



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:

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List of Appendices

Appendix 1 – Action Plan

Appendix 2 – Performance Indicators

Appendix 3 – Risk Management

Links to Background Documents

[Development Directorate Plan](#)

[Our Corporate Plan – 2014 Update](#)

Development Services Directorate Plan 2014/15

Action Plan

CP Ref	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

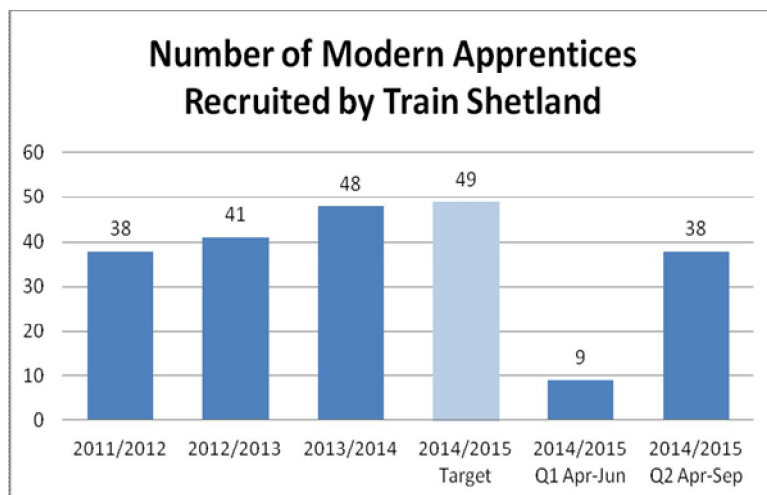
CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end September 14	RAG	Target Outcome	Delivery Target
9.4	36		Secured the best for Shetland in any constitutional change following the referendum.	Provide support to members with the Our Islands Our 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

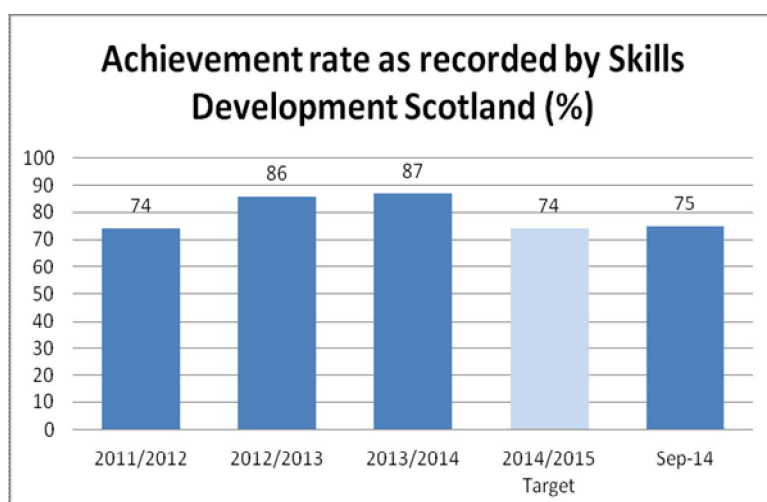


Trend Comment:

On course to exceed target number of modern apprentices.

Source: Train Shetland

Information Gathered: Quarterly

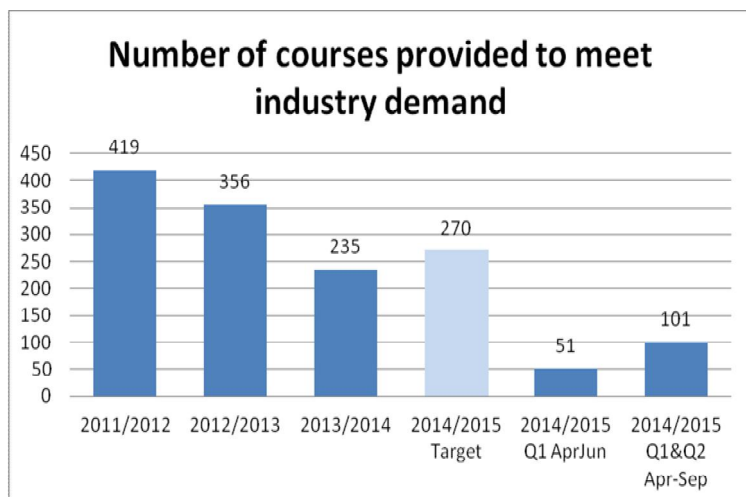


Trend Comment:

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

Source: Train Shetland

Information Gathered: Quarterly

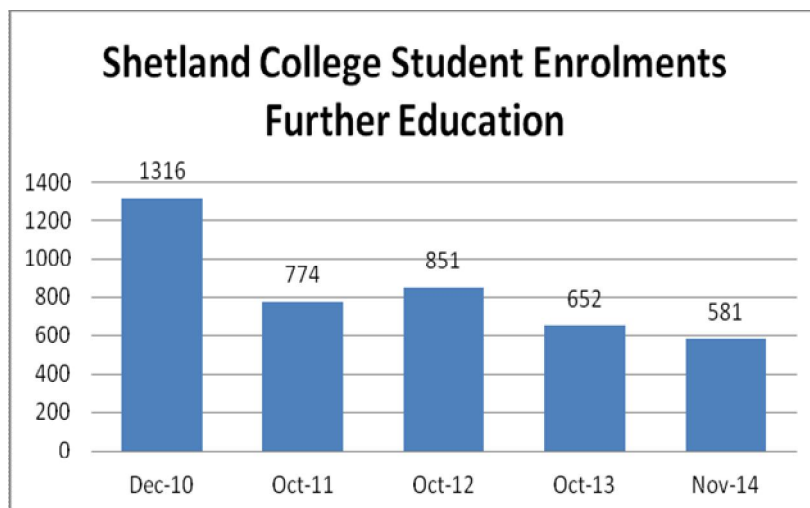


Trend Comment:

Slightly under target at ½ year.

Source: Train Shetland

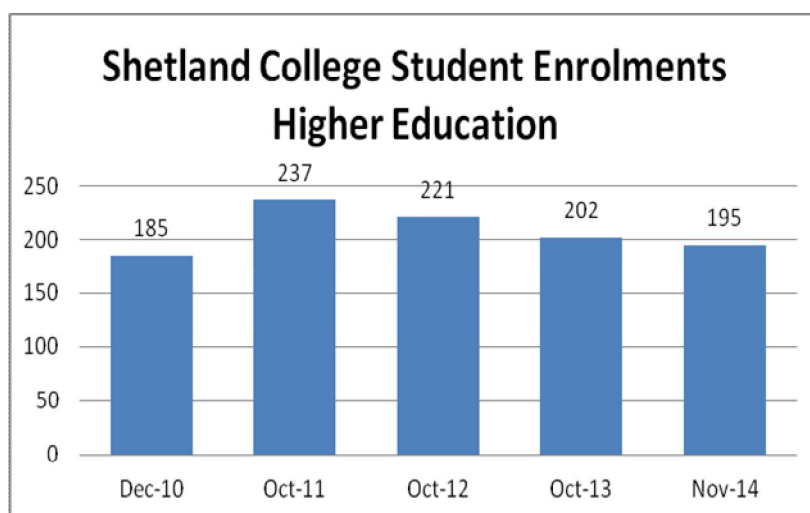
Information Gathered: Quarterly



Trend Comment:

Figures are indicating an increase compared to last year.

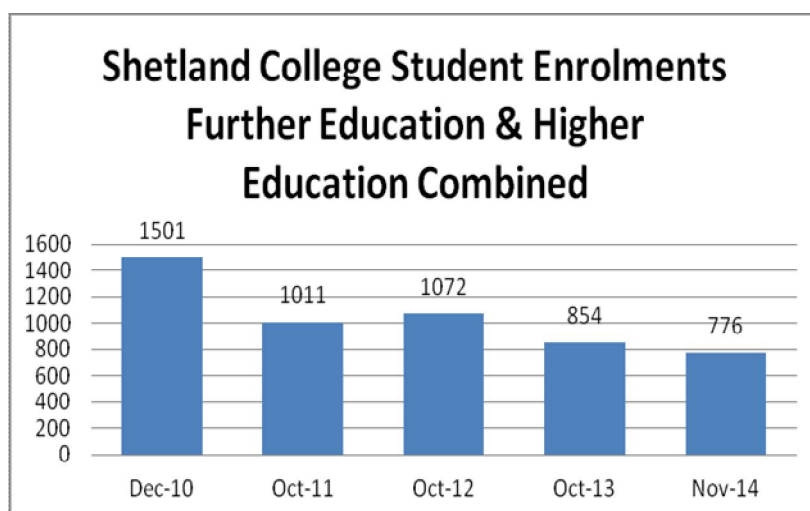
Source: Shetland College
Information Gathered: Quarterly



Trend Comment:

Figures are indicating an increase compared to last year.

