



Environment and Transport Committee

17 November 2014

Infrastructure Directorate Performance Report 6 Month / 2nd Quarter 2014/15

Report No: ISD-19-14-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 quarter 2 of 2014/15, the six months up to September 2014.

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 **Councils Corporate Plan** led by the Infrastructure Directorate

Corporate Plan -page 9 – “The Transport Services we need the most”

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	Mar 2015	<p>The Resources Manager has visited Daggri, Dagalien, Fivla, Geira, Linga, Hendra and Leirna to check up on how staff were getting on with the new ticketing system and more particularly the new ticket machines.</p> <p>All Deckhands spoken to reported that they were getting on well with a couple of the Deckhands stating that in their opinion the new system was much better than the old system. There were a few minor issues reported at the time which solutions were provided for.</p>	A

			<p>All Deckhands have been reminded of the importance of downloading the devices regularly, and reminded them that the best way to ensure that their machine was operating as smoothly as possible was by downloading them every day and by carrying out a soft reset before they started their shift.</p> <p>There is still the possibility that people who suffer from dyslexia and/or colour-blindness may still be finding it difficult to operate the new machines, there has been a screen layover found which changes the colour of the screen which seems to be helping. One of the Deckhands found this and is getting back to the Resources Manager with where to get these layovers from.</p> <p>Below is a table showing where all bookings are made -</p> <table><tr><td></td><td>Uista Booking Office Not including block bookings</td><td>Web</td></tr><tr><td>August</td><td>3,308</td><td>4,365</td></tr><tr><td>September</td><td>2,787</td><td>4,259</td></tr><tr><td>October</td><td>1,880</td><td>2,916</td></tr></table> <p>Next steps:</p> <ol style="list-style-type: none">1. Preparing for roll out of "Ferry Smartcards" for the start of the new financial year.2. Secure Chip and Pin system in development		Uista Booking Office Not including block bookings	Web	August	3,308	4,365	September	2,787	4,259	October	1,880	2,916	
	Uista Booking Office Not including block bookings	Web														
August	3,308	4,365														
September	2,787	4,259														
October	1,880	2,916														
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 this cycle.	A												

Corporate Plan -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	Since June 2013 the service has received 511 referrals, these are both self referrals and referrals from other agencies. There has been active promotion of the grant scheme through agricultural shows, Ideal Homes exhibition. Home surveys are indicating that those referred into the scheme have very poorly insulated, heated and constructed properties with some Standard Assessment Procedure (SAP)	G

			<p>ratings being as low as 8 and 13 (a good SAP would be 75). The full 13/14 grant allocation was drawn down and all 13/14 works completed by 30th September 2014 (£350,000) 154 properties have been surveyed since October 2013. 137 properties have had completed retrofit grant funded work (up to £7500 per household)- loft insulation top ups, underfloor insulation, boiler/heating replacement, new windows/doors and heating control installation. The applicants are generally vulnerable so intensive support is required to achieve a completed application. Benefit checks are completed by CAB for all applicants to ensure income levels are maximised through better benefit take up as well as carrying out physical improvements to their homes.</p> <p>Inspections continue to be prioritised based on age, illness, addressing fuel poverty or poorer SAP ratings.</p>	
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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. 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>"Bigga's" new propellers were fitted whilst she was in dry dock in Fraserburgh.</p> <p>The old engines have been removed. The gearboxes have been sent to the supplier in Norway and have been dismantled for re manufacturing.</p> <p>The shot blasting is complete to allow the steelwork inspection and corrosion survey. The vessel is now back alongside in Lerwick for the remainder of the work.</p> <p>The new engines have been delivered to Aberdeen.</p> <p>We have been advised by the contractor that there may be slippage on the existing timescale and have received an updated programme of works. This predicts the vessel being handed back to the Council on 2 December 2014.</p> <p>Ferry Services have obtained a 3 month</p>	G

			extension for “Thora’s” Passenger Certificate to allow her to continue as a relief vessel until “Bigga” returns to service. “Thora” will then be sold as part of the cost saving measures agreed by the Council in the Ferry Review.	
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 13/14. CAA audit 4-6th November.	A
Roads	Project manage the replacement Burra Bridge bearings to maintain the road asset	March 2015	The specialist sub-contractor who will be responsible for jacking up the bridge and installing the bearings is unwilling to carry out the works during the winter months and has programmed the works for spring next year. The main contractor has agreed to install the walkways over the winter and prepare for the strengthening work on the beams in March 2015. This will allow the specialist contractor to begin the welding to strengthen the main beams, jack up the bridge and install the bearings early in the next financial year.	A
Roads	Replacement of the existing Laxaburn Bridge Structure to maintain the road asset	March 2015	The old bridge was removed and replaced with two culverts in July with minimal disruption to traffic. The construction of the headwalls, bitmac works and landscaping were completed in August. The safety barriers have now been installed and the completion certificate has been issued to the contractor.	G
Directorate	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	A workforce planning process has started with Executive Managers identifying key areas with issues of retention, recruitment and demographic pressures. Some work will need to be outsourced to private sector to address immediate pressures with longer term plans to address pressure by career graded and apprenticeship schemes. Specific meeting held with Unions to ask about what can be changed to address retention issues within Ferries service, actions being taken forward with crew meetings to discuss changes to rosters.	G
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	Emergency call out provision, project support and onsite works have been and continue to be provided for NHS Shetland. The staff retention issues within estate operations have affected available resources for further collaborative working across the organisations.	A

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	A
Directorate	Delivery of services within Directorate on budget	March 2015	Budget position report shows a projected overspend on ferries balanced by increased income and service underspends across the Directorate with efforts being taken to bring Directorate expenditure in on budget.	A
Environmental Services	Develop and implement Waste strategy following completion of the Zero Waste Scotland Review of waste services	March 2015	Environment and Transport Committee approved the implementation of a glass and cans recycling service. This will be rolled out in Summer 15. Project updates will be provided in future performance reports.	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 in January 2015	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, medium term financial plan target can be achieved without further service change through efficiencies and the ongoing implementation of the service reviews undertaken in 13/14.	G

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

Service	Key Actions	RAG Rating	Number
Ferries Services	15	Green	12
		Amber	3
		Red	-
Environmental Services	14	Green	14
		Amber	0
		Red	-
Estate Operations	9	Green	5
		Amber	4
		Red	-
Roads	18	Green	12
		Amber	5
		Red	1

3.4 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery. The red action within the Roads Service Plan is the Burra Bridge project which has slipped due to the contractor not wishing to complete the bearing replacement work over the winter due to potential for disruption and downtime. The project will be completed early in the next financial year.

3.5 An update will be provided to the Committee on the m.v."Linga" incident, on 22nd October 2014 which has resulted in the need for a replacement engine. The update will include an indication of how quickly this work will be completed and how the resultant service consequences are being managed.

- 3.6 The annual document of compliance audit for the Ferry Service was undertaken by MCA on 5th September 2014. There were no non-compliances identified during the audit and the Safety Management System was found to comply with the ISM Code. The document of compliance was endorsed for another year. A copy of the audit documentation has not yet been received. If it is available in time it will be tabled at the Committee meeting for information, alternatively the document will be appended to the next Performance Report.
- 3.7 The CAA audited Tingwall Airport on 4-6th November 2014. Whilst the audit documentation has not been received the auditors advised that there were no Category 1 (significant safety hazard) or Category 2(non compliance with licensing requirements) non-conformities identified. Category 3 observations (items which have potential to affect safety) will be reviewed and actions implemented to address these. The auditors complimented the safety management system at the airport. The action plan to address the audit comments requiring remedial action will be appended to the next Performance Report.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan and part of the "Organising our Business" priority in the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.
- 4.3 Policy and/or Delegated Authority –
- The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;
- "Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –
- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."
- 4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

- 4.5 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.
- 4.6 Environmental – NONE

Resources

- 4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.
- 4.8 Legal – NONE
- 4.9 Human Resources - NONE
- 4.10 Assets And Property – NONE

5.0 Conclusions

- 5.1 This report demonstrates good progress against the priorities identified in the Council's Corporate Plan, and the Infrastructure Directorate Plan 2013/14.

For further information please contact:

Maggie Sandison
maggie.sandison@shetland.gov.uk
01595 744851
10 November 2014

List of Appendices

Appendix	1	–	Performance Indicators
Appendix	2	-	Risk Management

Links to Background Documents

[Infrastructure Services Directorate Plan](#)

Directorate Performance Measures from key Service Performance Measures

Appendix 1

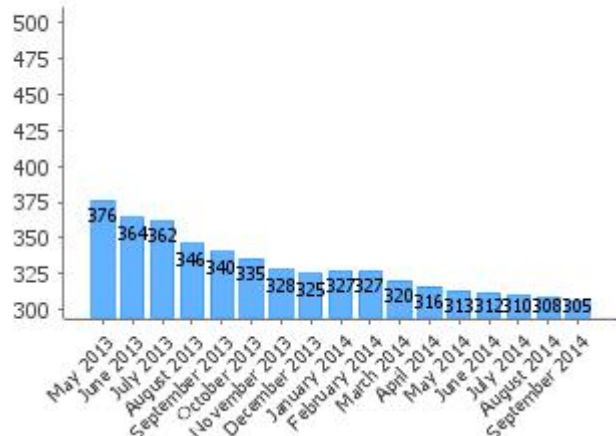


	Directorate or Service Indicators / Measures	Source / Freq	Baseline	Targets	Year to date Update
1	Food Hygiene Percentage of inspection programme completed Percentage of premises achieving PASS standard in Food Hygiene information Scheme	Environmental Services	% of inspection programme completed for 2012/13 = 96% 2013/14 = 88% % of premises achieved pass or pass & eatsafe 2012/13 = 80.5% 2013/14 = 84%	100% of programme 95% of premises PASS by 2017	78% 75%
2	Ferry Availability	Ferries	12/13 – 99.8% 13/14 – 99.7%	99.5%	See Graph
3	Lost sailings by cause	Ferries	12/13 13/14 Weather 79 515 B'down 64 63 Crew 28 36 Other 0 6	200 0 0 0	See Graph

4	Landings at Tingwall Airport Islander Air Ambulance Other	Airport	New measure	Increasing activity to achieve increased income.	See Graph
5	Contracts delivered in house /Private sector Ratio in £ Performance on Contract	Estate Operations Ferries Roads Quarterly	New measure		EOps =£227,107 Ferries = 0 Laxaburn Bridge
6	Number of reactive jobs completed by Building Services	Estate Operations	12/13 = 4,000 13/14 = 3502	3480 (293 per month on average)	See Graph
7	Complaints about Service delivery	Directorate	New measure	Reduce	0
8	Level of compliance with External audits regimes- CAA, FSA, MCA	Directorate	No comments which are of a serious category	No comments which are of a serious category	Verbal update
9	Tonnes of CO2 from Council operations	Estate Operations	12/13 = 31,478 13/14 = 28,786	Reduce	See Graph
10	Council Energy Consumption Per KWh	Estate Operations	12/13 = 105,145,165 13/14 = 96,781,226	Reduce	See Graph
11	Road Condition Indicator (RCI)	Roads	12/13 = 42.5% 13/14 = 41.4%	Sustain	41.9%
12	Number and value of contracts issued % compliance with Standing Orders	Ferries Ports and Harbours	New measure	100%	9 @ £921,713 14 @ £2205,084

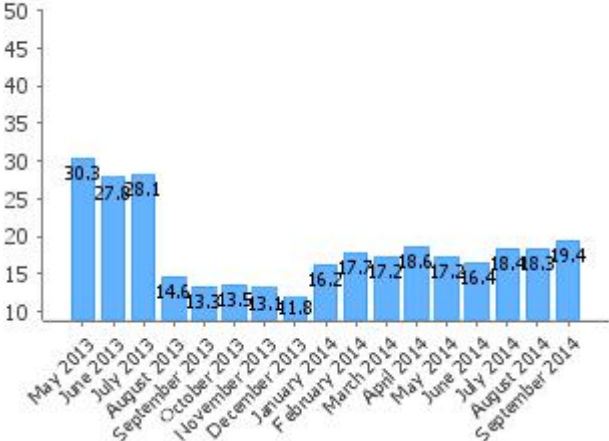
Monthly Performance Indicators - Infrastructure - Report to Committee

