

**Environment & Transport Committee****25 May 2015****Management Accounts for Environment & Transport Committee:  
2014/15 – Draft Outturn Quarter 4****F-023-F****Report Presented by Executive Manager -  
Finance****Corporate Services****1. Summary**

- 1.1 The purpose of this report is to enable the Environment & Transport Committee to note the financial performance of services within its remit. This report details the outturn position on net controllable costs for revenue and capital, and will be subject to final accounting and audit adjustments as part of the year end accounts process.
- 1.2 The outturn position for services in this Committee area is an overspend of £0.129m on revenue, and an underspend of £2.066m on capital against approved budgets.

**2. Decision Required**

2.1 That the Environment & Transport Committee RESOLVE to:

- note the Management Accounts showing the draft outturn position; and
- note the proposed budget carry-forwards which will be included in the overall Draft Outturn Report to be presented for approval at Policy & Resources Committee on 27 May 2015.

**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 was an unsustainable draw and therefore it is vital to the economic wellbeing of the organisation that the

budget was delivered, as any overspending would result in a further draw on reserves.

## **Revenue**

- 3.2 The revenue outturn position is an overspend of £0.129m (0.5%), which means the services in this Committee area have not collectively met their Council approved budget. The main reasons for variances by service are shown on Appendix 1 attached.

## **Capital**

- 3.3 The capital outturn position is an underspend of £2.066m (34%), which means the services in this Committee area have collectively met their Council approved budget. The main reasons for variances by service are shown on Appendix 2 attached.

## **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 review the financial performance of the services within its remit against the approved budgets.

#### 4.4 Risk Management - There is a risk that, unless net revenue expenditure is reduced in this Committee area, the Council will be unable to meet the 2015/16 budget which may jeopardise future sustainability of the Council's budget.

#### 4.5 Equalities, Health And Human Rights – None.

#### 4.6 Environmental – None.

### Resources

#### 4.7 Financial

- 4.7.1 The 2014/15 Council budget was not sustainable because it required 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 means 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 was therefore vital that the Council delivered its 2014/15 budget, as any overspend would result in a further unsustainable draw on reserves which would have the long term consequences explained above.

- 4.7.2 The outturn revenue position for the services in this Committee area is an overspend of £0.129m against approved budget.
- 4.7.3 The outturn capital position for the services in this Committee area is an underspend of £2.066m against approved budget.
- 4.7.4 In line with the Medium Term Financial Plan Budget Carry Forward Scheme, the Directorates in this Committee area have requested a total of £210k of their revenue underspend.

Infrastructure Directorate overall is underspent by £348k and has requested a carry-forward of £177k.

Although Transport Planning is overspent by £477k, Development Directorate overall is underspent by £1.3m and has requested a carry-forward for Transport Planning of £93k.

The Infrastructure Directorate has requested £1.670m of the capital underspend to be carried forward into 2015/16 to meet commitments for existing projects which are not yet complete.

There is no requirement for capital carry-forward by Development Directorate for Transport Planning.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

## **5. Conclusions**

- 5.1 The outturn position for the services under the remit of the Environment & Transport Committee is an overspend of £0.129m on revenue and an underspend of £2.066m on capital projects against approved budgets.

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List of Appendices

Appendix 1 – Environment & Transport Committee – Draft Revenue Outturn Position 2014/15

Appendix 2 – Environment & Transport Committee – Draft 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>

END

## 1. Environment &amp; Transport Committee - Draft Revenue Outturn Position 2014/15

Description	Annual Budget 2014/15 £000	Draft Outturn 2014/15 £000	Budget v Draft Outturn Variance (Adv)/ Pos £000
Director of Infrastructure Services	875	797	78
Environmental Services	3,269	2,830	439
Estate Operations	1,302	1,192	110
Ferry Operations	11,567	11,849	(282)
Roads Service	4,110	4,107	3
Transport Planning	5,223	5,700	(477)
<b>Total Controllable Costs</b>	<b>26,346</b>	<b>26,475</b>	<b>(129)</b>
Less budget carry-forwards	270	0	270
<b>Revised Total</b>	<b>26,076</b>	<b>26,475</b>	<b>(399)</b>

Explanation of the main variances by service:

### 1.1 Director of Infrastructure Services - outturn underspend £78k (9%)

- proposed observation tower works at Tingwall airport delayed to establish further requirements before proceeding £57k;
- general savings across administration staffing and operating costs £51k;
- additional fire cover requirements at Tingwall airport (£23k).

### 1.2 Environmental Services – outturn underspend £439k (13%)

- increased income at landfill site and waste to energy plant due to higher waste levels from the additional construction accommodation vessels £320k;
- underspend on Private Sector Housing grants due to a decrease in the level of uptake and no major project works required this year £72k;
- increased income from fish health certification due to increased activity in the Chinese salmon market £56k.

### 1.3 Estate Operations – outturn underspend £110k (8%)

- vacancies in Fleet Management and Building Maintenance due to competitive job market £77k;
- savings in Building Maintenance management through restructure £50k.

#### **1.4 Ferry Operations – outturn overspend (£282k) (2%)**

- additional costs on ferry vessels drydocking and repairs; unplanned essential repairs to seabox on the Filla (£74k), propulsion unit failure resulting in unplanned spare propulsion unit overhaul and associated spare parts for the Linga (£171k), and propulsion unit failure on the Daggrì (134k);
- additional ferry staff costs mainly on Whalsay, Skerries and Yell services due to shortage of engineers and mates, sickness cover and a high turnover of staff (£263k);
- underspending on ferry fuel price against budget set at 55p per litre £420k;
- note: £179k of corporate contingency funding was used to meet the underachievement of ferry fare income pending the outcome of the Ferry Fares Review

#### **1.5 Roads Service – outturn underspend £3k (0.1%)**

- underspending on winter gritting service due to mild winter £114k;
- new gritters resulting in reduction in gritting fleet maintenance requirements £104k;
- additional road maintenance costs for flooding and landslides in August 2014 (£62k);
- reduction in anticipated income at Scord Quarry for delayed requirement for tar at TOTAL gas plant to 2015/16 (£172k).

#### **1.6 Transport Planning - outturn overspend (£477k) (9%)**

- overspending on School Transport due to additional contract costs of £188k, as a result of the contractor submitting the lowest tender not accepting the contract, leading to higher prices with the second lowest tenders being accepted, and additional costs of £96k as a consequence of Road Safety Audits for pupil pick-up points which were updated for the new contracts;
- costs associated with pupils travelling on public transport under the new “Minimum Cost” contracts, were not budgeted, leading to an overspend of £138k, with an associated underspend of £50k on Public Transport;
- overspending on Social Work Transport of £60k due to additional transport requirements for new service users of £29k, additional costs relating to staff cover of £21k, and the unbudgeted use of a consultant on the ASN/Social Work Transport Review of £10k;
- additional overspending on consultants of £79k, for the inter island ferry fares review, the outer island transportation and PSO review, the Northern Isles Ferry Services Contract 2018 work, the Transport Strategy Refresh, and the Ferries Review Impact Assessment;
- offset by additional income of £50k for Rural Transport, which related to the previous year.

## Environment & Transport Committee

### 2. Environment & Transport Committee - Draft Capital Outturn Position 2014/15

Description	Annual Budget 2014/15  £000	Draft Outturn 2014/15  £000	Budget v Draft Outturn Variance (Adv)/ Pos £000
Director of Infrastructure Services	22	21	1
Environmental Services	182	100	82
Estate Operations	1,898	1,540	358
Ferry Operations	1,144	922	222
Roads Service	2,901	1,508	1,393
Transport Planning	20	11	9
<b>Total Costs</b>	<b>6,167</b>	<b>4,102</b>	<b>2,066</b>
Less budget carry-forwards	1,670	0	1,670
<b>Revised Total</b>	<b>4,497</b>	<b>4,102</b>	<b>396</b>

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

#### 2.1 Director of Infrastructure Services – outturn underspend £1k (6%)

- data management system upgrade project underspend which will be required to be carried forward into 2015/16 to complete the project.

#### 2.2 Environmental Services - outturn underspend £82k (45%)

- savings on the Gremista landfill capping works £26k;
- underspending on waste to energy plant works £56k, of which £32k is required to be carried forward to 2015/16 for energy recovery plant equipment which was not received as anticipated in 2014/15.

#### 2.3 Estate Operations – outturn underspend £358k (19%)

- reprofiling of the Town Hall conservation project to 2015/16 to ensure tax efficiency for the Council and enable sourcing of additional external funding £356k.

#### **2.4 Ferry Operations – outturn underspend £222k (19%)**

- underspending on Bigga life extension £117k and Linga conversion £50k projects which are not yet complete and full carry-forwards of the unspent budget is required;
- saving on the replacement ferry ticket machines project due to the limitations of current network, technology and security aspects within the Council £53k

#### **2.5 Roads Service – outturn underspend £1,393k (48%)**

- underspending on Clickimin roundabout works which will slip to 2015/16 due to delays in starting the project £751k;
- underspending on Burra bridge bearings project which only commenced in March £266k with a carry forward requirement of £200k to complete the project;
- savings across the bridge replacement programme by using repairs rather than replacements £205k.

#### **2.6 Transport Planning – outturn underspend £9k (44%)**

- savings on the bus services minor works programme which was not required during the year





Education and Families Committee	25 May 2015
Social Services Committee	25 May 2015
Development Committee	25 May 2015
Environment and Transport Committee	25 May 2015
Policy and Resources Committee	27 May 2015
Shetland College Board	28 May 2015

## **Development Services Directorate Performance Report 12 Month/4th Quarter 2014/15**

**Report No: DV-15-15-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 Appendix 1. Further detail on Actions, Indicators and Risks are contained in appendices to this report.
- 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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18 May 2015

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List of Appendices

Appendix 1 – Action Plan

Appendix 2 – Performance Indicators

Appendix 3 – Risk Management

Links to Background Documents

Development Directorate Plan

Our Corporate Plan – 2014 Update



CP Ref	Dev Ref	Dir /Svs	Committee	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end March 2015	March RAG	Target Outcome	Delivery Target
3				The Transport Services We Need Most					
3.1	3	Transport Planning & Zettrans	Environment & Transport	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 contracts and services. Restructure almost complete which will lead to recruitment to posts to undertake revenue monitoring and management.	G	Best value public and school bus service contracts in place	Aug-14
3.1	4	Transport Planning & Zettrans	Environment & Transport	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.	Being reported to E&T Committee 22/04/15, Education and Families 27/04/15, Social Services 30/04/05/P&R 04/05/15. Workshop with Social and ASN Service staff to be undertaken mid May 2015 to implement new policy.	G	Best value ASN and Social Care Transport	Mar-15
3.1	5	Transport Planning & Zettrans	Environment & Transport	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.	Report to E&T postponed due to constraints on reporting during pre-election period. A report is going to E&T on 25 May 2015.  There was an under achievement of £175k in fares income in 2014/15 and there is a risk to revenue budgets in	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	Environment & Transport	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.	Next 6 month review to be undertaken in July 2015	G	Impacts reported to members	Mar-15



Development Services Directorate Plan 2014/15  
Environment and Transport Committee

Environment and Transport Committee - Appendix 1  
Q4 Performance Report - May 2015

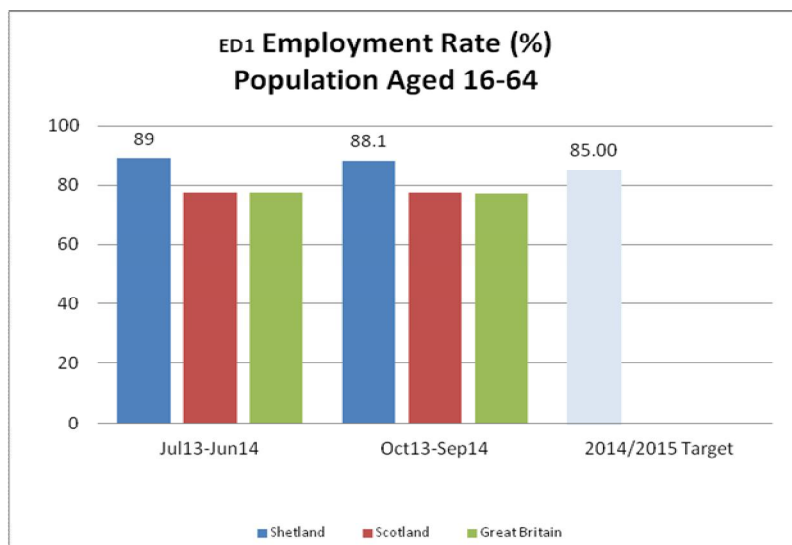
CP Ref	Dev Ref	Dir /Svs	Committee	Priority / by the end of this plan we will have....	Proposed Action	Progress at end March 2015	March RAG	Target Outcome	Delivery Target
3.1 – 3.4	7	ZetTrans	Environment & Transport/ZetTrans		Refresh Shetland Transport Strategy	Stage 1 complete. Plan for Stage 2 in preparation. It will be August 2015 before this is complete. Project delayed due to prioritisation of resources.	A	Refreshed strategy in place	Mar-15
3.3 & 3.4	8	Transport Planning	Environment & Transport	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	Apr-15
3.4	9	Transport Planning	Environment & Transport/ZetTrans	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 held 23/24 February 2015. Workshop report prepared. Workshop delegates holding teleconference to finalise the report and to plan how the issues will be developed leading into the preparation of the principles and specification for the 2018 contract	A	Agreed position with Transport Scotland on requirements of external ferry provision	Jun-15
5				<b>Strong Communities</b>					
5.1	21	Transport	Environment & Transport/ZetTrans		Support communities to develop the transport solutions that meet their needs	Meeting arranged with Community Transport Association to develop further our knowledge CT and how it may be developed in Shetland. ASN/ Social Care Transport Review recommendations include a proposal to place certain contracts directly with the 3rd Sector. This is an opportunity to support VAS in developing capabilities in CT.	G	Sustainable community transport capabilities in Shetland.	Pilot project underway by 31 March 2015 with first CT services in place by August 2015
10				<b>Living Within Our Means</b>					

