Shetland Islands Council

Development Committee   **23 February 2015**

Management Accounts for Development Committee: 2014/15 – Projected Outturn at Quarter 3	
F-008-F	
Report Presented by Executive Manager - Finance	**Corporate Services**

1. Summary

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

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

1.3 The projected outturn position for the services in this Committee area is an underspend of £709k on revenue and an overspend of £91k on capital.

2. Decision Required

2.1 That the Development Committee RESOLVE to review the Management Accounts showing the projected outturn position at Quarter 3.

3. Detail

3.1 On 11 December 2013 (SIC Min Ref: 109/13) the Council approved the 2014/15 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £14.793m. This is still at an unsustainably

high level and therefore it is vital to the economic wellbeing of the organisation that the budget is delivered, as any overspends will result in a further draw on reserves.

Revenue – Overall Forecast: Well on track (G)

3.2 The projected revenue outturn position for Development Committee is an underspend of £709k (13.2%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget.

Capital – Overall Forecast: Will exceed annual budget (R)

3.3 The projected outturn position on Development Committee capital project expenditure is an overspend of £91k (24.5%), which means the services in this Committee area are collectively on course to spend more than their Council approved budget.

4. Implications

Strategic

4.1 Delivery On Corporate Priorities
There is a specific objective within the Corporate Plan to ensure that the Council is "living within our means" with a range of measures which will enable the Council to achieve financial sustainability over the next four years, and line up spending with priorities and continue to have significant reserves.

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

4.2 Community /Stakeholder Issues – None.

4.3 Policy And/Or Delegated Authority
Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2014/15 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.

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

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

<u>Resources</u>

4.7 <u>Financial</u>

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

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

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

4.8 <u>Legal</u> – None.

4.9 <u>Human Resources</u> – None.

4.10 <u>Assets And Property</u> – None.

5. Conclusions

5.1 The projected outturn position for the services under the remit of the Development Committee is an underspend of £709k on revenue, and an overspend of £91k on capital.

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<u>List of Appendices</u>
Appendix 1 – Development Committee – Projected Revenue Outturn Position 2014/15
Appendix 2 – Development Committee – Projected Capital Outturn Position 2014/15

<u>Background documents:</u>
SIC Budget Book 2014-15, SIC 11 December 2013
http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=15444

Development Committee

1.0 - Projected Revenue Outturn Position 2014/15

Description	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Director of Development	930	968	(39)
Economic Development	3,229	2,556	674
Planning	1,202	1,129	74
Total Controllable Costs	**5,361**	**4,653**	**709**

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

1.1 - Directorate – projected outturn overspend £39k (4.2%) (A)

This service is projecting an overspend in relation to the cost of External Consultants on the STERT Review, £46k. Project Management changes were implemented utilising internal resources, so there should be no further additional costs in this area.

1.2 – Economic Development - projected outturn underspend £674k (21%) (G)

This service is projecting an underspend of £674k mainly in relation to a one off underspend on grant schemes, £219k, which is due to delays in the commencement of the latest round of European schemes (should have started in 2014, now due to begin mid 2015) to which we provide match funding and delayed drawdown of other grant funding. Shetland Telecom is expected to generate one off additional income from the wholesale of broadband capacity £332k. There has been a reduction in the use of External Consultants for Business Gateway (demand led – strong economy reduces demand) and Shetland Telecom (fewer uncertainties at present as the network is not extending) creating an underspend of £43k. Some administration posts are currently vacant as a restructuring of administrative services across the whole directorate takes place, resulting in an underspend of £51k on employee costs.

1.3 – Planning - projected outturn underspend £74k (6.2%) (G)

This service is projecting an underspend of £74k due to staffing shortages £77k, and increased income from Marine Development Licence Fees £34k, offset by increased costs due to a VAT correction on KIMO of £22k.

Development Committee

1.0 - Projected Capital Outturn Position 2014/15

Description	Budget 2014/15 £000	Outturn 2014/15 £000	Proj. Outturn Variance (Adv)/ Pos £000
Economic Development	372	463	(91)
Total Costs	**372**	**463**	**(91)**

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

1.1 – Economic Development – **projected outturn overspend £91k**   **A**

This project relates to the Fibre Optic Cable which is projecting an overspend of £91k, as a result of Capital profiling across financial years. This project is now complete.

Shetland Islands Council

Development Committee	**23 February 2015**

Planning Performance Framework 2013 -14
Report Number: DV-13-15-F

Report Presented by: Executive Manager - Planning	**Planning Service Development Services Department**

1.0   Summary

1.1   The Planning Performance Framework (PPF) was submitted to the Scottish Government for assessment in September 2014. The report highlights the Ministerial response, and the results of the assessment which were received in December 2014.

2.0   Decision Required

2.1   That the Development Committee NOTES the contents of the Scottish Government's assessment of the Council's Planning Service performance.

3.0   Detail

3.1   The PPF aims to identify and quantify a number of aspects relating to performance quality for the Planning Service. The Framework sets out, under a number of headings, the actions undertaken to promote a quality service. Actions for the following year are identified.

3.2   The Ministers response provides a high level response to our PPF. The independent assessment provides greater detail on specific matters.

3.3   It should be noted that Section 55 of the Regulatory Reform (Scotland) Act commenced on 30 June 2014. It provides Scottish Ministers with powers to vary the planning application fee payable to different planning authorities where the functions of a planning authority are not being, or have not been, satisfactorily performed. The High Level Group on Performance (Scottish Government, COSLA and Heads of Planning Scotland) will shortly determine the process which will be used to identify if any authorities have not satisfactorily performed.

3.4 The Committee may wish to note the following comments from the assessment:

- "Your decision-making timescales for local (non-householder) applications have shown a good improvement and are now better than the national average. Householder applications have improved but are slightly worse than the national average. The average decision-making timescales for your 3 major applications was 14 weeks; this is much better than the national average.

- Your approval rate of 98% is once again above the national average and we are pleased to see that your delegation rate of 94.7% is now also above the national average.

- The free pre-application advice offered to all developments is welcomed as are your regular meetings with project teams and other stakeholders on major projects

- All related documentation is available on your website.

- You set out a number of service improvements last year and we are pleased to see that the majority of these have been delivered with one, the ongoing work on your website, continuing."

3.5 Scottish Government Conclusions

- "Your report describes a forward moving service that is Open for Business. It is a little short on detail and we would hope to see some case studies, testimonies or more in-depth examples given in the next report.

- You are engaged in a range of interesting projects and initiatives and it would be good to hear more about them.

- Unfortunately all of the supporting documents you supplied with your report were dated after the end of the reporting period.

- While your LP was over 9 years old at the end of the reporting period we are pleased to hear that you will report adoption of your LDP in the next report"

4.0 Implications

Strategic

4.1 <u>Delivery on Corporate Priorities</u> – The planning process relates to the physical manifestation of many of the Corporate priorities.

4.2 <u>Community/Stakeholder Issues</u> – None

4.3　Policy and/or Delegated Authority – In accordance with the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to monitor and review achievement of key outcomes in Service Plans, by ensuring appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.

4.4　Risk Management – None.

4.5　Equalities, Health and Human Rights – None.

4.6　Environmental - None.

Resources

4.7　Financial - Underperforming planning authorities may suffer financial penalties due to reduced income. (The current fee income from planning applications only covers 75% of the cost of processing planning applications nationally).

4.8　Legal - None.

4.9　Human Resources – None.

4.10　Assets and Property – None.

5.0　Conclusions

5.1　Although the Ministerial response to the PPF is largely positive, the Planning Service will continue to be reviewed and implement service improvements in line with those set out in the PPF.