Generated on: 31 October 2014

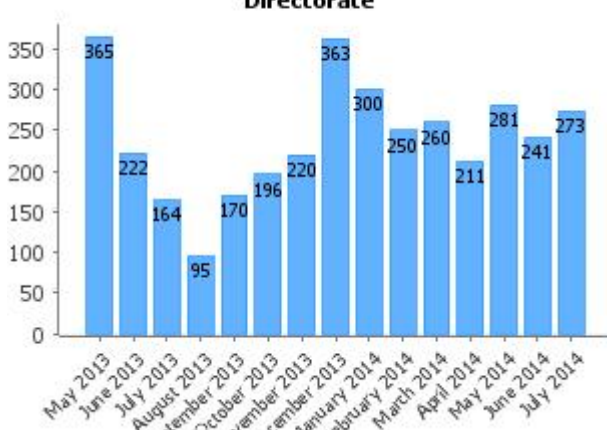


Full-time equivalents in Infrastructure Services - Contracted Hours only

<div>September 2014 result 305</div>	<div>OPI-4A-H FTE (Contracted Hours) - Infrastructure Directorate</div> <div><table><caption>OPI-4A-H FTE (Contracted Hours) - Infrastructure Directorate</caption><thead><tr><th>Month</th><th>FTE (Contracted Hours)</th></tr></thead><tbody><tr><td>May 2013</td><td>376</td></tr><tr><td>June 2013</td><td>364</td></tr><tr><td>July 2013</td><td>362</td></tr><tr><td>August 2013</td><td>346</td></tr><tr><td>September 2013</td><td>340</td></tr><tr><td>October 2013</td><td>335</td></tr><tr><td>November 2013</td><td>328</td></tr><tr><td>December 2013</td><td>325</td></tr><tr><td>January 2014</td><td>327</td></tr><tr><td>February 2014</td><td>327</td></tr><tr><td>March 2014</td><td>320</td></tr><tr><td>April 2014</td><td>316</td></tr><tr><td>May 2014</td><td>313</td></tr><tr><td>June 2014</td><td>313</td></tr><tr><td>July 2014</td><td>310</td></tr><tr><td>August 2014</td><td>308</td></tr><tr><td>September 2014</td><td>305</td></tr></tbody></table></div>				Month	FTE (Contracted Hours)	May 2013	376	June 2013	364	July 2013	362	August 2013	346	September 2013	340	October 2013	335	November 2013	328	December 2013	325	January 2014	327	February 2014	327	March 2014	320	April 2014	316	May 2014	313	June 2014	313	July 2014	310	August 2014	308	September 2014	305
Month	FTE (Contracted Hours)																																							
May 2013	376																																							
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July 2014	310																																							
August 2014	308																																							
September 2014	305																																							
Note		Short Trend	Improving																																					
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving																																					
Linked Performance Indicators	FTE (Contracted Hours) - Whole Council	2074	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	0																																						
	FTE (Contracted Hours) - Ferry Operations	122																																						
	FTE (Contracted Hours) - Infrastructure Services Director's Section	14.6																																						
	FTE (Contracted Hours) - Harbour Master & Port Operations	94.9																																						
	FTE (Contracted Hours) - Roads	73.6																																						
	FTE (Contracted Hours) - Estate Operations	68																																						
	FTE (Contracted Hours) - Environment & Trans Ops	0																																						

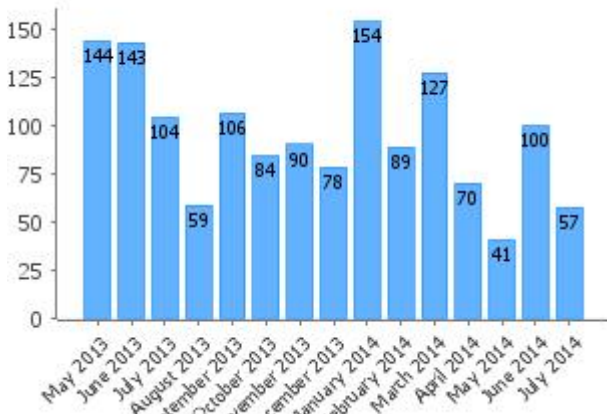


Temporary Staff (FTE) in Directorate - Infrastructure Services

<p>September 2014 result 19.4</p>	<p style="text-align: center;">OPI-4At-H Temporary Staff (FTE) - Infrastructure Directorate</p> 			
Note		Short Trend	Getting Worse	↓
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Getting Worse	↓
Linked Performance Indicators	Temporary Staff (FTE) - Whole Council	162.5	<p>Purpose & Guidance</p> <p>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.</p>	
	Temporary Staff (FTE) - Env Health & TS	0		
	Temporary Staff (FTE) - Ferry Operations	4.7		
	Temporary Staff (FTE) - Infrastructure Services Director Direct Reports	2.5		
	Temporary Staff (FTE) - Harbor Mastr & Port Ops	11.6		
	Temporary Staff (FTE) - Environmental Services	1.2		
	Temporary Staff (FTE) - Roads	0.6		
	Temporary Staff (FTE) - Estate Operations	1		
	Temporary Staff (FTE) - Waste Mgt & Energy	0		

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

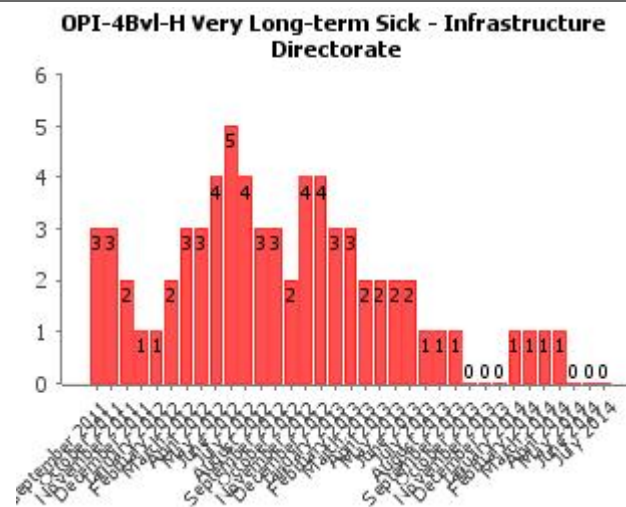
<div>July 2014 result 273</div>	<div>OPI-4BI-H Days Sick (Long-term) - Infrastructure Directorate</div>  <table><caption>OPI-4BI-H Days Sick (Long-term) - Infrastructure Directorate</caption><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>May 2013</td><td>365</td></tr><tr><td>June 2013</td><td>222</td></tr><tr><td>July 2013</td><td>164</td></tr><tr><td>August 2013</td><td>95</td></tr><tr><td>September 2013</td><td>170</td></tr><tr><td>October 2013</td><td>196</td></tr><tr><td>November 2013</td><td>220</td></tr><tr><td>December 2013</td><td>363</td></tr><tr><td>January 2014</td><td>300</td></tr><tr><td>February 2014</td><td>250</td></tr><tr><td>March 2014</td><td>260</td></tr><tr><td>April 2014</td><td>211</td></tr><tr><td>May 2014</td><td>281</td></tr><tr><td>June 2014</td><td>241</td></tr><tr><td>July 2014</td><td>273</td></tr></tbody></table>				Month	Days Sick	May 2013	365	June 2013	222	July 2013	164	August 2013	95	September 2013	170	October 2013	196	November 2013	220	December 2013	363	January 2014	300	February 2014	250	March 2014	260	April 2014	211	May 2014	281	June 2014	241	July 2014	273
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Note		Short Trend	Getting Worse																																	
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Getting Worse																																	
Linked Performance Indicators	Days Sick (Long-term) - Whole Council	1637	<div>Purpose & Guidance</div> <div>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.</div>																																	
	Days Sick (Long-term) - Env Health & TS	0																																		
	Days Sick (Long-term) - Ferry Operations	66																																		
	Days Sick (Long-term) - Infrastructure Services Director Direct Reports	31																																		
	Days Sick (Long-term) - Harbour Master & Port Operations	114																																		
	Days Sick (Long-term) - Environmental Services	94																																		
	Days Sick (Long-term) - Roads	62																																		
	Days Sick (Long-term) - Estate Operations	10.9																																		
	Days Sick (Long-term) - Environment & Transport Operations	0																																		

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

<div>July 2014 result 57</div>	<div>OPI-4Bs-H Days Sick (Short-term) - Infrastructure Directorate</div> <div></div>			
Note		Short Trend	Improving	
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	
Linked Performance Indicators	Days Sick (Short-term) - Whole Council	588	<div>Purpose & Guidance</div> <div>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.</div>	
	Days Sick (Short-term) - Environmental Health & Trading Standards	0		
	Days Sick (Short-term) - Ferry Operations	12		
	Days Sick (Short-term) - Infrastructure Services Director Direct Reports	1.2		
	Days Sick (Short-term) - Harbour Master & Port Operations	21		
	Days Sick (Short-term) - Environmental Services	50.2		
	Days Sick (Short-term) - Roads	23		
	Days Sick (Short-term) - Estate Operations	59		
	Days Sick (Short-term) - Environment & Transport Operations	0		

Very Long-term Sick Headcount in Directorate - Infrastructure Services

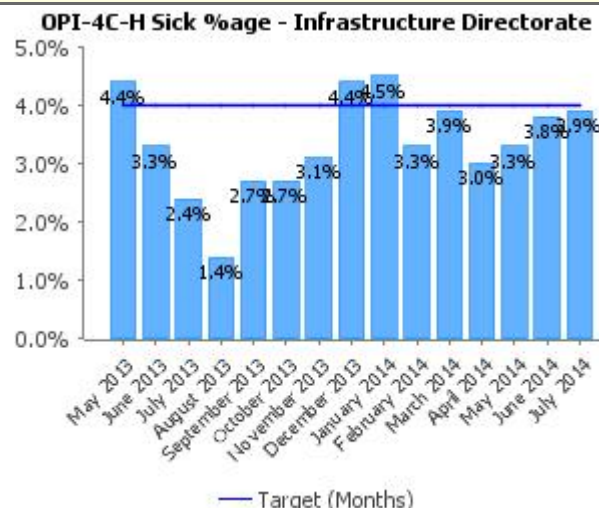
July 2014 result
0



Note		Short Trend	No Change	⬇️
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	⬆️
Linked Performance Indicators	Very Long-term Sick - Whole Council	18	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	0		
	Very Long-term Sick - Environmental Services	0		
	Very Long-term Sick - Roads	0		
	Very Long-term Sick - Estate Operations	1		
	Very Long-term Sick - Waste Mgt & Energy	0		




Percentage Rate Of Sickness in Directorate - Infrastructure Services

Average result for 2014/15 as of July 2014

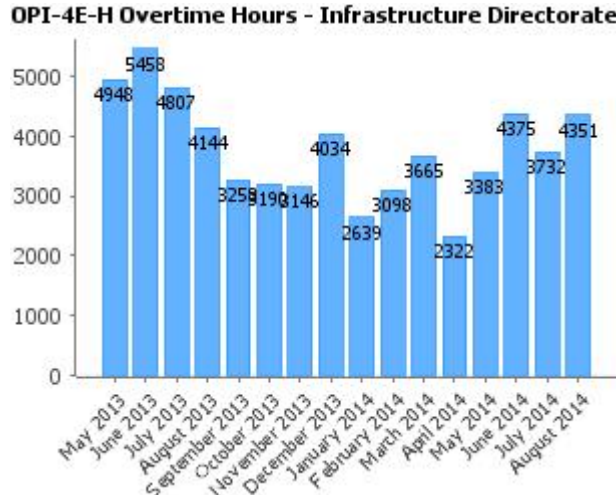


Note		Short Trend	Getting Worse	↓
Service/ Directorate	Infrastructure Services Directorate	12-month Trend	Improving	↑
Linked Performance Indicators	Sick %age - Whole Council	3.9%	Purpose & Guidance This indicator shows the percentage of CALENDAR days that are "absent due to sickness", it does not measure "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.	
	Sick %age - Environmental Health & Trading Standards	0.0%		
	Sick %age - Ferry Operations	2.1%		
	Sick %age - Infrastructure Services Director's Direct Reports	7.6%		
	Sick %age - Harbour Master & Port Operations	4.7%		
	Sick %age - Environmental Services	6.7%		
	Sick %age - Roads	3.7%		
	Sick %age - Estate Operations	3.4%		
	Sick %age - Environment & Trans Ops	0.0%		

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

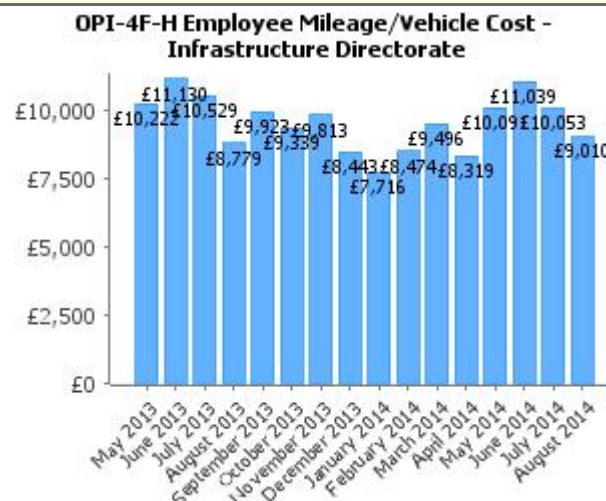
Cumulative result for 2014/15 as of August 2014 £582,817	<div><div>OPI-4D-H Overtime Cost - Infrastructure Directorate</div><table><caption>Overtime Cost Data (Monthly)</caption><thead><tr><th>Month</th><th>Cost (£)</th></tr></thead><tbody><tr><td>May 2013</td><td>£137,656</td></tr><tr><td>June 2013</td><td>£132,186</td></tr><tr><td>July 2013</td><td>£126,920</td></tr><tr><td>August 2013</td><td>£99,514</td></tr><tr><td>September 2013</td><td>£85,185</td></tr><tr><td>October 2013</td><td>£80,148</td></tr><tr><td>November 2013</td><td>£78,429</td></tr><tr><td>December 2013</td><td>£118,375</td></tr><tr><td>January 2014</td><td>£73,718</td></tr><tr><td>February 2014</td><td>£77,245</td></tr><tr><td>March 2014</td><td>£96,251</td></tr><tr><td>April 2014</td><td>£70,393</td></tr><tr><td>May 2014</td><td>£133,363</td></tr><tr><td>June 2014</td><td>£166,976</td></tr><tr><td>July 2014</td><td>£108,147</td></tr><tr><td>August 2014</td><td>£103,938</td></tr></tbody></table></div>				Month	Cost (£)	May 2013	£137,656	June 2013	£132,186	July 2013	£126,920	August 2013	£99,514	September 2013	£85,185	October 2013	£80,148	November 2013	£78,429	December 2013	£118,375	January 2014	£73,718	February 2014	£77,245	March 2014	£96,251	April 2014	£70,393	May 2014	£133,363	June 2014	£166,976	July 2014	£108,147	August 2014	£103,938
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Note		Short Trend	Improving																																			
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving																																			
Linked Performance Indicators	Overtime Cost - Whole Council	£145,076	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 0 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	£0																																				
	Overtime Cost - Ferry Operations	£44,742																																				
	Overtime Cost - Infrastructure Services Director's Direct Reports	£1,177																																				
	Overtime Cost - Harbour Master & Port Operations	£33,788																																				
	Overtime Cost - Environmental Services	£19,370																																				
	Overtime Cost - Roads	£23,341																																				
	Overtime Cost - Estate Operations	£15,798																																				
	Overtime Cost - Environment & Trans Ops	£890																																				

