crofters Commission SEA Gateway		Members of the public, Community Groups, Private and Public Sector	<ul style="list-style-type: none"> • Written Correspondence to interested parties • SIC Website for information/comment • Media – Local • Briefing Sessions • Development Plan Helpline
4	Examination – Public Local Inquiry (PLI)				<ul style="list-style-type: none"> • Written Correspondence to interested parties • SIC Website for information/comment • Media – Local • Briefing Sessions • Development Plan Helpline
4	Publication of Local Development Plan				Advertise Intention to Adopt

Delivering the Development Plan Scheme

Achieving the Development Plan Scheme will rely on services within the Council and partnership working. For example, in order to ensure that policies reliably build and shape communities will require partnership working between housing, education, community services and transport infrastructure. Additional input will be required from key agencies working or supplying services within these sectors. It is expected that networks, community groups and consultations already being undertaken by other Council departments will be utilised within the preparation of the Local Development Plan. The Action Programme will be another key area where resources and expertise will require to be brought together to achieve the implementation of the Local Development Plan.

The resources (i.e. staff and resources) required to deliver the Development Plan Scheme have assumed a full compliment of staff. As the Scheme progresses, different levels of participation and/or consultation may mean additional resources are required and any increase will require to be reviewed alongside the annual Development Plan Scheme review. It is important to recognise that certain decisions (for example, on how consultation is undertaken, how quickly and by whom) may mean that more resources are required.

The following circumstances, in particular, could affect and/or delay the Scheme:

- **Review of National Planning Framework and Scottish Planning Policy National Strategies:** These national level documents set the scene for the Council's work on development plans at a more local level. When such documents are reviewed, and finally published, Local Development Plans will require to be updated, which could mean delays at certain points in the process.
- **Commitment from key agencies and consultation authorities:** Working with other agencies needs to be planned so that enough time is allowed for them to provide the necessary information. Progress the requirements of the Action Programme will depend on partnership working with these key agencies, however, different priorities may not allow efficient working and delays may occur.
- **Political commitment:** The Shetland Local Development Plan is required by law and not delivering the Plan in enough time to guide development from 2014 and beyond would have serious consequences for Shetland Islands Council. Delay in making decisions can slow down the progression of development and it is therefore important that the Council is committed to this timetable and the funding of it.
- **Strategic Choices:** Making sure that the plan is based on agreed principles, information and evidence and that as many people as possible have had a chance to have their say, should minimise challenges to the plan. However, difficult choices in the plan's strategy may mean challenges and delays are inevitable.



APPENDIX 1

Shetland Islands Council Development Plan Scheme

LOCATION PLAN



APPENDIX 2

List of people we will consult

This list is not a full list. We will add to it as more people and organisations get involved in the Shetland-wide Local Development Plan and more people, groups and organisations become aware of the process. However, we shall try to include as many as possible at the earliest stage. We aim to encourage as many people from as many different sections of the community as possible to get involved in the Local Development Plan.

If your group or organisation is not mentioned here, and you would like to be involved in the process of creating a Local Development Plan, please contact us (as seen on page 2).

Community Groups

Association of Shetland Community Councils
 Bressay Community Council
 Burra & Trondra Community Council
 Community Development Companies
 Delting Community Council
 Dunrossness Community Council
 Fetlar Community Council
 Gulberwick, Quarff & Cunningsburgh Community Council
 Islesburgh Community Centre
 Lerwick Community Council
 Local Service Delivery Groups (7 throughout Shetland)
 Nesting & Lunnasting Community Council
 North Staney Hill Community Association
 North Yell Development Council
 Northmavine Community Council
 Sandness & Walls Community Council
 Sandsting & Aithsting Community Council
 Sandwick Community Council
 Scalloway Community Council
 Skerries Community Council
 Tingwall, Whiteness & Weisdale Community Council
 Unst Community Council
 Unst Partnership
 Whalsay Community Council
 Yell Community Council

Organisations in the Private Sector with an interest in this Plan

A & N Garrick Builders
 A B Associates
 A. Doull Contractor
 A. Jarmson (Shetland) Ltd
 A. Sandisons & Son Ltd
 Airport Traffic Control