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13 February 2015

Background documents:
http://www.shetland.gov.uk/planningcontrol/Planningperformanceframework2013-14.asp

Shetland Islands Council

Education and Families Committee	**23 February 2015**
Social Services Committee	**23 February 2015**
Development Committee	**23 February 2015**
Environment and Transport Committee	**23 February 2015**
Shetland College Board	**26 February 2015**

**Development Services Directorate Performance Report
9 Month / 3rd Quarter 2014/15**

Report No: DV-07-15-F

Director of Development Services	**Development Services Department**

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 December 2014	RAG	Target	Committee
The best possible start for every child	A report setting out the draft business model for tertiary education in Shetland was the subject of extensive consultation and presented to the Council and NAFC boards in December. A more detailed aggregated external business model is being prepared for the April/May cycle, along with the arguments for and against externalisation.	A	September 2016	C&F/ SCB/ NAFC Board/ SIC

Priority	Progress at end December 2014	RAG	Target	Committee
	Discussion with UHI regarding possible merger opportunities is progressing in parallel.			
The transport services we need most	New public and school bus contracts in place. Continuing monitoring of new contracts and services. Some minor amendments being made where possible with no cost implications (e.g. additional service from Shetland College to Viking Bus Station).	G	New Contracts Implemented August 2014	E&T
	ASN & Social Care Transport review complete. Implementation Plan developed. Reporting to Committees planned for 2nd cycle of 2015	G	On target for March 2015	C&F SS E&T
	Ferry fares review complete. Initially anticipated that the Review would be report to Environment and Transport Committee on 21January 2015. However, issues within review require a Members Seminar initially and report postponed to 22 April 2015. No impact on revenue budgets.	A	April 2015	E&T
	Reported to Environment and Transport Committee on 21 January 2015. All issues placed within on-going projects to develop service levels and funding arrangements with Scottish Government.	G	2015	E&T Dev
	Stage 1 of the Shetland Transport Strategy Refresh nearing completion with plan to conduct consultation during February/ early March. Depending on issues that come out of the consultation the final production of the refreshed Strategy may slip into April 2015.	A	Target of March 2015	E&T
	Developed a programme of changes to our long-term internal transport systems that meet our individual and business needs with a realistic funding programme. Transport Planning continues to work with Infrastructure and Finance Services to support this project.	G	On target for September 2014	E&T
	Develop proposal for external ferry provision. Current North Isles contracts end in 2018. Workshop programmed for 23/ 24 February 2015. Output will be a report on the issues that must be addressed in the next contract. This project is still behind where we would prefer to be but timescale is determined by Transport Scotland resources not SIC.	G	Agreement on principles with Scottish Government Q4	E&T

Priority	Progress at end December 2014	RAG	Target	Committee
Healthy economy	Scottish Chamber of Commerce has presented benefits to Shetland business audience. Steering Group of local businesses has been set up.16 projects supported under the Economic Development Grant Scheme; 3 projects supported under the Business Start Up Grant Scheme. Sectoral development strategies currently being drafted for arts and culture, oil and gas, fisheries and tourism in partnership with local industry. Support provided to 102 clients through Business Gateway. Provision of core funding support to NAFC Marine Centre, COPE Ltd., SSMO and SSQC to deliver on key development objectives.	A	March 2015	Dev
	BT/HIE project to connect 76% of premises now progressing into its second phase which will cover a large part of central Shetland. Working group established to achieve best coverage solutions for Shetland, involving BT, HIE, CBS, and SIC. Business case and business plan for Shetland Telecom to be presented to Committee on 22 April	A	June 2015	Dev/ P&R
	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	Revised Digital Shetland strategy adopted by Council. Resilient link nearing completion. Increase in sales on Shetland Telecom network. BT/HIE project to connect 76% of premises now progressing into its second phase which will cover a large part of central Shetland. Working group established to achieve best coverage solutions for Shetland, involving BT, HIE, CBS, and SIC. Business case and business plan for Shetland Telecom to be presented to Committee on 22 April.	G	June 2015	Dev/P& R
	Strategic Housing Investment Plan (SHIP) submitted to Scottish Govt in November 2014. Scottish Govt response expected in Febrruary 2015. Currently 67 completions achieved in 2014/15 with a further 38 on site. Increased interest in developer led building in evidence throughout Shetland.	G	On target for March 2015	SS
	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 presented to P&R committee on 9 February 2015 and will now be presented to the Shetland Partnership Board for consultation.	A	March 2015	Dev
	Encourage growth in commercial activity through development of unused or underutilised local assets. The Economic Development Service has engaged in strategic meetings and community/business enquiries relating to disposal and future use of unused or potentially vacant school premises, including the current AHS site The service is currently involved in detailed strategic planning regarding premises for a textile business development hub	G	March 2015	Dev
	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	G	March 2015	SS E&T P&R

	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.			
	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 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. Project plan being drafted, with a number of key work streams.	A	March 2015	P&R
	Community Transport Taskforce established. Feasibility study into Skerries Community Ferry undertaken by HIE. Officers now working with Skerries Community on further detail. Grant aid provided to Voluntary Action Shetland to support development of Community Transport capability and further engagement taking place with Bressay Development Association.	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. Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales	A	March 2015	SS

	Work with partners to deliver the Fairer Shetland framework to tackle poverty disadvantage and exclusion. Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales	A	March 2015	SS
	Fuel Poverty sub-group continues to meet. Useful meeting held with MP and MSP. Information fed in to OIOF statements. Exploring options for energy adviser post with CAB.	G	March 2015	SS
	Undertake LIFE audit, and agree whether or not to proceed with this family centred approach. Project Co-ordinator in place, delivering on tasks.	G	March 2015	SS
	Develop action plan, drawing together strands across the CPP. Project Co-ordinator in place, delivering on tasks.	G		P&R
	Seek external funding to undertake a pilot project and develop and deliver on a Digital Inclusion Project Recruitment underway, through Citizen's Online	G	March 2015	P&R
Priority	**Progress at end December 2014**	**RAG**	**Target**	**Committee**
Dealing with challenges effectively	Building Budgets community engagement events took place in July / Aug 2014 and the information provided was used to inform the budget setting process for 2015/16 budgets. The development of this process for the 2016/17 budget setting has commenced and will hopefully achieve buy in from NHS and SCT.	G	June 2015	P&R
	Contribution to the key themes of the Smith Commission and the Our islands Our Future agenda	G	March 2015	P&R
Living within our means	Development Directorate is within budget at Q3 and Q4 out turn prediction.	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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16 February 2015

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 December 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. One conversion currently on site and due for completion in March 2015. 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 going through January committee cycle.	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**					

1

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 December 14	RAG	Target Outcome	Delivery Target
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.	A report setting out the draft business model for tertiary education in Shetland was the subject of extensive consultation and presented to the Council and NAFC boards in December. A more detailed aggregated external business model is being prepared for the April/May cycle, along with the arguments for and against externalisation. Discussion with UHI regarding possible merger opportunities is progressing in parallel.	G	Detailed business model and implementation plan for single governance model for Tertiary Education Research and Training agreed with stakeholders.	September 2016
3			**The transport services we need most**					
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.	Continuing monitoring of new contracts and services. Some minor amendments being made where possible with no cost implications (e.g. additional service from Shetland College to Viking Bus Station).	G	Best value public and school bus service contracts in place	August 2014

2

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 December 14	RAG	Target Outcome	Delivery Target
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.	Implementation Plan developed. Reporting to Committees planned for 2nd cycle of 2015	G	Best value ASN and Social Care Transport	March 2015
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.	Review complete. Initially anticipated that the Review would be report to Environment and Transport Committee on 21 January 2015. However, issues within review require Member Seminar initially and report postponed to 22 April 2015. No impact on revenue budgets.	A	Increase usage of smart cards, chip and pin facilities and online booking facilities	April 2014, & Nov 2014, & April 2015
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.	Reported to Environment and Transport Committee on 21 January 2015. All issues placed within on-going projects to develop service levels and funding arrangements with Scottish Government.	G	Impacts reported to members	March 2015

3

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 December 14	RAG	Target Outcome	Delivery Target
3.1 – 3.4	7	ZetTrans		Refresh Shetland Transport Strategy	Stage 1 of the Refresh nearing completion with plan to conduct consultation during February/ early March. Depending on issues that come out of the consultation the final production of the refreshed Strategy may slip into April 2015.	A	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	April 2015
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	Workshop programmed for 23/24 February 2015. Output will be a report on the issues that must be addressed in the next contract. This project is still behind where we would prefer to be but timescale is determined by Transport Scotland resources not SIC.	A	Agreed position with Transport Scotland on requirements of external ferry provision	June 2015

4

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
						16 projects supported under the Economic Development Grant Scheme; 3 projects supported under the Business Start Up Grant Scheme		8 projects supported under the Economic Development Grant Scheme	2015
						Sectoral development strategies currently being drafted for arts and culture, oil and gas, fisheries and tourism in partnership with local industry		Strategy documents finalised	2015
						Support provided to 102 clients through Business Gateway		Support 100 clients through the Business Gateway	2015
						Provision of core funding support to NAFC Marine Centre, COPE Ltd., SSMO and SSQC to deliver on key development objectives			

5

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. BT/HIE project to connect 76% of premises now progressing into its second phase which will cover a large part of central Shetland. Working group established to achieve best coverage solutions for Shetland, involving BT, HIE, CBS, and SIC. Business case and business plan for Shetland Telecom to be presented to Committee on 22 April	A	100% of Shetland properties connected for High-speed broadband	June 2015
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.	Work on business register suspended due to State Aid issues	G	Business register maintained	April 2015
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 2015 (change from Sep 2014)

6

Development Services Directorate Plan 2014/15

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.	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 Hjaltland Housing Association and other partners	SHIP submitted to Scottish Govt in November 2014. Scottish Govt response expected in Febrruary 2015.

