

**Environment and Transport Committee****18 August 2014****Management Accounts for Environment and Transport Committee:
2014/15 – Projected Outturn at Quarter 1****F-039-F****Report Presented by Executive Manager -
Finance****Corporate Services****1. Summary**

1.1 The purpose of this report is to enable the Environment and Transport Committee to monitor the financial performance of services within its remit to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This allows the Committee the opportunity to provide early instruction to officers to address any forecast overspends in order that the budget is delivered by the year-end.

1.2 This report is on the projected outturn position for the 2014-15 year as at the end of the first quarter for revenue and capital. The forecasts have been determined by Finance Services after consultation with the relevant Budget Responsible Officers for the services in this Committee area.

1.3 The projected outturn position for the services in this Committee area is an underspend of £166k on revenue and an underspend of £747k on capital.

2. Decision Required

2.1 The Environment and Transport Committee is asked to RESOLVE to:

- review the Management Accounts showing the projected outturn position at Quarter 1.

3. Detail

- 3.1 On 11 December 2013 (SIC Min Ref: 109/13) the Council approved the 2014/15 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £14.793m. This is still at an unsustainably high level and therefore it is vital to the economic wellbeing of the organisation that the budget is delivered, as any overspends will result in a further draw on reserves.

Revenue – Overall Forecast: Well on track

G

- 3.2 The projected revenue outturn position for Environment & Transport is an underspend of £166k (0.7%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget.

Capital – Overall Forecast: Well on track

G

- 3.3 The projected outturn position on Environment & Transport capital project expenditure is an underspend of £747k (15%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget.

4. 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 four 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 the 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 2014/15 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.

4.4 Risk Management

There is a risk that revenue services and capital projects will not be delivered within the approved 2014/15 budget resulting in an additional draw on reserves, which is unsustainable. Failure to deliver the 2014/15 budgets may result in the Council failing to deliver its Corporate Plan and Medium Term Financial Plan.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial

The 2014/15 Council budget is not sustainable because it requires a draw on reserves in excess of the returns that the fund managers can make on average in a year.

For every £1m of reserves spent (in excess of a sustainable level) it will mean that the Council will have to make additional savings of £50,000 each year in the future as a result of not being able to invest that £1m with fund managers to make a return.

It is therefore vital that the Council delivers its 2014/15 budget, as any overspend will result in a further unsustainable draw on reserves which will have the long term consequences as explained above.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5. Conclusions

5.1 The projected outturn position for the services under the remit of the Environment & Transport Committee is an underspend of £166k on revenue and an underspend of £747k on capital projects.

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List of Appendices

Appendix 1 – F-039 – Projected Revenue Outturn Position 2014/15

Appendix 2 – F-039– Projected Capital Outturn Position 2014/15

Background documents:

SIC Budget Book 2014-15, SIC 11 December 2013

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=15444>

Environment & Transport Committee**1. Projected Revenue Outturn Position 2014/15**

Description	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Directorate	878	885	(6)
Environmental Services	3,264	3,155	108
Ferry Operations	11,388	11,402	(14)
Roads Service	4,081	4,102	(21)
Estate Operations	1,077	1,029	47
Transport Planning	4,713	4,661	52
Total Controllable Costs	25,401	25,235	166

An explanation for the main variances by service is set out below.

1.1 Directorate - projected outturn overspend (£6k) (0.7%) A

This overspend position relates to Tingwall Airport which is now part of the Directorate budget. A change in fire cover requirements at the Airport now requires additional staffing cover which is creating pressure on this budget (£19k). This additional cost is offset by underspending across the Administration section's budgets.

1.2 Environmental Services – projected outturn underspend of £108k (3%) G

This underspend relates to vacant posts £55k and other general predicted underspending across the service area.

1.3 Ferry Operations – projected outturn overspend of (£14k) (0.1%) A

This overspend position relates to a change in anticipated management restructure proposals (£63k); unbudgeted invoice payments relating to the previous year (£44k); additional unbudgeted repairs required to Daggri and Linga ferries (£93k); and budgeted fare income unlikely to be achieved (£80k), offset by current lower ferry fuel price than budgeted £280k.

1.4 Roads Service – projected outturn overspend (£21k) (0.5%) A

The projected overspend relates to a general downturn in demand for products from the Scord Quarry and a delay in expected TOTAL product requirements from Scord Quarry (£110k), partially offset by underspending on salary costs from vacant posts £83k.

1.5 Estate Operations – projected outturn underspend £47k (4%)

G

This projected underspend is due to increased grant income from the Scottish Government for the Green Deal scheme enabling costs for energy saving home improvements £56k.

1.6 Transport Planning - projected outturn underspend £52k (0.01%)

G

The projected underspend is due to income which relates to previous years' expenditure on the Move on Green and Rural Transport Solutions projects. These projects have now finished, £99k. This is offset by a projected overspend on Social Work and ASN Transport provision as current contracts have been extended until summer 2015 while a review is taking place, (£35k).

Environment & Transport Committee**2. Projected Capital Outturn Position 2014/15**

Description	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Environmental Services	182	150	32
Ferry Operations	1,015	1,015	0
Roads Service	1,976	1,633	343
Estate Operations	1,720	1,348	372
Transport Planning	20	20	0
Total Controllable Costs	4,913	4,166	747

An explanation for the main variances by service is set out below.

2.1 Environmental Services - projected outturn underspend £32k (18%) G

This underspend relates to the Gremista Landfill Capping Phase 1 works now anticipated to cost less than previously estimated £32k.

2.2 Ferry Operations – projected outturn breakeven G
2.3 Roads Service – projected outturn underspend £343k (17%) G

This projected underspend relates to a lower tender price for Burra Bridge Bearings project than estimated £176k; and savings across the Roads Rolling Bridge Replacement projects' repairs £166k.

2.4 Estate Operations – projected outturn underspend £372k (22%) G

This service is projecting an underspend which relates to the reprofiling of the Town Hall conservation project to 2015/16 to ensure tax efficiency for the Council and sourcing of additional external funding.

2.5 Transport Planning – projected outturn breakeven G

This budget relates to the Minor Works/Bus Services. The service is expecting to be on target following the completion of the Bus Network Redesign review and new contracts being awarded.



Environment and Transport Committee

18 August 2014

Infrastructure Directorate Performance Report 3 Month / 1st Quarter 2014/15

Report No: ISD-17-14-F

Director of Infrastructure Services

Infrastructure Services Department

1.0 Summary

- 1.1 This report summarises the activity and performance of the Infrastructure Directorate for the reporting period above.

2.0 Decisions Required

- 2.1 The Environment and Transport 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 those **“this year we will”** priorities from the **Council’s Our Corporate Plan – 2014 update** led by the Infrastructure Directorate

Our Corporate Plan – 2014 update -page 9 – “The Transport Services we need”

Lead Svs	Description	Due Date	Progress as at the end of this reporting period	RAG
Ferries	The roll out of new ticketing machines to increase use of smart cards, chip and pin facilities and online booking for internal ferries <i>and</i> Improve revenue security of ferry fares.	March 2015	<p>The previous ferries ticket machines were coming to the end of their life. The old system from DDS was no longer supported. In replacing the older more unreliable machines it was an opportunity to add additional functionality. The project was a “spend to save”. The saving from the reduced annual maintenance cost was sufficient to pay for the entire replacement project within the 3 year payback period.</p> <p>The project replaced the old ticketing system which was out of date and not able</p>	G

			<p>to be updated with a new system which used up to date technology and had the potential for developing further in the future.</p> <p>As well as replacing the physical ticket machines on the vessels this project also added an electronic bookings system within the booking office and also a web based bookings system to be used by the public. In the past month the number of bookings made over the internet has overtaken the number of bookings made through the booking office:</p> <table><tr><td>Month</td><td>Call Centre</td><td>Web Bookings</td></tr><tr><td>MARCH</td><td>1881</td><td></td></tr><tr><td>APRIL</td><td>2820</td><td></td></tr><tr><td>MAY</td><td>1240</td><td>335</td></tr><tr><td>JUNE</td><td>4382</td><td>3777</td></tr><tr><td>JULY(to 20/7)</td><td>2597</td><td>2918</td></tr></table> <p>The introduction of the payment by debit or credit card has not yet been rolled out as this facility is in the latter stages of development and will be implemented on all routes by the end of the year.</p> <p>The new system will implement better revenue security through various different methods:</p> <ul style="list-style-type: none">• Better reconciliation• Better statistics reporting• Debit and Credit card facilities reducing the risk of fraud• Smart Card type discount/payment facilities in the future	Month	Call Centre	Web Bookings	MARCH	1881		APRIL	2820		MAY	1240	335	JUNE	4382	3777	JULY(to 20/7)	2597	2918	
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All	Establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan.	Sept 2014	Information on all infrastructure maintenance and replacement costs has been provided to Finance and the long term investment plan should be reported to Council in the next cycle.	C																		

Our Corporate Plan – 2014 update -page 17 –“Vulnerable and disadvantaged people”

Lead Svs	Description	Date Due	Progress as at the end of this reporting period	RAG
Estate Ops	provide energy efficiency measures for fuel poor and/or vulnerable households to reduce their household bills and improve health outcomes	March 2015	To date we have received over 300 applications with approximately 110 surveys carried out to date. Works are progressing and this year's survey programme is under way. Applications are being prioritised in accordance with Council policy.	G

3.2 Progress against other **Directorate Plan** priorities for the Infrastructure Directorate.

Lead Svs	Description	Date Due	Progress as at the end of this reporting period	
Env Services	Manage the reduced Private Sector Housing Grant funding to most effectively provide adaptations to help people remain in their own homes	March 2015	All applications received to date progressed and budget is sufficient to meet current demand. There are some larger extensions which are pending however if the applications were received in the next quarter it is likely that expenditure would be managed by splitting payments across two financial years.	G
Ferries	Re-engine m.v. "Bigga"	Dec 2014	<p>A capital project is planned to replace the main engines, gearboxes and drive train components of m.v. "Bigga" as the final stage of this vessel's life extension in the autumn of this year.</p> <p>To comply with EU rules and Council's Standing Orders, this work had to be procured through a full EU tendering process. The contract will be for the supply and fitting of all equipment.</p> <p>A tender was received from only one contractor who is now "preferred bidder".</p> <p>There are technical issues with the compatibility of the engines and gearboxes proposed by the contractor who has now prepared a proposal using a different supplier for the main engines and remanufacturing the existing gearboxes.</p> <p>-We are confident that a contract can now be signed and the work can be carried out in September / October this year.</p> <p>A verbal update will be given at the Environment & Transport meeting on 18 August 2014.</p>	G
Airport	Complete the project to provide a viewing tower at Tingwall Airport to enable the Flight Information Service Officer to communicate effectively and safely with the pilot, as required in CAA audit	March 2015	Initial plans have been drawn up for a small tower to improve visibility and sightlines. Structural designs for the tower supports are proceeding and initial costing for the project will be secured. Funding has been identified from carry forward of the directorate underspend in 2013/14. Next CAA audit due in September/October 2014.	G
Roads	Project manage the replacement of Burra Bridge bearings to maintain the road asset	March 2015	Works due to start on site in August 2014	G

Roads	Replacement of the existing Laxaburn Bridge Structure to maintain the road asset	March 2015	Works underway and on programme.	G
Direct- orate	Develop a workforce plan which promotes and supports employment in Infrastructure Services, identifying and filling skills gaps and achieving succession planning for future vacancies;	March 2015	<p>Workforce planning workbook developed for completion by Services.</p> <p>The current challenges to keep the interisland ferries crewed to deliver the scheduled services have led to the Workforce Planning for the Ferry Service being started before the rest of the Infrastructure Department.</p> <p>The availability of Engineers for the ferries is of particular concern. One of the pieces of work being carried out is described below.</p> <p><u>Engineer Cadets:</u></p> <p>In the past, the Council has sponsored a number of cadets. Whilst this has assisted these recipients of the sponsorship to gain certification, it has had limited direct benefit for the Ferry Service.</p> <p>Consideration is now being given to employing Engineer Cadets who will gain all the required sea time and experience on the Council's ferries or in the workshops and will be committed to remain with the service for a minimum period after they gain their certification.</p> <p>The Cadets will be able to fulfil the duties of complemented crew members after their initial training and will be available to assist at overhauls. Following "successful completion" of cadetship each Engineer Cadet shall hold an Officer Of the Watch Certificate of Competence, which is acceptable qualification for Engineer on all but two vessels; "Linga" and "Filla".</p> <p>We estimate that the total cost to the Council of the required 3 year training for 4 Cadets will be £70k. This is net of training funding. Ports & Harbours are interested in sharing this scheme and its costs with Ferry Services.</p> <p>It is anticipated that the required £23.3k per annum can be accommodated within existing budgets if shared with P & H. The balance will be made up of reduced costs when using the Cadets as Deckhands and when using them instead of contractors or the Shore Maintenance Team at overhauls or for repairs.</p>	G

			This paper is to bring the outline proposal to Members attention at this stage. A detailed business case is being prepared.	
Estate Ops	Continue collaborative working in the Building Efficiencies Project to deliver more efficiencies through procurement and flexible working arrangements in Estate Operations and grounds Maintenance across public sector partners	March 2015	The restructure of Estate Operations is in the process of being implemented. Several small scale projects have been successfully delivered to NHS Shetland by Building Services operatives. One member of staff is working directly with the NHS on the Scalloway Health Centre project while work on the project to share the Council's computerised facilities management system is ongoing. Following the busy summer works window, we anticipate that work on joint procurement of service contracts and grounds maintenance will commence in October.	G
Directorate	Complete 100% of Employee Reviews and Development	March 2015	Infrastructure Services have completed the highest percentage of ERDs of all Directorates and the outstanding ERDs are programmed for completion up to March 2015 due to the seasonality of some work activities	G
Directorate	Delivery of services within Directorate on budget	March 2015	Budget position report, indication of overspend on ferries but efforts being taken to bring Directorate expenditure on budget	A
Environmental Services	Develop and implement Waste strategy following completion of the Zero Waste Scotland Review of waste services	March 2015	<p>Meeting held with Scottish Government, Zero Waste Scotland and SEPA to discuss the review which determined that the Best Practicable Environmental Option (BPEO) is to continue the current arrangements for waste and for the Council to focus on the recycling or reuse of textiles, metals and glass. The BPEO evidences that increased recycling could lead to worse overall outcomes if the shortfall in heat output is replaced by combustion of diesel at the District Heating Scheme (as currently happens).</p> <p>SEPA regulate the Energy Recovery Plant through the Pollution Prevention and Control (PPC) licence and have indicated that they do not feel that the BPEO is acceptable to them as it does not comply with the Waste (Scotland) Regulations 2012 which will be implemented through the PPC licence and they will require that the Council move towards the removal of hard plastics and non-ferrous metals from the waste stream. SEPA therefore wish to see that the Council remove non-ferrous metals and hard plastic from the waste stream before it is burned by providing a doorstep recycling service for the 5 main recyclates. This can be required of the Council despite the BPEO clearly stating that the best environmental option for Shetland is to burn paper, card and plastics.</p> <p>A report on the BPEO and options for the future will be provided to next committee cycle.</p>	G

Estate Ops	Develop strategy and implement Action Plan for Carbon Management Plan	Dec 2014	Strategy and action plan in development and will be reported for approval to Environment and Transport Committee	G
Directorate	Identify additional savings of £380K to meet the 15/16 Medium Term Financial Plan target	March 2015	Infrastructure Services have reviewed final outturn budget for 13/14 to identify options for 15/16 budget savings. Outcome of public consultation in the Building Budgets exercise will lead the budget review planned in September to identify further savings	G
Ferries Ports & Harbours	Ensure compliance with Standing Orders within Ferries and Ports and Harbours	March 2015	A review of all planned procurement for goods, works and services within Ports and Harbours and Ferries has been completed and project plans drawn up for each to achieve compliance with Standing Orders through competitive tendering. Tender exercises are being progressed and term service contracts developed where this is appropriate. A quarterly review of all payments greater than £10K is in place to provide additional management oversight of the progress to compliance with Standing Orders.	A

3.3 Overview of **Service Plan Progress** in the Infrastructure Services Department.

Service	Key Actions	RAG Rating	Number
Ferries Services	15	Green	10
		Amber	5
		Red	-
Environmental Services	14	Green	13
		Amber	1
		Red	-
Estate Operations	8	Green	7
		Amber	1
		Red	-
Roads	18	Green	15
		Amber	3
		Red	-

3.4 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 Our Corporate Plan – 2014 update and the Infrastructure Directorate Plan 2014/15.