CP Ref	Dev Ref	Dir /Svs	Committee	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end March 2015	March RAG	Target Outcome	Delivery Target
10.1	37	Directorate	SIC	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	Services delivered within budget for Development Directorate  Budget reductions achieved, carry forward to 2015/16 to enable transitional year for community grants.  Budget reductions achieved, and further significant contribution of £200K from Shetland Telecom  Budget reductions achieved within directorate.  Budget reductions achieved within service  Budget reductions achieved.	G  G  G  G  G	Balanced budget.	Mar-15
2				<b>The Best Possible Start for Every Child</b>					
2.9	2	Directorate	SIC	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.	Aggregated Business Model for Tertiary Education, due diligence process, and Implementation plan presented to April & May Committee cycle and stakeholders for decision.	G	Detailed business model and implementation plan for single governance model for	Sep-16
9.4	36	Directorate	SIC	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.	OIOF Statement of Collective Priorities agreed at Shetland summit in March, and actions including; Fuel Poverty, Oil & Gas Forum, Crown Estate, being followed up.	G	Achieve meaningful and achievable commitments for the islands from Scottish and UK Governments	Apr-15



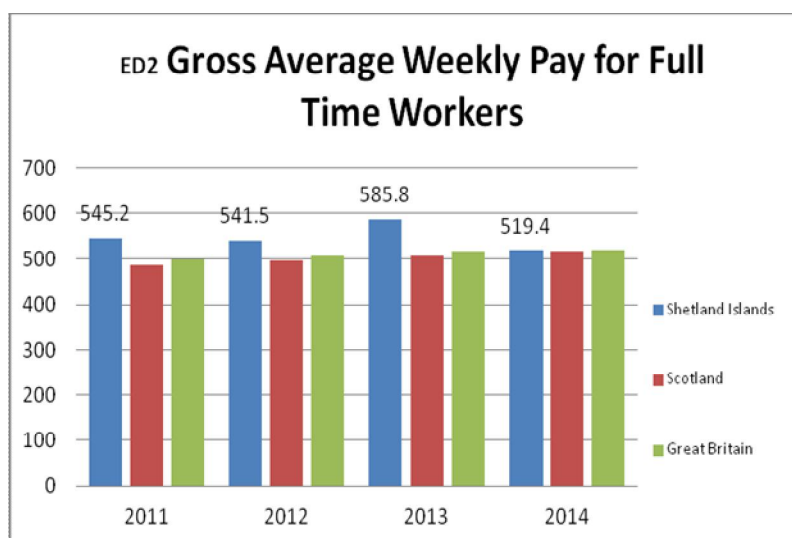


## Service Area – Economic Development



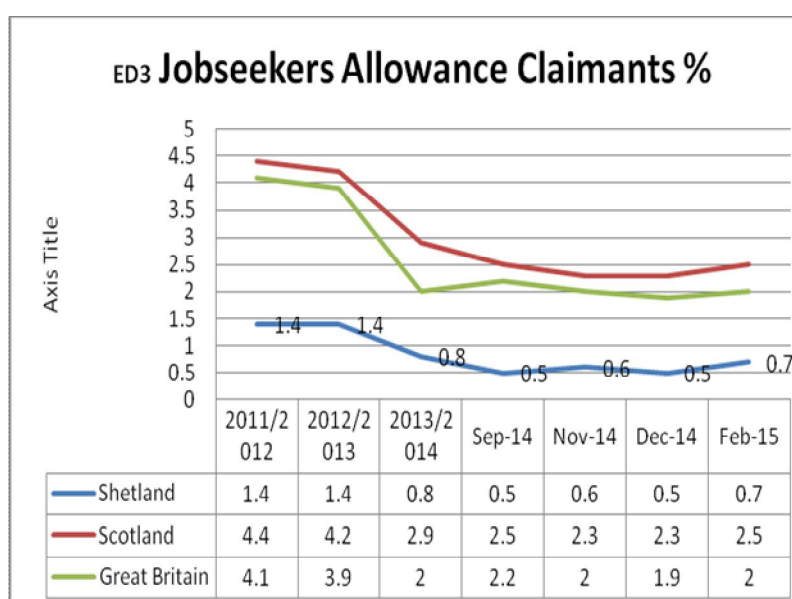
**Trend Comment:** Shetland's employment rate continues to be significantly higher than the Scottish or UK average, and has been relatively stable, with only minor fluctuations in the measured rate since Jan 2013, which reflects the high degree of private sector activity in the local economy.

Source: Office for National Statistics  
Information Gathered: Annually



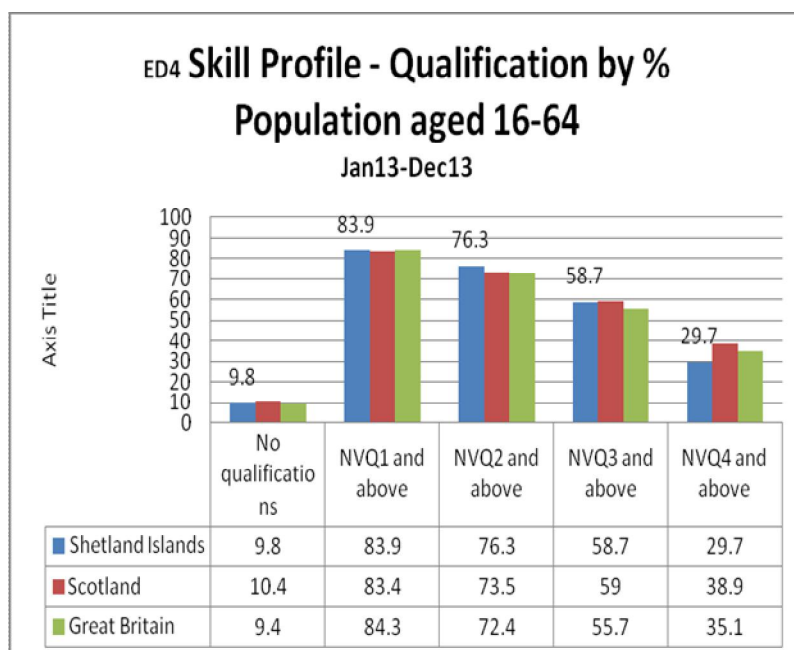
**Trend Comment:** The latest figures show a significant decline in gross average pay. It is possible that the apparent regression in these figures is due to inflated figures from 2013 due to sharp increases in demand in certain areas of the private sector. It is also possible that the survey has picked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

Source: Office for National Statistics  
Information Gathered: Annually



**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%) and this remains to be the lowest in Scotland. 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.

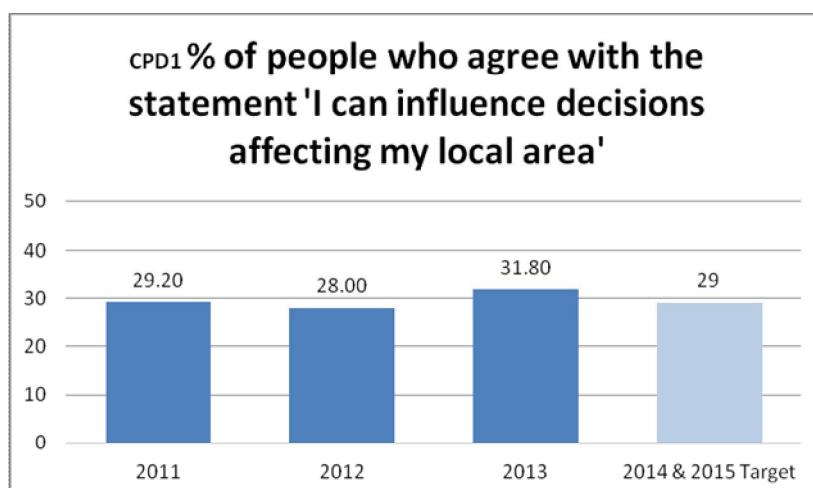
Source: Office for National Statistics  
Information Gathered: Monthly



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 (29.7% in Shetland against 38.9% 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.

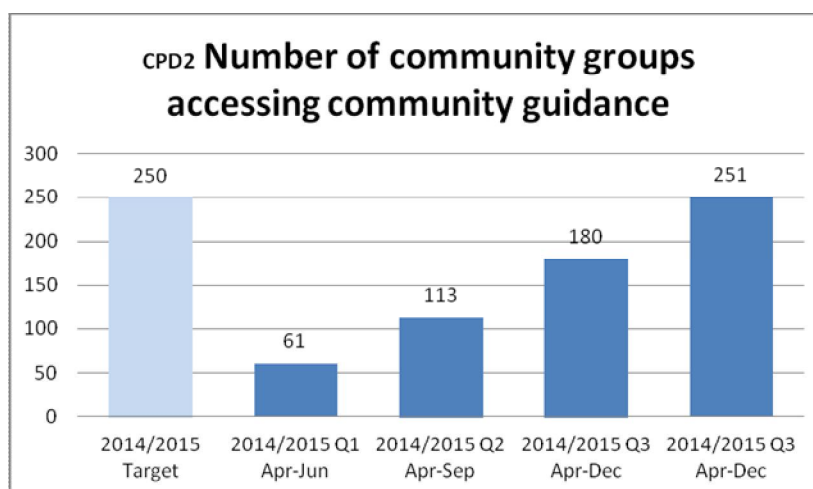
Source: Office for National Statistics  
Information Gathered: Annually

### Service Area – Community Planning & Development



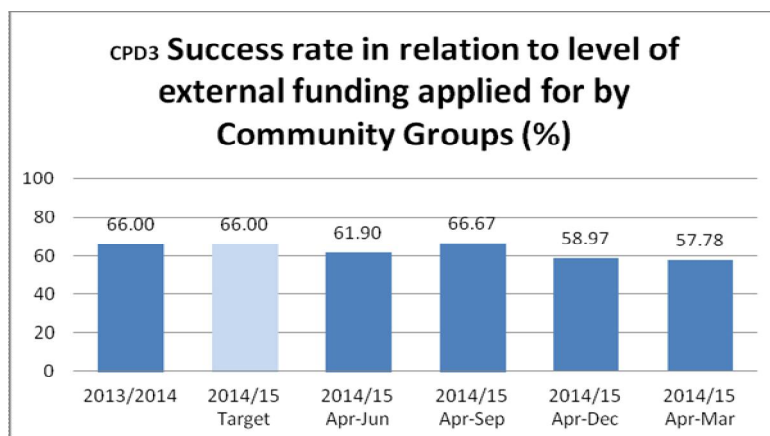
Trend Comment: Slightly above target showing a positive improvement in trend. We are above the national average of 22%.


Source: Scottish Household Survey  
Information Gathered: Annual



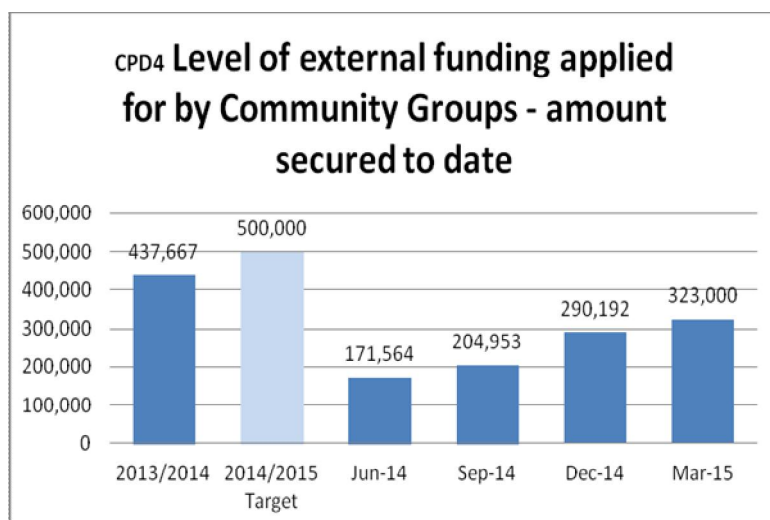
Trend Comment: New indicator, the baseline will be 251 based on 2015/16 data. First and one off contacts with CP&D being counted to determine service level provision as part of the implementation of the CP&D review. Intend to develop monitoring system to consider how best to record and monitor outcome of contact during 2015/16.


Source: Community Planning & Development  
Information Gathered: Quarterly



 Trend Comment: There are 10 external funding bids totalling £690K submitted still pending but decision not received before the end of March. If they'd been successful then target would have been fully met.