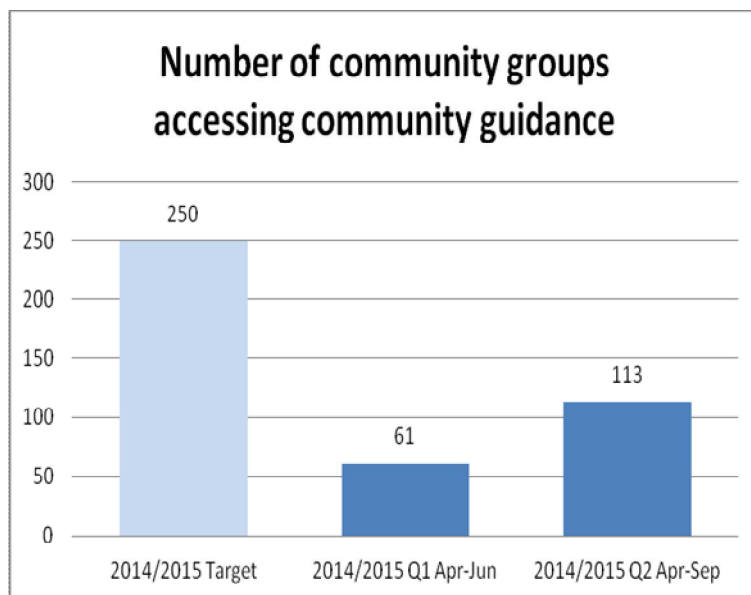
Source: Shetland College
Information Gathered: Quarterly



Trend Comment:

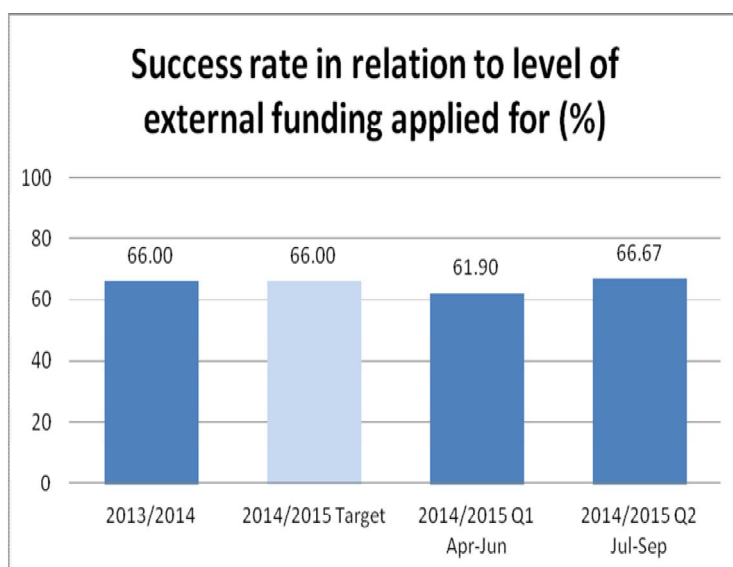
Figures are indicating an increase compared to last year.

