

**Audit Committee****27 May 2014****Review of Internal Controls 2013/14 and Action Plan – Shetland Islands Council****F-028-F****Report Presented by Executive Manager –  
Finance****Finance Services****1.0 Summary**

- 1.1 The purpose of this report is to present the findings of the review of internal controls by Audit Scotland in relation to the 2013/14 Council accounts and approve the Action Plan to address the weaknesses identified.

**2.0 Decision Required**

- 2.1 There are no options to consider in reaching a decision. All identified weaknesses can be addressed within existing resources.
- 2.2 The Audit Committee RESOLVES to approve the Action Plan.

**3.0 Detail**

- 3.1 Each year, the external auditors undertake an assessment of the internal controls in operation in the Council, to determine whether they can place reliance on them in the preparation of the final accounts. Appendix 1 contains the Reports from Audit Scotland in full.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – None.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority – The Audit Committee remit includes consideration of all reports from the external auditors as well as an overview of the regulatory framework, including systems of internal control. As set out in paragraph 2.6 of the Council's Scheme of

Administration and Delegations, the Audit Committee is responsible for overseeing the production of the Council's Statement of Internal Controls under the regulatory framework, for which the Section 95 Officer is required to maintain.

4.4 Risk Management – The Section 95 officer is required to maintain a sound system of internal control. This assists the organisation in managing risk and helps in the attainment of organisational policies, aims and objectives. It ensures that assets are safeguarded and efficient and effective systems and procedures are in place.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – the actions to address the key weaknesses can be addressed within the approved budgets of the Council. This Report therefore has no direct financial implications.

4.8 Legal – None.

4.9 Human Resources – None

4.10 Assets And Property – None.

### **5.0 Conclusions**

5.1 The annual review of internal controls by Audit Scotland has demonstrated that reliance can be placed on most of the Council's key financial systems. The items highlighted as weaknesses which require action will be addressed over the next six months, through the actions set out in Appendix 1.

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#### List of Appendix

Shetland Islands Council Review of Internal Controls 2013/14

END

# Shetland Islands Council

## Review of Internal Controls 2013/14



Prepared for Shetland Islands Council  
May 2014

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

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# Executive Summary

## Context

1. Section 95 of the Local Government (Scotland) Act 1973 requires local authorities to make arrangements for the proper administration of their financial affairs and appoint one of its officers to have responsibility for those arrangements. The Section 95 officer for Shetland Islands Council is required to maintain a sound system of internal control to assist the organisation manage risk and help in the attainment of organisational policies, aims and objectives.
2. In carrying out our audit, we seek to gain assurance that the council:
  - has systems of recording and processing transactions which provide a sound basis for the preparation of financial statements and the effective management of its assets and interests
  - has systems of internal control which provide an adequate means of preventing or detecting material misstatement, error, fraud or corruption
  - complies with established policies, procedures, laws and regulations.
3. This report focuses on findings from our 2013/14 controls testing on key financial systems.
4. The aim of our work was to consider the adequacy of the council's financial systems to provide us with assurances on the reliability of internal controls to support the preparation of the financial statements. Where appropriate, we also take assurance from the work being carried out by internal audit. In relation to financial controls systems, internal audit have reported separately on payroll and pensions, procurement, payments, local taxation and credit cards and cash security.

## Key Findings

5. Based on the results of our audit testing, our overall conclusion is that Shetland Islands Council's systems of internal controls are operating satisfactorily.
6. Where controls have not been tested or where the evidence of a control's effective operation does not exist, we have adjusted our planned coverage of the financial statements to obtain sufficient evidence that they are free of material misstatement. A summary of those areas where we consider there to be scope for further improvement of the internal control environment and which require to be addressed by management are detailed below and are included in the action plan at appendix A.

## Risk Exposures

7. During our review of system controls we identified a number of areas of weakness. These areas of weakness should be addressed and improvements made to current arrangements, in particular by ensuring that:
- the annual pay award increase that has been input to the payroll system is signed off by the senior finance officer as evidence that it has been checked
  - best practice is followed by Ports and Harbours when managing stock counts. This is to include
    - ensuring adequate separation of duties between those who count stock and those who have access to the stock system
    - adopting a risk based approach when planning stock counts
    - ensuring that those who count stock do not have access to the annual stock count schedule
    - ensuring that documentation issued to officers conducting stock counts does not include the quantity of stock to be counted.

## Acknowledgement

8. The contents of this report have been discussed with relevant officers to confirm factual accuracy. The high level of assistance and co-operation we received during the course of our audit is gratefully acknowledged.

# Audit Scope and Objectives

## Introduction

9. Section 95 of the Local Government (Scotland) Act 1973 requires local authorities to make arrangements for the proper administration of their financial affairs and appoint one of its officers to have responsibility for those arrangements. In Shetland Islands Council the Executive Manager - Finance is the section 95 officer.
10. As section 95 officer, the Executive Manager - Finance is required to maintain a sound system of internal control. This assists the organisation in managing risk and helps in the attainment of organisational policies, aims and objectives. This report focuses on findings from our testing on the main financial systems.

## Audit objectives and approach

11. Our responsibilities under the Code of Audit Practice require us to assess the systems of internal control put in place by management. In carrying out our audit, we seek to gain assurance that the council:
  - has systems of recording and processing transactions which provide a sound basis for the preparation of financial statements and the effective management of its assets and interests
  - has systems of internal control which provide an adequate means of preventing or detecting material misstatement, error, fraud or corruption
  - complies with established policies, procedures, laws and regulations.
12. As explained in our annual audit plan 2013/14, we seek to rely on the work of internal audit wherever possible and we concluded that the internal audit function of Shetland Islands Council continues to operate in accordance with the *CIPFA Code of Practice for internal audit in local government*.
13. The main systems that we have identified for review and plan to place assurance on for the 2013/14 financial statements are set out in Table 1 below. In accordance with ISA 330, para 14 and 15, our audit judgements are based on current year testing of controls and, where appropriate, prior year results of audit tests.