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

August 2014 result 4351	<div>OPI-4E-H Overtime Hours - Infrastructure Directorate</div> 				
	Note		Short Trend	Getting Worse	↓
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Getting Worse	↓	
Linked Performance Indicators	Overtime Hours - Whole Council	6,172	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).		
	Overtime Hours - Env Health & TS	0			
	Overtime Hours - Ferry Operations	1925			
	Overtime Hours - Infrastructure Services Director's Direct Reports	53			
	Overtime Hours - Harbour Master & Port Operations	1184			
	Overtime Hours - Environmental Services	960			
	Overtime Hours - Roads	1143			
	Overtime Hours - Estate Operations	836			
	Overtime Hours - Environment & Trans Ops	46			

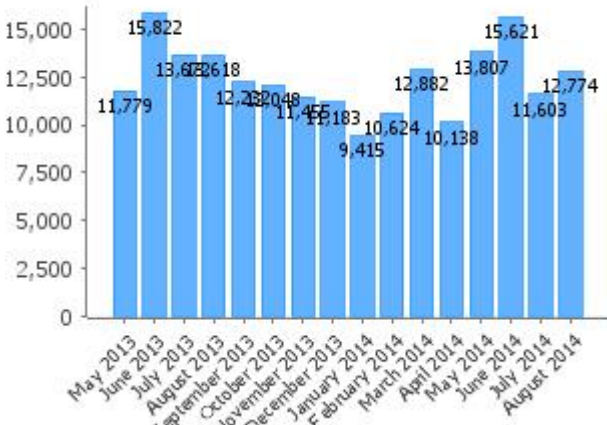
Employee Mileage/Vehicle Cost in Directorate - Infrastructure Services

August 2014 result
£9,010

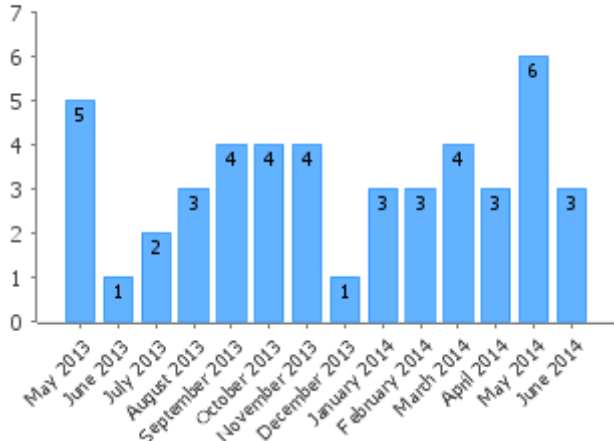


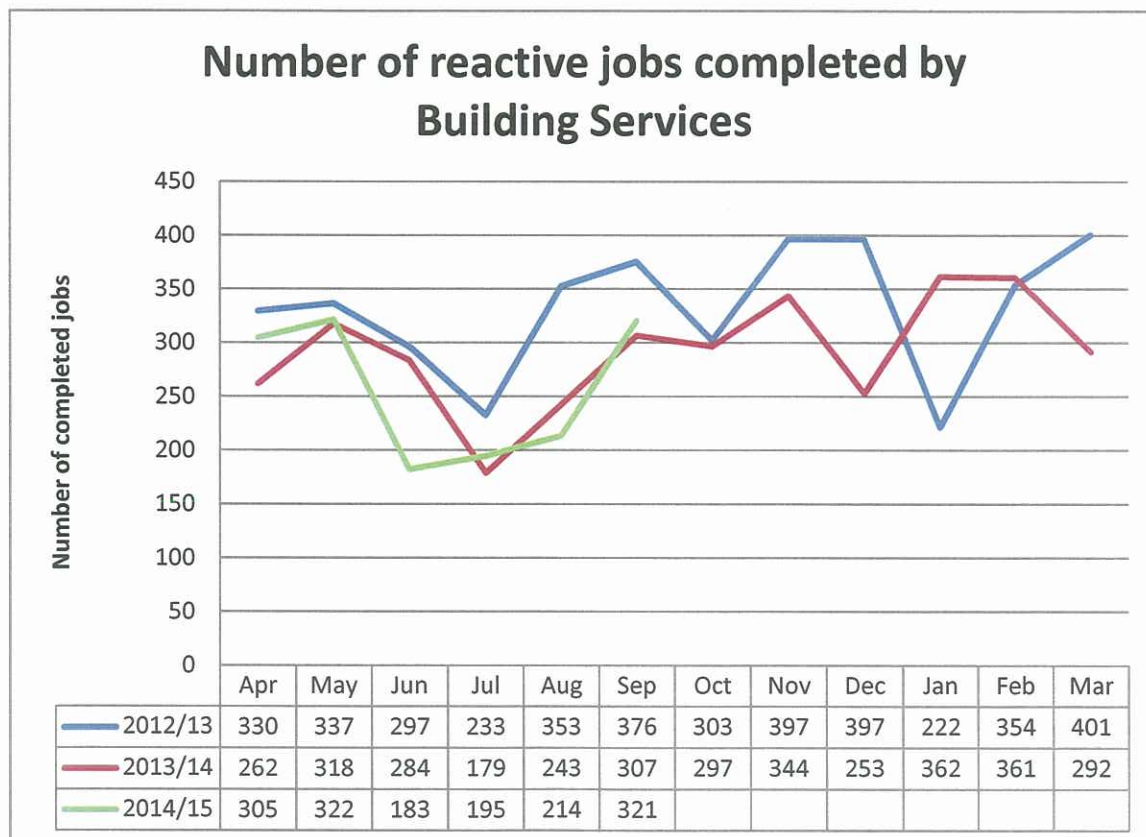
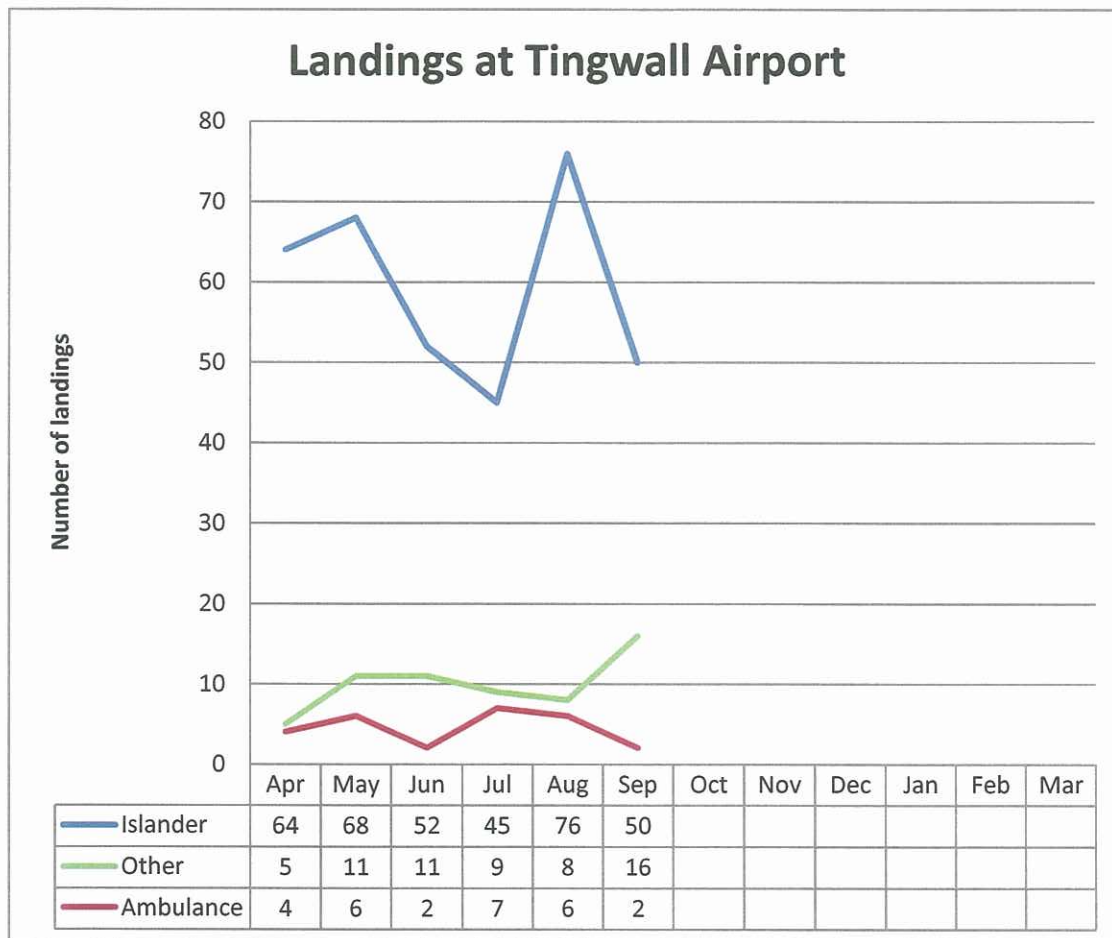
Note		Short Trend	Improving	↑
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	↑
Linked Performance Indicators	Employee Mileage/Vehicle Cost - Whole Council	£76,759	Purpose & Guidance This measures the cost to the Council, of Car Allowances and mileage done in employee's 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 Mileage/Vehicle Cost - Env Health & TS	£0		
	Employee Mileage/Vehicle Cost - Ferry Operations	£1,419		
	Employee Mileage/Vehicle Cost - Infrastructure Director's Section	£90		
	Employee Mileage/Vehicle Cost - Harbour Master & Port Operations	£3,764		
	Employee Mileage/Vehicle Cost - Environmental Services	£587		
	Employee Mileage/Vehicle Cost - Roads	£3,737		
	Employee Mileage/Vehicle Cost - Estate Operations	£1,333		
	Employee Mileage/Vehicle Cost - Waste Mgt & Energy	£0		
	Employee Miles Claimed - Infrastructure Directorate	12,774		

Employee Miles Claimed in Directorate - Infrastructure Services

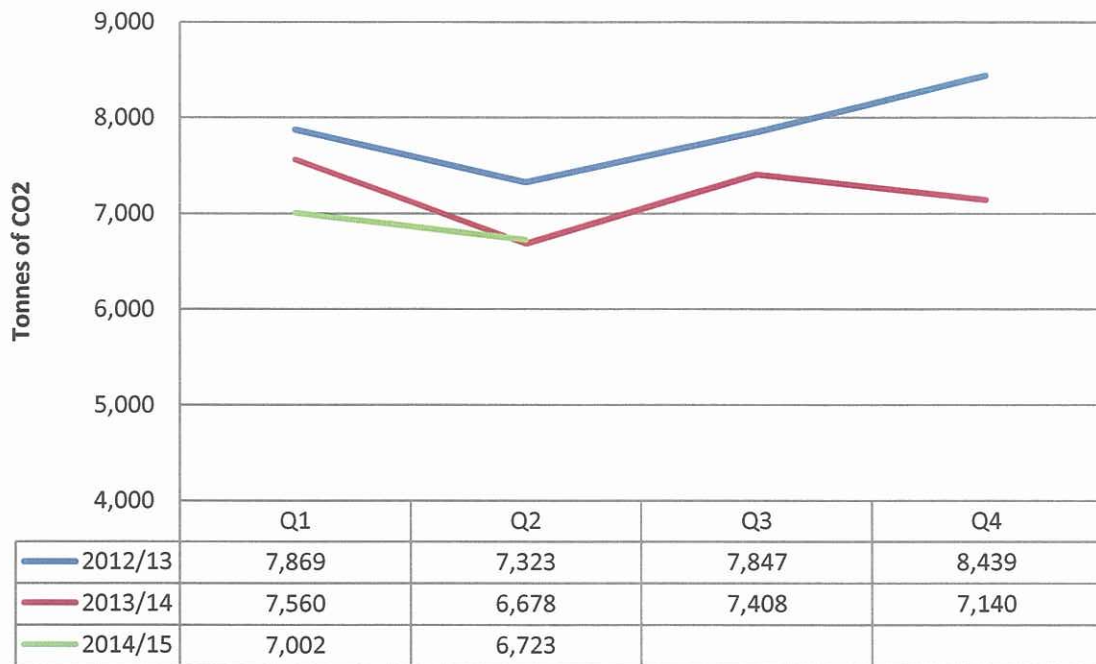
<div>August 2014 result 12,774</div>	<div>OPI-4G-H Employee Miles Claimed - Infrastructure Directorate</div>  <table><caption>Monthly Employee Miles Claimed - Infrastructure Directorate</caption><thead><tr><th>Month</th><th>Employee Miles Claimed</th></tr></thead><tbody><tr><td>May 2013</td><td>11,779</td></tr><tr><td>June 2013</td><td>15,822</td></tr><tr><td>July 2013</td><td>13,612</td></tr><tr><td>August 2013</td><td>13,618</td></tr><tr><td>September 2013</td><td>12,232</td></tr><tr><td>October 2013</td><td>12,048</td></tr><tr><td>November 2013</td><td>11,455</td></tr><tr><td>December 2013</td><td>11,183</td></tr><tr><td>January 2014</td><td>9,415</td></tr><tr><td>February 2014</td><td>10,624</td></tr><tr><td>March 2014</td><td>12,882</td></tr><tr><td>April 2014</td><td>10,138</td></tr><tr><td>May 2014</td><td>13,807</td></tr><tr><td>June 2014</td><td>15,621</td></tr><tr><td>July 2014</td><td>11,603</td></tr><tr><td>August 2014</td><td>12,774</td></tr></tbody></table>				Month	Employee Miles Claimed	May 2013	11,779	June 2013	15,822	July 2013	13,612	August 2013	13,618	September 2013	12,232	October 2013	12,048	November 2013	11,455	December 2013	11,183	January 2014	9,415	February 2014	10,624	March 2014	12,882	April 2014	10,138	May 2014	13,807	June 2014	15,621	July 2014	11,603	August 2014	12,774
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Service/Directorate	Infrastructure Services Directorate	12-month Trend	Getting Worse	↓																																		
Linked Performance Indicators	Employee Mileage/Vehicle Cost - Infrastructure Directorate	£9,010	<div>Purpose & Guidance</div> <div>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.</div>																																			
	Employee Miles Claimed - Whole Council	101,251																																				
	Employee Miles Claimed - Env Health & TS	0																																				
	Employee Miles Claimed - Ferry Operations	2,179																																				
	Employee Miles Claimed - Infrastructure Services Director's Section	25																																				
	Employee Miles Claimed - Harbour Master & Port Operations	5,298																																				
	Employee Miles Claimed - Environmental Services	516																																				
	Employee Miles Claimed - Roads	5,272																																				
	Employee Miles Claimed - Estate Operations	1,289																																				
	Employee Miles Claimed - Waste Mgt & Energy	0																																				