For further information please contact:

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7 August 2014

List of Appendices

Appendix 1 – Performance Indicators

Appendix 2- Risk Management

Links to Background Documents

[Infrastructure Services Directorate Plan](#)

Appendix 1 – Performance Indicators

Council Wide Performance Measures

	Indicators	Council 2013/14		Infrastructure Directorate 2013/14			
						Performance Statement	Improvement Statement
1	Overtime Cost	Performance		Performance	Required	For Infrastructure Services overtime is used to address seasonal demand and cover sickness/annual leave. In many areas staff numbers have reduced and core technical staff recruitment is challenging in a heated economy so there is a need to respond to demand through overtime. This is cheaper than outsourcing the work or recruiting additional staff.	Overtime is being considered as part of the workforce planning exercise. It has a key role in maintaining services functional as staff numbers have dropped and there are recruitment challenges for core staff roles.
		Target		Target	Maintain overtime within annual seasonal fluctuations		
2	Sickness Absence Rates	Performance	3.6%	Performance	3.5%	The level of sickness within Infrastructure Services is consistently lower than levels of sickness across the Council and maintained below target	Sickness absence is actively managed across the Services and issues of both long term sick and individual patterns of sickness actively monitored within departmental management team.
		Target	3.6%	Target	4%		

3	Energy Usage per KWh	Performance	96,781,226	Performance	96,781,226	The council's energy usage is reducing.	Infrastructure Services has a key role in delivering the technical solutions required for reduced energy usage and also the implementation of behavioural change strategies. These will be included in the Carbon Management action plan.
		Target	105,145,165	Target	105,145,165		
4	Employee Review and Development	Performance	39%	Performance	52%	Infrastructure services has achieved the highest percentage of ERDs within the council	Managers are continuing to deliver ERDs across the Services with an aim of achieving 100% by March 2015.
		Target	100%	Target	100%		
5	Return to Work Interviews	Performance		Performance	Required	Managers across the Service aim to achieve 100% of return to work interviews due and there are systems to monitor compliance with the policy.	The completion of return to work interviews is actively managed across the department and monitored at Departmental Management Team.
		Target		Target	100%		
6	FOISA Response times	Performance	94%	Performance	93%	Managers across the Service aim to respond to 100% of FOISA's requests and there are systems to monitor compliance with the policy.	Responses to FOISA's is actively managed across the department and monitored at Departmental Management Team.
		Target	100%	Target	100%		

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		
ENV1	Gross waste collection cost per premise				10/11	£172	32	£152	Rural area – waste collection costs will be higher per premises, not all premises have wheeled bins which increases costs. Still providing weekly collection as the Essy Karts are limited in holding capacity by size of roads.	“Develop and undertake necessary Service Change to deliver the Waste Strategy following the Zero Waste Scotland review in 2014.” – Action 9.1 from Action Plan.
					11/12	£185	32			
		£46	£78	£177	12/13	£177	32			
ENV2	Gross waste disposal cost per premise				10/11	£271	32	£300	Waste to Energy and landfill site are both Council run. Low usage but high overheads as have to meet same standards as other Services, even though lower throughout. Income from sale of heat, import of waste, commercial waste offsets cost.	“Develop and undertake necessary Service Change to deliver the Waste Strategy following the Zero Waste Scotland review in 2014.” – Action 9.1 from Action Plan.
					11/12	£279	32			
		£66	£108	£325	12/13	£326	32			
ENV3A	Cost of street cleaning per 1,000 population				10/11	£22.9k	29	£16.0k	Further staffing reductions next year should reduce costs.	“Develop and undertake necessary Service Change to deliver the Waste Strategy following the Zero Waste Scotland review in 2014.” – Action 9.1 from Action Plan.
					11/12	£17.7k	21			
		£7.33k	£16.0k	£29.6k	12/13	£16.6k	19			

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
ENV3B	Street cleanliness index				10/11	73	16	74	Street Cleansing staff reducing so this may be difficult to maintain in future years.	"Develop and undertake necessary Service Change to deliver the Waste Strategy following the Zero Waste Scotland review in 2014." – Action 9.1 from Action Plan.
					11/12	75	12			
		69	74	84	12/13	74	8			
ENV4A	Road Maintenance cost per kilometre				10/11	£5.59k	11	£3.5k	There appears to be an error in the reported cost of road maintenance between 2010/11 and 2011/12.	"Establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan." – Action 3.3 from Action Plan.
					11/12	£8.86k	19			
		£2.62k	£7.97k	£25.6k	12/13	£3.83k	8			
ENV4B	% of Class A Roads that should be considered for Maintenance Treatment 10-12.				10/11	25%	8	25%	This represents an increase of 1.7% of A class roads needing maintenance. The A class road network is deteriorating due to the level of funding. The increase in the	"Establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
					11/12	26%	14		percentage of roads requiring maintenance is accelerating because the A class road network was all constructed in a short timeframe meaning that it will also come to the end of its useful life at a similar time. We are approaching the end of the useful lifespan of these carriageways and they will need further investment if further deterioration is to be prevented.	<i>Investment Plan.</i> – Action 3.3 from Action Plan.
		18%	26%	47%	12/13	25%	15			
ENV4C	% of Class B Roads that should be considered for Maintenance Treatment.				10/11	38%	23	40%	This represents an increase of 3.6% of B class roads needing maintenance. The B class road network is deteriorating due to the level of funding and an aging road network.	<i>“Establish the Council’s current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan.” – Action 3.3 from Action Plan.</i>
					11/12	42%	25			
		19%	31%	65%	12/13	40%	28			
ENV4D	% of Class C Roads that should be				10/11	39%	20	40%	This represents an increase of 1.9% of C class roads needing	<i>“Establish the Council’s current investment in our Transport</i>

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
	considered for Maintenance Treatment				11/12	41%	21		maintenance. The C class road network is deteriorating due to the level of funding and an aging road network.	<i>Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan.</i> – Action 3.3 from Action Plan.
		12%	35%	62%	12/13	40%	23			
ENV5	Cost of Trading Standards and environmental health per 1000 population				10/11	£72.8k	32	£70k	Costs in Financial return do not just include Environmental Health and Trading Standards, includes public toilets, antisocial behaviour, Licensing, private sector housing, pest control, which not all other councils deliver through Env Health and Trading Standards. Not comparing like with like. More complex food premises than other areas due to shellfish and fish processing. More food businesses than Orkney.	Reduced Staffing levels in 13/14 should see reduction in costs.
					11/12	£81.8k	32			
		£13.1k	£21.4k	£88.7k	12/13	£88.7k	32			
ENV6	% of total household waste that is recycled.				10/11	18%	32	17%	Focus has been reducing waste to landfill through waste to energy. Aim to increase	<i>“Develop and undertake necessary Service Change to deliver the Waste</i>

	Indicator	Scotland 2012/13			Shetland				Performance Statement	Improvement Statement
		Min	Avg	Max	Year	Value	Rank	Target		
					11/12	17%	32		recycling rates but costs for collection and shipping for processing higher in Shetland due to remote location. Figures does not include recycling of cans in schools through amenity trust or reuse activities.	Strategy following the Zero Waste Scotland review in 2014.” – Action 9.1 from Action Plan.
		17%	42%	57%	12/13	14%	32			
ENV7A	% of adults satisfied with refuse collection.				10/11	95%	1	95%	Shetland performs well against this measure.	“Develop and undertake necessary Service Change to deliver the Waste Strategy following the Zero Waste Scotland review in 2014.” – Action 9.1 from Action Plan.
					11/12	-%	-			
		73%	86%	95%	12/13	95%	1			
ENV7B	% of adults satisfied with street cleansing.				10/11	83%	1	84%	Shetland performs well against this measure.	“Develop and undertake necessary Service Change to deliver the Waste Strategy following the Zero Waste Scotland review in 2014.” – Action 9.1 from Action Plan.
					11/12	-%	-			
		66%	76%	89%	12/13	84%	5			
CORP5B2	Average time between the time of a noise complaint and attendance on site (hours).				10/11	-hrs	-	48hrs	Officers try and visit premises immediately if the complainant says “noise occurring” when they call.	This will be maintained.
					11/12	0.1hrs	1			
		0.4hrs	11hrs	599hrs	12/13	48hrs	26			

Directorate Performance Measures from key Service Performance Measures

	Indicator	Source	Freq	Shetland			Performance Statement	Improvement Statement
				Year	Value	Target		
1	a) Food Hygiene Percentage of inspection programme completed	Env Health	Quarterly	11/12	97%	100%	Aim to improve performance to achieve planned annual inspection programme. The Food Standard Agency sets the frequency of inspections based on business risk and audit's the Council for compliance. Inspections, enforcement and business advice should see the improvement in the PASS rate of businesses. Achievement of the target is challenging as there are less staff, more onerous inspection and audit requirements and the reactive response to food issues impacts on resources for delivery of inspections programme.	Less staff in Service so target will be an additional challenge.
	12/13			96%				
	13/14			88%				
	11/12			Not available	95%			
	12/13			80.5%				
	b) Percentage of premises achieving PASS standard in Food Hygiene information Scheme			13/14	84%			

2	Ferry Availability	Ferry Service	Monthly	11/12	New Target (only started recording this info 12/13)	99.5%	Maintain availability at or above target	Older vessels, less staff so maintaining performance is a challenge.
				12/13	99.8%			
				13/14	99.7%			
3	Lost sailings by cause	Ferry Operations	Monthly	11/12	N/A	180	Reduce controllable causes of lost sailings.	Older vessels, less budget for maintenance and less staff so the reduction will be a challenge.
	12/13			171				
	13/14			620				
	a) Weather			11/12	N/A	180		
	12/13			79				
	13/14			515				
	b) B'down			11/12	N/A	0		
	12/13			64				
	13/14			63				
	c) Crew			11/12	N/A	0		
	12/13			28				
	13/14			36				
	d) Other			11/12	N/A	0		
12/13	0							
13/14	6							
4	Landings at Tingwall Airport	Tingwall Airport	Monthly	11/12	N/A	N/A	This is a new measure for 2014/15. Aim to maximise usage of facility to increase landing fee income.	N/A
	12/13			N/A				
	13/14			N/A				
	a) Islander			11/12	N/A	N/A		
	12/13			N/A				
	13/14			N/A				
	b) Air Ambulance			11/12	N/A	N/A		
	12/13			N/A				
	13/14			N/A				
	c) Other			11/12	N/A	N/A		
	12/13			N/A				
	13/14			N/A				

5	ai) Contracts delivered in-house	Estate Operations	Quarterly	11/12	N/A	N/A	This is a new measure. Only measuring from 2014/15. During 2014/15 monthly and yearly targets will be developed from this years baseline and monitored.	Address the concerns about public/private contracting.
	12/13			N/A				
	13/14			N/A				
	a ii) Contracts delivered private sector			11/12	N/A	N/A		
	12/13			N/A				
	13/14	N/A						
	a iii) Contracts delivered Ratio in £	11/12		N/A	N/A			
	12/13	N/A						
	13/14	N/A						
	a iv) Performance on contract in-house	11/12		N/A	N/A			
	12/13	N/A						
	13/14	N/A						
	av) Performance on contract private sector	11/12		N/A	N/A			
	12/13	N/A						
	13/14	N/A						
	bi) Contracts delivered in-house	Ports & Harbours		11/12	N/A	N/A		
	12/13			N/A				
	13/14			N/A				
	b ii) Contracts delivered private sector			11/12	N/A	N/A		
	12/13			N/A				
	13/14			N/A				
	b iii) Contracts delivered Ratio in £			11/12	N/A	N/A		
	12/13			N/A				
	13/14			N/A				
b iv) Performance on contract in-house	11/12		N/A	N/A				
12/13	N/A							
13/14	N/A							
bv) Performance on contract private sector	11/12	N/A	N/A					
12/13	N/A							
13/14	N/A							
ci) Contracts delivered in-house	Ferries	11/12	N/A	N/A				
12/13		N/A						
13/14		N/A						
c ii) Contracts delivered private		11/12	N/A	N/A				

	sector			12/13	N/A			
	ciii) Contracts delivered Ratio in £			13/14	N/A			
	civ) Performance on contract in-house			11/12	N/A			
				12/13	N/A			
				13/14	N/A			
	cv) Performance on contract private sector			11/12	N/A			
				12/13	N/A			
				13/14	N/A			
	di) Contracts delivered in-house			11/12	N/A			
				12/13	N/A			
				13/14	N/A			
	dii) Contracts delivered private sector			11/12	N/A			
				12/13	N/A			
				13/14	N/A			
	diii) Contracts delivered Ratio in £			11/12	N/A			
				12/13	N/A			
13/14		N/A						
div) Performance on contract in-house	11/12	N/A						
	12/13	N/A						
	13/14	N/A						
dv) Performance on contract private sector	11/12	N/A						
	12/13	N/A						
	13/14	N/A						
6	Number of reactive jobs completed by Building Services	Estate Operations	Monthly	11/12	New measure	3480 (293 per month on average)	Due to the older buildings and the size of the Council Estate,	Less staff, ageing infrastructure and reduced budgets so it
			12/13	4,000				

				13/14	3,502		the demand on the service may increase however we are also seeing a pull of staff into the private sector so maintaining the ability to respond to the workload will be increasingly challenging.	will be a challenge.
7	Complaints about Service delivery	Directorate	Monthly	11/12	N/A	N/A	This is a new measure. Only measuring for 2014/15. Establish a baseline and reduce complaints escalated to 2 nd level	The directorate aims to provide services to the public and our customers that meet their needs so we are aiming to minimise complaints. It is recognised that with reducing budgets and service change that complaints may increase when there is a gap between what is affordable, and what the community have come to expect of services.
				12/13	N/A			
				13/14	N/A			
8	Level of compliance with External audits regimes – CAA, FSA, MCA	Directorate	Annually	11/12	N/A	No comments which are of a serious	This is a new measure. Only measuring for	There are a variety of external audits of Infrastructure
				12/13	N/A			

				13/14	N/A	category	2014/15. Maintain no serious comments	services and they form a valuable part of the assessment of service performance. Achieving a target of no serious comments or non-conformities would demonstrate that service standards and performance is being maintained.
9	Tonnes of CO2 from Council operations	Estate Operations	Monthly	11/12	N/A	15050 (this is the figure in the directorate plan for 12/13)	Reduce from 15050 12/13 baseline to reduce the Council's impact on the environment	"Implement Action Plan of Carbon Management Plan." – Action 9.3 from Action Plan
				12/13	31,478			
				13/14	28,786			
10	Council Energy Consumption Per KWh	Estate Operations	Monthly	11/12	N/A	105,145,165	Reduce from 105,145,165 12/13 baseline by implementing better energy efficiency measures and encouraging behaviour change to save energy, reduce budgets and reduce the environmental impact of Council premises.	"Implement Action Plan of Carbon Management Plan." – Action 9.3 from Action Plan
				12/13	105,145,165			
				13/14	96,781,226			
11	Road Condition Indicator (RCI)	Roads	Annually	11/12	43.7%	41.4%	Road's budgets have reduced so the remaining resource	"Establish the Council's current investment in our

				12/13	42.5%		has to be targeted where it will have the greatest benefit. The aim is to maintain the network with the reduced resources, however it is recognised that this has resulted in targeting A+B class roads and the C lass Roads will deteriorate.	Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan.” – Action 3.3 from Action Plan
				13/14	41.4%			
12	a) Number and value of contracts issued	Directorate	Quarterly	11/12	N/A	100% (except for emergency works)(2014/15)	This is a new measure. Only measuring for 2014/15.	Internal Audit and Audit Scotland comments raised about non-compliance with Standing Orders. This Performance Measure is designed to provide assurance that this is being actively managed within the Directorate.
	12/13			N/A				
	13/14			N/A				
	11/12			N/A				
	12/13			N/A				
	b) % compliance with Standing Orders			13/14	N/A			