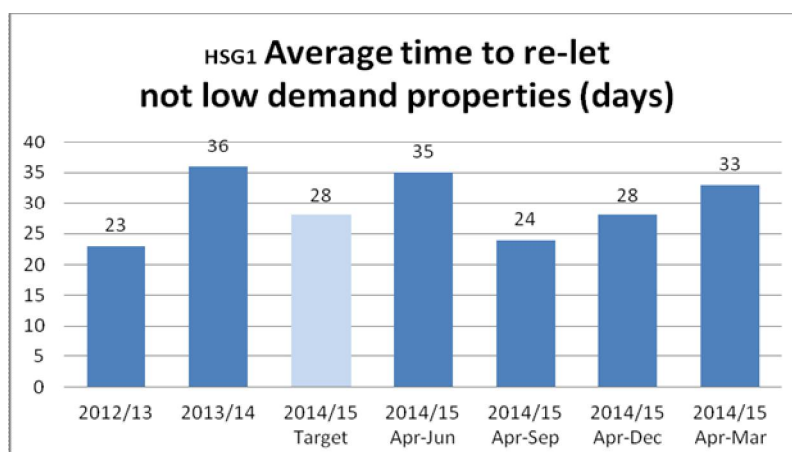
Source: Community Planning & Development  
Information Gathered: Quarterly



 Trend Comment: There are 10 external funding bids totalling £690K submitted still pending but decision not received before the end of March. If they'd been successful then target would have been fully met.

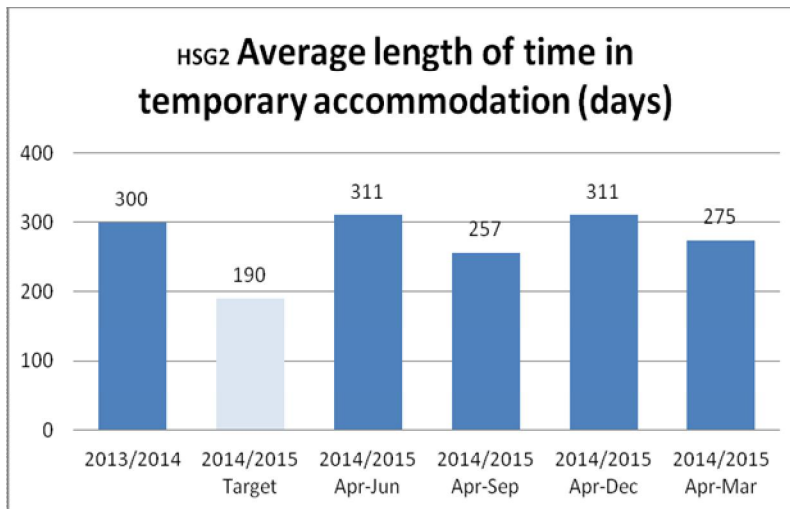
Source: Community Planning & Development  
Information Gathered: Quarterly

### Service Area – Housing Service



 Trend Comment: Housing void policy review, together with continuing demand, has led to some improvement in time taken to re-let properties. The target for 2014/15 has not been met but this is being monitored regularly.

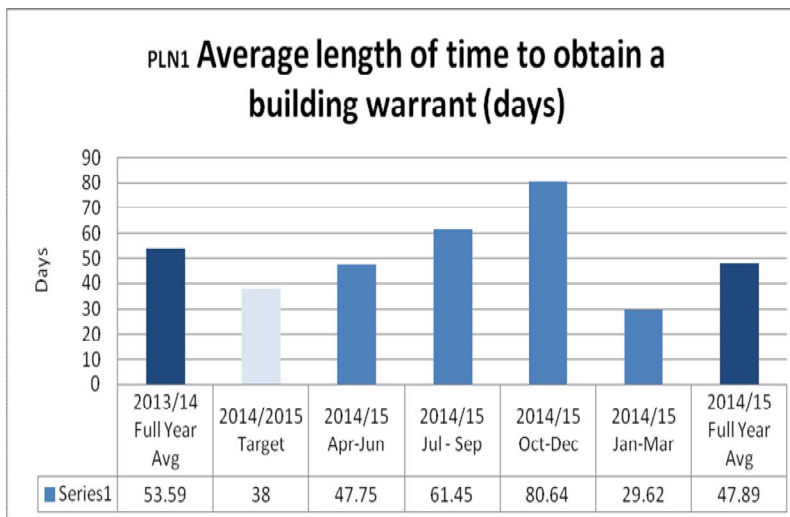
Source: Housing Service  
Information Gathered: Quarterly



Trend Comment: Still well above target due to pressure on housing stock/supply.

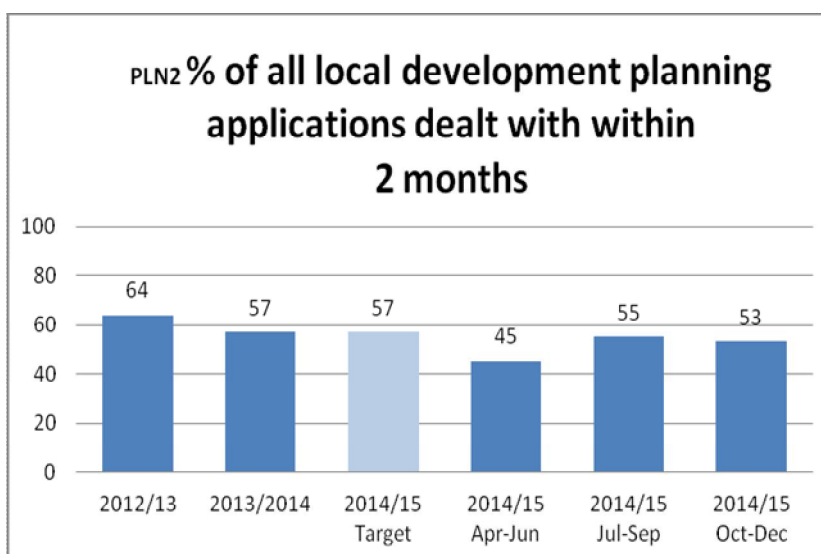
Source: Housing Service  
Information Gathered: Quarterly

### Service Area – Planning



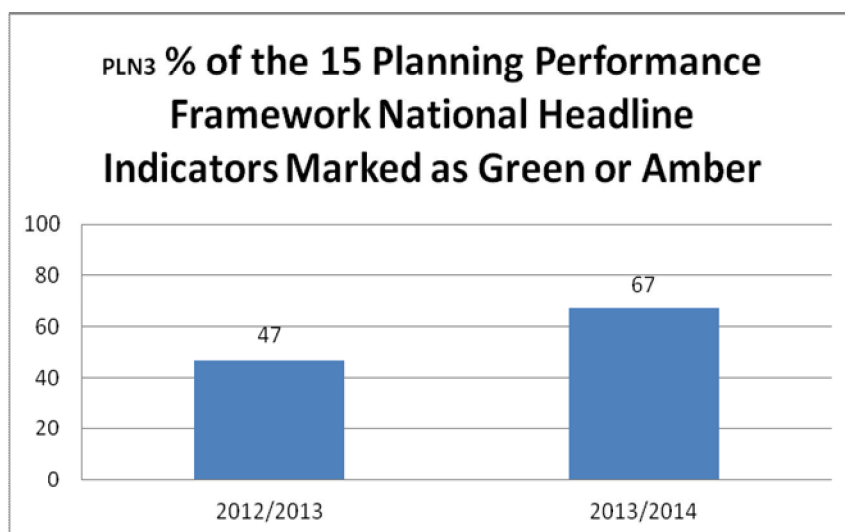
Trend Comment: Ongoing staffing issues in service and business support but an overall improvement now being shown.

Source: Planning Service  
Information Gathered: Quarterly



Trend Comment: Standstill as anticipated due to the scale of developments. Ongoing staffing issues impacting on service delivery.

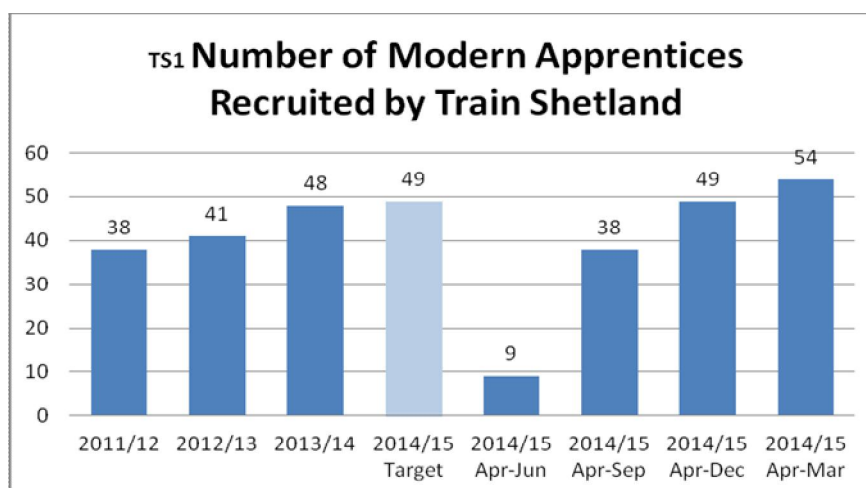
Source: Planning Service  
Information Gathered: Quarterly



**Trend Comment:**  
Improvement made in the national framework. The next submission will be available in July 2015.

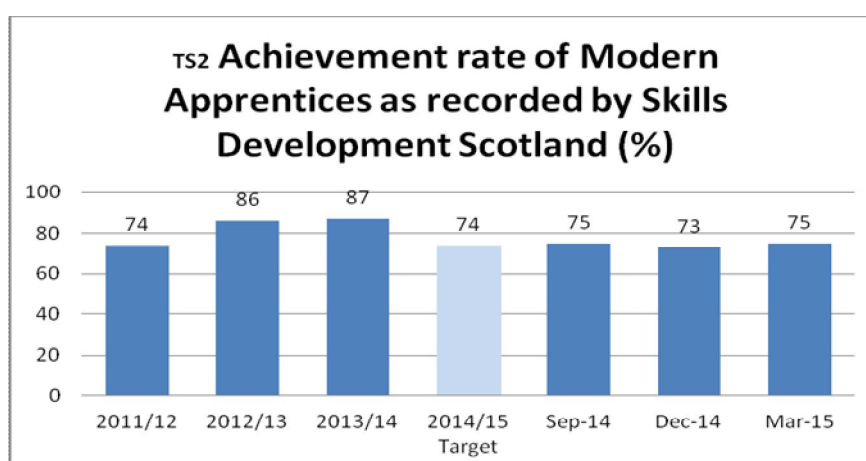
Source: Planning Service  
Information Gathered: Annually

### Service Area – Train Shetland



**Trend Comment:** Over the 2014/2015 target. With a total of 54 new Modern Apprentices.

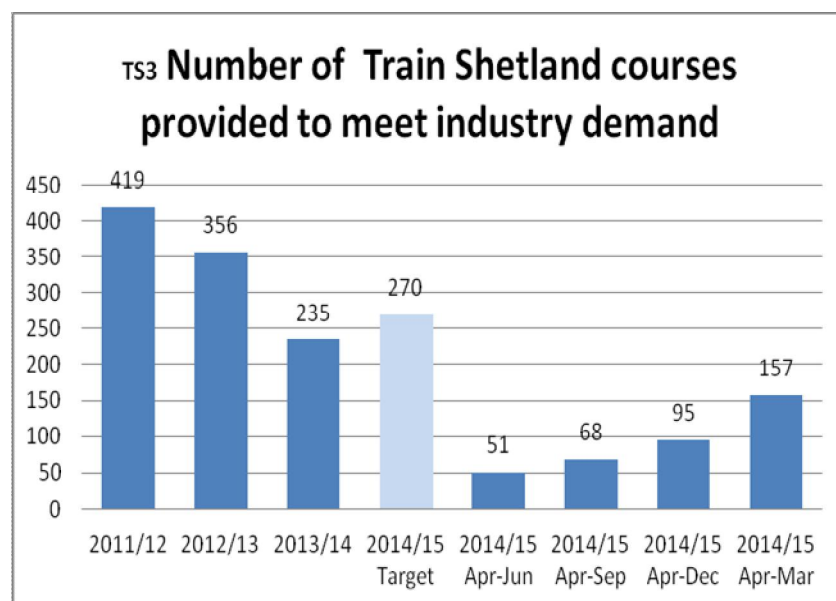
Source: Train Shetland  
Information Gathered: Quarterly



**Trend Comment:** Overall rate is 75%, broken down further by age group : 16-19yrs 70%, 20-24 year 100%, 25+ 75%.

The trend looks downward since 2013, but this is in-line with the national average

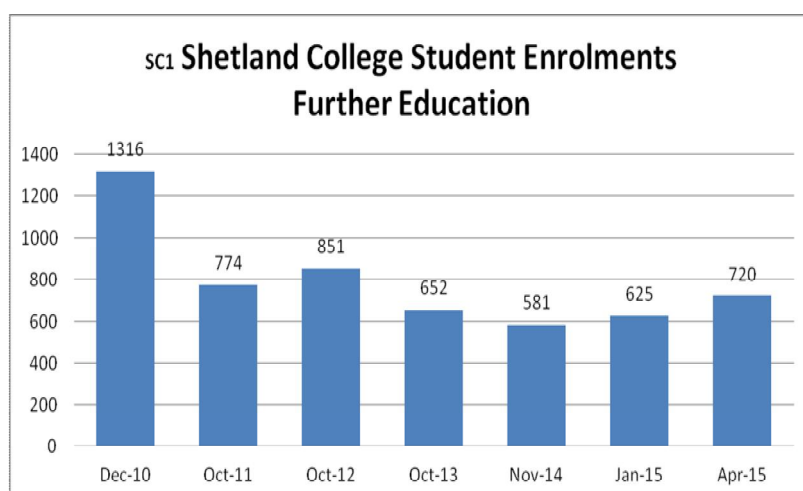
Source: Train Shetland  
Information Gathered: Quarterly



The number of courses delivered was 157 for the year, lower than target. However the delivery matched demand with our course fee income totalling £192,667. Income was budgeted at £162,000, which included £50,000 anticipated from within SIC. Actual SIC internal income was £29,93, so private sector business has increased

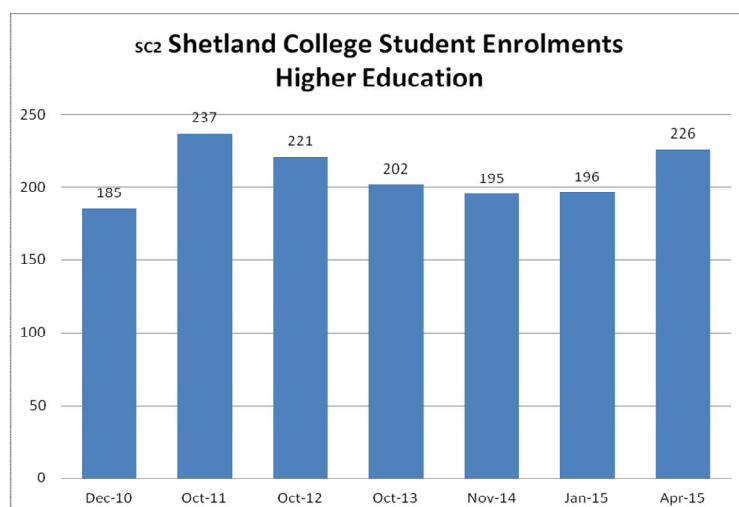
Source: Train Shetland  
Information Gathered: Quarterly

### Service Area – Shetland College



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.

