

**Harbour Board****24 February 2015****Management Accounts for Harbour Board:  
2014/15 – Projected Outturn at Quarter 3****F-006-F****Report Presented by Executive Manager -  
Finance****Corporate Services****1. Summary**

- 1.1 The purpose of this report is to enable the Harbour Board 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 Board the opportunity to provide early instruction to officers to address any forecast overspends or short fall in income in order that the budget is delivered by the year-end.
- 1.2 This report describes 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.
- 1.3 The projected outturn position for services under the remit of the Harbour Board is an increase in surplus of £1.58m on revenue and an underspend of £273k on capital.

**2. Decision Required**

- 2.1 That the Harbour Board 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

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- 3.2 The projected revenue outturn position for the Harbour Board is an increase in surplus of £1.58m (67%) which means that the services under the remit of the Board are on course to provide a higher surplus to reserves than their Council approved budget.

**Capital – Overall Forecast:** Well on track

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- 3.3 The projected outturn position on Harbour Board capital project expenditure is an underspend of £273k (29%) which means that they are on course to spend less than their Council approved budget.

### 4. Implications

#### Strategic

#### 4.1 Delivery On Corporate Priorities

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

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

#### 4.2 Community /Stakeholder Issues – None.

#### 4.3 Policy And/Or Delegated Authority

Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Board 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 Board to ensure that the services within its remit are operating within the approved budgets.

#### 4.4 Risk Management

There is a risk that if revenue services and capital projects are not delivered as forecast within the approved 2014/15 budget this will result in reduced contribution to reserves, which is unsustainable. Failure to deliver the 2014/15

budgets may result in the Council failing to deliver its Corporate Plan and Medium Term Financial Plan.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial

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

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

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

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

## **5. Conclusions**

5.1 The projected outturn position for the services under the remit of the Harbour Board is an increase in surplus of £1.58m on revenue and an underspend of £273k on capital projects.

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For further information please contact:

*Brenda Robb*

*01595 744690*

*Brenda.robbs@shetland.gov.uk*

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#### List of Appendices

Appendix 1 – Projected Revenue Outturn Position 2014/15

Appendix 2 – Projected Capital Outturn Position 2014/15

#### Background documents:

SIC Budget Book 2014-15, SIC 11 December 2013

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



## Harbour Board

## 1. Projected Revenue Outturn Position 2014/15

Description	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Ports Management	27	22	5
Sullom Voe	(428)	(1,084)	656
Scalloway	(178)	(599)	421
Other Piers	477	170	307
Terminals	(2,260)	(2,446)	186
<b>Total Controllable Costs</b>	<b>(2,362)</b>	<b>(3,937)</b>	<b>1,575</b>

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

### 1.1 Ports Management – projected outturn variance £5k (18%)

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### 1.2 Sullom Voe – projected outturn variance £656k (154%)

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This additional surplus relates to underspending on tug fuel due to continuing reductions in fuel prices £368k; reduction in management & engineering support charges due to vacancies relating to the current competitive job market £232k; increased income from the Harbour throughput agreement £54k which is difficult to budget due to the number of fluctuating factors involved in the calculation including throughput, oil price, exchange rate and oil indices; increased income from annual dues and storage charges £55k relating to Total Gas Plant; offset by a reduction in income due to average tanker tonnage less than anticipated (£125k).

### 1.3 Scalloway – projected outturn variance £421k (237%)

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This additional surplus relates to increased income from the accommodation barge and vessel £289k which have remained for longer than anticipated; increased fish landing dues £90k, and reduction in management & engineering support charges due to vacancies relating to the current competitive job market £41k.

### 1.4 Other Piers - projected outturn variance £307k (64%)

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This underspend relates to increased income from fish and salmon landings, annual dues and storage charges at Cullivoe, Mid Yell and Symbister £109k, reduction in management & engineering support charges due to vacancies relating to the current competitive job market £76k, and savings on Out Skerries works contract for navigation aids £41k.

### **1.5 Terminals – projected outturn variance £186k (8%)**

This underspend mainly relates to delays in work schedule for repairs and contracted services expenditure across all Ferry Terminals £154k.

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## Harbour Board

## 2. Projected Capital Outturn Position 2014/15

Description	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Ports & Harbours	926	653	273
<b>Total Controllable Costs</b>	<b>926</b>	<b>653</b>	<b>273</b>

## 2.1 Ports &amp; Harbours Operations – projected outturn variance £273k (29%)

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The projected outturn variance mainly relates to savings in the Ferry Terminals Life Extension work programme.





**Harbour Board****24 February 2015****Pilotage Accounts for Harbour Board:  
2014-15 - Quarter 3 (April – December 2014)****F-002-F****Report Presented by Executive Manager -  
Finance****Corporate Services****1.0 Summary**

- 1.1 The purpose of this report is to enable the Harbour Board to monitor the financial performance of the pilotage services provided by the Council.
- 1.2 This report is on the projected outturn position for the 2014/15 year as at the end of the third quarter. The forecasts have been determined by Finance Services after consultation with the relevant Budget Responsible Officers.
- 1.3 The projected overall outturn position shows an additional surplus of £31k against annual budget.

**2.0 Decision Required**

- 2.1 The Harbour Board is asked to RESOLVE to review the Pilotage Accounts showing the projected outturn position at Quarter 3.

**3.0 Detail**

- 3.1 There is a requirement to prepare accounts relating to pilotage under Section 14 of the Pilotage Act 1987.
- 3.2 The details of what must be included in these accounts are set out in regulations (The Statutory Harbour Undertakings (Pilotage Accounts) (Regulations) 1988, SI 1988/2216).

The accounts must show the details of:

- revenue from pilotage charges and details of the use of pilotage exemption certificates; and
- total expenditure incurred in providing the service of a pilot, providing, maintaining and operating any pilot boats and administrative or other associated costs.

- 3.3 These accounts must be available for inspection by the public at the harbour authority's offices. Members of the public shall be able to buy a copy for a reasonable fee.
- 3.4 The Council is also under a duty to keep accounts in respect of the "harbour undertaking" in accordance with section 65 of the Zetland County Council Act 1974, (ZCC Act). Pilotage is part of the harbour undertaking and as such should appear in those accounts. Any surplus on the harbour undertaking is credited to the Reserve Fund set up under Section 67 of the ZCC Act.
- 3.5 The Pilotage Accounts for the period 1 April to 31 December 2014 are attached as Appendix 1.

#### **4.0 Implications**

##### Strategic

- 4.1 Delivery On Corporate Priorities  
This report contributes to the Corporate Plan by ensuring that good-quality information is provided regularly.
- 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 Board 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; more specifically referred to in paragraph 2.7.
- 4.4 Risk Management – Failure to keep Pilotage Accounts would place the Council in breach of its legal duties.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

##### Resources

##### 4.7 Financial

- 4.7.1 Projected outturn  
The projected overall outturn position shows an additional surplus of £31k (37%) against annual budget. This mainly relates to minor underspends across administration and other

expenditure, offset by additional Marine Officer overtime costs which were not budgeted for.

#### 4.7.2 Year to date

For further information, the year to date position for the first nine months of 2014/15 shows a reduction in surplus of £31k (46%) against year to date budget, which is mainly due to the timing of receipt of Pilotage Dues for Sullom Voe.

4.8 Legal – The Council has statutory obligations to keep separate accounts in respect of the harbour undertaking and also separate pilotage accounts. Section 3(1) of the ZCC Act states that the harbour undertaking means "the harbour undertaking for the time being of the Council authorised by this Act". This means that the harbour undertaking must be considered only in terms of what the Council is authorised or duty bound to do under the ZCC Act. Pilotage is part of the harbour undertaking and income and expenditure is accounted for accordingly.

4.9 Human Resources – None.

4.10 Assets And Property – None.

## 5.0 **Conclusions**

5.1 This report presents the Quarter 3 Pilotage Accounts for 2014/15 to the Board for review. The projected outturn position is an additional surplus of £31k against budget.

