

**Policy and Resources Committee****28 May 2014****Management Accounts for Policy and Resources Committee:
2013/14 – Draft Outturn Quarter 4****F-019-F****Report Presented by Executive Manager -
Finance****Corporate Services****1.0 Summary**

- 1.1 The purpose of this report is to enable the Policy and Resources Committee to review the financial performance of the services within its remit.
- 1.2 This report details the draft outturn position on net controllable costs for revenue and capital expenditure, and will be subject to final accounting and audit adjustments as part of the year end accounts preparation process.
- 1.3 The outturn position for Policy and Resources Committee is an under-spend of £799k on revenue and an under-spend of £52k on capital.

2.0 Decision Required

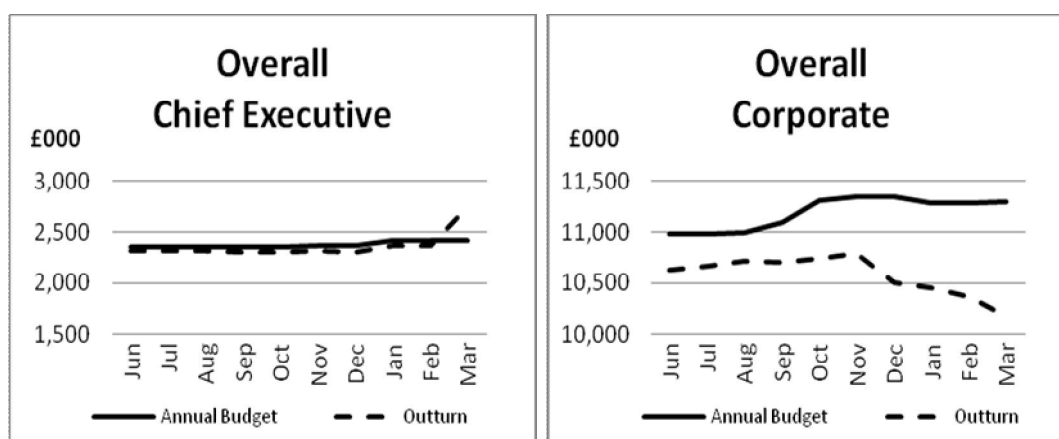
- 2.1 The Policy and Resources Committee is asked to RESOLVE to:
 - Note the management accounts outturn position for 2013/14; and
 - Note the proposed carry forward of 2013/14 budgets incorporated into the Overall Outturn report also presented to the Policy and Resources Committee on 28 May 2014.

3.0 Detail

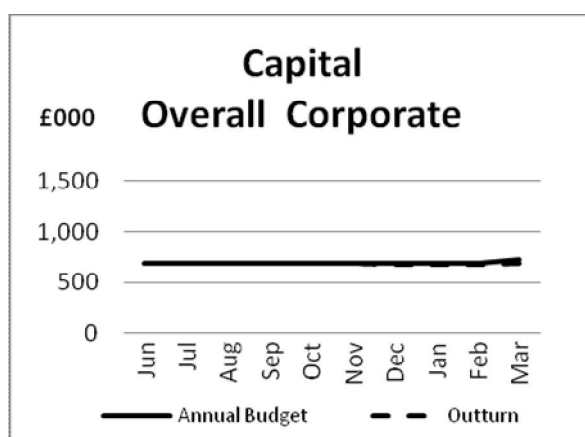
- 3.1 On 20 February 2013 (SIC Min Ref: 9/13) the Council approved the 2013/14 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account, Trading

Accounts and Spend to Save) requiring a draw from reserves of £27.768 million. This is still at an unsustainably high level and will need to be reduced to ensure that the Council's reserves are not depleted further in the short term.

- 3.2 All charts in this report show a scale range of £1.5m which increases in increments of £500k; therefore they show variances for each service at the same scale, regardless of the size of budget, and the “at a glance” variance position can be compared between charts.
- 3.3 The revenue outturn position for the services within the remit of the Policy and Resources Committee is an under-spend of £799k (5.8%). This is shown on the following charts, and explained in further detail in Appendix 1 attached:



- 3.4 The outturn position on capital project expenditure for the services within the remit of the Policy and Resources Committee is an under-spend of £52k (7.1%) shown on the chart below, and explained in further detail in Appendix 2 attached:



4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities

There is a specific objective within the Corporate Plan to ensure that the Council is “Living within our means” with a range of measures

which will enable the Council to achieve financial sustainability over the next 4 years, and line up spending with priorities and continue to have significant reserves.

The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of this Council.

4.2 Community /Stakeholder Issues – None.

4.3 Policy And/Or Delegated Authority

Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2013/14 financial year. This Report provides information to enable the Committee to review the financial performance of services within its remit against the approved budgets.

4.4 Risk Management – None.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial

4.7.1 At present the Council's level of expenditure is not sustainable and if left unchecked will result in reserves continuing to decrease further, eventually becoming fully depleted.

4.7.2 Within the overall under-spend of £799k, the outturn for Executive Services is an over-spend of £326k, mainly due to fees incurred relating to the restructuring of the Council's investments during the year (£178k), legal fees which arose during the final quarter of the financial year in the successful defence of a claim against the Council (£212k), and some minor staffing vacancies; and Corporate Services an under-spend of £1,125k, mainly from vacancies and managed under-spends. Funding for these activities is required to be carried forward to meet commitments in the next financial year.

4.7.3 In line with the Medium Term Financial Plan Budget Carry Forward Scheme, Corporate and Chief Executive Services have requested £650k of their revenue under-spends to be carried forward into 2014/15. This would result in an under-spend position of £149k (1.1%).

4.7.4 The capital outturn is an under-spend of £52k due to an under-spend on the ICT projects of £42k and Capital Programmes Services of £10k. ICT have requested to carry forward £21k of budget into 2014/15.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets and Property – None.

5.0 Conclusions

5.1 The outturn position for services, under the remit of the Policy and Resources Committee, is an under-spend of £799k on revenue and an under-spend of £52k on capital projects.

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List of Appendices

Appendix 1 – Executive & Corporate Services – Revenue Outturn Position 2013/14

Appendix 2 – Executive & Corporate Services – Capital Outturn Position 2013/14

Background documents:

Approved Budget Report, SIC 20 February 2013

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=14165>

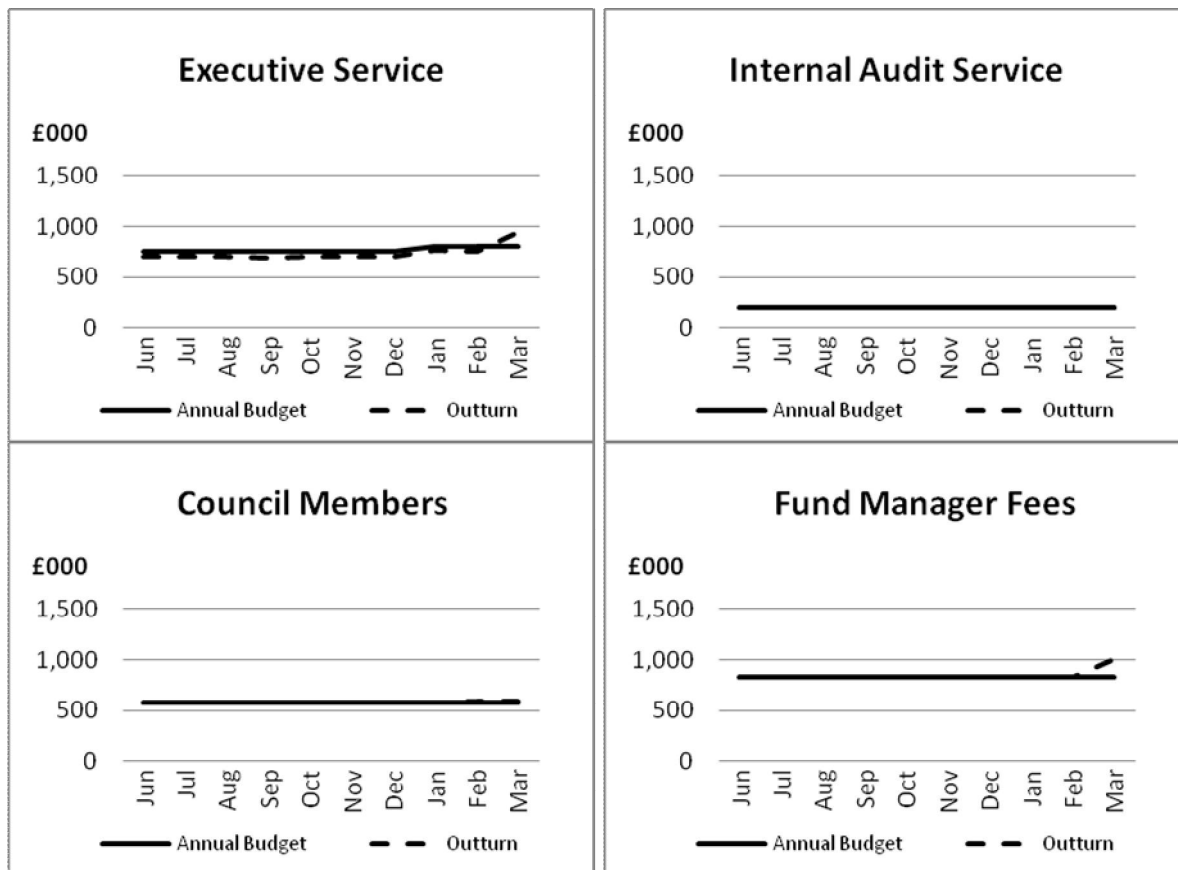
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Executive and Corporate Services**1.0 Revenue Outturn Position 2013/14**

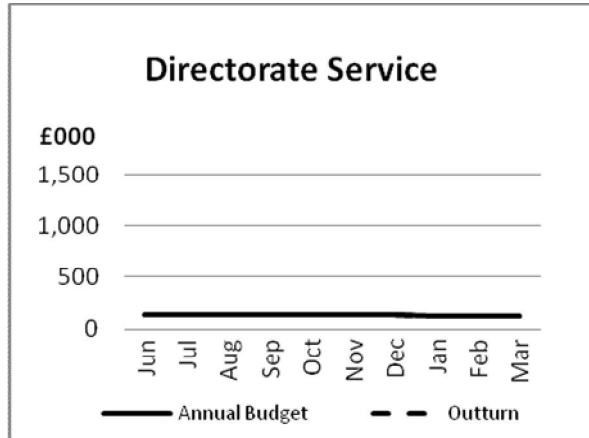
Description	Annual Budget 2013/14 £000	Revenue Outturn 2013/14 £000	Budget v Outturn Variance £000
Executive Services	808	736	72
Council Members	578	590	(12)
Fund Managers Fees	834	1,010	(176)
Internal Audit	199	197	2
Legal Defense	0	212	(212)
Total Executive Services	2,419	2,745	(326)
Directorate	134	130	4
Capital Programme	3,550	3,412	138
Finance - Service Costs	1,957	1,689	268
Finance - Welfare Reform and other grants	933	723	210
Joint Valuation Board	277	269	8
Governance & Law	1,338	1,207	131
Human Resources	1,331	1,191	140
ICT	1,475	1,288	187
Improvement & Performance	299	260	39
Total Corporate Services	11,294	10,169	1,125
Total Controllable Costs	13,713	12,914	799
Carry Forwards	650	0	650
Revised Controllable Costs	13,063	12,914	149

2.0 Explanation of Outturn Variances:

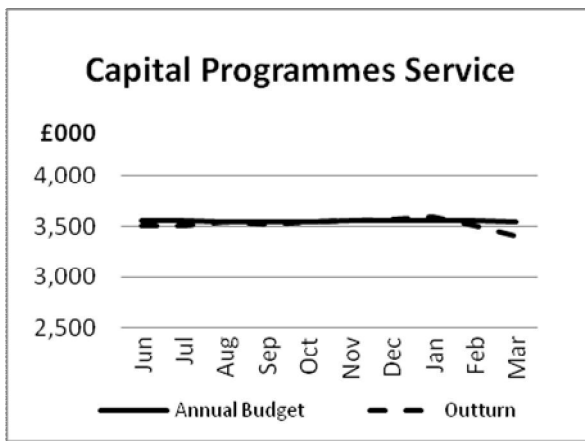
2.1 Total Executive Services – £326k (13.5%) outturn over-spend – this relates to one-off investment fees incurred whilst restructuring the Council's investment funds (£178k) and legal fees arising in the final quarter for the successful defence of a claim against the Council (£212k), offset by an under-spend on staff costs due to vacancies during the year.



2.2 Corporate Directorate – £4k (3.0%) outturn under-spend due to savings within travel and subsistence.

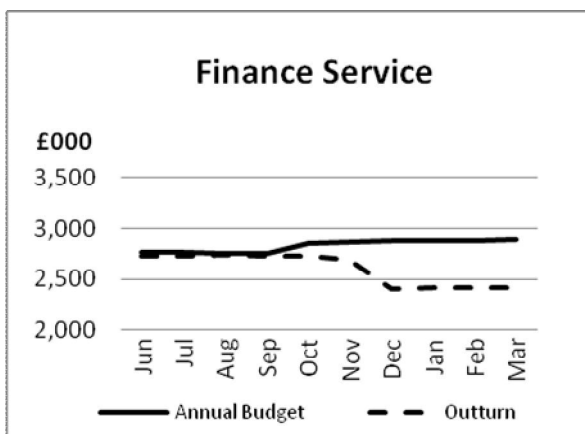


2.3 Capital Programme – £138k (3.9%) outturn under-spend – This includes additional income generated from property of (£153k) and staffing savings (£135k), offset by additional legal costs incurred defending the Council (£103k).

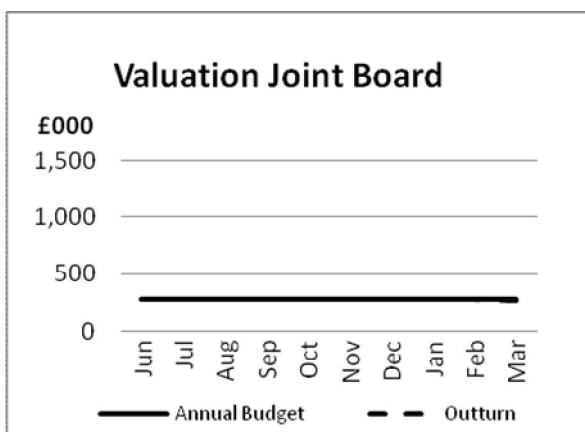


2.4 Finance Service Cost – £268k (13.7%) outturn under-spend – This includes a managed under-spend of £100k to facilitate future spend on the CIPFA traineeship programme in the 2014/15 financial year, which requires to be carried forward. In addition there have been temporary staff vacancies throughout the year of £103k and a reduction in external audit fees of £70k.

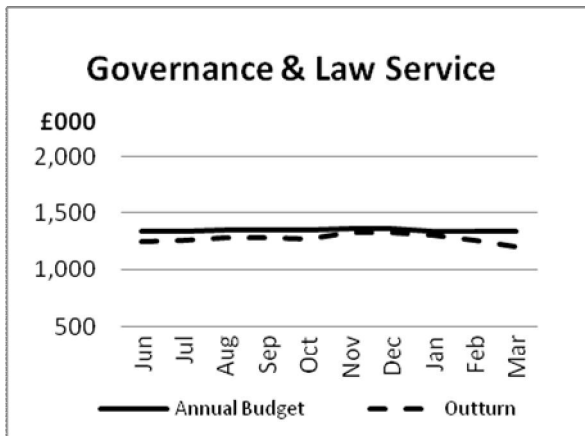
2.5 Finance Welfare Reform and Other Grants – £210k (22.5%) outturn under-spend – Welfare Reform funding was under-spent due to the slow up-take by eligible applicants of the Welfare Reform grants. Any unapplied funding at the year-end requires to be carried forward into the 2014/15 financial year.



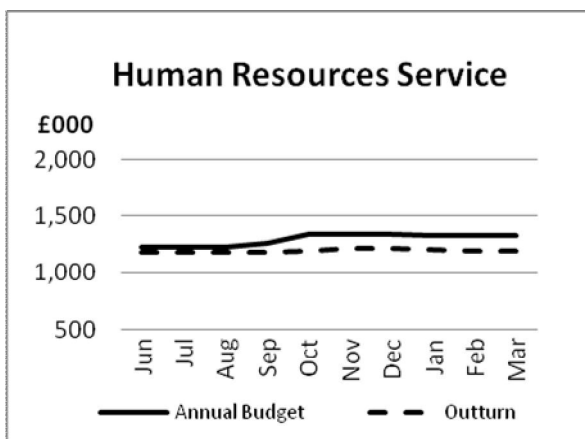
2.6 Valuation Joint Board (Shetland's Charge) – £8k (2.9%) outturn under-spend – this is made up of minor under-spends in training, travel and Members' allowances.



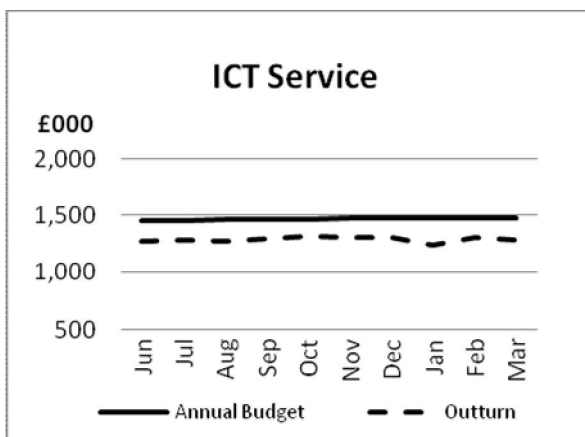
- 2.7 Governance & Law** – £131k (9.8%) outturn under-spend – this is comprised of £99k of temporary staffing vacancies and a £20k increase in income relating to licensing and registration fees.



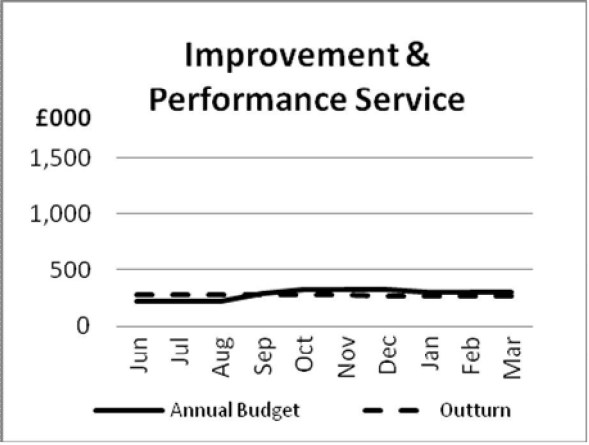
- 2.8 Human Resources** – £140k (10.5%) outturn under-spend – there was a managed under-spend of £76k to facilitate future spend on Change Programme activity in 2014/15 financial year which is required to be carried forward; and temporary staff vacancies of £64k.



- 2.9 ICT** – £187k (12.7%) outturn under-spend – this is mainly due to delays in and non filling of vacancies (£213k), increased licensing fees due to audit of any unlicensed users (£58k).



- 2.10 Improvement & Performance** – £39k (13.0%) outturn under-spend – this is mainly a managed under-spend to facilitate future spend on Change Programme activity in the 2014/15 financial year and is required to be carried forward.

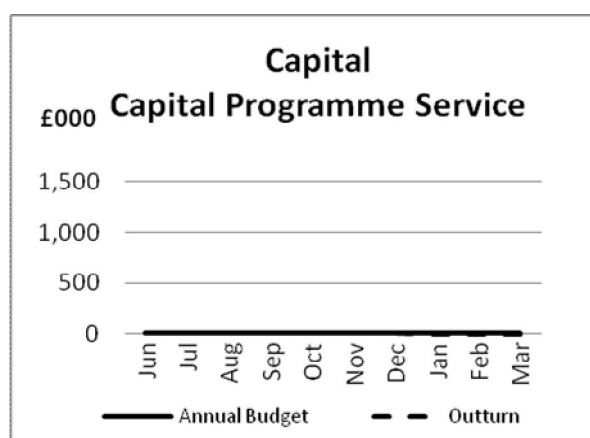


Corporate Services**Capital Outturn Position 2013/14**

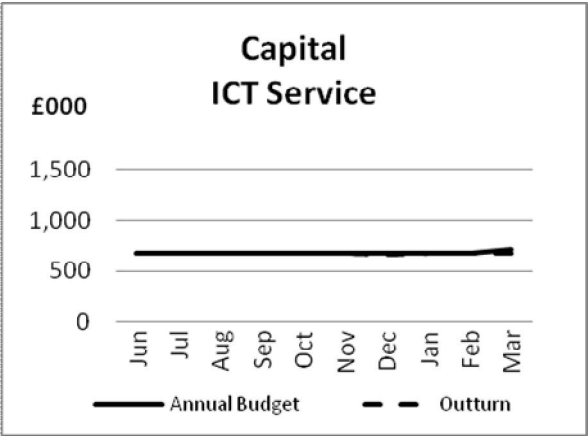
Description	Annual Budget 2013/14 £000	Capital Outturn 2013/14 £000	Budget v Outturn Variance (Adv)/ Pos £000
Capital Programmes	10	0	10
Finance	6	6	0
ICT	716	674	42
Total Costs	732	680	52
Carry-forwards	21	0	21
Revised Total Costs	711	680	31

1.0 Explanation of Capital Outturn Position:

- 1.1 Capital Programmes** – outturn under-spend of £10k. This budget was created for project retentions however these costs have been charged to the individual projects.



- 1.2 ICT** - outturn under-spend of £42k. A major element of the capital costs in 2013/14 was the Pathfinder replacement project for which the estimated position was not confirmed until late in the financial year. The roll out of new ICT equipment was constrained by reduced capacity within the ICT service due to the vacant posts within the team. ICT Services have requested to carry forward £21k of funding to 2014/15.





**Policy & Resources Committee
Shetland Islands Council**

**28 May 2013
28 May 2013**

Shetland Islands Council 2013-14 Draft Outturn

F-024-F

Report Presented by Executive Manager – Finance

Corporate Services

1.0 Summary

- 1.1 The purpose of the 2013-14 Draft Outturn report is to present the actual spending position for Shetland Islands Council.
- 1.2 The 2013-14 actual spend will move the organisation towards achieving financial sustainability within the lifetime of the current Council.

2.0 Decision Required

The Policy & Resources Committee and Council RESOLVES to:

- note the 2013-14 draft outturn position, and
- note the 2013/14 proposed carry-forwards.

3.0 Detail

- 3.1 The detail of the 2013-14 draft outturn position is set out in Appendices 1, 2 and 3 to this report.
- 3.2 This includes all controllable and non-controllable items of expenditure, and will be subject to final accounting and audit adjustments as part of the year end accounts preparation process.

4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities

The 2013-14 draft outturn position will contribute towards delivering the Medium Term Financial Plan. The actual spend is within the budget agreed for 2013-14.