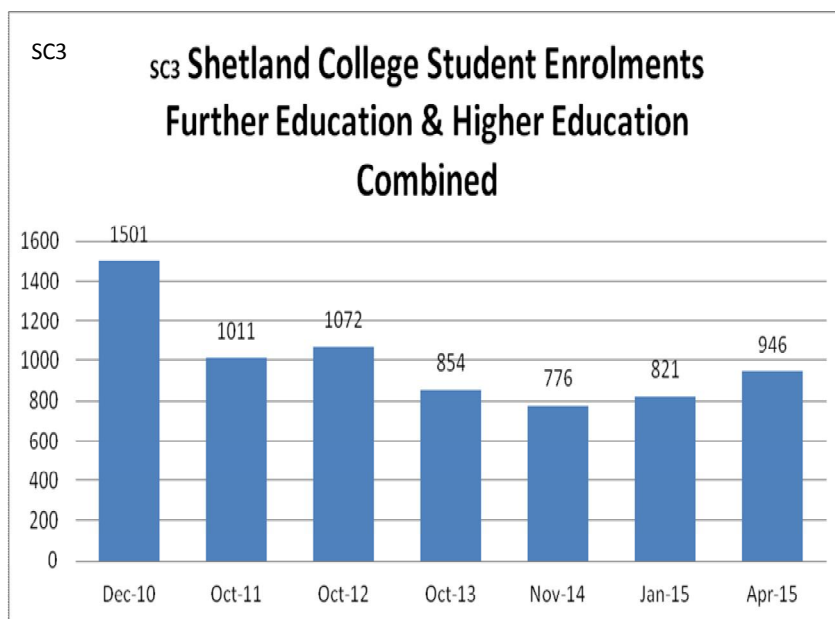
Source: Shetland College  
Information Gathered: Quarterly



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.

Source: Shetland College  
Information Gathered: Quarterly

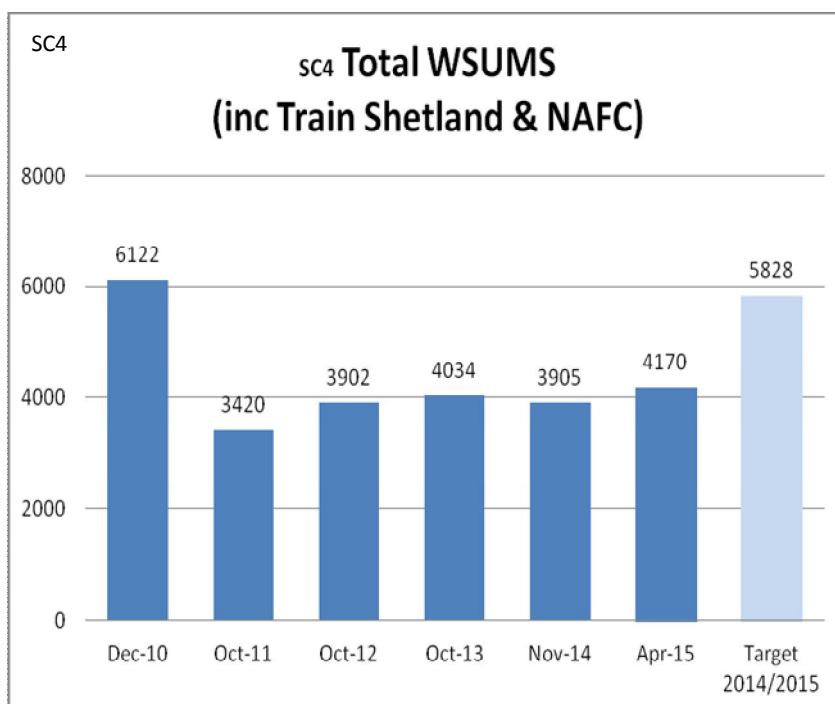




Trend Comment: Figures are shown as combined head counts for full-time and part-time further and higher education students. Only full-time higher education student numbers continue to increase, and the downward trends in full-time and part-time further education, and also in part-time higher education student numbers continue due to high levels of employment locally, and reduced of students, particularly Council employees.

Source: Shetland College

Information Gathered: Quarterly

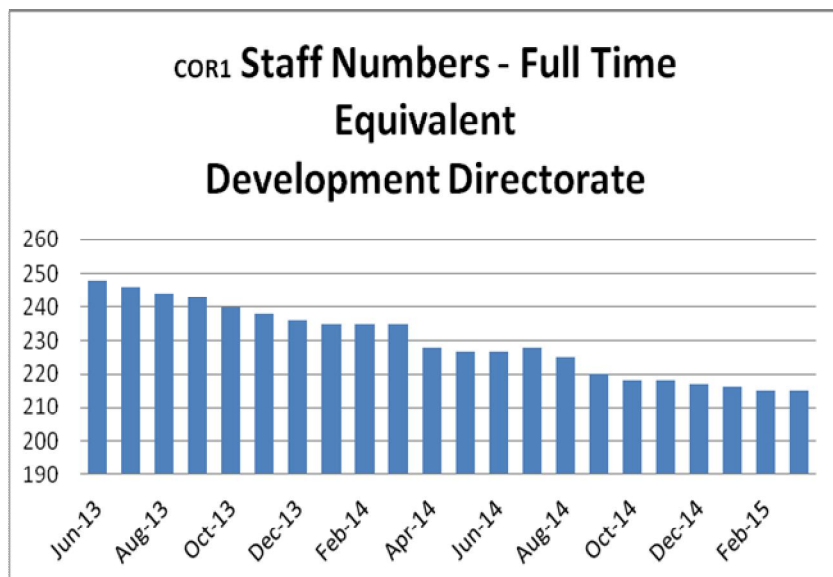


Trend Comment: WSUMs (Weighted Student Units of Measurement) is the funding term used by the Scottish Funding Council for further education. The funding carries different weightings for individual subject areas. For every notional 40 hours of study, a further education student generates a WSUM which 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

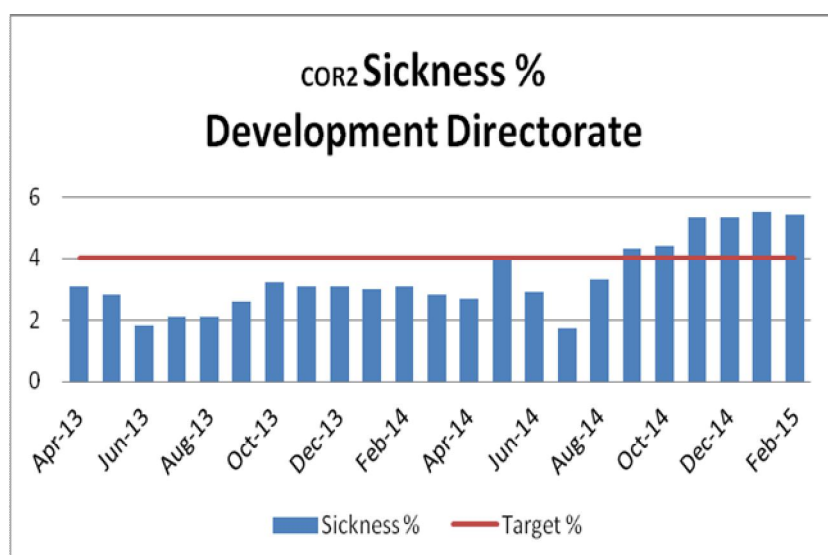
Information Gathered: Quarterly

## Development Dept - Corporate Indicators



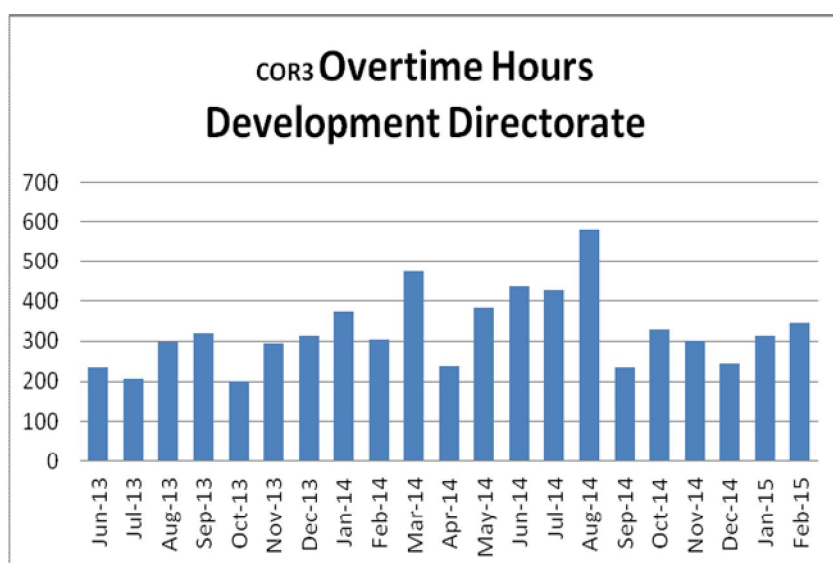
Trend Comment: The staffing number continues to decrease. As at March 2015, these figures include 22.6 FTE staff on Temporary Contracts.

Source: SIC  
Information Gathered: Monthly



Trend Comment: Long Term sickness in Shetland College, and Transport Planning have caused an overall rise above target in the last quarter.

Source: SIC  
Information Gathered: Monthly



Trend Comment: Resourcing continues to be an issue in Transport Planning, but service restructure now agreed and staffing process underway.

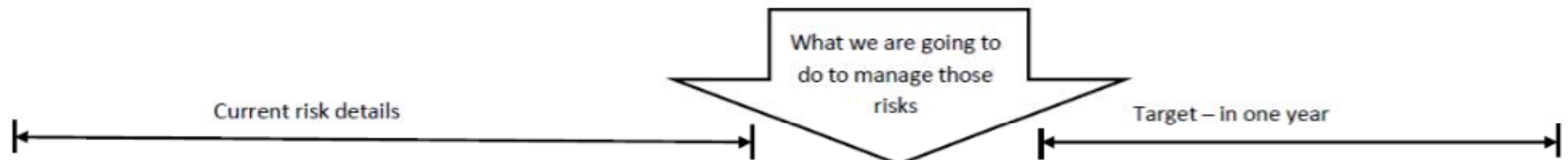
Source: SIC  
Information Gathered: Monthly



Development Services Directorate Plan 2014/2015 – Risk Register

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

Risk Matrix					
<b>Almost Certain</b>	5	10	15	20	25
<b>Likely</b>	4	8	12	16	20
<b>Possible</b>	3	6	9	12	15
<b>Unlikely</b>	2	4	6	8	10
<b>Rare</b>	1	2	3	4	5
	<b>Insignificant</b>	<b>Minor</b>	<b>Significant</b>	<b>Major</b>	<b>Catastrophic</b>