Monthly Performance Indicators - Infrastructure Directorate Summary



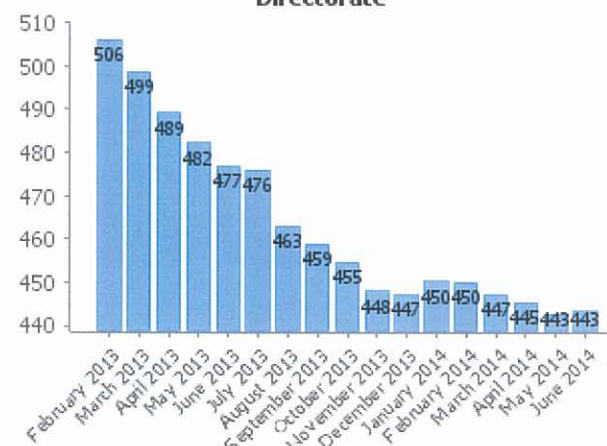
Shetland Islands Council

Generated on: 30 July 2014

Full-time equivalents in Infrastructure Services - Contracted Hours only

June 2014 result
443

OPI-4A-H FTE (Contracted Hours) - Infrastructure Directorate

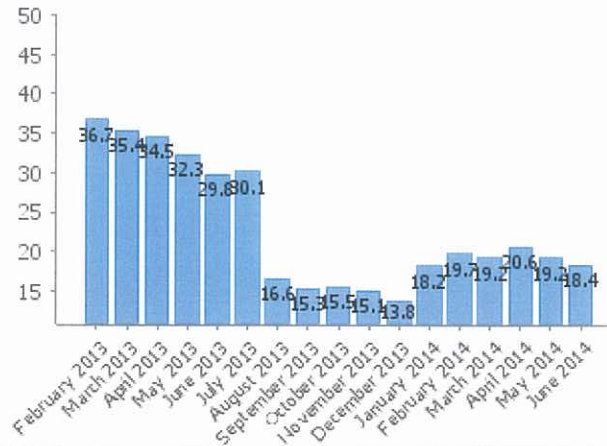


Note		Short Trend	Getting Worse	↓
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	↑
Linked Performance Indicators	FTE (Contracted Hours) - Whole Council	2232	Purpose & Guidance This PI is a measure of headcount, at the moment it only includes contracted hours. It does 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.	
	FTE (Contracted Hours) - Environmental Health & Trading Standards	17		
	FTE (Contracted Hours) - Ferry Operations	123		
	FTE (Contracted Hours) - Infrastructure Services Director's Section	11.6		
	FTE (Contracted Hours) - Harbour Master & Port Operations	93.8		
	FTE (Contracted Hours) - Roads	74.5		
	FTE (Contracted Hours) - Environment & Trans Ops	123		

Temporary Staff (FTE) in Directorate - Infrastructure Services

June 2014 result
18.4

OPI-4At-H Temporary Staff (FTE) - Infrastructure Directorate



Note

Short
Trend

Improving



Service/Directorate

Infrastructure Services Directorate

12-month
Trend

Improving



Linked Performance
Indicators

Temporary Staff (FTE) - Whole Council

157.1

Temporary Staff (FTE) - Env Health & TS

0

Temporary Staff (FTE) - Ferry Operations

3.9

Temporary Staff (FTE) - Infrastructure Services Director Direct Reports

0

Temporary Staff (FTE) - Harbor Mastr & Port Ops

8.6

Temporary Staff (FTE) - Roads

1.9

Temporary Staff (FTE) - Waste Mgt & Energy

4

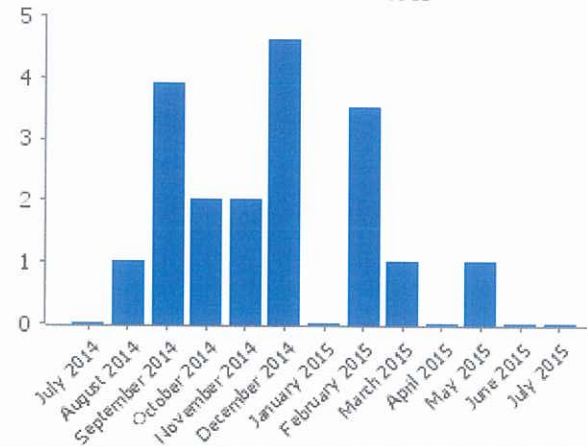
Purpose & Guidance

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 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.

Temp Contracts Ending in Directorate - Infrastructure Services

July 2015 result
0

OPI-4Atl-H Temp Contracts Ending - Directorate - Infrastructure Services



Note

Short Trend

No Change



Service/Directorate

Infrastructure Services Directorate

12-month
Trend

No Change



Linked Performance
Indicators

Temp Contracts Ending - Whole Council	44.2
Temp Contracts Ending - Env Health & TS	0
Temp Contracts Ending - Ferry Operations	0
Temp Contracts Ending - Infrastructure Services Director Direct Reports	0
Temp Contracts Ending - Harbor Mastr & Port Ops	0
Temp Contracts Ending - Roads	0
Temp Contracts Ending - Waste Mgt & Energy	0

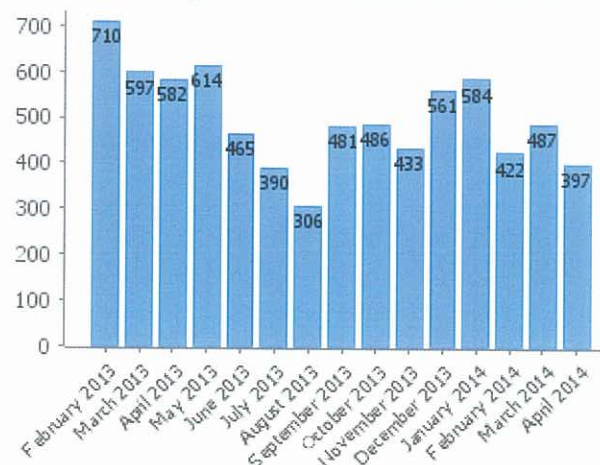
Purpose & Guidance



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

Days lost due to sickness in Directorate - Infrastructure Services

April 2014 result
397

OPI-4B-H Days Sick - Infrastructure Directorate

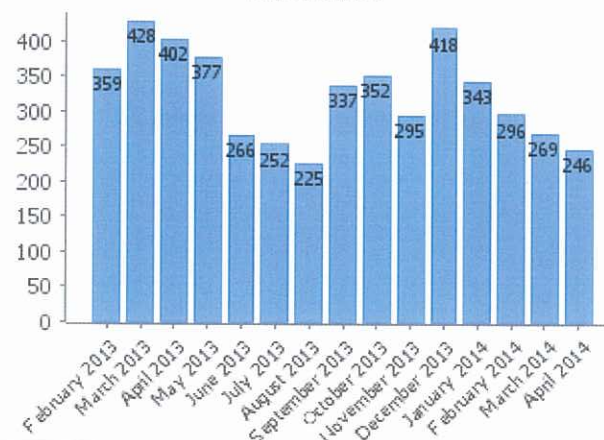


Note		Short Trend	Improving	
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	
Linked Performance Indicators	Days Sick - Whole Council	2522	Purpose & Guidance This indicator shows the number of CALENDAR days that are "absent due to sickness", it does not measure "working 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.	
	Days Sick - Environmental Health & Trading Standards	0		
	Days Sick - Ferry Operations	116		
	Days Sick - Infrastructure Services Director's Direct Reports	4		
	Days Sick - Harbour Master & Port Operations	89		
	Days Sick - Roads	71		
	Days Sick - Environment & Trans Ops	117		

Days lost due to long-term sickness in Directorate - Infrastructure Services

April 2014 result
246

OPI-4BI-H Days Sick (Long-term) - Infrastructure Directorate



Note

Short
Trend

Improving



Service/Directorate

Infrastructure Services Directorate

12-month
Trend

Improving



Linked Performance
Indicators

Days Sick (Long-term) - Whole Council

1800

Days Sick (Long-term) - Env Health & TS

0

Days Sick (Long-term) - Ferry Operations

82

Days Sick (Long-term) - Infrastructure Services Director Direct Reports

0

Days Sick (Long-term) - Harbour Master & Port Operations

83.4

Days Sick (Long-term) - Roads

46

Days Sick (Long-term) - Environment & Transport Operations

34.9

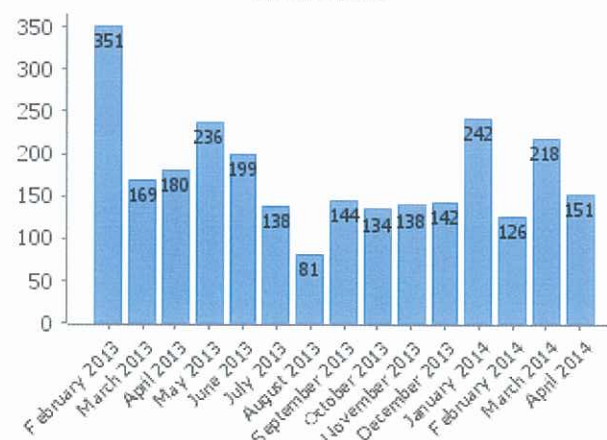
Purpose & Guidance



This PI measures the number of days, in the overall total number of sick days, that are classed as part of a long-term sickness. Long-term sickness is sickness episode which lasts 4 weeks or more. All Executive Managers should already be aware of absences which last more than 4 weeks.

Days lost due to short-term sickness in Directorate - Infrastructure Services

April 2014 result
151

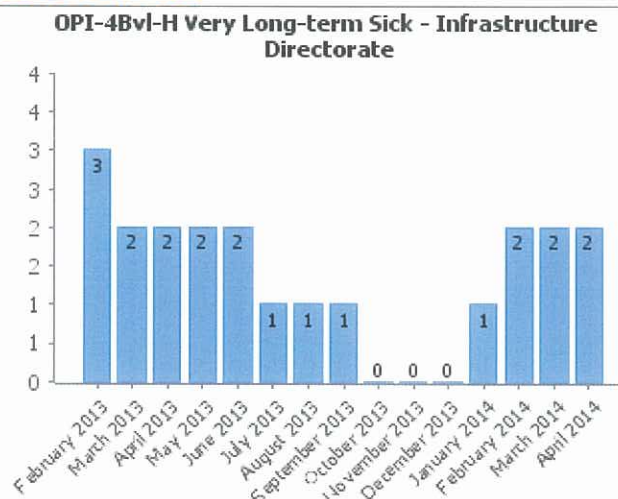
OPI-4Bs-H Days Sick (Short-term) - Infrastructure Directorate





Note		Short Trend	Improving	
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	
Linked Performance Indicators	Days Sick (Short-term) - Whole Council	722	Purpose & Guidance This PI measures the number of days, in the overall total number of sick days, that are classed as part of a short-term sickness. Short-term sickness is sickness episode which lasts less than 4 weeks.	
	Days Sick (Short-term) - Environmental Health & Trading Standards	0		
	Days Sick (Short-term) - Ferry Operations	34		
	Days Sick (Short-term) - Infrastructure Services Director Direct Reports	4		
	Days Sick (Short-term) - Harbour Master & Port Operations	6		
	Days Sick (Short-term) - Roads	25		
	Days Sick (Short-term) - Environment & Transport Operations	82		

Very Long-term Sick Headcount in Directorate - Infrastructure Services

April 2014 result
2



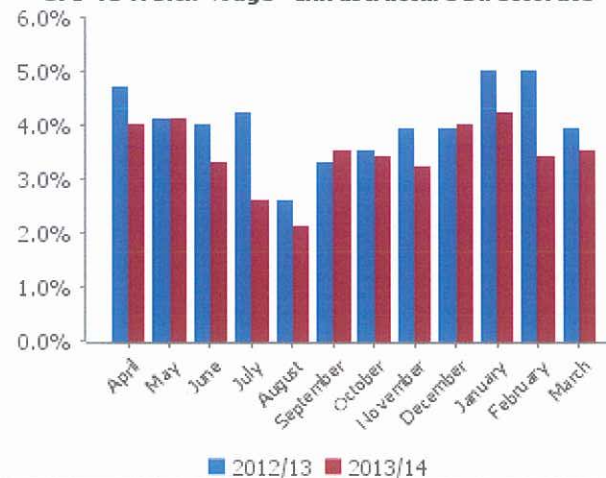
Note		Short Trend	No Change	
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Getting Worse	
Linked Performance Indicators	Very Long-term Sick - Whole Council	23	Purpose & Guidance This PI measures the number individuals who have been sick for over 6 months. All Executive Managers and Directors should already be aware of staff in their areas that have been absent for extended periods of time.	
	Very Long-term Sick - Env Health & TS	0		
	Very Long-term Sick - Ferry Operations	0		
	Very Long-term Sick - Infrastructure Director's Section	0		
	Very Long-term Sick - Harbour Master & Port Operations	1		
	Very Long-term Sick - Roads	0		
	Very Long-term Sick - Waste Mgt & Energy	1		

Percentage Rate Of Sickness in Directorate - Infrastructure Services

Average result for 2014/15 as of April 2014



OPI-4C-H Sick %age - Infrastructure Directorate



Note

Short
Trend

Improving



Service/Directorate

Infrastructure Services
Directorate

12-month
Trend

Improving



Linked Performance Indicators

Sick %age - Whole Council

3.8%

Sick %age - Environmental
Health & Trading Standards

0.0%

Sick %age - Ferry Operations

3.1%

Sick %age - Infrastructure
Services Director's Direct
Reports

1.2%

Sick %age - Harbour Master &
Port Operations

3.2%

Sick %age - Roads

3.2%

Sick %age - Environment &
Trans Ops

3.1%

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.

Overtime Cost in Directorate - Infrastructure Services (non-contractual)

Cumulative result for 2014/15 as of June 2014
£453,735

OPI-4D-H Overtime Cost - Infrastructure Directorate

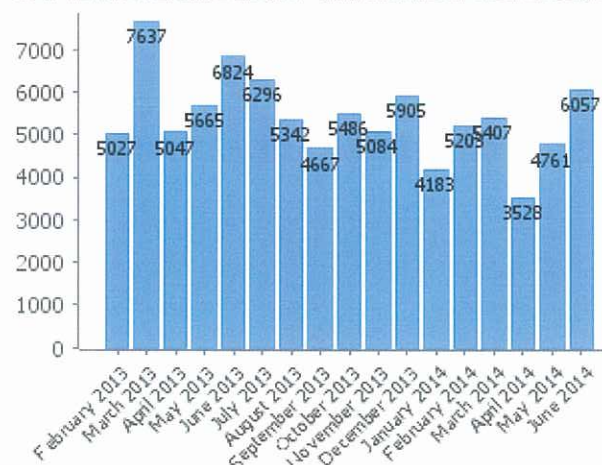


Note		Short Trend	Improving	↑
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	↑
Linked Performance Indicators	Overtime Cost - Whole Council	£229,968	Purpose & Guidance This PI measures non-contractual, time-and-a-half, overtime costs and costs for unsocial and call outs. It includes an element of employer's NI contribution. It does NOT include hours worked beyond contract where these are straight time (eg. A 20 hour per week person working 30 hours one week). It does NOT include contractual overtime (eg. The 5 hours contracted overtime that most ferry staff have).	
	Overtime Cost - Env Health & TS	£1,088		
	Overtime Cost - Ferry Operations	£47,385		
	Overtime Cost - Infrastructure Services Director's Direct Reports	£156		
	Overtime Cost - Harbour Master & Port Operations	£91,953		
	Overtime Cost - Roads	£23,515		
	Overtime Cost - Environment & Trans Ops	£35,792		

Overtime Hours in Directorate - Infrastructure Services (non-contractual)

June 2014 result
6057

OPI-4E-H Overtime Hours - Infrastructure Directorate



Note

Short
Trend

Getting Worse



Service/Directorate

Infrastructure Services Directorate

12-month
Trend

Getting Worse



Linked Performance
Indicators

Overtime Hours - Whole Council

7,404

Overtime Hours - Env Health & TS

55

Overtime Hours - Ferry Operations

2106

Overtime Hours - Infrastructure
Services Director's Direct Reports

6

Overtime Hours - Harbour Master &
Port Operations

887

Overtime Hours - Roads

1176

Overtime Hours - Environment &
Trans Ops

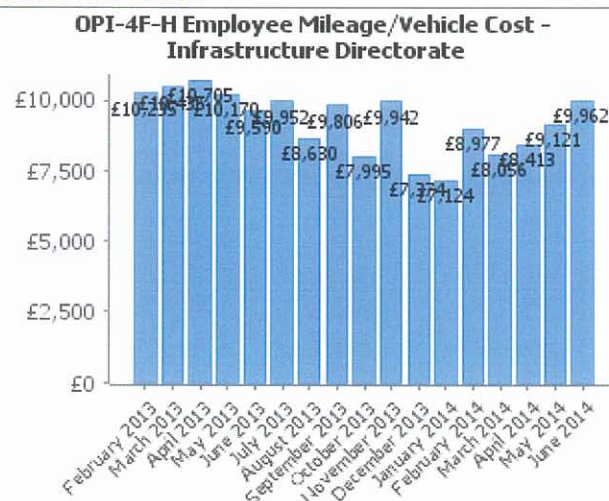
1827

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).