Source: Shetland College
Information Gathered: Quarterly



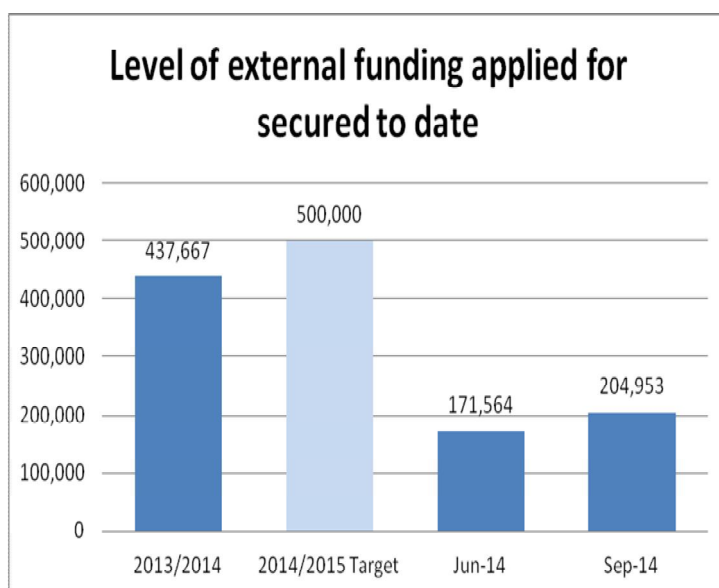
Trend Comment: New indicator, baseline to be determined. First and one off contacts with CP&D being conted to determine service level provision as part of the implementation of the CP&D review.

Source: Community Planning & Development
Information Gathered: Quarterly



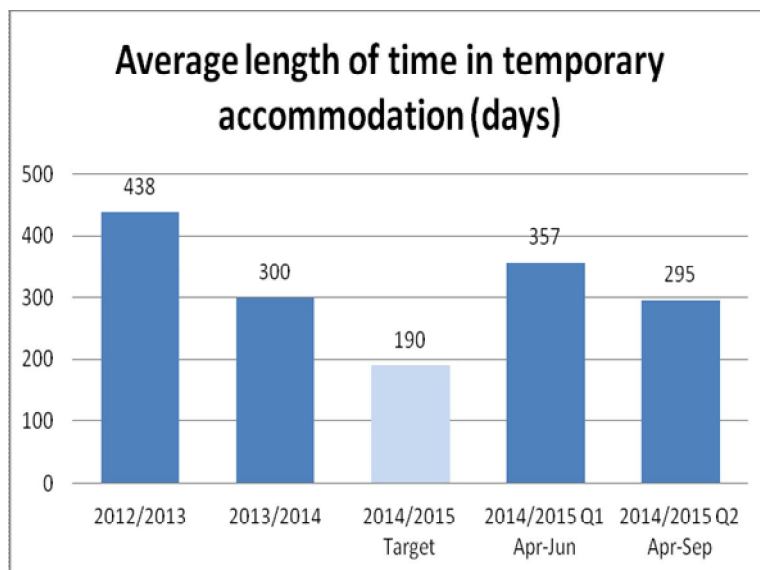
Trend Comment:
Slightly over target at the six month stage. There are a number of applications submitted but awaiting a decision by external funders.

Source: Community Planning & Development
Information Gathered: Quarterly



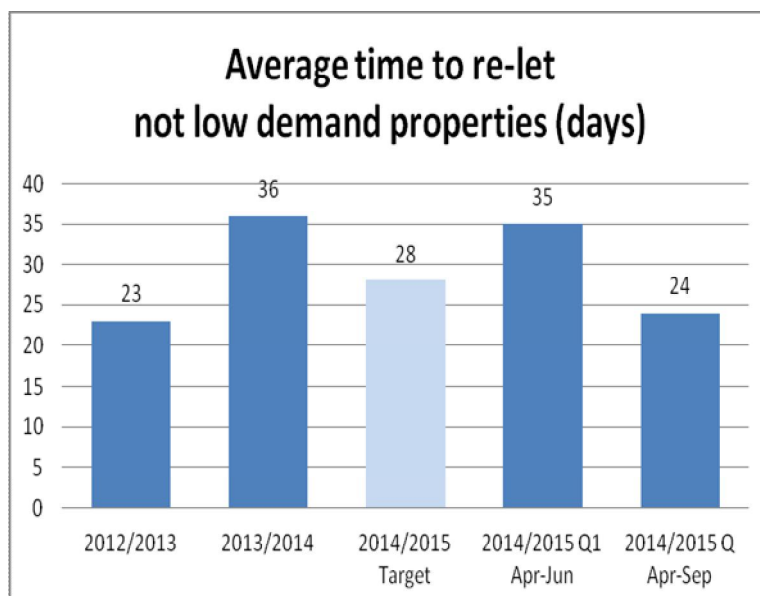
Trend Comment:
Just under target at six month stage, with a number of applications, some for significant amounts, awaiting decisions by external funders.