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For further information please contact:  
*Brenda Robb, Management Accountant*  
01595 744690  
[brenda.robbs@shetland.gov.uk](mailto:brenda.robbs@shetland.gov.uk)

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### List of Appendices

Appendix 1 – 2014/15 Quarter 3 Pilotage Accounts

### Background documents:

None

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	Sullom Voe Year to Date			Scalloway Year to Date			Overall Year to Date			Overall Projected Outturn		
	Year to Date Budget	Year to Date Actual	Variance (Adv)/Fav	Year to Date Budget	Year to Date Actual	Variance (Adv)/Fav	Year to Date Budget	Year to Date Actual	Variance (Adv)/Fav	Annual Budget	Projected Outturn	Variance (Adv)/Fav
<b>Charges in respect of :</b>	£	£	£	£	£	£	£	£	£	£	£	£
Boarding & Landing	-321,870	-273,449	(48,421)	-8,225	-14,736	6,511	-330,095	-288,185	(41,910)	-458,910	-441,212	(17,698)
Pilotage Services provided as authorised by section 10(1) of the Pilotage Act 1987	-748,425	-680,597	(67,828)	-36,208	-40,599	4,391	-784,633	-721,196	(63,437)	-1,095,476	-1,086,976	(8,500)
Use of PEC issued as authorised by section 10(3) of the Pilotage Act 1987	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>-1,070,295</b>	<b>-954,046</b>	<b>(116,249)</b>	<b>-44,433</b>	<b>-55,335</b>	<b>10,902</b>	<b>-1,114,728</b>	<b>-1,009,381</b>	<b>(105,347)</b>	<b>-1,554,386</b>	<b>-1,528,188</b>	<b>(26,198)</b>
Boarding & Landing	314,123	307,639	6,484	2,094	1,921	173	316,217	309,560	6,657	422,446	415,925	6,521
Pilotage	519,140	516,622	2,518	16,906	18,540	(1,634)	536,046	535,162	884	716,206	750,452	(34,246)
<b>Sub-Total Employee Costs</b>	<b>833,263</b>	<b>824,261</b>	<b>9,002</b>	<b>19,000</b>	<b>20,461</b>	<b>(1,461)</b>	<b>852,263</b>	<b>844,722</b>	<b>7,541</b>	<b>1,138,652</b>	<b>1,166,377</b>	<b>(27,725)</b>
Boarding & Landing	7,228	5,436	1,792	527	209	318	7,755	5,645	2,110	10,297	10,042	255
Pilotage	3,366	2,267	1,099	92	318	(226)	3,458	2,585	873	4,611	3,377	1,234
<b>Sub-Total Supplies &amp; Services</b>	<b>10,594</b>	<b>7,703</b>	<b>2,891</b>	<b>619</b>	<b>527</b>	<b>92</b>	<b>11,213</b>	<b>8,230</b>	<b>2,983</b>	<b>14,908</b>	<b>13,419</b>	<b>1,489</b>
Boarding & Landing	65,900	39,089	26,811	6,127	4,075	2,052	72,027	43,164	28,863	106,622	74,142	32,480
Pilotage	1,955	401	1,554	19	0	19	1,974	401	1,573	3,223	1,093	2,130
<b>Sub-Total Transport &amp; Mobile Plant</b>	<b>67,855</b>	<b>39,490</b>	<b>28,365</b>	<b>6,146</b>	<b>4,075</b>	<b>2,071</b>	<b>74,001</b>	<b>43,565</b>	<b>30,436</b>	<b>109,845</b>	<b>75,235</b>	<b>34,610</b>
Boarding & Landing	4,468	3,467	1,001	0	0	0	4,468	3,467	1,001	6,548	7,020	(472)
Pilotage	488	265	223	5	0	5	493	265	228	658	300	358
<b>Sub-Total Property &amp; Fixed Plant</b>	<b>4,956</b>	<b>3,732</b>	<b>1,224</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>4,961</b>	<b>3,732</b>	<b>1,229</b>	<b>7,206</b>	<b>7,320</b>	<b>(114)</b>
Meeting Liabilities under Part III of the Act	0	0	0	0	0	0	0	0	0	0	0	0
Boarding & Landing	59,544	56,599	2,945	123	22	101	59,667	56,621	3,046	129,663	101,315	28,348
Pilotage	33,117	6,332	26,785	12,459	9,642	2,817	45,576	15,974	29,602	71,753	51,324	20,429
<b>Sub-Total Admin and Other Costs</b>	<b>92,661</b>	<b>62,931</b>	<b>29,730</b>	<b>12,582</b>	<b>9,664</b>	<b>2,918</b>	<b>105,243</b>	<b>72,595</b>	<b>32,648</b>	<b>201,416</b>	<b>152,639</b>	<b>48,777</b>
<b>TOTAL EXPENDITURE</b>	<b>1,009,329</b>	<b>938,117</b>	<b>71,212</b>	<b>38,352</b>	<b>34,727</b>	<b>3,625</b>	<b>1,047,681</b>	<b>972,844</b>	<b>74,837</b>	<b>1,472,027</b>	<b>1,414,990</b>	<b>57,037</b>
<b>NET TOTAL</b>	<b>-60,966</b>	<b>-15,929</b>	<b>(45,037)</b>	<b>-6,081</b>	<b>-20,608</b>	<b>14,527</b>	<b>-67,047</b>	<b>-36,537</b>	<b>(30,510)</b>	<b>-82,359</b>	<b>-113,198</b>	<b>30,839</b>



**Harbour Board****24 February 2015****Ports and Harbours Service Plan Performance Report  
3 Month / 3rd Quarter 2014/15****PH-03-15F****Executive Manager- Ports and Harbours  
Operations****Infrastructure Services  
Department****1.0 Summary**

- 1.1 This report summarises the activity and performance of the Ports and Harbours Service for the reporting period above. Progress reports are submitted to the Harbour Board on a quarterly basis to allow Members to monitor the delivery and progress of the plan.

**2.0 Decisions Required**

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

**3.0 Detail**

- 3.1 Progress against the action plan key aims, objectives and actions, core performance measures and key risk management activities of the Service is set out in Appendices to this report.
- 3.2 The Harbour Board is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – Consultation with customers and other stakeholders is on-going as an integral part of each aspect of service delivery.
- 4.3 Policy And/Or Delegated Authority –

4.3.1 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 – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – The actions, measures and risk management described in this report will be delivered within existing approved budgets and are aimed at ensuring delivery of the Council's agreed budget strategy.

4.8 Legal – None.

4.9 Human Resources - None.

4.10 Assets And Property – None.

## **5.0 Conclusion**

5.1 The Ports and Harbours Service Plan is the key performance management document for the Service. It sets out our aims, objectives and actions for the year. This report demonstrates good progress against the priorities identified in the Service Plan.

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For further information please contact:

*Paul Bryant*

Tel: 01595 744202 E-mail: [paul.bryant@shetland.gov.uk](mailto:paul.bryant@shetland.gov.uk)

11 February 2015

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#### List of Appendices

Appendix 1 – Ports and Harbours Service Plan

Appendix 2 – Ports and Harbours Performance Indicators



# **PORTS AND HARBOURS SERVICE PLAN**

**2014/15**

Service		Ports And Harbours		
	Section Purpose " <i>Securing The Best For Shetland</i> " by;	Best Value Toolkits / Indicator Guidance	Responsible Officers	
	Providing Safe, Complaint and Efficient Ports and Harbour Services	Port and Marine Safety Code, SOLAS, IMO	Paul Bryant - Executive Manager - Ports and Harbours Colin Reeves - Harbour Master Andrew Inkster - Port Engineering Team Leader Lee Coutts - Marine Engineering Team Leader Peter Morgan - Deputy Harbour Master/QA Manager Sheena Summers - Business Support Manager	

Service Action Plan

**Note** each Action/Objective should be **SMART** e.g. **S**pecific - (says what the team will do/deliver). **M**easurable - (shows how you are going to measure the achievement). **A**ttainable - (accomplishing the objective is within the teams realm of authority and capabilities). **R**ealistic - (the objective/action is practical, results orientated, deliverable and relevant). **T**ime Bound - (specify when the action/objective needs to be completed).