- 4.2 Community/Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority
The Chief Executive and Directors have delivered within the Council's budget in accordance with the Scheme of Delegations and Financial Regulations. As set out in paragraph 2.2 the Policy and Resources Committee has responsibility for securing the co-ordination, control and proper management of the Council's financial affairs.
- 4.4 Risk Management – None.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

Resources

- 4.7 Financial
The total draw on reserves required to balance the budget in 2013-14 was £15.099m (unaudited figure) which is significantly lower than the £21.445m required in 2012-13 and the £35.6m required in 2011-12. Despite this progress the Council's current reliance on reserves to balance its budget is still unsustainable and further large reductions in spending will be required to ensure that the Council can become financially sustainable and enabling it to retain a level of reserves which is no lower than £150m.
- 4.8 Legal – None.
- 4.9 Human Resources – None.
- 4.10 Assets And Property – None.

5.0 Conclusions

- 5.1 The draft outturn position for 2013-14 will assist the Council in its progress towards retaining a minimum level of £150m in the Council's reserves, and eradicating the organisation's structural deficit. Once the Council has achieved this it will become financially sustainable.

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Appendix 1 – 2013-14 Draft Outturn Position
Appendix 2 – 2013-14 Revenue Management Accounts Outturn (Detail)
Appendix 3 – 2013-14 Capital Management Accounts Outturn (Detail)

Shetland Islands Council



2013-14 Financial Review

The Council's Draft Outturn Position

Securing the Best for Shetland

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Executive Summary

- 1.01 The 2013-14 draft outturn report sets out the actual spending position for the Council.
- 1.02 The draft outturn position has exceeded the target in the Medium Term Financial Plan and therefore has contributed towards the strategic aim of realigning spending within available resources in order to preserve a minimum level of £150m in the Council's reserves. By achieving this, the Council will eradicate the organisation's structural deficit and become financially sustainable.
- 1.03 The total draw on reserves required to balance the budget in 2013-14 was £15.099m (unaudited figure) which is significantly lower than the £21.445m required in 2012-13 and the £35.6m required in 2011-12. Despite this progress the Council's current reliance on reserves to balance its budget is still unsustainable and further large reductions in spending will be required to ensure that the Council can become financially sustainable.

2013-14 Draft Draw on Reserves Summary

- 1.04 The table shows that the draft draw on reserves is £15.099m against a target of £26.534m resulting in a reduction in the draw on reserves against the revised budget of £11.436:

Spending Area	2013-14 Revised Budget £m	2013-14 Actual £m	2013-14 Variance £m	Remove 2013-14 Carry Forwards £m	2013-14 Revised Variance £m
General Fund	20.659	13.187	7.472	3.697	3.775
Council Tax 2 nd Homes	75	75	0	0	0
Harbour Account	(0.209)	(2.091)	1.883	0	1.883
Marine Fund	0.134	0.133	0.001	0	0.001
Housing Revenue Account	2.474	1.479	0.995	0.388	0.607
Asset Investment Plan (Capital Programme)	1.726	0.945	0.781	0.614	0.167
Spend to Save (Capital and Revenue)	1.675	1.371	0.304	0.285	0.019
TOTAL DRAW ON RESERVES	26.534	15.099	11.436	4.984	6.452
Split between:					
Recurring Draw on Reserves	12.511	5.715	6.797	0	6.797
Non- Recurring Draw on Reserves	14.023	9.384	4.639	4.984	(0.345)

1.05 It is important to recognise the difference between the recurring draw on reserves, which represents the underlying need to use reserves year on year, and the non-recurring draw on reserves, which is a one-off use of reserves. The scale of the recurring draw on reserves can lead us to conclude that the Council is operating a structural deficit whereby expenditure levels do not reflect the income levels received by the Council. Therefore, it is encouraging to see that against a budgeted recurring draw on reserves of £26.534m, the draft actual spending figure was £11.436m less than budget at £15.099, indicating that the Council is making good progress to tackle the structural deficit.

1.06 The table below sets out the budget and actual non-recurring draw on reserves for 2013-14:

Type of Expenditure Non-Recurring Costs	2013-14 Revised Budget £m	2013-14 Actual £m	2013-14 Variance £m	Remove 2013-14 Carry Forwards £m	2013-14 Revised Variance £m
Budget Carry Forwards from 2012-13 (Revenue)	3.172	2.368	0.804	0.000	0.804
Hjaltland Housing Association Grant	1.802	1.704	0.098	0.000	0.098
Police & Fire	0.000	0.035	(0.035)	0.000	(0.035)
Spend to Save (Revenue & Capital)	1.675	1.371	0.304	0.285	0.019
Unsustainable Draw on Housing Repairs & Renewals Fund	2.474	1.479	0.995	0.388	0.607
Cost Pressure & Contingency Items	4.900	2.427	2.473	1.167	1.306
Budget Carry Forwards from 2013-14	0.000	0.000	0.000	3.144	(4.984)
TOTAL	14.023	9.384	4.639	4.984	(0.345)

Reserves health check

- 1.07 The value of the externally invested reserves stood at £203.483m on 31 March 2014 (£205.730m 31 March 2013). The decrease in their value is attributable to withdrawal from the funds of £16m and investment income of £14m. The income reflects a 6.8% return achieved during the financial year.
- 1.08 The level of reserves at 31 March 2014, achieved is the result of a smaller draw on reserves than anticipated alongside a slightly better than average investment return.
- 1.09 This will be reflected in the updated Medium Term Financial Plan in July 2014. However, it is important to recognise that stock market values will fluctuate from year to year, and this should not form a basis for altering the current course if the Council still wishes to become financially sustainable by 2017.

The 2013-14 General Fund

2.01 The 2013-14 General Fund budget and actual comparison is set out in the table below:

Line No.	Description	2013-14 Revised Budget £000s	2013-14 Actual £000s	2013-14 Variance £000s	Remove 2013-14 Carry Forwards £m	2013-14 Revised Variance £m
1	Chief Executive & Cost of Democracy	1,586	1,735	(149)	23	(172)
2	Children's Services	42,282	40,961	1,321	714	607
3	Community Care Services	21,576	21,463	113	473	(360)
4	Corporate Services	11,316	10,216	1,100	627	473
5	Development Services	17,364	15,962	1,402	493	909
6	Infrastructure Services	21,798	20,369	1,429	200	1,229
7	Police & Fire	0	35	(35)	0	(35)
8	Fund Manager Fees (inc one-off restructuring costs)	834	1,010	(176)	0	(176)
9	GENERAL FUND SERVICES NET EXPENDITURE (equals lines 1-8)	116,756	111,751	5,005	2,530	2,475
10	Cost Pressures & Contingency	2,272	58	2,214	1,167	1,047
11	Recharges Out (to Other Funds/External Bodies)	(2,883)	(2,438)	(445)	0	(445)
12	TOTAL NET GENERAL FUND EXPENDITURE (equals line 10 - 11)	116,145	109,371	6,774	3,697	3,077
13	Funded by:					
14	GRG/NNDR (Scottish Government Allocation)	(85,955)	(86,893)	938	0	938
15	Council Tax	(8,600)	(8,284)	(316)	0	(316)
16	DLO	(528)	(619)	91	0	91
17	TOTAL CORE FUNDING (equals lines 14-16)	(95,083)	(95,796)	713	0	713
18	Deficit to be funded from Reserves					
19	Draw on Reserves – General Fund	(20,659)	(13,187)	(7,472)	(3,697)	(3,775)
21	Draw on Reserves – 2 nd Homes Council Tax	(75)	(75)	0	0	0
22	Draw on Reserves –Spend to Save	(328)	(313)	(15)	0	(15)
23	TOTAL FUNDING FROM RESERVES (equals lines 19-22)	(21,062)	(13,575)	(7,487)	(3,697)	(3,790)
24	TOTAL FUNDING (equals line 17 plus line 23)	(116,145)	(109,371)	(6,774)	(3,697)	(3,077)
25	Balanced budget (line 12+24)	0	0	0	0	0

Expenditure

- 2.02 The General Fund Services Net Expenditure was budgeted to be £116.756m in 2013-14 as shown at Line 9 in the table above, actual expenditure of £111.751 has been incurred resulting in an underspend for the year of £5.005m. This expenditure represents the spending on day to day Council services.
- 2.03 Chief Executive & Cost of Democracy (**£0.149m or 9.4% overspend**)
- The overspend was attributable to a one-off cost of successfully defending the Council on court cases (£212k). Without this cost, the area would have achieved an underspend against budget.
- 2.04 Children's Services (**£1.321m or 3.1% underspend**)
- Children & Families and Children's Resources are £329k underspent, this is due to staff turnover and difficulties recruiting to vacant posts, and underspends on operating costs across both services.
 - Quality Improvement/Schools are £760k underspent due to savings which have been achieved within Additional Support Needs, energy costs, building maintenance, operating costs and income received. These underspends have been partially offset by overspends in Youth Services and Cleaning due to the delay in implementation of the service reviews.
 - Minor underspends were also achieved in Sport and Leisure £97k and Shetland Library £67k.
- 2.05 Community Care Services (**£0.113m or 0.5% underspend**)
- The £113k underspend excludes the impact of £473k of external funding which has been requested to be carried forward into 2014/15. Once this is factored in, it takes the Community Care outturn position to a net over-spend of £360k.
 - The net overspend relates mainly to one-off redundancy costs that were not budgeted for within the Corporate Cost Pressures and Contingencies (£787k), an overspend on Direct Payment grants to individuals due to a higher number of cases than budgeted (£113k), and a shortfall in income across the new non-residential charges and meals on wheels due to charging being implemented late and then income being less than anticipated (£628k).
 - This is offset by general savings of £484k which were identified across all services as part of the Plan B exercise, Cost Pressure money of £260k in relation to demographic pressures, contingency funding for exit packages £300k net savings in salaries following the early retirement / voluntary redundancy (ER/VR)

exercise and due to vacancies £244k, and additional savings in equipment purchase, meals supplies and maintenance £235k.

2.06 Corporate Services (**£1.100m or 9.7% underspend**)

- The underspend is a combination of additional income generated from properties (£153k) and registration fees (£20k), welfare reform funding which requires to be carried forward (£210k), vacancies and other savings and managed underspends which also require to be carried forward.

2.07 Development Services (**£1.402m or 8.0% underspend**)

The net underspend was a combination of:

- A low level of interest in Economic Development grant schemes resulting in an underspend of £646k and income received this year for Leader and Convergence schemes which relates to expenditure incurred last year £255k.
- Reduced expenditure on Community Planning and Development grants in particular the capital grants scheme totalling £300k.
- Savings in Housing Services staff costs following a restructuring exercise and vacancies amounting to £131k. There is also an underspend on the Hjaltland Housing Association grant as the interest rate charged on the bridging finance lower than expected, in line with the reduction in interest rates.
- This is offset by an overspend on the Shetland College due to a failure to implement most of the budgeted SOFIE savings, or identify alternatives and a reduction in student activity leading to lower than anticipated course fees and Scottish Funding Council funding.

2.08 Infrastructure Services (**£1.429m or 6.6% underspend**)

The net underspend comprises:

- Directorate – administrative staff vacancies £53k;
- Environmental Services - vacant posts £149k and reduction in Private Sector Housing Grant spend due to no requirement for large grants of £120k;
- Ferry Services - underspending on vessel and terminal maintenance mainly due to staffing changes, of £481k, underspending on ferry fuel relating to change of supplier, reduced fuel prices and timetable changes of £146k; reduction in vessel and plant insurance £109k; offset by reduction in ferry fare income due to increased fares and reduction in frequency and capacity of sailings (£182k). These underspends were not anticipated by management which is why there was such a significant variance between Quarter 3 projected overspend and the actual outturn underspend;

- Roads Service - reduced requirement for winter gritting service due to mild winter of £205k and prolonged windy conditions delaying streetlighting maintenance of £87k within Roads Service; and
- Building & Transport Operations – predominantly vacant posts.

2.09 Fund Managers Fees (**£0.176m or 21.1% overspend**)

- The overspend was attributable to one-off fund managers fees to restructure the Council's investments in line with the new Investment Strategy (£178k).

Funding

- 2.10 The Scottish Government allocations is the Council's General Revenue Grant and the level of income that the Council will receive from the National Non-Domestic Rates Pool. There was additional income received of £0.938m which had not been budgeted. This related to late allocations of additional funding such as for support with welfare reform costs.
- 2.11 The decrease in Council Tax collected is due to a change in the way Council Tax benefits are funded, these used to be by ring-fenced grant but now form part of the General Revenue Grant.
- 2.12 The remainder of the funding required to balance the General Fund has to come from the Council's reserves. This was £13.575m in 2013-14 (Line 23 in the table at 2.01) against a budgeted draw of £21.062m. The reason for this was because of the overall reductions in expenditure as explained in the previous section.

The 2013-14 Harbour Account

3.01 The 2013-14 Harbour Account budget and actual comparison is set out in the table below:

Line No.	Description	2013-14 Revised Budget £000s	2013-14 Actual £000s	2013-14 Variance £000s
1	Ports Management	51	93	(42)
2	Ports Engineering	18	0	18
3	Sullom Voe	12,249	11,501	748
4	Scalloway	593	634	(41)
5	Other Piers	513	293	220
6	Jetties & Spur Booms	1,765	2,588	(823)
7	HARBOUR ACCOUNT SERVICES EXPENDITURE (equals lines 1-6)	15,189	15,109	80
8	Income			
9	Income Generated from Harbours	(13,499)	(14,479)	980
10	Income Jetties & Spur Booms	(1,765)	(2,588)	823
11	TOTAL CORE FUNDING (equals lines 9-10)	(15,264)	(17,067)	1,803
12	TOTAL HARBOUR ACCOUNT NET INCOME (equals line 7 plus line 11)	(75)	(1,958)	1,883
13	Contributions (from)/to Reserves			
14	Draw on Reserves – Marine Fund	(134)	(133)	(1)
15	Contribution (from)/to Reserves – Reserve Fund	209	2,091	(1,883)
16	TOTAL FUNDING FROM/(TO) RESERVES (equals lines 14-15)	75	1,958	1,883
17	Balanced budget (line 11 plus line 16)	0	0	0

3.02 The Harbour Account budgeted for a surplus of £0.209m in 2013-14 and exceeded this to achieve £2.091m, comprising:

- additional income at Scalloway for the BP Floatel and increased shipping activity, landings and storage at Blacksness Pier £739k;
- underspending at Sullom Voe on vacant posts £290k, Harbour throughput agreement income higher than anticipated £303k, and fuel savings mainly on Solan & Bonxie Tugs which have been out of service all year £328k offset by reduced tanker income (£164k); and
- underspending on Other Piers repairs and maintenance work, mainly at Out Skerries, Symbister and Baltasound due to contractor availability £180k; and increased fish and salmon landings income at Cullivoe £98k.

3.03 The increased surplus includes a contribution of £2m to the Pension Fund for Towage Pension shortfall on transfer to the Council.

The 2013-14 Housing Revenue Account Budget

4.01 The 2013-14 Housing Revenue Account budget and actual comparison is set out in the table below:

Line No.	Description	2013-14 Revised Budget £000s	2013-14 Actual £000s	2013-14 Variance £000s	Remove 2013-14 Carry Forwards £m	2013-14 Revised Variance £m
	<u>Expenditure</u>					
1	Supervision & Management	695	642	53	0	53
2	Repairs & Maintenance	2,342	2,346	(4)	0	(4)
3	Void Rents & Charges	196	144	52	0	52
4	Garages	31	31	0	0	0
5	Capital Funded from Current Revenue	1,893	1,249	644	388	256
6	Capital Charges - Dwellings	4,461	4,406	55	0	55
7	TOTAL EXPENDITURE (equals lines 1-6)	9,618	8,818	800	388	412
	<u>Income</u>					
8	HSG - General	(840)	(840)	0	0	0
9	Interest on Revenue Balances	(18)	(3)	(15)	0	(15)
10	Rents - Dwellings	(6,166)	(6,202)	36	0	36
11	Rents - Other i.e. garages/sites etc	(120)	(144)	24	0	24
12	Contribution from Housing Repairs & Renewals Fund (Reserves)	(2,474)	(1,479)	(995)	(388)	(607)
13	DLO	0	(150)	150	0	150
14	TOTAL FUNDING (equals lines 8-12)	(9,618)	(8,818)	(800)	388	(412)
15	Balanced HRA budget (line 7 plus line 14)	0	0	0	0	0

4.02 The Housing Revenue Account (HRA) delivered against its 2013-14 budget. The underspend of £412k was mainly Capital Funded from Current Revenue (CFCR) of £0.256m. This is after a carry forward of funding for CFCR of £388k to meet project costs in 2014/15 which were unable to be completed in 2013/14 and have slipped into 2014/15.

The Asset Investment Plan (Capital Programme) Budget

5.01 The 2013-14 Asset Investment Plan budget and actual comparison is set out in the table below:

Description	2013-14 Revised Budget £000s	2013-14 Actual £000s	2013-14 Variance £000s	Remove 2013-14 Carry Forwards £000s	2013-14 Revised Variance £000s
<u>Expenditure</u>					
New Developments - Contractually Committed Projects	4,840	4,531	309	0	309
Maintenance of Existing Assets	6,337	4,802	1,535	614	921
Spend to Save Projects	1,347	1,058	289	285	4
Housing Revenue Account Projects	3,267	2,615	652	388	264
TOTAL EXPENDITURE	15,791	13,006	2,785	1,287	1,498
<u>Income</u>					
Capital Grants/External Funding	(6,761)	(6,844)	83	0	83
Capital Funded from Current Revenue (GF, Harbour and HRA)	(3,204)	(2,463)	(741)	0	(741)
Capital Receipts (General Fund and HRA)	(1,750)	(1,484)	(266)	0	(266)
TOTAL INCOME	(11,715)	(10,791)	(924)	0	(924)
Spend to Save – Draw on Reserves	(1,347)	(1,058)	(289)	(285)	(4)
Draw on Reserves	(1,726)	(945)	(781)	(1,002)	221
Borrowing – Harbour Account	(1,003)	(212)	(791)	0	(791)
TOTAL DEFICIT FUNDING REQUIRED	(4,076)	(2,215)	(1,861)	(1,287)	(574)
TOTAL FINANCING	(15,791)	(13,006)	(2,785)	(1,287)	(1,498)
Balanced Asset Investment Plan	0	0	0	0	0

5.02 The Asset Investment Plan under-spent against its revised expenditure budget for 2013-14 by £1.498m. The most significant variances were as follows:

- New Developments Contractually Committed - the College Phase 3 has spent less than budget £414k due to slippage on this project, this is offset by a in-year profiling error on the Walls Pier, overall the project is within budget (£90k);

- Maintenance of Existing Assets - This is mainly due to the budget for tugs at Sellaness no longer being required £791k, slippage on the Fibre Optic Phase 1-3 £407k, the contract tender for Landfill Capping being less than expected £171k and savings on the Leirna Life Extension project £145k;
- Spend to Save – slippage on projects i.e. the ET & Taing Extension project £214k and Viking Bus Station £43k and Ferry Ticket Machines £28k;
- Housing Revenue Account Projects - the Housing Quality Standards project has not progressed as quickly as originally anticipated £414k plus slippage on Brae & underspend on Hoofields New Builds £310k;
- Capital Receipts – receipts for HRA Council house sales increased by £156k over budget where as there was a shortfall in other property sales in the year of (£425k) resulting in a shortfall in income to meet the costs of the programme thereby increasing the use of reserves to fund the programme.

Spend to Save Budget

6.01 The 2013-14 Spend to Save budget and actual comparison is set out in the table below:

Description	2013-14 Revised Budget £000s	2013-14 Actual £000s	2013-14 Variance £000s	Remove 2013-14 Carry Forwards £000s	2013-14 Revised Variance £000s
Expenditure:					
Revenue Projects	328	313	15	0	15
Capital Projects	1,347	1,058	289	285	4
TOTAL EXPENDITURE	1,675	1,371	304	285	19
Funded by:					
Draw on Reserves – Spend to Save	(1,675)	(1,371)	(304)	(285)	(19)
TOTAL FUNDING	(1,675)	(1,371)	(304)	(285)	(19)
Balanced Spend to Save	0	0	0	0	0

6.02 The 2013-14 Spend to Save was underspent mainly on one capital project, ET & Taing House Extension by £214k. There is a request to carry forward £285k for spend to save capital projects which have slipped.

2013-14 Carry Forwards into 2014-15

7.01 The 2014-15 revenue budget did not include any carry-forward money. However, in line with the carry forward scheme there are a number of carry forward requests by Directorates into the new financial year. The table below sets these items out:

Directorate	Reason	2014-15 Budget Request £000s	2014-15 Directorate Total £000s
Executive & Corporate	Committed Grants Change Programme 50% Underspend External Funding	211 206 231 2	650
Children's Services	50% Underspend External Funding	557 157	714
Community Care	External Funding	473	473
Development	Committed Grants Change Programme 50% Underspend	129 5 359	493
Infrastructure	50% Underspend	200	200
Contingency & Cost Pressure	Committed Grant Ring Fenced for Borrowing	315 852	1,167
TOTAL EXPENDITURE			3,697
<i>Funded by:</i>			
General Fund - Draw on Reserves in 2014-15			(3,697)
TOTAL FUNDING			(3,697)
Balanced Carry Forwards			0

7.02 The 2013-14 outturn has been adjusted so that the revised variance results in this report exclude the items above so that they are budgeted for in the correct year.

7.03 The 2014-15 capital budget did not include any carry-forward money. However, in line with the carry forward scheme there are a number of carry forward requests by Directorates into the new financial year. The table below sets these items out:

Directorate	Reason	2014-15 Budget Request £000s	2014-15 Directorate Total £000s
Executive & Corporate	50% Underspend	21	21
Children's Services	Committed Projects	11	11
Community Care	Committed Projects	214	214
Development	Committed Projects	288	
	50% Underspend	387	676
Infrastructure	Committed Projects	223	
	50% Underspend	142	365
TOTAL EXPENDITURE			1,287
<i>Funded by:</i>			
General Fund - Draw on Reserves in 2014-15			(544)
Spend to Save – Draw on Reserves in 2014-15			(285)
HRA CFCR - Draw on Reserves in 2014-15			(388)
Harbour Account CFCR – Draw on Reserves in 2014-15			(70)
TOTAL FUNDING			(1,287)
Balanced Carry Forwards			0

7.04 The 2013-14 outturn has been adjusted so that the revised variance results in this report exclude the items above so that they are budgeted for in the correct year.