Incident Notifications (PINS) in Directorate - Infrastructure Services

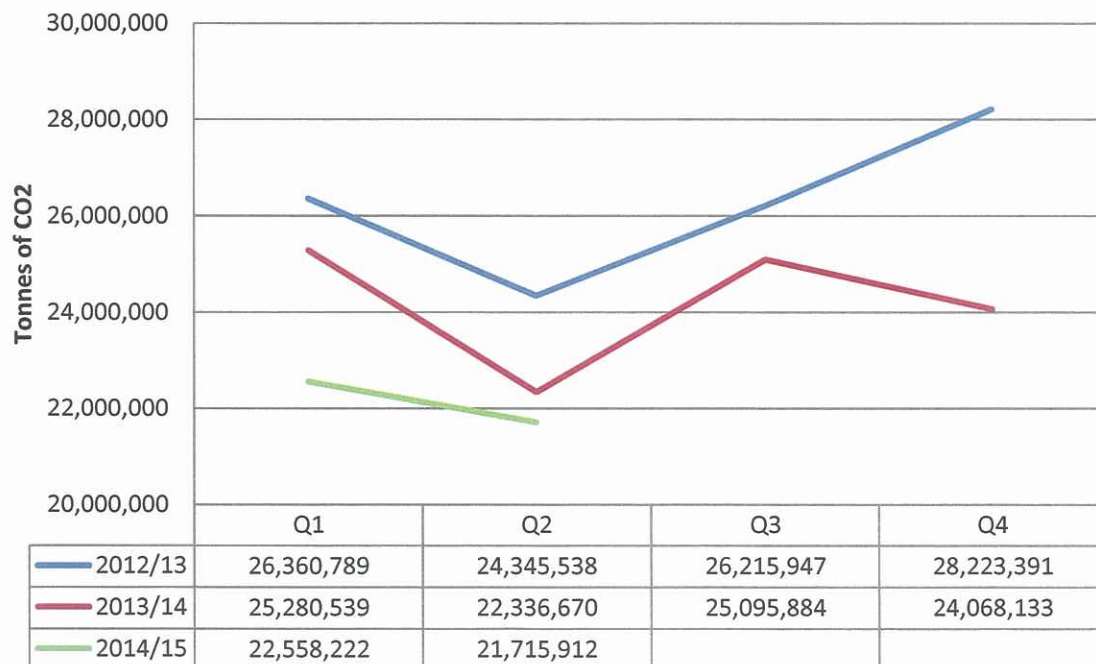
June 2014 result 3	<div><p>OPI-4H-H Incident Notifications (PINS) - Infrastructure Directorate</p><table><caption>OPI-4H-H Incident Notifications (PINS) - Infrastructure Directorate</caption><thead><tr><th>Month</th><th>Incident Notifications</th></tr></thead><tbody><tr><td>May 2013</td><td>5</td></tr><tr><td>June 2013</td><td>1</td></tr><tr><td>July 2013</td><td>2</td></tr><tr><td>August 2013</td><td>3</td></tr><tr><td>September 2013</td><td>4</td></tr><tr><td>October 2013</td><td>4</td></tr><tr><td>November 2013</td><td>4</td></tr><tr><td>December 2013</td><td>1</td></tr><tr><td>January 2014</td><td>3</td></tr><tr><td>February 2014</td><td>3</td></tr><tr><td>March 2014</td><td>4</td></tr><tr><td>April 2014</td><td>3</td></tr><tr><td>May 2014</td><td>6</td></tr><tr><td>June 2014</td><td>3</td></tr></tbody></table></div>				Month	Incident Notifications	May 2013	5	June 2013	1	July 2013	2	August 2013	3	September 2013	4	October 2013	4	November 2013	4	December 2013	1	January 2014	3	February 2014	3	March 2014	4	April 2014	3	May 2014	6	June 2014	3
	Month	Incident Notifications																																
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July 2013	2																																	
August 2013	3																																	
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Note		Short Trend	Improving	↑																														
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Improving	↑																														
Linked Performance Indicators	Incident Notifications (PINS) - Whole Council	42																																
	Incident Notifications (PINS) - Env Health & TS	0																																
	Incident Notifications (PINS) - Ferry Operations	3																																
	Incident Notifications (PINS) - Infrastructure Director's Section	0																																
	Incident Notifications (PINS) - Harbor Mastr & Port Ops	0																																
	Incident Notifications (PINS) - Environmental Services	2																																
	Incident Notifications (PINS) - Roads	0																																
	Incident Notifications (PINS) - Estate Operations	0																																
	Incident Notifications (PINS) - Waste Mgt & Energy	0																																
	Reportable Accidents - Whole Council	5																																