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 |
| 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. | New report on Community Benefit to Policy & Resources, SIC and community Planning meeting. | A | Community Benefit Policy agreed with Community Planning Partners | March 2015 |

7

Development Services Directorate Plan 2014/15

5.1	18	Economic Development		Encourage growth in commercial activity through development of unused or underutilised local assets	Economic Development Service has engaged in strategic meetings and community/business enquiries relating to disposal and future use of unused or potentially vacant school premises, including the current AHS site	G	Engage with investigations in potential commercial or community uses for vacant properties within the schools estate.	March 2015
					The service is currently involved in detailed strategic planning regarding premises for a textile business development hub		Identification of suitable site and successful development of textile hub	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

8

| 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 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. Project plan being drafted, with a number of key work streams. | A | Increased participative democracy and community involvement in Community Planning | March 2015 |
| 5.1 | 21 | Transport | | Support communities to develop the transport solutions that meet their needs | Community Transport Taskforce established. Feasibility study into Skerries Community Ferry undertaken by HIE. Officers now working with Skerries Community on further detail.

Grant aid provided to Voluntary Action Shetland to support development of Community Transport capability and further engagement taking place with Bressay Development Association. | G | Sustainable community transport capabilities in Shetland. | Pilot project underway by 31 March 2015 with first CT services in place by August 2015 |

9

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 impact of Third Sector Interfaces on Community Planning	Shetland not selected as an area for the pilot – no further action as this stage, other than monitoring progress re pilot and considering findings	G	Effective partnership working at a strategic level	March 2015
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

10

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 in March 2015 to start a self assessment process, and to build capacity of staff involved to roll out the process across the partnership	G	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 issues highlighted	SOA updated for 2014/15, and approved by key partners. Regular performance reporting has been implemented within the Partnership.	G	Demonstrate commitment to deliver a high quality SOA which reflects local priorities and needs	March 2015
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.	Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales.	A	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.	Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales.	A	Stronger, more resilient communities	March 2015

11

Development Services Directorate Plan 2014/15

7.1	30	Housing		Combat fuel poverty by continuing to deliver on the Local Housing Strategy theme.	Fuel Poverty sub-group continues to meet. Useful meeting held with MP and MSP. Information fed in to OIOF statements. Exploring options for energy adviser post with CAB.	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 person find long-term employment opportunities;	Draw down EU funding to support the provision of employability services in Shetland.	Report to Council seeking delegated Authority for local allocation, to Director of Development Services. Allocation now known, but no deadlines, as yet for the Council to apply.	A	Strategic Employability Pipeline, and funding to deliver.	March 2015
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 Co-ordinator in place, delivering on tasks.	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.	Project Co-ordinator in place, delivering on tasks.	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.	Recruitment underway, through Citizen's Online	G	Project delivered, subject to external funding.	March 2015

12

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 Budget community engagement events took place in July/August 2014 and the information provided was used to inform the budget setting process for 2015/16 budgets. The development of this process for the 2016/17 budget setting has commenced and will hopefully achieve buy in from NHS and SCT.	G	Present proposal paper to Members.	July 2015
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.	Contribution to the key themes of the Smith Commission and the Our islands Our Future agenda	G	Achieve meaningful and achievable commitments for the islands from Scottish and UK governments	April 2015

13
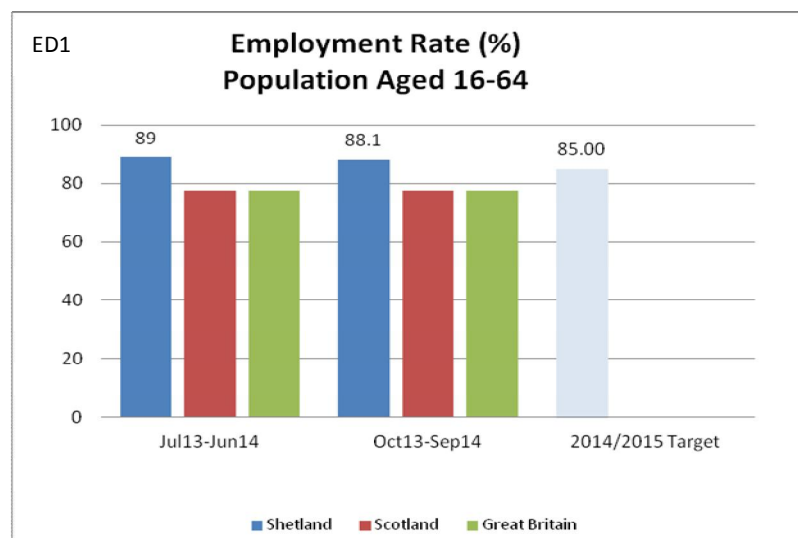
Development Services Directorate Plan 2014/15

10			**Living within our means**					
10.1	37		Stuck to the Medium Term Financial Plan and be financially strong.	Deliver services within the revised budget of £13.065m thereby saving £1.839 in 2014-15. This will be delivered by: • 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	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. There are also budget risks associated with the Shetland College, and particularly WSUMs income which are being closely monitored. ASN and Social Care Transport contracts have been extended until Summer 2015 so no savings will be made in 2014/2015. The directorate was within budget for Q3, assisted by increased income from Shetland Telecoms.	G	Balanced budget.	March 2015

14

Development Services Directorate Plan 2014/15
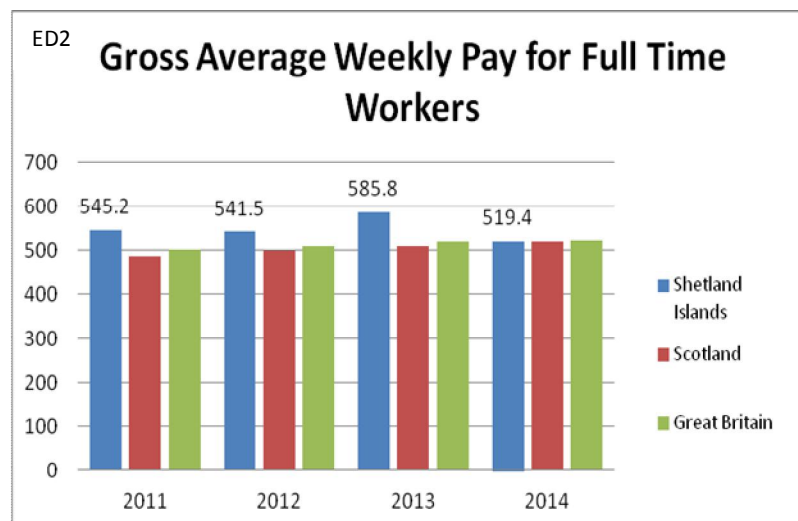
Change Programme Major Projects

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 March2015
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