Revenue Expenditure by Service	Annual Budget £	Annual Outturn £	Outturn Variance (Over)/Underspend £	(Over)/ Underspend %
Chief Executive Services (sub total)	2,419,652	2,745,977	(326,325)	-13.49%
Executive Services	808,742	949,056	(140,314)	
Council Members	577,816	589,736	(11,920)	
Fund Manager Fees	834,000	1,009,693	(175,693)	
Internal Audit	199,094	197,491	1,603	
Children's Services (sub total)	42,282,482	40,977,631	1,304,851	3.09%
Director of Children's Services	2,416,316	2,559,765	(143,449)	
Children & Families	997,647	944,085	53,562	
Children's Resources	3,646,249	3,371,231	275,018	
Library	947,370	880,679	66,691	
Quality Improvement/Schools	32,873,272	31,917,503	955,769	
Sport & Leisure	1,401,628	1,304,368	97,260	
Community Care Services (sub total)	21,575,739	21,463,415	112,324	0.52%
Director of Community Care	1,767,754	934,454	833,300	
Adult Services	6,205,470	6,119,050	86,420	
Community Care Resources	10,505,688	10,917,112	(411,424)	
Criminal Justice	8,517	(50,935)	59,452	
Mental Health	1,920,483	2,415,933	(495,450)	
Occupational Therapy	1,167,827	1,127,800	40,027	
Corporate Services (sub total)	11,315,638	10,226,308	1,089,330	9.63%
Director of Corporate Services	133,635	130,236	3,399	
Capital Programmes	3,551,771	3,414,093	137,678	
Finance	2,907,430	2,427,538	479,892	
Joint Valuation Board	277,263	269,279	7,984	
Police & Fire	0	35,404	(35,404)	
Governance & Law	1,338,413	1,208,062	130,351	
Human Resources	1,331,004	1,191,354	139,650	
ICT	1,475,138	1,287,920	187,218	
Improvement & Performance	300,984	262,422	38,562	
Development Services (sub total)	17,363,932	15,965,634	1,398,299	8.05%
Director of Development Services	174,314	216,141	(41,827)	
Community Planning & Development	2,875,616	2,543,717	331,899	
Economic Development	2,926,991	1,845,250	1,081,741	
Housing	2,115,904	1,973,670	142,234	
Housing Hjaltdland Grant	1,801,575	1,703,501	98,074	
Planning	1,174,395	1,175,171	(776)	
Shetland College	397,049	652,200	(255,151)	
Train Shetland	462,066	426,916	35,150	
Transport Planning	5,436,022	5,429,066	6,956	
Infrastructure Services (sub total)	21,798,497	20,371,093	1,427,404	6.55%
Director of Infrastructure Services	602,990	550,100	52,890	
Environmental Services	4,567,346	4,011,965	555,381	
Ferry Operations	10,495,572	10,067,192	428,380	
Roads	5,294,727	4,962,691	332,036	
Building & Transport Operations	837,862	779,145	58,717	
Cost Pressures & Contingency	2,271,990	58,078	2,213,912	
Recharges to Other Funds	(2,882,801)	(2,438,382)	(444,419)	
General Fund Total	116,145,129	109,369,754	6,775,376	5.83%
Funded By:				
General Revenue Grant	(69,778,000)	(70,961,000)	1,183,000	
NNDR	(16,177,000)	(15,931,702)	(245,298)	
Council Tax	(8,600,000)	(8,284,175)	(315,825)	
Trading - Housing	(37,200)	0	(37,200)	
Trading - Building Services	(44,388)	(26,324)	(18,064)	
Trading - Roads	(446,314)	(591,869)	145,555	
Draw from Reserves	(20,733,415)	(13,261,575)	(7,471,840)	
Spend to Save	(328,812)	(313,109)	(15,703)	
Total Funding	(116,145,129)	(109,369,754)	(6,775,376)	
Balanced General Fund	0	0	0	

Revenue Expenditure HRA	Annual Budget £	Annual Outturn £	Variance (Over)/Underspend £	(Over)/ Underspend %
Supervision & Management	694,962	642,019	52,943	
Repair & Maintenance	2,342,414	2,346,469	(4,055)	
Void Rents & Charges	196,318	143,730	52,588	
Garages	30,669	31,071	(402)	
Capital Funded from Current Revenue	1,893,032	1,249,300	643,732	
Capital Charges - Dwellings	4,461,086	4,405,500	55,586	
Total: Expenditure	9,618,481	8,818,089	800,392	
HSG - General	(840,000)	(839,978)	(22)	
Interest on Revenue Balances	(18,509)	(3,095)	(15,414)	
Rents - Dwellings	(6,165,900)	(6,202,411)	36,511	
Rents - Other ie garages/sites etc	(119,980)	(294,898)	174,918	
Contribution from Housing R & R Fund	(2,474,092)	(1,477,707)	(996,385)	40.27%
Total: Income	(9,618,481)	(8,818,089)	(800,392)	
Balanced Housing - HRA	0	(0)	0	

Revenue Expenditure Harbour Account	Annual Budget £	Annual Outturn £	Outturn Variance (Over)/Underspend £	(Over)/ Underspend %
Sullom Voe	(636,255)	(1,415,084)	778,829	
Scalloway	171,235	(608,514)	779,749	
Other Piers	387,413	65,141	322,272	
Jetties & Spur Booms	2,809	(0)	2,809	
Total: Expenditure	(74,798)	(1,958,457)	1,883,659	
Funded By:				
Marine Fund	(134,446)	(132,994)	(1,452)	1.08%
Contribution to Reserve Fund	209,244	2,091,450	(1,882,206)	-899.53%
Balanced Harbour Account	0	(0)	0	

EXPENDITURE BY SERVICE	Annual Budget £	Annual Expenditure Outturn £	Annual Variance (Over)/ Underspend £	Percentage (Over)/ Underspend %
Chief Executive Services (sub total)	0	0	0	#DIV/0!
Executive Services	0	0	0	0
Children's Services (sub total)	963,404	1,069,763	(106,359)	-11.0%
Quality Improvement/Schools	910,609	1,016,968	(106,359)	
Sports & Leisure	52,795	52,795	0	
Community Care Services (sub total)	1,260,000	1,183,846	76,154	6.0%
Community Care Directorate	0	80,437	(80,437)	
Community Care Resources	920,000	706,039	213,961	
Occupational Therapy	340,000	397,370	(57,370)	
Corporate Services (sub total)	732,303	690,517	41,786	5.7%
Capital Programme	10,000	0	10,000	
Finance	6,348	6,348	0	
ICT	715,955	684,169	31,786	
Development Services (sub total)	3,955,892	3,140,784	815,108	20.6%
Economic Development	532,000	142,797	389,203	
Planning	0	30,574	(30,574)	
Transport Planning	3,193,892	2,778,200	415,692	
Shetland College	230,000	189,213	40,787	
Infrastructure Services (sub total)	4,467,825	4,036,751	431,074	9.6%
Building & Transport Operations	888,432	828,186	60,246	
Environmental Services	635,000	449,536	185,464	
Ferry Services	955,143	770,749	184,394	
Roads	1,053,250	962,591	90,659	
Ports & Harbours	936,000	1,025,689	(89,689)	
General Fund Total	11,379,424	10,121,661	1,257,763	11.1%
Housing Revenue Account	3,268,615	2,615,170	653,445	20.0%
Harbour Account	1,143,156	269,584	873,572	76.4%
Overall Net Total Expenditure	15,791,195	13,006,415	2,784,780	17.6%

FUNDED BY:

General Capital Fund Reserves	(1,400,250)	(945,502)	(454,748)
Scottish Govt General Capital Grant	(4,907,000)	(4,907,000)	0
Spend to Save Reserve	(1,347,531)	(1,058,060)	(289,471)
European Grant Funding	(1,303,892)	(1,039,385)	(264,507)
Other Government Grants	(250,000)	(356,974)	106,974
General Fund Capital Receipts	(1,000,000)	(575,025)	(424,975)
General Fund CFCR	(1,170,751)	(1,159,277)	(11,474)
General Fund NHS Grant Funding	0	(80,437)	80,437
General Fund	(11,379,424)	(10,121,660)	(1,257,764)
Housing Revenue Account CFCR	(1,893,032)	(1,249,300)	(643,732)
Housing Revenue Account CT 2nd Homes Reserve	(325,583)	0	(325,583)
Housing Revenue Account Other Government Grants	(300,000)	(460,000)	160,000
Housing Revenue Account Capital Receipts	(750,000)	(905,870)	155,870
Housing Revenue Account	(3,268,615)	(2,615,170)	(653,445)
Harbour Account CFCR	(140,000)	(53,932)	(86,068)
Harbour Account Capital Receipts	0	(3,650)	3,650
Harbour Account Debt Charges	(1,003,156)	(212,002)	(791,154)
Harbour Account	(1,143,156)	(269,584)	(873,572)
Overall Total Income/Funding	(15,791,195)	(13,006,415)	(2,784,780)



**Policy and Resources Committee
Shetland Islands Council**

**28 May 2014
28 May 2014**

Progress Report – Asset Investment Plan

CPS-08-14-F

Executive Manager – Capital Programme

Capital Programme Service

1.0 Summary

- 1.1 The 5-year Asset Investment Plans (AIP) detailing budgets listed in Appendix A were approved on 20 February 2013 (Min. Ref. 08/13) and 11 December 2013 (Min. Ref. 108/13). This report advises the Council on the progress on the projects contained within the AIP.
- 1.2 It includes a summary of the financial status and predicted outturn for the full life of each project.

2.0 Decision Required

- 2.1 That the Policy and Resources Committee RECOMMENDS that the Council notes the progress on the projects within the AIP.

3.0 Detail

- 3.1 This report provides an overview of the full life of each project, based on the original budget and the predicted outturn.
- 3.2 Where projects take place over a number of financial years, this report summarises the position from the beginning to completion of the project. Rolling programmes are not included in this report.
- 3.3 Quarterly monitoring reports on capital expenditure are now provided by the Executive Manager - Finance, detailing the progress of capital projects within the current financial year. These reports include information on rolling programmes.
- 3.4 The detailed project information is attached as Appendix A.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – This report forms part of the annual performance reporting arrangements on financial matters in support of the Financial Strategy, Reserves Policy and Budget Strategy.
- 4.2 Community/ Stakeholder Issues – None
- 4.3 Policy and/ or Delegated Authority – Approval of the financial strategy and budget framework is a matter reserved for the Council having taken advice from the Policy and Resources Committee.
- 4.4 Risk Management – The main areas of risk are financial in terms of over or under-spend. Regular progress reports to Committee and the Council enable Members to monitor the investment plan.
- 4.5 Equalities, Health And Human Rights – None
- 4.6 Environmental – None

Resources

- 4.7 Financial – This report shows that the full life predicted outturn cost of the projects in the Asset Investment Plan totals £98.8m, of which £35.6m is externally funded (36%), resulting in a total estimated cost to the Council of £63.2m. The expenditure to date on these projects is £41.6m with £57.2m spend outstanding.
- 4.8 Legal – None
- 4.9 Human Resources – None
- 4.10 Assets And Property – None

5.0 Conclusions

- 5.1 This report provides an update on progress in delivering the Asset Investment Plan and summarises the full life financial position for each project.

For further information please contact:

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List of Appendices: Appendix A - Progress Report - Asset Investment Plan

Background documents: None

END

Capital Projects - Full Life Project Costs

CPS-08-14 Appendix A

Directorate	Service Area	Budget				Funding		Expenditure	
		Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Spend to Date £	Project Cost Outstanding £
Childrens Services	Schools	868,376	42,560,240	43,380,947	47,669	28,322,336	15,058,611	1,082,482	42,298,465
		868,376	42,560,240	43,380,947	47,669	28,322,336	15,058,611	1,082,482	42,298,465
Community Care Services	Adult Service	4,657,083	0	4,657,083	0	2,000,000	2,657,083	1,143,957	3,513,127
	Occupational Therapy	3,027,500	0	3,084,870	(57,370)	1,534,000	1,550,870	3,077,707	7,163
		7,684,583	0	7,741,953	(57,370)	3,534,000	4,207,953	4,221,664	3,520,290
Development Services	Economic Development	2,803,422	0	2,514,219	289,203	290,000	2,224,219	2,042,219	472,000
	Housing	8,003,105	0	7,782,983	220,122	1,060,000	6,722,983	7,333,169	449,814
	Shetland College	5,000,771	0	5,000,771	0	2,309,000	2,691,771	4,710,045	290,727
		15,807,299	0	15,297,974	509,325	3,659,000	11,638,974	14,085,433	1,212,541
Infrastructure Services	Environment & Transport	1,889,181	400,000	2,230,438	58,743	0	2,230,438	1,240,184	990,254
	Ferry Operations	7,636,459	0	7,498,419	138,040	0	7,498,419	770,234	6,728,185
	Roads	3,370,779	0	3,333,363	37,416	0	3,333,363	1,696,426	1,636,937
	Ports & Harbours	20,084,123	0	19,388,656	695,467	94,086	19,294,570	18,534,179	854,477
		32,980,542	400,000	32,450,876	929,666	94,086	32,356,790	22,241,023	10,209,853
	Total All Funds	57,340,800	42,960,240	98,871,750	1,429,290	35,609,422	63,262,328	41,630,601	57,241,149

		Budget				Funding		Expenditure		
Code	Project Name	Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Spend to date £	Project Cost Outstanding £	Update
GCE1221	Happyhansel PS Extension	557,163	0	509,494	47,669	322,336	187,158	491,494	18,000	Within budget and practical completion issued end March 2014. Small carry forward of budget required for agreement of final account and outstanding items scheduled for summer 2014.
GCE1304	Anderson High School Replacement	311,213	42,560,240	42,871,453	0	28,000,000	14,871,453	590,988	42,280,465	Project Requests submitted to HubCo. Environmental, Archaeological, Geological Assessments and Design Work all being progressed.
Total		868,376	42,560,240	43,380,947	47,669	28,322,336	15,058,611	1,082,482	42,298,465	

Code	Project Name	Budget				Funding		Expenditure		Update
		Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Spend to date £	Project Cost Outstanding £	
GCA0241	Extensions to ET & Taing Houses - Spend to Save Project	2,657,083	0	2,657,083	0	0	2,657,083	1,063,204	1,593,879	Phase 1 on site and approx 90% complete but some slippage to 14/15 required due to contractor overrun. Phase 2 scope being reviewed.
GCA0242	NHS Conversion Scalloway School	2,000,000	0	2,000,000	0	2,000,000	0	80,752	1,919,248	NHS funded project to be tendered by SIC shortly.
GCA0233	Occupational Therapy Resource Centre	3,027,500	0	3,084,870	(57,370)	1,534,000	1,550,870	3,077,707	7,163	Building officially opened on 24 July, 2013 with NHS jointly funding this project. The outstanding enabling works budget was not carried forward into 13/14 which resulted in an 13/14 overspend. Final A/c still to be settled but remedial works have been accrued.
Total		7,684,583	0	7,741,953	(57,370)	3,534,000	4,207,953	4,221,664	3,520,290	

Code	Project Name	Budget				Funding		Expenditure		Update
		Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Net Spend to date £	Total SIC Project Cost Outstanding £	
GCY5141	Lanfill Capping	920,000	0	846,000	74,000	0	846,000	328,949	517,051	BRO anticipates Phase 1 will be 74k less than budget, with some slippage to 14/15 required. Further phases programmed for 14/15,15/16 & 17/18.
GCY5501	Gremista Work/shp Recladding	677,886	0	692,886	(15,000)	0	692,886	689,219	3,667	Completion of works programmed for 14/15, BRO anticipates that this will be overspent by 15K.
GCY5506	Sellaness Biomass Boilers - Spend to Save	140,000	0	140,257	(257)	0	140,257	140,257	0	Spend to save budget complete with minor overspend, previously slipped from last year.
GCY5507	Town Hall and Lystina Conservation Project	35,000	400,000	435,000	0	0	435,000	7,606	427,394	Funding bids being prepared.
GCY6125	B9071 Bixter to Aith Phase 2	1,452,563	0	1,435,692	16,871	0	1,435,692	1,435,692	0	Contract works complete and Final A/C paid 13/14. BRO anticipates small saving against project with only land purchase still to be to be settled.
GCY6205	Laxaburn Bridge Replacement	240,000	0	240,000	0	0	240,000	25,777	214,223	Works programmed for 14/15
GCY6207	Strand Loch Bridge	445,000	0	445,000	0	0	445,000	-5,477	450,477	Works programmed for 14/15, BT refund received for payments made in 11/12
GCY6208	Effirth Bridge	235,000	0	214,455	20,545	0	214,455	209,455	5,000	BRO anticipates 20.5K underspend with c/f of 5K required to complete in 14/15.
GCY6209	Burra Bridge Bearings	498,216	0	498,216	0	0	498,216	30,978	467,238	Works tendered and programmed for 14/15.
GCY6210	Trondra Bridge Bearings	500,000	0	500,000	0	0	500,000	0	500,000	Consultants report 14/15, works contract programmed for 15/16.
GCY7216	Viking Bus Terminus/Shelters	60,000	0	60,000	0	0	60,000	17,370	42,630	Purchase delayed in 13/14 and 43K slippage required to 14/15.
GCY7255	Community Care Vehicles - Spend To Save	56,295	0	56,295	0	0	56,295	56,783	-488	Purchase of more efficient vehicles for care homes. Spend to save budget approved 16/06/13 - now complete with minor overspend.
GCY7632	Leirna Life Extension	901,481	0	763,441	138,040	0	763,441	663,441	100,000	BRO had anticipated work would be complete in 13/14, however some minor works carried forward to 14/15.
GCY7634	Ticket Machines - Spend to Save	134,978	0	134,978	0	0	134,978	106,793	28,185	BRO advises that 28K slippage to 14/15 is required to complete project.
GCY7635	Bigga Life Extension	900,000	0	900,000	0	0	900,000	0	900,000	Works scheduled for 14/15
GCY7636	Geira Life Extension	2,000,000	0	2,000,000	0	0	2,000,000	0	2,000,000	Works scheduled for 15/16
GCY7637	Fivla Life Extension	2,000,000	0	2,000,000	0	0	2,000,000	0	2,000,000	Works scheduled for 16/17
GCY7638	Hendra Life Extension	1,700,000	0	1,700,000	0	0	1,700,000	0	1,700,000	Works scheduled for 18/19
GCM2313	Tugs for Sellaness	16,014,303	0	15,229,147	785,156	0	15,229,147	15,223,149	5,998	Tugs delivered and outstanding works have been actioned.

Code	Project Name	Budget				Funding		Expenditure		Update
		Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Net Spend to date £	Total SIC Project Cost Outstanding £	
GCM2316	Walls Pier	3,059,820	0	3,149,509	(89,689)	94,086	3,055,423	3,135,184	14,325	Practical completion reached, however Final A/C will not be processed until 15/16. Opening scheduled for end of May 2014.
PCM2141	Lerwick Terminal Life Extension	107,000	0	107,000	0	0	107,000	32,048	74,952	Reduced specification of works to linkspan deck plating and hydraulics only, BRO had anticipated this would be complete last year so 13/14 budget of 32K has been created from revenue. Further contract works scheduled for 14/15
PCM2142	Bressay Terminal Life Extension	107,000	0	107,000	0	0	107,000	32,048	74,952	Ditto above
PCM2143	Belmont Terminal Life Extension	167,000	0	167,000	0	0	167,000	32,048	134,952	Ditto above
PCM2144	Gutcher Terminal Life Extension	250,000	0	250,000	0	0	250,000	32,048	217,952	Works scheduled for 14/15
PCM2145	Ulsta Terminal Life Extension	67,000	0	67,000	0	0	67,000	23,887	43,113	13/14 budget of 27K to be fully spent, further works scheduled for 14/15
PCM2146	Toft Terminal Life Extension	67,000	0	67,000	0	0	67,000	23,769	43,231	13/14 budget of 27K to be fully spent, further works scheduled for 14/15
PCM2147	Vidlin Terminal Life Extension	50,000	0	50,000	0	0	50,000	0	50,000	Works scheduled for 14/15
PCM2148	Laxo Terminal Life Extension	50,000	0	50,000	0	0	50,000	0	50,000	Works scheduled for 14/15
PCM2149	Symbister Terminal Life Extension	85,000	0	85,000	0	0	85,000	0	85,000	Works scheduled for 14/15 & 15/16
PCM2150	Hamars Ness Terminal Life Extension	60,000	0	60,000	0	0	60,000	0	60,000	Works scheduled for 16/17
Total		32,980,542	400,000	32,450,876	929,666	94,086	32,356,790	22,241,023	10,209,853	

		Budget				Funding		Expenditure		Update
Code	Project Name	Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Spend to date £	Project Cost Outstanding £	
GCD1576	Fibre Optic Project - Phases I, II & III	1,719,264	0	1,412,370	306,895	290,000	1,122,370	940,370	472,000	Phase 1 & 2 complete. Phase 3 amended to landward route and delayed by consent approvals. Blackgaet to Maywick loop tendered and on site, completion estimated autumn 2014.
GCD1577	Fibre Optic Project - Phases IV, V & VI	1,084,158	0	1,101,850	(17,692)	0	1,101,850	1,101,850	0	Works complete with only retention to be paid, and this has been accrued.
UCL5203	Shetland College Extension	5,000,771	0	5,000,771	0	2,309,000	2,691,771	4,710,045	290,727	Practical completion issued end March 2014, some works to be carried out summer 14/15, and final a/c still to be agreed.
Total		7,804,194	0	7,514,991	289,203	2,599,000	4,915,991	6,752,264	762,727	

		Budget				Funding		Expenditure		Update
Code	Project Name	Approved Budget £	Provisional Earmarked Funding £	Predicted Project Outturn £	Under (Over) Budget £	External Funding £	Cost to SIC £	Spend to date £	Project Cost Outstanding £	
HCH3304	Brae New Housing	1,797,624	0	1,797,624	0	460,000	1,337,624	1,485,844	311,780	Contract 3 months late in starting on site due to cost saving exercise, redesign and approval for contractors appointment. Practical completion estimated July 2014
HCH3305	Hoofields New Housing	3,908,253	0	3,733,495	174,758	600,000	3,133,495	3,715,236	18,259	Project practically complete - only snagging works, and final A/c to be agreed. Further Scottish Government capital grant of 300K had been anticipated, but 13/14 grant 13/14 460K allocated to Brae New Housing instead
HCH3706	Heating Replacement Programme	400,000	0	463,016	(63,016)	0	463,016	463,016	0	Rolling programme of works being progressed, the budget and spend identified here is for financial year 13/14 only.
HCH3711	Retentions/ Final Accounts	20,000	0	20,000	0	0	20,000	0	20,000	Budget held for outstanding final A/Cs, not required in 13/14.
HCH3712	Housing Quality Standard	1,200,000	0	1,045,450	154,550	0	1,045,450	945,675	99,775	Numerous contractual appointments made (Kitchens / Windows / Insulation, etc.). Rolling programme of works being progressed, budget and spend identified here is for financial year 13/14 only.
HCH3714	Replacement MIS System	0	0	22,648	(22,648)	0	22,648	22,648	0	Part 1 implemented, part 2 commenced. Housing required additional funding to complete this stage of project project, this was funded from savings in other approved budgets.
HCH3715	Landward Crudens (Voe / Whalsay)	677,228	0	700,750	(23,522)	0	700,750	700,750	0	Additional costs on project caused by delays and difficulties on site. Housing required additional funding to complete project, this was funded from savings in other approved budgets and retention has been accrued.
Total HRA		8,003,105	0	7,782,983	220,122	1,060,000	6,722,983	7,333,169	449,814	

**Policy and Resources Committee****28 May 2014****Corporate and Executive Services Directorate -2013/14- 12 Month Performance Report****Report No: IP-14-14-F****Executive Manager Performance & Improvement****Corporate Services****1.0 Summary**

- 1.1 This report summarises the activity and performance of the Corporate Services Department and Executive Office for Quarter 4 of 2013/14, the 12 months up to the end of April 2014.