Employee Mileage/Vehicle Cost in Directorate - Infrastructure Services

June 2014 result
£9,962



Note

Short
Trend

Getting Worse



Service/Directorate

Infrastructure Services Directorate

12-month
Trend

Getting Worse



Linked Performance
Indicators

Employee Mileage/Vehicle Cost -
Whole Council

£67,745

Employee Mileage/Vehicle Cost - Env
Health & TS

£853

Employee Mileage/Vehicle Cost -
Ferry Operations

£1,907

Employee Mileage/Vehicle Cost -
Infrastructure Director's Section

£17

Employee Mileage/Vehicle Cost -
Harbour Master & Port Operations

£2,038

Employee Mileage/Vehicle Cost -
Roads

£3,313

Employee Mileage/Vehicle Cost -
Waste Mgt & Energy

£1,834

Employee Miles Claimed -
Infrastructure Directorate

11,108

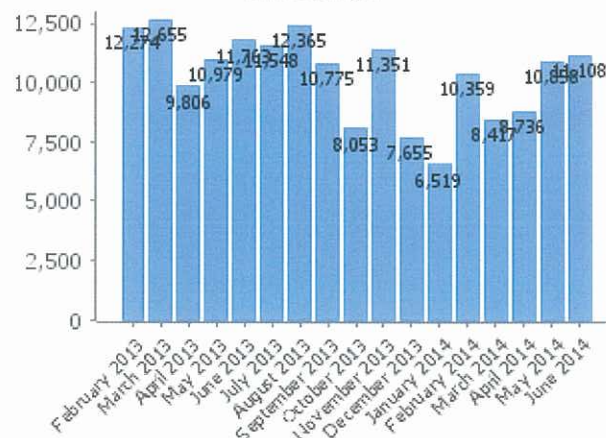
Purpose & Guidance

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 includes an element of employers NI. It does not include any costs for Council owned vehicles.

Employee Miles Claimed in Directorate - Infrastructure Services

June 2014 result
11,108

OPI-4G-H Employee Miles Claimed - Infrastructure Directorate



Note

Short
Trend

Getting Worse



Service/Directorate

Infrastructure Services Directorate

12-month
Trend

Getting Worse



Linked Performance
Indicators

Employee Mileage/Vehicle Cost -
Infrastructure Directorate

£9,962

Employee Miles Claimed - Whole Council

80,037

Employee Miles Claimed - Env Health & TS

446

Employee Miles Claimed - Ferry Operations

3,071

Employee Miles Claimed - Infrastructure
Services Director's Section

29

Employee Miles Claimed - Harbour Master
& Port Operations

2,022

Employee Miles Claimed - Roads

4,182



Employee Miles Claimed - Waste Mgt &
Energy

1,358

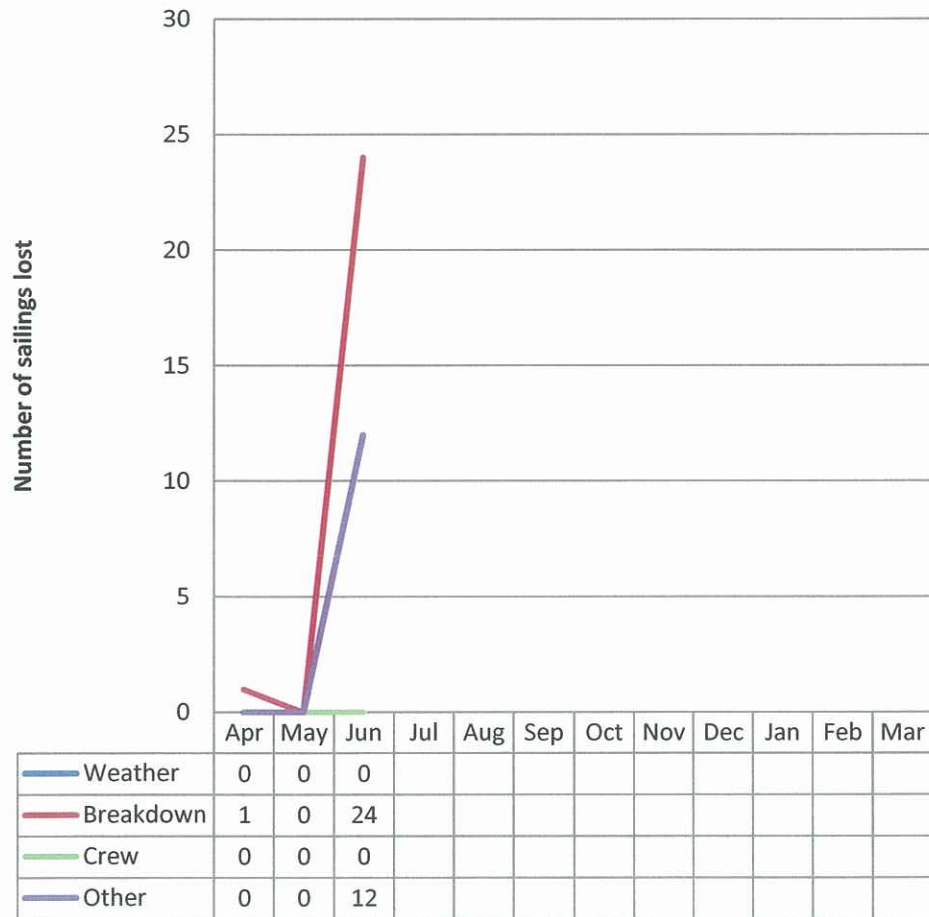
Purpose & Guidance

This is the number of miles claimed by employees for mileage done in their own vehicles. Some mileage may have been done in earlier months, this is usually due to late mileage claims by employees.

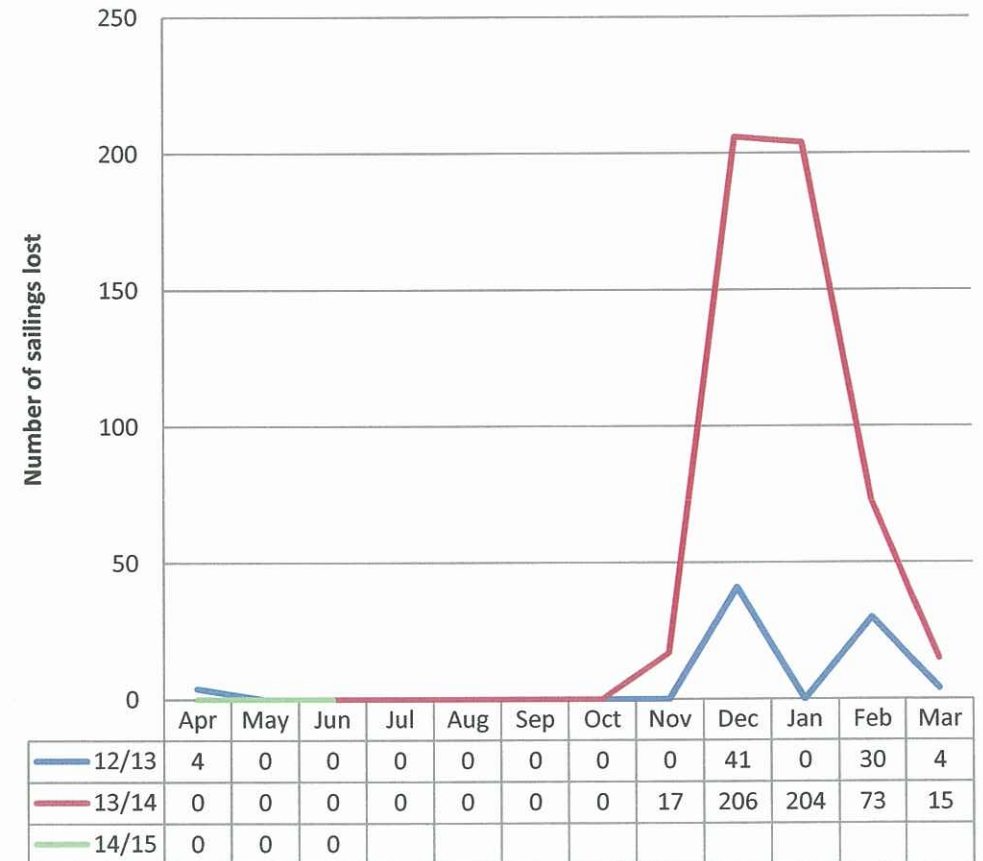
Incident Notifications (PINS) in Directorate - Infrastructure Services

<p>November 2012 result 6</p>	<p>OPI-4H-H Incident Notifications (PINS) - Infrastructure Directorate</p>			
<p>Note</p>		<p>Short Trend</p>	<p>Getting Worse</p>	
<p>Service/Directorate</p>	<p>Infrastructure Services Directorate</p>	<p>12-month Trend</p>	<p>Getting Worse</p>	
<p>Linked Performance Indicators</p>	<p>Incident Notifications (PINS) - Whole Council</p>	<p>232</p>		
	<p>Incident Notifications (PINS) - Env Health & TS</p>	<p>0</p>		
	<p>Incident Notifications (PINS) - Ferry Operations</p>	<p>0</p>		
	<p>Incident Notifications (PINS) - Infrastructure Director's Section</p>	<p>3</p>		
	<p>Incident Notifications (PINS) - Harbor Mastr & Port Ops</p>	<p>0</p>		
	<p>Incident Notifications (PINS) - Roads</p>	<p>1</p>		
	<p>Incident Notifications (PINS) - Waste Mgt & Energy</p>	<p>2</p>		

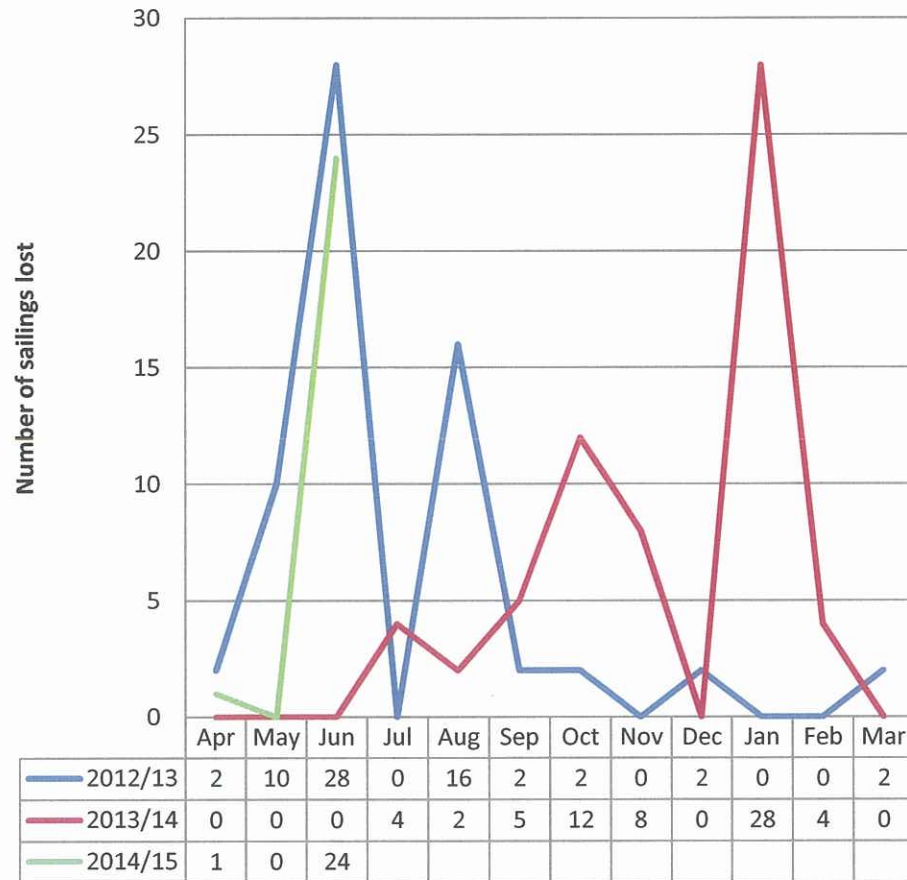
Lost sailings by cause - 2014/15



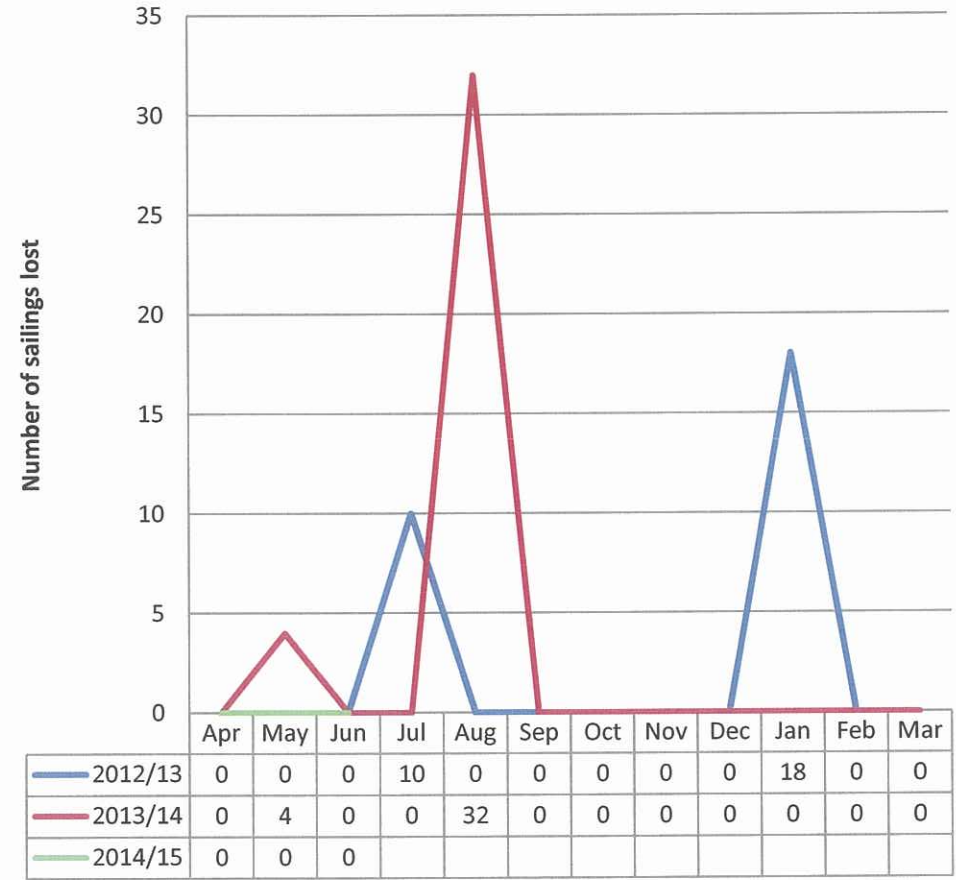
Lost sailings by cause - weather by financial year



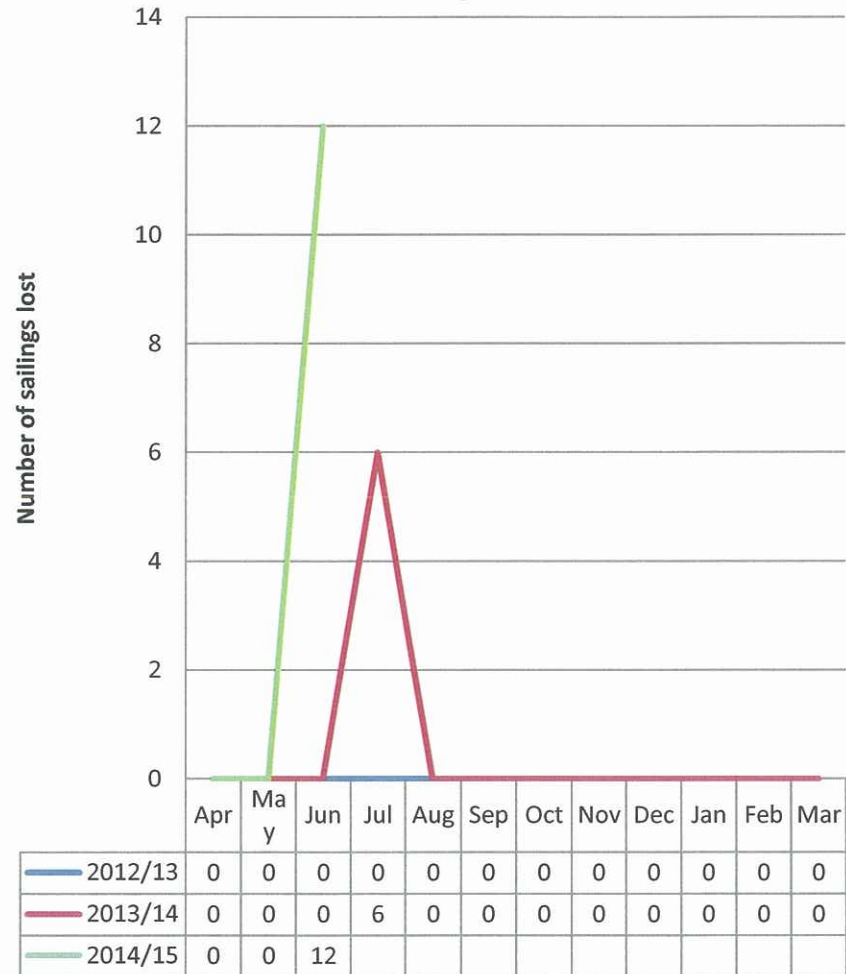
Lost sailings by cause - breakdown by financial year