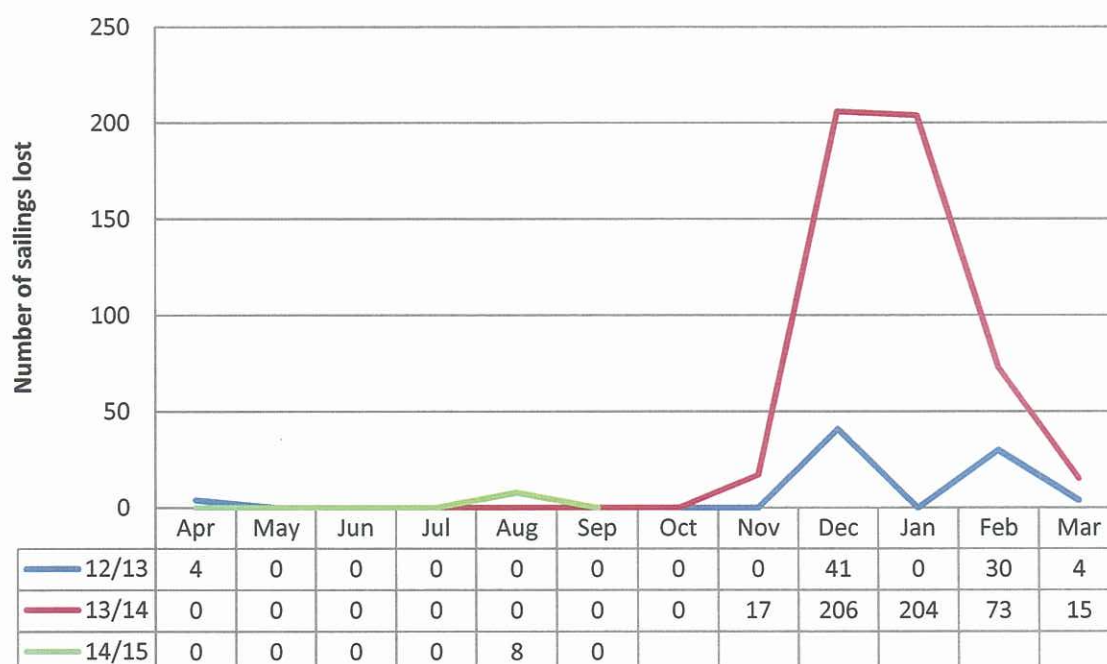
Tonnes of CO2 from Council Operations



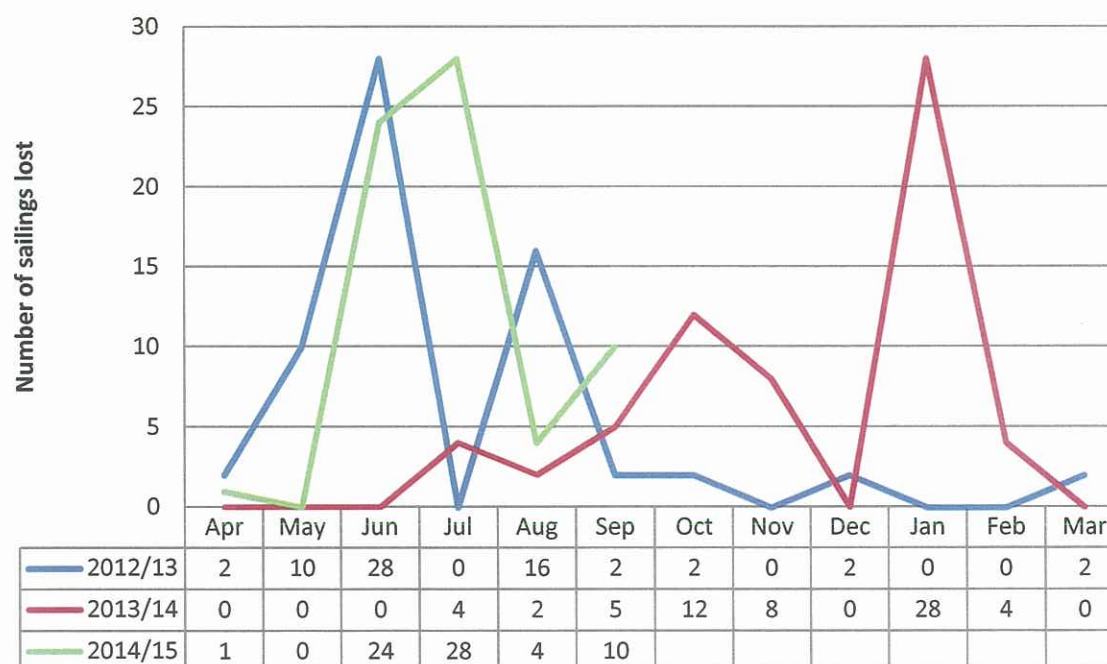
Council Energy Consumption per kWh



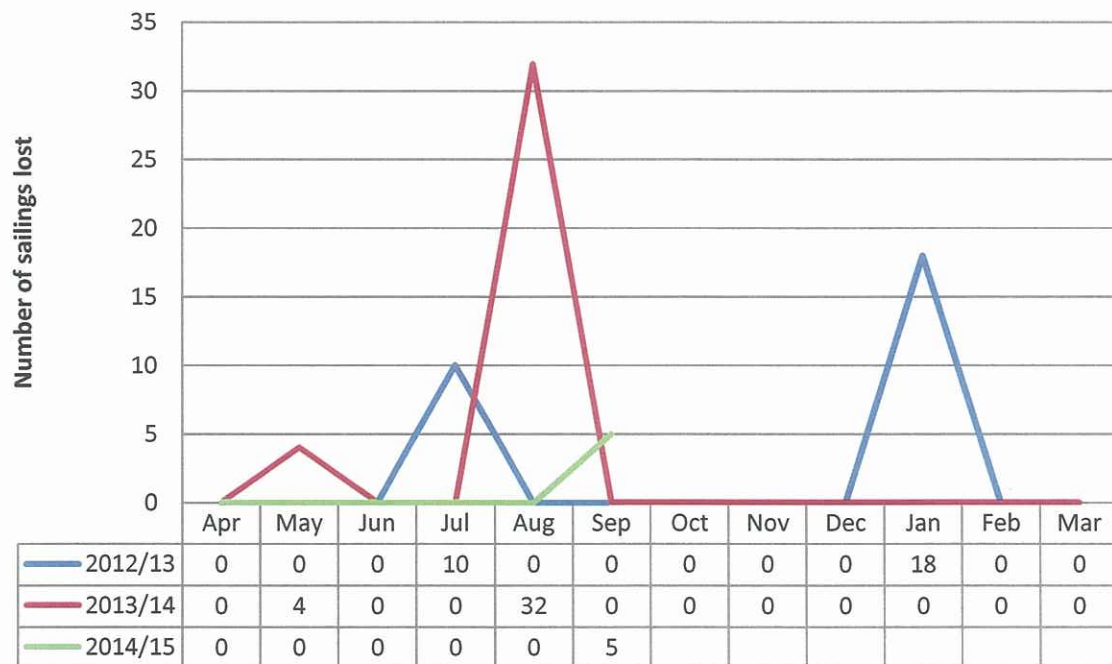
Lost sailings by cause - weather



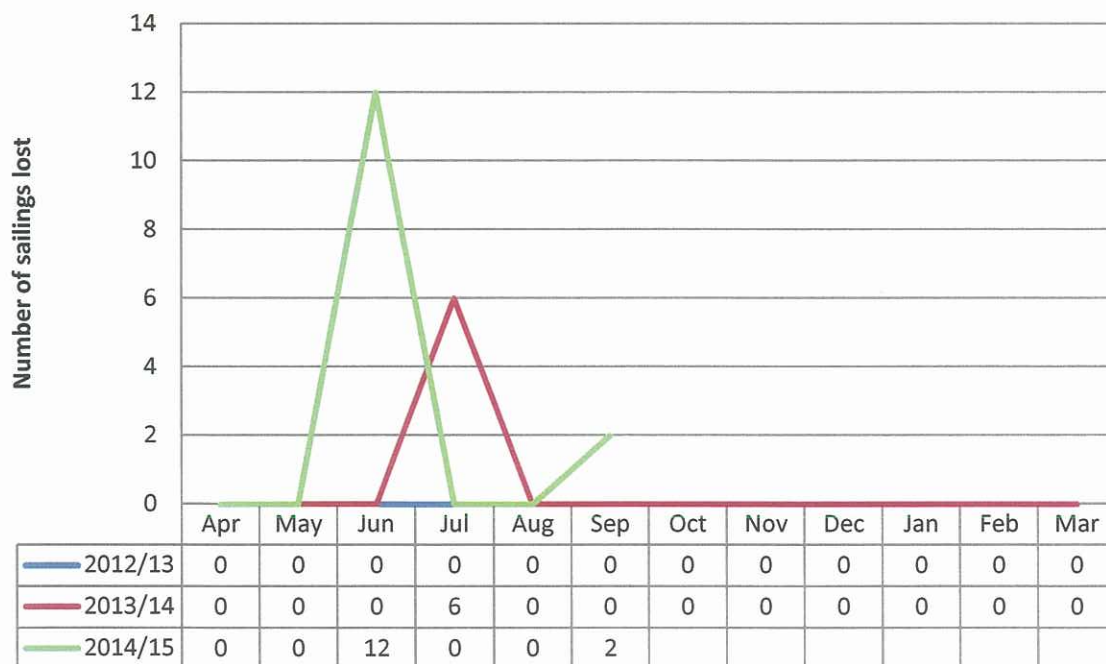
Lost sailings by cause - breakdown



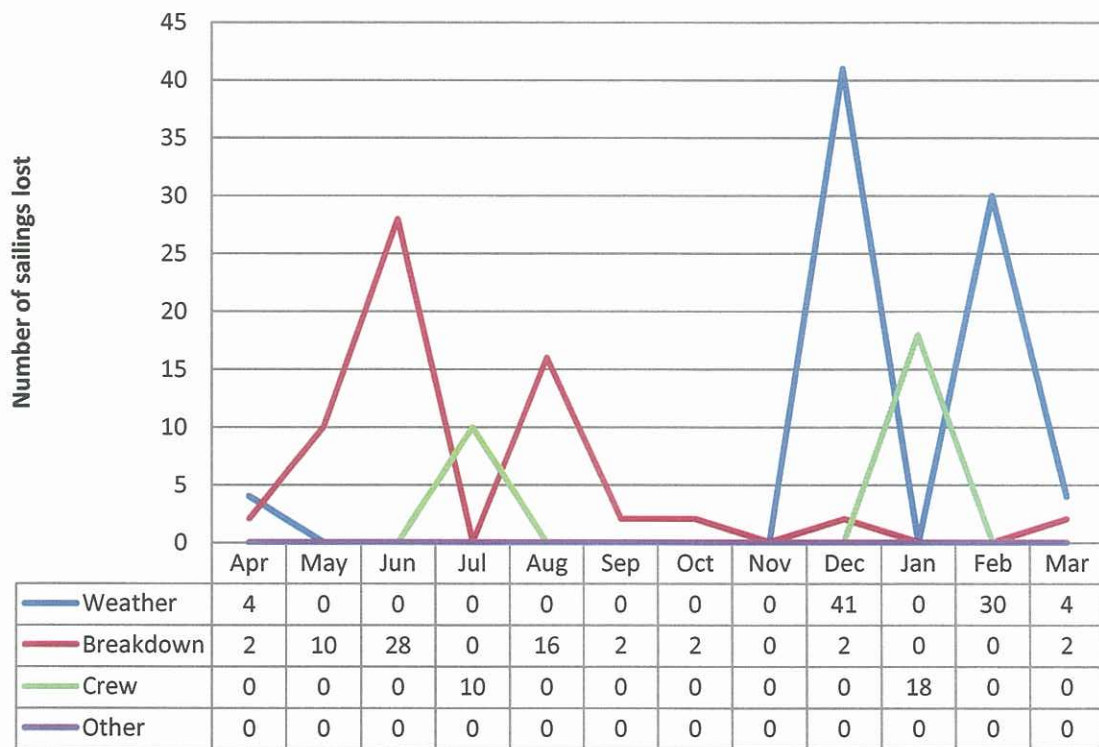
Lost sailings by cause - crew



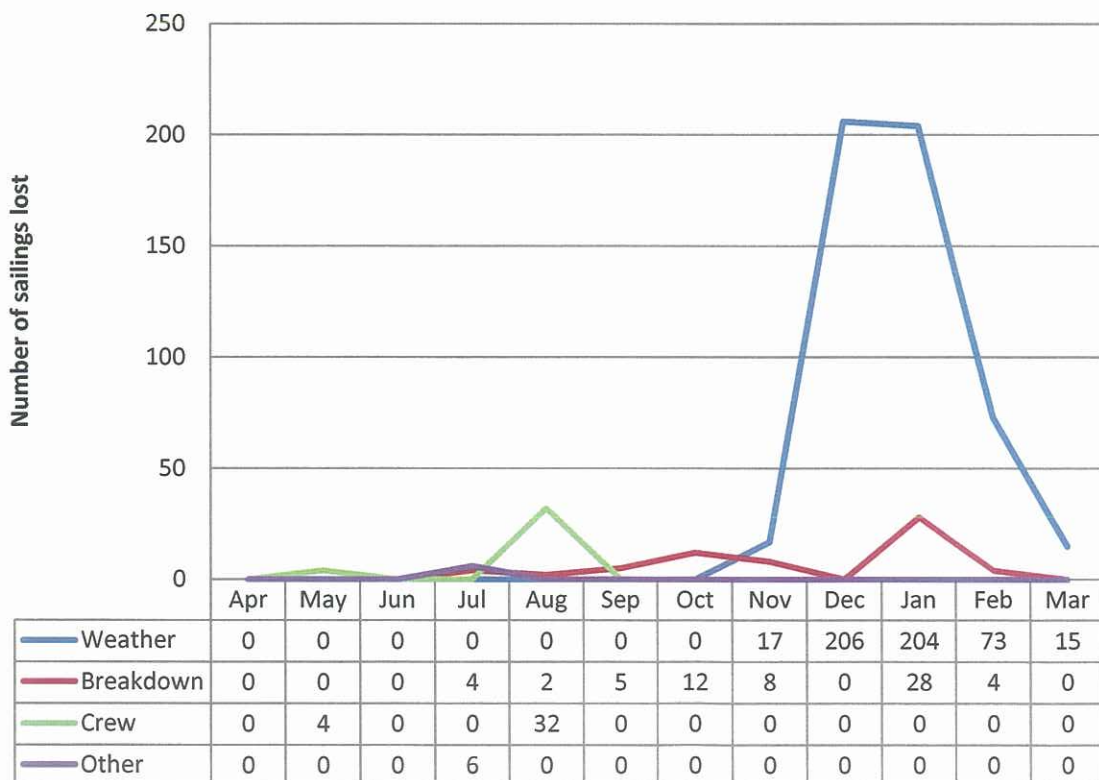
Lost sailings by cause - other



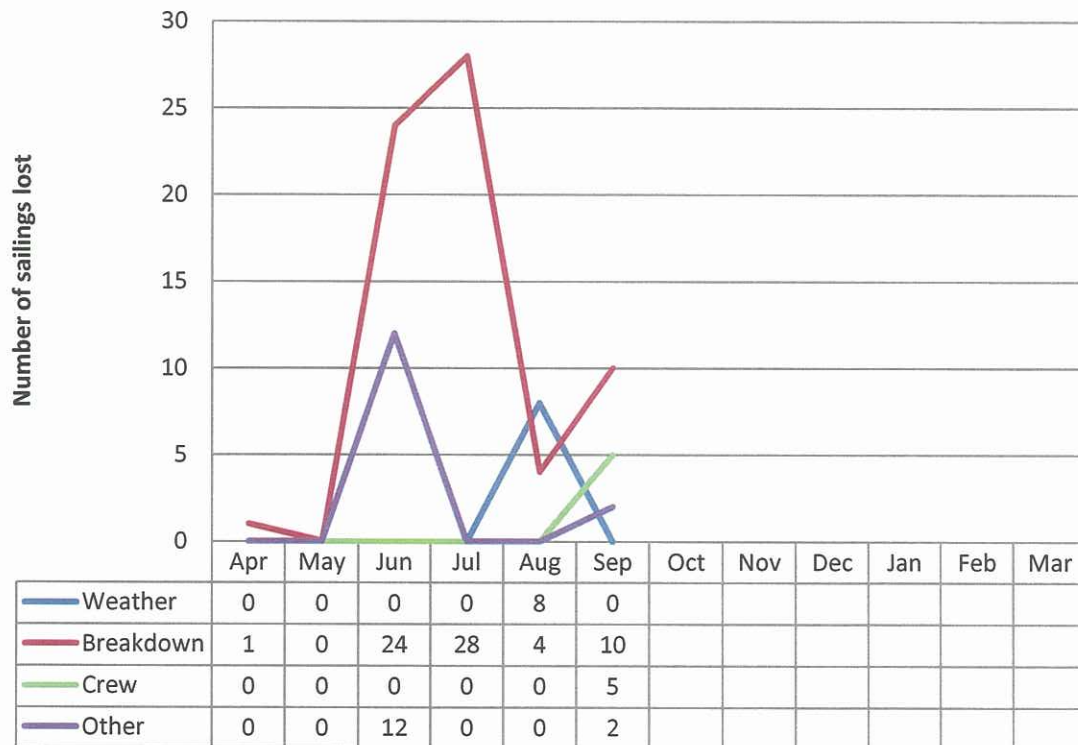
Lost sailings by cause - 2012/13



Lost sailings by cause - 2013/14



Lost sailings by cause - 2014/15



Ferry Availability



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
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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 /disgruntled staff	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

17 November 2014
 17 November 2014
 17 November 2014
 17 November 2014
 26 November 2014

Development Services Directorate Performance Report 6 Month / 2nd Quarter 2014/15

Report No: DV046-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 September 2014	RAG	Target	Committee
Supporting adults to be independent	3 conversions completed. Further properties identified. Additional conversion work done to enable shared accommodation for dementia clients. Evaluation being undertaken on the outcomes from projects carried out. Service redesign for Housing Support proposals being reported to CMT October	G	On target for March 2015	SS

Priority	Progress at end September 2014	RAG	Target	Committee
The best possible start for every child	Report prepared on Single Governance and Delivery Model, and Implementation Plan and issued for Consultation. Plan to take to NAFC board and Council for decision in December. Discussion with UHI regarding possible merger is progressing in parallel	A	New target of December 2014 set for decision making	C&F/ SCB/ NAFC Board/ SIC
The transport services we need most	New public and school bus contracts in place, Some increase in overall contract price to cover extension to some school routes, requirement to go to next bid on some routes. Walking Route assessments being conducted as requested on school routes. Some actions regarding bus shelters etc to be completed. Revenue security processes, particularly ticket income is also a key focus.	G	New Contracts Implemented August 2014	E&T
	ASN & Social Care Transport review complete. Meeting to be arranged with Children and Families Service, Health and Social Care and Director of Development to sign off final report and agree reporting to Committee.	G	On target for March 2015	C&F SS E&T
	Shetland Transport Strategy. Consultant appointed and planning meeting to take place on 4 November 2014. Project is on target to be complete by March 2015.	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. Transport Planning continues to work with Infrastructure and Finance Services to support this project. Consultant appointed and review	G	On target for September 2014	E&T