2.0 Decisions Required

- 2.1 The Policy and Resources Committee should discuss the contents of this report and make any relevant comments on progress against priorities to inform further activity within the remainder of this year, and the planning process for next and future years.

3.0 Detail

- 3.1 Progress against the “**this year we will**” priorities from the **Councils Corporate Plan** led by the Corporate Services Department and Executive Office.

Corporate Plan - Page 15 - "A properly led and well managed Council"

To be able to provide high-quality and cost-effective services to people and communities our organisation has to be run properly.

We are determined that we will be run to the very highest standards. In these challenging circumstances all decisions have to be taken properly and every service has to be highly professional and very efficient. We must make sure that we take the right actions now to protect the long-term well-being of Shetland.

We have established a clear vision and sense of purpose, which reflects local needs, and we can demonstrate linked-up planning and resourcing to make it happen.

We will have strong improvement-led and performance-driven culture and systems, and we have a systematic approach to identify risk and develop effective responses.

We will provide good-quality information regularly through a variety of means to tell people how we are doing and to make sure we take responsibility for our decisions.

This year we will:

Item	Description	Due Date	Assessment at end of 2013/14	R A G
Members Learning and Development Programme	Make sure member induction is followed by a learning and development programme		<p>We have continued to use a mix of formal and informal learning events for Members as part of their Development Programme. 38 seminars have taken place so far this year - with strong attendance figures - as well as more formal training in Media Skills, which 17 Members attended.</p> <p>The Council has also signed up to the national CPD Framework for elected Members, which gives a more formal structure for self-assessment and identification of training needs.</p>	G
Assessment Managers Leadership & Development Programme	Have a leadership and development programme in place for all managers	Jan 2014	A programme has been developed with the Improvement Service and delivery of it started in January 2014	G
Fully Developed Corporate Plan	See senior Councillors, the Chief Executive and corporate management team take the lead in developing the corporate plan and communicating it to the public and staff	July 2013	<p>Our Corporate Plan has been communicated to staff through the monthly team brief system, was published on the front page of the Council's website and its launch publicised through a press release. Ongoing reference is made to the Plan in meetings with Members, all Committee reports and the recent budget setting exercise, where all budget spend is being prioritised against Corporate Plan objectives.</p> <p>An updated version of Our Corporate Plan was approved by Council on the 26th March 2014.</p>	G
Integrated Financial Planning	Align timetables, time-spans and approaches for medium term financial planning & annual budgeting with , directorate and service planning	March 2014	The Council's Directorates are able to articulate service plans alongside the development of budget proposals. However, further work is still required to ensure that formal plans for approval can be submitted in conjunction with budget proposals so that Members have a clearly stated documented plan that is complimented by the budget.	G
Self Assessment - Code of Corporate Governance	Complete the Councils self assessment against the national "code of corporate governance" and		The Self Assessment process is planned to commence in January 2014 and was completed at the end of March.	A

	implemented any improvements required			
Mid-term Governance Review	complete a mid-term review of internal governance arrangements		The Business Programme for Committees and the Council for 2014/15 was presented to the Council on 11 December 2013. This, along with the Self Assessment of the Code of Corporate Governance, informed an initial review of the Council's governance arrangements in relation to the Constitution and Scheme of Administration and Delegations and was reported to the Council in May 2014, ahead of the mid-term of the Council in December 2014.	G
Workforce Strategy	develop and agree a workforce strategy	December 2014	Draft document underway, scheduled to be complete by Dec 2014.	A
Risk Register	make sure all risk registers are complete and up to date	December 2014	Departmental risk registers are fully operational and are driving how business is being done at departmental level. The Corporate and Strategic Risk Register has been updated to take account of recent changes and agreed by the key officers involved, and by CMT on 11 March 2014.	G
New Complaints Handling Procedure	implement the new complaints handling procedure		Implementation plan completed with new arrangements in place by the end of March 2014.	G

Corporate Plan - Page 16 - "Dealing with challenges effectively"

As Councillors, we serve the people of Shetland and they rightly expect us to do our very best in every way as we go about our work on their behalf.

We are the representatives of all Shetland's people and we have a duty to protect their interests, provide community leadership where necessary and speak up on their behalf here and in regional, national and international forums.

The strength of Shetland's voice should never be damaged by any failure of Councillors or the Council.

We will have to become a smaller commissioning body, fewer staff working with a wider range of other service providers and partners.

This approach means that we can continue to meet priorities and help local people and communities to help themselves

This year we will:

Item	Description	Due Date	Assessment at end of 2013/14	R A
------	-------------	----------	------------------------------	-----

				G
Shared Lobbying	Develop our constitutional change approach into a shared lobbying strategy	March 2014	The Our Islands Our Future campaign was launched in June with a joint interim position statement setting out the campaign's strategic goals. Since then the First Minister of Scotland made "The Lerwick Declaration", a Ministerial Working Group has been established and has met five times, a highly successful conference involving international speakers was delivered in Kirkwall and the campaign has been to Westminster twice to meet UK Government and Labour Party representatives.	G
Key Plans	Make sure that key plans such as the Shetland single outcome agreement and this corporate plan are complete and approved, that they address the issues highlighted and they link to each other.	March 2014	<ul style="list-style-type: none"> • Draft Directorate Plans agreed March 2013 • Corporate Plan & Final Directorate Plans June 2013 • Single Outcome Agreement July 2014 • Medium Term Financial Plan Updated August 2013 • Asset Strategy updated August 2013 • Asset Investment Plan (Capital Programme) Targeted December 2013 • 2014/15 Budget set in December 2013 • Service, Directorate & Corporate Plans updated March 2014 	G
Equality Impact Assessments	Ensure we regularly collate, scrutinise and report on workforce profile data and ensure equality impact assessments are completed for all new strategies and policies	March 2014	<p>Integrated impact assessments are now required for all change programme projects.</p> <p>Workforce Profile data is collated, reported and scrutinised using the Council's Performance Management system – Covalent. Equality Impact Assessments are produced for all HR policies.</p>	A

Corporate Plan - Page 17 - "Living within our means."

We will have reliable arrangements in place to make sure we can manage our finances over the long term.

We will make spending decisions that realistically reflect the money we have.

We will make the best economic, efficient and effective use of our buildings and other physical assets.

We will meet our supply needs economically and efficiently

This year we will:				
Item	Description	Date Due	Assessment at end of 2013-14	
Follow Medium Term Financial Plan	Meet our budget targets set out in the medium term financial plan	March 2017	The Council agreed its 2014-15 budget in line with the Medium Term Financial Plan in December 2013, and in doing so, was the first Council in Scotland to agree its budget for the forthcoming year.	G
Internal Efficiencies	Implement all the internal efficiencies we have identified	March 2015	Work is ongoing to implement the efficiency savings that were identified as part of the SOFIE exercise. It is anticipated that where possible these will be in 2014-15 budget proposals.	A
Further Savings	Keep challenging everyone across the whole Council to make further savings	Ongoing	The Council has set Target Operating Budgets for each Directorate for the next 5 years which include challenging savings targets. This is helping to change the culture of the organisation, so that there is a constant drive to find efficiencies and savings.	A
Dispose of Buildings	Dispose of a further seven buildings raising £750,000 in capital receipts	March 2014	Sales agreed, but not all transactions finalised.	A
Review Procurement Rules	Update our standing orders about contracts and procurement to ensure best practice	June 2013	Updated Standing Orders approved by Council August 2013	G
Re-negotiate Contracts	Re-negotiate contracts with our biggest suppliers to achieve savings	Ongoing	Numerous contracts re-tendered resulting in savings, e.g. liquid fuels, weather forecasting, foodstuffs, insurance	A
Partnership purchasing	Work with public sector partners to buy things cheaper together	Ongoing	Dialogue ongoing regarding commodities and use being made of national and regional frameworks.	A
E-procurement	Train relevant staff in e-procurement and other forms of electronic ordering better	March 2014	Expected to be substantially complete by end of June 2014.	A

3.2 Progress against **Change Programme** projects led by the Corporate Services Department and Executive Office.

Ref & Item	End	Progress	RAG
FC01 - Link corridor and new areas between ET House & Taing House	March 2014	Project completion for phase 1 programmed for April 2014	G
GH02 - Resolution of the Housing debt	March 2015	Proposal presented to Scottish and Westminster Governments. Both agreed to support the proposal and Westminster announcement made in December 2013.	G

		Further work on the detail of the proposal is continuing in 2014.	
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3.3 Progress against other **Directorate Plan** priorities agreed for the Corporate Services Department and Executive Office.

Item	Assessment at end of 2013/14	Due Date	RAG
Support, monitor and report on delivery of the Council's Change Programme	Reporting to Policy and Resources Committee each cycle.	Each cycle	A
Produce an updated Medium Term Financial Plan for 2013-18	Updated MTFP approved by Council August 2013.	August 2013	G
Lead highly effective budgetary control measures across the Council	Reporting to Policy and Resources Committee each cycle.	Each cycle	G
Deliver the Councils Internal Audit Plan	On track, reporting to Audit Committee bi-annually.	Next report November 2014	G
Update and implement Planning and Performance management Arrangements that bring all key plans together	Update Planning and Performance Management Framework approved by Council in July 2013, implementation on track.	Update May 2014	G
Deliver a replacement for the Pathfinder ICT network	Project on schedule to deliver affordable, fit for purpose network links in place March 2014.	March 2014	G
Ensure the Councils Risk Management processes and records are complete	Risk Registers all in place, review of risk management policy to be undertaken in 2014/15	March 2015	A
Ensure the Councils Asset management arrangements are complete	Updated Asset Strategy and associated Implementation Plan approved by Council on 28 August 2013.	August 2013	G
Develop a more co-ordinated approach to Council advertising activity	CMT agreed the way forward on the consolidation of local advertising budgets. Initial meetings have been held with all three advertising contracts now in place.	March 2014	G
Refresh the	A framework for the strategy has been	March	G

Council's Communications Strategy	developed and discussed with Executive Managers and Directors.	2014	
Deliver efficient and joined-up clerical/admin support in the North Ness	This review has been completed. New staffing structure was agreed at Executive Committee on 2 December and the team is now in place.	December 2013	G

3.4 Overview of **Service Plan Progress** in the Corporate Services Department and Executive Office.

Service	Key Actions	RAG Rating	Number
Chief Executives Office	3	Green	3
		Amber	-
		Red	-
Capital Programme	7	Green	3
		Amber	4
		Red	-
Finance	9	Green	8
		Amber	1
		Red	-
Governance & Law	22	Green	13
		Amber	9
		Red	-
Human Resources	4	Green	1
		Amber	2
		Red	1
ICT	4	Green	3
		Amber	1
		Red	-
Performance & Improvement	7	Green	5
		Amber	2
		Red	-
Internal Audit	2	Green	2
		Amber	-
		Red	-

3.5 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

4.0 Implications

Strategic

4.1 Delivery on Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan and part of the "Organising our Business" priority in the Council's Improvement Plan.

4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and

voluntary sector partners in maintaining appropriate services for the public.

4.3 Policy and/or Delegated Authority –

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 – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.

4.6 Environmental – NONE

Resources

4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.

4.8 Legal – NONE

4.9 Human Resources - NONE

4.10 Assets And Property – NONE

5.0 **Conclusions**

5.1 This report demonstrates good progress against the priorities identified in the Council's Corporate Plan, and the Corporate Services and Chief Executives Office Directorate Plan 2013/14.

For further information please contact:

John Smith, Executive Manager – Performance and Improvement

Appendices

Appendix	1	–	Corporate Services Indicators
Appendix	2	-	Chief Executive Indicators

Executive Committee - Performance Overview - Corporate Services Indicators



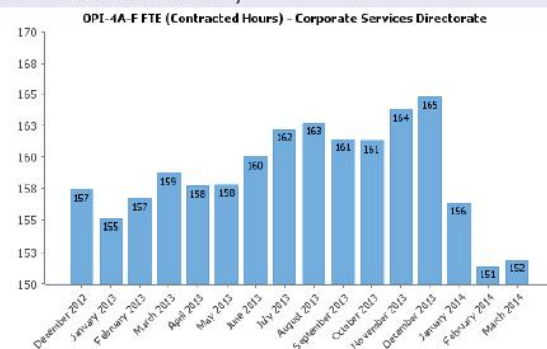
Generated on: 12 May 2014

Full-time equivalents in Corporate Services Directorate – Contracted Hours only

Short-Term Long-Term

Purpose & Guidance

This PI is a measure of headcount, at the moment it only includes contracted hours. It does not include hours worked beyond contract (either straight-time or time-and-a-half overtime). It does not include hours worked by Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.



March 2014 result
152

Getting Worse

Improving

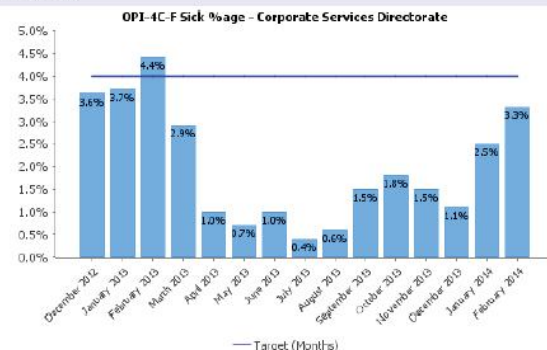


Percentage Rate Of Sickness in Corporate Services Directorate

Short-Term Long-Term

Purpose & Guidance

This indicator shows the percentage of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.



February 2014 result



Getting Worse

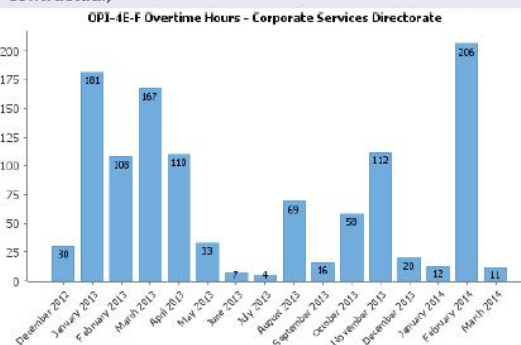
Getting Worse



Overtime Hours in Corporate Services Directorate (non-contractual)

Purpose & Guidance

This PI measures non-contractual, time-and-a-half, overtime hours. It does not include hours worked beyond contract where these are straight time (e.g. a 20 hour per week person working 30 hours one week). It does not include contractual overtime (e.g. the 5 hours contracted overtime that most ferry staff have).



March 2014 result
11

Short-Term Long-Term

Improving

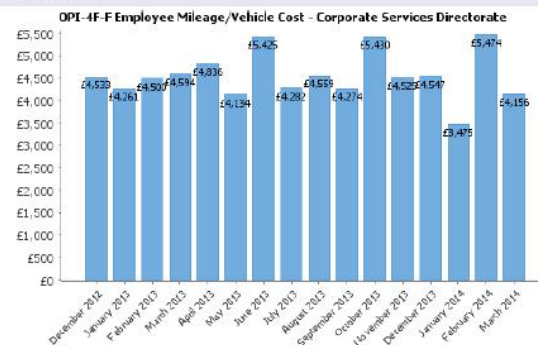
Improving



Employee Mileage/Vehicle Cost in Corporate Services Directorate

Purpose & Guidance

This measures the cost to the Council, of Car Allowances and mileage done in employee's own vehicles. This PI includes Essential Car Allowance plus the cost of mileage claimed. It does not include any "employers on-costs". There are some mileage/vehicle claims that are omitted from this indicator, these are usually trivial amounts and do not affect overall trends. It does not include any costs for Council owned vehicles.



March 2014 result
£4,156

Short-Term Long-Term

Improving

Improving



Executive Committee - Performance Overview - Executive Services Indicators

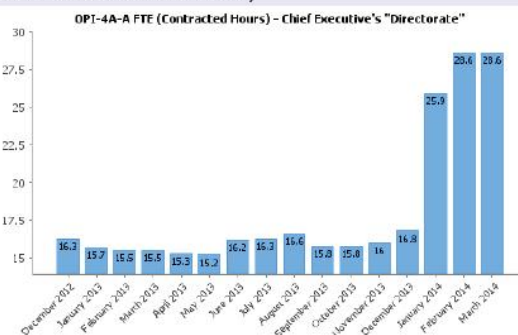
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Full-Time Equivalents in the Chief Executive's "Directorate"- Contracted Hours only

Short-Term Long-Term

Purpose & Guidance

This PI is a measure of headcount, at the moment it only includes contracted hours. It does not include hours worked beyond contract (either straight-time or time-and-a-half overtime). It does not include hours worked by Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.



March 2014 result
28.6

No Change

Getting Worse

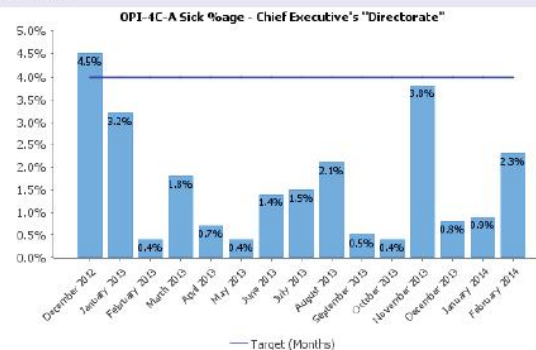


Percentage Rate Of Sickness in Chief Executive's "Directorate"

Short-Term Long-Term

Purpose & Guidance

This indicator shows the percentage of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.



February 2014 result



Getting Worse

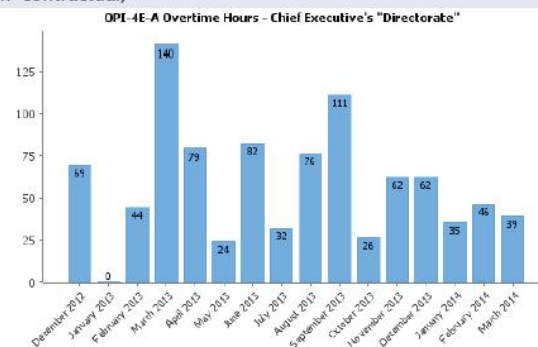
Getting Worse



Overtime Hours in Chief Executive's "Directorate" (non-contractual)

Purpose & Guidance

This PI measures non-contractual, time-and-a-half, overtime hours. It does not include hours worked beyond contract where these are straight time (e.g. a 20 hour per week person working 30 hours one week). It does not include contractual overtime (e.g. the 5 hours contracted overtime that most ferry staff have).



Short-Term

Long-Term

Improving

Improving

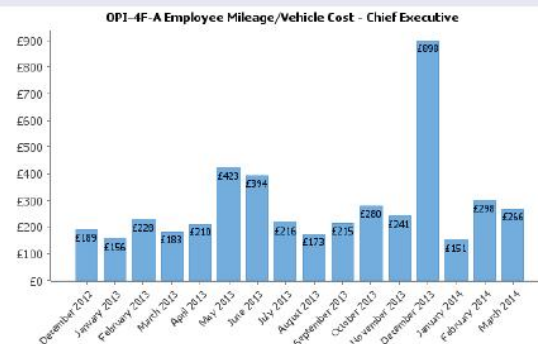
March 2014 result
39



Employee Mileage/Vehicle Cost in Chief Executive

Purpose & Guidance

This measures the cost to the Council, of Car Allowances and mileage done in employee's own vehicles. This PI includes Essential Car Allowance plus the cost of mileage claimed. It does not include any "employers on-costs". There are some mileage/vehicle claims that are omitted from this indicator, these are usually trivial amounts and do not affect overall trends. It does not include any costs for Council owned vehicles.



Short-Term

Long-Term

Improving

Improving

March 2014 result
£266





**Policy and Resources Committee
Shetland Islands Council**

**28 May 2014
28 May 2014**

Overall Council Performance Report – 2013/14 – End of Year

Report : IP-15-14-F

**Chief Executive
Director Corporate Services
Executive Manager – Performance &
Improvement**

**Chief Executive
Corporate Services**

1.0 Summary

- 1.1 This report presents an overview of performance across the Council during 2013/14.

2.0 Decisions Required

- 2.1 The Policy and Resources Committee and Council should discuss the contents of this report and comment on progress against priorities to inform the planning process for next and future years.

3.0 Detail

- 3.1 The Council approved its first modern Corporate Plan in June 2013 which set out ambitious service and financial objectives to be achieved within the term of this Council. At that same time the Council endorsed a “Change Programme” of key projects for 2013/14 to help manage the delivery of that plans.
- 3.2 Progress has been reported to Committee and Council quarterly since the approval of the plan, with today’s overall performance report, and the departmental reports considered earlier this week covering the time period up to the end on April 2014.
- 3.3 Departmental reports have provided a detailed progress statement on all key actions and have provided Members with an opportunity to ask questions about any particular project. The “what we have achieved so far” section of “Our Corporate Plan” also highlights significant progress across all priorities.

- 3.4 The most significant actions and projects for last year were identified and given special management attention as a “Change Programme”. Progress against individual items has been reported through Committee including the Departmental reports to this cycle.

A summary of progress on the 2013/14 Change Programme is set out in the table below.

Directorate	2013 /14	Red	Amber	Green	Completed	Continuing	New	2014 /15
Children's Services	12	0	0	12	9	3	3	6
Health & Social Care	4	1	0	3	3	1	2	3
Infrastructure	3	0	3	0	2	1	2	3
Development	11	0	4	7	3	8	2	10
Chief Executive & Corporate	2	0	0	2	2	0	2	2
Totals	32	1	7	24	19	13	11	24

- 3.5 A number of the large projects implemented last year included efficiency and rationalisation objectives to help ensure the Council met its Medium Term Financial Plan objectives. Appendices 1 and 2 include information relating to overall staff numbers. As can be seen from those graphs staffing levels continued to fall significantly using all measures from previous levels. Full Time Equivalent (FTE) staff numbers are now some 200 less than this time last year and more than 500 down on their 2010 peak. Historically the Council is now at a staffing level similar to 2005, after the Shetland Welfare Trust staff were transferred in. While these reductions in staff levels involved a number of early retirements and voluntary redundancies we were substantially able to avoid compulsory redundancies. The Council continues to be committed to making future changes in dialogue and discussion with affected staff.

4.0 **Implications**

Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of a well run organisation meeting the obligations of Best Value. The regular review of performance and delivery against key plans is an important feature of the Council's Planning and Performance Management Framework.
- 4.2 Community /Stakeholder Issues – None
- 4.3 Policy and/or Delegated Authority –

The Councils Constitution – Part A Governance - specifies the Policy and Resources Committee as the managing body for the Corporate Plan but decision making responsibility is reserved to the full Council.