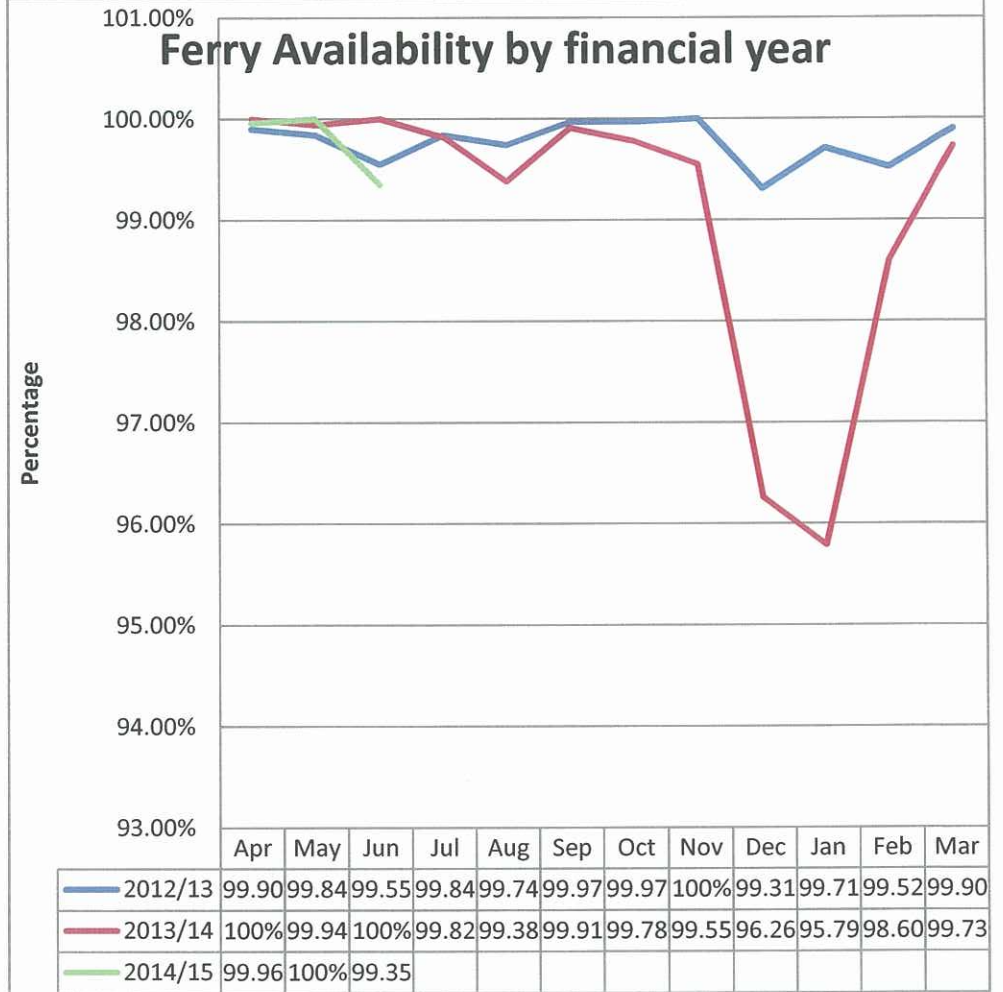
Lost sailings by cause - crew by financial year



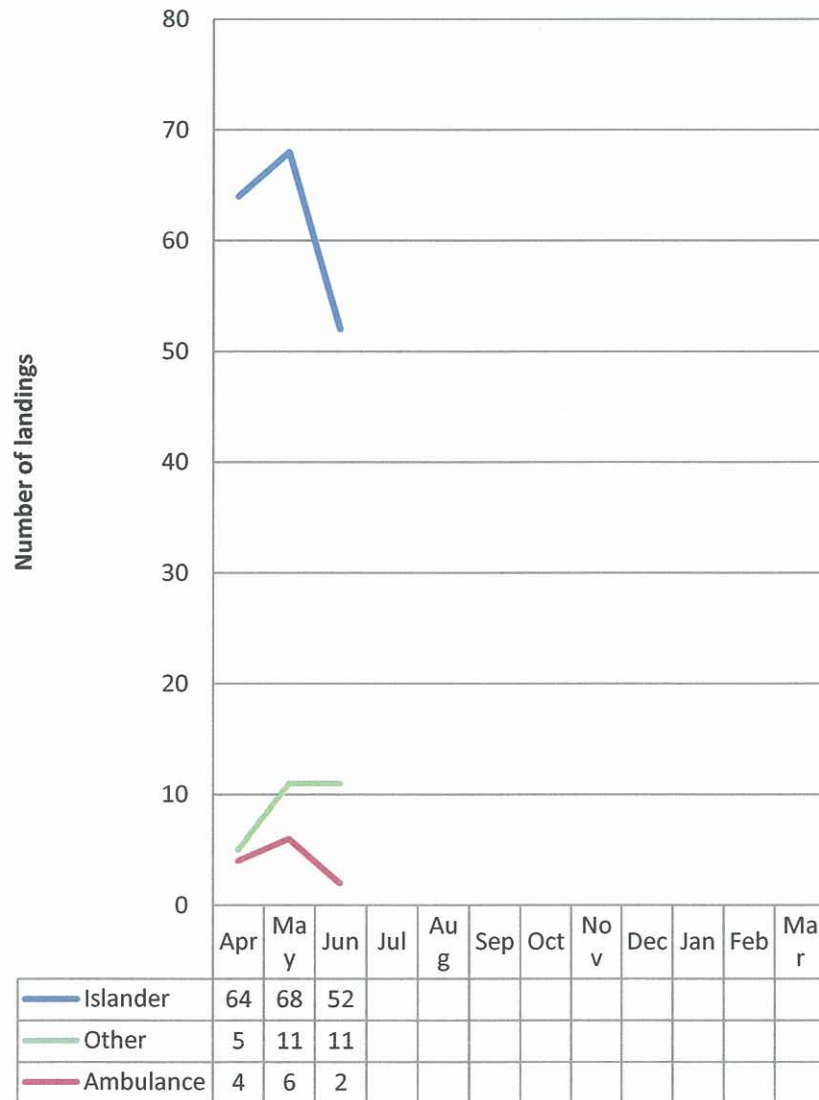
Lost sailings by cause - other by financial year



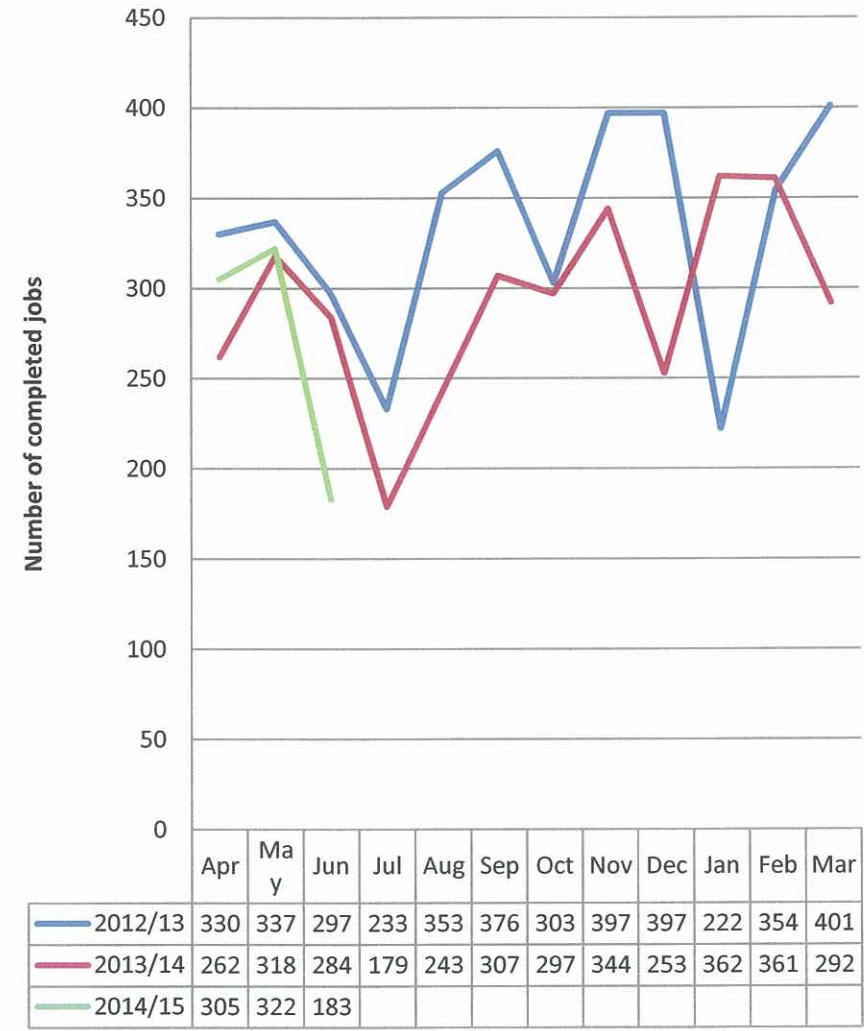
Ferry Availability by financial year



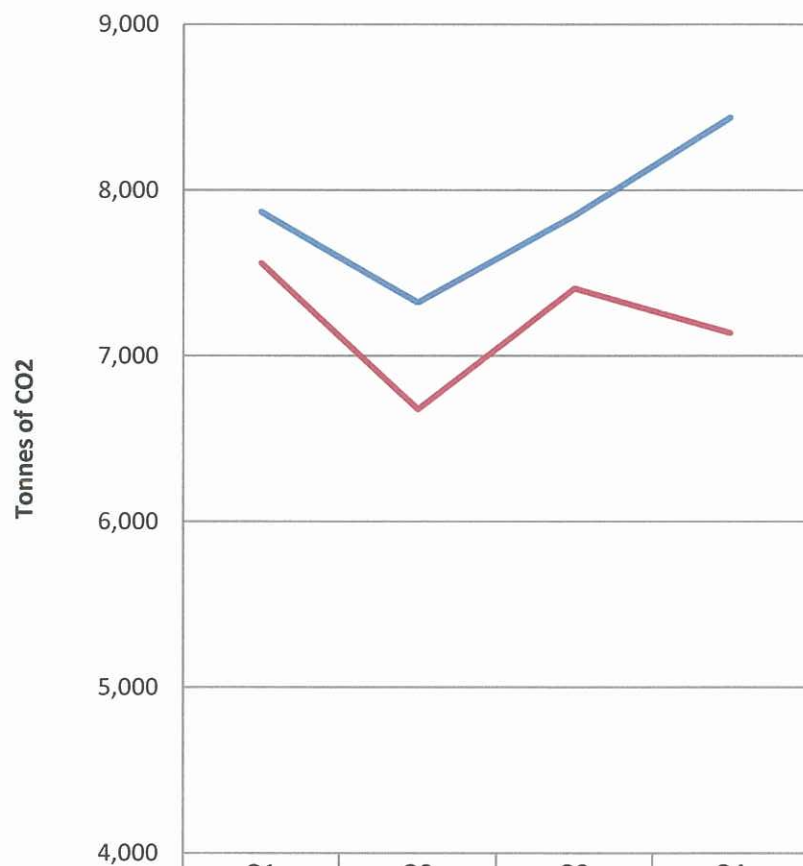
Landings at Tingwall Airport



Number of reactive jobs completed by Building Services

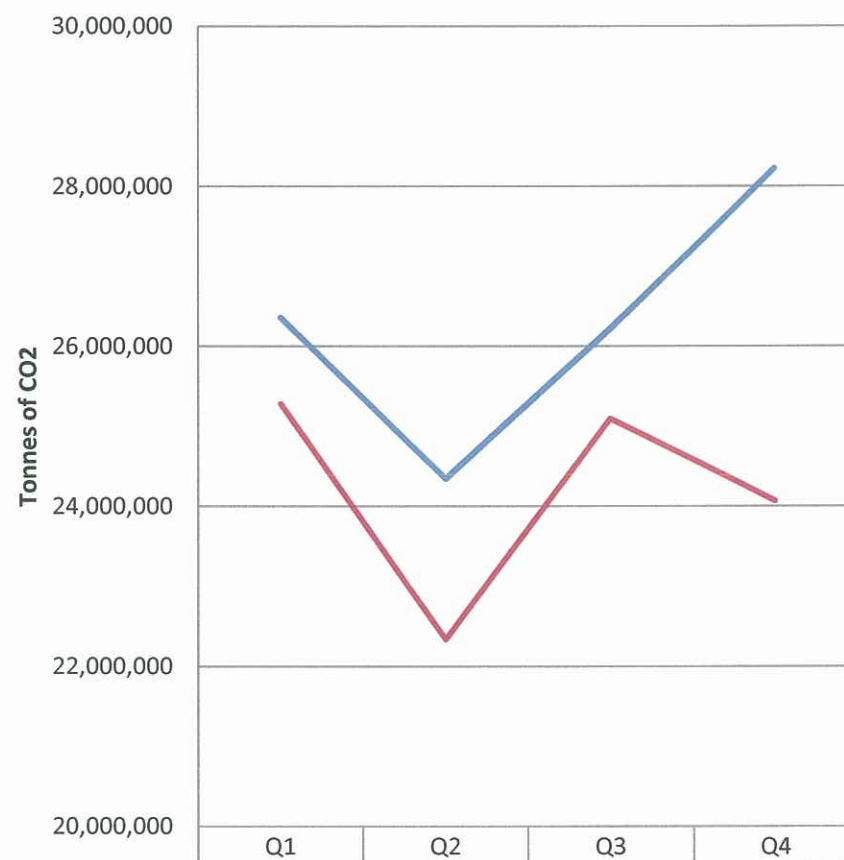


Tonnes of CO2 from Council Operations



	Q1	Q2	Q3	Q4
2012/13	7,869	7,323	7,847	8,439
2013/14	7,560	6,678	7,408	7,140
2014/15	0			

Council Energy Consumption per kWh



	Q1	Q2	Q3	Q4
2012/13	26,360,789	24,345,538	26,215,947	28,223,391
2013/14	25,280,539	22,336,670	25,095,884	24,068,133
2014/15	0			

Appendix 2

4. Healthy economy									
Publicity - bad	Service has to manage response to Animal or infectious disease outbreak , management of the response fails to prevent further damage to public health or animal health	Unlikely (2)	Catastrophic (5) permanent damage to SSSI, Impact on whole of Shetland	High (10)	Professionally trained staff to maintain CPD, liaison with Communication Service in the event of an incident.	Rare (1)	Significant (3) Impact on a local community, Local public or press interest	Low (3)	Director of Infrastructure Services
8. A properly led and well-managed council									
Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Failure to deliver a statutory duty or comply with legislation including EU procurement legislation	Possible (3)	Major (4) Litigation/ claim/ fine £250k to £1m	High (12)	Awareness raising, training and monitoring in place, staff have a better understanding of requirements, more pre-planning for large expenditure	Rare (1)	Major (4) Litigation/ claim/ fine £250k to £1m	Low (4)	Director of Infrastructure Services

Key staff - loss of	Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries) means service cannot continue	Likely (4)	Significant (3) Financial loss/ increased cost of working £100k to £500k, Impact on a local community, Local press or public interest	High (12)	Workforce planning project, restructure being implemented	Unlikely (2)	Minor (2) Increase d cost of working £10k to £100k	Low (4)	Director of Infrastructure Services
Policies - effect of	Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance	Possible (3)	Major (4) Financial loss/ increased cost of working £500k to £1m, Impact on several communities	High (12)	SIC Borrowing policy and strategy agreed in December 2013, fleet review ongoing, Infrastructure asset replacement strategy in place	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Director of Infrastructure Services
Accidents /Injuries Staff/Pupils/ Clients/ Others	Infrastructure delivers front line services across Shetland, employing 467 FTE and delivering a range of heavy engineering and transport services	Likely (4)	Major (4) Major injury to several people or death of an individual, Litigation/ fine £250k to £1m	High (16)	Health and Safety systems, safe systems of work in place, restructure being implemented which will ensure permanent staff are appointed to significant posts which impact on management of health and safety.	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Director of Infrastructure Services