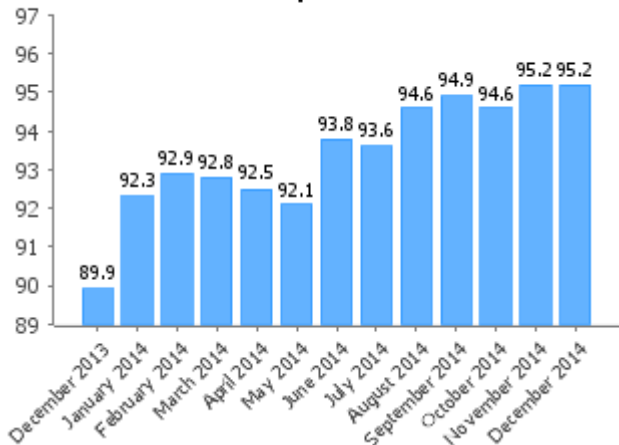


Business Activity Ref	Business Activity	Action Ref	Outcome for the Customer	Objective	Action	Alignment with Corporate Plans			Targets	Time Scales	Progress				Resources	
						SOA Ref	IP Ref	CP Ref			Q1	Q2	Q3	Q4	FTE	Budget
PHA1	Pilotage Operations, Sullom Voe		Port remains safe and compliant with PMSC	To ensure succession planning in view of age profile of existing pilots	Consider training of new pilots				Succession Plan In Place	Jan-15	g	g	g		6.93	-£301,081
			Port remains safe and compliant with PMSC	Provide a reliable service	Provide ongoing Pilotage service on request.				95% of service requests met	Mar-15	g	g	g			
			Port remains safe and compliant with PMSC	Ensure trained and competent Pilots	Undertake VTS and pilotage refresher training				Training completed	Mar-15	g	g	g			
PHA2	Pilotage operations, Scalloway		Port remains safe and compliant with PMSC	Provide a reliable service	Provide ongoing Pilotage service on request.				95% of service requests met	Mar-15	g	g	g		0.07	-£36,132
PHA3	Towage services, berthing, sailings, push-up, fire and stand by		Adequate resources for customers with appropriate contingency	Bring Solan and Bonxie into full service	Address directional stability issues with Solan and Bonxie.				Vessels Re Introduced	Jun-14	g	g	g		40.83	£2,743,510
			Port remains safe and compliant with PMSC	Provide a reliable service	Ensure availability of 4 tugs for harbour operations				95% of service requests met	Mar-15	g	g	g			
PHA4	Mooring / pilot boat activities including mooring, unmooring and pollution monitoring		Port remains safe and compliant with PMSC	To reduce the difficulties associated with shift change over's	Review System of work to ensure availability of launch service				Improved system of work agreed and implemented	Oct-14	a	a	a		16.00	£230,091
			Reliable pilotage service	Provide a reliable service	Ensure availability of Launch Service				95% of service requests met	Mar-15	g	g	g			
PHA5	Operation of Scalloway port, including Fish Market and pilot support		Reduced cost of operation and employment opportunities maximised.	Increase Income and safeguard employment opportunities for the future	Implement recommendations of the business development plan for Scalloway				Primary recommendations implemented or reported to Harbour Board / Gateway process as applicable	Mar-15	g	g	g		7.63	-£141,526
			Port remains safe and compliant with PMSC	Ensure continued safe and efficient operation in line with PMSC	Conclude and Implement Navigational Risk Assessment and SMS review				Revised SMS and Risk Assessments implemented	Jun-14	a	a	g			
PHA6	SV Harbour Ops inc VTS		Port remains safe and compliant with PMSC	Ensure continued safe and efficient operation in line with PMSC	Conclude and Implement Navigational Risk Assessment and SMS review				Revised SMS and Risk Assessments implemented	Jun-14	a	a	g		5.00	-£4,325,585
			Port remains safe and compliant with PMSC	Provide a reliable service	Ensure Availability of VTS service				100% availability	Mar-15	g	g	g			
PHA7	Support services, including accounts and reception		Creditors and Debtors receive a good service	Provide a clear picture of the financial position of the service	Ensure timely processing of financial records				95% of invoices paid within 30 days	Mar-15	g	g	g			
			Reduced cost of operation and employment opportunities maximised.	Increase Income and safeguard employment opportunities for the future	Develop and Commission a long term business development plan for Sullom Voe				Consultants commissioned by Dec 13, Study Completed by May 14 Reported to Harbour Board by July 14	Jul-14	a	a	g			

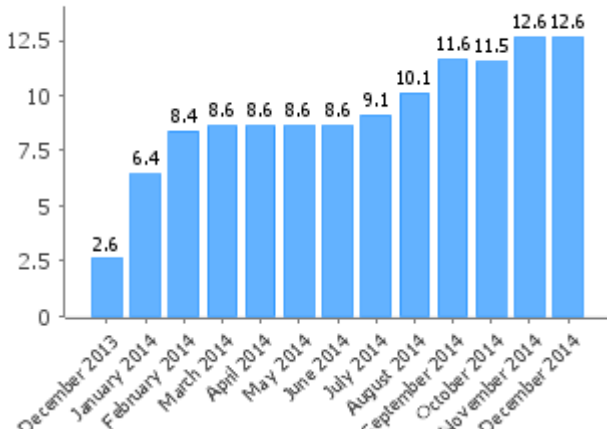


PHA8	Management function, including Harbourmaster, Port Engineer, Engineer Superintendent etc		Port remains safe and compliant with PMSC	Ensure trained and competent management staff (Harbourmaster and Deputy Harbourmaster	Ensure plans are in place to cover retirement of current HM and future retirement of DHM				New Harbourmaster to be in post to allow appropriate hand-over	Feb-15	g	g	g			
			Port is compliant with Council policies on purchasing	All contracts are let in line with Council procurement procedures	All contracts are let in line with Council procurement procedures				All contracts are compliant	Aug-14	a	a	a			
			Customers have easy access to information regarding facilities	Increase use of facilities.	Develop and Implement Marketing strategy using web site and social media where appropriate				Marketing strategy implemented	Mar-15	g	g	g			
PHA9	Jetty maintenance		Jetties are operational	Jetties continue to be maintained to required standards	Monitor effectiveness of contract for Jetty Maintenance				Monitor effectiveness of contract for Jetty Maintenance	Mar-15	g	g	g		3.16	£0
			Jetties are operational	Jetties continue to be maintained to required standards	undertake life extension works to jetty structures				Life extension works completed on jetty 3	Dec-14	g	g	g			
PHA10	Maintenance other than tugs		Customers are provided with facilities that are affordable and operating cost are reduced for the tax payer	To reduce the net operating costs of the Service	Review Balta Sound small craft berthing facility				Review recommendations reported to Harbour Board	Jun-14	a	a	g			
PHA11	Maintenance Team		Small ports and piers remain safe and operational where economical and appropriate.	Ongoing Maintenance costs are appropriately identified and risks are managed in line with available resources	Develop a 10 year asset management strategy and programme for small Ports and Piers				Strategy and programme reported to Council	Mar-15	g	g	g		5.63	£492,079
PHA 12	Small ports		In the long term this should lead to a fully restored historic dock	To allow for an improvement to the Historic Dock and appropriately manage risks to the Council	Transfer small dock at Symbister to Shetland Amenity Trust				Complete Transfer	Jun-14	r	r	r			
PHA13	Building maintenance, SV		Council's Assets maintained in effective and Efficient Manner	To Identify synergies across Infrastructure Services to deliver effective and efficient service.	Monitor Building Maintenance				Monitor Building Maintenance	Mar-15	g	g	g		3.59	£319,327
PHA14	Maintenance, other such as nav aids etc		Improved reliability in the longer term	Replace existing lights and light towers at Gluss with modern LED lighting	Progress discussions with supplier with a view to preparing an application for Capital funding				Complete Gateway process for consideration in a future years capital programme	Nov-14	g	a	a		3.77	£453,912
			Improved reliability in the longer term	Existing VTS radar system obsolete and spares no longer manufactured.	Obtain proposals for replacement within next 5 years				Complete Gateway process for consideration in a future years capital programme	Dec-14	g	r	a			
PHA15	Maintenance, plant and vehicles		Council's Assets maintained in effective and Efficient Manner	To maintain the life expectancy of the vessel	Shot Blast and Paint one mooring boat				works completed	Mar-15	g	g	g		3.59	£242,550
PHA16	Sella Ness Kitchen		Reduced costs to the Tax Payer	To provide appropriate welfare facilities for staff without providing subsidised meals.	Ensure that Kitchen operates without subsidy				Kitchen breaks even	Mar-15	g	g	g		1.10	£26,589
Progress Tracker:									Total	Red	1	2	1	0		
										Amber	6	7	4	0		
										Green	20	18	22	0		
Actions and commitments required from other sections or partners to deliver improvements																



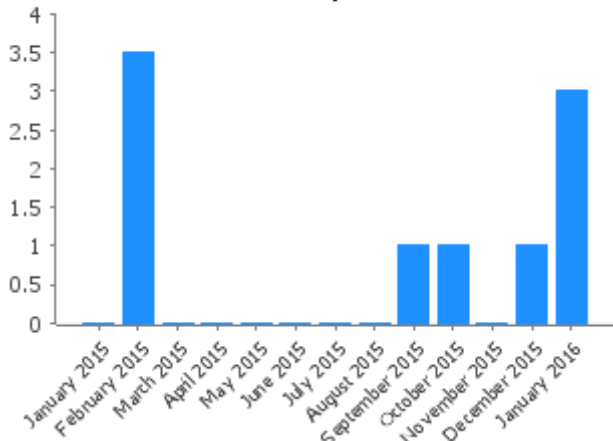






Full-time equivalents in Harbour Master & Port Operations - Contracted Hours only																																
December 2014 result 95.2	<div>OPI-4A-HM FTE (Contracted Hours) - Harbour Master &amp; Port Operations</div>  <table><caption>OPI-4A-HM FTE (Contracted Hours) - Harbour Master &amp; Port Operations</caption><thead><tr><th>Month</th><th>FTE (Contracted Hours)</th></tr></thead><tbody><tr><td>December 2013</td><td>89.9</td></tr><tr><td>January 2014</td><td>92.3</td></tr><tr><td>February 2014</td><td>92.9</td></tr><tr><td>March 2014</td><td>92.8</td></tr><tr><td>April 2014</td><td>92.5</td></tr><tr><td>May 2014</td><td>92.1</td></tr><tr><td>June 2014</td><td>93.8</td></tr><tr><td>July 2014</td><td>93.6</td></tr><tr><td>August 2014</td><td>94.6</td></tr><tr><td>September 2014</td><td>94.9</td></tr><tr><td>October 2014</td><td>94.6</td></tr><tr><td>November 2014</td><td>95.2</td></tr><tr><td>December 2014</td><td>95.2</td></tr></tbody></table>				Month	FTE (Contracted Hours)	December 2013	89.9	January 2014	92.3	February 2014	92.9	March 2014	92.8	April 2014	92.5	May 2014	92.1	June 2014	93.8	July 2014	93.6	August 2014	94.6	September 2014	94.9	October 2014	94.6	November 2014	95.2	December 2014	95.2
	Month	FTE (Contracted Hours)																														
December 2013	89.9																															
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February 2014	92.9																															
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November 2014	95.2																															
December 2014	95.2																															
Note		Short Trend	No Change																													
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Getting Worse																													
Linked Performance Indicators	FTE (Contracted Hours) - Infrastructure Directorate	439	<b><u>Purpose &amp; Guidance</u></b>																													
	Sick %age - Harbour Master & Port Operations	1.3%	This PI is a measure of headcount, at the moment it only includes contracted hours. It does not include hours worked beyond contract (either straight-time or time-and-a-half overtime). It does not include hours worked by Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.																													