Table 1

Key System	Reliance on Prior Year Results	Detailed Review
Main Accounting		✓
Payroll	✓	
Trade Payables	✓	
Trade Receivables	✓	
Cash & Cash Equivalents	✓	
Inventories		✓
NDR Billing & Collection	✓	
Council Tax Billing & Collection	✓	
Housing Rents	✓	
Treasury Management - Investments		✓

## Risk identification

14. Our audit work involved the identification and assessment of the risks inherent in the key systems, based on the likelihood of them occurring and the impact they could have. We have also assessed the adequacy of the procedures and controls in place to address the identified risk and the extent to which these reduce the risks to acceptable levels.

## Management actions

15. A summary of those areas where identified risk exposure requires management consideration is included in Appendix A. Planned action, responsibilities and timescales for action in response to the identified risk exposure have been provided by management.
16. The issues identified in preparing this report are only those which have come to our attention during the course of the review and are not necessarily, therefore, all the risk areas that may exist. It remains the responsibility of management to determine the extent of the internal control system appropriate to the council. We would stress, however, that an effective system of internal control is an essential part of the efficient management of any organisation.

# Audit Findings

## Internal Audit

17. Internal audit supports management in maintaining sound corporate governance and internal controls through the independent examination and evaluation of control systems and the reporting of any weaknesses in internal control to management for action.
18. Our review identified that the council's internal audit service continues to operate in accordance with the CIPFA Code of Practice for Internal Audit in Local Government. The 2013/14 internal audit plan was substantially completed at the time of our review which also concluded that we can place reliance on the work of internal audit.
19. We understand that the Executive Manager - Internal Audit intends to report to the Audit Committee on the adequacy of the council's system of internal control, governance and risk management in June 2014. We will consider Internal Audit's report as part of our on-going work in these areas.

## Governance

### Standing Orders for Contracts

20. Internal Audit's January 2014 report on the Ports and Harbours Operations Audit 2013/14 stated that '*council standing orders and possibly EU regulations with regard to contract management are not being adhered to*'.
21. Also, in January 2014, Internal Audit reported the results of follow-up work in relation to their Ferry Operations report of December 2012. Internal Audit found that '*standing orders have not been followed since the previous work was undertaken*'.
22. In light of Internal Audit's findings, the Director of Infrastructure Services agreed to
  - review expenditure across Ports and Harbours and Ferry Operations to establish the level of non-compliance with standing orders and, where possible, seek 'retrospective approval for exception'.
  - develop procedures to endure compliance with standing orders in the future.
23. Until arrangements to ensure compliance with standing orders for compliance are effectively implemented, there is a risk of financial loss to the council. In addition, the council should take into account the weaknesses identified by Internal Audit and make appropriate disclosure in the Governance Statement within the 2013/14 financial statements.

**Action Plan Point 1**

## Review of systems

24. Audit work was performed in the key systems detailed in Table 1 above. The issues identified through our review, which require action by the council, are detailed below.

### Inventories

25. The value of Ports and Harbours inventories held at 31 March 2013 was £3.44 million. Our review of the stock control arrangements at Sullom Voe identified areas where best practice has not been adopted. Areas where improvements require to be made include:
- ensuring clear separation of duties between those who count stock and those who have access to the stock system
  - adopting a risk based approach when planning stock counts
  - ensuring those who count stock do not have access to the annual stock count schedule.
26. We also found that documentation issued to officers conducting stock counts includes the quantity of stock to be counted. Best practice suggests that expected quantities should not be included on documentation. This issue was highlighted in our last two controls reports and also in a recent Internal Audit report.
27. Without robust arrangements for counting stock there is a risk that discrepancies are not identified or properly investigated.

#### Action Plan Point 2

### Payroll

28. We understand that the annual pay award increase percentage is entered on the payroll system by a senior payroll officer and is then checked by a senior finance officer. However currently there is no evidence that this has been done. If the input and checking of the pay award increase percentage is not evidenced there is a risk that checking procedures are not in place and that the wrong increase is processed.

#### Action Plan Point 3

### Trade Payables

29. In last year's controls report we highlighted that changes to the standing data details for suppliers were not always authorised by a senior member of staff. This mainly related to changes made by the Payments Section when processing paperwork (e.g. invoice or BACS report). In response, management agreed that all changes to supplier details would be authorised by the Payments Supervisor (or in his absence such authorisation will be carried out by the Payments Officer).
30. A recent report by Internal Audit found that this procedure was not always being followed and management have now agreed arrangements to ensure all changes to bank details are independently verified. If changes to supplier details are not properly checked there is a risk that invalid changes are processed.

## Treasury Management

31. The council receives monthly transaction reports from each investment fund manager. While the 2013/14 transactions were not recorded in the general ledger until the year-end we are satisfied that treasury transactions are reviewed and agreed on a monthly basis by the Treasury Manager. We understand that the Treasury Management team is working towards being able to record investment transactions in the general ledger on a more frequent basis. This will enable regular reconciliations between the general ledger and treasury management and allow any treasury management transactions to be timeously cleared from the cash management suspense account. We will review the arrangements next year to confirm whether more regular reconciliations are being carried out.

## General Issues

32. As we have reported in previous years, due to the small size of some finance functions it is not always possible for the council to ensure full segregation of duties. This ongoing situation was considered during our controls testing where we looked at the mitigating controls that were in place. No issues were identified.
33. We continue to have regular discussions with finance staff regarding the audit, including the planning of the 2013-14 financial statements audit and the requirement to meet the key statutory deadlines. We have received assurances from the Executive Manager - Finance that the draft financial statements and a complete set of working papers will be provided to external audit by the required deadline of 30th June and that adequate council resources will be made available to assist with the audit. This is essential to ensure that the financial statements are signed off by 30th September 2014.