Priority	Progress at end September 2014	RAG	Target	Committee
	work underway. Surveys complete. First round of consultation complete. Second round programmed for second half of November. Fares budget agreed and included in the budgeting process. On target to enable implementation on 1 April 2015.			
	Develop proposal for external ferry provision. Current North Isles contracts end in 2018. Continuing to work with OIC and Transport Scotland to establish working relationships and arrangements. Progress has not been as expected due to Referendum and the outcome of the Referendum and subsequent changes within political circumstances in Scottish Government may have impacts on progress. September 2014 was not achieved and latest estimate of reaching a position where principles are agreed is early 2015.	G	Agreement on principles with Scottish Government Q4	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
	Digital Shetland Strategy adopted by Council. Resilient link nearing completion. Increase in sales on Shetland Telecom Network. Working group set up to work in partnership with BDUK project (HIE & BT), to access remote communities, and increase uptake of high speed broadband which is now enabled in Lerwick	A	Q4	Dev
	Decision taken to transfer Shetland Development Trust assets into Council. Preparatory work to transfer Shetland Development Trust assets into Council has commenced. A report on actual transfers will be presented to a future Development Committee with external advice sought as required.	G	On target for March 2015	Dev

Strong communities	<p>Increase supply of affordable housing. SHIP being reported to Social Services Committee in October for November submission to Scottish Govt.</p> <p>Currently 67 completions achieved in 2014/15 with a further 38 on site.</p> <p>Increased interest in developer led building in evidence throughout Shetland.</p>	G	On target for March 2015	SS
	Draft Community Benefit Policy Framework report produced by Planning Service, and presented to CMT. Next steps Policy Forum, Committee and Shetland Partnership.	A	March 2015	Dev
	<p>Fully implement the findings of the Community Planning & Development Service Review. New structure now in place. Regular all staff, team and individual meetings have been established following the restructure. All staff have been involved in service planning, and the all staff meeting agenda has been updated in response to staff feedback. Cross service project work is also taking place, with better links between teams being developed.</p>	G	March 2015	SS E&T P&R
	<p>Strengthening Community Involvement Project.</p> <p>No formal project arrangements in place yet, however background research and conversations with stakeholders in relation to this general area are ongoing. This project interlinks with a number of other projects such as the Health & Social Care Integration localities work and national initiatives such as the Commission on Strengthening Local Democracy. Care must be taken with the timing to ensure emerging national policy direction is taken into account and to avoid any duplication with other workstreams.</p>	A	March 2015	P&R

	Taskforce established to develop framework and toolkit to support the development of community transport. Action Planning Workshop complete in August 2014. Toolkit and Framework almost complete in October 2014. Two pilot projects (Bressay Community Transport and Skerries Community Ferry) under development.	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. SIC & NHS budget setting timetables are being aligned this year.	G	March 2015	P&R
	SOA updated for 2014/15, and approved by key partners. Regular performance reporting has been implemented within the Partnership and to the Policy & Resources Committee.	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. Project to support access to ICT in remote areas, is progressing. It is providing information on what will be required to be put in place, in the longer term, to ensure people can access benefits	G	March 2015	SS
	Fuel Poverty working group has been reinstated and is co-ordinating work streams around fuel poverty. MP and MSP due to attend next meeting of sub group. Looking at winter information sources and advice delivery	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. Project Board and Team established; in process of putting in place a Project Co-ordinator until March 2015.	G	March 2015	SS

Priority	Progress at end September 2014	RAG	Target	Committee
Dealing with challenges effectively	<p>Building Budgets community engagement events took place in July / Aug 2014.</p> <p>Outputs of process used to influence 2015/16 budget setting process.</p> <p>A meeting to discuss improvement options for future years has been arranged between CP&D and Finance.</p>	G	October 2014	P&R
	<p>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.</p> <p>Constitutional Reform Paper presented to Council on 10th October, Project Sounding Board set up to deliver tangible benefits from the UK Government Framework and Scottish Government Prospectus. Response provided to Smith Commission.</p>	G	March 2015	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; 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 Q2, assisted by increased income from Shetland Telecoms.</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 2014/15.
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For further information please contact:

Neil Grant

Director of Development Services

01595 744968

nrj.grant@shetland.gov.uk

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	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
1			Supporting adults to be independent					
1.2	1	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	3 conversions completed. Further properties identified. Additional conversion work done to enable shared accommodation for dementia clients. Evaluation being undertaken on the outcomes from projects carried out. Service redesign for Housing Support proposals being reported to CMT October 14.	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	2	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.	Report prepared on Single Governance and Delivery Model, and Implementation Plan and issued for consultation. Plan to take to NAFC board and Council for decision in December. Discussion with UHI regarding possible merger is progressing in parallel.	G	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					

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
3.1	3	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 for school and public bus transport to more efficiently link together services, and to achieve this within the medium term financial plan budgets.	New contracts in place. Some increase in overall contract price to cover extension to some school routes, requirement to go to next bid on some routes. Walking Route assessments being conducted as requested on school routes. Some actions regarding bus shelters etc to be completed. Revenue security processes, particularly ticket income is also a key focus.	G	Best value public and school bus service contracts in place	August 2014
3.1	4	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.	Review complete. Meeting to be arranged with Children and Families Service, Health and Social Care and Director of Development to sign off final report and agree reporting to Committee.	G	Best value ASN and Social Care Transport	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
3.1	5	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.	Consultant appointed and review work underway. Surveys complete. First round of consultation complete. Second round programmed for second half of November. Fares budget agreed and included in the budgeting process. On target to enable implementation on 1 April 2015.	G	Impacts reported to members.	April 2014 & Nov 2014
3.1	6	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 businesses.	12 month assessment not complete due to insufficient resources. Aim now to have report to E&T committee in January 2015.	R	Increase usage of smart cards, chip and pin facilities and online booking facilities	March 2015
3.1 – 3.4	7	ZetTrans		Refresh Shetland Transport Strategy	Consultant appointed and planning meeting to take place on 4 November 2014. Project is on target to be complete by March 2015.	G	Refreshed strategy in place	March 2015
3.3 & 3.4	8	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.	Transport Planning continues to work with Infrastructure and Finance Services to support this project.	G	Infrastructure Investment Plan Completed	September 2014

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
3.4	9	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	Continuing to work with OIC and Transport Scotland to establish working relationships and arrangements. Progress has not been as expected due to Referendum and the outcome of the Referendum and subsequent changes within political circumstances in Scottish Government may have impacts on progress. September 2014 was not achieved and latest estimate of reaching a position where principles are agreed is early 2015.	A	Proposal can be discussed with Scottish Government	September 2014
4			Healthy economy					
4.1	10	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	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
4.2	11	Economic Development	High-speed broadband available to 84% of the Shetland population.	CHANGE PROJECT Work with partners and communities to deliver high speed broadband.	Digital Shetland strategy adopted by Council. Resilient link nearing completion. Increase in sales on Shetland Telecom network. Working group set up to work in partnership with BCUK project (HIE & BT), to access remote communities, and increase uptake of high speed broadband which is now enabled in Lerwick, 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	12	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 Quarter 3.	G	Business register maintained and communicated to parties engaged in industrial developments	December 2014
4.6	13	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 and being used to evidence the Review of Tertiary Education.	G	Devise a system for businesses to register needs for specific skills.	September 2014

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
4.1	14	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	Preparatory work to transfer Shetland Development Trust assets into Council has commenced. A report on actual transfers will be presented to a future Development Committee with external advice sought as required.	G	Complete new commercial lending mechanism within the Council	March 2015
5			Strong communities					
5.1	15	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. Resilient link nearing completion. Increase in sales on Shetland Telecom network. Output from BDUK project awaited before any extension of local network considered.	G	Digital Shetland strategy and action plan in place	September 2014
5.2	16	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	SHIP being reported to Social Services Committee in October for November submission to Scottish Govt. Currently 67 completions achieved in 2014/15 with a further 38 on site. Increased interest in developer led building in evidence throughout Shetland.	G	Robust housing development programme approved by Scottish Govt. Range of incentives and initiatives to complement social rented option.	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
5.1	17	Planning		Develop a community benefit policy to cover all industry sectors and including developer contribution. A key outcome is to provide affordable housing.	Draft Community Benefit Policy Framework report produced by Planning Service, and presented in CMT. Next steps Policy Forum Committee and Shetland Partnership.	A	Community Benefit Policy agreed with Community Planning Partners	March 2015
5.1	18	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	19	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 year for community funding.	Regular all staff, team and individual meetings have been established following the restructure. All staff have been involved in service planning, and the all staff meeting agenda has been updated in response to staff feedback. Cross service project work is also taking place, with better links between teams being developed.	G	Workforce development and delivery of an efficient and effective service	March 2015
5.1	20	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	No formal project arrangements in place yet, however background research and conversations with stakeholders in relation to this general area are ongoing. This project interlinks with a number of other projects such as the Health & Social Care Integration	A	Increased participative democracy and community involvement in Community Planning	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
					localities work and national initiatives such as the Commission on Strengthening Local Democracy. Care must be taken with the timing to ensure emerging national policy direction is taken into account and to avoid any duplication with other workstreams.			
5.1	21	Transport		Support communities to develop the transport solutions that meet their needs	Action Planning Workshop complete in August 2014. Toolkit and Framework almost complete in October 2014. Two pilot projects (Bressay Community Transport and Skerries Community Ferry) under development.	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	22	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. SIC & NHS budget setting timetables are being aligned this year.	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	23	CP&D	Participated in the Improvement Service project	Participate in the Improvement Service work around improving the	Shetland not selected as an area for the pilot – no further action as this stage, other than monitoring	G	Effective partnership working at a strategic level	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
				impact of Third Sector Interfaces on Community Planning	progress re pilot and considering findings			
6.3	24	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. A Shetland Partnership business plan for 2014-2016 is being developed. Along with a guide on agenda mgmt and how / when to consult with the Partnership, which aims to raise awareness and increase participation in community planning by senior managers.	G	Effective partnership working at a strategic level	March 2015
6.4	25	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	The Improvement Service hope to carry out an initial visit to Shetland early next year to start a self assessment process, and to build capacity of staff involved to roll out the process across the partnership	A	Demonstrate continuous improvement	March 2015
6.5	26	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	SOA updated for 2014/15, and approved by key partners. Regular performance reporting has been implemented within the Partnership and to the Policy & Resources Committee.	G	Demonstrate commitment to deliver a high quality SOA which reflects local priorities and needs	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
				issues highlighted				
6.6	27		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, with progress reported to the Shetland Partnership through their performance management framework.	A	Best value service delivery	March 2015
7			Vulnerable and disadvantaged people					
7.1	28	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.	Project to support access to ICT in remote areas, is progressing. It is providing information on what will be required to be put in place, in the longer term, to ensure people can access benefits	G	Stronger, more resilient communities	March 2015
7.1	29	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	30	Housing		Combat fuel poverty by continuing to deliver on the Local Housing Strategy theme.	MP and MSP due to attend next meeting of sub group. Looking at winter information sources and advice delivery.	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	31		Provided the right support, at the right time, to help each	Draw down EU funding to support the provision of	Report to Council seeking delegated Authority for local	A	Strategic Employability	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
			person find long-term employment opportunities;	employability services in Shetland.	allocation, to Director of Development Services. Allocation now known, but no deadlines, as yet for the Council to apply.		Pipeline, and funding to deliver.	
7.3	32		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; in process of putting in place a Project Co-ordinator until March 2015.	G	LIFE audit	October 2014
7.4	33		Provided opportunities to develop positive community connections, to make sure people feel more a part of their community and take part in a wider range of activities; and	Develop action plan, drawing together strands across the CPP.	Evaluation of pilots complete, launch event planned but other commitments have required this to be postponed.	G	Deliverable action plan.	
7.5	34		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	35	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. A meeting to discuss improvement options for future years has been arranged between CP&D and Finance.	G	Proposal paper presented to members.	October 2014

Development Services Directorate Plan 2014/15

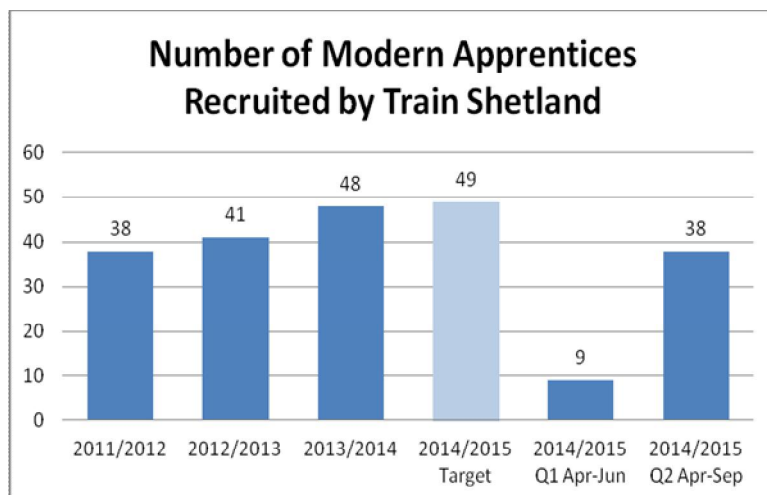
CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
9.4	36		Secured the best for Shetland in any constitutional change following the referendum.	Provide support to members with the Our Islands Our Future campaign to ensure information and analysis is available to support the case for greater local decision making.	Constitutional Reform Paper presented to Council on 10 October, Project Sounding Board set up to deliver tangible benefits from the UK Government Framework and Scottish Government Prospectus. Response provided to Smith Commission.	G	Achieve meaningful and achievable commitments for the islands from Scottish and UK governments	September 2014
10			Living within our means					
10.1	37		Stuck to the Medium Term Financial Plan and be financially strong.	<p>Deliver services within the revised budget of £13.065m thereby saving £1.839 in 2014-15.</p> <p>This will be delivered by:</p> <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>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; 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 2014/2015.</p>	G	Balanced budget.	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
					The directorate was within budget for Q2, assisted by increased income from Shetland Telecoms.			