Source: Community Planning & Development
Information Gathered: Quarterly



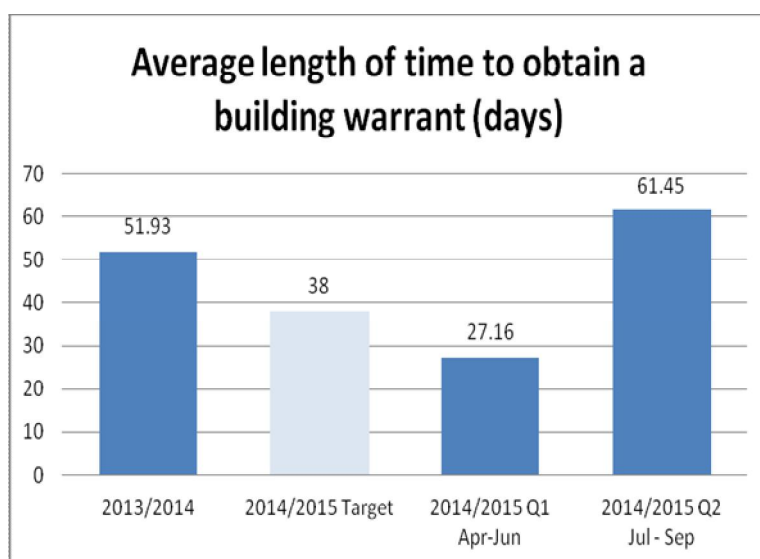
Trend Comment: Time has reduced but is still well above target due to pressure on housing stock/supply.

Source: Housing Service
Information Gathered: Quarterly



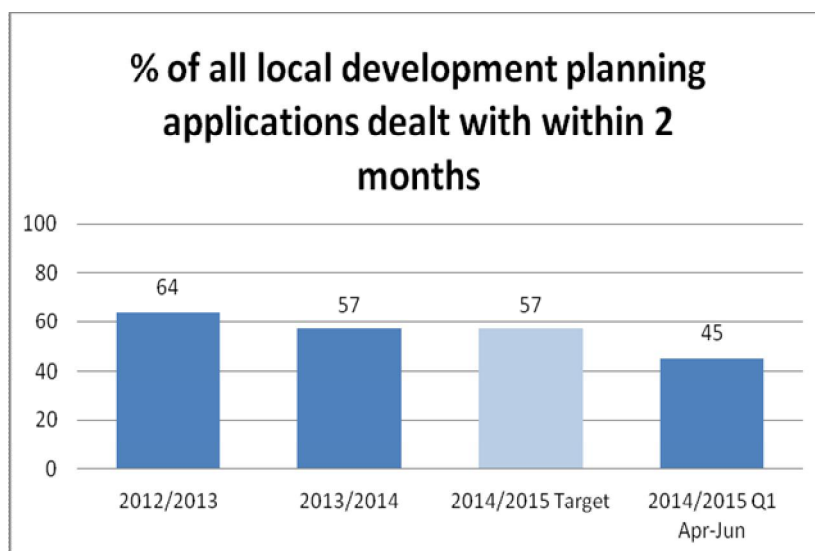
Trend Comment: Void policy review, together with continuing demand, has led to some improvement in time taken.

Source: Housing Service
Information Gathered: Quarterly



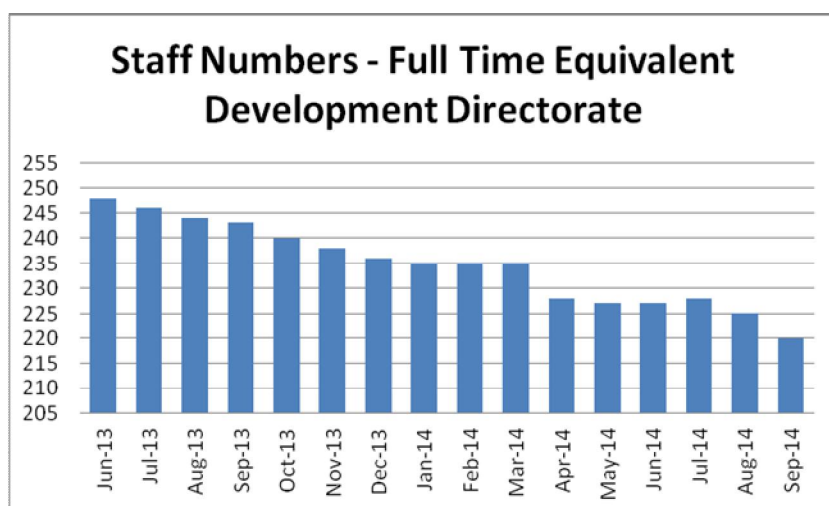
Trend Comment: Building standards team short staffed. LEAN type process has been implemented leading to improved performance as predicted.