# Appendix A - Risk Areas and Planned Management Action

No.	Issue / Risk	Planned Management Actions	Responsible Officer	Completion Date
1	<p><b>Contracts and tendering</b></p> <p>Reviews by Internal Audit and Infrastructure Services have identified significant levels of non-compliance with Standing Orders for Contracts and possible breaches of EU regulations. Appropriate disclosure of this is also required in the 2013/14 Governance Statement in the financial accounts.</p> <p><b>Risk</b></p> <p>There is a risk of financial loss to the council if standing orders are not followed.</p>	<p>All employees involved in procurement have been advised to follow standing orders. Training has been implemented and new systems and procedures set up. New staff have been recruited to post with a focus on their abilities to implement those procedures. Additional resources have been secured to support and supervise the first large tenders for 14/15. Term service contracts are being tendered for key activities. A further internal audit is scheduled for these areas in 2014 and the compliance with Standing Orders is being monitored as part of the departments quarterly performance reports.</p>	Director - Infrastructure Services	January 2015
2	<p><b>Inventories - Stock Counts</b></p> <p>Stock control arrangements at Sullom</p>	The systems and processes for stock	Director - Infrastructure	August 2014

No.	Issue / Risk	Planned Management Actions	Responsible Officer	Completion Date
	<p>Voe do not follow best practice.</p> <p><b>Risk</b></p> <p>Stock discrepancies are not identified and the value of stock is incorrectly stated.</p>	<p>control are being reviewed with the aim of rolling out the good practice from Gremista Stores. Additional resources have been allocated to support this review and to ensure the implementation of best practice.</p>	Services	
3	<p><b>Payroll</b></p> <p>There is no evidence that the annual pay award increase has been checked by a second senior officer</p> <p><b>Risk</b></p> <p>Incorrect annual pay award increases are processed.</p>	<p>Reports are now produced to evidence wage awards applied and these are signed as independently checked. Database used to check salary increases applied to staff.</p>	Payroll Manager	Immediate

**Audit Committee****27 May 2014****Review of Internal Controls 2013/14 and Action Plan – Shetland Islands Council Pension Fund****F-029-F****Report Presented by Executive Manager – Finance****Finance Services****1.0 Summary**

- 1.1 The purpose of this report is to present the findings of the review of internal controls by Audit Scotland in relation to the 2013/14 Pension Fund accounts and approve the Action Plan to address the weaknesses identified.

**2.0 Decision Required**

- 2.1 There are no options to consider in reaching a decision. All identified weaknesses can be addressed within existing resources.
- 2.2 The Audit Committee RESOLVES to approve the Action Plan.

**3.0 Detail**

- 3.1 Each year, the external auditors undertake an assessment of the internal controls in operation for the Pension Fund, to determine whether they can place reliance on them in the preparation of the final accounts. Appendix 1 contains the Reports from Audit Scotland in full.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – None.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority – The Audit Committee remit includes consideration of all reports from the external auditors as well

as an overview of the regulatory framework, including systems of internal control.

As set out in paragraph 2.6 of the Council's scheme of Administration and Delegations, the Audit Committee is responsible for overseeing the production of the Council's Statement of Internal Controls under the regulatory framework, for which the Section 95 Officer is required to maintain.

4.4 Risk Management – The Section 95 officer is required to maintain a sound system of internal control. This assists the organisation in managing risk and helps in the attainment of organisational policies, aims and objectives. It ensures that assets are safeguarded and efficient and effective systems and procedures are in place.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – the actions to address the key weaknesses can be addressed within the approved budgets of the Pension Fund. This Report therefore has no direct financial implications.

4.8 Legal – None.

4.9 Human Resources – None

4.10 Assets And Property – None.

## **5.0 Conclusions**

5.1 The annual review of internal controls by Audit Scotland has demonstrated that reliance can be placed on most of the Pension Fund's key financial systems. The items highlighted as weaknesses which require action will be addressed over the next six months, through the actions set out in Appendix 1.

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#### List of Appendix

Shetland Islands Council Pension Fund Review of Internal Controls 2013/14

END



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20 May 2014

Dear James

**Shetland Islands Council Pension Fund**  
**Review of internal control systems: 2013/14**

Audit Scotland's Code of Audit Practice requires us to assess the systems of internal control put in place by management. In carrying out this work, we seek to gain assurance that Shetland Islands Council Pension Fund (the pension fund):

- has systems for recording and processing transactions which provide a sound basis for the preparation of financial statements and the effective management of its assets and interests
- has systems of internal control which provide an adequate means of preventing or detecting material misstatement, error, fraud or corruption
- complies with established policies, procedures, laws and regulation.

The following key systems were tested during 2013/14:

- Pension Investments
- Pension Administration

In accordance with ISA 330, para 14 and 15, our audit judgements are based on current year testing of controls.

## **Risk identification**

Our review involved the identification and assessment of the risks inherent in the key systems, based on the likelihood of them occurring and the impact they could have. We have also assessed the adequacy of the procedures and controls in place to address the identified risks and the extent to which these reduce the risk to an acceptable level.

The issues identified in preparing this management letter are only those which have come to our attention during the course of our normal work and are not necessarily, therefore, all the risk areas that may exist. It remains the responsibility of management to determine the extent of the internal control system appropriate to the pension fund. We would stress, however, that an effective system of internal control is an essential part of the efficient management of any organisation.

## **Audit findings**

The issues identified through our review of the key systems, which require action by the council, are detailed below:

### *Pension Investments*

In March 2011 the council agreed a new Pension Fund investment strategy and fund management structure aimed at achieving a 100% funding position by 2027. The new arrangements will require three new fund manager mandates to be awarded. A full tender exercise conducted in line with council standing orders and EU legislation will have to be followed before the mandates can be awarded. The council intends to complete the tender exercise, finalise the Investment Management Agreements and transfer funds to the new fund managers by the end of 2014.

### **Action Plan Point 1**

When implementing the new investment strategy and fund management structure the council is required to comply with the Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2010. Areas covered by the regulations include:

- choice of investment fund managers
- terms of appointment of investment managers
- restrictions on investments.

### **Action Plan Point 2**

### *Pension Administration*

During 2013/14 there were 15 transfers in to the Pension Fund. We reviewed three of these transfers and found that in one case it took 8 weeks to update the pension records from the date the funds were received and in another case it took 11 weeks. Officers have advised that the delays were a result of the resource pressures.