9. Dealing with challenges effectively									
Storm, Flood, other weather related, burst pipes etc	Extreme weather events cause flooding, coastal erosion, loss of key infrastructure, lost sailings, increased snow conditions, additional repairs	Likely (4)	Major (4) Impact on several communities	High (16)	Asset inspections and maintenance plan in place, emergency plans in place, well-maintained vessels on all routes, some newer vessels.	Possible (3)	Significant (3) Impact on a local community	Medium (9)	Director of Infrastructure Services
Escape of pollutant	Pollution incident at Port, Landfill/Waste to Energy Plant/ Airport	Possible (3)	Catastrophic (5) Permanent damage to SSSI, Multiple civil/ criminal actions/ litigation/ fine >£1m	High (15)	Regulations, safe systems of work, planned routine and reactive maintenance plans, booms, maximum quantities enforced, monitoring and reporting of all incidents.	Unlikely (2)	Catastrophic (5) Permanent damage to SSSI, Multiple civil/ criminal actions/ litigation / fine >£1m	High (10)	Director of Infrastructure Services
10. Living within our means									
Loss of revenue/ income	Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings	Possible (3)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (9)	Medium term Financial Plan is on track, budget control systems in place, restructure agreed and being implemented to help meet MTFP	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Director of Infrastructure Services

High Operational Risks across Infrastructure Department

Airport									
Damage to vehicle, mobile plant and equipment	Tingwall has vehicles, inc fire engine, aircraft, fuel bowser, pick-ups, etc, movement of freight takes place regularly. Passenger, staff and contractor vehicles regularly manoeuvring in the area.	Rare (1)	Catastrophic (5) Financial loss/ increased cost of working >£1m	High (5)	Safe systems of work including speed limit, signage and road markings, careful control of site/ contractors/ visitors/ passengers,	Rare (1)	Significant (3) Financial loss £100k to £500k, Litigation/ claim £50k to £250k	Low (3)	Director of Infrastructure Services
Physical damage - People / Property - Other	Airport operate between thirty and fifty return flights per week	Rare (1)	Catastrophic (5) Death of several people, Financial loss/ increased cost of working >£1m	High (5)	Safe systems of work, trained staff, audit regime, CAA licence and inspections bi-annually	Rare (1)	Significant (3)	Low (3)	Director of Infrastructure Services
Professional Errors and Omissions	CAA licence mandatory	Rare (1)	Catastrophic (5) Financial loss/ increased cost of working >£1m	High (5)	Training programme, staff resilience plan, audits (internal), regular management meetings, detailed procedures and systems	Rare (1)	Significant (3)	Low (3)	Director of Infrastructure Services
Terrorism/Activists	Tingwall airstrip is within 50 k of Europe's largest oil terminal, Sullom Voe	Rare (1)	Catastrophic (5) Death of several people, Total loss of a critical building,	High (5)	Systems for controlling access to site, passenger controls	Rare (1)	Significant (3)	Low (3)	Director of Infrastructure Services

			Impact on whole of Shetland						
Environmental - Other	Tingwall airport operates flights to five islands. Adverse weather conditions, fog, strong winds, snow can delay or prevent flights.	Almost certain (5)	Minor (2)	High (10)	Flexible arrangements to fly outside timetable as weather window allows.	Likely (4)	Minor (2)	Medium (8)	Director of Infrastructure
Legal - Other	Transport Service has various legally appointed roles e.g. airport licence holders. Garage cannot maintain CPC compliance without key employee. Risk if knowledge is dispersed.	Possible (3)	Major (4) Impact on several communities	High (12)	Training has expanded staff capacity, resilience plan in place	Rare (1)	Major (4) Impact on several communities	Low (4)	Director of Infrastructure Services
Estate Operations									
Labour relations	Estate Ops has 59 FTE and is about to be restructured	Almost certain (5)	Major (4) Increased cost of working £100k to £500k	High (20)	Good communications with staff, systems for redeployment,	Possible (3)	Significant (3)	Medium (9)	Director of Infrastructure Services
Economic / Financial - Other	Increasing average energy costs are pushing up budgets, installation of alternatives required under spend to save, restricted amounts of money available, access to budget difficult, parameters are tight	Likely (4)	Significant (3) Increased cost of working £100k to £500k	High (12)	Energy management plans, changes to buildings to alter heating systems and improve energy efficiency	Possible (3)	Minor (2)	Medium (6)	Director of Infrastructure Services

Ports and Harbours									
Escape of pollutant	Pollution incident from shore or operations, collision, grounding, uncontrolled release from vessels	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial loss/ increased cost of working >£1m	High (5)	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff, robust emergency response plan	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial loss/ increased cost of working >£1m	High (5)	Director of Infrastructure Services
Loss of revenue income	Loss of income from downturn in business	Almost certain (5)	Major (4) Financial loss £500k to £1m	High (20)	Budget controls, monthly monitoring, ongoing attention to markets, working with customers to maintain demand	Possible (3)	Major (4) Financial loss £500k to £1m	High (12)	Director of Infrastructure Services
Physical - People / Property - Other	Many ships/ vessels use the port, much of the larger area is of special interest or protected	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial loss/ increased cost of	High (5)	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff, robust emergency response plan	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental	High (5)	Director of Infrastructure Services

			working >£1m				damage , Financial loss/ increased cost of working >£1m		
Environmental Services									
Customer / Citizen - Other	Energy recovery plant is used to dispose of waste to meet statutory targets to divert from landfill, and to provide heat to SHEAP for district heating. Staffing, Maintenance, waste, key suppliers and customers are essential to the continued operation of the plant.	Possible (3)	Major (4) Impact on several communities,	High (12)	Waste Strategy developed	Unlikely (2)	Significant (3)	Medium (6)	



Education and Families Committee
 Social Services Committee
 Development Committee
 Environment and Transport Committee
 Shetland College Board

18 August 2014
 18 August 2014
 18 August 2014
 18 August 2014
 21 August 2014

Development Services Directorate Performance Report 3 Month / 1st Quarter 2014/15

Report No: DV036-F

Director of Development Services

1.0 Summary

- 1.1 This report summarises the activity and performance of the Development Services Directorate for the reporting period above.

2.0 Decisions Required

- 2.1 The Committee should discuss the contents of this report as appropriate to their remit 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 Highlights of progress against Council priorities from the Council's Corporate Plan by the Development Services Directorate are set out in the table below. Further detail on Actions, Indicators and Risks are contained in appendices to this report.

Priority	Progress at end June 2014	RAG	Target	Committee
Supporting adults to be independent	Housing Support Service re-design North Isles Pilot progressing. 2 conversions complete, 1 on site and further project identified. Information gathering in hand for service re-design and draft timetable being agreed with HR.	G	On target for March 2015	SS

Priority	Progress at end June 2014	RAG	Target	Committee
The best possible start for every child	Refreshed project plan issued and new project team in place for Tertiary review. Now to develop the Business Model and Implementation plan for a single governance and delivery model in Q3 of this financial year.	A	New target of November 2014 set for decision making	C&F/ SCB
The transport services we need most	Tendering complete, contracts awarded for new school and public bus services. Monitoring processes under development to be ready for contract start date of 18 August 2014.	G	On target for August 2014	E&T
	Consultant appointed to undertake review for new arrangements for additional support needs, and community care bus transport. Initial workshop completed. Current contracts extended to enable review to be completed.	G	On target for March 2015	C&F SS E&T
	Kick off meeting of ZetTrans held to refresh Shetland Transport Strategy Initial meeting with Community Planning Service held to develop approach to engaging members of Shetland Partnership.	A	Target of March 2015	E&T
	Developed a programme of changes to our long-term internal transport systems including a realistic funding programme. Information on all infrastructure maintenance and replacement costs has been provided to Finance and the long term investment plan should be reported to Council in the next Cycle.	G	On target for September 2014	E&T
	Develop proposal for external ferry provision. Current contracts end in 2018. Consultant undertaking option development.	G	On track to discuss with Scottish Government Sept 2014	E&T
Healthy economy	Scottish Chamber of Commerce has presented benefits to Shetland business audience to improve and develop engagement with local industry. Steering Group of local businesses has been set up.	A	March 2015	Dev
	Revised Digital Shetland strategy adopted by Council. Reliant link nearing completion. Increase in sales on Shetland Telecomm network. Output from BDUK project awaited before any extension of local network considered.	A	September 2014	Dev
	Decision taken to transfer Shetland Development Trust assets into Council. PID being prepared to conclude this exercise.	G	On target for March 2015	Dev

Priority	Progress at end June 2014	RAG	Target	Committee
Strong communities	Good joint working in place with Housing, Planning and HHA. Good dialogue with Scottish Government on funding proposals and options to find ways to help increase supply of affordable housing Strategic Housing Investment Plan due for submission in October 2014. Currently 62 new build units on-site and further 12 in pipeline.	G	On target for March 2015	SS
	Research ongoing community benefit policy to cover all industry sectors and including developer contribution – first report to Development Committee October	A	March 2015	Dev
	Fully implement the findings of the Community Planning & Development Service Review. New structure now in place with regular all staff, team and individual meetings taking place.	G	March 2015	SS E&T P&R
	Strengthening Community Involvement Project Start of project delayed due to high priority work in relation to budget consultation	A	March 2015	P&R
	Taskforce established to develop framework and toolkit to support the development of community transport. Support secured from Social Value Scotland to build skills and capacity within taskforce and pilot study areas.	G	Pilot project by 31 March 2015 with first CT services in place by August 2015	E&T SS
Working with partners	Shetland Partnership Resources Group established, with agreed terms of reference and action plan developed	G	March 2015	P&R
	Single Outcome Agreement updated for 2014/15, and approved by key partners	G	March 2015	P&R
Vulnerable and disadvantaged people	Work with partners as welfare reform is implemented and support households through the changes. External funding achieved to deliver support or ICT skills and access in remote areas.	G	March 2015	SS
	Fuel Poverty working group (sub-group of Fairer Shetland Partnership) has been reinstated and is co-ordinating work streams around fuel poverty.	G	March 2015	SS
	Undertake LIFE audit, and agree whether or not to proceed with this family centred approach. Project Board and Team established, data sharing in progress.	G	October 2014	SS

Priority	Progress at end June 2014	RAG	Target	Committee
Dealing with challenges effectively	Building Budgets community engagement events planned for July / Aug 2014	G	October 2014	P&R
	Scottish Government Prospectus delivered and negotiation with UK Government re Concordat in progress. Action plan to be developed to achieve real benefits and outcomes from the commitments.	G	September 2014	P&R
Living within our means	<p>The delivery of services within the reduced budget requires some of the change projects to be delivered, specifically, CP&D implementation of review actions; School and Public Bus network contracts; ASN and Social Care Transport review; and Housing support service review. These projects are progressing on schedule as detailed above.</p> <p>There are also budget risks associated with the Shetland College, and particularly WSUMs income which are being closely monitored.</p> <p>The directorate was within budget for Q1</p>	G	March 2015	P&R/All

3.2 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 – The Council's Corporate Priorities are set out in "Our Corporate Plan". This report reviews progress against these.

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 Development Services Directorate Plan 2013/14.

For further information please contact:

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List of Appendices

Appendix 1 – Action Plan
Appendix 2 – Performance Indicators
Appendix 3 – Risk Management

Links to Background Documents

[Development Directorate Plan](#)
[Our Corporate Plan – 2014 Update](#)

Development Services Directorate Plan 2014/15

Action Plan

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
1		Supporting adults to be independent					
1.2	Housing	Increased services that help people to live longer independently in their own homes, and provided extra-care housing options to provide supported homely settings;	CHANGE PROJECT Addressed through Housing Support Service re-design, initially through multi-agency pilot in North Isles	North Isles Pilot progressing. 2 conversions complete, 1 on site and further project identified. Information gathering in hand for service re-design and draft timetable being agreed with HR.	G	Redesigned housing support service integrated into locality model of service with Care and NHS	March 2015
2		The best possible start for every child					
2.9	Directorate	Developed educational opportunities by establishing a partnership between secondary education and further and higher education and developing a Shetland Learning Campus.	CHANGE PROJECT Create an ambitious partnership between Shetland High schools and the Further and Higher Education sector in Shetland, and align the implementation of this partnership with the current proposals for Tertiary Education, Research and Training.	Refreshed project plan issued and new project team in place. The project team are working to deliver the Business Model and Implementation plan for a single governance and delivery model Q3 of this financial year.	A	Detailed business model and implementation plan for single governance model for Tertiary Education Research and Training agreed with stakeholders.	November 2014
3		The transport services we need most					
3.1	Transport	Implemented transport	CHANGE PROJECT	Tendering complete, contracts	G	Best value public	August

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
	Planning & ZetTrans	arrangements that meet people's current needs and which we can afford to maintain in the long term;	Put in place new arrangements for school and public bus transport to more efficiently link together services, and to achieve this within the medium term financial plan budgets.	awarded. Monitoring processes under development to be ready for contract start date of 18 August 2014.		and school bus service contracts in place	2014
3.1	Transport Planning & ZetTrans	Implemented transport arrangements that meet people's current needs and which we can afford to maintain in the long term;	CHANGE PROJECT Put in place new arrangements additional support needs, and community care bus transport to more efficiently link together services, and to achieve this within the medium term financial plan budgets.	Consultant appointed to undertake review. Initial workshop completed. Current contracts extended to enable review to be completed.	G	Best value ASN and Social Care Transport	March 2015
3.1	Transport Planning & ZetTrans	Implemented transport arrangements that meet people's current needs and which we can afford to maintain in the long term;	Work with Infrastructure Directorate to implement the ferry fares review.	First round of user surveys carried out on 4 main routes with initial findings summarised. Consultant approached to prepare proposal and fee estimate to undertake option development and appraisal.	G	Impacts reported to members.	April 2014 & Nov 2014
3.1	Transport Planning & ZetTrans	Implemented transport arrangements that meet people's current needs and which we can afford to maintain in the long term;	CHANGE PROJECT Complete the 6 months and 12 months assessments of the Ferry Review to establish the impacts of the changes for individuals, communities, and	Process started in July 2014 so nothing to report at end June 2014	G	Increase usage of smart cards, chip and pin facilities and online booking facilities	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
			businesses.				
3.1 – 3.4	ZetTrans		Refresh Shetland Transport Strategy	Kick off meeting of ZetTrans held. Initial meeting with Community Planning Service held to develop approach to engaging members of Shetland Partnership.	A	Refreshed strategy in place	March 2015
3.3 & 3.4	Transport Planning	Developed a programme of changes to our long-term internal transport systems that meet our individual and business needs with a realistic funding programme;	Work with Infrastructure and Corporate Services to establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year infrastructure.	Information on all infrastructure maintenance and replacement costs has been provided to Finance and the long term investment plan should be reported to Council in the next Cycle.	G	Infrastructure Investment Plan Completed	September 2014
3.4	Transport Planning	Developed a programme of changes to our long-term external transport systems that meet our economic growth needs with a realistic funding programme.	CHANGE PROJECT Develop proposal for external ferry provision. Current contracts end in 2018	Consultant undertaking option development. On track to be in a position to discuss with Scottish Government Sept 2014	G	Proposal can be discussed with Scottish Government	September 2014
4		Healthy economy					
4.1	Directorate	A wider business base and a closer partnership with both traditional and emerging sectors.	Improve and develop engagement with local industry.	Scottish Chamber of Commerce has presented benefits to Shetland business audience. Steering Group of local businesses has been set up.	A	Chamber of Commerce or equivalent in operation.	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
4.2	Economic Development	High-speed broadband available to 84% of the Shetland population.	CHANGE PROJECT Work with partners and communities to deliver high speed broadband.	Revised Digital Shetland strategy adopted by Council. Relient link nearing completion. Increase in sales on Shetland Telecom network. Output from BDUK project awaited before any extension of local network considered.	A	Digital Shetland strategy and action plan in place	September 2014
4.4	Economic Development	More high skill and well paid jobs across Shetland	Research and communicate supply chain information relating to larger scale developments in Shetland.	Business register to be completed in late 2014.	G	Business register maintained and communicated to parties engaged in industrial developments	December 2014
4.6	Economic Development	Developing a resident labour force suitably skilled and qualified to take up those jobs	Assess the capacity in Shetland to provide the workforce training & skills development required by Shetland industry	Draft skills requirement model completed – 30 June 2014	A	Devise a system for businesses to register needs for specific skills.	September 2014
4.1	Economic Development	A wider business base, and a closer partnership with both traditional and emerging sectors	CHANGE PROJECT Complete new commercial lending mechanism within the Council	Decision taken to transfer Shetland Development Trust assets into Council. PID being prepared to conclude this exercise.	G	Complete new commercial lending mechanism within the Council	March 2015
5		Strong communities					
5.1	Economic Development	More resilient and long-lasting communities and community enterprises across Shetland	Work with partners and communities to deliver high speed broadband.	Revised Digital Shetland strategy adopted by Council. Relient link nearing completion. Increase in sales on Shetland Telecom network. Output from BDUK project awaited before any extension of local network	G	Digital Shetland strategy and action plan in place	September 2014