Alan McKay Architects
Alastair Carmichael MP
Arch Hendersons
C & M Building Contractors
Carol Fraser
Cecil Eunson
Clinton Cook
Colliers CRE (London)
Consulting Engineering Ltd
Crofters Commission
Crofting Foundation
David Adamson & Partners
Dennis Thomson Builders
DITT Construction Ltd
E & H Builders
Farquhar & Jamieson
G M Johnson
Garriock Bros Ltd
GB Design Services
General Aviation Awareness Council
George Tait
H & C Dickie Ltd
H & H Plant
Hanson Aggregates (North)
Health & Safety Executive
Highlands & Islands Fire Brigade
Highlands and Islands Enterprise
Historic Scotland
Hjaltland Housing Association Ltd
Hunter & Morrison's
Iain Skinner Architect
J S Building Contractors
J. H. Scott
James H Nesbitt
JHB Ltd
Lerwick Port Authority
M. K. Leslie Ltd
Martin Thomson
Michael Thomson FRICS
Mott MacDonald
NAFC
National Farmers Union
National Library of Scotland
National Playing Fields Association
NCG Builders
Neil Fraser
NHS Shetland
Northern Constabulary
Pete Watts
Peter Glanville
Peter Johnson Partnership

Peterson Peat Products
Post Office Property Holdings
Redman & Sutherland
RG Jamieson Consulting Engineers
Richard Gibson Architects
Rio Tinto plc
RJ MacLeod
Robertson & Read
RSPB Shetland
Sandisons (Unst) Ltd
Scottish Natural Heritage
SEPA Dingwall
SEPA Lerwick
Shetland Amenity Trust
Shetland Amenity Trust: Regional Archaeologist
Shetland Architectural Society
Shetland Bird Club
Shetland Building Consultancy
Shetland Civic Society
Shetland Enterprise
Shetland Field Studies Trust
Shetland Fisherman's Association
Shetland Islands Tourism
SLAP
Steve G Henry
Tavish Scott MSP
Tulloch Developments Ltd
Victor Jamieson

Public Sector Stakeholder Groups

All Shetland Islands Council Members
Capital Programme
Community Services
Economic Development Unit
Environment & Building Services
Executive Director, Infrastructure Services
Housing Services
Orkney Islands Council
Roads Department

Organisations with an interest in this plan which provide transport, water & phone services etc

British Telecom
British Wind Energy
Scottish and Southern Energy
Scottish Power Corporation Office
Scottish Power Technical Division
Scottish Water
Shetland Heat, Energy & Power
Zet Trans

**Development Committee****27 March 2013****Shetland Local Development Plan – Strategic Environmental Assessment****Report Number: PL-04-13-F****Report Presented By: Team Leader -
Development Plans and Heritage****Development Services Department /
Planning****1.0 Summary**

- 1.1 This report is an update on the comments received on the Strategic Environmental Assessment (SEA) Environmental Report (ER) that accompanied the Shetland Local Development Plan (LDP), which was published in October 2012
- 1.2 The purpose of this report to ask to the Development Committee to review and decide how to take account of Consultation Authorities' responses on the revised Environmental Report.

2.0 Decision Required

- 2.1 That the Development Committee RESOLVES to approve the work undertaken and, subject to the decision on the Shetland Local Development Plan, that the proposed actions stated in paragraphs 3.9 to 3.12 of this report be approved.

3.0 Detail

- 3.1 The Shetland LDP will replace the adopted Shetland Structure and Local Plans (2001 and 2004). SEA is an integral part of preparing any plan, programme or strategy, as set out in the Environmental Assessment (Scotland) Act 2005.
- 3.2 In Scotland, public bodies and some private companies operating in a public character are required to assess, consult and monitor the likely impacts of their plans, programmes and strategies on the environment. This process is known as Strategic Environmental Assessment (SEA).
- 3.3 SEA is a key component of sustainable development, establishing important methods for protecting the environment and extending

opportunities for public participation in decision making. SEA achieves this by:

- Systematically assessing and monitoring the significant environmental effects of public sector plans, programmes and strategies (PPS).
- Ensuring that expertise and views are sought at various points in the process from SNH, SEPA, Historic Scotland and the public.
- Requiring a public statement as to how opinions have been taken into account (SEA post-adoption statement).