### **Action Plan Point 3**

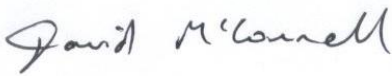
James Gray  
Executive Manager - Finance  
Shetland Islands Council

14 May 2014

Due to the small size of some of the council's finance functions it is not always possible for the council to ensure full segregation of duties. This is the situation between pension administration and payroll. This has been an ongoing situation for a number of years and was considered during our controls testing where we looked at the mitigating controls that were in place. No issues were identified.

If you have any questions on this matter please do not hesitate to contact me.

Yours sincerely

A handwritten signature in dark ink, reading "David McConnell". The signature is written in a cursive style with a large 'D' and 'M'.

**David McConnell**  
**Assistant Director of Audit**

By email: Mark Boden, Chief Executive  
Crawford McIntyre, Executive Manager - Internal Audit

### Risk areas and planned management action

No	Issue and risk	Planned management Action	Responsible Officer	Target Date
1	<p><b>Pension Fund Investments</b></p> <p>As a result of agreed changes to the Pension Fund investment strategy and fund management structure the council intends to establish three new fund manager mandates by the end of 2014.</p> <p><b>Risk</b></p> <p>There is a risk of financial loss to the Pension Fund if the arrangements for tendering and awarding the new mandates are not robust.</p>	<p>Hymans Robertson, the Pension Fund's investment consultants, will be conducting the tender process in conjunction with Finance. They have already set out the procedural options in line with the legislation. The final selection process and awarding of a mandate is a decision taken by the full Council.</p>	Executive Manager - Finance	March 2015
2	<p><b>Pension Fund Investments</b></p> <p>When implementing the new investment strategy and fund management structure, Pension Fund investments should comply with the Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2010.</p> <p><b>Risk</b></p> <p>The council fails in its responsibility to ensure proper administration of the pension fund.</p>	<p>The new investment structure will be invested in line with the Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2010.</p>	Executive Manager - Finance	March 2015
3	<p><b>Pension Administration</b></p> <p>Pension records are not processed in a timely basis upon receipt of transferred funds.</p> <p><b>Risk</b></p> <p>The financial statements do not</p>	<p>As part of the accounts preparation process a check is done to determine if there are any transfers agreed but not yet received or paid out, and these are included in year-end accruals. This reduces the risk of inaccuracy in the financial</p>	Executive Manager - Finance	March 2015

No	Issue and risk	Planned management Action	Responsible Officer	Target Date
	accurately reflect assets and liabilities.	statements. The resourcing of the Pensions Team is being reviewed to ensure the team is equipped to deal with operational demands alongside the implementation of a new pensions system and regulatory developments.		



**Audit Committee****27 May 2014****Local Government Benchmarking Framework – Reporting on 2012/13 Data****Report : IP-10-14-F****Executive Manager - Performance & Improvement****Corporate Services****1 Summary**

1.1 This report presents the second set of public results from a national benchmarking exercise being carried out across all Scottish Councils by a joint project between;

- The Scottish Government,
- The Society of Local Government Chief Executives (SOLACE),
- The Convention of Scottish Local Authorities (COSLA),
- The Improvement Service (IS) and
- Audit Scotland.

**2 Decision Required**

2.1 The Audit Committee should discuss the contents of this report and highlight any where further attention or explanation is required through this Committee, other Committees or Council management.

**3 Performance Benchmarking**

- 3.1 Benchmarking is a way of comparing performance across organisations and can help provide valuable information on cost, quality and satisfaction with services to deliver better local services for local communities.
- 3.2 It is the ambition of the benchmarking project to help Councils shift the focus onto efficiency, effectiveness and outcomes – away from processes and meaningless league tables.
- 3.3 The Benchmarking data in Appendix 1 is intended to help identify where there is variation in service delivery; then allow Councils to work together

to understand why this occurs and learn from best practice so we can change and improve.

- 3.4 It is acknowledged that Councils represent diverse communities – there are huge variations in geography, population, levels of deprivation and community needs. That means the benchmarking data needs to be read in the round rather than taking a simplistic view of one dimension such as cost.
- 3.5 Benchmarking can be an important contribution to change and improvement, with the potential to help deliver better services for less money and to drive up outcomes for communities and individuals through comparison of best practice across Scotland.

## **4 Implications**

### Strategic

- 4.1 Delivery on Corporate Priorities – This report is in line with Section 4 of the Council's Corporate Plan, "We ensure the Council exhibits good governance and maintains strong internal accountability".
- 4.2 Community /Stakeholder Issues – NONE
- 4.3 Policy and/or Delegated Authority – As outlined in Section 2.6 of the Council's Scheme of Administration and Delegations, the remit of the Audit Committee includes promoting good internal control, financial management, risk, governance and performance management.
- 4.4 Risk Management – Failure to undertake a robust approach to Audit may risk the Council not following its own improvement plan.
- 4.5 Equalities, Health and Human Rights – NONE.
- 4.6 Environmental – NONE.

### Resources

- 4.7 Financial – No direct implications.
- 4.8 Legal and Administration– No direct implications
- 4.9 Human Resources – No direct implications.
- 4.10 Assets And Property – No direct implications.



## **5 Conclusions**

- 5.1 This report provides a suite of benchmarking information that compares Shetland Islands Council's performance with other Scottish Councils and has the potential to help share best practice and generate further positive change and improvement.