15

Service Area – Economic Development

ED1

Employment Rate (%)
Population Aged 16-64

Bars: Jul13-Jun14 (89, ~78, ~78); Oct13-Sep14 (88.1, ~78, ~78); 2014/2015 Target (85.00)
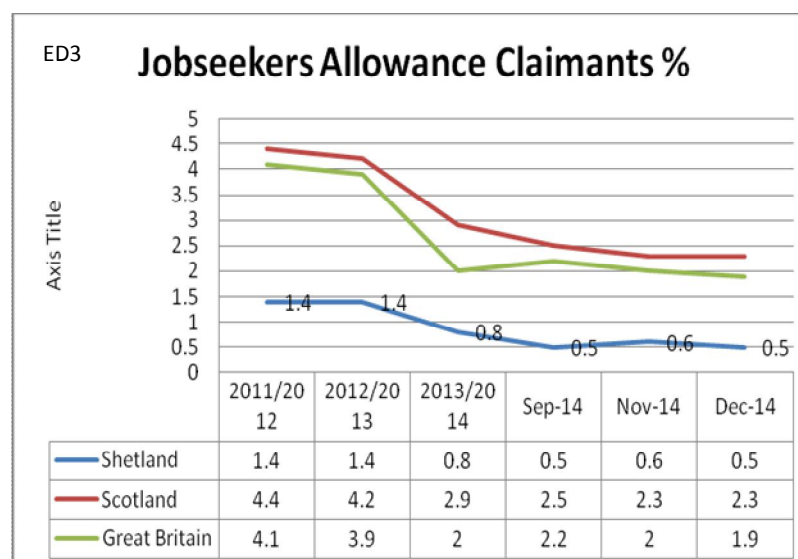
Legend: Shetland, Scotland, Great Britain

Trend Comment: Shetland's employment rate continues to be significantly higher than the Scottish or UK average, and has been relatively stable, with only minor fluctuations in the measured rate since Jan 2013, which reflects the high degree of private sector activity in the local economy.

Source: Office for National Statistics
Information Gathered: Annually

ED2

Gross Average Weekly Pay for Full Time Workers

Shetland Islands values: 2011 (545.2), 2012 (541.5), 2013 (585.8), 2014 (519.4)
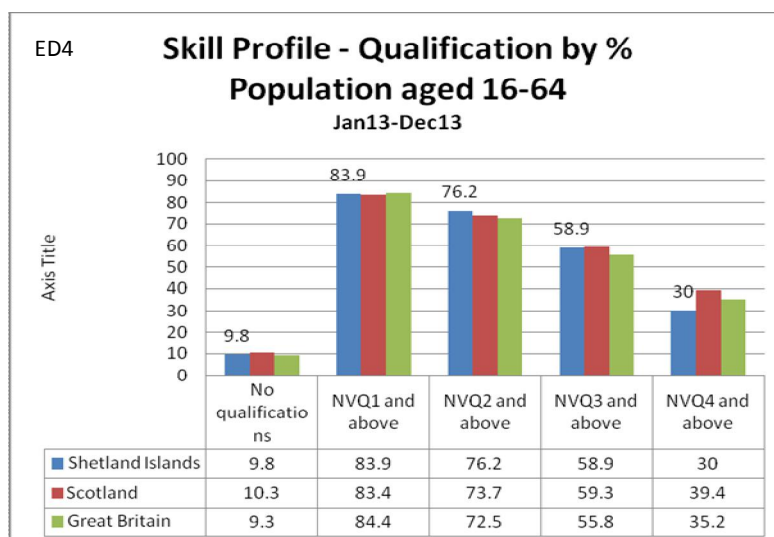
Legend: Shetland Islands, Scotland, Great Britain

Trend Comment: The latest figures show a significant decline in gross average pay. It is possible that the apparent regression in these figures is due to inflated figures from 2013 due to sharp increases in demand in certain areas of the private sector. It is also possible that the survey has picked up an unrepresentative sample of workers' earnings.

Source: Office for National Statistics
Information Gathered: Annually

ED3

Jobseekers Allowance Claimants %

	2011/2012	2012/2013	2013/2014	Sep-14	Nov-14	Dec-14
Shetland	1.4	1.4	0.8	0.5	0.6	0.5
Scotland	4.4	4.2	2.9	2.5	2.3	2.3
Great Britain	4.1	3.9	2	2.2	2	1.9

Trend Comment: The claimant count remains very low and has been stable at this level for the last 12 months (at or around 0.5%). This reflects the current strong performance of the private sector, and suggests that previous fluctuations in the JSA count caused by seasonal or temporary employment are not currently being experienced.
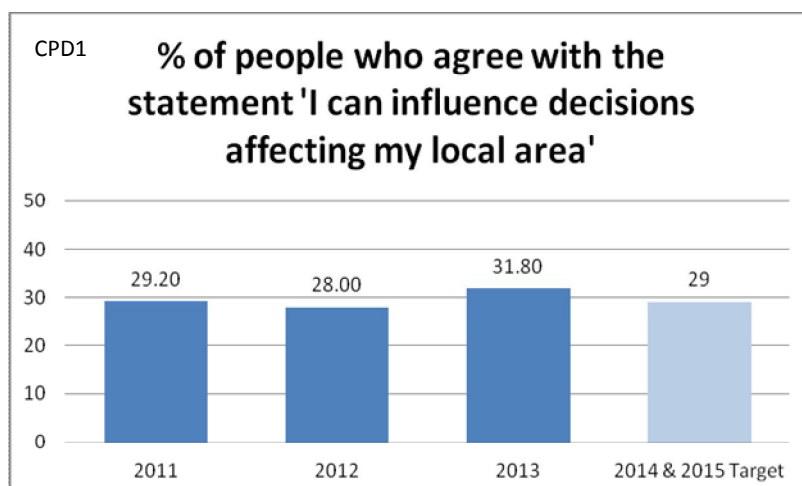
Source: Office for National Statistics
Information Gathered: Monthly

ED4

Skill Profile - Qualification by % Population aged 16-64

Jan13-Dec13

	No qualifications	NVQ1 and above	NVQ2 and above	NVQ3 and above	NVQ4 and above
Shetland Islands	9.8	83.9	76.2	58.9	30
Scotland	10.3	83.4	73.7	59.3	39.4
Great Britain	9.3	84.4	72.5	55.8	35.2

Trent Comment: The local skills profile continues to show a degree of attainment at NVQ1 level which is higher than the Scottish average (83.9% in Shetland against 83.4% nationally), but which is significantly lower at NVQ4 level (30.0% in Shetland against 39.4% nationally). It can be inferred from these figures that Shetland continues to have high educational attainment (also reflected in a lower percentage of those with no qualifications) but the structure of the local economy provides limited opportunities for graduates to return or relocate.

Source: Office for National Statistics
Information Gathered: Annually

Service Area – Community Planning & Development

CPD1

% of people who agree with the statement 'I can influence decisions affecting my local area'
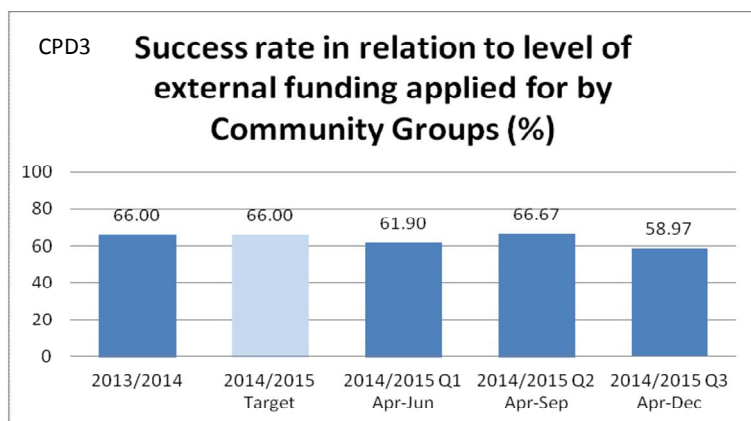

Trend Comment: Slightly above target showing a positive improvement in trend.   We are above the national average of 22%.