Change Programme Major Projects

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

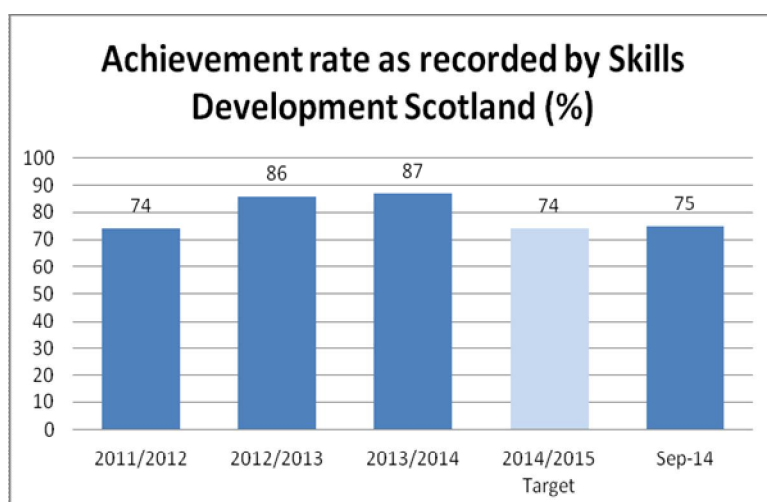


Trend Comment:

On course to exceed target number of modern apprentices.

Source: Train Shetland

Information Gathered: Quarterly

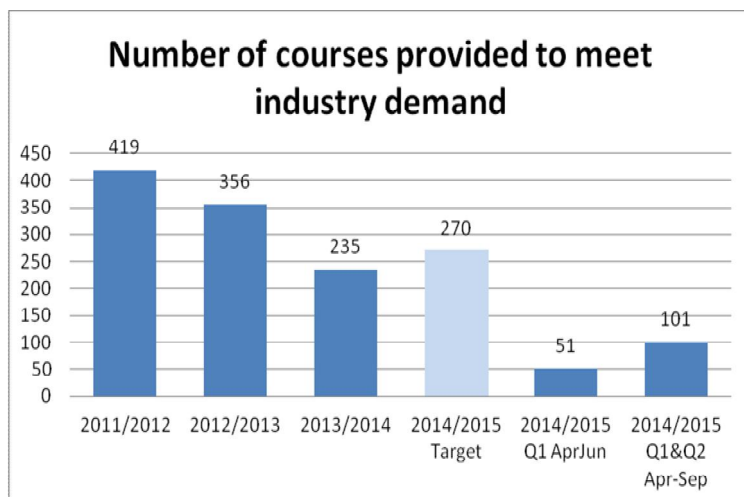


Trend Comment:

Slightly higher achievement rate at September 2014 than target set for 2014/2015.

Source: Train Shetland

Information Gathered: Quarterly

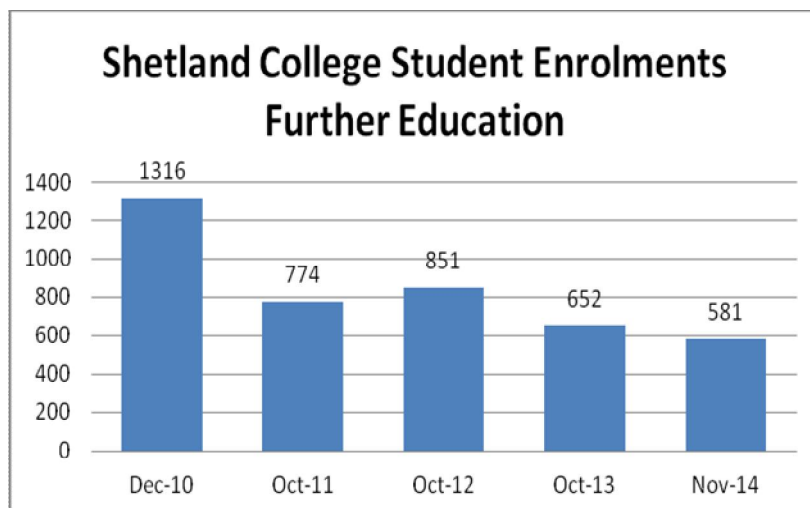


Trend Comment:

Slightly under target at ½ year.

Source: Train Shetland

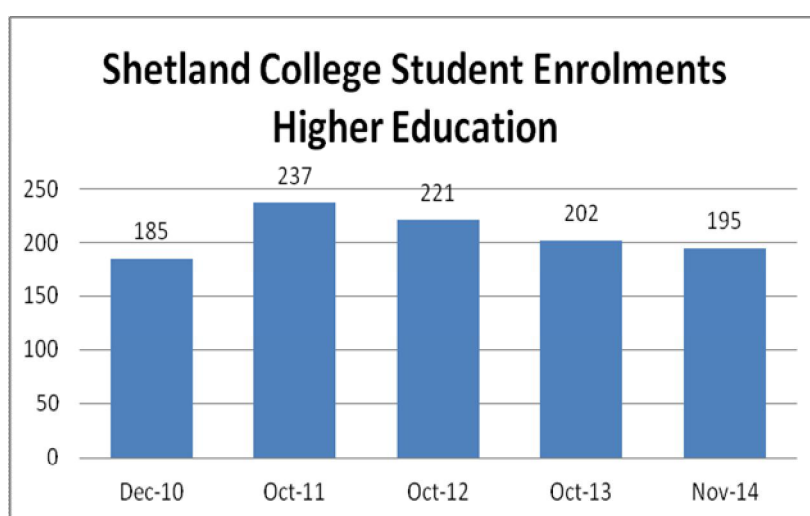
Information Gathered: Quarterly



Trend Comment:

Figures are indicating an increase compared to last year.

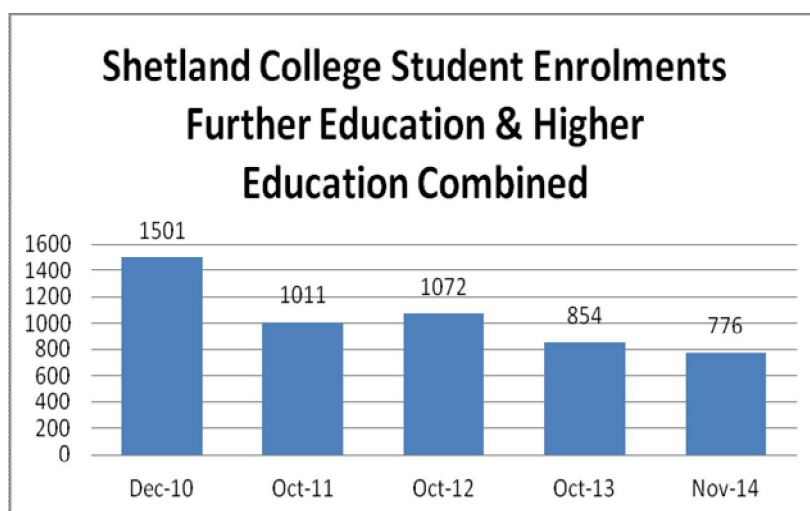
Source: Shetland College
Information Gathered: Quarterly



Trend Comment:

Figures are indicating an increase compared to last year.

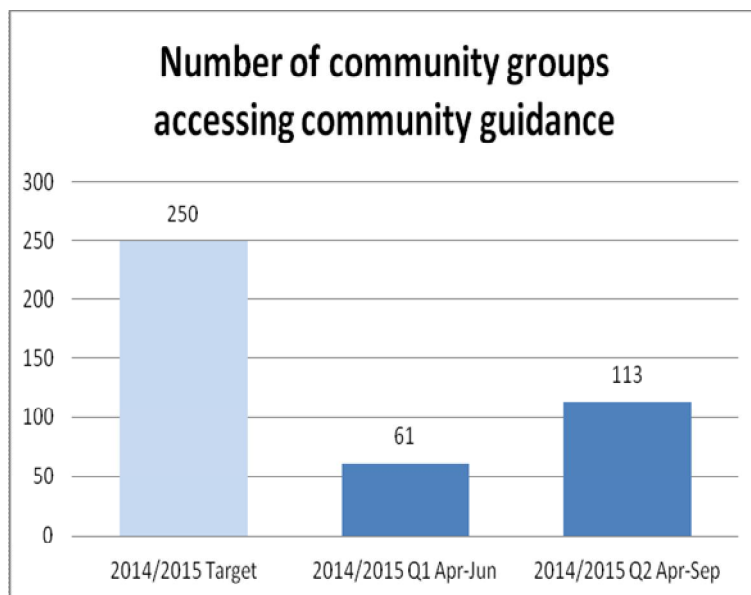
Source: Shetland College
Information Gathered: Quarterly



Trend Comment:

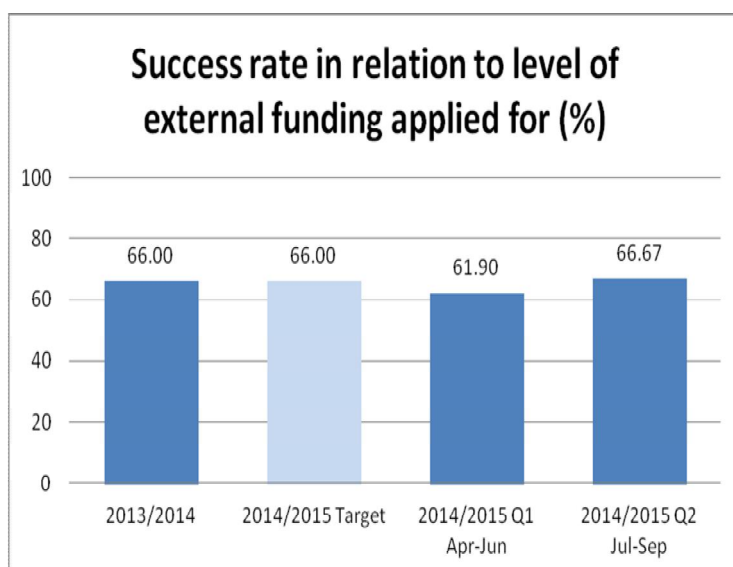
Figures are indicating an increase compared to last year.

Source: Shetland College
Information Gathered: Quarterly



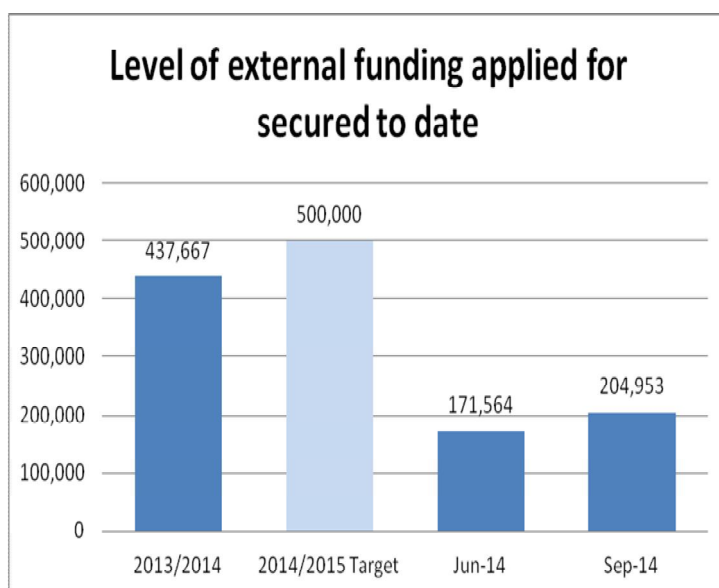
Trend Comment: New indicator, baseline to be determined. First and one off contacts with CP&D being conted to determine service level provision as part of the implementation of the CP&D review.

Source: Community Planning & Development
Information Gathered: Quarterly



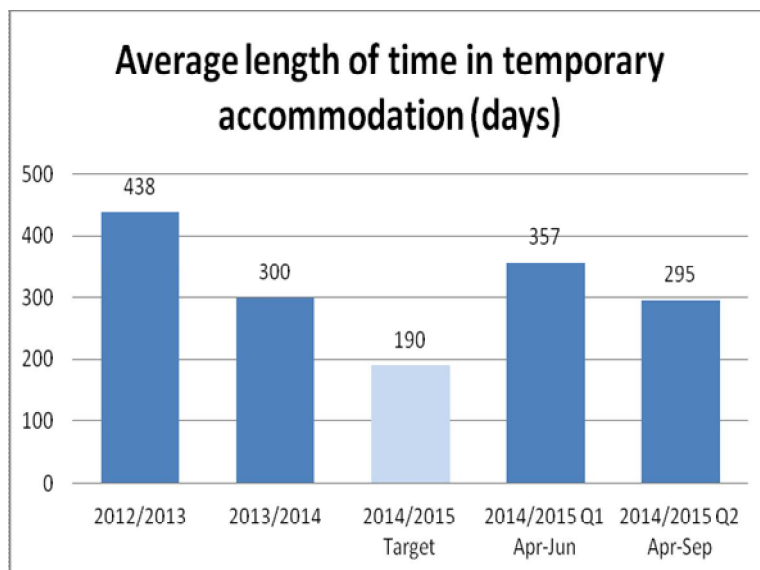
Trend Comment:
Slightly over target at the six month stage. There are a number of applications submitted but awaiting a decision by external funders.