Appendices – Appendix 1 – 2012/13 Benchmarking Data

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6<sup>th</sup> May 2014

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# Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

## Children's Services Directorate Indicators

	Indicator	Scotland 2012/13			Shetland			Target	Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank			
CHN 1	Cost per primary school pupil (adjusted for inflation).				10/11	£8,505	30	Our primary school estate will be efficient.	60% of our schools are now either one or two teacher schools. We deliver primary education on all of our remote isles which currently have pupil numbers of less than 10.	The Blueprint for Education proposes rationalisation of primary education which if achieved would improve the efficiency of our primary education.
					11/12	£8,384	31			
		£4,084	£4,706	£8,527	12/13	£8,527	32			
CHN 2	Cost per secondary school pupil (adjusted for inflation).				10/11	£12,897	32	Secondary staff will be efficiently deployed in schools.	In our secondary schools currently we deliver a broad curriculum to all our pupils. Almost all of our secondary schools are very small and employ full time specialist staff who do not always have a full timetable.	The Strategy for Secondary Education proposes rationalisation of secondary education which if achieved would improve the efficiency of our secondary education. We have begun to share staff between our secondary schools.
					11/12	£13,052	32			
		£5,425	£6,437	£13,657	12/13	£13,657	32			
CHN 3	Cost per pre-school place (adjusted for inflation).				10/11	£6,884	32	All pre-school children will have access to appropriately qualified staff.	Shetland Island Council nursery classes all have some access to qualified teachers. This ranking is not as high as the primary and secondary cost per pupil because we have a number of children who attend partner providers which do not employ qualified teachers.	There has been a reduction of teaching staff in our nursery classes which will improve the efficiency.
					11/12	£3,455	21			
		£1,967	£3,054	£5,062	12/13	£5,062	32			

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland			Target	Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank			
CHN4	% of pupils gaining 5+ awards at level 5.				10/11	47%	3	The percentage of pupils gaining qualifications remains above the Comparator Authorities and Scotland as a whole.	The authority has been in the top 10% of Scottish authorities for this measure for most of the last decade and this year saw a continuation of that trend. In particular, the authority significantly outperformed both the average attainment of our Comparator Authorities (as set by Education Scotland) and the national average. The average percentage for Shetland was 51.9%, for our Comparator Authorities 37.9% and for Scotland as a whole 36.6%.	Work is ongoing to plan for the implementation of the new and revised National Qualifications, with the first sitting in summer 2014. It is anticipated that this will see a continuation of the present high standards. However Children's Services will carry out its usual analysis of attainment in August 2014 in order to quality assure progress.
					11/12	52%	3			
		30%	39%	71%	12/13	50%	3			
CHN5	% of pupils gaining 5+ awards at level 6 2011-12.				10/11	27%	6	The percentage of pupils gaining qualifications	The authority has been in the top 10% of Scottish authorities for this measure for most of the last decade and this year saw a continuation of that trend. In	Work is ongoing to plan for the implementation of the new and revised National Qualifications, with the first sitting in summer 2014. It is anticipated that this will see a continuation of the
					11/12	26%	13			

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland			Target	Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank			
		17	25	46	12/13	30	6	remains above the Comparator Authorities and Scotland as a whole.	particular, the authority significantly outperformed both the average attainment of our Comparator Authorities (as set by Education Scotland) and the national average. The average percentage for Shetland was 16.4%, for our Comparator Authorities 11.8% and for Scotland as a whole 12.6%.	present high standards. However Children's Services will carry out its usual analysis of attainment in August 2014 in order to quality assure progress.
CHN8A	The gross cost of "children looked after" in residential based services per child per week.				10/11	12,615	32	Residential care will be provided for children in Shetland when this is in their best interest.	The gross cost of children looked after in residential appears very high in Shetland.	Unit cost will be more accurately calculated.
					11/12	10,519	32			
		£1,846	£3,008	£6,455	12/13	-	-			
CH	The gross cost of				10/11	£446	31	Carers are	The gross cost of children looked after in a	Allowances will continue to be paid in line with national

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland			Target	Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank			
N8B	"children looked after" in a community setting per child per week £ 11-12.				11/12	£411	32	properly supported to look after children.	community setting appears high in Shetland.	recommendations
		£99	£241	£530	12/13	£530	32			
CHN9	Balance of care for looked after children: % of children being looked after in the community				10/11	86%	27	Children's needs are properly met.	Children will continue to be looked after in placements which best meet their needs. Numbers of looked after children in Shetland are small and % indicators may fluctuate considerably.	Children will continue to be looked after in placements which best meet their needs
					11/12	87%	28			
		70%	90%	95%	12/13	90%	14			
CHN10	% of adults satisfied with local schools				10/11	93%	2	93% of adults continue to be satisfied with local schools.	Shetland performs well against this indicator.	The changes to the primary and secondary school estate, which if achieved would mean more efficient use of resources.
					11/12	-	-			
		72%	85%	94%	12/13	94%	1			
CHN11	% of pupils entering positive destinations				10/11	90.1%	8			
					11/12	90.9%	11			
		88.3%	91.4%	96.1%	12/13	94.4%	6			

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland			Target	Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank			
C & L 1	Cost per attendance at sports facilities				10/11	£1.30	1	Enable as many people as possible across Shetland to make use of the sports facilities.	The cost per attendance at sports facilities is low as the figure is based on the total usage of Council and Shetland Recreational Trust facilities combined but only Council expenditure.	The review of Sports and Leisure facilities and services will consider the expenditure on facilities across Shetland.
					11/12	£1.40	1			
		£1.80	£3.70	£9.90	12/13	£1.80	2			
C & I 2	Cost per library visit				10/11	£7.30	31	The cost per library visit will be £4.50.	The cost per library visit has been reduced as efficiencies have been implemented.	The cost per library visit will be monitored and further efficiencies may be found.
					11/12	£4.70	26			
		£2.00	£3.70	£6.40	12/13	£4.80	26			
C & L 4	Cost of parks & open spaces per 1,000 population				10/11	£22,965	5	The cost will remain below the Scottish average.	The cost of parks and open spaces per 1,000 population is below the Scottish average.	The review of Sports and Leisure facilities and services will consider the expenditure on parks and open spaces across Shetland.
					11/12	£24,876	7			
		£1,850	£30,634	£56,440	12/13	£14,993	3			
C &	% of adults satisfied				10/11	93%	1	To maintain	The adults in Shetland are very satisfied with	Some efficiencies have been implemented and will