Source: Scottish Household Survey
Information Gathered: Annual

CPD2

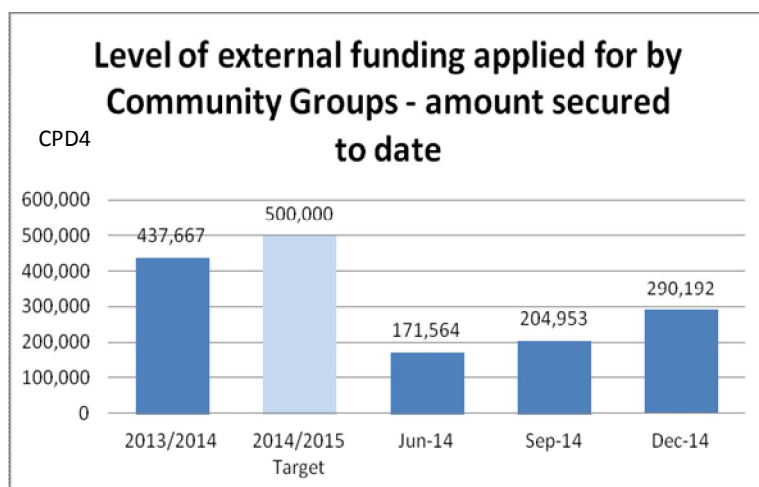### Number of community groups accessing community guidance
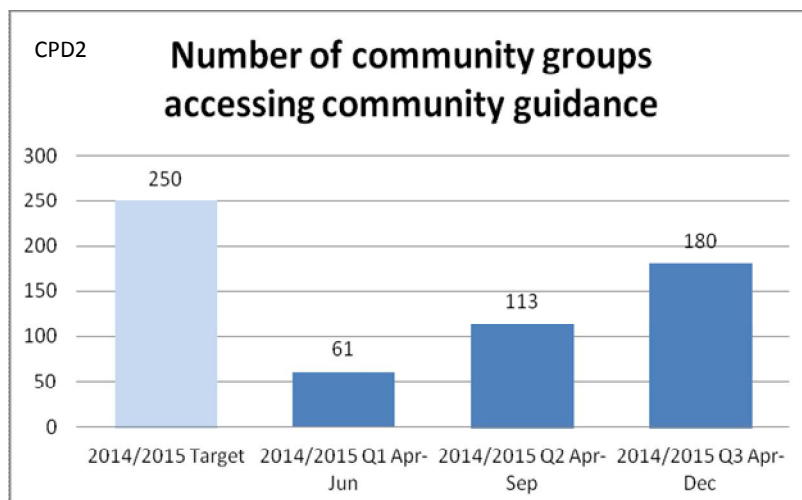
Trend Comment: New indicator, baseline to be determined. First and one off contacts with CP&D being counted to determine service level provision as part of the implementation of the CP&D review.

Source: Community Planning & Development
Information Gathered: Quarterly

CPD3

Success rate in relation to level of external funding applied for by Community Groups (%)

2013/2014	66.00
2014/2015 Target	66.00
2014/2015 Q1 Apr-Jun	61.90
2014/2015 Q2 Apr-Sep	66.67
2014/2015 Q3 Apr-Dec	58.97

Trend Comment: Slightly under target at the nine month stage. There are four applications submitted, but awaiting a decision by external funders.
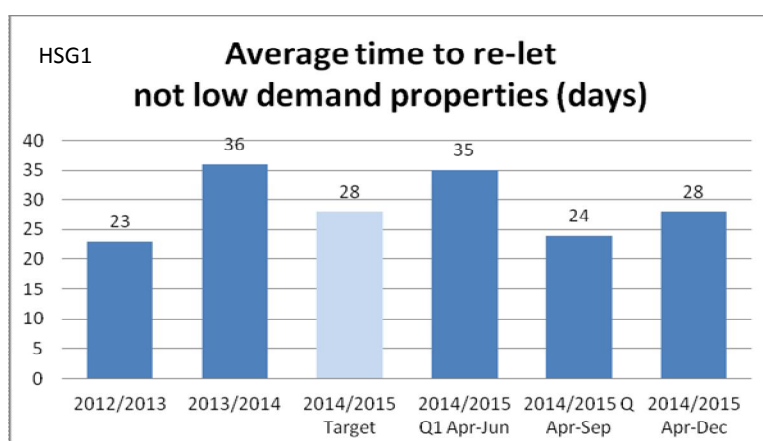
Source: Community Planning & Development
Information Gathered: Quarterly

CPD4

Level of external funding applied for by Community Groups - amount secured to date

2013/2014	437,667
2014/2015 Target	500,000
Jun-14	171,564
Sep-14	204,953
Dec-14	290,192

Trend Comment: Under target at nine month stage, with four applications, totalling about £155k, awaiting decisions by external funders.

Source: Community Planning & Development
Information Gathered: Quarterly

Service Area – Housing Service

HSG1

Average time to re-let not low demand properties (days)

2012/2013	23
2013/2014	36
2014/2015 Target	28
2014/2015 Q1 Apr-Jun	35
2014/2015 Apr-Sep	24
2014/2015 Apr-Dec	28

Trend Comment: Housing void policy review, together with continuing demand, has led to some improvement in time taken to re-let properties, meeting target set.
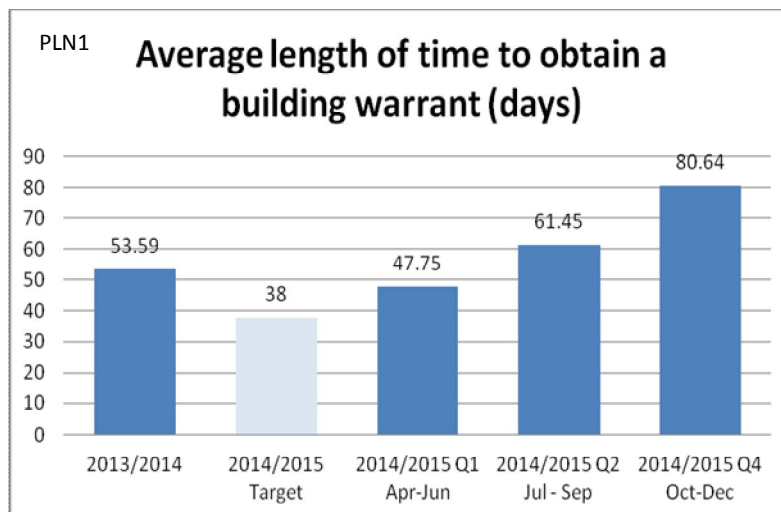
Source: Housing Service
Information Gathered: Quarterly

HSG2 Average length of time in temporary accommodation (days)
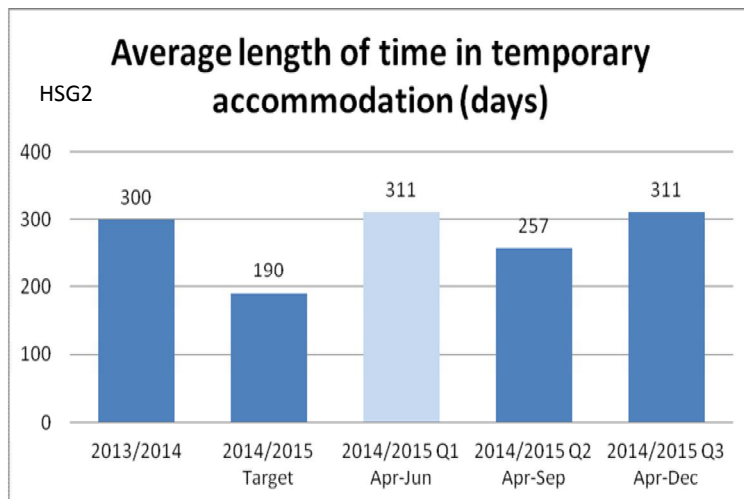
Trend Comment: Still well above target due to pressure on housing stock/supply.