3.4 In general terms, the stages in preparing SEA for the Shetland LDP are as follows (stages simplified for brevity):

- Screening (determines that SEA is required).
- Scoping (agree with all the consultation authorities the scope and level of detail of information to be included in the Environmental Report – “Scoping Report”).
- Preparation of Environmental Report and publication to accompany Main Issues Report (MIR).
- Take Consultation Authorities’ responses into account as the plan evolves.
- Revise Environmental Report and publish with Proposed Plan.
- **Review and decide how to take account of Consultation Authorities’ responses on the revised ER.**
- Publish a SEA post adoption statement to show how the Council has taken account of Consultation Authorities’ responses.
- Monitor the environmental effects of implementing the plan. This allows any unforeseen adverse effects of the plan to be recognised and dealt with. Monitoring also enables future predictions to be made more accurately and provides baseline information for future plans.

3.5 This report refers to the stage highlighted in bold in the list above.

3.6 At the end of the consultation period on the SEA, the 3 consultation authorities had responded but there were no other responses from the public. These responses made 63 individual comments but a number of these overlap or refer to similar concerns and we are presently analysing these and assessing how the Council might best respond.

3.7 The comments received fall into various types, which are set out below:

- The LDP policy does not support the stated SEA objective
- The SEA document is deficient or incomplete
- Correct or add to baseline information
- Disagreement with the Council’s assessment conclusion
- Additional monitoring indicators suggestions
- Clarification, corrections or data updates that can simply be noted or incorporated within the report.

3.8 How the Council should respond to some of the comments depends upon how it decides to proceed on the Shetland LDP, choosing from the options set out in my accompanying report also on this meeting’s agenda (PL03/13).

- 3.9 If the Council decides to make significant modifications to the LDP such that it should be once again published for representations, it may decide that a further revision to the ER is the best course to take account of the Consultation Authorities responses. This could include addressing where the authorities have raised concerns with the SEA or the LDP itself and extending the baseline information. However, if the Council decides to proceed with the LDP with no, or minor modifications it would be appropriate to show in the SEA post adoption statement how the Council has taken account of those concerns.
- 3.10 In any case, corrections of a technical nature that aid understanding or can simply be noted should be incorporated in the final ER. This includes the majority of comments where the consultation authorities have disagreed with the Council's assessment conclusion because, in almost all cases, the assessment suggested reinforces the Council's assessment, for example, moving it from "positive" to "strongly positive".
- 3.11 In respect of monitoring, it should be noted that, at the time of producing the ER, we were only able to set out an outline of the monitoring programme for the period after the LDP is adopted. This means that this is an area that we knew would require further work so, regardless of how the Council decides to proceed on the LDP in the Autumn, this input is useful and will add to basic work already done. Monitoring of the LDP policies and of what the ER predicts will be the plan's impact on the SEA objectives are 2 distinct, but supporting processes, which will require further reporting in due course.
- 3.12 We will report the outcome of our assessment of the Consultation Authorities comments, and how to proceed at the same time that we report the next stage of the Shetland LDP in Autumn 2013.

4.0 Implications

Strategic

- 4.1 Delivery of Corporate Priorities – When complete, the SEA for the Shetland LDP will be the strategic tool assessing the environmental impact of the Council's development priorities. In conjunction with SEA of other Council policies (including that for the Local Housing Strategy), it will contribute to assessing and monitoring the environmental impact of the spatial aims of the Community Plan and the Corporate Plan.
- 4.2 Community/ Stakeholder Issues – The extensive consultation exercises identified in this report have been explained in detail previously. Consultation continued with the Scottish Government and the Consultation Authorities throughout the development of the SEA and the next stage is to respond to the comments received during the consultation process and then to show how the Council has responded to them.
- 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 – Failure to undertake SEA of the LDP or otherwise to comply with the Act could expose the Council to legal challenge on the SEA or, potentially to the LDP itself. The Council has undertaken all the stages of preparing the SEA Environmental Report to date. The next stages are to take account of opinions expressed in response to the recent consultation as it decides how to proceed on the LDP and, in due course, to show how the Council has taken account of the outcome of the consultation in a post SEA adoption statement.
- 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 have been analysed and assessed against these obligations. These matters form part of the baseline data in the SEA that will be monitored over the life of the LDP in terms of the LDP's impacts.
- 4.6 Environmental – The SEA revised environmental report supports the Shetland LDP and shows how the LDP's environmental implications have been considered and impacts mitigated. A Habitats Regulations Appraisal supports the SEA 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 – Continuing work associated with the LDP will be undertaken by established staff.
- 4.10 Assets And Property – None.