Lead Officer: Director of Development

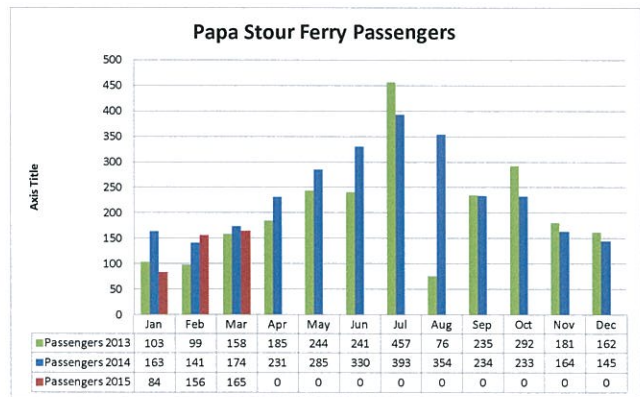
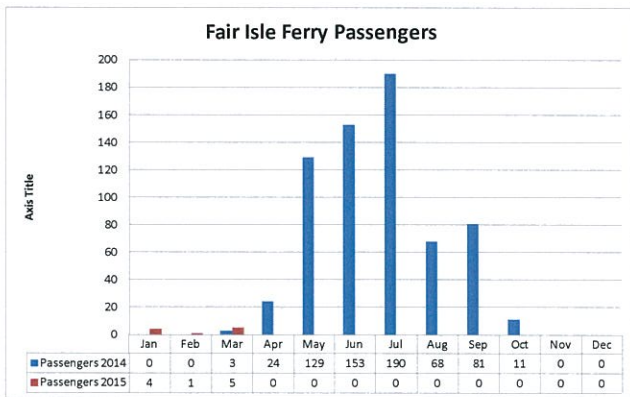
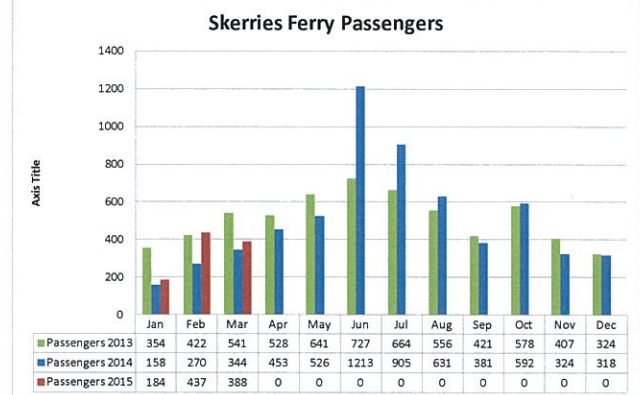
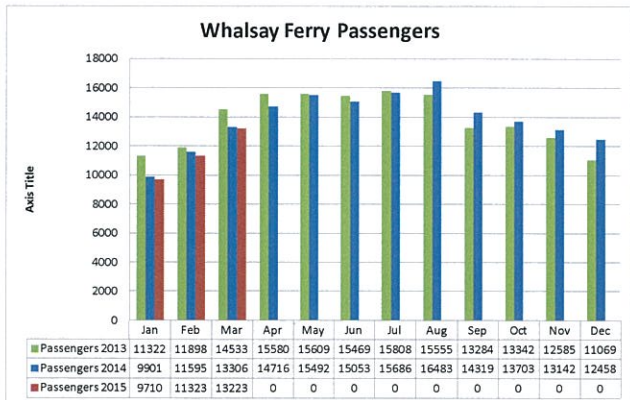
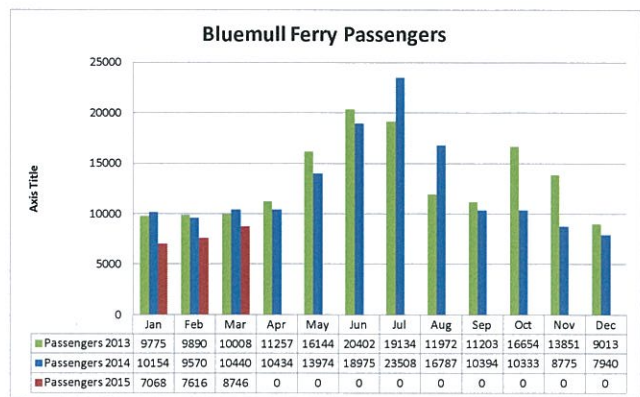
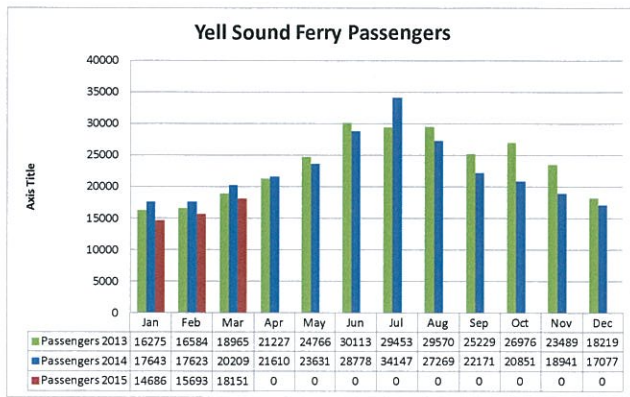
6 Working with Partners								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Lack of 'buy in' to community planning	Lack of buy in from council or community partners,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

	on Council reputation		local public or press interest		issues and new targets. The Partnership is supported by six active thematic partnership groups, and a Shetland Partnership resources group was established in March 2014. The National Review of Community Planning is also helping to provide focus and priority to community planning from the Council and it's community partners.			
<b>8 A properly led and well-managed council</b>								
<b>Risk</b>	<b>Details</b>	<b>Residual Likelihood</b>	<b>Residual Impact</b>	<b>Residual Risk Rating and Current Risk Profile</b>	<b>Current and Planned Control Measure</b>	<b>Target Likelihood</b>	<b>Target Impact</b>	<b>Target Risk Rate</b>
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)	STERT Review and Economic Development Reviews are currently ongoing but plans are now in place for these to complete and come to a conclusion. 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)

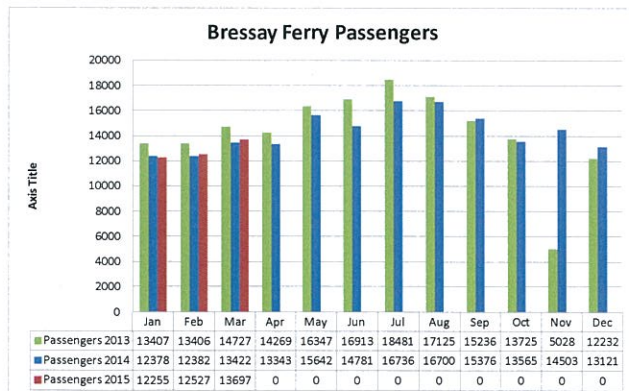
<b>Risk</b>	<b>Details</b>	<b>Residual Likelihood</b>	<b>Residual Impact</b>	<b>Residual Risk Rating and Current Risk Profile</b>	<b>Current and Planned Control Measure</b>	<b>Target Likelihood</b>	<b>Target Impact</b>	<b>Target Risk Rate</b>
Breach of legislation	Data protection, human rights, employment 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: 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, 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 identified in the Directorate Plan. Progress on project plans is monitored at directorate level and reported to committee as part of performance reporting.	Unlikely (2)	Significant (3)	Medium (6)

	Local Development Plan, 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)
<b>9 Dealing with challenges effectively</b>								
<b>Risk</b>	<b>Details</b>	<b>Residual Likelihood</b>	<b>Residual Impact</b>	<b>Residual Risk Rating and Current Risk Profile</b>	<b>Current and Planned Control Measure</b>	<b>Target Likelihood</b>	<b>Target Impact</b>	<b>Target Risk Rate</b>
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



Source: SIC Ferries



Trend Comment: There has been a drop in ferry usage. Further analysis is to be carried out to understand the reasons for the downward trend.





Environment and Transport Committee

25 May 2015

## Infrastructure Directorate Performance Report 12 Month / 4th Quarter 2014/15

Report No: ISD-14-15-F

Director of Infrastructure Services

Infrastructure Services Department

### 1.0 Summary

- 1.1 This report summarises the activity and performance of the Infrastructure Directorate for 2014/15, the 12 months up to 31<sup>st</sup> March 2015.

### 2.0 Decisions Required

- 2.1 The Environment and Transport Committee should discuss the contents of this report and make any relevant comments on progress against priorities, and contribute to the planning process for future years.

### 3.0 Detail

- 3.1 Progress against those **“this year we will”** priorities from the **Councils Corporate Plan** led by the Infrastructure Directorate

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

Lead Svs	Description	Due Date	Progress as at the end of this reporting period	RAG
Ferries	The roll out of new ticketing machines to increase use of smart cards, chip and pin facilities and online booking for internal ferries <i>and</i> Improve revenue security of Ferry Fares	Mar 2015	<p>The Ferry Ticketing Machine Project is now complete and came in on budget and achieved the criteria for the “Spend to save scheme” through the saving delivered on the maintenance of the old machines. Unfortunately the Service were not able to add to the project the ability to collect payments on deck by debit/credit card due to the limitation of the current network technology and security requirements.</p> <p>In addition to the replacement of the ticket machines the Service has rolled out an electronic bookings system and an online</p>	A

			bookings system. This has proved popular with the public and the increased flexibility to book ferries outside office hours has been widely welcomed.	
All	Establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan.	Sept 2014	Information on all infrastructure maintenance and replacement costs has been provided to Finance and the long term financial plan has now been reported to the Council. The information is now being used by Capital Programme Service to create a longer term capital programme.	A

**Corporate Plan -page 17 –“Vulnerable and disadvantaged people”**

<b>Lead Svs</b>	<b>Description</b>	<b>Date Due</b>	<b>Progress as at the end of this reporting period</b>	<b>RAG</b>
Estate Ops	provide energy efficiency measures for fuel poor and/or vulnerable households to reduce their household bills and improve health outcomes	March 2015	<ul style="list-style-type: none"> <li>• 231 new enquiries received and questionnaires completed</li> <li>• 138 full first visit surveys carried out</li> <li>• 137 of these progressed – 1 fell through as no works were possible in the property</li> <li>• 138 full occupation assessments made (benefits checks, property ownership verification etc)</li> <li>• 102 grant offers made to date for these – some still getting quotes finalised but money has been accrued for works till the end of September</li> <li>• 84 second site visits made after completion of works</li> <li>• 84 EPC's lodged on the national database – rest to follow after second visit</li> <li>• £435,505 already paid out for completed works</li> </ul> <p>The balance of our annual funding has been accrued for the other works to be completed by the end of September 2015. These works are ongoing.</p> <p>Because of the level of need and the successful amount of works carried out our allocation for 2015/16 has been raised to £1.1 million. (an increase of £250,000). These surveys are about to be commenced.</p> <p>In the past week, 4 different local installers have approached us with a view to completing their PAS 2030 qualification (now critical for installers). We are supporting them to become compliant by the late summer. This will increase the amount and speed of work being carried out.</p>	G



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

<b>Lead Svs</b>	<b>Description</b>	<b>Date Due</b>	<b>Progress as at the end of this reporting period</b>	
Env Services	Manage the reduced Private Sector Housing Grant funding to most effectively provide adaptations to help people remain in their own homes	March 2015	All applications received to date progressed. Budget is sufficient to meet current demand.	G
Ferries	Re-engine m.v. "Bigga"	Dec 2014	Re-engining complete.  "Thora" has been sold.	A
Airport	Complete the project to provide a viewing tower at Tingwall Airport to enable the Flight Information Service Officer to communicate effectively and safely with the pilot, as required in CAA audit	March 2015	Initial plans have been drawn up for a small tower to improve visibility and sightlines. Structural designs for the tower supports are proceeding and initial costing for the project will be secured. Delivery delayed due to need to establish project to consider future air service needs of islands before expiry of current PSO contract.	R
Roads	Project manage the replacement Burra Bridge bearings to maintain the road asset	March 2015	Delayed due to specialist contractor not being prepared to undertake the bearing replacement works in winter conditions. The works are now almost complete.	R
Roads	Replacement of the existing Laxaburn Bridge Structure to maintain the road asset	March 2015	The old bridge was removed and replaced with two culverts in July with minimal disruption to traffic. The construction of the headwalls, bitmac works and landscaping were completed in August. The safety barriers have now been installed and the completion certificate has been issued to the contractor.	G
Directorate	Develop a workforce plan which promotes and supports employment in Infrastructure Services, identifying and filling skills gaps and achieving succession planning for future vacancies;	March 2015	A workforce planning process has started with Executive Managers identifying key areas with issues of retention, recruitment and demographic pressures. Some work will need to be outsourced to private sector to address immediate pressures with longer term plans to address pressure by career graded and apprenticeship schemes.	G
Estate Ops	Continue collaborative working in the Building Efficiencies Project to deliver more efficiencies through procurement and flexible working arrangements in Estate Operations and grounds Maintenance across public sector partners	March 2015	Emergency call out provision, project support and onsite works have been and continue to be provided for NHS Shetland. The staff retention issues within Estate Operations have affected available resources for further collaborative working across the organisations.	A
Directorate	Complete 100% of Employee Reviews and	March 2015	Infrastructure Services is above the Council average in both ERDs done during the	A

	Development		policy period and in the last 12 months.	
Directorate	Delivery of services within Directorate on budget	March 2015	Budget position report shows a projected overspend on ferries balanced by increased income and service underspends across the Directorate's other services.	A
Environmental Services	Develop and implement Waste strategy following completion of the Zero Waste Scotland Review of waste services	March 2015	Environment and Transport Committee approved the implementation of a glass and cans recycling service. A pilot will be rolled out in Summer 15. Project updates will be provided in future performance reports.	G
Estate Ops	Develop strategy and implement Action Plan for Carbon Management Plan	Dec 2014	Strategy and action plan reported for approval to Environment and Transport Committee in April 2015 and Policy Resources Committee in May 2015.	A
Directorate	Identify additional savings of £380K to meet the 15/16 Medium Term Financial Plan target	March 2015	Infrastructure Services have reviewed final outturn budget for 13/14 to identify options for 15/16 budget savings, medium term financial plan target can be achieved without further service change through efficiencies, better contingency budgeting and the ongoing implementation of the service reviews undertaken in 13/14.	G

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

Service	Key Actions	RAG Rating	Number
Ferries Services	15	Green	12
		Amber	3
		Red	-
Environmental Services	15	Green	12
		Amber	3
		Red	-
Estate Operations	9	Green	6
		Amber	3
		Red	-
Roads	18	Green	14
		Amber	3
		Red	1

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

3.5 Audits and Compliance: SEPA has recently inspected both the Landfill Site and the Energy Recovery Plant for compliance against their Licence conditions. Both facilities were awarded an excellent rating by SEPA.