Source: Housing Service
Information Gathered: Quarterly

Service Area – Planning

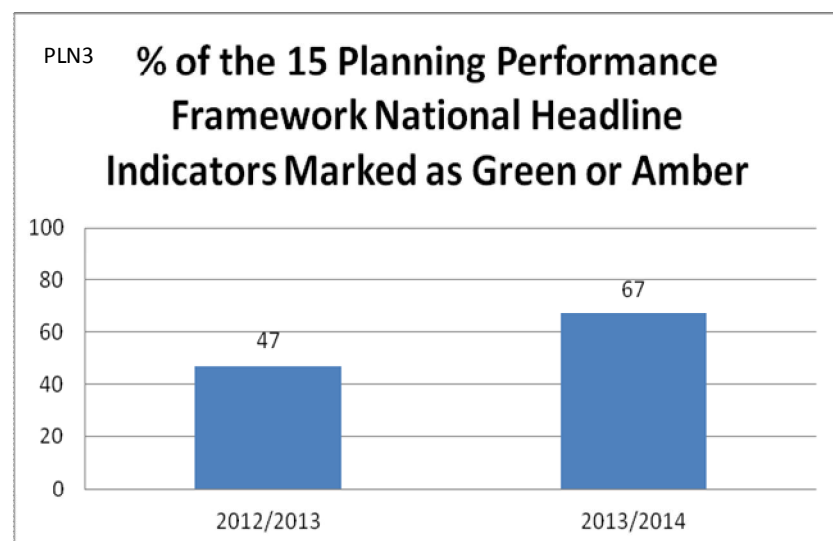**PLN1** Average length of time to obtain a building warrant (days)

Trend Comment: Ongoing staffing issues in service and business support- now looking to target a monitoring officer to fulfil requirement for site inspections

Source: Planning Service
Information Gathered: Quarterly

PLN2 % of all local development planning applications dealt with within 2 months
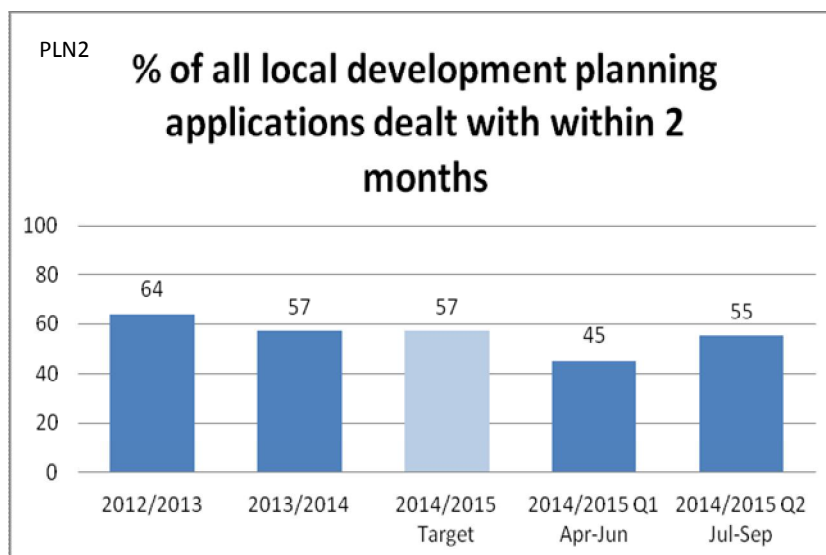
Trend Comment: Standstill as anticipated due to the scale of developments. Trying to switch existing resources in to development management team

Source: Planning Service
Information Gathered: Quarterly

PLN3

% of the 15 Planning Performance Framework National Headline Indicators Marked as Green or Amber

Trend Comment: Further detail included in separate report.

Source: Planning Service
Information Gathered: Annually

Service Area – Train Shetland

TS1

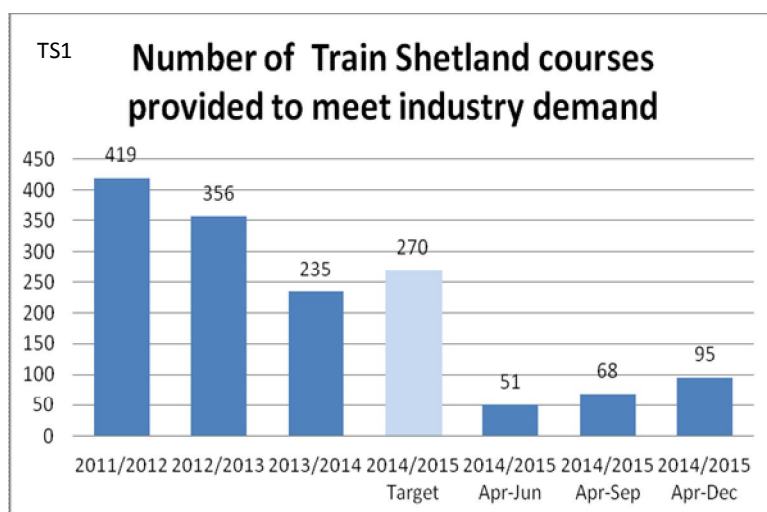## Number of Modern Apprentices Recruited by Train Shetland
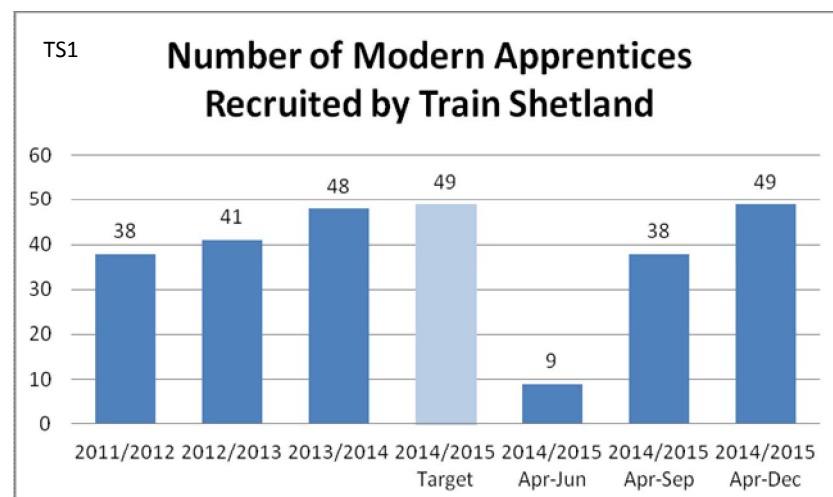
Trend Comment: Already hit the 2014/2015 target. A further 5 apprentices recruited & contract increase approved by Skills Development Scotland to 54.

Source: Train Shetland
Information Gathered: Quarterly

TS2

Achievement rate of Modern Apprentices as recorded by Skills Development Scotland (%)
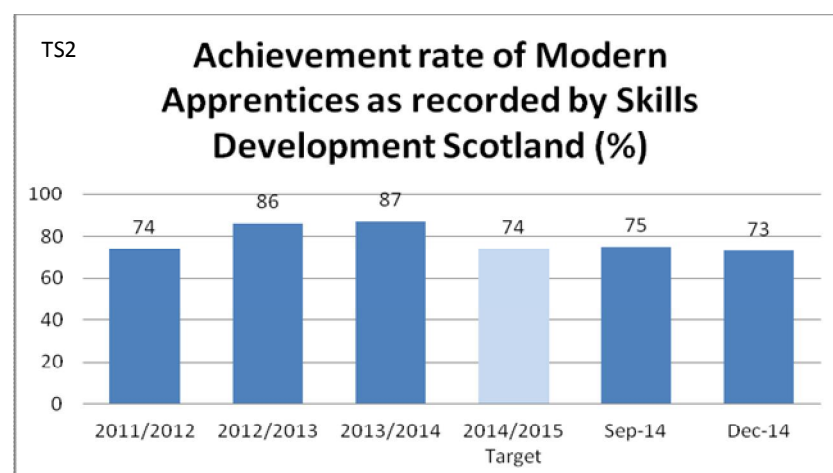
Trend Comment: The overall achievement rate is 73% but this can be broken down further by age groups as follows: 16-19 = 69%, 20-24yrs = 100%, 25+ = 75%.
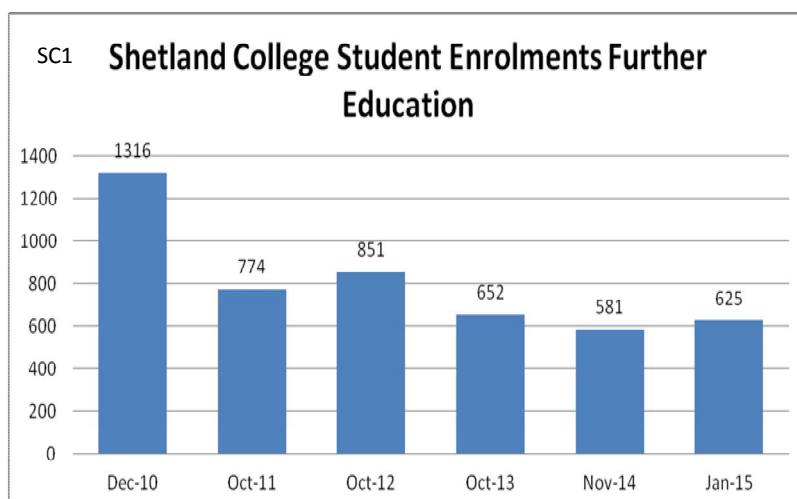
Source: Train Shetland
Information Gathered: Quarterly