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland			Target	Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank			
L 5 A	with libraries				11/12	-	-	satisfacti on rate.	the library service.	continue to be monitored.
		61%	84%	95%	12/13	93%	4			
C & L 5 B	% of adults satisfied with parks and open spaces				10/11	90%	3	To maintain satisfacti on rate.	There is a high level of satisfaction with the parks and open spaces across Shetland.	The review of sports and leisure services and facilities across Shetland will be undertaken in 2014/15 with an aspiration that satisfaction levels will remain high.
					11/12	-	-			
		65%	86%	95%	12/13	95%	3			
C & L 5 D	% of adults satisfied with leisure facilities				10/11	97%	1	To maintain satisfacti on rate.	There is a very high level of satisfaction with the leisure facilities across Shetland.	The review of sports and leisure services and facilities across Shetland will be undertaken in 2014/15 with an aspiration that satisfaction levels will remain high.
					11/12	-	-			
		52%	90%	98%	12/13	98%	1			



## Community Health and Social Care Directorate Indicators

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
S W 1	Home care costs for people aged 65 or over per hour (£).				10/11	£22.60	21		In discussion with Scottish Government as error in published figure for Shetland which is in process of being resolved	Work has started this year to drive efficiencies particularly in the Lerwick service to create capacity.
					11/12	£25.40	26			
		£9.70	£21.10	£43.10	12/13					
S W 2	Self directed support spend for people aged over 18 as a % of total social work spend on adults.				10/11	1%	17	To increase % to national average.	Project through 12/13 to prepare for more comprehensive roll out in 2014/15, to make SDS more accessible where individuals make that choice.	Choice in place for all individuals receiving care to choose SDS, as a statutory duty.
					11/12	1.4%	20			
		0.8%	2%	30%	12/13	1.9%	16			
S W 3	% of people aged 65 or over with intensive needs receiving care at home.				10/11	54.5%	1	Target to increase the % but there is no number locally specified.	Area of focus for a number of years to provide as much care in people's own homes.	Locality working will support individual clients to achieve as much independence as possible.
					11/12	49.2%	2			
		12.3%	35.5%	53.6%	12/13	48.9%	3			

# Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
S W 4	% of adults satisfied with social care or social work services.				10/11	78%	2	No target set locally for adults satisfied with social care services. Average compared nationally.	Satisfaction rates have remained high and service will continue to strive to meet expectations.	Community involvement in locality working will be key to ensuring service meets expectations.
					11/12	-	-			
		40%	59%	82%	12/13	82%	1			
S W 5	Residential care costs for people aged 65 or over per week (£).				10/11	£1,658	32		Costs are significantly high in Shetland.	Efficiency programme in 13/14, with work continuing into 14/15.
					11/12	£1,549	32			
		£182	£375	£1,484	12/13	£1,484	32			

## Development Directorate Indicators

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
C H N 1 1	% of pupils entering positive destinations				10/11	90.1%	8			
					11/12	90.9%	11			
		88.3%	91.4%	96.1%	12/13	94.4%	6			

# Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

## Infrastructure Directorate Performance Indicators

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
ENV1	Gross waste collection cost per premise				10/11	£172	32	£152	Rural area- waste collection costs will be higher per premises, not all premises have wheeled bins which increases costs. Still providing weekly collection as the Essy Karts are limited in holding capacity by size of roads.	Action 9.2
					11/12	£185	32			
		£46	£78	£177	12/13	£177	32			
ENV2	Gross waste disposal cost per premise				10/11	£271	32	£300	Waste to Energy and landfill site are both Council run. Low usage but high overheads as have to meet same standards as other Services, even though lower throughout. Income from sale of heat, import of waste, commercial waste offsets cost.	Action 9.2
					11/12	£279	32			
		£66	£108	£325	12/13	£325	32			
ENV3A	Cost of street cleaning per 1,000 population				10/11	£22.9k	29	£16.0k	Further staffing reductions next year should reduce costs.	Action 9.2
					11/12	£17.7k	21			
		£7.33k	£16.0k	£29.6k	12/13	£16.6k	19			
ENV3B	Street cleanliness index				10/11	73	16	74	Street Cleansing staff reducing so this may be difficult to maintain in future years.	Action 9.2
					11/12	75	12			
		69	74	84	12/13	74	8			
ENV	Road Maintenance				10/11	£5.59k	11	£3.5k	There appears to be an error in the reported cost of road maintenance	Action 3.3

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
V 4 A	e cost per kilometre				11/12	£8.86k	19		between 2010/11 and 2011/12.	
		£2.62k	£7.97k	£25.6k	12/13	£3.83k	8			
E N V 4 B	% of Class A Roads that should be considered for Maintenance Treatment 10-12.				10/11	25%	8	25%	This represents an increase of 1.7% of A class roads needing maintenance. The A class road network is deteriorating due to the level of funding. The increase in the percentage of roads requiring maintenance is accelerating because the A class road network was all constructed in a short timeframe meaning that it will also come to the end of its useful life at a similar time. We are approaching the end of the useful lifespan of these carriageways and they will need further investment if further deterioration is to be prevented.	Action 3.3
					11/12	26%	14			
		18%	26%	47%	12/13	25%	15			
E N V 4 C	% of Class B Roads that should be considered for Maintenance Treatment.				10/11	38%	23	40%	This represents an increase of 3.6% of B class roads needing maintenance. The B class road network is deteriorating due to the level of funding and an aging road network.	Action 3.3
					11/12	42%	25			
		19%	31%	65%	12/13	40%	28			
E N V	% of Class C Roads that should				10/11	39%	20	40%	This represents an increase of 1.9% of C class roads needing maintenance. The C class road network is deteriorating due	Action 3.3

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
4 D	be considered for Maintenance Treatment				11/12	41%	21		to the level of funding and an aging road network.	
		12%	35%	62%	12/13	40%	23			
E N V 5	Cost of Trading Standards and environmental health per 1000 population				10/11	£72.8 k	32	£70k	Costs in Financial return do not just include Environmental Health and Trading Standards, includes public toilets, antisocial behaviour, Licensing, private sector housing, pest control, which not all other councils deliver through Env Health and Trading Standards. Not comparing like with like. More complex food premises than other areas due to shellfish and fish processing. More food businesses than Orkney.	Reduced Staffing levels in 13/14 should see reduction in costs.
					11/12	£81.8 k	32			
		£13.1k	£21.4k	£88.7 k	12/13	£88.7 k	32			
E N V 6	% of total household waste that is recycled.				10/11	18%	32	17%	Focus has been reducing waste to landfill through waste to energy. Aim to increase recycling rates but costs for collection and shipping for processing higher in Shetland due to remote location. Figures does not include recycling of cans in schools through amenity trust or reuse activities.	Action 9.2
					11/12	17%	32			
		17%	42%	57%	12/13	14%	32			
E N V	% of adults satisfied with refuse				10/11	95%	1	95%	Shetland performs well against this measure.	Action 9.2
					11/12	-%	-			