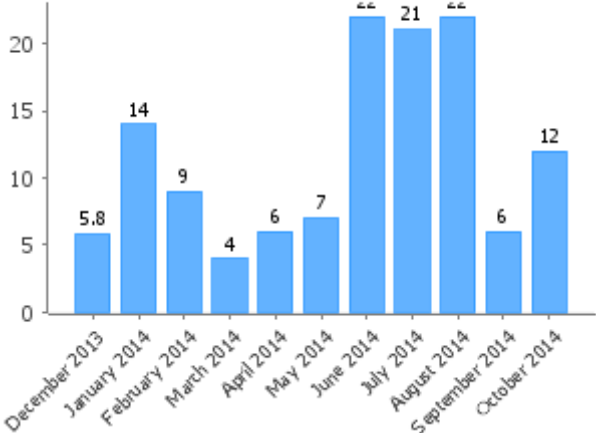
Temporary Staff (FTE) in Harbor Mastr & Port Ops																																
December 2014 result 12.6	<div>OPI-4At-HM Temporary Staff (FTE) - Harbor Mastr &amp; Port Ops</div>  <table><caption>OPI-4At-HM Temporary Staff (FTE) - Harbor Mastr &amp; Port Ops</caption><thead><tr><th>Month</th><th>FTE</th></tr></thead><tbody><tr><td>December 2013</td><td>2.6</td></tr><tr><td>January 2014</td><td>6.4</td></tr><tr><td>February 2014</td><td>8.4</td></tr><tr><td>March 2014</td><td>8.6</td></tr><tr><td>April 2014</td><td>8.6</td></tr><tr><td>May 2014</td><td>8.6</td></tr><tr><td>June 2014</td><td>8.6</td></tr><tr><td>July 2014</td><td>9.1</td></tr><tr><td>August 2014</td><td>10.1</td></tr><tr><td>September 2014</td><td>11.6</td></tr><tr><td>October 2014</td><td>11.5</td></tr><tr><td>November 2014</td><td>12.6</td></tr><tr><td>December 2014</td><td>12.6</td></tr></tbody></table>				Month	FTE	December 2013	2.6	January 2014	6.4	February 2014	8.4	March 2014	8.6	April 2014	8.6	May 2014	8.6	June 2014	8.6	July 2014	9.1	August 2014	10.1	September 2014	11.6	October 2014	11.5	November 2014	12.6	December 2014	12.6
	Month	FTE																														
December 2013	2.6																															
January 2014	6.4																															
February 2014	8.4																															
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December 2014	12.6																															
Note		Short Trend	No Change																													
Service/Directorate	Harbour Master & Port Operations	12-month Trend	Getting Worse																													
Linked Performance Indicators	Temporary Staff (FTE) - Infrastructure Directorate	18	<p><b><u>Purpose &amp; Guidance</u></b></p> <p>This PI is a measure of the number of FTE staff on temporary contracts. These temporary staff ARE also included in the total FTE (Contracted Hours) PI. It does not include the hours they work beyond their contract (either straight-time or time-and-a-half overtime). It does not include Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.</p>																													



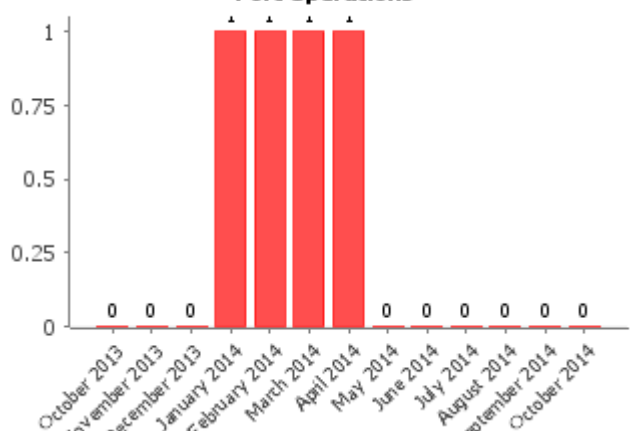


Temp Contracts Ending in Harbor Mastr & Port Ops																																
January 2016 result 3	<div>OPI-4Atl-HM Temp Contracts Ending - Harbor Mastr &amp; Port Ops</div>  <table><caption>OPI-4Atl-HM Temp Contracts Ending - Harbor Mastr &amp; Port Ops</caption><thead><tr><th>Month</th><th>Number of Contracts</th></tr></thead><tbody><tr><td>January 2015</td><td>0</td></tr><tr><td>February 2015</td><td>3.5</td></tr><tr><td>March 2015</td><td>0</td></tr><tr><td>April 2015</td><td>0</td></tr><tr><td>May 2015</td><td>0</td></tr><tr><td>June 2015</td><td>0</td></tr><tr><td>July 2015</td><td>0</td></tr><tr><td>August 2015</td><td>0</td></tr><tr><td>September 2015</td><td>1</td></tr><tr><td>October 2015</td><td>1</td></tr><tr><td>November 2015</td><td>0</td></tr><tr><td>December 2015</td><td>1</td></tr><tr><td>January 2016</td><td>3</td></tr></tbody></table>				Month	Number of Contracts	January 2015	0	February 2015	3.5	March 2015	0	April 2015	0	May 2015	0	June 2015	0	July 2015	0	August 2015	0	September 2015	1	October 2015	1	November 2015	0	December 2015	1	January 2016	3
	Month	Number of Contracts																														
	January 2015	0																														
	February 2015	3.5																														
	March 2015	0																														
April 2015	0																															
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October 2015	1																															
November 2015	0																															
December 2015	1																															
January 2016	3																															
Note		Short Trend	Getting Worse																													
Service/Directorate	Harbour Master & Port Operations	12-month Trend	Getting Worse																													
Linked Performance Indicators	Temp Contracts Ending - Directorate - Infrastructure Services	3	<b>Purpose &amp; Guidance</b>  This PI shows when current temporary contracts are due to end. These temporary staff ARE included in the total FTE (Contracted Hours) PI.																													

Days lost due to sickness in Harbour Master & Port Operations																														
November 2014 result 38	<div><div>OPI-4B-HM Days Sick - Harbour Master &amp; Port Operations</div><table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>December 2013</td><td>135</td></tr><tr><td>January 2014</td><td>123</td></tr><tr><td>February 2014</td><td>83</td></tr><tr><td>March 2014</td><td>96</td></tr><tr><td>April 2014</td><td>89</td></tr><tr><td>May 2014</td><td>95</td></tr><tr><td>June 2014</td><td>142</td></tr><tr><td>July 2014</td><td>135</td></tr><tr><td>August 2014</td><td>61</td></tr><tr><td>September 2014</td><td>36</td></tr><tr><td>October 2014</td><td>21</td></tr><tr><td>November 2014</td><td>38</td></tr></tbody></table></div>				Month	Days Sick	December 2013	135	January 2014	123	February 2014	83	March 2014	96	April 2014	89	May 2014	95	June 2014	142	July 2014	135	August 2014	61	September 2014	36	October 2014	21	November 2014	38
	Month	Days Sick																												
December 2013	135																													
January 2014	123																													
February 2014	83																													
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September 2014	36																													
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November 2014	38																													
Note		Short Trend	Getting Worse																											
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving																											
Linked Performance Indicators	Days Sick - Infrastructure Directorate	211	<b>Purpose &amp; Guidance</b>																											
	Sick %age - Harbour Master & Port Operations	1.3%	This indicator shows the number of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.																											