Source: Planning Service
Information Gathered: Quarterly



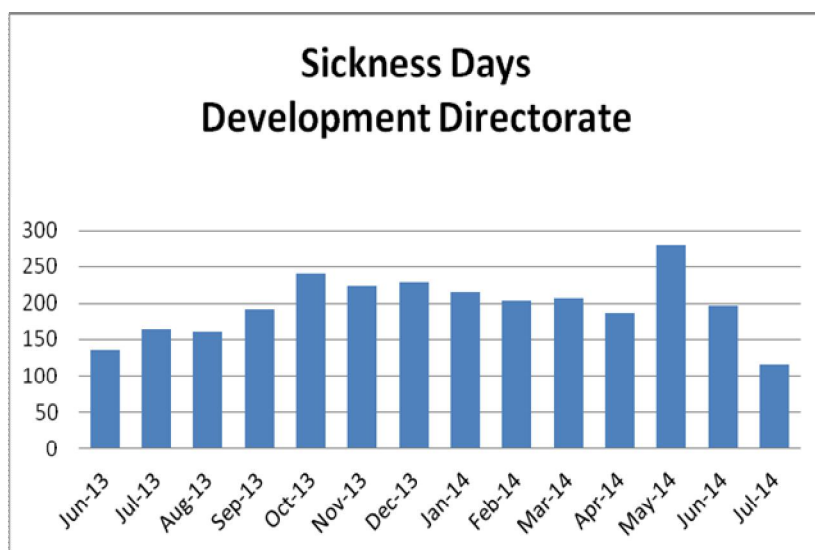
Trend Comment: Significant large developments imminent when added to increase in application numbers indicates that a standstill is the best we can aim for with current resources.

Source: Planning Service
Information Gathered: Quarterly



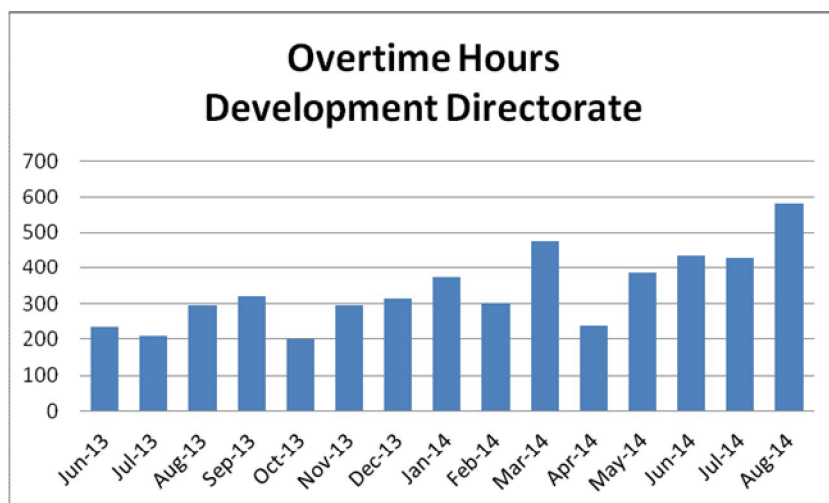
Trend Comment:
 The staffing number continues to decrease. As at September 2014, these figures include 18.6 FTE staff on Temporary Contracts.