TS1 Number of Train Shetland courses provided to meet industry demand

Period	Value
2011/2012	419
2012/2013	356
2013/2014	235
2014/2015 Target	270
2014/2015 Apr-Jun	51
2014/2015 Apr-Sep	68
2014/2015 Apr-Dec	95

Trend Comment: Another 59 courses are scheduled for Jan-Mar so an estimated 159 courses would be run for 2014/2015. Target was set with expectation that SIC training plan would impact from Q1 but delays were experienced. Staff shortages, including maternity leave of trainer, had significant impact. The post of Business Development & Training Manager for Shetland College and Train Shetland is being recruited.
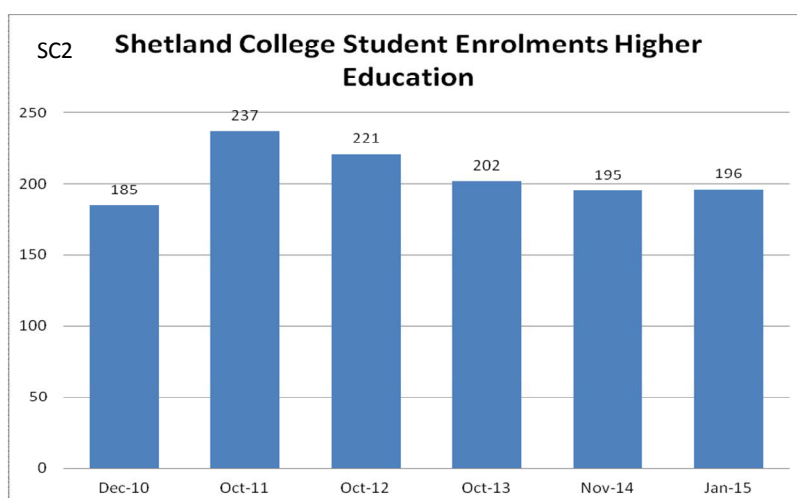
Source: Train Shetland
Information Gathered: Quarterly

Service Area – Shetland College

SC1 Shetland College Student Enrolments Further Education

| Period	Value
Dec-10	1316
Oct-11	774
Oct-12	851
Oct-13	652
Nov-14	581
Jan-15	625

Trend Comment: Figures are shown as head counts for full-time and part-time further education students. Figures continue to show a downward trend due to high levels of employment locally, and reduced numbers of part-time students, particularly from Council employees.

Source: Shetland College
Information Gathered: Quarterly

SC2 Shetland College Student Enrolments Higher Education

| Period	Value
Dec-10	185
Oct-11	237
Oct-12	221
Oct-13	202
Nov-14	195
Jan-15	196

Trend Comment: Figures are shown as head counts for full-time and part-time higher education students. Full-time higher education student numbers continue to increase but part-time student numbers continue to show a downward trend due to high levels of employment locally, and reduced numbers of part-time students, particularly Council employees.

SC3
Shetland College Student Enrolments Further Education & Higher Education Combined
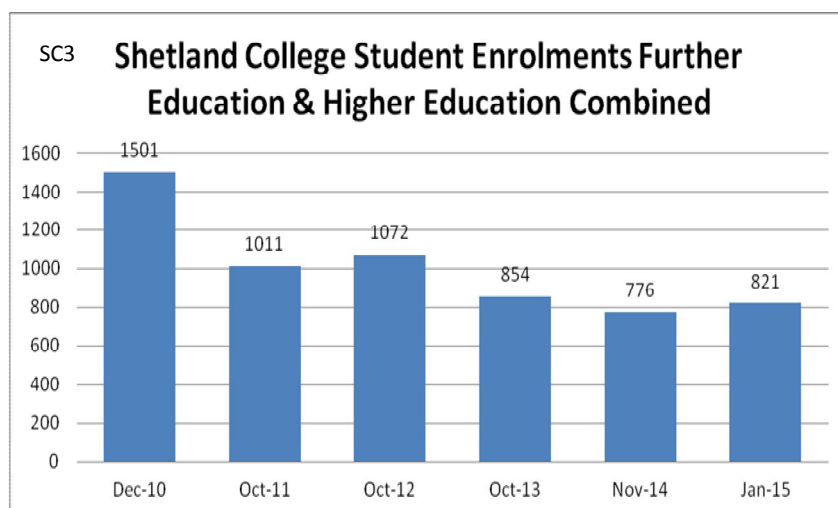
Trend Comment: Figures are shown as combined head counts for full-time and part-time further and higher education students. Only full-time higher education student numbers continue to increase, and the downward trends in full-time and part-time further education, and also in part-time higher education student numbers continue due to high levels of employment locally, and reduced of students, particularly Council employees.
Source: Shetland College
Information Gathered: Quarterly

SC4
**Total WSUMS (inc Train Shetland & NAFC)**
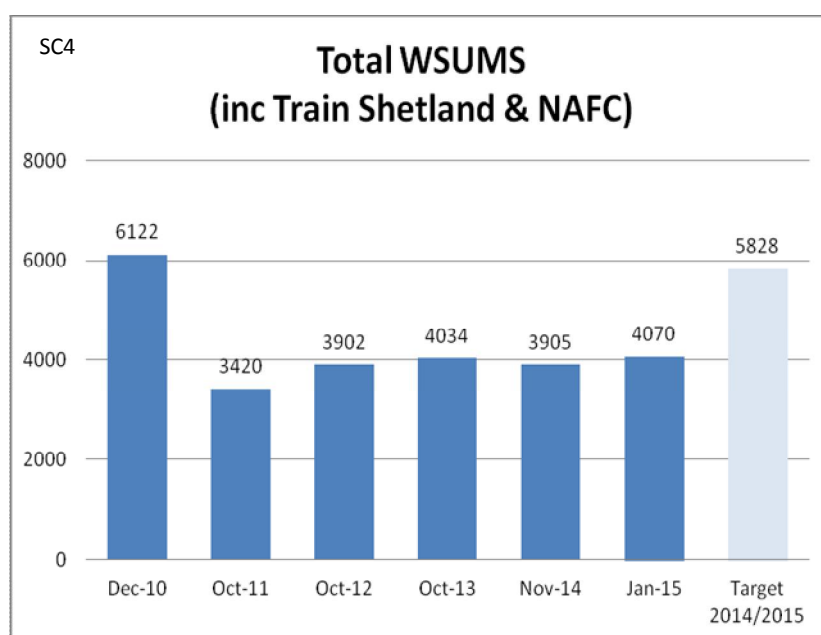
Trend Comment: WSUMs (Weighted Student Units of Measurement) is the funding term used by the Scottish Funding Council for further education. The funding carries different weightings for individual subject areas. For every notional 40 hours of study, a further education student generates a WSUM which translates into funding. The overall funding allocation for Shetland in AY 2014/15 is 5,828 WSUMs (540 allocated specifically to NAFC and 5,288 to Shetland College). As in AY 2013/14, the challenge for Shetland College is to enrol sufficient student numbers to generate sufficient WSUMs activity to meet the target of 5,288.