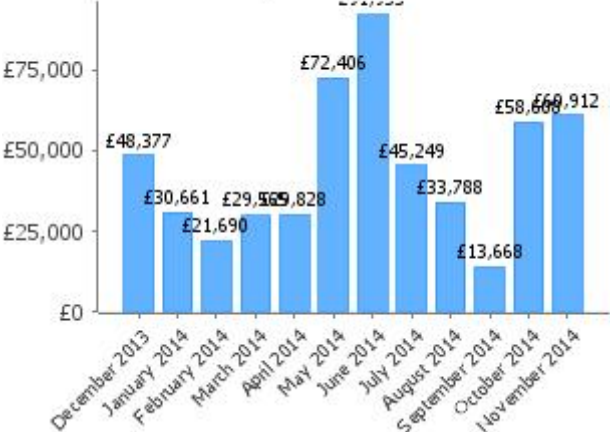


Days lost due to long-term sickness in Harbour Master & Port Operations																												
October 2014 result 9	<div>OPI-4BI-HM Days Sick (Long-term) - Harbour Master &amp; Port Operations</div> <table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>December 2013</td><td>146.2</td></tr><tr><td>January 2014</td><td>109.1</td></tr><tr><td>February 2014</td><td>73.7</td></tr><tr><td>March 2014</td><td>92.1</td></tr><tr><td>April 2014</td><td>83.4</td></tr><tr><td>May 2014</td><td>88</td></tr><tr><td>June 2014</td><td>123</td></tr><tr><td>July 2014</td><td>114</td></tr><tr><td>August 2014</td><td>39</td></tr><tr><td>September 2014</td><td>30</td></tr><tr><td>October 2014</td><td>9</td></tr></tbody></table>				Month	Days Sick	December 2013	146.2	January 2014	109.1	February 2014	73.7	March 2014	92.1	April 2014	83.4	May 2014	88	June 2014	123	July 2014	114	August 2014	39	September 2014	30	October 2014	9
Month	Days Sick																											
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July 2014	114																											
August 2014	39																											
September 2014	30																											
October 2014	9																											
Note		Short Trend	Improving	↑																								
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving	↑																								
Linked Performance Indicators	Days Sick (Long-term) - Infrastructure Directorate	190	<b><u>Purpose &amp; Guidance</u></b> This PI measures the number of days, in the overall total number of sick days, that are classed as part of a long-term sickness. Long-term sickness is sickness episode which lasts 4 weeks or more. All Executive Managers should already be aware of absences which last more than 4 weeks.																									

Days lost due to short-term sickness in Harbour Master & Port Operations																												
October 2014 result 12	<div>OPI-4Bs-HM Days Sick (Short-term) - Harbour Master &amp; Port Operations</div>  <table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>December 2013</td><td>5.8</td></tr><tr><td>January 2014</td><td>14</td></tr><tr><td>February 2014</td><td>9</td></tr><tr><td>March 2014</td><td>4</td></tr><tr><td>April 2014</td><td>6</td></tr><tr><td>May 2014</td><td>7</td></tr><tr><td>June 2014</td><td>22</td></tr><tr><td>July 2014</td><td>21</td></tr><tr><td>August 2014</td><td>22</td></tr><tr><td>September 2014</td><td>6</td></tr><tr><td>October 2014</td><td>12</td></tr></tbody></table>				Month	Days Sick	December 2013	5.8	January 2014	14	February 2014	9	March 2014	4	April 2014	6	May 2014	7	June 2014	22	July 2014	21	August 2014	22	September 2014	6	October 2014	12
	Month	Days Sick																										
	December 2013	5.8																										
	January 2014	14																										
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September 2014	6																											
October 2014	12																											
Note		Short Trend	Getting Worse	↓																								
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Getting Worse	↓																								
Linked Performance Indicators	Days Sick (Short-term) - Infrastructure Directorate	85	<b><u>Purpose &amp; Guidance</u></b>  This PI measures the number of days, in the overall total number of sick days, that are classed as part of a short-term sickness. Short-term sickness is sickness episode which lasts less than 4 weeks.																									

## Very Long-term Sick Headcount in Harbour Master & Port Operations

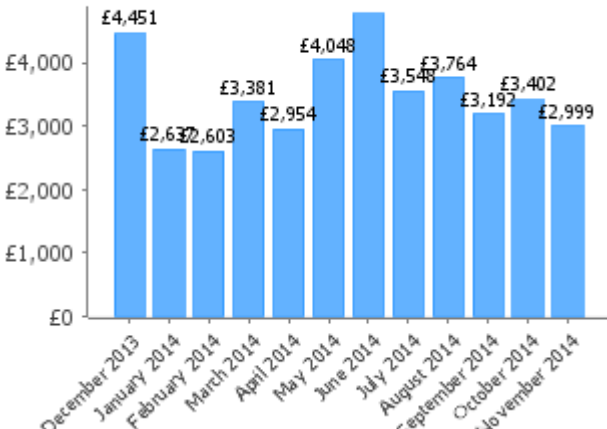


October 2014 result 0	<div><p><b>OPI-4Bvl-HM Very Long-term Sick - Harbour Master &amp; Port Operations</b></p><table><caption>Very Long-term Sick Headcount Data</caption><thead><tr><th>Month</th><th>Headcount</th></tr></thead><tbody><tr><td>October 2013</td><td>0</td></tr><tr><td>November 2013</td><td>0</td></tr><tr><td>December 2013</td><td>0</td></tr><tr><td>January 2014</td><td>1</td></tr><tr><td>February 2014</td><td>1</td></tr><tr><td>March 2014</td><td>1</td></tr><tr><td>April 2014</td><td>1</td></tr><tr><td>May 2014</td><td>0</td></tr><tr><td>June 2014</td><td>0</td></tr><tr><td>July 2014</td><td>0</td></tr><tr><td>August 2014</td><td>0</td></tr><tr><td>September 2014</td><td>0</td></tr><tr><td>October 2014</td><td>0</td></tr></tbody></table></div>				Month	Headcount	October 2013	0	November 2013	0	December 2013	0	January 2014	1	February 2014	1	March 2014	1	April 2014	1	May 2014	0	June 2014	0	July 2014	0	August 2014	0	September 2014	0	October 2014	0
Month	Headcount																															
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Note		Short Trend	No Change																													
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving																													
Linked Performance Indicators	Very Long-term Sick - Infrastructure Directorate	0	<p><b><u>Purpose &amp; Guidance</u></b></p> <p>This PI measures the number individuals who have been sick for over 6 months. All Executive Managers and Directors should already be aware of staff in their areas that have been absent for extended periods of time.</p>																													

Percentage Rate Of Sickness in Harbour Master & Port Operations																																																								
	<div><p>OPI-4C-HM Sick %age - Harbour Master &amp; Port Operations</p><table><caption>OPI-4C-HM Sick %age - Harbour Master &amp; Port Operations</caption><thead><tr><th>Month</th><th>2012/13</th><th>2013/14</th><th>2014/15</th></tr></thead><tbody><tr><td>April</td><td>3.5%</td><td>5.0%</td><td>3.2%</td></tr><tr><td>May</td><td>1.8%</td><td>6.0%</td><td>3.3%</td></tr><tr><td>June</td><td>2.2%</td><td>3.0%</td><td>5.2%</td></tr><tr><td>July</td><td>4.2%</td><td>2.8%</td><td>4.8%</td></tr><tr><td>August</td><td>1.8%</td><td>1.8%</td><td>2.2%</td></tr><tr><td>September</td><td>1.5%</td><td>2.8%</td><td>1.3%</td></tr><tr><td>October</td><td>2.0%</td><td>1.8%</td><td>0.8%</td></tr><tr><td>November</td><td>3.8%</td><td>3.2%</td><td>1.3%</td></tr><tr><td>December</td><td>5.2%</td><td>4.8%</td><td></td></tr><tr><td>January</td><td>6.5%</td><td>4.5%</td><td></td></tr><tr><td>February</td><td>6.0%</td><td>3.2%</td><td></td></tr><tr><td>March</td><td>4.8%</td><td>3.5%</td><td></td></tr></tbody></table><p>■ 2012/13 ■ 2013/14 ■ 2014/15</p></div>				Month	2012/13	2013/14	2014/15	April	3.5%	5.0%	3.2%	May	1.8%	6.0%	3.3%	June	2.2%	3.0%	5.2%	July	4.2%	2.8%	4.8%	August	1.8%	1.8%	2.2%	September	1.5%	2.8%	1.3%	October	2.0%	1.8%	0.8%	November	3.8%	3.2%	1.3%	December	5.2%	4.8%		January	6.5%	4.5%		February	6.0%	3.2%		March	4.8%	3.5%	
Month	2012/13	2013/14	2014/15																																																					
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Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving	↑																																																				
Linked Performance Indicators	FTE (Contracted Hours) - Harbour Master & Port Operations	95.2	<b>Purpose &amp; Guidance</b>  This indicator shows the percentage of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.																																																					