4.4 Risk Management – Effective performance monitoring and reporting helps to identify and manage risks.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial – The 2013/14 draft outturn report on this agenda provides more detailed information on financial performance.

4.8 Legal – NONE

4.9 Human Resources - NONE.

4.10 Assets And Property – NONE.

5.0 Conclusions

5.1 The Council has made substantial progress during 2013/14 towards delivering the objectives set out in “Our Corporate Plan”.

For further information please contact:

John Smith – Executive Manager – Improvement and Performance

01595 744513

jrsmith@shetland.gov.uk

Appendix 1 – Council Wide Performance Measures

Appendix 2 – Overall Staffing Numbers

Performance Overview - Council-wide Indicators

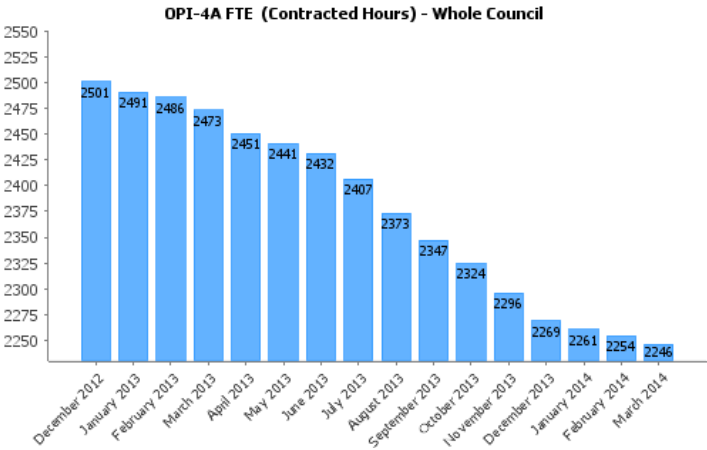
Generated on: 13 May 2014

The Number of Full-Time Equivalents - Whole Council - Contracted Hours only

Short-TermLong-Term

Purpose & Guidance

This PI is a measure of headcount, at the moment it only includes contracted hours. It does not include hours worked beyond contract (either straight-time or time-and-a-half overtime). It does not include hours worked by Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.



March 2014 result
2246

ImprovingImproving

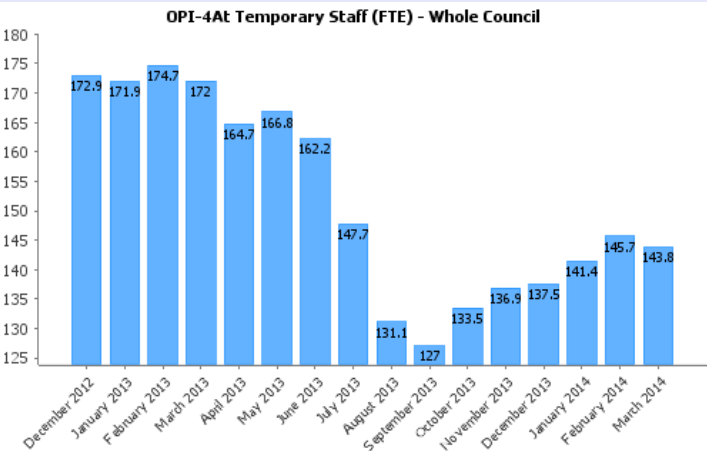


Temporary Staff (FTE) in Whole Council

Short-TermLong-Term

Purpose & Guidance

This PI is a measure of the number of FTE staff on temporary contracts. These temporary staff ARE also included in the total FTE (Contracted Hours) PI. It does not include the hours they work beyond their contract (either straight-time or time-and-a-half overtime). It does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.



March 2014 result
143.8

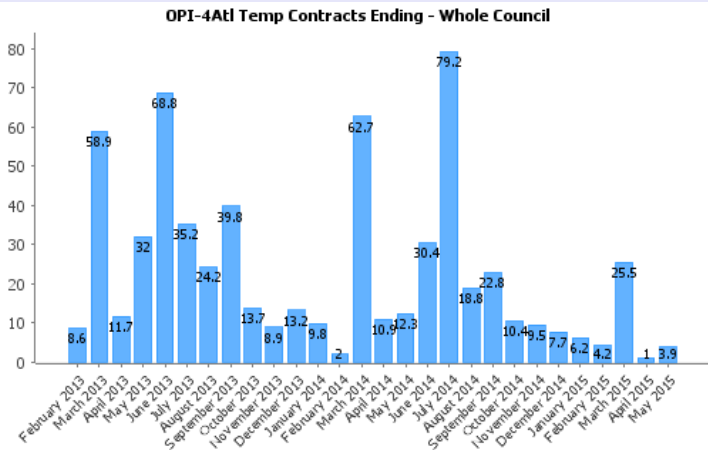
ImprovingImproving



Temp Contracts Ending in Whole Council

Purpose & Guidance

This PI shows when current temporary contracts are due to end. These temporary staff ARE included in the total FTE (Contracted Hours) PI.



May 2015 result
3.9

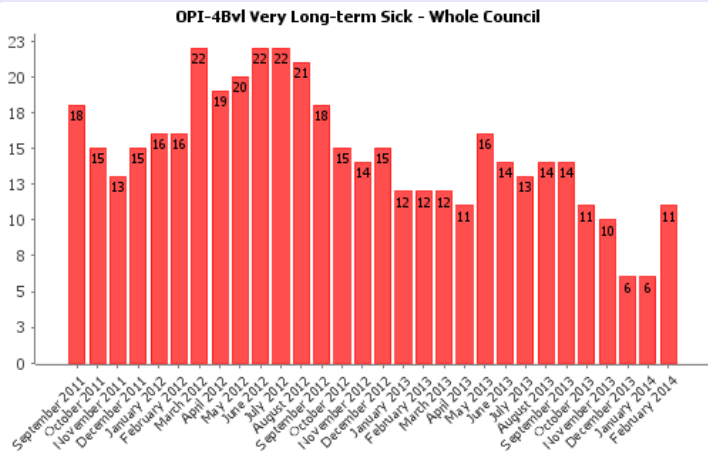
Short-Term
Getting Worse
Long-Term
Improving



Very Long-term Sick Headcount in Whole Council

Purpose & Guidance

This PI measures the number individuals who have been sick for over 6 months. All Executive Managers and Directors should already be aware of staff in their areas that have been absent for extended periods of time.



February 2014 result
11

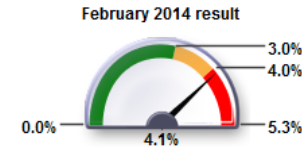
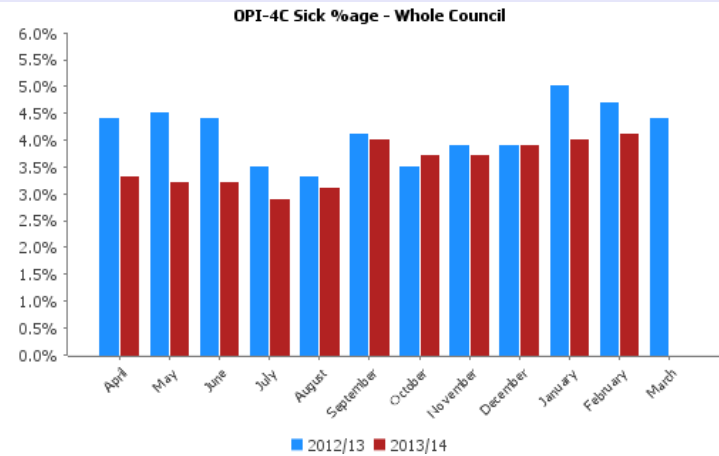
Short-Term
Getting Worse
Long-Term
Improving



Percentage Rate Of Sickness in Whole Council

Purpose & Guidance

This indicator shows the percentage of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.



Short-Term Long-Term

Getting Worse

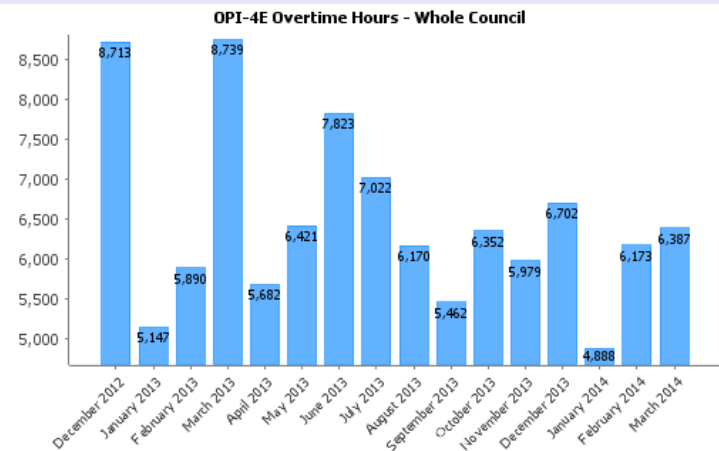
Getting Worse



Overtime Hours in Whole Council (non-contractual)

Purpose & Guidance

This PI measures non-contractual, time-and-a-half, overtime hours. It does not include hours worked beyond contract where these are straight time (e.g. a 20 hour per week person working 30 hours one week). It does not include contractual overtime (e.g. the 5 hours contracted overtime that most ferry staff have).



March 2014 result
6,387

Short-Term Long-Term

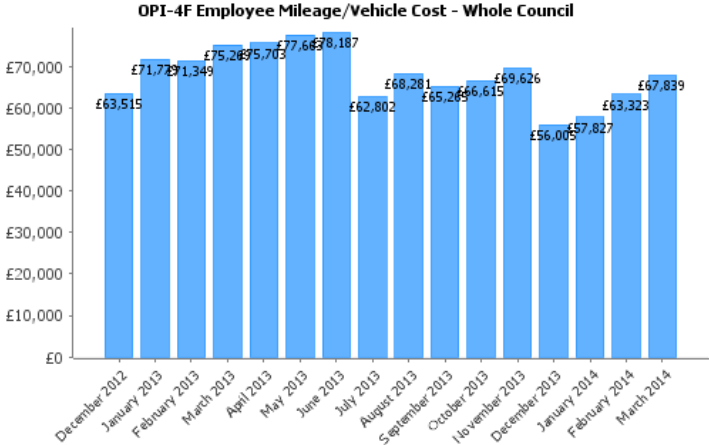
Getting Worse

Improving



Purpose & Guidance

This measures the cost to the Council, of Car Allowances and mileage done in employee's own vehicles. This PI includes Essential Car Allowance plus the cost of mileage claimed. It does not include any "employers on-costs". There are some mileage/vehicle claims that are omitted from this indicator, these are usually trivial amounts and do not affect overall trends. It does not include any costs for Council owned vehicles.



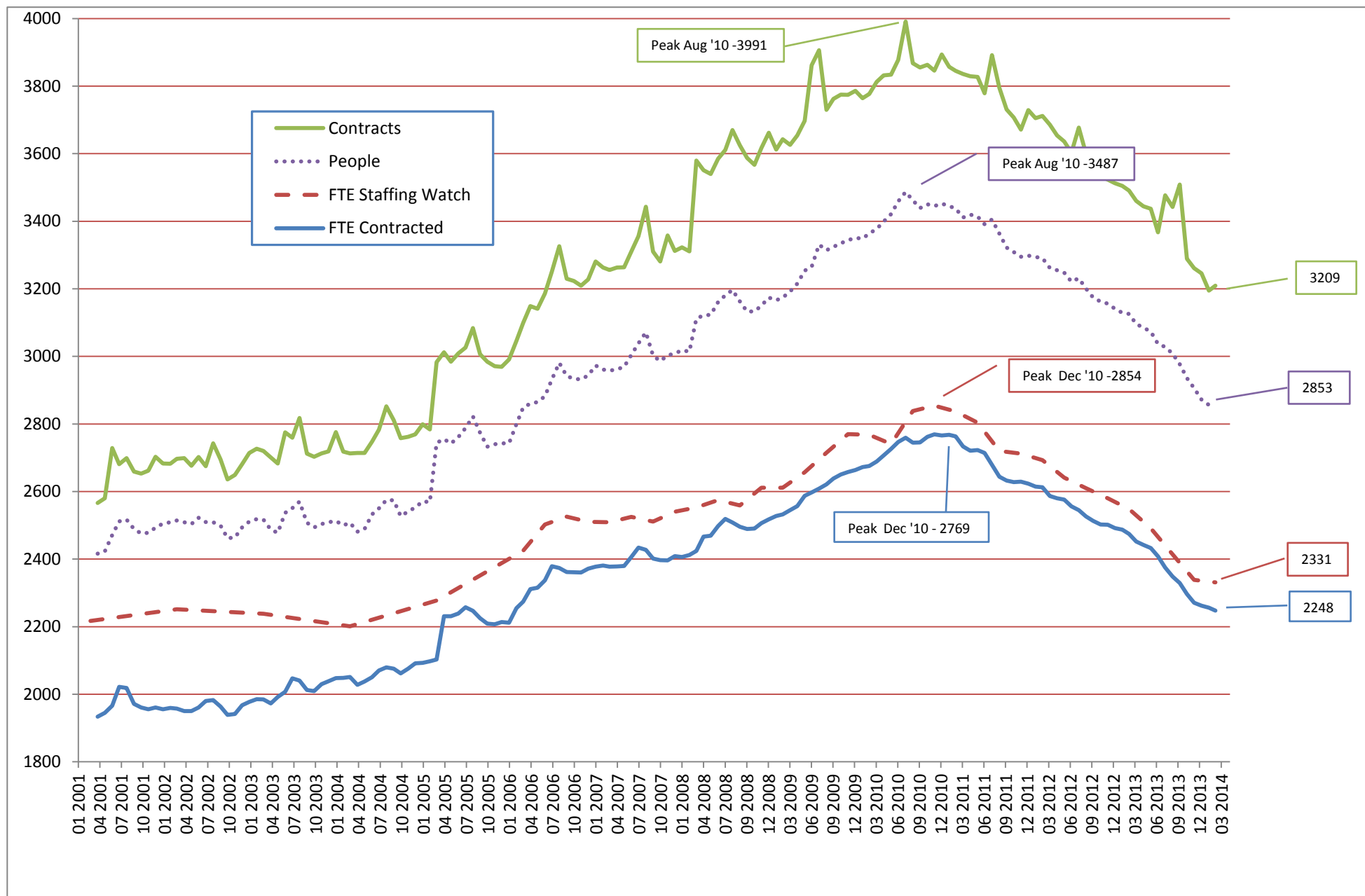
March 2014 result
£67,839

Getting Worse

Improving

↓

↑



**Policy and Resources Committee****28 May 2014****Corporate Services and Chief Executive Directorate Plan 2014/15****Report No: IP-13-14-F****Report by : Director of Corporate Services
Chief Executive****Corporate Services
Chief Executive****1.0 Summary**

- 1.1 This report presents the final edit of the Corporate Services and Chief Executive Directorate Plan for 2014/15 aligned with the Councils' Corporate Plan.

2.0 Decisions Required

- 2.1 The Committee is requested to recommend this version of the plan for further sharing with partners, staff and the community

3.0 Detail

- 3.1 The Policy and Resources Committee approved the objectives, priorities and proposed actions in the 2014/15 Directorate Plan at its meeting on 17th March 2014.
- 3.2 That meeting also delegated authority to the Director of Corporate Services to make any necessary adjustments to the plan to ensure it is fully aligned with the final version of the Corporate Plan approved by Council.
- 3.3 The updated version of the plan, attached as Appendix 1 to this report , is the results of that work.
- 3.4 2014/15 Service Plans for the Directorate have also been updated and are available on the Performance Management Section of the Councils' Intranet Site.

4.0 ImplicationsStrategic

- 4.1 Delivery on Corporate Priorities – Effective Planning and Performance Management are key features of a well run organisation meeting the obligations of Best Value. The regular review and update of key plans is an important feature of the Councils' PPMF and a specific action in the current Corporate Plan.
- 4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.
- 4.3 Policy and/Or Delegated Authority –
- 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 Directorate and 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.”
- 4.3 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.
- 4.4 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.

4.5 Environmental – NONE

Resources

- 4.6 Financial – The actions, measures and risk management described in this report have been developed within the resource limits of existing approved budgets.
- 4.7 Legal – NONE
- 4.8 Human Resources - NONE
- 4.9 Assets and Property – NONE

5.0 Conclusions

- 5.1 The Corporate Services and Chief Executive Directorate plan for 2014/15 has been updated as part of the planning and budgeting work done over the previous number of months. The Committee is now asked for final comments on its layout and structure before recommendation to Council.

For further information please contact:

John Smith, Executive Manager – Performance & Improvement, 01595 744513
jrsmith@shetland.gov.uk

Appendices

Appendix 1 – Corporate Services and Chief Executive Directorate Plan

Appendix 2 – Corporate Services and Chief Executive Risks

Links to Background documents:

Directorate Service Plans for 2014/15

Corporate Services and Chief Executives Department

“Delivering Professional Solutions Together”

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Corporate Services & Chief Executives Directorate Plan 2014/15

This Directorate plan provides an overview of the plans over the next year for Corporate Services and the Chief Executives Department. SMART Action Plans, Performance Measures and Risk Management arrangements are included at the end of this plan.

Context

Corporate Services and the Chief Executives Department plans are presented together as the two directorates share responsibilities for a wide range of functions and activities which are geared towards providing services that advise and support the Council across all its work with some direct services to the general public.

About Us

The Corporate Services Department is led by the Director of Corporate Services and consists of six sections. The Chief Executives Department is led by the Chief Executive and has two sections. We are based at 8 North Ness, Town Hall, 20 Commercial Rd and Garthspool.

Service	Number of Staff(FTE)	Net Revenue Budget (£)	Net Capital Budget (£)
Corporate Services Directorate	1.95	144,720	0
Finance	55.68	2,352,374	0
Capital Programme	20.03	2,443,278	0
Governance & Law	30.04	1,323,332	0
Human Resources	26.46	1,360,684	0
ICT	23.54	1,439,532	676,000
Performance & Improvement	5	201,622	0
Valuation Joint Board	0	284,300	0

CS- Corporate Services; CP– Capital Programme; E– Executive; F– Finance; GL- Governance and Law; HR- Human Resources;
ICT- Information and Communications Technology; IA- Internal Audit; PI- Performance and Improvement

Corporate Services & Chief Executives Directorate Plan 2014/15

Fund Managers Fees	0	600,000	0
Corporate Services Total	168.4	10,149,842	676,000
Chief Executive	12.42	1,249,436	400,000
Internal Audit	4.42	196,736	0
Chief Executive Total	16.84	1,446,172	400,000

The Directorates report to the Council's Executive Committee for much of the resource and performance management functions and directly to the full Council on a range of matters which are not delegated to any of the Council's Committees.

The Directorates supports and reports to the Council's Audit & Standards committee in its governance role and services the Licensing Board and Shetland Joint Valuation Board.

Corporate Services delivers the following functions;

- Capital Programmes, including Asset Management and Procurement
- Finance
- Governance and Law
- Human Resources
- Improvement and Performance
- Information and Communications Technology

The Chief Executives Department delivers;

- Executive Services
- Internal Audit

Capital Programmes, including Procurement

The service's key functions are:

- Capital Programme Management

- Design Services and Project Management
- Procurement and Contract Compliance
- Asset Management

Finance

The primary activities within the Finance Service are:-

- Budgetary Control – revenue budget setting and revenue and capital budget monitoring;
- Professional financial advice to council services and Councillors;
- Responding to government returns and consultations;
- Preparation of the annual financial statements for the Council and its group;
- Treasury Management of over £500m of public money;
- Provision of a payroll service to over 2,300 FTE employees and over 1,500 pensioners;
- Payment of over 80,000 transactions (including over 65,000 invoices) each year;
- Management and administration of the Shetland Islands Council's £300m Pension Fund;
- Local administration of the DWP's Housing Benefit and Council Tax Reduction scheme, making payments of over £3.8m per year to some of the most vulnerable people in Shetland;
- Billing and collection of Council Tax, National Non-Domestic Rates and Housing Rents for over 15,000 individual accounts
- Management of the Council's Sales Ledger which issues over 20,000 invoices per year; and
- Ensuring the Council collects over £100m of income each year.

Governance and Law

The service is primarily responsible for:

- Administering Council meetings, the various committees, joint boards and other bodies, such as the Shetland Charitable Trust, Orkney and Shetland Valuation Joint Board and Children's Hearings Scotland.
- Administering elections
- Insurance and risk management

- Health and Safety, including Road Safety and Community Safety
- Registration services (births, deaths and marriages, civil ceremonies, citizenship etc.)
- Liquor Licensing
- Advising the Council and its officers on legal issues
- Undertaking legal work in relation to conveyancing, contracts and leases
- Securing external legal advice on specialist areas of the law
- Representing the Council at Court, tribunals and enquiries
- Data protection and freedom of information compliance
- Corporate records management
- Emergency planning and resilience activities for the Council and NHS Shetland

Human Resources

The service's key functions are:

- developing and implementing employment strategies, policies and practices
- providing support to ensure good working practices and employee relations across the organisation
- employment transactions
- workforce planning
- employee development
- employee health and wellbeing

Information and Communications Technology

The Service is primarily responsible for:

- ICT Strategy
- Project Management & Implementation
- Operations (including service desk, resolving incidents at first point of contact and data centre management)
- Technical Support (including school support)

- Security and Audit

Performance & Improvement

The service is primarily responsible for:

- identifying opportunities for service redesign and improvement
- supporting and developing strategies for change management and organisational transformation
- ensures that service redesign, business transformation and benefit realisation is carried out consistently across the Council
- leading and managing the performance and improvement agenda which aims to modernise and improve services
- preparing and advising on council-wide policy and strategy
- corporate, directorate and service planning and performance reporting

Executive Services

The Service is primarily responsible for:

- Chief Executive and Political Leadership business support
- Senior Management Team co-ordination and support (Corporate Management Team, '*Executive Influence*' and '*Executive Influence Plus*')
- Elected Member Support and Development (including Informal Chairs meetings)
- Online general enquiry service
- Communications, including media management, internet/intranet site content management
- Town Hall venue management and stewarding
- Civic event management
- Internal mail service
- Business Support to the Corporate and Chief Executive's Departments

Internal Audit

The service is primarily responsible for:

- Internal Audits of services
- Corporate Reviews

- IT Reviews
- Investigations

Best Value Principles

Corporate Services and the Chief Executives Department have a leading role in ensuring the Council demonstrates it is delivering Best Value in all its activities. We need to make sure that the right strategies, procedures, systems and processes are in place and make sure they are being followed across the whole Council. We can't do all of that by ourselves, we need all the other directorates and services to play their part in doing their business properly.