Source: Shetland College
Information Gathered: Quarterly
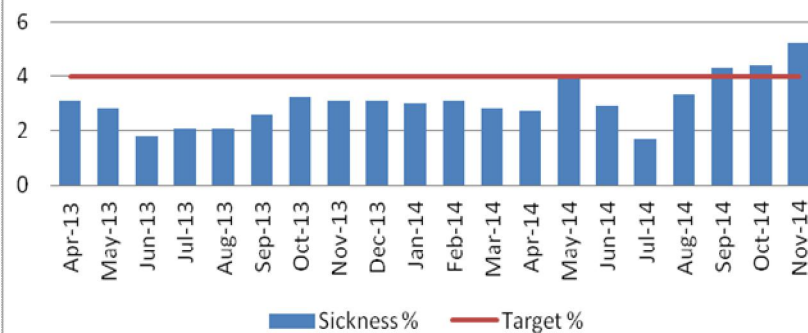
Development Dept - Corporate Indicators
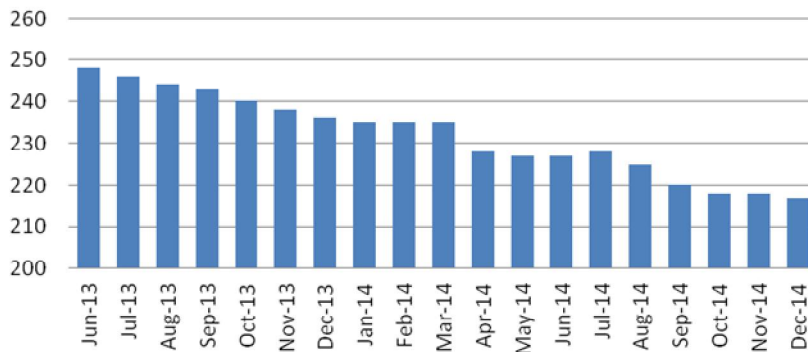
Trend Comment: The staffing number continues to decrease. As at December 2014, these figures include 19.5 FTE staff on Temporary Contracts.

Source: SIC
Information Gathered: Monthly

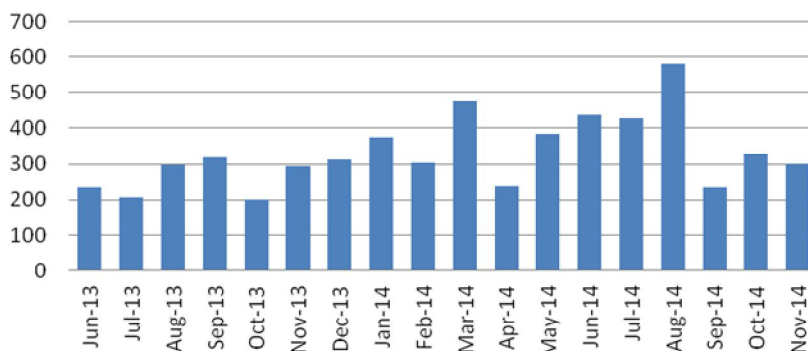Trend Comment: Over target due to a small number of long term sickness which has now been resolved.
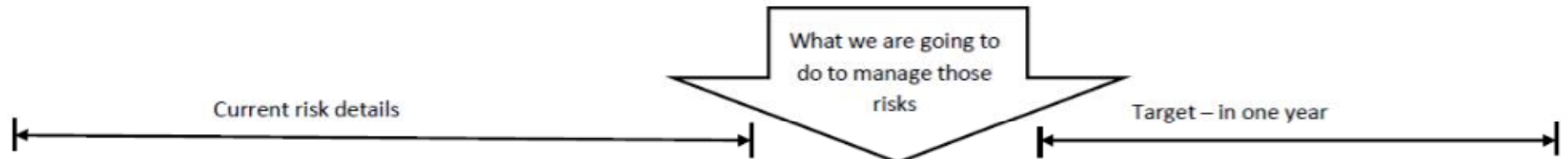
Source: SIC
Information Gathered: Monthly

Trend Comment: Resource issues that we have been working to resolve.

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

What we are going to do to manage those risks

Current risk details

Target – in one year

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)

1

	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, which will help to identify staff concerns.	Possible (3)	Significant (3) Impact on a local community	Medium (9)

2

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, Review of internal and External ferry provision, A better lending system for commercial development projects, Digital Shetland Strategy & projects, Tertiary Education Review,, Review of Community Grants and community Development, Participatory budgeting, Strengthening Community Involvement in democratic process, Redesign of Housing Support Service,	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. Progress on project plans is monitored at directorate level and reported to committee as part of performance reporting.	Unlikely (2)	Significant (3)	Medium (6)

3

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
	Deliver on 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)

February 2015

Shetland Islands Council

Development Committee   23 February 2015

Development Committee Business Programme – 2015/16
GL-05-15-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 for the financial year to 31 March 2016 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 financial year to 31 March 2016 and RESOLVES 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 2015/16 at its meeting on 17 December 2014 (Min Ref: 108/14).

3.2   It was agreed that the Business Programme 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 may be 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, and if required according to the circumstances, the time, date, venue and location of any meeting may be changed, or special meetings added.

3.4   If approved, the Business Programme for 2015/16 will be presented by Committee Services to the Council and each Committee, on a quarterly basis, for discussion and approval, particularly in relation to the remaining projects and reports which are listed at the end of the business programme page for each Committee, as still to be scheduled.

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 <u>Equalities, Health And Human Rights</u> – None.

4.6 <u>Environmental</u> – None.

<u>Resources</u>

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

4.8 <u>Legal</u> – None.

4.9 <u>Human Resources</u> – None.

4.10 <u>Assets And Property</u> – None.

5.0 Conclusions

5.1 The presentation of the Business Programme 2015/16 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:
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16 February 2015

<u>List of Appendices</u>
Appendix 1 – Development Committee Meeting Dates and Business Programme 2015/16

<u>Background documents:</u>
Report GL-20-F: SIC Business Programme and Diary of Meetings 2015/16
http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4382

Development Committee - Meeting Dates and Business Programme 2015/16
as at Monday, 16 February 2015

Development Committee			
			D= Delegated R=Referred
Quarter 1 **1 April 2015** **to** **30 June 2015**	**Date of Meeting**	**Business**	
	Ordinary 22 April 2015 10 a.m.	Brief on Renewable Energy Review of Opportunities	D
		Shetland Shellfish Management Organisation – Core Funding	D
		Shetland Seafood Quality Control – Core Funding	D
		Local Information Service	D
		Shetland Telecom – Business Plan	D
	PPMF 25 May 2015 2 p.m.	Management Accounts – Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Economic Development Investments - Update	D
		SDT Annual Accounts 2014-15	D
		Development Directorate Plan – Integrated and Formatted Final Edit	D
		Committee Business Programme 2015/16	D
	Ordinary 15 June 2015 10 a.m.	TBC	
Quarter 2 **1 July 2015** **to** **30 September** **2015**	**Date of Meeting**	**Business**	
	PPMF 17 August 2015 2 p.m.	Management Accounts – Quarter 1	D
		Development Services Directorate – Performance Overview – Quarter 1	D
		Economic Development Investments - Update	D
		Committee Business Programme 2015/16	D

Development Committee -*Continued*			
			D= Delegated R=Referred
Quarter 3 **1 October 2015 to** **31 December 2015**	**Date of Meeting**	**Business**	
	Ordinary 5 October 2015 10 a.m.	TBC	
	PPMF 16 November 2015 2 p.m.	Development Services Directorate – Performance Overview – Quarter 2	D
		Economic Development Investments - Update	D
		Committee Business Programme 2015/16	D
	Budget 23 November 2015 2 p.m.	Development Services Directorate Plan 2016-17	D
		Management Accounts – Quarter 2	D
		2016-17 Budget and Charging Proposals	R P&R 25 Nov SIC 2 Dec
Quarter 4 **1 January 2016 to** **31 March 2016**	**Date of Meeting**	**Business**	
	Ordinary 20 January 2016 10 a.m.	TBC	
	PPMF 29 February 2016 2 p.m.	Management Accounts – Quarter 3	D
		Development Services Directorate - Performance Overview Q3	D
		Economic Development Investments - Update	D
		Committee Business Programme 2016/17	D

Planned Committee business still to be scheduled - as at Monday, 16 February 2015

- Investments policy
- Community Benefit Policy
- Options for Housing in the Central Mainland

tbc = to be confirmed
PPMF = Planning and Performance Management Framework meetings – no other business to be added
Budget = Budget setting meetings – other items can be added if time permits
Ordinary = Ordinary meetings – other items can be added
Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Monday, 16 February 2015