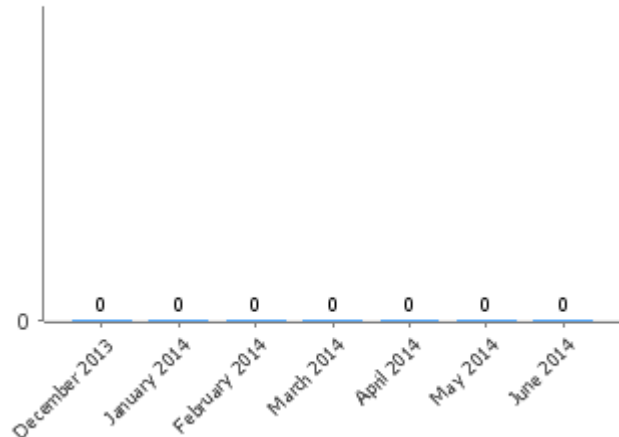


Overtime Cost in Harbor Harbour Master & Port Operations (non-contractual)																														
November 2014 result £60,912	<div>OPI-4D-HM Overtime Cost - Harbour Master &amp; Port Operations</div>  <table><thead><tr><th>Month</th><th>Overtime Cost (£)</th></tr></thead><tbody><tr><td>December 2013</td><td>£48,377</td></tr><tr><td>January 2014</td><td>£30,661</td></tr><tr><td>February 2014</td><td>£21,690</td></tr><tr><td>March 2014</td><td>£29,569</td></tr><tr><td>April 2014</td><td>£29,828</td></tr><tr><td>May 2014</td><td>£72,406</td></tr><tr><td>June 2014</td><td>£72,406</td></tr><tr><td>July 2014</td><td>£45,249</td></tr><tr><td>August 2014</td><td>£33,788</td></tr><tr><td>September 2014</td><td>£13,668</td></tr><tr><td>October 2014</td><td>£58,668</td></tr><tr><td>November 2014</td><td>£60,912</td></tr></tbody></table>				Month	Overtime Cost (£)	December 2013	£48,377	January 2014	£30,661	February 2014	£21,690	March 2014	£29,569	April 2014	£29,828	May 2014	£72,406	June 2014	£72,406	July 2014	£45,249	August 2014	£33,788	September 2014	£13,668	October 2014	£58,668	November 2014	£60,912
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Note		Short Trend	Getting Worse																											
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Getting Worse																											
Linked Performance Indicators	Overtime Cost - Infrastructure Directorate	£917,230	<b>Purpose &amp; Guidance</b>  This PI measures non-contractual, time-and-a-half, overtime costs and costs for unsocial and call outs. It includes an element of employer's NI contribution. It does NOT include hours worked beyond contract where these are straight time (eg a 0 hour per week person working 30 hours one week). It does NOT include contractual overtime (eg. The 5 hours contracted overtime that most ferry staff have).																											

Overtime Hours in Harbour Master & Port Operations (non-contractual)																														
November 2014 result 2112	<div>OPI-4E-HM Overtime Hours - Harbour Master &amp; Port Operations</div> <table><thead><tr><th>Month</th><th>Overtime Hours</th></tr></thead><tbody><tr><td>December 2013</td><td>710</td></tr><tr><td>January 2014</td><td>629</td></tr><tr><td>February 2014</td><td>470</td></tr><tr><td>March 2014</td><td>557</td></tr><tr><td>April 2014</td><td>481</td></tr><tr><td>May 2014</td><td>578</td></tr><tr><td>June 2014</td><td>887</td></tr><tr><td>July 2014</td><td>788</td></tr><tr><td>August 2014</td><td>1184</td></tr><tr><td>September 2014</td><td>513</td></tr><tr><td>October 2014</td><td>2050</td></tr><tr><td>November 2014</td><td>2112</td></tr></tbody></table>				Month	Overtime Hours	December 2013	710	January 2014	629	February 2014	470	March 2014	557	April 2014	481	May 2014	578	June 2014	887	July 2014	788	August 2014	1184	September 2014	513	October 2014	2050	November 2014	2112
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Note		Short Trend	Getting Worse																											
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Getting Worse																											
Linked Performance Indicators	Overtime Hours - Infrastructure Directorate	5677	<p><b><u>Purpose &amp; Guidance</u></b></p> <p>This PI measures non-contractual, time-and-a-half, overtime hours. It does not include hours worked beyond contract where these are straight time (e.g. a 20 hour per week person working 30 hours one week). It does not include contractual overtime (e.g. the 5 hours contracted overtime that most ferry staff have).</p>																											



Employee Mileage/Vehicle Cost in Harbour Master & Port Operations																														
November 2014 result £2,999	<div>OPI-4F-HM Employee Mileage/Vehicle Cost - Harbour Master &amp; Port Operations</div>  <table><caption>Monthly Employee Mileage/Vehicle Cost Data</caption><thead><tr><th>Month</th><th>Cost (£)</th></tr></thead><tbody><tr><td>December 2013</td><td>£4,451</td></tr><tr><td>January 2014</td><td>£2,632</td></tr><tr><td>February 2014</td><td>£2,603</td></tr><tr><td>March 2014</td><td>£3,381</td></tr><tr><td>April 2014</td><td>£2,954</td></tr><tr><td>May 2014</td><td>£4,048</td></tr><tr><td>June 2014</td><td>£4,451</td></tr><tr><td>July 2014</td><td>£3,548</td></tr><tr><td>August 2014</td><td>£3,764</td></tr><tr><td>September 2014</td><td>£3,192</td></tr><tr><td>October 2014</td><td>£3,402</td></tr><tr><td>November 2014</td><td>£2,999</td></tr></tbody></table>				Month	Cost (£)	December 2013	£4,451	January 2014	£2,632	February 2014	£2,603	March 2014	£3,381	April 2014	£2,954	May 2014	£4,048	June 2014	£4,451	July 2014	£3,548	August 2014	£3,764	September 2014	£3,192	October 2014	£3,402	November 2014	£2,999
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Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving																											
Linked Performance Indicators	Employee Mileage/Vehicle Cost - Infrastructure Directorate	£8,810	<b><u>Purpose &amp; Guidance</u></b>																											
	Employee Miles Claimed - Harbour Master & Port Operations	4,183	This measures the cost to the Council, of Car Allowances and mileage done in employee's own vehicles. This PI includes Essential Car Allowance plus the cost of mileage claimed. It includes an element of employers NI. It does not include any costs for Council owned vehicles.																											

Employee Miles Claimed in Harbour Master & Port Operations																														
November 2014 result 4,183	<div>OPI-4G-HM Employee Miles Claimed - Harbour Master &amp; Port Operations</div> <table><thead><tr><th>Month</th><th>Miles Claimed</th></tr></thead><tbody><tr><td>December 2013</td><td>6,661</td></tr><tr><td>January 2014</td><td>3,468</td></tr><tr><td>February 2014</td><td>3,313</td></tr><tr><td>March 2014</td><td>4,829</td></tr><tr><td>April 2014</td><td>3,058</td></tr><tr><td>May 2014</td><td>5,756</td></tr><tr><td>June 2014</td><td>6,800</td></tr><tr><td>July 2014</td><td>5,278</td></tr><tr><td>August 2014</td><td>5,298</td></tr><tr><td>September 2014</td><td>4,066</td></tr><tr><td>October 2014</td><td>4,863</td></tr><tr><td>November 2014</td><td>4,183</td></tr></tbody></table>				Month	Miles Claimed	December 2013	6,661	January 2014	3,468	February 2014	3,313	March 2014	4,829	April 2014	3,058	May 2014	5,756	June 2014	6,800	July 2014	5,278	August 2014	5,298	September 2014	4,066	October 2014	4,863	November 2014	4,183
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			This is the number of miles claimed by employees for mileage done in their own vehicles. Some mileage may have been done in earlier months, this is usually due to late mileage claims by employees.																											

Incident Notifications (PINS) in Harbor Mastr & Port Ops																				
<div>June 2014 result</div> <div>0</div>	<div>OPI-4H-HM Incident Notifications (PINS) - Harbor Mastr &amp; Port Ops</div> <div></div> <table><caption>OPI-4H-HM Incident Notifications (PINS) - Harbor Mastr &amp; Port Ops</caption><thead><tr><th>Month</th><th>Incident Notifications (PINS)</th></tr></thead><tbody><tr><td>December 2013</td><td>0</td></tr><tr><td>January 2014</td><td>0</td></tr><tr><td>February 2014</td><td>0</td></tr><tr><td>March 2014</td><td>0</td></tr><tr><td>April 2014</td><td>0</td></tr><tr><td>May 2014</td><td>0</td></tr><tr><td>June 2014</td><td>0</td></tr></tbody></table>				Month	Incident Notifications (PINS)	December 2013	0	January 2014	0	February 2014	0	March 2014	0	April 2014	0	May 2014	0	June 2014	0
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Note		Short Trend	No Change																	
Service/Directorate	Harbour Master & Port Operations	12-month Trend	No Change																	
Linked Performance Indicators	Incident Notifications (PINS) - Infrastructure Directorate	3																		



**Harbour Board****24 February 2015****Capital and Revenue Project Progress Report****PH-04-15F****Team Leader – Port Engineering****Infrastructure Services Department****1.0 Summary**

- 1.1 This report updates the Board on progress of capital and revenue projects for Ports & Harbours Operations.

**2.0 Decision Required**

- 2.1 That the Harbour Board resolves to:
- 2.1.1 Note the contents of the report and areas of progress made; and
- 2.1.2 Discuss and highlight any areas of concern.

**3.0 Detail**

Ports and Harbours currently has an interest in the following projects:

**Capital Projects****3.1 Small Ports**

- 3.1.1 A report on proposed major refurbishment and maintenance works at various small ports was presented to the Board at its last meeting.
- 3.1.2 At that meeting, it was agreed that revenue information and the socio-economic benefits of the small ports in question would be presented to Board members, before any decisions are taken.
- 3.1.3 A local Consultant has been employed to provide the socio-economic information, and this should be provided by the end of Spring 2015.

3.1.4 A further report will be provided once the information has been provided.

### 3.2 Plant, Vehicles and Equipment

3.2.1 This budget has been utilised to continue major servicing of Harbour vessel engines and the replacement of vehicles, plant and equipment where absolutely necessary.

### 3.3 Navigational Aids

3.3.1 This budget has been used to continue the upgrade of navigational aids and in particular, the adoption of new LED technology. Incorporation of LED lanterns has already proved to be a complete success, with availability much increased through the dark winter months.