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
7 A	collection.	73%	86%	95%	12/13	95%	1			
E N V 7 B	% of adults satisfied with street cleansing.				10/11	83%	1	84%	Shetland performs well against this measure.	Maintain.
					11/12	-%	-			
		66%	76%	89%	12/13	84%	5			
C O R P 5 B 2	Average time between the time of a noise complaint and attendance on site (hours).				10/11	-hrs	-	48hrs	Officers will try and visit premises immediately if the complainant says “noise occurring” when they call.	Maintain
					11/12	0.1hrs	1			
		0.4hrs	11hrs	599hrs	12/13	48hrs	26			

# Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

## Corporate and Executive Services Directorates Indicators

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
CORP1	Support services as a % of total gross expenditure				10/11	*	-	Maintain	There was an error in the data presented in 2011/12	As part of the Medium Term Financial Plan, support services are being scrutinised to reduce expenditure alongside all services.
					11/12	7.8	32			
		2.1	4.5	7.9	12/13	2.1	1			
CORP2	Corporate and democratic core costs per 1,000 population				10/11	£346k	32	Reduce	Shetland alongside other island authorities has to provide the same corporate and demographic core structure but has significantly lower population base.	All costs designated to corporate and democratic core are to be scrutinised as part of the year end process in line with Sercop.
					11/12	£384k	32			
		£15.6k	£32.0k	£241k	12/13	£241k	32			
CORP3a	The percentage of the highest paid 2% employees who are women				10/11	12.1%	32	Increase	Shetland Islands Council is unique in having a marine service across ferries and ports and harbours. This industry is male dominated and highly paid which has a negative and considerable impact on our %. Excluding marine staff the proportion is 44%, above the Scottish average.	The Council is required to complete an Equal Pay Audit that will highlight actions that are required to improve.
					11/12	24.6%	32			
		22.8%	40.3%	52.8%	12/13	22.8%	32			
CORP3b	% of the highest paid 5% employees who are women.				10/11	23.8%	32	Increase	As above. Excluding marine staff the proportion is 43%, close to the Scottish average.	As Above.
					11/12	21.3%	32			
		23.8%	47.8%	55.5%	12/13	23.8%	32			
CORR	Cost of collecting council tax per				10/11	£15	20	Reduce	One off costs incurred during 12-13, which will result in lower ongoing costs. As we are a small	Maintain our position, whilst continuing ways in which to make savings to

Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
P 4	dwelling				11/12	£13	17		Council we are unable to achieve economies of scale on this activity in the same way as larger authorities.	further reduce the cost of collection of Council tax.
		£7.01	£12.80	£29.22	12/13	£15.75	25			
C O R P 6	Sickness absence days per employee				10/11	11.3	29	Reduce	Academic and professional research indicates that sickness absence in the workforce is higher in older people and women. The council's workforce is 75% female and 20% of our workforce is age 56 and over.	A new Attendance Mgmt policy will introduce changes from 1 April 2013 that will have a positive impact on sickness absence across the council. The 2013/14 target is 5.6 days (top quartile performance at 2011/12 levels).
					11/12	12.0	30			
		8.7	9.8	19.8	12/13	11.2	28			
C O R P 7	% of income due from council tax received by the end of the year				10/11	96.4%	9	Improve	Our in-year collection rate has held steady despite increasing demands on household budgets (e.g. increased energy and food costs).	Maintain the Council's position of being in the top quartile in Scotland, and seek to improve collection rates.
					11/12	96.6%	8			
		93.1%	95.6%	98.1%	12/13	96.5%	8			
C O R P 8	% of invoices sampled that were paid within 30 days				10/11	85.5%	24	Increase	There has been a significant improvement in 12/13. We have implemented new software and processes to improve the flow of invoices through from receipt to payment. A settled compliment of staff has also been a real benefit. Due to our remote location invoices from mainland suppliers will always take an additional couple of days to	We continue to look at ways of using technology to help improve the process flow.
					11/12	81.9%	30			
		80.1%	90.4%	98.8%	12/13	84.9%	26			



Appendix 1 – Local Government Benchmarking Framework – Reporting on 2012-13 Data

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
									arrive putting us at a disadvantage compared to most other Councils	
C O R P - A S S E T 1	% of operational buildings that are suitable for their current use %.				10/11	70.5%	25	Increase	The implementation of the Councils "Asset Strategy" has resulted in steady improvement over recent years and it is anticipated that trend will continue. In comparison with other local authorities the Councils figures are reduced by the inclusion of rural public toilets and ferry terminal waiting rooms with significant disabled access difficulties.	The continual implementation of the Councils "Asset Strategy" should result in further improvements as services are relocated from unsuitable accommodation and the overall number of operational properties are further reduced.
					11/12	72.2%	25			
		46.0%	82.5%	94.2%	12/13	77.1%	25			
C O R P - A S S E T 2	% of internal floor area of operational buildings in satisfactory condition.				10/11	90.7%	10	Maintain	Overall the condition of the SIC estate will degrade over the next five year cycle due to budget constraints.	It is likely that the ranking position will slip while showing an intermittent improvement when the new AHS is opened and the old school is disposed of.
					11/12	94.1%	6			
		53.4%	84.4%	97.9%	12/13	97.9%	1			



**Audit Committee****27 May 2014****Committee Business Programme – 2014/15**

GL-07-14-Audit

**Team Leader – Administration****Governance and Law  
Corporate Services****1.0 Summary**

- 1.1 The purpose of this report is to inform the Committee of the planned business to be presented to Committee over the remaining quarters of the current financial year to 31 March 2015 and discuss with Officers any changes or additions required to that programme.