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
				considered.			
5.2	Housing	Found ways to help increase supply of affordable housing.	Deliver on the Local Housing Strategy through joint working with Planning and Hjaltsland Housing Association and other partners	Good joint working in place with Housing, Planning and HHA. Good dialogue with Scottish Government on funding proposals and options. Strategic Housing Investment Plan due for submission in October 2014. Currently 62 new build units on-site and further 12 in pipeline.	G	Robust housing development programme approved by Scottish Govt. Range of incentives and initiatives to complement social rented option.	March 2015
5.1	Planning		Develop a community benefit policy to cover all industry sectors and including developer contribution. A key outcome is to provide affordable housing.	Research ongoing – first report to Development Committee October 2014.	A	Community Benefit Policy agreed with Community Planning Partners	March 2015
5.1	Economic Development		Encourage growth in commercial activity through development of unused or underutilised local assets	So far the Council has been successful in the disposal of these assets without much Economic Development involvement. Service will engage with Knab project as required.	G	Engage with investigations in potential commercial or community uses for vacant properties within the schools estate.	March 2015
5.1	CP&D	Stronger, more resilient communities	CHANGE PROJECT Fully implement the findings of the Community Planning & Development Service Review, recognising that 2014/15 will be a transitional	Regular all staff, team and individual meetings have been established following the restructure	G	Workforce development and delivery of an efficient and effective service	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
			year for community funding.				
5.1	CP&D	Established a network of local area forums across Shetland linked directly to the Shetland Partnership	CHANGE PROJECT Develop and implement the Strengthening Community Involvement Project	Start of project delayed due to high priority work in relation to budget consultation	A	Increased participative democracy and community involvement in Community Planning	March 2015
5.1	Transport		Support communities to develop the transport solutions that meet their needs	Community Transport event held in February 2014. Taskforce established to develop framework and toolkit to support the development of community transport. Support secured from Social Value Scotland to build skills and capacity within taskforce and pilot study areas.	G	Sustainable community transport capabilities in Shetland.	Pilot project underway by 31 March 2015 with first CT services in place by August 2015
6		Working with partners					
6.1	CP&D	Aligned budget setting timetables across SIC, NHS and SCT	Support the Shetland Partnership Resources Group to implement the Agreement on joint working and resourcing	Shetland Partnership Resources Group established, with agreed terms of reference and action plan developed	G	Develop a shared understanding of the financial, physical and human resources available across the Shetland Partnership and the best way to use these together	March 2015
6.2	CP&D	Participated in the	Participate in the	Shetland not selected as an	G	Effective	March

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
		Improvement Service project	Improvement Service work around improving the impact of Third Sector Interfaces on Community Planning	area for the pilot – no further action as this stage, other than monitoring progress re pilot and considering findings		partnership working at a strategic level	2015
6.3	CP&D	An effective Shetland Partnership	Support and effective Shetland Partnership, and build capacity to meet the challenges set through the National Review of Community Planning and any other new areas of accountability	Board, Performance Group and Resources Group all directly supported by CP&D. Work ongoing to develop a link officer role with other strategic partnerships within community planning. Work has also started in relation to monitoring shift towards prevention	G	Effective partnership working at a strategic level	March 2015
6.4	CP&D	Developed an improvement plan	Work with the Improvement Service to carry out a self assessment of the Performance Group and develop a Shetland Partnership Improvement Plan	Due to start in Oct / Nov 2014	A	Demonstrate continuous improvement	March 2015
6.5	CP&D	An updated SOA, an effective performance monitoring framework and an annual report to the Scottish Govt and Shetland community	Make sure that key partnership plans such as the Shetland Single Outcome Agreement are complete and approved, and that they deal with the issues highlighted	SOA updated for 2014/15, and approved by key partners	G	Demonstrate commitment to deliver a high quality SOA which reflects local priorities and needs	March 2015
6.6		Made sure that we are making the best choices between public-, private- and voluntary-sector partners providing services;	Review and analyse obstacles to better partnerships and transfers of responsibilities.	This is now an action belonging to the Shetland Partnership Resources Group	A	Best value service delivery	March 2015
7		Vulnerable and disadvantaged					

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
		people					
7.1	CP&D	Concentrated our resources and services on the people who need them most and protected these people from the worst effects of change.	Work with partners as welfare reform is implemented and support households through the changes.	External funding achieved to deliver support or ICT skills and access in remote areas.	G	Stronger, more resilient communities	March 2015
7.1	CP&D	Delivered on the Fairer Shetland action plan	Work with partners to deliver the Fairer Shetland framework to tackle poverty disadvantage and exclusion.	Progress in areas including more effective employability support and community transport framework.	G	Stronger, more resilient communities	March 2015
7.1	Housing		Combat fuel poverty by continuing to deliver on the Local Housing Strategy theme.	Fuel Poverty working group (sub-group of Fairer Shetland Partnership) has been reinstated and is co-ordinating workstreams around fuel poverty.	G	Range of measures to address fuel poverty issues and an increased awareness of the issues locally. Political lobbying of island specific issues.	
7.2		Provided the right support, at the right time, to help each person find long-term employment opportunities;	Draw down EU funding to support the provision of employability services in Shetland.	Inter-agency meetings held to progress application so it is ready for submission once the fund becomes available.	A	Strategic Employability Pipeline, and funding to deliver.	March 2015
7.3		Worked with people who need our help to improve their chances in life;	Undertake LIFE audit, and agree whether or not to proceed with this family centred approach.	Project Board and Team established, datasharing in progress.	G	LIFE audit	October 2014
7.4		Provided opportunities to develop positive community connections, to make sure	Develop action plan, drawing together strands across the CPP.	Evaluation of pilots complete, launch event planned for autumn.	G	Deliverable action plan.	

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
		people feel more a part of their community and take part in a wider range of activities; and					
7.5		Identified and dealt with new forms of inequality such as not having access to the internet and online services, sometimes called digital exclusion.	Seek external funding to undertake a pilot project and develop and deliver on a Digital Inclusion Project.	External funding achieved (see above). Additional funding, to support additional sectors of community, in pipeline.	G	Project delivered, subject to external funding.	March 2015
9		Dealing with challenges effectively					
9.1	Finance/CP&D	Dealt with pressures, issues and problems within existing budgets	Investigate participatory budgeting and associated community engagement.	Building Budgets community engagement events planned for July / Aug 2014	*	Proposal paper presented to members.	October 2014
9.4		Secured the best for Shetland in any constitutional change following the referendum.	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.	Scottish Government Prospectus delivered and negotiation with UK Government re Concordat in progress. Action plan to be developed to achieve real benefits and outcomes from the commitments.	G	Achieve meaningful and achievable commitments for the islands from Scottish and UK governments	September 2014
10		Living within our means					
10.1		Stuck to the Medium Term Financial Plan and be financially strong.	Deliver services within the revised budget of £13.065m thereby saving £1.839 in 2014-15. This will be delivered by:	The delivery of services within the reduced budget requires some of the change projects to be delivered, specifically, CP&D implementation of review actions; School and	G	Balanced budget.	March 2015

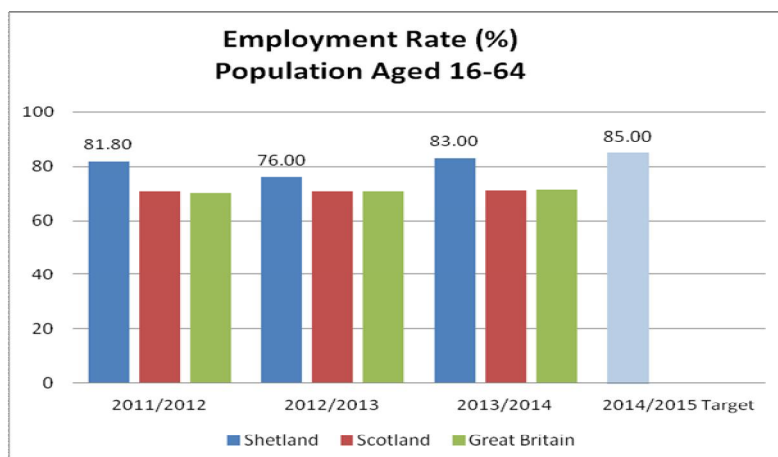
Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
			<ul style="list-style-type: none"> CP&D implement review, £486k Economic Development, reduction in development grants, £408k. Review and retendering of School, public transport and review of ASN and social care transport, £738k Housing support service review, including charges and removal of furnished tenancy project, £207k Train Shetland, £41k 	<p>Public Bus network contracts; ASN and Social Care Transport review; and Housing support service review.</p> <p>These projects are progressing on schedule as detailed above.</p> <p>There are also budget risks associated with the Shetland College, and particularly WSUMs income which are being closely monitored.</p> <p>ASN and Social Care Transport contracts have been extended until Summer 2015 so no savings will be made in 2014/15</p> <p>The directorate was within budget for Q1</p>			

Development Services Directorate Plan 2014/15

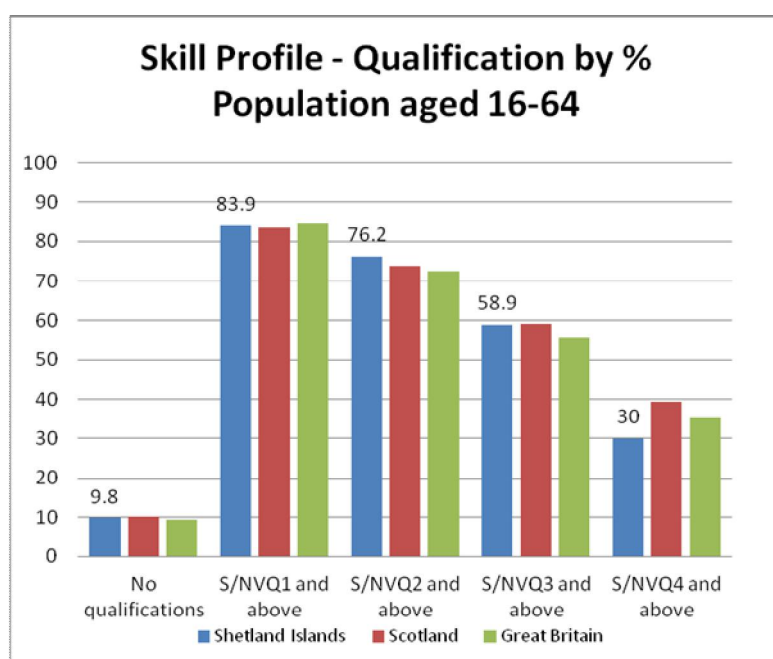
Change Programme Major Projects

Item	Start	End
Bus Network Redesign (School & Public transport)	2012	March 2015
ASN & Social care transport review	June 2014	October 2014
Proposals for our external ferry provision beyond the current contract which ends in 2018	June 2014	Stage 1 March 2015
Increase usage of smart cards, chip and pin facilities and online booking facilities for internal ferry travel	September 2014	31 March 2015
Digital Shetland Strategy Project and action plan to deliver high speed broadband	April 2014	April 2015
A better lending system for commercial development projects	July 2014	March 2015
Shetland Tertiary Education, Research and Training Project	June 2013	September 2016
Review of Community Grants	April 2014	March 2015
Strengthening Community Involvement	August 2014	TBC
Redesign of Housing Support Service	May 2013	March 2015



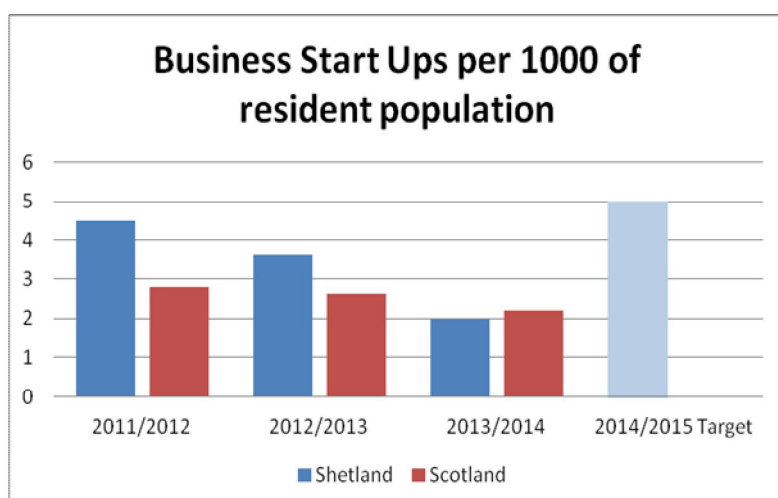
Trend Comment: Slight rise.

Source: Office for National Statistics
Information Gathered: Quarterly



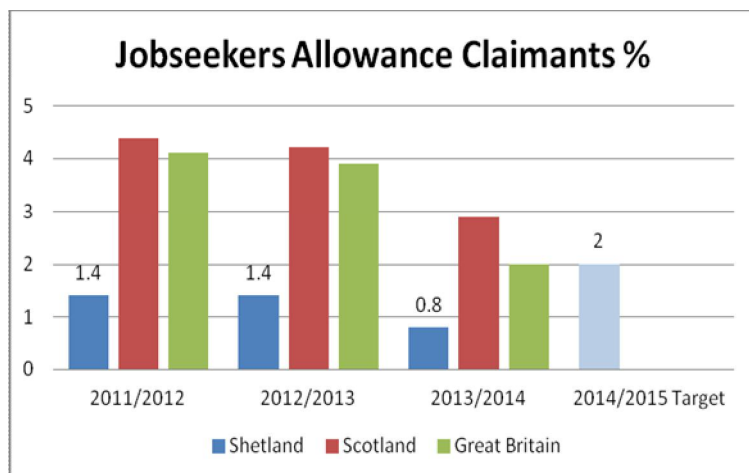
Comment: Very high employment opportunities, higher percentage of school leavers going directly into employment.

Source: Office for National Statistics
Information Gathered: Annual



Trend Comment: Reduction in business start up probably affected by very high employment opportunities.

Source: Scottish Committee of Clearing Bankers
Information Gathered: Quarterly



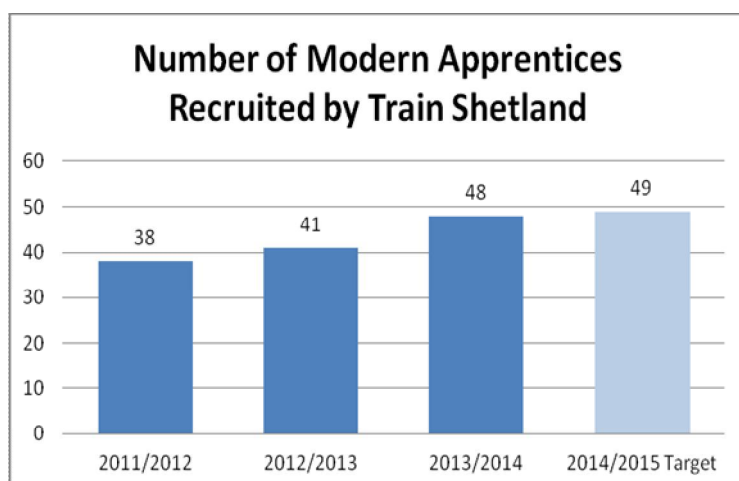
Trend Comment: Further reduction in unemployment levels. Local businesses are struggling to recruit, and retain staff.

Source: Office for National Statistics
Information Gathered: Annual



Trend Comment: Oil & Gas project opportunities & salaries are driving up average weekly wage.