## 4.0 Implications

### Strategic

4.1 Delivery on Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan and

part of the “Organising our Business” priority in the Council’s Improvement Plan.

- 4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.

- 4.3 Policy and/or Delegated Authority –

The Council’s Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –

- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”

- 4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council’s improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

- 4.5 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.

- 4.6 Environmental – NONE

## Resources

- 4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.

- 4.8 Legal – NONE

- 4.9 Human Resources - NONE

- 4.10 Assets And Property – NONE

## **5.0 Conclusions**

- 5.1 This report demonstrates good progress against the priorities identified in the Council’s Corporate Plan, and the Infrastructure Directorate Plan 2014/15.

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For further information please contact:

Maggie Sandison

[maggie.sandison@shetland.gov.uk](mailto:maggie.sandison@shetland.gov.uk)

01595 744851

14 May 2015

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### List of Appendices

Appendix 1 – Performance Indicators

### Links to Background Documents

[Infrastructure Services Directorate Plan](#)

## Directorate Performance Measures from key Service Performance Measures

## Appendix 1

	Directorate or Service Indicators / Measures	Source / Freq	Baseline	Targets	Year to date Update
1	Food Hygiene Percentage of inspection programme completed Percentage of premises achieving PASS standard in Food Hygiene information Scheme	Environmental Services	% of inspection programme completed for 2012/13 = 96% 2013/14 = 88%	100% of programme	86.9%
2	Ferry Availability	Ferries	% of premises achieved pass or pass & eatsafe 2012/13 = 80.5% 2013/14 = 84%	95% of premises PASS by 2017	77.9%
3	Lost sailings by cause	Ferries	12/13 – 99.8% 13/14 – 99.7%  12/13 13/14 Weather 79 515 B'down 64 63 Crew 28 36 Other 0 6	99.5%	See Graph
4	Landings at Tingwall Airport Islander Air Ambulance Other	Airport	New measure	Increasing activity to achieve increased income.	See Graph


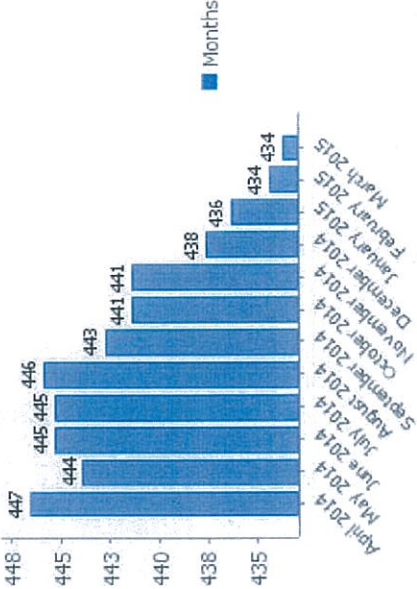
5	Contracts delivered in house Private sector Ratio in £ Performance on Contract in house Performance on Contract private sector	Estate Operations	New measure		£293,024 £188,088 61.39 78.26% 82.71%
6	Number of reactive jobs completed by Building Services	Estate Operations	12/13 = 4,000 13/14 = 3502	3480 (293 per month on average)	See Graph
7	Complaints about Service delivery	Directorate	New measure	Reduce	13
8	Level of compliance with External audits regimes- CAA, FSA, MCA	Directorate	No comments which are of a serious category	No comments which are of a serious category	Verbal update
9	Tonnes of CO2 from Council operations	Estate Operations	12/13 = 31,478 13/14 = 28,786	Reduce	See Graph
10	Council Energy Consumption Per KWh	Estate Operations	12/13 = 105,145,165 13/14 = 96,781,226	Reduce	See Graph
11	Road Condition Indicator (RCI)	Roads	12/13 = 42.5% 13/14 = 41.4%	Sustain	41.9%

Infrastructure Services – Corporate Indicators			
Quarter 4		14/15 Total	
Overtime	£ 302,113.00	£	1,323,781.00
Sickness	Target 4%	Actual 4%	
ERD	ERD to policy 21%	Prior to march 31st 49%	
FOISA	Quarter 4 – Dept 98%	Quarter 4 – SIC 91%	

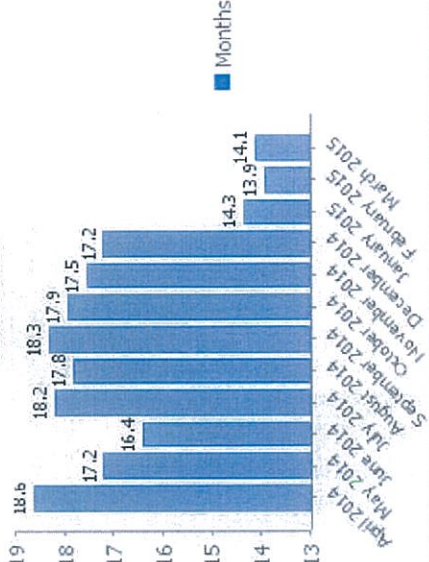


# Monthly Performance Indicators - Infrastructure - Report to Committee

Generated on: 04 May 2015

Full-time equivalents in Infrastructure Services - Contracted Hours only			
			
	OPI-4A-H FTE (Contracted Hours) - Infrastructure Directorate		
Note	Service/Directorate	Short Trend	Getting Worse
<b>Linked Performance Indicators (Indicators that affect, and are affected by this indicator)</b>	Infrastructure Services Directorate	12-month Trend	Getting Worse
	FTE (Contracted Hours) - Whole Council	2189	Getting Worse
	FTE (Contracted Hours) - Environmental Health & Trading Standards	0	<b>Purpose &amp; Guidance</b> This PI is a measure of headcount, at the moment it only includes contracted hours. It does not include hours worked beyond contract (either straight-time or time-and-a-half overtime). It does not include hours worked by Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.
	FTE (Contracted Hours) - Ferry Operations	116	
	FTE (Contracted Hours) - Infrastructure Services Directorate's Section	15.6	
	FTE (Contracted Hours) - Harbour Master & Port Operations	93.6	
	FTE (Contracted Hours) - Environmental Services	72.6	
	FTE (Contracted Hours) - Roads	74	
	FTE (Contracted Hours) - Estate Operations	62	
	FTE (Contracted Hours) - Environment & Trans Ops	0	

## Temporary Staff (FTE) in Directorate - Infrastructure Services

<p>March 2015 result 14.1</p>	<p><b>OPI-4At-H Temporary Staff (FTE) - Infrastructure Directorate</b></p>  <table border="1"> <caption>Temporary Staff (FTE) in Infrastructure Directorate (April 2014 - March 2015)</caption> <thead> <tr> <th>Month</th> <th>Temporary Staff (FTE)</th> </tr> </thead> <tbody> <tr><td>April 2014</td><td>18.6</td></tr> <tr><td>May 2014</td><td>17.2</td></tr> <tr><td>June 2014</td><td>16.4</td></tr> <tr><td>July 2014</td><td>18.2</td></tr> <tr><td>August 2014</td><td>17.8</td></tr> <tr><td>September 2014</td><td>17.9</td></tr> <tr><td>October 2014</td><td>17.5</td></tr> <tr><td>November 2014</td><td>17.2</td></tr> <tr><td>December 2014</td><td>14.3</td></tr> <tr><td>January 2015</td><td>13.9</td></tr> <tr><td>February 2015</td><td>14.1</td></tr> <tr><td>March 2015</td><td>14.1</td></tr> </tbody> </table>	Month	Temporary Staff (FTE)	April 2014	18.6	May 2014	17.2	June 2014	16.4	July 2014	18.2	August 2014	17.8	September 2014	17.9	October 2014	17.5	November 2014	17.2	December 2014	14.3	January 2015	13.9	February 2015	14.1	March 2015	14.1
Month	Temporary Staff (FTE)																										
April 2014	18.6																										
May 2014	17.2																										
June 2014	16.4																										
July 2014	18.2																										
August 2014	17.8																										
September 2014	17.9																										
October 2014	17.5																										
November 2014	17.2																										
December 2014	14.3																										
January 2015	13.9																										
February 2015	14.1																										
March 2015	14.1																										
<p><b>Note</b></p>	<p>Getting Worse</p>																										
<p><b>Service/Directorate</b></p>	<p>Improving</p>																										
<p><b>Linked Performance Indicators (Indicators that affect, and are affected by this indicator)</b></p>	<p><b>Short Trend</b></p>																										
	<p><b>12-month Trend</b></p>																										
	<p>Infrastructure Services Directorate</p>																										
	<p>Temporary Staff (FTE) - Whole Council</p>																										
	<p>Temporary Staff (FTE) - Env Health &amp; TS</p>																										
	<p>Temporary Staff (FTE) - Ferry Operations</p>																										
	<p>Temporary Staff (FTE) - Infrastructure Services Director Direct Reports</p>																										
	<p>Temporary Staff (FTE) - Harbor Mastr &amp; Port Ops</p>																										
	<p>Temporary Staff (FTE) - Environmental Services</p>																										
<p>Temporary Staff (FTE) - Roads</p>	<p>Temporary Staff (FTE) - Estate Operations</p>																										
<p>Temporary Staff (FTE) - Waste Mgt &amp; Energy</p>	<p>0</p>																										

### Purpose & Guidance

This PI is a measure of the number of FTE staff on temporary contracts. These temporary staff ARE also included in the total FTE (Contracted Hours) PI. It does not include the hours they work beyond their contract (either straight-time or time-and-a-half overtime). It does not include Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.



Days lost due to long-term sickness in Directorate - Infrastructure Services																												
February 2015 result 264	<div>OPT-4BI-H Days Sick (Long-term) - Infrastructure Directorate</div> <table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>April 2014</td><td>211</td></tr><tr><td>May 2014</td><td>281</td></tr><tr><td>June 2014</td><td>241</td></tr><tr><td>July 2014</td><td>273</td></tr><tr><td>August 2014</td><td>233</td></tr><tr><td>September 2014</td><td>202</td></tr><tr><td>October 2014</td><td>190</td></tr><tr><td>November 2014</td><td>133</td></tr><tr><td>December 2014</td><td>238</td></tr><tr><td>January 2015</td><td>264</td></tr><tr><td>February 2015</td><td>264</td></tr></tbody></table>				Month	Days Sick	April 2014	211	May 2014	281	June 2014	241	July 2014	273	August 2014	233	September 2014	202	October 2014	190	November 2014	133	December 2014	238	January 2015	264	February 2015	264
	Month	Days Sick																										
	April 2014	211																										
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	June 2014	241																										
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	October 2014	190																										
	November 2014	133																										
December 2014	238																											
January 2015	264																											
February 2015	264																											
Note		Short Trend	Improving	↑																								
Service/Directorate	Infrastructure Services Directorate	12-month Trend	Getting Worse	↓																								
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Days Sick (Long-term) - Whole Council	1927																										
	Days Sick (Long-term) - Env Health & TS	0																										
	Days Sick (Long-term) - Ferry Operations	112																										
	Days Sick (Long-term) - Infrastructure Services Director Direct Reports	1																										
	Days Sick (Long-term) - Harbour Master & Port Operations	84																										
	Days Sick (Long-term) - Environmental Services	124																										
	Days Sick (Long-term) - Roads	67																										
	Days Sick (Long-term) - Estate Operations	19																										
	Days Sick (Long-term) - Environment & Transport Operations	0																										
<b>Purpose &amp; Guidance</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 Directorate - Infrastructure Services																											
February 2015 result 92	<div>OPI-4Bs-H Days Sick (Short-term) - Infrastructure Directorate</div> <table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>April 2014</td><td>41</td></tr><tr><td>May 2014</td><td>70</td></tr><tr><td>June 2014</td><td>100</td></tr><tr><td>July 2014</td><td>57</td></tr><tr><td>August 2014</td><td>71</td></tr><tr><td>September 2014</td><td>72</td></tr><tr><td>October 2014</td><td>92</td></tr><tr><td>November 2014</td><td>112</td></tr><tr><td>December 2014</td><td>92</td></tr><tr><td>January 2015</td><td>70</td></tr><tr><td>February 2015</td><td>92</td></tr></tbody></table>			Month	Days Sick	April 2014	41	May 2014	70	June 2014	100	July 2014	57	August 2014	71	September 2014	72	October 2014	92	November 2014	112	December 2014	92	January 2015	70	February 2015	92
	Month	Days Sick																									
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	May 2014	70																									
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	November 2014	112																									
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Note	Short Trend	Improving	➔																								
Service/Directorate	12-month Trend	Getting Worse	➔																								
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Infrastructure Services Directorate																										
	Days Sick (Short-term) - Whole Council	1092																									
	Days Sick (Short-term) - Environmental Health & Trading Standards	0																									
	Days Sick (Short-term) - Ferry Operations	43																									
	Days Sick (Short-term) - Infrastructure Services Director Direct Reports	0																									
	Days Sick (Short-term) - Harbour Master & Port Operations	21																									
	Days Sick (Short-term) - Environmental Services	52																									
	Days Sick (Short-term) - Roads	28																									
	Days Sick (Short-term) - Estate Operations	40																									
Days Sick (Short-term) - Environment & Transport Operations	0																										
<b>Purpose &amp; Guidance</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 Directorate - Infrastructure Services																															
February 2015 result 1	<p>OPI-4BvI-H Very Long-term Sick - Infrastructure Directorate</p> <table><caption>Very Long-term Sick Headcount Data (Months)</caption><thead><tr><th>Month</th><th>Headcount (Months)</th></tr></thead><tbody><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>1</td></tr><tr><td>June 2014</td><td>1</td></tr><tr><td>July 2014</td><td>1</td></tr><tr><td>August 2014</td><td>1</td></tr><tr><td>September 2014</td><td>1</td></tr><tr><td>October 2014</td><td>1</td></tr><tr><td>November 2014</td><td>1</td></tr><tr><td>December 2014</td><td>1</td></tr><tr><td>January 2015</td><td>2</td></tr><tr><td>February 2015</td><td>4</td></tr></tbody></table>			Month	Headcount (Months)	February 2014	1	March 2014	1	April 2014	1	May 2014	1	June 2014	1	July 2014	1	August 2014	1	September 2014	1	October 2014	1	November 2014	1	December 2014	1	January 2015	2	February 2015	4
Month	Headcount (Months)																														
February 2014	1																														
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October 2014	1																														
November 2014	1																														
December 2014	1																														
January 2015	2																														
February 2015	4																														
Note		Short Trend	No Change Getting Worse																												
Service/Directorate		12-month Trend																													
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Infrastructure Services Directorate																														
	Very Long-term Sick - Whole Council	19																													
	Very Long-term Sick - Env Health & TS	0																													
	Very Long-term Sick - Ferry Operations	1																													
	Very Long-term Sick - Infrastructure Director's Section	0																													
	Very Long-term Sick - Harbour Master & Port Operations	0																													
	Very Long-term Sick - Environmental Services	1																													
	Very Long-term Sick - Roads	0																													
	Very Long-term Sick - Estate Operations	1																													
	Very Long-term Sick - Waste Mgt & Energy	0																													
		<b>Purpose &amp; Guidance</b> 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.																													