The core BV principles are;

- We have a clear vision and sense of purpose which reflects local needs and we can demonstrate linked-up planning and resourcing to deliver that vision;
- We give strong community leadership and deliver improvement with our partners; and we engage effectively with communities in understanding their needs, and when making decisions;
- We provide good quality information to deliver public accountability;
- We ensure the Council exhibits good governance and maintains strong internal accountability;
- We have a strong improvement led and performance driven culture and systems and we have a systematic approach to identify risk and develop effective responses;
- We have robust financial management arrangements that ensure financial sustainability; and we make spending decisions that realistically reflect our financial resources and limits;
- We integrate effective workforce planning with the Council's other key planning processes;
- We make the best economic, efficient and effective use of our buildings and physical assets;
- We can demonstrate we meet our supply needs economically and efficiently;
- We have secure information and communication systems that support service delivery;

- We have sustainability embedded in our vision and ensure we use resources sustainably;
- We lead equality improvements, provide equality of opportunity and fair outcomes.

Vision

The management team's vision for the Directorate is: ***“Delivering Professional Solutions Together”***.

Our Aims

The Corporate Services and the Chief Executives Department Directorates will take the lead role in ensuring that the Council's key structural plans are properly developed and implemented.

These key plans include;

- Corporate Plan / Change Management Programme
- Medium Term Financial Plan
- Workforce Strategy
- Learning and Development plan
- Administration and Financial Regulations including Standing Orders
- Risk Management Strategy
- 5 Year Asset Investment Strategy
- Long Term Asset Investment Strategy
- Commissioning and Procurement Strategy
- Planning and Performance Management Framework (PPMF)
- ICT Strategy

- Communications Strategy
- Internal Audit Plan
- Health and Safety Strategy

This will;

- support the Council to further demonstrate it is a well led and professionally managed organisation living within its means,
- ensure we are well prepared for Best Value 2, and
- are in an improved position to deliver professional support solutions to front line services on an efficient and secure basis.

Within these key plans and in our Directorate and Service activity we will;

- Demonstrate efficiencies and improved work flows in by using modern information systems to streamline processes and avoid duplication.
- Ensure our Directorates' staff are respected in their professional roles and feel valued and motivated.
- Ensure our staff have the skills and get the training they need to do their jobs to the highest standard.
- Have delivered the agreed savings and changes within our Directorates
- Support other Directorates' reviews appropriately to help deliver the agreed savings and changes across the Council
- Have a procedural framework and support and development arrangements in place so that elected members and managers are able to demonstrate they are working well together
- Demonstrate safe effective and improved core services which meet our customers' needs.

Success will be that:

“We have delivered what we said we would”

What We Achieved Last Year

- The Council agreed a comprehensive Corporate Plan in July 2013 co-ordinated by Performance & Improvement
- The Medium Term Financial Plan was updated by Finance and approved by the Council in August 2013;
- The Council was the first in Scotland to agree its 2014-15 budget, which allowed services more time to plan for the year ahead (such as presenting directorate plans to committee prior to the start of the new financial year);
- A borrowing policy and strategy was developed by Finance and adopted by Council
- Finance developed a new Investment Strategy which was adopted by Council to manage its £200m of reserves
- Services within Corporate and Executive worked with housing colleagues to secure a solution to the HRA debt problem.
- The Council's Change Programme was developed and co-ordinated by Performance and Improvement;
- The Asset Strategy was revised and a rationalisation of office accommodation was managed by Capital Programme;
- The Procurement Strategy implementation has achieved over £900k recurring savings over the last two years
- The Council's Contract Standing Orders were revised by Capital Programme, along with Governance and Law;
- The Council's investment in Mareel was safeguarded by securing heritable rights on the property. We worked well with partner agencies; Creative Scotland, Highlands and Islands Enterprise (HIA) to support SADA and seek change management resources for Shetland Arts Development agency;
- Network capability and resilience and business support systems were implemented by ICT. This included a major project to replace the Scottish Government Pathfinder network which avoided increased costs of £2m ;
- Restructured the Registration Service in Shetland
- Secured a Service Level Agreement with Children's Hearings Scotland for the provision of administrative support to the Shetland Area Support Team
- Updated the Council's Scheme of Polling Arrangements
- Updated Community Councils' election processes
- Developed a revised Business Programme for Committees and Council meetings
- Prepared options for political governance restructuring and the mid-term review of Council appointments
- HR supported all departments of the council deliver service and staffing reviews whilst delivering the Council's objective of minimising the need for compulsory redundancies
- Launched revised HR policies including Employee Review and Development and Maximising Attendance

CS- Corporate Services; CP– Capital Programme; E– Executive; F– Finance; GL- Governance and Law; HR- Human Resources;

ICT- Information and Communications Technology; IA- Internal Audit; PI- Performance and Improvement

- E-learning developed and rolled out to 500 council managers to support the implementation of new policies
- Established the Council's corporate Twitter account and put in place Social Media Guidelines for staff and members
- OIOF campaign established: Lerwick Declaration from Scottish Govt, Ministerial Working Group set up and met 4 times, offer of Act for the Islands and Prospectus from Scottish Govt and Concordat from UK Govt, meetings held with UK Govt, Scottish labour, Conference in Orkney, community engagement activity carried out.
- Project to consolidate clerical and admin support for Corporate and Executive Services completed.
- 96.5% of press releases featured in local media and 11,000 hits on website
- Shetland News Banner advert established.
- First annual public performance report produced and distributed.
- Media skills training provided to 18 Members, all Directors, Statutory Officers and Chief Executive
- 93% of Internal Audit annual plan
- Successful civic events: Viking Congress, Children's Panel commemoration, Shetland Youth Volunteer Awards, Fjordsailing Shetland Race, Up Helly Aa Reception, Scottish Youth Parliament lunch, Commissioner Hahn visit

Our Objectives for this Year

List of our "Biggest / Most Major / Change Programme / Prince / Formally Managed" Projects

- Lead and support all Governance, Legal, HR, Financial, Performance Management and ICT aspects of a fully integrated Health and Social Care Partnership the partnership and the transition to that new partnership.
- Develop options for future use of existing AHS site at the Knab

Other Directorate Actions Specified in "Our Corporate Plan"

- Further develop the use of key HR management information systems (CHRIS and HR21)
- Undertake Long Term Financial Planning exercise, in line with SOLACE recommendation, including funding for key infrastructure / Develop Long Term Asset Investment Plan in conjunction with Directorates
- Develop and implement a Workforce Strategy. This will include reviewing policies to support effective people management

Corporate Services & Chief Executives Directorate Plan 2014/15

- Conduct the Corporate Governance Review and implement its recommendations
- Support the Mid Term Review of Senior Councillor appointments
- Support effective change throughout the Council by leading the Change Programme and improving support for it through effective programme management arrangements.
- Introduce more effective ways to record, respond to and learn from complaints across the Council.
- Ensure Strategic and Departmental Risk Registers are brought up date and kept up to date
- Centralisation of all employment support administration to streamline processes and reduce administration.
- Implement CPD Framework for Elected Members
- In partnership with Communications, research options, to improve employee engagement identifying budget required and draw up plan to take forward in 2015-16
- Conduct an Equal Pay audit across Shetland Islands Council employees will identify any risks of equal pay claims to allow action to be taken to avoid these.
- Develop the Council and Shetland Partnership's thinking on potential constitutional reform, concluding with an agreed lobbying strategy.
- Provide support to members with the Our Islands Our Future campaign to ensure information and analysis is available to support the case for greater local decision making.
- Re-fresh Medium Term Financial Plan to reflect progress made, changing financial environment and evolution of the Corporate Plan.
- Lead on the development of the 2015-16 Council budget, in line with the parameters of the MTFP.
- Support the delivery of the 2014-15 budget through the provision of high quality financial information.
- Overall Review of Charging Policy
- Deliver Internal Audit plan
- Continue to implement statutory and regulatory changes required as part of the Welfare Reform agenda and work with partners to support households through the changes;
- Continue to develop opportunities for work experience and supported employment in the private, public and social enterprise sector to support the most vulnerable people moving into work;

Self Evaluation

The Corporate Services Directorate has undertaken a comprehensive comparison of our current situation against the “Best Value” toolkits listed below.

Area	Lead Service	Evaluation Supported by	Evaluation Completed by
Asset Management	CPS	IA	December 2013
Procurement	CPS	IA	Scheduled for end March 2014
Governance and Accountability	G&L	IA	January 2014
Risk Management	G&L	IA	January 2014
Financial Management	Fin		March 2014
People Management	HR		September 2014
Public Performance Reporting	Exec	Executive Manager	March 2014
Performance Management	P&I		Feb 2014
Vision & Strategic Direction	P&I		Feb 2014
Challenge & Improvement	P&I		Feb 2014
Planning & Resource Alignment	P&I		Feb 2014
Efficiency	P&I		Feb 2014

How Will We Work Together / Our Values

Corporate and Executive Services have adopted the values identified at the Executive Influence session on 12 December 2011.

Our Values are;

customer focus	fairness	honesty	openness
transparency	integrity	respect	trust
positive attitude	hard working	conscientious	reliable

Furthermore we aim to be;

realistic	consistent	business focused
solutions focused	innovative	be known for providing high quality services
for delivering on time	within budget	champions for change

Supporting Documents – Service Plans

Detailed 2014/15 plans for each service within Corporate and Executive Services listed below are available on the Council's Intranet.

- Capital Programme, including Procurement
- Executive Services
- Finance
- Governance and Law
- Human Resources
- Information and Communications Technology
- Internal Audit
- Performance and Improvement

Action Plan

The following table presents the main development areas for Corporate and Executives department for 2014/15. These are set out under the priorities from the Council's Corporate Plan.

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
1		Supporting adults to be independent			
1.1	CP	redesigned services for elderly people, and adults with a learning disability, physical disability or mental-health problem to help them to live as	Contract manage phase 2 of ET/Taing extension	Additional bed spaces and enhanced facility with no revenue implications	March 2015

Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
		independently as possible;			
2		The best possible start for every child			
2.1	F	built and moved into a new Anderson High School;	Achieve Financial Close on new Anderson High School	Project committed and risk transfered to HubCo	October 2014
2.1	CP	built and moved into a new Anderson High School;	Supported AHS project through a full time project manager	Assist in proper management of the project as it progresses with building work begun on site	March 2015
4		Strong communities			
4.3	E F	found ways to help provide affordable housing;	Participate in the Housing Debt Working Group, seeking a sustainable resolution to the historic housing debt problem in Shetland	Shetland receives contributions from UK and Scottish Govt to reduce housing debt and allow investment in new build housing	June 2014
	F	Found ways to help provide affordable housing	Develop a bridging finance scheme to address a gap in the financial market which will allow people to undertake self build projects.	10 applicants have been approved bridging finance and are undertaking their own self build construction projects.	March 2015
6		Working with partners			
6.1	All	established a fully integrated Health and Social Care Partnership;	Lead and support all governance, legal, HR, financial and ICT aspects of the partnership.	All aspects dealt with effectively through integration agreement	March 2015
6.2	GL	a shared understanding of the financial, physical and human resources available	Map shetland partnership resources including financial and fixed assets	Shared resource usage to achieve Shetland Partnership	December 2014

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Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
		across the Shetland Partnership and the best way to use these together;	Align budget setting processes and resource allocation	outcomes	
6.3	CS	made sure that we are making the best choices between public-, private- and voluntary-sector partners providing services;	Revise the Commissioning and Procurement Strategy	Best Value across all service areas	December 2014
6.5	CS	a greater understanding about what each organisation can do and involved the private and voluntary sector more in service areas they haven't previously been involved in.	Revise the Commissioning and Procurement Strategy	Best Value across all service areas	December 2014
7		Vulnerable and disadvantaged people			
7.1	F	concentrated our resources and services on the people who need them most and protected these people from the worst effects of change;	Continue to implement statutory and regulatory changes required as part of the Welfare Reform agenda.	Compliance with new statutory and regulatory requirements.	March 2015
8		A properly led and well-managed council			
8.1	PI GL	made the decisions we needed to make, and we will have done that properly, on time and with a proper assessment of risk;	Make sure that policy decisions and service delivery are made and managed with timely, robust and accurate evidence.	Suite of fully integrated Corporate, Directorate & Service Plans developed, approved and reported on.	March 2014 with quarterly reporting
	E	Develop ways to more proactively identify communications issues for the Council – negative and positive – and effectively manage the collation of information/mechanisms for handling	Develop regular opportunities for the assessment of reports, discussion of forthcoming issues, analysis of data, and opportunities to meet Directors and senior Members to plan and	Updated Communications Strategy approved and implemented Members feel that the Council is taking a more	June 2014

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Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
		these.	prepare for communicating. Establish a Corporate Communications Group, with representation from across services which will meet monthly to manage this process.	proactive approach to the identification of communications issues.	
	GL		Corporate Governance - proposals for change in governance arrangements; review of committee portfolios and council appointments	Self Assessment outcomes reported and actions agreed and implemented by Council	December 2014
	GL		Update Major Incident Plans	Reflect new guidance and structures	June 2014
	GL		Ensure Strategic and Departmental Risk Registers are brought up to date and kept up to date	Updated Strategic & Departmental risk registers.	May 2014 and ongoing
8.2	PI	made many, and sometimes radical, changes in how we provide services, and we will have done that through proper consultation with communities and staff;	Support effective change throughout the Council by leading the Change Programme and improving support arrangements through effective programme management arrangements.	All projects properly initiated, managed and documented to required Prince II standards	April 2014 and ongoing for all new projects

Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
	E PI		Introduce more effective ways to record, respond to and learn from complaints across the Council.	Implement the new complaints handling procedure and associated monitoring and reporting arrangements.	April 2014 for implementation with monthly and quarterly reporting thereafter.
	HR		Support Ports and Harbours outstanding Single Status project	The risks to the council of a work group remaining outside single status terms and conditions will be resolved in a way that protects the council from risks of equal pay claims	July 2014
	HR		Streamline salary administration procedures	Carry out a LEAN review that delivers improvements in workflow and reduces unnecessary bureaucracy and delays	July 2014
	HR		Centralisation of all employment support administration	The centralisation of all employment support activity will streamline processes and reduce administration within other services . It will enable the Human Resource Service to have full control of the Council's establishment which supports the objectives of the Medium Term Financial Plan	By September 2014
	HR		Implementation of Training Review outcomes	Integration of staff involved in council-wide training	From April 2014

Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
				administration activity in to HR to streamline processes and maximise opportunities and efficiencies.	
	HR		Workforce Development Plan	Development Plan and Internal Jobs Market framework will be in place that will enable the Council to have the right staff in the right place at the right time and delivers the council's priority to minimise compulsory redundancies	December 2014
	HR		Implement a Continuing Professional Development (CPD) Framework for Elected Members	System in place that provides Elected Members with information that helps them carry out their role effectively	From May 2014
	HR		Review 5th tier job evaluation	Completed JE reviews, evaluations complete and integrity of JE model maintained	By March 2015
	HR		Support the integration of Community Health and Social Care	Contribute to delivery on milestones set in the project action plan by supporting the people agenda	By April 2015
	HR		Support Change Programme and on going service reviews	Service reviews completed within the framework and timescales set in policy, All required HR activity such as redundancy calculations, assistance with selection	Throughout 2014/15

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Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
				matrices, advice on staff consultation provided with project milestones.	
8.3	IA	demonstrated that we are providing Best Value in all our services after having had a successful cross-council review from Audit Scotland;	Deliver internal audit activities in accordance with audit plan and investigations as required	Over 90% of internal audit plan to be delivered	By March 2015
	PI		Ensure that all service areas perform effective BV2 self assessment to objectively identify improvement needs and then plan and deliver those improvements	Comprehensive Programme of challenge and improvement in place	March 2015
	E	Develop the way the Council reports its performance to the public, specifically, new ways of getting messages across that are value for money and reach the intended audiences. In line with the Public Performance Reporting Plan.	Agree a new Public Performance Reporting Plan and delivered 80% of the actions it contains.	Agree and deliver a Public Performance Reporting Plan.	May 2014 for agreement of plan structure October 2014 for delivery of PPR
	F		Seek to continue to retain debtor recovery rates at their current high level despite the current economic climate.	Collection rates % does not fall on 2013-14 level	March 2015
	F		Ensure robust administration arrangements are in place to comply with Pension Scheme Reforms which are affect from 1 April 2015	Compliance with new statutory and regulatory requirements.	March 2015
	F		Ensure that creditors paid within 30 days improves by 3%	88% of payments made within 30 days	March 2015
	ICT		Deliver ICT Strategy, and maintain	1. Agree ICT Strategy by	April 2014

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Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
			ICT Security Public Sector Network (PSN) Compliance	April 2014 2. Ensure PSN CoCo recertification by August 2014	August 2014
	ICT		Provide a responsive ICT help desk and ensure the Data Centre is fit for purpose and managed to industry standards of best practice.	1. Ensure that more than 90% of incidents are resolved at first point of contact 2. Ensure that Service Catalogue Reviews are done for all systems.	Mar-15
	HR		Develop and implement a Workforce Strategy . This will include reviewing policies to support effective people management	Workforce Strategy agreed and policies reviewed	By December 2014
	CP		Work with other Council Services to improve compliance with Standing Orders and EU legislation	No breaches identified by Internal Audit	March 2015

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
9		Dealing with challenges effectively			
9.1	F	dealt with pressures, issues and problems within existing budgets;	Ensure robust financial arrangements are in place to comply with the Health & Social Care Integration which is effective from 1 April 2015.	Clear financial arrangements set out in Integration Plan and Financial Regulations.	March 2015
	GL		Ensure the proper conduct of all elections in Shetland, including the Independence Referendum on the	Securing successful outcomes of the European Parliamentary Elections (May	All completed by end November

Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
			basis that "The result must be the story, not the process".); Scottish Independence Referendum (September); and Community Council elections (November)	2014
9.2	HR	made sure that in making any changes we have considered and dealt with any equalities, health and human rights issues; and	Improve Employee Engagement	In partnership with Communications, research options, identifying budget required and draw up plan to take forward in 2015-16	By October 2014
	HR		Conduct Equal Pay Audit	An Equal Pay audit across Shetland Islands Council employees will identify any risks of equal pay claims to allow action to be taken to avoid these.	By June 2014
9.3	E	secured the best for Shetland in any constitutional change following the referendum.	Continue to support the Our Islands Our Future campaign	Support to the Ministerial Working Group Strategic advice Regular reports to the Shetland Partnership Community engagement exercise	18 September 2014
10		Living within our means			
10.1 & 10.2	F	stuck to the Medium Term Financial Plan and be financially strong with at least £150 million left in our reserves;	Re-fresh Medium Term Financial Plan to reflect progress made, changing financial environment and evolution of the Corporate Plan.	Updated Medium Term Financial Plan	June 2014
	F		Lead on the development of the 2015-16 Council budget, in line with the parameters of the MTFP.	Suite of fully integrated plans developed, approved and reported on.	December 2014

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Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
			Support the delivery of the 2014-15 budget through the provision of high quality financial information.		
	CP		Develop Long Term Asset Investment Plan in conjunction with Finance	LTAIP in place	March 2015
10.3	F	a well-developed risk management approach to dealing with spending pressures;	Undertake Long Term Financial Planning exercise, in line with SOLACE recommendation, including funding for key infrastructure.	Long Term Financial Plan	March 2015
10.4	ICT	made better use of technology to both cut costs and maintain and improve services;	Deliver ICT Projects, meeting objectives, on time within budget.	1. Deliver new Pensions System by March 2015 2. Deliver on Upgrade and Virtualisation of Application Servers based on outcome of the System Catalogue Reviews. 3. Review of Pathfinder replacement links to ensure they meet user requirements in 2014/15. 4. Continue to ensure the backlog of unallocated projects is kept under 20 by March 2015	
	F		Ensure effective streamlined administration arrangements are in place for the processing of expense claims following the introduction of the new policy.	Largely positive feedback from customer satisfaction survey	March 2015
	HR		Develop HR management	Develop and implement	By March 2015

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Corporate Services & Chief Executives Directorate Plan 2014/15

CP Ref	Svs	Priority / by the end of this plan we will have.....	Proposed Action	Target Outcome	Delivery Target
			information systems (CHRIS and HR21)	electronic systems to record leave, sickness absence and ERD and ensuring best use is made of CHRIS system to support Council business	
10.6	F	raised more income where there are opportunities to do that; and	General Review of Charging Policy	Re-freshed charging policy agreed by Council	September 2014
10.7	CP	made further significant savings by reducing the number of buildings we have.	Achieve target income from sale of surplus assets	All sales concluded and funds received	March 2015
	CP		Options for future use of existing AHS site at Knab to be developed	Options ready for decision	March 2015

Performance Indicators

Indicators from common Council measures

	Indicators / Measure	Council		Corporate Services and Chief Executives Directorate		Performance Statement	Improvement Statement
		Performance 2013/14	Target 2014/15	Performance 2013/14	Target 2014/15		
1	Overtime Cost			£28,676 (11ms)		Maintain less than £3,000 per month	
2	Sickness Absence Rates	3.5% (prov)	3.6%	1.2% (prov)	4.0%		
3	Energy Usage						
4	Employee Review and Development	39%	100%	53%	100%		
5	Return to Work Interviews					100%	
6	Freedom of Information			87%		100% statutory	

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Corporate Services & Chief Executives Directorate Plan 2014/15

	Requests - % responded to within 20 working days						
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Directorate Performance Indicators from the Local Government Benchmarking Framework

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
CORP 1	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			
CORP 2	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			
CORP 3a	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			
C	% of the				10/11	23.8%	32	Increase	As above. Excluding marine staff	As Above.