Source: Office for National Statistics
Information Gathered: Annual



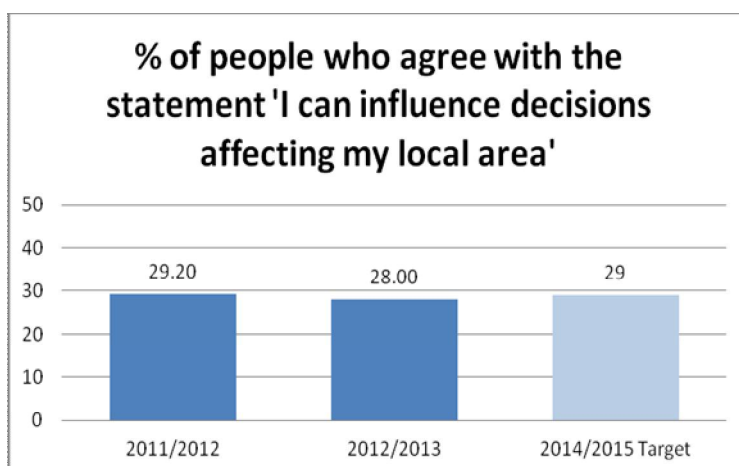
Trend Comment: These numbers represent only a fraction of the shetland resident people entering apprenticeships each year, being approximately 120

Source: Train Shetland
Information Gathered: Quarterly



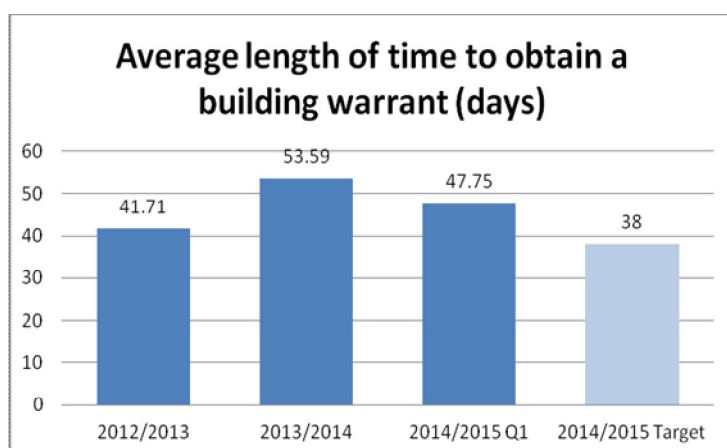
Trend Comment: Overall rate continues at a high level, above national average of 75%.

Source: Skills Development Scotland
Information Gathered: Quarterly



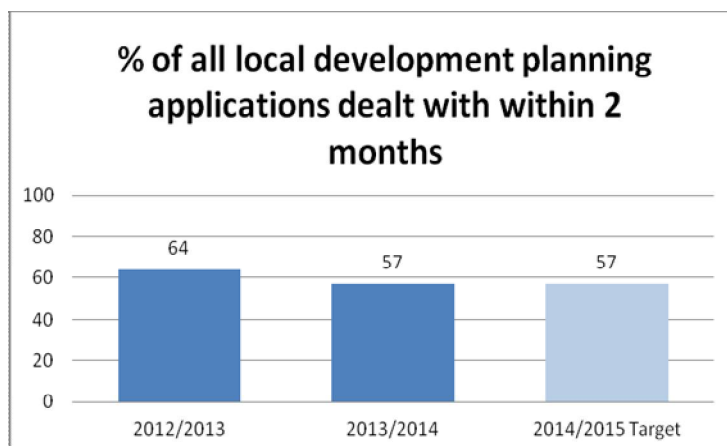
Trend Comment: Slight downward trend possibly due to the financial challenges faced by the public sector. Work is ongoing to increase participation in local democracy, e.g. the Building Budgets meetings, and the Community Development Fund. Data for 2013/2014 to be available September 2014.

Source: Scottish Household Survey
Information Gathered: Annual



Trend Comment: Building standards now fully staffed. LEAN type process being implemented and predicting an improved performance.

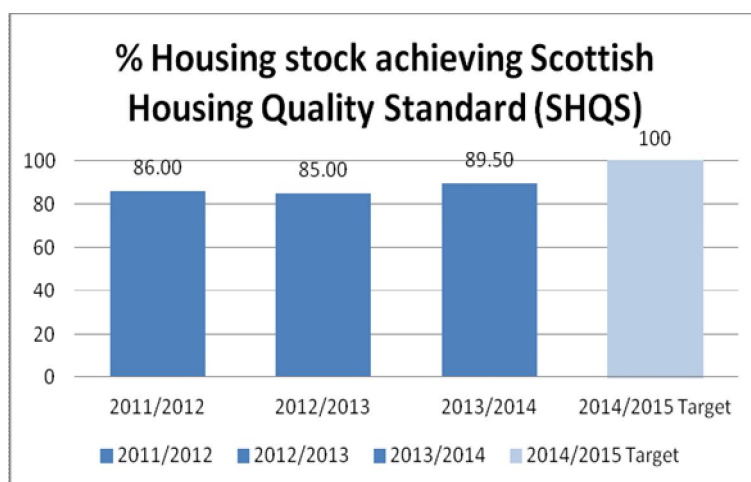
Source: Planning Service
Information Gathered: Quarterly



Trend Comment: Significant large developments imminent when added to increase in application numbers indicates that a standstill is the best we can aim for with current resources.

Source: Planning Service

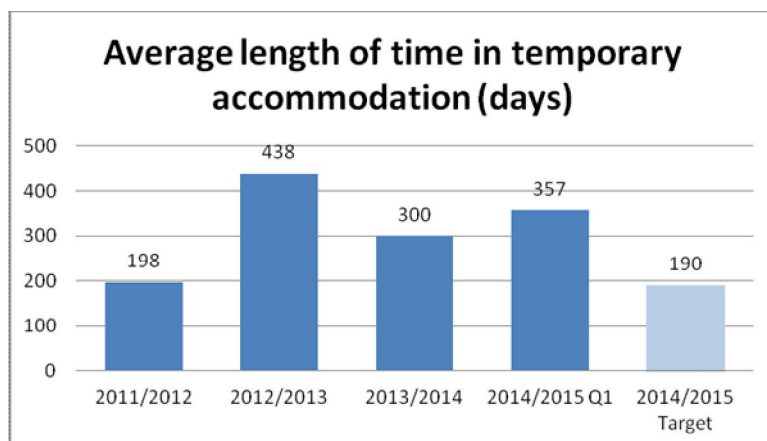
Information Gathered: Quarterly



Trend Comment: Plan in place to achieve 100% by April 2015 deadline.

Source: Housing Service

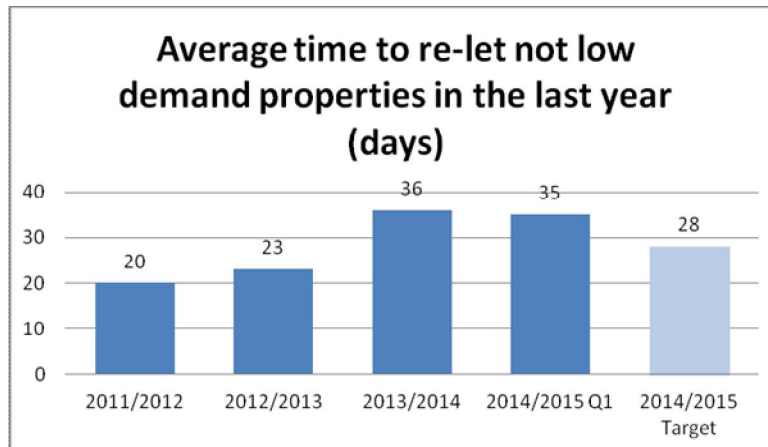
Information Gathered: Annual



Trend Comment: Reflects pressure on housing stock.

Source: Housing Service

Information Gathered: Quarterly



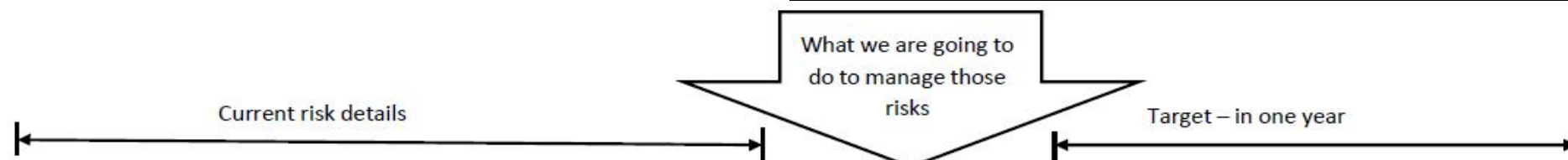
Trend Comment: Void policy being reviewed.

Source: Housing Service
Information Gathered: Quarterly

Development Services Directorate Plan 2014/2015 – Risk Register

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

Risk Matrix					
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



Lead Officer: Director of Development

6 Working with Partners								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Lack of 'buy in' to community planning	Lack of buy in from council or community partners, impacts on effectiveness of partnership and adversely	Likely (4)	Significant (3) Impact on a local community	High (12)	Updated 2014/2015 SOA adopted to take account of progress on actions, emerging	Possible (3)	Significant (3) Impact on a local community	Medium (9)

	on Council reputation		, local public or press interest		issues and new targets. The Partnership is supported by six active thematic partnership groups, and a Shetland Partnership resources group was established in March 2014. The National Review of Community Planning is also helping to provide focus and priority to community planning from the Council and it's community partners.			
8 A properly led and well-managed council								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Loss of key staff	Staff morale is impacted by uncertainties where service reviews are outstanding. Low morale may impact on service performance and loss of key staff.	Likely (4)	Significant (3) impact on a local community	High (12)	Most service reviews are now complete, and the directorate is close to achieving the savings set out in the MTFP. Corporate wide staff survey planned to be carried out this year.	Possible (3)	Significant (3) Impact on a local community	Medium (9)

Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Breach of legislation	Data protection, human rights, employment practice, health & safety.	Likely (4)	Significant (3) major injury to an individual litigation/ fine £50K to £250K, local press or public interest	High (12)	Adhere to standing orders, train staff on standing orders, ongoing staff training on employment practices, health and safety, ensure risk assessments are current, communicated and complied with.	Unlikely (2)	Minor (2) Minor injury or discomfort, embarrassment contained within the service	Low (4)
Strategic priorities wrong, mis-directed resources	Development Directorate is managing a number of significant projects of strategic importance: Bus Network Redesign, ASN & Social Care Transport review, Transport Infrastructure 50 year Investment Plan, A better lending system for commercial development projects, Digital Shetland Strategy & projects, STERT, Review of Community Grants and community Development, Participatory budgeting, Strengthening Community Involvement in democratic process, Redesign of Housing Support Service, Deliver on	Possible (3)	Major (4) Financial loss increased cost of working £500K to £1M	High (12)	Project plans are being progressed for all projects which are on the change programme	Unlikely (2)	Significant (3)	Medium (6)

	the Local Housing Strategy							
Accidents/Injuries – staff/clients/students/others	Serious health and safety incident involving staff, public or clients	Unlikely (2)	Significant (3) major injury to an individual	Medium (6)	Review of risk assessments across Development Service, Safety Forum meets regularly.	Rare (1)	Minor (2) Minor injury or discomfort	Low (2)
9 Dealing with challenges effectively								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Capacity issues	The service may struggle to maintain services within financial constraints, and reduced staffing resources.	Likely (4)	Significant (3) Impact on a local community	High (12)	Change projects require a significant amount of resource in the short term, which is being managed	Possible (3)	Significant (3) Impact on a local community	Medium (9)
Poor communications	Failure to share information, mis-perception by media	Unlikely (2)	Catastrophic (5) officer/member forced to resign	High (10)	Adhere to Corporate Policy, use Communications Section	Rare (1)	Significant (3) Local public or press interest	Low (3)
Complex governance arrangements	The Development Directorate has complex governance arrangement which can impact on decision making	Likely (4)	Major (4) Impact on several communities	High (16)	Mid term governance review implemented, requires time to bed in.	Possible (3)	Significant (3) impact on a local community	Medium (9)

July 2014

**Environment and Transport Committee****18 August 2014**

Committee Business Programme – 2014/15	
GL-13-14-E&T-F	
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 Environment and Transport 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.

3.4 There is a proposed being presented to the Policy and Resources committee to change the way Audit Scotland reports are handled. This will ensure that Service Committees have the opportunity to consider the report and agree an action plan (where appropriate). The Audit Committee will then have the opportunity at a later date to “review action on External Audit recommendations”. These reports will be added to the Business Programme as they become available.

3.5 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 Infrastructure Services

Some of the business planned for next cycle rely on the availability of externally generated information: Haggesta to Cova- (District Valuer) and Waste Strategy (Zero Waste Scotland report). If the information required does not arrive in sufficient time for authors to prepare the reports for Committee clearance then the business will move to the next cycle.

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

11 August 2014

List of Appendices

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

Background documents:

Report GL-02-F - 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>



Appendix 1

Shetland Islands Council - Meeting Dates and Business Programme 2014/15 as at Monday, 11 August 2014

Environment and Transport Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2014 to 30 June 2014	Date of Meeting	Business	
	<i>Ordinary</i> 23 April 2014 10 a.m.	Shetland Waste Strategy	D?
		Road Conditions Report	D
		Non-Aviation Use of Council Owned Aerodromes	R? Exec 5 May?
		Discontinuation of Supply of Black Bags	R Exec 5 May SIC 14 May
	<i>PPMF</i> 26 May 2014 3.30 p.m.	Management Accounts – Quarter 4	D
		Infrastructure Directorate – Performance Overview – Quarter 4	D
		Infrastructure Directorate Plan – Integrated and Formatted Final Edit	D
		Committee Business Programme 2014/15	D
	<i>Ordinary</i> 16 June 2014 2 p.m.	Black Gaet & Brig o Fitch Junctions – Accident Investigations	D
		Home Energy Scotland Area Board Scheme (HESABS) Energy Officer Grant Fund	D
		Energy Recovery Plant and SHEAP Agreement	R
		Yell Sound Timetable Charges	D
Quarter 2 1 July 2014 to 30 September 2014	Date of Meeting	Business	
	<i>PPMF</i> 18 August 2014 3.30 p.m.	Management Accounts – Quarter 1	D
		Infrastructure Directorate – Performance Overview – Quarter 1	D
		Development Services Directorate Performance Report 3 Month/1 st Quarter 2014/15	D
		Committee Business Programme 2014/15	D



**Shetland Islands Council - Meeting Dates and Business Programme 2014/15
as at Monday, 11 August 2014**

Environment and Transport Committee - continued

D= Delegated R=Referred

Quarter 3 1 October 2014 to 31 December 2014	Date of Meeting	Business	
Quarter 3 1 October 2014 to 31 December 2014	<i>Ordinary</i> 6 October 2014 2 p.m.	Climate Change Plan	tbc
		Infrastructure Investment Plan	tbc
		Pedestrian Crossing Review	tbc
		Street lighting Reductions	tbc
		12 month Review of Ferries Review	tbc
		Foula Road Repairs	D
		Scalloway Youth Centre Trust – Land Issues	D
		Shetland Waste Strategy	D
		Haggersta to Cova	D
		Overspend Report – Ticketing Project	Tbc
		Ferry Service – Emergency Repairs to MV Linga	Tbc
		Yell Ferries Engine Monitoring System	Tbc
		Electric Car Charge Strategy – Grant Funding	Tbc
	<i>PPMF</i> 17 November 2014 3.30 p.m.	Management Accounts – Quarter 2	D
		Infrastructure Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate Performance Report – Quarter 2	D
		Committee Business Programme 2014/15	D
	<i>Budget</i> 25 November 2014 2 p.m.	2015-16 Budget Proposals and Charges	R Ex 8 Dec
		Infrastructure Services Directorate Plan 2015-16	D
Quarter 4 1 January 2015 to 31 March 2015	Date of Meeting	Business	
	<i>Ordinary</i> 21 January 2015 2 p.m.	Tbc	
	<i>PPMF</i> 23 February 2015 3.30 p.m.	Management Accounts – Quarter 3	D
		Infrastructure Services Directorate - Performance Overview Q3	D
		Development Services Directorate Performance Report – Quarter 3	D
		Committee Business Programme 2015/16	D



**Shetland Islands Council - Meeting Dates and Business Programme 2014/15
as at Monday, 11 August 2014**

Planned Committee business still to be scheduled - as at Monday, 11 August 2014

- School and Public Transport Review
- ASN & Social care transport review
- Ferries Review – impact of changes
- Ferry Fares Review
- Transport Infrastructure project, including Fixed Links
- Smartcards (NEC)
- Refresh Shetland Transport Strategy
- External Ferries 2018
- Sustainable Community Transport

Environment and Transport Committee – END