Percentage Rate Of Sickness in Directorate - Infrastructure Services			
<p>Average result for 2014/15 as of March 2015</p>	<p>OPI-4C-H Sick %age - Infrastructure Directorate</p>		
	<p>■ 2012/13 ■ 2013/14 ■ 2014/15</p>		
Note	Service/Directorate	Short Trend	Getting Worse
<b>Linked Performance Indicators (Indicators that affect, and are affected by this indicator)</b>	Infrastructure Services Directorate	<b>12-month Trend</b>	Getting Worse
	Sick %age - Whole Council	4.7%	Getting Worse
	Sick %age - Environmental Health & Trading Standards	0.0%	
	Sick %age - Ferry Operations	5.1%	
	Sick %age - Infrastructure Services Director's Direct Reports	1.7%	
	Sick %age - Harbour Master & Port Operations	3.5%	
	Sick %age - Environmental Services	7.3%	
	Sick %age - Roads	6.4%	
	Sick %age - Estate Operations	3.0%	
	Sick %age - Environment & Trans Ops	0.0%	
		<p><b>Purpose &amp; Guidance</b></p> <p>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.</p>	

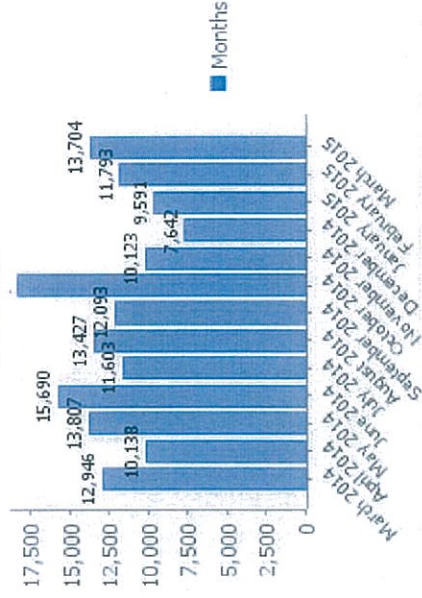


## Overtime Hours in Directorate - Infrastructure Services (non-contractual)

March 2015 result 5123		<b>OPI-4E-H Overtime Hours - Infrastructure Directorate</b> <table><thead><tr><th>Month</th><th>Overtime Hours</th></tr></thead><tbody><tr><td>March 2014</td><td>3665</td></tr><tr><td>April 2014</td><td>2324</td></tr><tr><td>May 2014</td><td>3388</td></tr><tr><td>June 2014</td><td>3744</td></tr><tr><td>July 2014</td><td>3578</td></tr><tr><td>August 2014</td><td>4401</td></tr><tr><td>September 2014</td><td>4369</td></tr><tr><td>October 2014</td><td>4519</td></tr><tr><td>November 2014</td><td>4273</td></tr><tr><td>December 2014</td><td>5123</td></tr><tr><td>January 2015</td><td>3708</td></tr><tr><td>February 2015</td><td>3568</td></tr><tr><td>March 2015</td><td>5123</td></tr></tbody></table>				Month	Overtime Hours	March 2014	3665	April 2014	2324	May 2014	3388	June 2014	3744	July 2014	3578	August 2014	4401	September 2014	4369	October 2014	4519	November 2014	4273	December 2014	5123	January 2015	3708	February 2015	3568	March 2015	5123	Getting Worse		➔
Month	Overtime Hours																																			
March 2014	3665																																			
April 2014	2324																																			
May 2014	3388																																			
June 2014	3744																																			
July 2014	3578																																			
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September 2014	4369																																			
October 2014	4519																																			
November 2014	4273																																			
December 2014	5123																																			
January 2015	3708																																			
February 2015	3568																																			
March 2015	5123																																			
<b>Note</b>		<b>Short Trend</b>		Getting Worse	➔																															
<b>Service/Directorate</b>	Infrastructure Services Directorate	<b>12-month Trend</b>																																		
<b>Linked Performance Indicators (Indicators that affect, and are affected by this indicator)</b>	Overtime Hours - Whole Council		6,673		<b>Purpose &amp; Guidance</b>																															
	Overtime Hours - Env Health & TS		0		This PI measures non-contractual, time-and-a-half, overtime hours. It does not include hours worked beyond contract where these are straight time (e.g. a 20 hour per week person working 30 hours one week). It does not include contractual overtime (e.g. the 5 hours contracted overtime that most ferry staff have).																															
	Overtime Hours - Ferry Operations		2703																																	
	Overtime Hours - Infrastructure Services Director's Direct Reports		121																																	
	Overtime Hours - Harbour Master & Port Operations		902																																	
	Overtime Hours - Environmental Services		781																																	
	Overtime Hours - Roads		1397																																	
	Overtime Hours - Estate Operations		1070																																	
	Overtime Hours - Environment & Trans Ops		0																																	

# Employee Miles Claimed in Directorate - Infrastructure Services

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

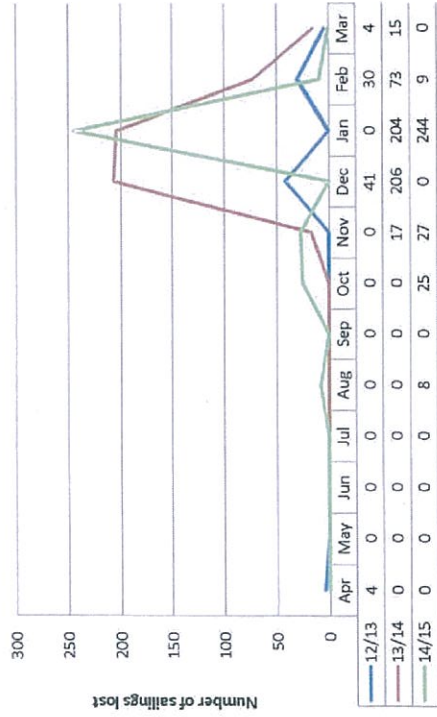


March 2015 result  
13,704

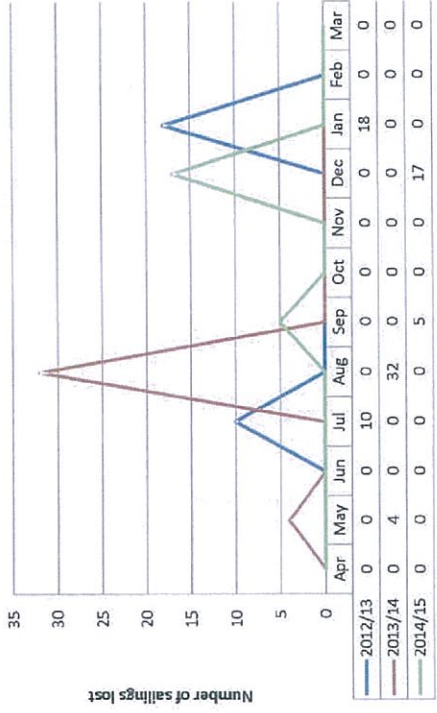
Note	Short Trend	Getting Worse	
<b>Service/Directorate</b>	<b>12-month Trend</b>	Getting Worse	
Infrastructure Services Directorate			
Employee Mileage/Vehicle Cost - Infrastructure Directorate	£9,019		
Employee Miles Claimed - Whole Council	106,920		
Employee Miles Claimed - Env Health & TS	0		
Employee Miles Claimed - Ferry Operations	4,343		
Employee Miles Claimed - Infrastructure Services Directorate's Section	39		
Employee Miles Claimed - Harbour Master & Port Operations	4,299		
Employee Miles Claimed - Environmental Services	1,458		
Employee Miles Claimed - Roads	5,023		
Employee Miles Claimed - Estate Operations	2,161		
Employee Miles Claimed - Waste Mgt & Energy	0		
<b>Linked Performance Indicators (Indicators that affect, and are affected by this indicator)</b>			
	<b>Purpose &amp; Guidance</b>		
	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.		