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Corporate Services & Chief Executives Directorate Plan 2014/15

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
O R P 3 b	highest paid 5% employees who are women.				11/12	21.3%	32		the proportion is 43%, close to the Scottish average.	
		23.8%	47.8%	55.5%	12/13	23.8%	32			
C O R P 4	Cost of collecting council tax per dwelling				10/11	£15	20	Reduce	One off costs incurred during 12-13, which will result in lower ongoing costs. As we are a small Council we are unable to achieve economies of scale on this activity in the same way as larger authorities	Maintain our position, whilst continuing ways in which to make savings to further reduce the cost of collection of Council tax.
					11/12	£13	17			
		£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	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			

Corporate Services & Chief Executives Directorate Plan 2014/15

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
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 paper invoices mailed from mainland suppliers will always take an additional couple of days to arrive putting us at a disadvantage compared to most other Councils	We continue to look at ways of using technology to help improve the process flows
					11/12	81.9%	30			
		80.1%	90.4%	98.8%	12/13	84.9%	26			
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	% of internal floor area of operational				10/11	90.7%	10	Maintain	Overall the condition of the SIC estate will degrade over the next five year cycle due to budget	It is likely that the ranking position will slip while showing an intermittent

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Corporate Services & Chief Executives Directorate Plan 2014/15

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
P - A S S E T 2	buildings in satisfactory condition.				11/12	94.1%	6		constraints.	improvement when the new AHS is opened and the old school is disposed of.
		53.4%	84.4%	97.9%	12/13	97.9%	1			

Indicators from Service Plans

	Indicator	Source	Freq	Shet 11/12	Shet 12/13	Shet 13/14	Target	Performance Statement	Improvement Statement
1	Achievement of Internal Audit Plan.			94%	92%	93%	90% +	Deliver over 90% of internal audit plan each year.	
2	% of press releases featured in the local media.				95.6%	91.5%	93%		
3	Number of unique visits to the Council's internet site.			10,000 per month	10,000 per month	11,000 per month	12,000 unique visits per month	Continue to attract more visitors to our website.	
4	Number of Twitter followers.			N/A	N/A	1100	1200 by March 2015	Continue to increase the number of followers.	
5	Number of complaints resolved within the timescales set out in the Complaints Procedure.					New			

Corporate Services & Chief Executives Directorate Plan 2014/15

	Indicator	Source	Freq	Shet 11/12	Shet 12/13	Shet 13/14	Target	Performance Statement	Improvement Statement
6	No. of Audit Qualification on Statement of Accounts.	Audit Scotland	Annual	1	0	0	0	No Audit Qualifications on the Council's financial statements.	Work closely with Audit Scotland on new accounting issues that arise during the year (housing debt, lease of Mareel etc) so that agreement of accounting treatment is reached prior to the audit opinion issued.
9	% of employees paid on time.	Payroll	Quarterly			100%	100%	All staff to be paid on time.	N/A
10	Percentage of ICT projects which meet objective, on time, within budget.					70.0%	80%		
12	ICT Customer Satisfaction Survey.					77.0%	80%		
13	Average days per full-time equivalent employee per year invested in learning and development.								
14	Leavers in the last year as a percentage of the average total staff.								
15	% of key SOA Corporate Plan actions tracked effectively.			N/A	N/A	55%	80%		
16	% of Corporate Plan indicators tracked effectively.			N/A	N/A	60%	80%		

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Corporate Services & Chief Executives Directorate Plan 2014/15

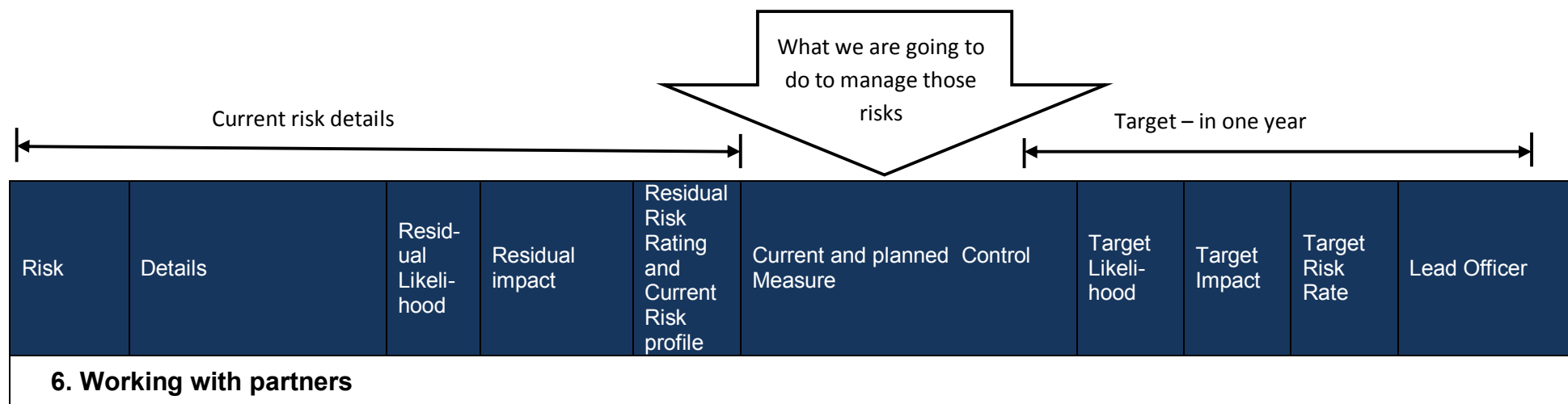
	Indicator	Source	Freq	Shet 11/12	Shet 12/13	Shet 13/14	Target	Performance Statement	Improvement Statement
17	Audit Scotland ratings in our annual Priorities and Risks review.			R – 3 A – 6 G – 4	R – 1 A – 4 G – 8	R – 0 A – 5 G – 9	R – 0 A – 3 G – 11	R – significant issues (Red) A – More information needed (Amber) G – No significant issues (Green)	
18	% of Asset Investment Plan updates presented on schedule.					100%	Maintain 100%		
19	% of property valuations carried out for Asset Register.					20%	At least 20%		
20	% of Agendas issued within 7 days/3 days.			100%	100%	100%	100%		
21	Data Subject Requests - % responded to within 40 days.						100%		
22	Registration Accuracy.				97%	99%	97%		

Corporate & Chief Executive Risks

Appendix 2

Rating	Descriptor	Description
5	Almost certain	I would not be at all surprised if this happened within the next few months
4	Unlikely	I would be mildly surprised if this occurred, but cannot entirely rule out the possibility
3		I think this could maybe occur at some point, but not necessarily in the immediate future
2		I think this could occur sometime in the coming year or so
1		I would be very surprised to see this happen, but cannot entirely rule out the possibility

Almost certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5
	Insignificant	Minor	Significant	Major	Catastrophic



Council commitment to partnership working. In particular y Health & Social Care Integration	Health & Social Care Integration is being politically driven at a national level and is expected to be legislated for and effective by April 2015. At present there is a significant pocket of resistance amongst decision makers to progress this agenda. This could impact on the ability to deliver the SOA and achieve better patient/client outcomes. In the short term, this could limit the scope for the SIC and NHSS to have a strong input into the shape of the legislation at a national level.	Possible (3)	Major (4) Increased cost of working £500k to £1m, national public or press interest	High (12)	A series of seminars have been arranged to increase the level of knowledge of decision-makers. Briefings and reports are regularly produced to update Members on national developments. The project is being led by Director of Corporate Services who is attending national conferences in order to ensure that the Council is kept up to date with developments so that these can be fed back to a wider audience.	Unlikely (2)	Major (4) Increased cost of working £500k to £1m, national public or press interest	Medium (8)	Director of Corporate Services
8. A properly led and well-managed council									
Lack of compliance with standing orders on procurement	Internal Audit has identified widespread non-compliance issues, including potential breach of EU procurement regs. This issue is already live with Audit Scotland and risks damaging the Council's reputation as well as the potential for financial	Likely (4)	Major (4) Claim or fine above £1m, impact on the whole of Shetland, officer(s) and/or members forced to resign	High (16)	The Council's Standing Orders have been updated in order to make them more fit for purpose including streamlining them to minimise the scope for breaches. However, there is evidence that continual breaches are a cultural issue, so updating Standing Orders is unlikely to be a complete solution in itself.	Possible (3) OR Unlikely (2)	Major (4) Claim or fine above £1m, impact on the whole of Shetland,	High (12) OR Medium (8)	Executive Manager, Capital Programme

	loss.						officer(s)) and/or member s forced to resign		
9. Dealing with challenges effectively									
Recruitment and retention of staff in some areas	The distant and remote nature of Shetland, and relatively small population, mean that there is a small labour pool and therefore limited skills locally. There is competing demand for the skills that are available. This is acute at present as a result of opportunities in the Oil and Gas sector in the North Mainland. The Council is constrained in its ability to provide competitive salaries due to the pay frameworks in place.	Almost certain (5)	Significant (3) Financial loss or increased cost of working £100k to £500k	15	The Council has used Market Forces data as a means for providing a supplement to core salaries in order to recruit and retain key skilled posts. Recruitment and retention will be a specific aspect of the Workforce Development Strategy.	Possible (3)	Significant (3) Financial loss or increased cost of working £100k to £500k	Medium (9)	HR Manager on behalf of CMT
Provision of Arts in Shetland – continued difficulties in relation to Shetland	The main provider of arts development in Shetland is Shetland Arts Development Agency (SADA). The failure of SADA could result in the Council having to step in as the statutory body with	Possible (3)	Major (4) Financial loss or increased cost of working £500k to £1m	High (12)	A Project Board and Project Team are currently working on this and have reduced the likelihood of an immediate failure. The project requires ongoing management to ensure that the risk of failure continues to diminish.	Unlikely (2)	Major (4) Financial loss or increased cost of working £500k to £1m	Medium (8)	Director of Corporate Services.

Arts	responsibility for the provision of arts development in Shetland.								
Issues with HIAL/Sumburgh Airport Runway	The Council is being challenged in Court by HIAL as to its role in the Sumburgh Airport runway extension. If the Council is unsuccessful in its defence it will result in significant reputational damage and potentially significant financial loss.	Possible (3)	Major (4) Claim £250k to £1m, national press or public interest	High (12)	The Council's legal team is working with the Capital Programme Service and Brodies to ensure that the defence case is as strong as possible.	Possible (3)	Significant (3) Financial loss or increased cost of working £100k to £500k, Local public or press interest	Medium (8)	Executive Manager, Capital Programme, Executive Manager, Governance and Law
Uncertain consequences of constitutional change	The independence referendum in 2014 presents an opportunity for the Island Authorities to forge a new constitutional settlement for the Islands which could see more powers devolved to Shetland. That would allow the community to have more control over its future.	Possible (3)	Extreme (5) impact of an opportunity - impact on the whole of Shetland	High (15)	The Our Islands, Our Future campaign has been established by the 3 Islands Authorities. This campaign has been lobbying for more powers in an organised manner, and it's now working in a SG Ministerial Working Group to set out a prospectus for a future islands settlement. However, at present this is predicated on a "Yes" outcome in the referendum so further work is required to lobby the "no" campaign to seek out a deal from them.	Possible (3)	Extreme (5) impact of an opportunity - impact on the whole of Shetland	High (15)	Chief Executive
10. Living within our means									

Failure to deliver on Medium term Financial Plan	The Council's reserves have decreased by 60% since the turn of the century due to an over reliance on them to meet the funding gap between income and expenditure. The Council continues to operate unsustainably and without intervention, the Council would eventually run out of reserves altogether.	Possible (3)	Catastrophic (5) Financial loss or increased cost of working >£1m, Impact on the whole of Shetland	High (15)	The Financial Management arrangements of the Council have been strengthened with the introduction of the MTFP and more rigorous budgetary control. However, the budgeted draw on reserves for 2013-14 remains unsustainable at £27m. It is forecast that the draw on reserves will become sustainable by 2015-16 if Members continue to follow the plan that has been set out. Progress monitoring and delegated authority to take action to keep plan on track are contained within the MTFP.	Unlikely (2)	Major (4) Increased cost of working £500k to £1m, National public or press interest	Medium (8)	Exec Mgr Finance on behalf of CMT
Lack of Investment in Shetland's infrastructure, pressure for capital for infrastructure investment	The Council invested heavily in Shetland's infrastructure in the 1980s, and funded those investments from income generated from the oil industry. That infrastructure is now aging and will eventually need to be replaced. However, the financial situation is now tighter which means that it will be challenging to finance this.	Possible (3)	Catastrophic (5)	High (15)	The current Asset Investment Plan focuses on maintenance of existing assets in order to prolong their useful economic lives. This should mitigate the risk of immediate failure. In order to address the longer term replacement of assets, a Borrowing Policy was agreed by Council in December 2013. A Long Term Infrastructure Plan is being drafted and will set out the Council's approach to dealing with this risk in a strategic manner	Unlikely (2)	Major (4) Increased cost of working £500k to £1m, national public or press interest	Medium (8)	Exec Manager Finance, Exec Manager Capital Program on behalf of CMT



**Policy and Resources Committee
Shetland Islands Council**

**28 May 2014
28 May 2014**

Planning and Performance Management Update Report

Report No: IP-12-14-F

**Executive Manager – Improvement &
Performance**

Corporate Services

1.0 Summary

- 1.1 This report recommends updates to the Council's Planning and Performance Management Framework to meet the obligations of Best Value and better support the delivery of the Our Corporate Plan.

2.0 Decisions Required

2.1.1 The Policy and Resources Committee RECOMMENDS that the Council RESOLVE to approve the arrangements contained in the Planning and Performance Management Framework (Appendix 1).

3.0 Detail

- 3.1 The Council's Planning and Performance Management Framework (PPMF) was last updated in June 2013. It is good practice to regularly review and improve these arrangements.
- 3.2 Fundamentally the PPMF needs to clearly describe the arrangements the Council needs to have for planning what it wants to do, then describe how these plans will be reported on and monitored to make sure what the Council wanted to happen is actually getting done.
- 3.3 The better integration of Financial and Service Planning timetables is described in the Planning Calendar Slide. This clarifies the periods when planned updates and approval are expected to take place. Another cycle is timed to start with the update of the MTFP in June.
- 3.4 This report also clarifies the linkages between Service and Financial Planning and Risk Management to better align these critical components.

4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities – Effective performance reporting and monitoring are key requirements to support the delivery of corporate priorities.

4.2 Community /Stakeholder Issues – NONE

4.3 Policy And/Or Delegated Authority –

The Council's constitution – Part A Governance - specifies the Policy and Resources Committee as the managing body for the Council's Planning and Performance Management Framework but decision making responsibility is reserved to the full Council.

4.4 Risk Management – Failure to report on and monitor performance effectively increases the risk of the Council working inefficiently and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – NONE

4.6 Environmental – NONE

Resources

4.7 Financial – NONE.

4.8 Legal – NONE

4.9 Human Resources - NONE

4.10 Assets And Property – NONE

5.0 Conclusions

5.1 The Council's PPMF arrangements need to keep up to date and help the Council set its objectives and manage their delivery in a structured and managed way.

For further information please contact:

John Smith – Executive Manager – Improvement and Performance

01595 744513

jrsmith@shetland.gov.uk

6th May 2014

Appendices:

Appendix 1 – Planning and Performance Management Framework

planning and performance management framework

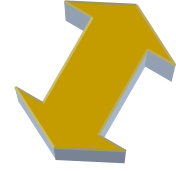
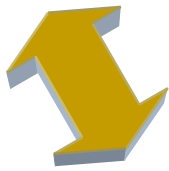
ppmf

- **understand what councils have to do**
- **be clear what else this council wants to do**
- **plan for and then deliver the key changes**
- **think about, deal with and manage any risks**

Delivering Good Services - Soundly Led and Managed

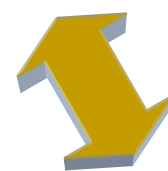
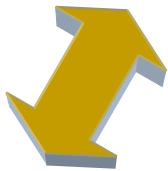
Community Plan / SOA
(Shetland Performance Framework)

(Shetland Best Value Framework)



our corporate plan

the change programme



**Children's Services
Plans**

**Health & Social Care
Plans**

**Infrastructure
Plans**

**Development
Plans**

**Corporate Services
Plans**

a council delivering effective and efficient services

Green – No Significant Risks

Amber – Area of Uncertainty

Red – Significant Concerns
and Risks

National and Local Outcomes

Smarter

Healthier

Fairer

Safer

Stronger

Greener

Wealthier

Service Assessment

Education

Social Care

Infrastructure Services

Economic Development

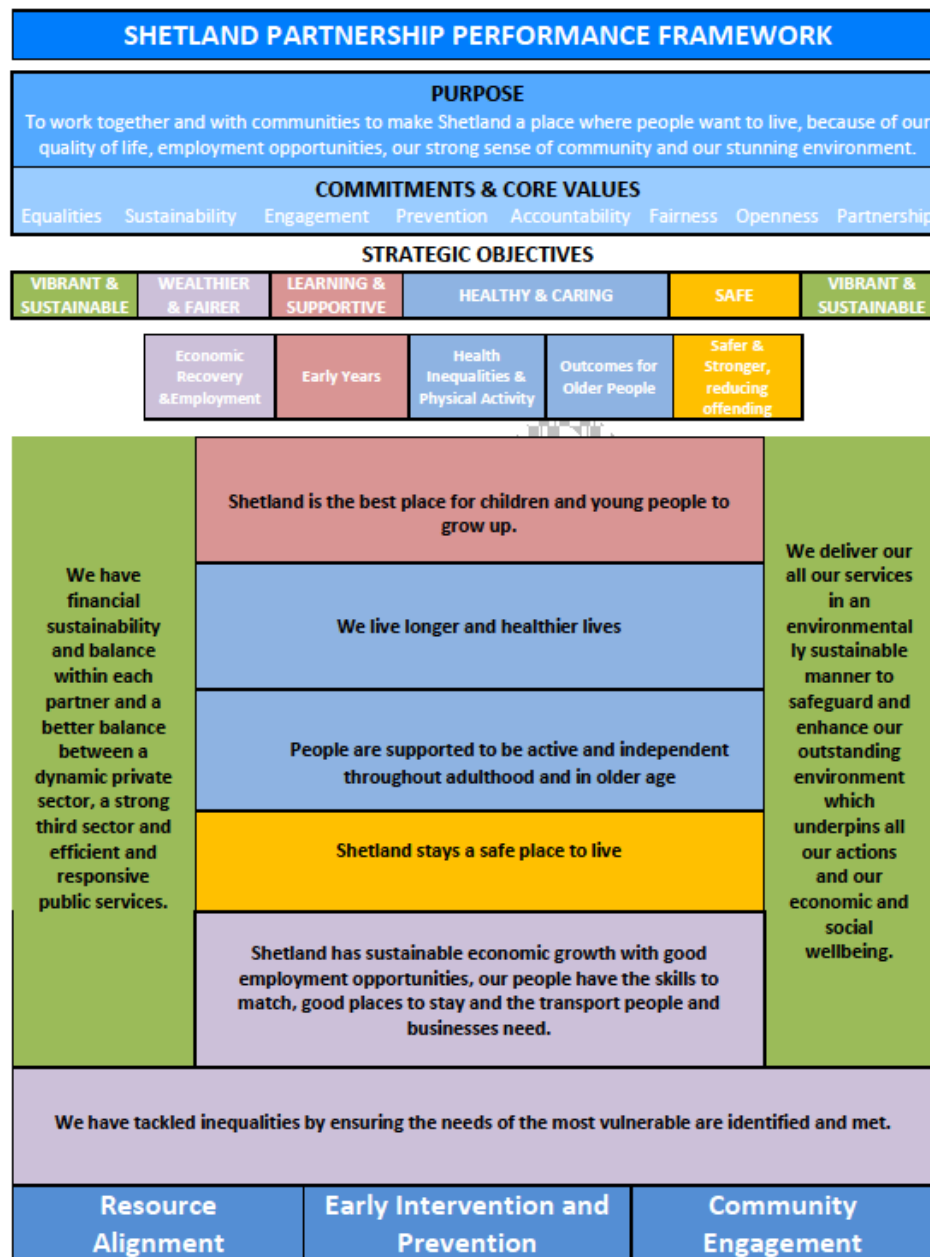
Ports and Harbours

Housing

Equalities

Sustainability

Shetland Partnership Key Outcomes



**a Council
led and
managed
professionally
and
effectively**

Green – No Significant Risks

Amber – Area of Uncertainty

**Red – Significant Concerns
and Risks**

Corporate Assessment

Leadership & Direction

Governance and Accountability

Community Engagement

Financial Management

People Management

Asset Management

Procurement

Risk Management

Information Management

Efficiency

Equalities

Performance Management

Public Performance Reporting

Joint Working

Community Planning & SOA

Health & Social Care Integration

Police & Fire

Welfare Reform

Shetland Islands Council Best Value Principles

SHETLAND BEST VALUE FRAMEWORK

PURPOSE

Securing the best for Shetland

COMMITMENTS & CORE VALUES

Customer Focus Fairness Honesty Transparency Respect Trust Positive Attitude Hardworking

STRATEGIC OBJECTIVES

CLEAR VISION AND
DIRECTION

WORKING IN
PARTNERSHIP

WELL GOVERNED
AND ACCOUNTABLE

PERFORMANCE
FOCUSED

MAKING BEST USE OF
OUR RESOURCES

IMPROVEMENT OUTCOMES

We have a clear vision and sense of purpose which reflects local needs; and we can demonstrate joined up planning and resourcing to deliver that vision

We give strong community leadership and deliver improvement with our partners; and we engage effectively with communities in understanding their needs and in making decisions

We provide good quality information to deliver effective public accountability

We ensure the Council exhibits good governance and maintains strong internal accountability

We have a strong improvement led and performance driven culture and systems and we have a systematic approach to identifying risks and developing effective responses

We have robust financial management arrangements that ensure financial sustainability; and we make spending decisions that realistically reflect our financial resources and limits

We integrate effective workforce planning with our other planning processes

We make the best economic, efficient and effective use of our buildings and other physical assets

We can demonstrate we meet our supply needs economically and efficiently

We have secure information and communication systems that support service delivery

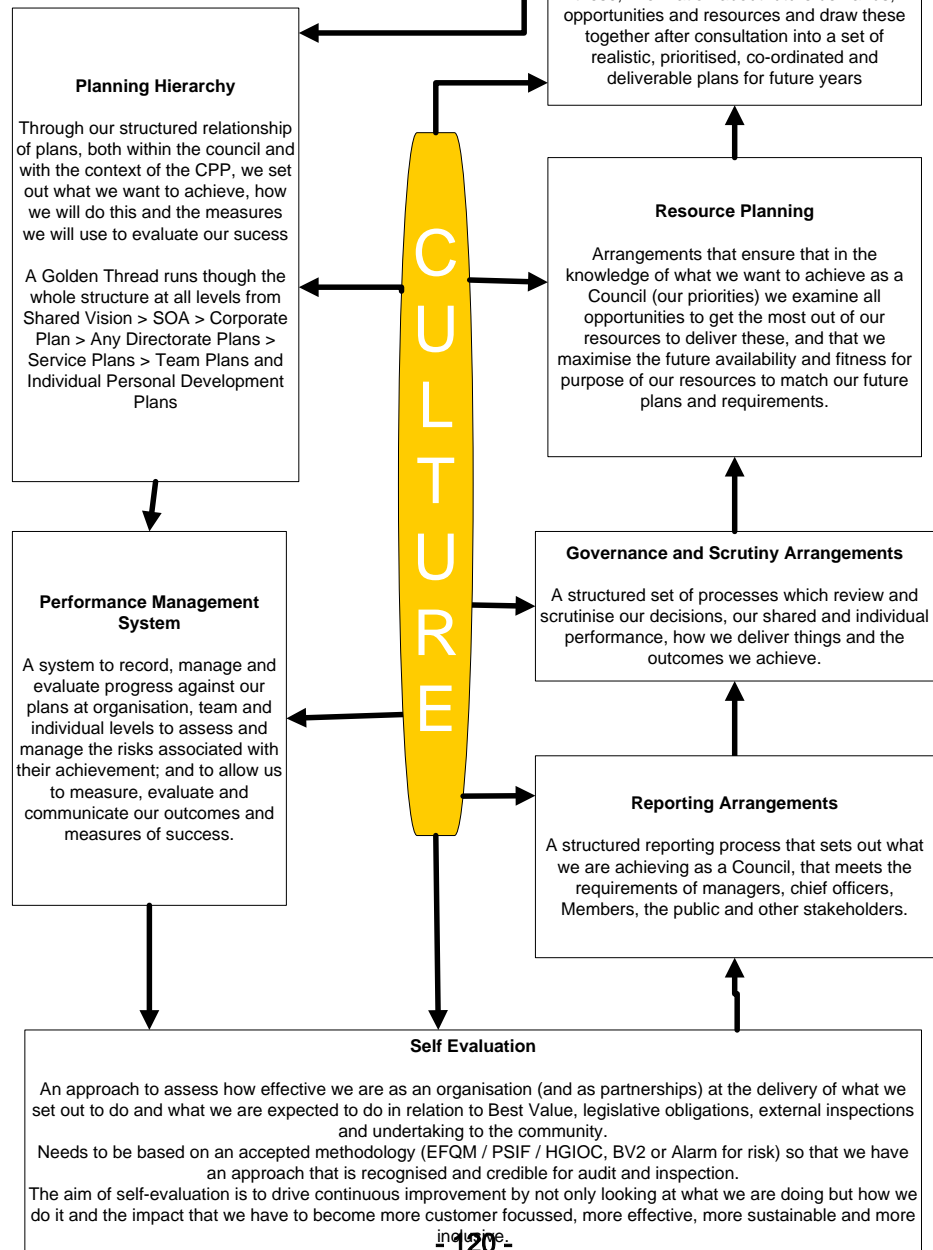
We have sustainability embedded in our vision and make we use resources sustainably