3.3.2 The new LED light for Queyfirth has been installed.

3.3.3 A new LED lantern to replace the sector lights at Point of Pund in Scalloway has been ordered.

3.3.4 A supplier for replacement LED lights at Gluss has been identified, so this project will now continue as previously planned.

### 3.4 Ferry Terminal Refendering Contract

3.4.1 With effect from 01 April 2014, all ferry terminals became Ports and Harbours assets.

3.4.2 A contract to replace badly worn and damaged fenders was awarded to Tulloch Developments.

3.4.3 Works have taken place at Lerwick, Laxo, Vidlin, Gutcher and Belmont Terminals, with some works left to complete at Symbister and Bressay Terminals.

3.4.4 Works remain within budget, and will be completed before the end of this financial year.

### Revenue Projects

### 3.5 Sullom Voe Terminal Jetty Maintenance Contract

3.5.1 Malakoff Limited won the three year Contract, and work is progressing well over a number of work areas.

3.5.2 The Contract is now entering year three of three.

3.5.3 Work to replace the “slops” drainage system on Jetty Three is now substantially complete, with some minor platform and handrail repairs outstanding. The new drains however are pressure tested and back in service. This element of the works is

proceeding within agreed programmes and within agreed budget.

3.5.4 Work to replace the berthing fenders on Jetty Three is also substantially complete, with only minor works left which will be completed in the very near future. This work has been completed within agreed budgets and timescales.

3.5.5 Jetty Three will remain out of service until planned BP repairs and maintenance to their equipment is completed.

3.5.6 General fabric maintenance on all four jetties also continues in line with agreed work scope, programme and budget.

3.5.7 The work scope for 2015 has been drawn up and will consist of standard fabric maintenance works, such as blast cleaning and spray painting of steelwork.

## 4.0 Implications

### Strategic

4.1 Delivery On Corporate Priorities – The actions in this report will contribute to the SOA outcomes 1, 3, 13, 14 and 15 in the Council's Action Plan 2012/13 of

“Shetland has sustainable economic growth with good employment opportunities”

“We have financial sustainability & balance across all sectors”

“Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services”

“We live and work in a renowned natural and built environment which is protected and cared for”

“We deliver sustainable services and make decisions, which reduce harmful impacts on the environment “

4.2 Community /Stakeholder Issues – The community and stakeholders of the Ports and Harbours operation have an interest in ensuring that new capital projects are properly monitored and ensuring that they are completed within budget and on schedule.

4.3 Policy And/Or Delegated Authority – The Scheme of Administration and Delegations states that the role and authority of the Harbour Board is:

4.3.1 Strategic oversight and direction in all aspects of the operation of the Council's harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code;

- 4.3.2 Act as Duty Holder required by the Port Marine Safety Code and ensure that the necessary management and operational mechanisms are in place to fulfil that function; and
- 4.4.3 To consider all development proposals and changes of service level within the harbour undertaking, including dues and charges, and make appropriate recommendations to the Council

4.4 Risk Management – None arising from this report.

4.5 Equalities, Health And Human Rights – None arising from this report.

4.6 Environmental – None arising from this report.

#### Resources

4.7 Financial - All current projects remain on course to be completed within the approved budget.

4.8 Legal – There are no known legal issues arising from this report. Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those in this report

4.9 Human Resources – None arising from this report.

4.10 Assets And Property – None arising from this report.

## **5.0 Conclusions**

5.1 Projects in this report continue to be monitored in line with Council procedures and guidelines.

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For further information please contact:

*Andrew Inkster – Team Leader – Port Engineering*

*01806 244 264*

*[andrew.inkster@shetland.gov.uk](mailto:andrew.inkster@shetland.gov.uk)*

*13 February 2015*

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#### List of Appendices

None

#### Background documents:

None



**Harbour Board****24 February 2015****Harbourmaster's Report****PH-01-15F****Executive Manager, Ports & Harbours  
Operations****Infrastructure Services Department****1.0 Summary**

- 1.1 The purpose of this report is to brief and inform the Port Marine Safety Code (PMSC) Duty Holder of the professional concerns and current status as reported by the Harbourmaster.

**2.0 Decision Required**

- 2.1 That the Harbour Board resolve to consider the content of this report in its role as Duty Holder, and note that the necessary management and operational mechanisms are in place to fulfill that function.

**3.0 Detail**

- 3.1 Designated Person. Captain Trevor Auld, appointed as the designated person (Harbour Board Min. ref. 29/12), provides independent assurance directly to the Duty Holder that the marine safety management system, for which the duty holder is responsible, is working effectively. Captain Auld's report is attached as Appendix 1.
- 3.2 Incidents.  
No incidents have been reported since 17<sup>th</sup> October 2014.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – The actions in this report will contribute to the outcomes in the Council's Corporate Plan 2013/17 of:

“Helping build a healthy economy and strong communities”

“To be able to provide high-quality and cost-effective services to people and communities in Shetland, our organisation has to be run properly”

“We are determined that we will be run to the very highest standards”

- 4.2 Community /Stakeholder Issues – Community and stakeholders have a vested interest in ensuring that the port operation is managed and operated safely and in accordance with legislation and industry best practice.
- 4.3 Policy And/Or Delegated Authority – The Scheme of Administration and Delegations states that the role and authority of the Harbour Board is:
- 4.3.1 Strategic oversight and direction in all aspects of the operation of the Council’s harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code; and
  - 4.3.2 Act as Duty Holder required by the Port Marine Safety Code and ensure that the necessary management and operational mechanisms are in place to fulfill that function; and
  - 4.3.3 To consider all development proposals and changes of service level within the harbour undertaking, including dues and charges, and make appropriate recommendations to the Council.
- 4.4 Risk Management – Failure to comply with the requirements of the PMSC could lead to regulatory action.
- 4.4 Equalities, Health And Human Rights – None.
- 4.5 Environmental – None.

#### Resources

- 4.6 Financial – There are no direct financial implications to this report.
- 4.7 Legal – None.
- 4.8 Human Resources – None.
- 4.9 Assets And Property – None.

## **5.0 Conclusion**

- 5.1 This report is an update of current issues in the operation of Ports and Harbours within Shetland.

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For further information please contact:  
*Paul Bryant, Executive Manager*  
01806 244 202  
[paul.bryant@shetland.gov.uk](mailto:paul.bryant@shetland.gov.uk)  
11 February 2015

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#### List of Appendices

Appendix 1 Designated Person Report – Captain Trevor Auld

Background documents: None

## Designated Person Report – 24 February 2015

This Designated Person report is provided as an independent view on Shetland Islands Council's (SIC) performance against the requirements and standards under the latest edition of the Port Marine Safety Code (PMSC). The report is submitted to the SIC Harbour Board, and copied to the Harbour Master for information.

### Introduction

Since my written report to the Harbour Board meeting of 18 November 2014 I have maintained a regular dialogue on marine matters with the SIC's Harbour Master through an exchange of emails. I have also monitored both the SIC's website <http://www.shetland.gov.uk> and SIC's ports specific website <http://www.shetland.gov.uk/ports> for items relating to the reported actions, involvement and decisions taken by the Harbour Board and SIC's appointed officers. Prior to writing this report I had a telephone conversation with SIC's Executive Manager and Deputy Harbour Master in which we discussed, in accordance with an agreed questionnaire: monitoring measures, assessing measures and effectiveness of the current Marine Safety Management System.

### Monitoring Measures

**Technical Working Group** – The draft minutes of the Technical Working Group (TWG) held on 20 November 2014 record the ongoing good practice of bringing together SIC personnel from different disciplines and port stakeholders to discuss a range of safety and operational issues of common interest.

The minutes record the following examples of good practice:

- The establishment of a new navigation buoy in Scalloway has been notified to port users through the timely promulgation of Notice to Mariners (08/2014).
- Revised recording procedures for reporting defects on lights have been developed after consultation with stakeholders.
- The MAIB report ([31/2014](#)) on the 'Key Bora' incident in Hull was discussed. The vessel's propeller did not respond in time to the pilot's request for a stern movement and the vessel's bow made heavy contact with the jetty. The Harbour Master informed the meeting that the Marine Safety Management System requires all masters of tankers to confirm that their engines will go astern before they reach the pilot station. No change in procedure was deemed necessary for Scalloway.

Under agenda item 3.9 'Risk Management', the draft TWG minutes record the safety concerns expressed by some attendees about the working arrangement of mooring crews due to Single Status constraints. I have discussed this particular draft minute with the Executive Manager and am assured that the safety concerns have been evaluated through risk assessment in accordance with the Marine Safety Management System, and effective risk management can be achieved through current management procedures.

**Examination & Technical Group** – The last meeting of the Examination & Technical Group was held on 17 October 2014.

**Safety Sub-Committee – Ports** – The draft minutes of the 62<sup>nd</sup> meeting of the Safety Sub-Committee – Ports held on 21 October 2014 continue to demonstrate the active involvement of marine personnel in all aspects of port safety.