5.0 Conclusion

- 5.1 The report highlights the work to take account of Consultation Authorities' responses to the consultation on the SEA Environmental Report that accompanies the Shetland Local Development Plan, in accordance with statutory requirements, national policy and local priorities and aspirations.

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18 March 2013

Background Documents

All documents are available online at:

<http://www.shetland.gov.uk/planning/LocalDevelopmentPlan.asp>

END

**Development Committee****27 March 2013****CAP Reform Representation Update****Report No: DV011-F****Executive Manager – Economic Development****Development Services Department****1.0 Summary**

- 1.1 The purpose of this report is to enable the Committee to discuss the progress of the Common Agricultural Policy (CAP) reform and the work being done in the Highlands and Islands to help secure appropriate levels of support for vulnerable farming areas.
- 1.2 The Committee will receive a presentation from Councillor Ratter on the lobbying that has been done in the Highlands and Islands on CAP reform.

2.0 Decision Required

- 2.1 The Committee has either to resolve to continue to support lobbying as part of the Highlands and Islands effort to influence future CAP support measures and levels **OR** to cease our lobbying efforts.

3.0 Detail

- 3.1 Since 2011 the Council has been participating as part of the Highlands and Islands Agricultural Support Group to influence the Scottish Government's interpretation of the new CAP. The Council has taken its direction from the Shetland Agricultural Support Group, which is chaired by Councillor Ratter. Councillor Ratter and Councillor Cooper were appointed onto the Shetland Agricultural Support Group by this Committee on 21 June 2012 [Min Ref: 49/12].

- 3.2 At present the Shetland agricultural community benefits from around £9M of agricultural support every year, usually 50% -60% of turnover. Agriculture in Shetland is not a viable activity without such levels of support.
- 3.3 The lobbying work that has been done so far involves attending working groups organised by the Scottish Government, direct meetings with senior Scottish Government staff, meetings with Scottish National Farmers Union and, meetings with other areas of the Highlands and Islands to agree the lobbying approach.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – This report helps to achieve the Sustainable Economy section of the Corporate Plan by improving economic sustainability in peripheral communities.
- 4.2 Community /Stakeholder Issues – There has been engagement with the local agricultural community through the Shetland Agricultural Support Group.
- 4.3 Policy And/Or Delegated Authority – This report has been written based on the Main Aim of the Economic Development Policy Statement 2007 – 11(12) [Min Ref: 02/08, SIC Min Ref 55/08]:

The Main Aim 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.”

In accordance with Section 2.3.1 of the Council’s Scheme of Delegations, the Development Committee has delegated authority to implement decisions within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.

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 – There is a risk that the representations made on behalf of the larger farming interests in Scotland will sway the Scottish Government into adopting CAP measures to benefit the lowland farming areas.
- 4.5 Equalities, Health And Human Rights – none.
- 4.6 Environmental – There will be adverse environmental impacts if reductions in agricultural support leads to land abandonment in Shetland.

Resources

- 4.7 Financial – All costs related to lobbying will be met from within existing resources.
- 4.8 Legal – none.
- 4.9 Human Resources – none.
- 4.10 Assets And Property – none.

5.0 Conclusions

- 5.1 Councillor Ratter will summarise the representations made through the Highlands and Islands Agricultural Support Group over the past two years to present a case for vulnerable farming interests.

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List of Appendices

None.

Background documents

None.

END