We lead equality improvements, provide equality of opportunity and fair outcomes

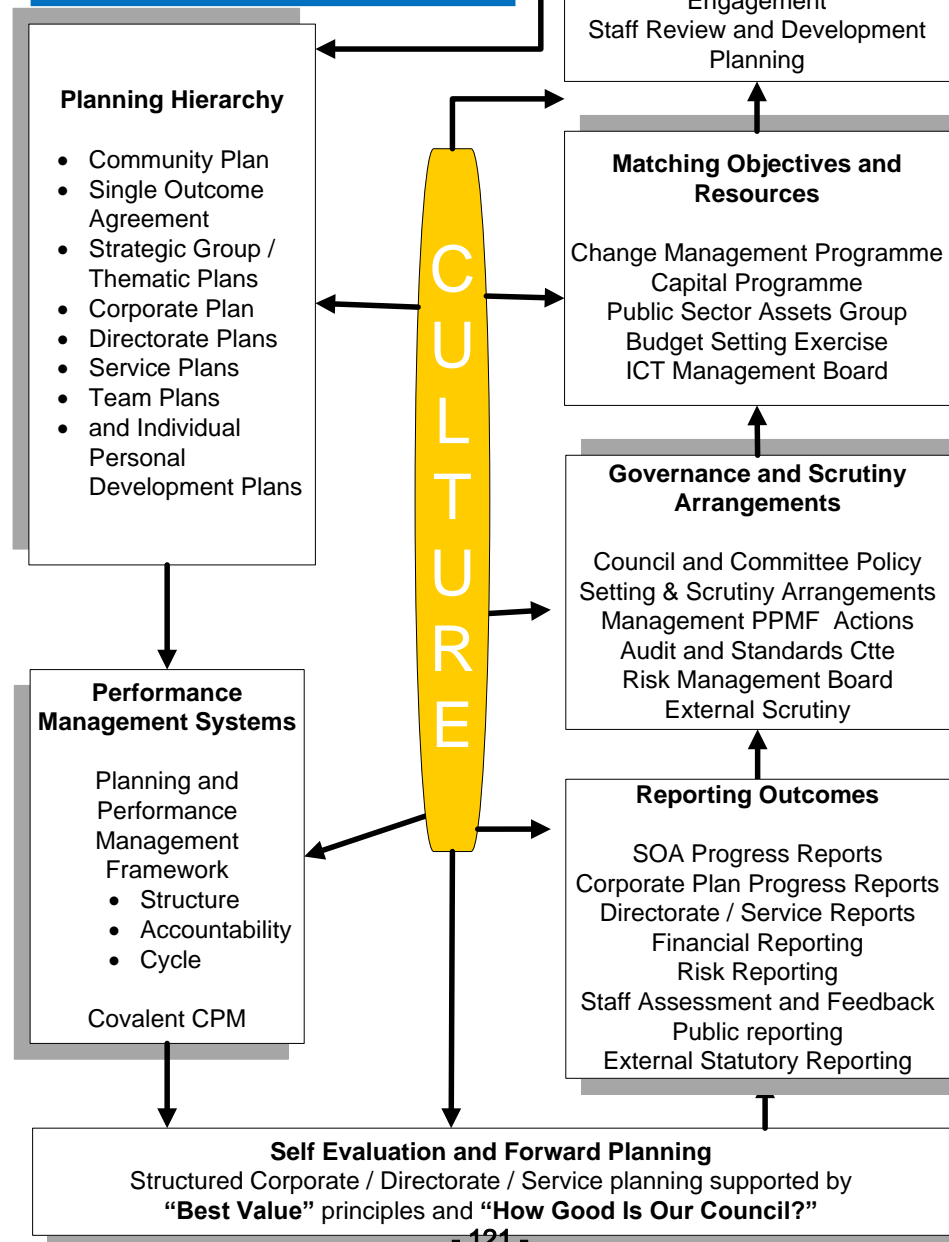
IMPROVEMENT OUTCOMES

HOW ARE WE DOING? Visit www.shetland.gov.uk/ to track latest progress

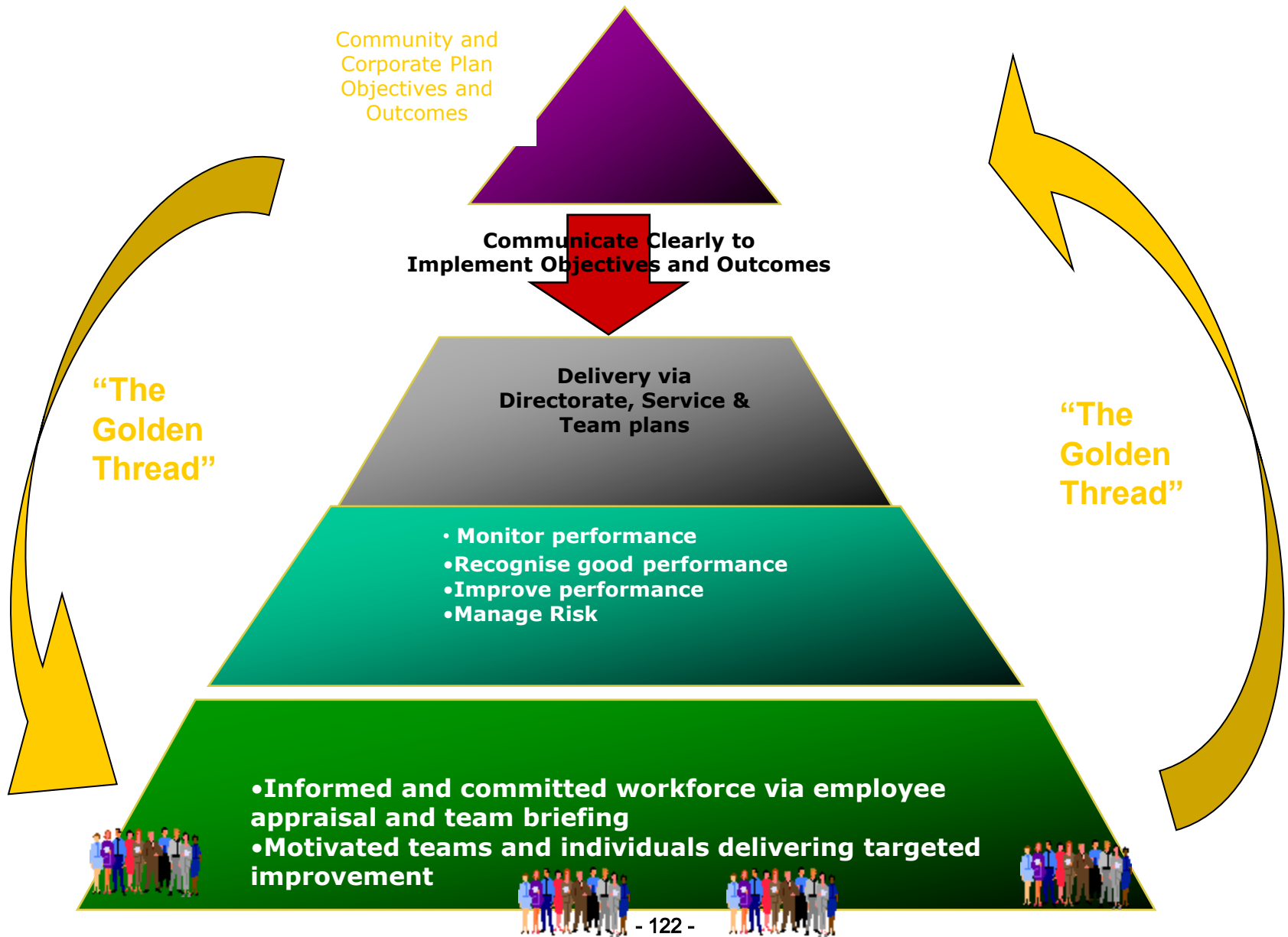
The Improvement Driven and Performance Led Organisation



The Improvement Driven and Performance Led Shetland Islands Council



“The Golden Thread”



The “Golden Thread”



Key outcomes:

- Shared ambition and goals across the community
- Clarified leadership, delivery and accountability
- Agreed priorities and performance targets linked to goals
- Identify and manage Risks
- Shared commitment to deliver by everyone
- Delivery of planned objectives at all levels

The “Golden Thread” at Shetland Islands Council

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One Shetland Community Plan / Single Outcome Agreement



Five/Seven Thematic Plans



One Corporate Plan



Five Directorate Plans



Service and Team Plans as required

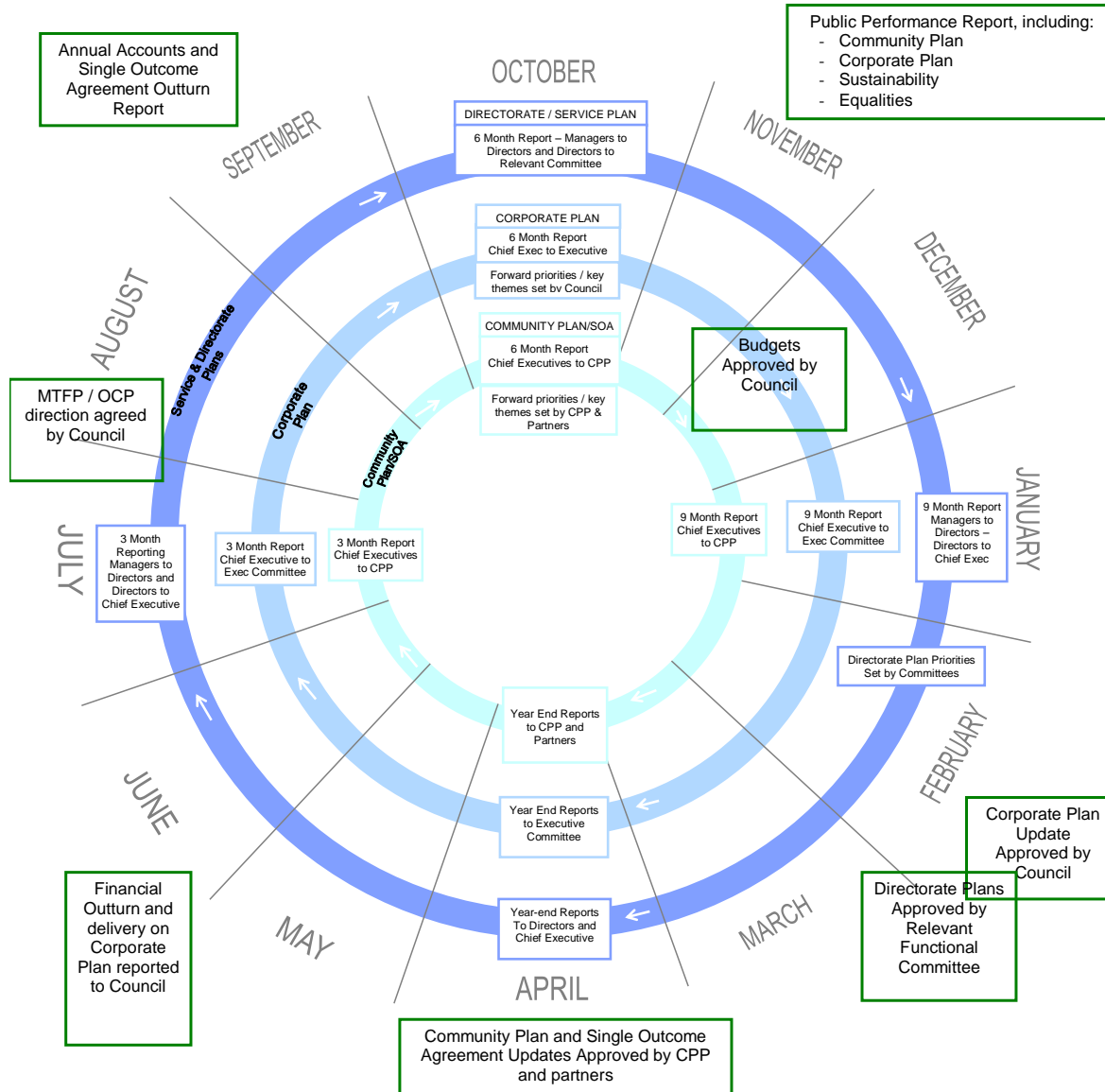


Everyone knows what they are individually expected to do

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Planning and Performance Management Calendar



Performance Reporting to Management

at CMT
by Directors
on directorate performance
each quarter
in July/ Oct /Jan /April



at Dept Mgmt Teams
by Exec Mgrs on service
performance each month



by Team Leaders
to Exec Mgrs at Regular
One to Ones or Monthly
Team Briefs each month



with Employees
by Team Leaders
in Regular One-to-Ones
and formal review at least
annually

Performance Reporting to Members

at Exec Committee
by Chief Exec
on Corporate Plan
each quarter
in July/ October / Jan
April



at service committees
by directors
on directorate plans
each quarter
in Jul/Oct/Jan/April



Setting Strategic Direction and Delivery

Single Outcome Agreement
Chief Executives report
to Shetland Partnership Board
in March for annual approval



Corporate Plan
Chief Executive reports
to Exec Committee / Council
in Feb / March for annual
approval



Directorate Plans
Directors Report
to Service Committees
in Feb / March for annual
approval



Service Plans Exec Mgrs
Report to Directors
in Feb / March for annual
approval



Individual Work Plans
(Managers / Employee
discuss at least annually)



Community, Staff and Partnership Engagement

Partnership
Strategy /
Activity

Strategic
Consultations
(e.g. Transport,
Housing, Land
Use Planning)

Service
Specific
Consultations

Community
Profiles

Research

Staff
Involvement

Delivery

Accountability

Planning and Performance Document	Approval	Accountability	Scrutiny of Outcomes / Actions and Cost
Community Plan /SOA	SPB & partners 5 -10 years - Annual refresh	Chief Executive of each partner	To SPPG - 3 mthly To Partners – 6 mnthly
Council Corporate Plan	Council, via Exec 4 -5 years /Annual refresh	Chief Executive	To Exec Committee - 3 mthly progress
Thematic Plans	Relevant Committee / SPB - Annual refresh	Relevant Agency Senior Manager	To SPPG – 3 mthly
Directorate Plans	Relevant Committee Annual approval	Director	To CMT – 3 mthly To Committee – 3 mth
Service Plans	Relevant Director Annual approval	Executive Manager	Director – monthly
Team Plans	Relevant Exec Manager & Director Annually	Executive Manager / Team Leaders	To Executive Manager / Director – monthly
Individual Work Plans	Relevant Manager at least Annually	Individual Staff Member	To supervisor at least monthly

Responsibility for Process

PPMF Element	Lead Responsibility	Other Involvement
Community Plan / SOA/ Council Action Plan (development and annual refresh)	CP&D Manager + P&I Manager	Chief Executives and CMT's of Partnership agencies
Thematic Strategies (development and annual refresh)	CP&D Manager + P&I Manager	Strategic Group Lead Officers
Overall structure and integration across all plans.	P&I Manager	Directors and Exec Mgrs
Finance across all plans	Finance Manager	Directors and Exec Mgrs
Asset Management & Capital Programme interface across all plans	Capital Programmes Manager	Directors and Exec Mgrs
HR / Workforce Development Plan across all plans	HR Manager	Directors and Exec Mgrs
ICT across all plans	ICT Manager	Directors and Exec Mgrs
Risk Management across all plans	Governance and Law Manager	Directors and Exec Mgrs
Community Engagement & Equalities across all plans	CP&D Manager	Directors and Exec Mgrs
Performance Monitoring and Reporting across all plans	P&I Manager	Directors and Exec Mgrs

planning and performance management framework

**Policy and Resources Committee****28 May 2014****Committee Business Programme – 2014/15**

GL-07-14-P&R

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 Policy and Resources 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

The business programme for the Policy and Resources Committee reflects the programme established previously for the Executive Committee. It is proposed that there will be a report with regard to the revised remit of the committee and the terms of reference and schedule for the P & R Forum presented at a future meeting of the committee. This will inform the committee's business programme going forward.

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.

For further information please contact:

Anne Cogle

Tel Ext: 4554, email: anne.cogle@shetland.gov.uk

19 May 2014

List of Appendices

Appendix 1 – Policy and Resources 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 Wednesday, 21 May 2014**

Policy and Resources Committee			
			<i>D= Delegated R=Referred</i>
Quarter 1 1 April 2014 to 30 June 2014	Date of Meeting	Business	
	<i>Ordinary</i> 5 May 2014 10 a.m.	Mental Health Strategy	R SIC 14 May
		Chair's Report - Discontinuation of Supply of Black Bags <i>[charges only]</i>	R SIC 14 May
		Chair's Report - Non-Aviation Use of Council Owned Aerodromes	D
		Procurement Strategy Action Plan and Procurement Capability Assessment	D
		Building and Transport Operations - Restructuring Proposals	D
	<i>PPMF</i> 28 May 2014 10 a.m.	Policy and Resources Committee Management Accounts – Quarter 4	D
		Overall SIC Management Accounts – End of Year	R SIC 28 May
		Asset Investment Plan – Progress Report – Quarter 4	R SIC 28 May
		Corporate and Executive Services Directorate – Performance Overview – Quarter 4	D
		Council Wide – Performance Overview – Quarter 4	R SIC 28 May
		Corporate and Executive Services Directorate Plan – Integrated and Formatted Final Edit	D
		Planning and Performance Management Framework Update	R SIC 28 May
		Committee Business Programme 2014/15	D
	<i>Ordinary</i> 23 June 2014 10 a.m.	Single Outcome Agreement 2014/15	R SIC 2 July
		Corporate Plan 2014/15	R SIC 2 July
		SIC Assurance and Improvement Plan	D
		Shetland College Fees 2014/15	R SIC 2 July
		Vehicle Fleet Review	D
		Public Bodies (Joint Working) (Scotland) Act 2014 - Integration Model	R SIC 2 July
		Committee Business Programme 2014/15	D



**Shetland Islands Council - Meeting Dates and Business Programme 2014/15
as at Wednesday, 21 May 2014**

Policy and Resources Committee - Continued

D= Delegated R=Referred

Quarter 2 1 July 2014 to 30 September 2014	Date of Meeting	Business	
	<i>PPMF</i> 20 August 2014 10 a.m.	Policy and Resources Committee Management Accounts – Quarter 1	D
		Overall SIC Management Accounts – Quarter 1	R SIC 20 Aug
		Asset Investment Plan – Progress Report – Quarter 1	R SIC 20 Aug
		Corporate and Executive Services Directorate – Performance Overview – Quarter 1	D
		Council Wide – Performance Overview – Quarter 1	R SIC 20 Aug
		Major Capital Investment in Councils – Audit Scotland Report	D
		Change Programme - Update	R SIC 20 Aug
		Committee Business Programme 2014/15	D
	<i>Ordinary</i> 27 October 2014 10 a.m.	tbc	
Quarter 3 1 October 2014 to 31 December 2014	Date of Meeting	Business	
	<i>PPMF</i> 19 November 2014 10 a.m.	Policy and Resources Committee Management Accounts – Quarter 2	D
		Overall SIC Management Accounts – Quarter 2	R SIC 19 Nov
		Pension Fund – 2014-15 Mid Year Investments Performance Review Report	R SIC 19 Nov
		Council Reserves – 2014-15 Mid Year Investments Performance Review Report	R SIC 19 Nov
		Asset Investment Plan – Progress Report – Quarter 2	R SIC 19 Nov
		Corporate and Executive Services Directorate – Performance Overview – Quarter 2	D
		Council Wide – Performance Overview – Quarter 2	R SIC 19 Nov
		Change Programme - Update	R SIC 19 Nov
		Committee Business Programme 2014/15	D



Shetland Islands Council - Meeting Dates and Business Programme 2014/15 as at Wednesday, 21 May 2014

Policy and Resources Committee - Continued

D= Delegated R=Referred

Quarter 3 1 October 2014 to 31 December 2014 <i>continued</i>	Date of Meeting	Business	
<i>Budget</i> 8 December 2014 10 a.m.		2015-16 Policy and Resources Committee Budget and Charging Proposals	R SIC 17 Dec
		2015-16 HRA Budget and Charging Proposals	R SIC 17 Dec
		Chair's Reports on 2015-16 Budget and Charging Proposals (from each of the Committees/Harbour Board/College)	R SIC 17 Dec
		5 Year Asset Investment Plan	R SIC 17 Dec
		Corporate Services Directorate Plan 2015-16	D
		Executive Office Directorate Plan 2015-16	D
		2015-16 SIC Budget Book	R SIC 17 Dec
Quarter 4 1 January 2015 to 31 March 2015	Date of Meeting	Business	
	<i>Ordinary</i> 9 February 2015 10 a.m.	SIC Investment Strategy 2015-16	R SIC 25 Feb
		Treasury Management Strategy 2015-16	R SIC 25 Feb
		Committee Business Programme 2015/16	D
	<i>PPMF</i> 25 February 2015 10 a.m.	Policy and Resources Committee Management Accounts – Quarter 3	D
		Overall SIC Management Accounts – Quarter 3	R SIC 25 Feb
		Asset Investment Plan – Progress Report – Quarter 3	R SIC 25 Feb
		Corporate and Executive Services Directorate - Performance Overview Q3	D
		Council Wide – Performance Overview – Quarter 3	R SIC 25 Feb
		Single Outcome Agreement – Annual Report 2013/14	R SIC 25 Feb
		Change Programme - Update	R SIC 25 Feb

Planned Committee business still to be scheduled - as at Wednesday, 21 May 2014

- Annual Report – Complaints
- Workforce Strategy
- Communications Strategy
- Governance Review – Asset and Treasury Sub-Committee

Executive Committee – END