Matters arising (as a demonstration of good practice) include discussions on the reporting of defects in aids to navigation, use of the safety boat during berthing operations and retrieval of persons from the water, recent marine incidents, and a review of the Marine Accident Investigation Branch (MAIB) Safety Digest and the publication CHIRP (Confidential Hazardous Incident Reporting Programme) Marine Feedback.

It is noted that the draft minutes also include reference to a discussion on the lack of representation from some sections at the meeting.

**Incidents and Accidents** – No marine incident or accident reports have been submitted formally to the Harbour Master or Executive Manager since 17 October 2014.

**Audits** – No internal or external audits have been completed since Det Norske Verita's (DNV) audit of the ports ISO certification on 8/9 July 2014.

**Consultation** – Active engagement with port and harbour stakeholders by members of the Harbour Board and its appointed officers continues to provide evidence of SIC's commitment to the importance of meaningful and ongoing consultation with local and national organisations.

Board members, the Harbour Master, Deputy Harbour Master and Executive Manager continue good lines of communication with attendance at a range of meetings as a stakeholder and Harbour Authority representative, these include:

November 2014	British Ports Association
December 2014	Shetland Fishermen's Association (Lerwick)
January 2015	Shetland Fishermen's Association (Collafirth Pier)

**Harbour Board Meetings** – The public agenda for the Harbour Board meetings of 18 November 2014 and 26 November 2014 and the accompanying Decision Notes were posted on the website [www.shetland.gov.uk](http://www.shetland.gov.uk) in a timely manner.

**Training** – The three training matrices continue to be reviewed regularly and updated as staff change, training courses are completed and qualifications are obtained or revalidated.

**Marine Circulars and Notices to Mariners** – Stakeholder information regarding marine and operational safety has been posted in a timely manner through the issue of marine circulars and Notices to Mariners. The latter have been posted and maintained on SIC's ports specific website: <http://www.shetland.gov.uk/ports/notices.asp>

## Assessing Measures

### Key Performance Indicators (KPI):

- 1 **Number of completed marine incident/accident reports for Sullom Voe and Scalloway Harbour reviewed by the Technical Working Group expressed as a percentage of all completed marine incident/accident reports.**

All incidents and accidents have been entered onto the MarNIS Port Assessment Toolkit and reviewed in accordance with the applicable Marine Safety Management System procedure.

**KPI = 100%**

- 2 **Number of hours in which Sullom Voe's Traffic Organisation Service (TOS) VTS functioned as a fully operational service expressed as a percentage of the total number of operational hours.**

VTS has functioned continuously as a Traffic Organisation Service (TOS) VTS<sup>1</sup> from 00:00 hours on 21 January 2014 to 00:00 hours on 21 January 2015.

**KPI = 100%**

- 3 **Number of Marine Risk Assessments for Sullom Voe, Scalloway Harbour and the Small Ports exceeding the review date as a percentage of the total number of marine risk assessments.**

All risk assessments for Sullom Voe, Scalloway and the Small Ports have been entered onto the MarNIS Port Assessment Toolkit database. No assessments are overdue.

**KPI = 100%**

- 4 **Number of port marine employees with in date qualifications required for their job role, expressed as a percentage of the total number of employees undertaking port marine activities and requiring job specific qualifications.**

All 37 employees undertaking port marine activities and requiring 'essential' job specific qualifications hold the necessary in-date qualifications.

**KPI = 100%**

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<sup>1</sup> TOS = A service to prevent the development of dangerous maritime traffic situations and to provide for the safe and efficient movement of vessel traffic within the VTS area MGN 238 (M+F) Vessel Traffic Services (VTS) and Port Information in the United Kingdom

**5 Availability of Aids to Navigation (in three classification bands) expressed as a percentage of total availability over the three year period 21 January 2012 to 21 January 2015**

KPI	IALA Category 1	Availability	99.94%	Target	99.80%
KPI	IALA Category 2	Availability	99.46%	Target	99.00%
KPI	IALA Category 3	Availability	99.55%	Target	97.00%

The availability of all aids to navigation exceeds the target set by the Northern Lighthouse Board.

## Effectiveness of the Marine Safety Management Systems

The monitoring and assessing measures described above provide assurance that the Marine Safety Management Systems for Sullom Voe, Scalloway and the Small Ports of West Burra (Hamna Voe); West Burrafirth; Housa Voe, Papa Stour; Mid Yell, Yell; Cullivoe, Baltasound; Unst; Uyeasound, Unst; Hamars Ness, Fetlar; Symbister, Whalsay Out Skerries (two separate areas: West Voe and South North-East Mouth); and North Haven (Fair Isle) are working effectively and in compliance with the Port Marine Safety Code.

## Port Marine Safety Code Compliance Letter (due on or before the 31<sup>st</sup> March 2015).

I would remind the Harbour Board that it is a requirement of the Port Marine Safety Code (Section 3.23) that every three years the Duty Holder, on behalf of the Harbour Authority, makes a response to the 'Compliance Exercise'. This needs to be made in the form of a letter from the Duty Holder to the Maritime and Coastguard Agency, stating they are compliant with the Code. The compliance letter must be sent to Navigation Safety, Maritime and Coastguard Agency, Spring Place, Southampton, SO15 1EG; to arrive on or before 31<sup>st</sup> March 2015.

**Captain Trevor Auld**  
Designated Person (PMSC)

**Harbour Board****24 February 2015**

<b>Harbour Board - Business Programme – 2015/16</b>	
GL-10-15-D1	
<b>Team Leader – Administration</b>	<b>Governance and Law Corporate Services</b>

## **1.0 Summary**

- 1.1 The purpose of this report is to inform the Board of the planned business to be presented to Board 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 Harbour Board 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/Board, 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/Board, 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/Board, 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 Committee/Boards' role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations, in monitoring and reviewing achievements of key outcomes within its functional areas, whilst ensuring best value in the use of resources is met to achieve these outcomes within a performance culture of continuous improvement and customer focus.

4.4 Risk Management – The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard and aligning the Council's Business Programme with the objectives and actions contained in its corporate plans could mitigate against those risks.



4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

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

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

### **5.0 Conclusions**

5.1 The presentation of the Business Programme 2015/16 on a quarterly basis provides a focussed approach to the business of the Board, and allows senior Officers an opportunity to update the Board on changes and/or additions required to the Business Programme in a planned and measured way.

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For further information please contact:

*Anne Cogle*

*Tel Ext: 4554, email: [anne.cogle@shetland.gov.uk](mailto:anne.cogle@shetland.gov.uk)*

*10 February 2015*

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#### List of Appendices

Appendix 1 – Harbour Board Meeting Dates and Business Programme 2015/16

#### Background documents:

Report GL-20-F: SIC Business Programme and Diary of Meetings 2015/16

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4382>





## Harbour Board - Meeting Dates and Business Programme 2015/16 as at Monday, 16 February 2015

Harbour Board			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2015 to 30 June 2015	<b>Date of Meeting</b>	<b>Business</b>	
	Ordinary 29 April 2015 10 a.m.	Small Ports Survey	D
		Scalloway Detailed Action Plan	
		Working Patterns and Safe Operations	
		Shore Power	
	PPMF & Ordinary 26 May 2015 2 p.m.	Management Accounts – Quarter 4	D
		Pilotage Accounts – Quarter 4	D
		Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Updated Harbour Model	R P&R 27 May SIC 27 May
		Infrastructure Directorate – Performance Overview – Quarter 4	D
		Harbour Board Business Programme 2015/16	D
	Ordinary 18 June 2015 10 a.m.	TBC	
Quarter 2 1 July 2015 to 30 September 2015	<b>Date of Meeting</b>	<b>Business</b>	
	PPMF & Ordinary 18 August 2015 2 p.m.	Management Accounts – Quarter 1	D
		Pilotage Accounts – Quarter 1	D
		Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan – Performance Overview – Quarter 1	D
		Small Ports Survey – Conditions Survey and Future Major Maintenance	D
		Scalloway Business Plan	R SIC 22/9
		Sullom Voe Future Operating Models.	R SIC 22/9
		Harbour Board Business Programme 2015/16	D



## Harbour Board - Meeting Dates and Business Programme 2015/16 as at Monday, 16 February 2015

Harbour Board - continued			
		<i>D= Delegated R=Referred</i>	
<b>Quarter 3</b> <b>1 October</b> <b>2015</b> <b>to</b> <b>31 December</b> <b>2015</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 7 October 2015 10 am.	TBC	
	<i>PPMF &amp; Ordinary</i> 17 November 2015 2 p.m.	Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan – Performance Overview – Quarter 2	D
		Harbour Board Business Programme 2015/16	D
	<i>Budget</i> 25 November 2015 10 a.m.	Management Accounts – Quarter 2	D
		Pilotage Accounts – Quarter 2	D
		2016-17 Budget Proposals and Charges	R P&R 25 Nov
<b>Quarter 4</b> <b>1 January</b> <b>2016</b> <b>to</b> <b>31 March</b> <b>2016</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 10 February 2016 10 a.m.	TBC	
	<i>PPMF &amp; Ordinary</i> 1 March 2016 2 p.m.	Management Accounts – Quarter 3	D
		Pilotage Accounts – Quarter 3	D
		Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan - Performance Overview Q3	D
		Harbour Board Business Programme 2016/17	D

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

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