Source: Community Planning & Development
Information Gathered: Quarterly



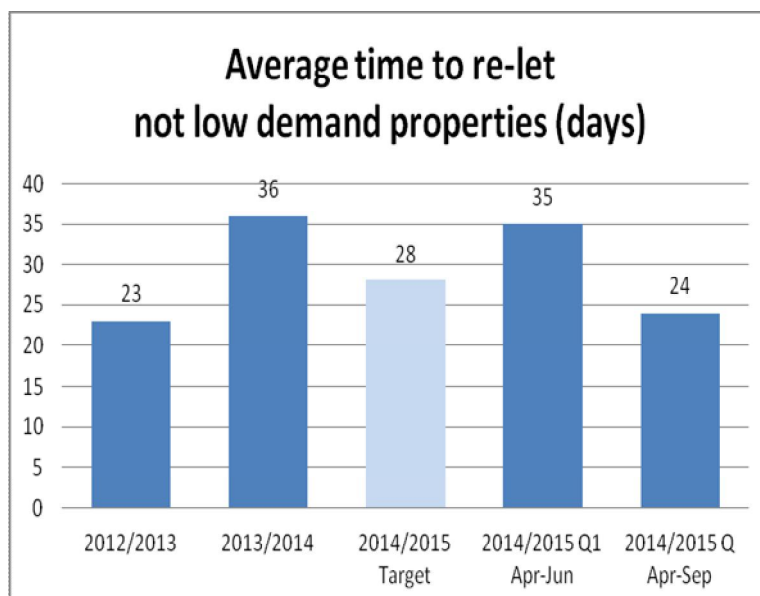
Trend Comment:
Just under target at six month stage, with a number of applications, some for significant amounts, awaiting decisions by external funders.

Source: Community Planning & Development
Information Gathered: Quarterly



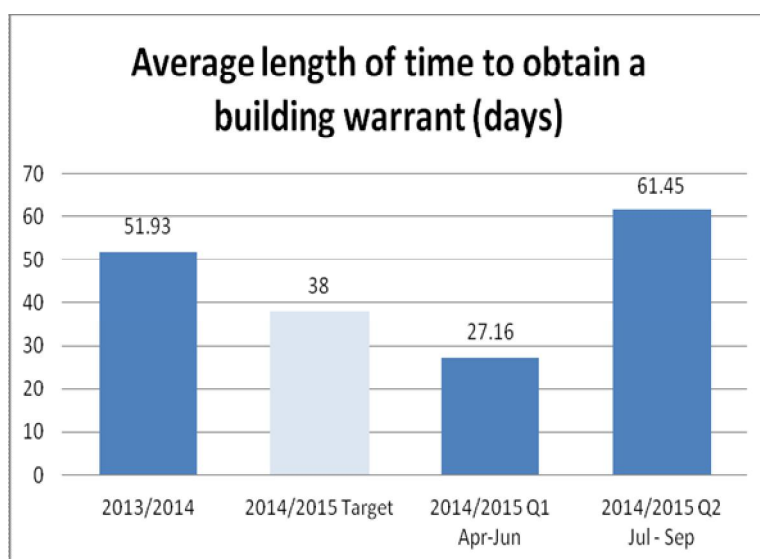
Trend Comment: Time has reduced but is still well above target due to pressure on housing stock/supply.

Source: Housing Service
Information Gathered: Quarterly



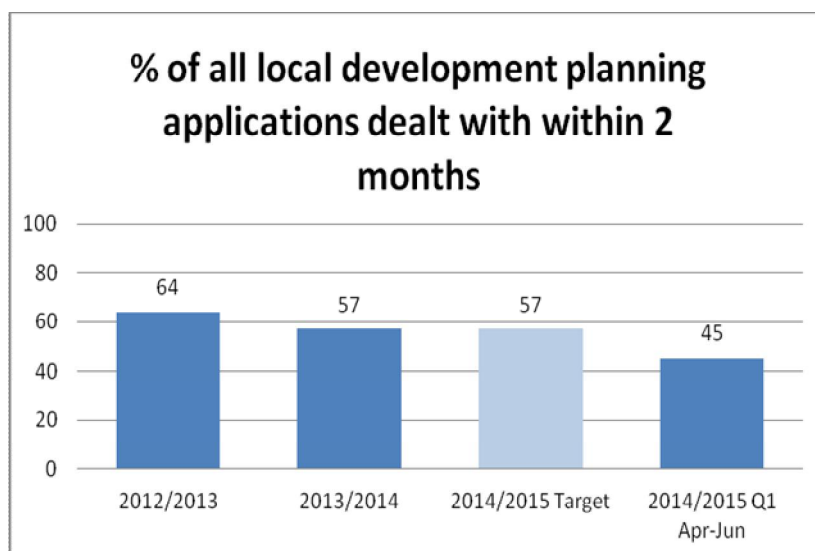
Trend Comment: Void policy review, together with continuing demand, has led to some improvement in time taken.

Source: Housing Service
Information Gathered: Quarterly



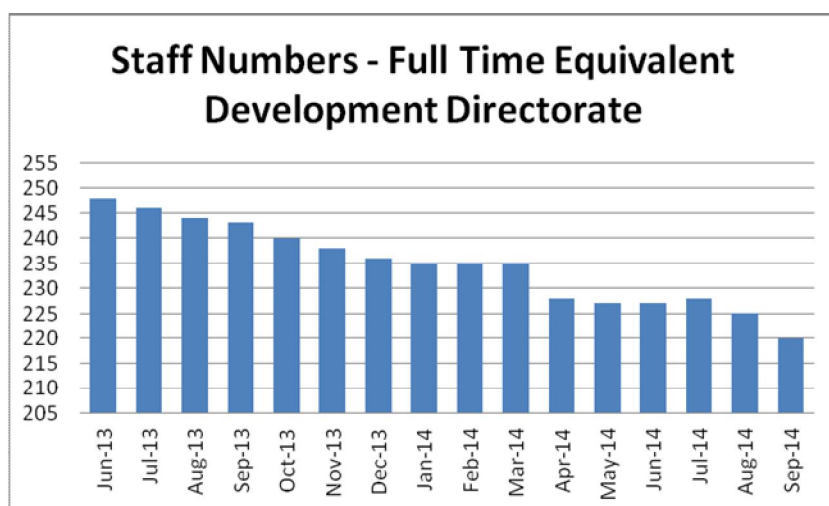
Trend Comment: Building standards team short staffed. LEAN type process has been implemented leading to improved performance as predicted.

Source: Planning Service
Information Gathered: Quarterly



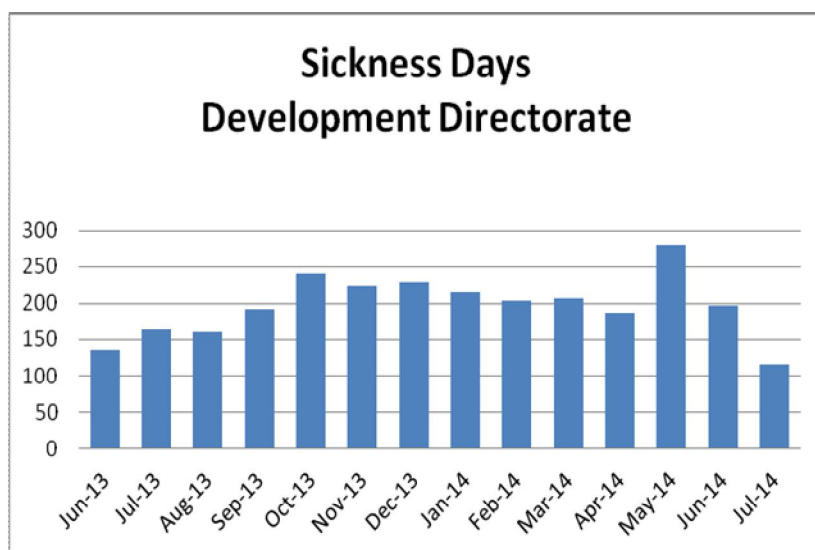
Trend Comment: Significant large developments imminent when added to increase in application numbers indicates that a standstill is the best we can aim for with current resources.

Source: Planning Service
Information Gathered: Quarterly



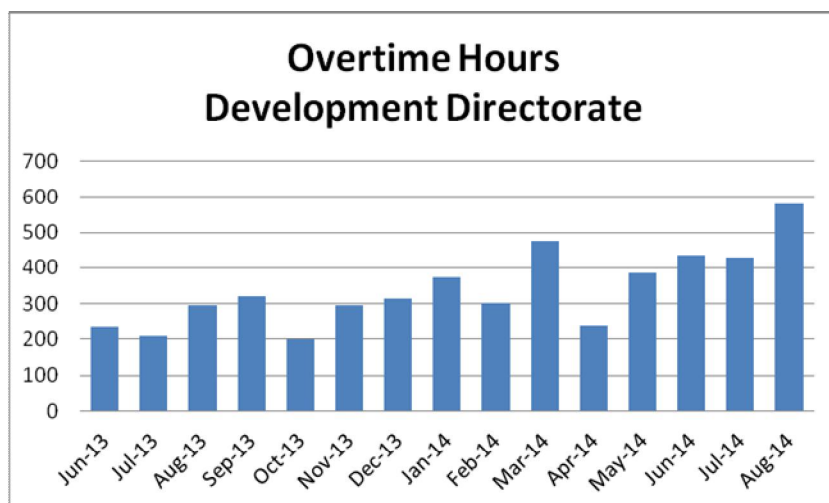
Trend Comment:
 The staffing number continues to decrease. As at September 2014, these figures include 18.6 FTE staff on Temporary Contracts.

Source: SIC
Information Gathered: Monthly



Trend Comment:
 The average sickness at July 2014 was 1.6% compared to the target of 4%.

Source: SIC
Information Gathered: Monthly



Trend Comment:

Increase in overtime hours in Transport Planning to cover bus contracts implementation and driver absence

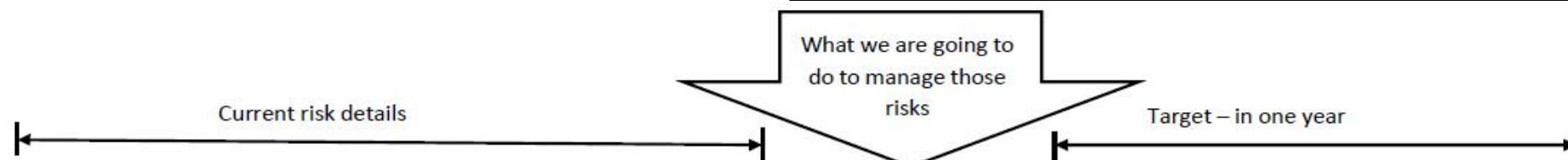
Source: SIC

Information Gathered: Monthly

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****17 November 2014****Committee Business Programme – 2014/15**

GL-19-14-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 In relation to the planned business for the year ahead, the lead strategic Director reporting to this Committee will provide the Committee with any information, comment or observations on the planned business, at the meeting.

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 – The 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

7 November 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>

Environment and Transport Committee

D= Delegated R=Referred

Quarter 1 1 April 2014 to 30 June 2014	Date of Meeting	Business	
	<i>Ordinary</i> 23 April 2014 10 a.m.	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 Programme2014/15	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	D
		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 Programme2014/15	D
Quarter 3 1 October 2014 to 31 December 2014	Date of Meeting	Business	
	<i>Ordinary</i> 6 October 2014 2 p.m.	Inter Islands Ferry Fares Review	D
		Repairs to Roads in Foula	D
		Ham Bridge Replacement	D
		New Recycling Collection and Waste Strategy	D
		Hydrogen Fuel Feasibility Study Potential Funding Bid	D
		Low Carbon Transport – Electric Vehicle Charge Points – Shetland Infrastructure	D
		Compliance with Standing Orders for Work on Ferries	D
		Ferry Services Ticket Machines and Yell Ferries Engine Monitoring Replacement	D
	<i>PPMF</i> 17 November 2014 3.30 p.m.	Infrastructure Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate Performance Report – Quarter 2	D
		Committee Business Programme2014/15	D

Environment and Transport Committee - continued

D= Delegated R=Referred

Quarter 3 1 October 2014 to 31 December 2014 (continued)	<i>Budget</i> 25 November 2014 2 p.m.	Infrastructure Services Directorate Plan 2015-16	D
		Development Services Directorate Plan 2015/16	D
		Management Accounts – Quarter 2	D
		2015-16 Budget Proposals and Charges	R P&R 26 Nov
Quarter 4 1 January 2015 to 31 March 2015	Date of Meeting	Business	
	<i>Ordinary</i> 21 January 2015 2 p.m.	Linga Emergency Repair – Standing Order Exception Report	D
		Pedestrian Crossing Review	D
		Roads Prioritisation Report	D
		Street Lighting Reductions	D
		Annual Traffic Order Report	D
		ASN & Social care transport review	D
		12 Month Ferries Review – impact of changes	D
		2018 Northern Isles Lifeline Ferry Contract	D
		Sustainable Community Transport	D
		Carbon Management Plan	D
		Mandatory Carbon Reporting Targets	D
		Infrastructure Investment Plan	D
		Inter Island Ferry Fares Review – Final Report	R SIC 18 Feb
	<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

Planned Committee business still to be scheduled - as at Monday, 10 November 2014

- School and Public Transport Review
- Transport Infrastructure project, including Fixed Links
- Smartcards (NEC)
- Refresh Shetland Transport Strategy
- Carbon Management (previously titled Climate Change Plan)

Environment and Transport Committee - END