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

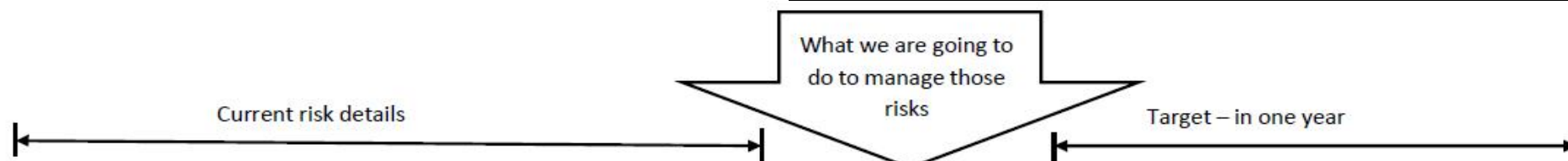
Source: SIC

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

**Development Committee****17 November 2014**

Committee Business Programme – 2014/15	
GL-19-14-DC-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 Development 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

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7 November 2014

List of Appendices

Appendix 1 – Development 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>

Development Committee			
D= Delegated R=Referred			
Quarter 1 1 April 2014 to 30 June 2014	Date of Meeting	Business	
	<i>Ordinary</i> 23 April 2014	<i>Meeting cancelled – no business</i>	
	<i>PPMF</i> 26 May 2014 2 p.m.	Management Accounts – Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Economic Development Investments - Update	D
		SDT Annual Accounts 2013-14	D
		Development Directorate Plan – Integrated and Formatted Final Edit	D
		Committee Business Programme 2014/15	D
	<i>Ordinary</i> 16 June 2014 10 a.m.	Presentation - “No Discards Ban”	D
		Architectural Heritage Funding 2014/15	D
		Maritime Development Policy	D
		Digital Shetland Strategy	R SIC 2 July
		Historic Scotland Conservation Area Regeneration Scheme (CARS)	D
Quarter 2 1 July 2014 to 30 September 2014	Date of Meeting	Business	
	<i>Special</i> 13 August 2014 2 p.m.	Appointment to Promote Shetland Steering Group	D
		Shetland Local Development Plan – Reporter’s Recommendations	R SIC 21 Aug
		CARS Funding Application	D
	<i>PPMF</i> 18 August 2014 2 p.m.	Management Accounts – Quarter 1	D
		Development Services Directorate – Performance Overview – Quarter 1	D
		Economic Development Investments - Update	D
		Committee Business Programme 2014/15	D
Quarter 3 1 October 2014 to 31 December 2014	Date of Meeting	Business	
	<i>Ordinary</i> 6 October 2014 10 a.m.	Local Nature Conservation Sites Supplementary Guidance Local Landscape Areas Supplementary Guidance	R SIC 5 Nov
		Onshore Wind Energy Supplementary Guidance – Draft for Consultation	D
		Redemption of Shetland Development Trust Equity and Loan Investment – Mark Anderson & Partners LLP	D
	<i>PPMF</i> 17 November 2014 2 p.m.	Development Services Directorate – Performance Overview – Quarter 2	D
		Economic Development Investments - Update	D
		Committee Business Programme 2014/15	D

Development Committee -Continued

D= Delegated R=Referred

Quarter 3 1 October 2014 to 31 December 2014 <i>(continued)</i>	<i>Budget</i> 24 November 2014 2 p.m.	Development Services Directorate Plan 2015-16	D
		Management Accounts – Quarter 2	D
		2015-16 Budget and Charging Proposals	R P&R 26 Nov SIC 3 Dec
	<i>Special</i> 16 December 2014 10.00am	Dissolution of Shetland Development Trust	D
		Commercial Investment – Resilient Fishing Company Limited	D
Quarter 4 1 January 2015 to 31 March 2015	Date of Meeting	Business	
	<i>Ordinary</i> 21 January 2015 10 a.m.	Shetland Development Trust Assets	R P&R 9 Feb
		Next Generation Access Broadband Project	R P&R 9 Feb
	<i>PPMF</i> 23 February 2015 2 p.m.	Management Accounts – Quarter 3	D
		Development Services Directorate - Performance Overview Q3	D
		Economic Development Investments - Update	D
		Committee Business Programme 2015/16	D

Planned Committee business still to be scheduled - as at Tuesday, 11 November 2014

- Community Assets Transfer Policy and Scheme
- Renewable Energy Development Plan
- Investments policy
- Community Benefit Policy
- Options for Housing in the Central Mainland

Development Committee - END