**2.0 Decision Required**

- 2.1 That the Audit Committee considers its business planned for the remaining quarters of the current financial year to 31 March 2015 and RESOLVE to approve any changes or additions to the Business programme.

**3.0 Detail**

- 3.1 The Council approved the Council's Meeting Dates and Business Programme 2014/15 at its meeting on 26 March 2014, (Min. Ref. 21/14).
- 3.2 It was agreed that the Business Programme for 2014/15 would be presented by Committee Services to the Council and each Committee, on a quarterly basis, for discussion and approval.
- 3.3 The manner in which meetings have been scheduled is described below:
- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within 2 weeks of the meeting, the meeting will be cancelled;

- Special meetings have been called on specific dates for some items – other agenda items can be added, if time permits;
- PPMF = Planning and Performance Management Framework meetings have been called for all Committees and Council once per quarter. These meetings are time restricted, with a specific focus on PPMF only, and therefore no other business will be permitted on those agendas;
- Budget = Budget setting meetings – other agenda items can be added, if time permits, or if required as part of the budget setting process; and
- In consultation with the Chair and relevant Members and Officers, the time, date, venue and location of any meeting may be changed, or special meetings added.
- Seminars will remain an important feature in the Council's calendar, although dates and details are not included in the business programme.

3.4 In relation to the planned business for the year ahead, the lead strategic Director reporting to this Committee has the following comments or observations to make:

Director of Corporate Services

It is intended that there will be more extensive reviews following key Audit Scotland reports including: 'Charging for Services: are you getting it right?' and 'Options Appraisal: are you getting it right?'. The timescales for these reviews will be advised at a later date.

## **4.0 Implications**

### Strategic

4.1 Delivery On Corporate Priorities – The recommendation in this report is consistent with the following corporate priorities:

Our Corporate Plan 2013-17

- To be able to provide high quality and cost effective services to people in Shetland, our organisation has to be run properly.
- Fully align the timetables, time spans and approaches for financial planning relating to the medium term yearly budgeting with Council, directorate and service planning.

4.2 Community /Stakeholder Issues – The Business Plan provides the community and other stakeholders with important information, along with the Council's Corporate and Directorate Plans, as to the planned business for the coming year.

4.3 Policy And/Or Delegated Authority – Maintaining a Business Programme ensures the effectiveness of the Council's planning and performance management framework. The Business Programme supports each Committees role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations, in monitoring and

reviewing achievements of key outcomes within its functional areas, whilst ensuring best value in the use of resources is met to achieve these outcomes within a performance culture of continuous improvement and customer focus.

4.4 Risk Management – The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard and aligning the Council's Business Programme with the objectives and actions contained in its corporate plans could mitigate against those risks.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – There are no direct financial implications in this report, but indirect costs may be avoided by optimising Member and officer time.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

## **5.0 Conclusions**

5.1 The presentation of the Business Programme 2014/15 on a quarterly basis provides a focussed approach to the business of the Committee, and allows senior Officers an opportunity to update the Committee on changes and/or additions required to the Business Programme in a planned and measured way.

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For further information please contact:

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*19 May 2014*

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#### List of Appendices

Appendix 1 – Audit Committee Meeting Dates and Business Programme 2014/15

#### Background documents:

Report Numbered Presented to Council on 26 March 2014: Titled "Meeting Dates and Business Programme 2014/15"

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4317>

END





**Shetland Islands Council - Meeting Dates and Business Programme 2014/15  
as at Tuesday, 20 May 2014**

Audit Committee			
			<i>D= Delegated R=Referred</i>
Quarter 1 1 April 2014 to 30 June 2014	Date of Meeting	Business	D/R
	<i>Ordinary</i> 29 April 2014 10 a.m.	Internal Audit – Operational Plan 2014-15	D
		Audit Scotland Reports	D
		Committee Work Programme Update	D
	<i>PPMF &amp; Ordinary</i> 27 May 2014 10 a.m.	SIC Review of Internal Controls 2013-14	D
		Pension Fund Review of Internal Controls 2013-14	D
		Local Government Benchmarking Framework Update Report	D
		Committee Business Programme 2014/15	D
	<i>Ordinary</i> 18 June 2014 10 a.m.	Internal Audit – Annual Report 2013-14	D
Quarter 2 1 July 2014 to 30 September 2014	Date of Meeting	Business	
	<i>PPMF &amp; Ordinary</i> 19 August 2014 10 a.m.	Statutory Performance Indicators	D
		Audit Scotland Reports	D
		Committee Business Programme 2014/15	D
	<i>Special</i> 23 September 2014 10 a.m.	Pension Fund Final Audited Accounts 2013-14 & Report to those Charged with Governance	R SIC 23 Sept
		SIC Final Audited Accounts 2013-14 & Report to those Charged with Governance	R SIC 23 Sept
Quarter 3 1 October 2014 to 31 December 2014	Date of Meeting	Business	
	<i>Ordinary</i> 7 October 2014 10 a.m.	tbc	



# **Shetland Islands Council - Meeting Dates and Business Programme 2014/15 as at Tuesday, 20 May 2014**

Audit Committee - <i>Continued</i>			
			<i>D= Delegated R=Referred</i>
Quarter 3 1 October 2014 to 31 December 2014 <i>Continued</i>	<i>PPMF &amp; Ordinary</i> 18 November 2014 10 a.m.	Statutory Performance Indicators 2013/14	D
		Internal Audit – Six Monthly Internal Audit Progress Report	D
		Audit Scotland Reports	D
		Code of Corporate Governance – 6 Monthly Update	D
		Committee Business Programme 2014/15	D
Quarter 4 1 January 2015 to 31 March 2015	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 3 February 2015 10 a.m.	tbc	
	<i>PPMF &amp; Ordinary</i> 24 February 2015 10 a.m.	Audit Scotland Reports	D
		Audit Scotland Annual Audit Plan 2014-15 - SIC	D
		Audit Scotland Annual Audit Plan 2014-15 – Pension Fund	D
		Committee Business Programme 2015/16	D

**Planned Committee business still to be scheduled as at Tuesday, 20 May 2014**

- None

Audit and Standards Committee - END