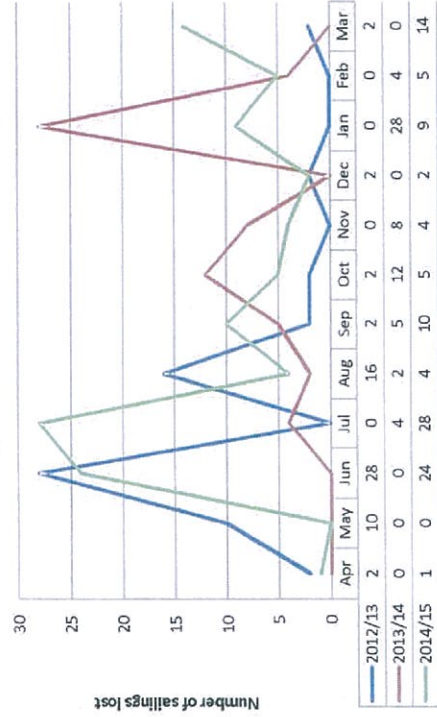
Lost sailings by cause - weather



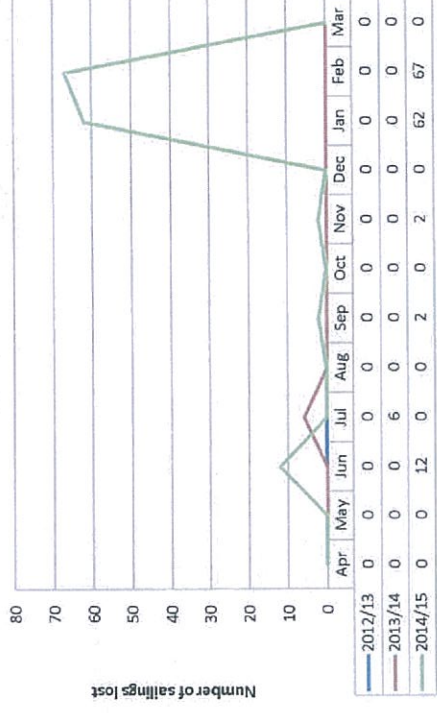
Lost sailings by cause - crew



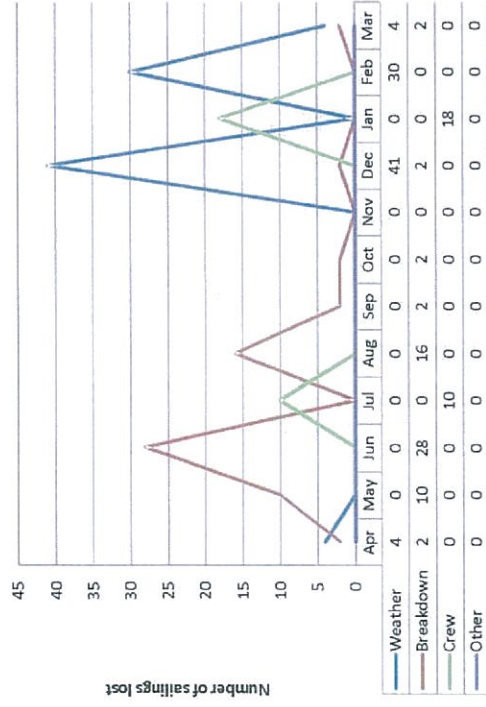
Lost sailings by cause - breakdown



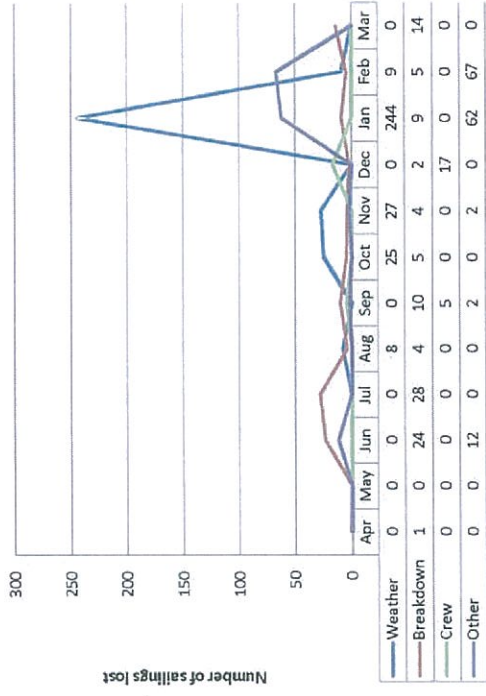
Lost sailings by cause - other



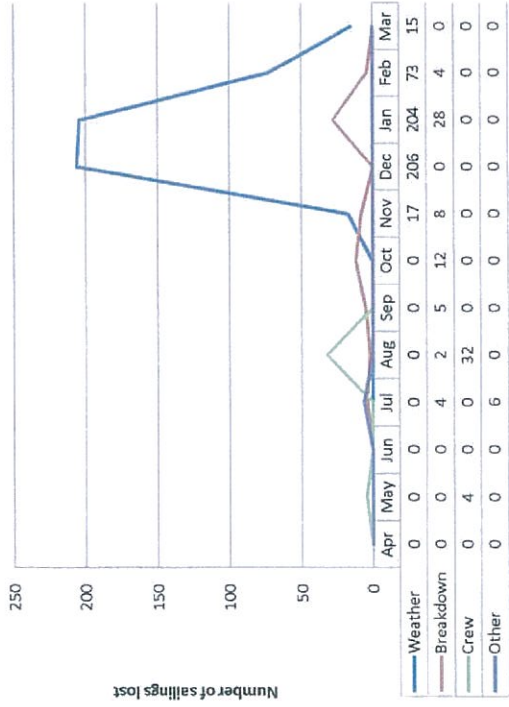
Lost sailings by cause - 2012/13



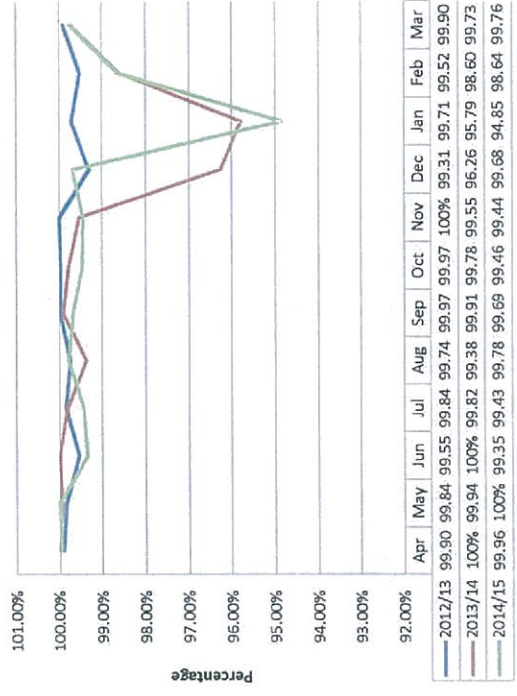
Lost sailings by cause - 2014/15



Lost sailings by cause - 2013/14

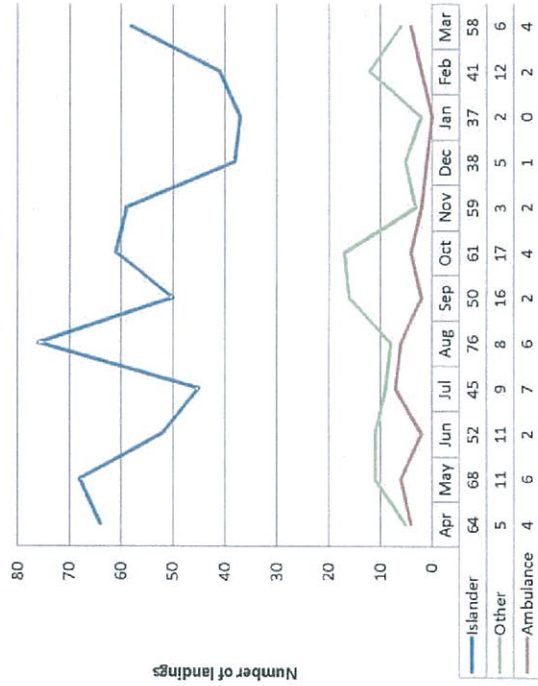


Ferry Availability

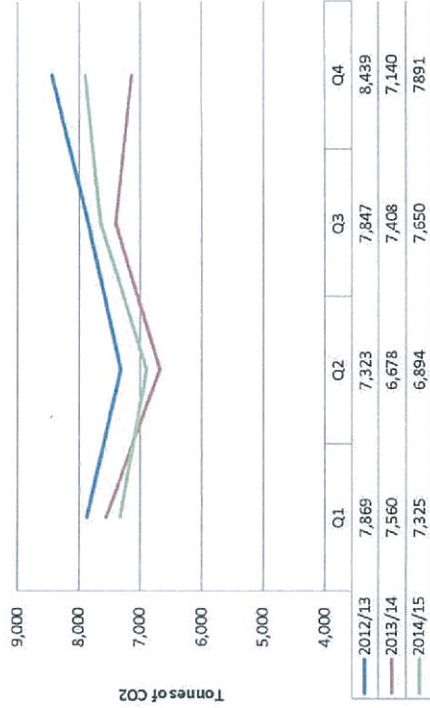




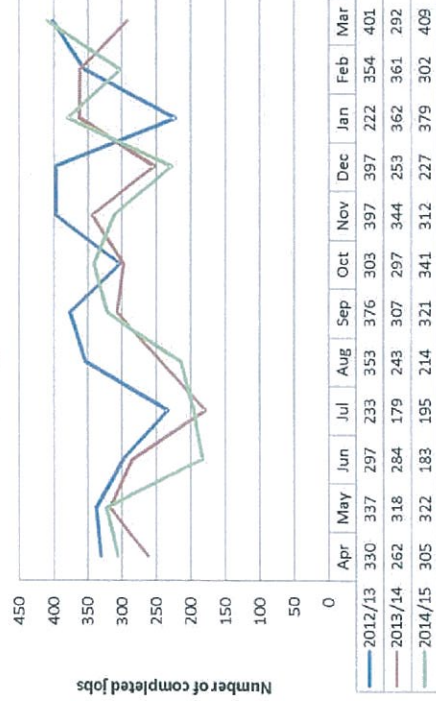
**Landings at Tingwall Airport**



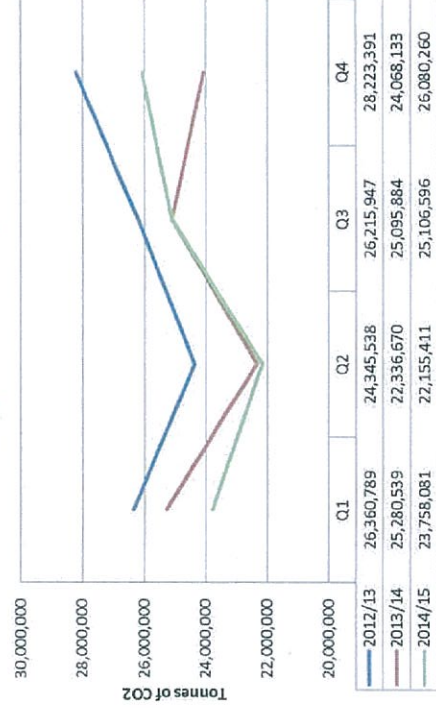
**Tonnes of CO2 from Council Operations**



**Number of reactive jobs completed by Building Services**



**Council Energy Consumption per kWh**





**Environment & Transport Committee****25 May 2015****Infrastructure Services Department Directorate Plan 2015/16**

Report No: ISD-13-15-F

**Report by : Director Infrastructure Services****Infrastructure Services Department****1.0 Summary**

- 1.1 This report presents the final edit of the Infrastructure Services Department Directorate Plan for 2015/16 aligned with the Council's Corporate Plan.

**2.0 Decisions Required**

- 2.1 That the Committee RESOLVE to approve this version of the plan for further sharing with partners, staff and the community

**3.0 Detail**

- 3.1 The Environment & Transport Committee approved the objectives, priorities and proposed actions in the 2014/15 Directorate Plan at its meeting on 25<sup>th</sup> November 2014 (Min Ref: 42/14).
- 3.2 That meeting also delegated authority to the Director of Infrastructure Services to have further work done to ensure the plan was fully aligned with "Our Corporate Plan" and as clear and readable as possible.
- 3.3 The updated version of the plan attached as Appendix 1 to this report is the result of that work.
- 3.4 2015/16 Service Plans for the Directorate have also been updated and are available on the Performance Management Section of the Council's Intranet Site.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of a well run organisation meeting the obligations of Best Value. The regular review and update of key plans

is an important feature of the Council's PPMF and a specific action in the current Corporate Plan.

4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.

4.3 Policy And/Or Delegated Authority –

The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

“Monitor and review achievement of key outcomes in the Directorate and 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 have been developed within the resource limits of existing approved budgets.

4.8 Legal – NONE

4.9 Human Resources - NONE

4.10 Assets And Property – NONE

## 5.0 Conclusions

- 5.1 The Infrastructure Services Directorate plan for 2015/16 has been updated as part of the planning and budgeting work done over the previous number of months. The Committee is now asked for final comments on its layout and structure.

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For further information please contact:

7/05/15

Maggie Sandison Director of Infrastructure Services

01595 744851 [maggie.sandison@shetland.gov.uk](mailto:maggie.sandison@shetland.gov.uk)

15 May 2015

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### Appendices:

Appendix 1 – Infrastructure Services Department Directorate Plan

### Links to Background documents:

[Directorate Service Plans for 2015/16](#)



**Infrastructure**  
**2015-16 Directorate Plan**

**“Securing the Best for Shetland”**

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## Introduction

Every year, each Directorate within the Council produces a Directorate Plan for the following year. This Directorate Plan provides an overview of the Infrastructure Directorate for 2015/16. This plan contains information on major activities, aims, objectives, actions, targets, performance indicators and risks. Detailed activities for each Service within the Directorate are included in their individual Service Plans.

Directorate plans are approved at Service Committees and Council as part of the budget setting process.

## Vision Statement

The Infrastructure Services Directorate is committed to the Vision of **“Securing the Best for Shetland”**.

For the Infrastructure Services Directorate Management Team this Vision means:

- providing quality services which are reliable and trustworthy and which meet the needs of our customers;
- being realistic about the resources we have to deliver our outcomes and manage public expectations about what those resources can achieve;
- delivering Best Value and living within our means;
- maintaining the assets we have already rather than developing, building or buying more;
- achieving long-term sustainability :Environmental, Economic and Social;
- addressing Inequality – supporting those in most need and not making inequalities worse;
- delivering all our services **safely**;
- meeting our statutory requirements and delivering compliant services;
- contributing to and supporting remote and rural Shetland;
- being a caring employer by valuing and investing in our most important asset - our staff, and providing a positive workplace with training and career development;
- maintaining a ‘Can-do’ attitude;
- building relationships external to Shetland to promote Shetland’s outcomes and develop Shetland based solutions for Shetland issues;
- protecting and improving the environment;
- empowering the community and private sector;
- facilitating change and challenging the way we do things;
- anticipating the future needs of customers and developing our service accordingly using innovation to develop new solutions;
- building positive relationships between Members and Officers in order to work together to deliver Corporate Plan outcomes.

## Drivers for Change

The Directorate's priorities are for our services to be:

- reliably delivering our day to day statutory services;
- maintaining our existing assets;
- placing our customers' needs at the forefront of our decision making whilst providing best value for the public funds invested in our services and infrastructure;
- developing long term plans for safe and sustainable transport solutions;
- reducing the environmental impact of our activities and making longer term plans to adapt to climate change.

The key aims for 2015/16 are:

- We will deliver our objectives to ensure Shetland Islands Council's Corporate Plan commitments are met.
- We will deliver the best possible service we can which balances needs and resources.
- We will provide clear and consistent communication to all staff, customers and partners in order to achieve the Directorate's priorities.
- We will be proactive in working with partners in order to secure better outcomes.
- We will ensure staff feel valued and supported particularly through periods of challenge and change.

The most immediate pressures on the Directorate are changes in our workforce; we need to develop service workforce plans that are flexible enough to respond to the current market in particular:

- loss to private sector
- recruitment issues
- age demographic
- sex demographic
- reduced motivation and wellbeing of staff due to new and additional work pressures
- market forces and higher industry standard wages
- local housing issues causing recruitment problems
- perceived lack of career progression

- reduced opportunities for training and development
- perceived loss of job security

The Council needs to achieve financial sustainability and this budget pressure will continue to impact on our Directorate; so we need to:

- plan ahead for minimum 2% ongoing efficiency savings each year;
- prepare plans for cyclical expenditure – 5 year capital programme;
- develop better contingency budgeting;
- reduce assets in line with available maintenance budgets;
- develop lifecycle costing for assets and plant;
- secure external funding for Ferry Service and for ferry replacement programme;
- achieve a cost recovery model for waste management and other non-statutory services;
- develop businesses models for asset investment and spend to save over longer periods based on borrowing finance;
- prepare plan for responding to the impacts of climate change – more extreme weather events creating unforeseen costs and need for long term investment in works to prevent future expenditure;
- reduce our stored spares by disposing of stock for obsolete equipment.

As the Directorate delivers a number of statutory services and some highly regulated services and legislative change is an ongoing driver for service change; so in this coming year we need to respond to changes in legislation:

- Zero waste to increase recycling and manage waste as a valuable resource;
- Carbon reduction to reduce the environmental impact of Council activities and limit future financial penalties;
- New qualification regime for marine staff STCW qualification requirement and ongoing revalidation;
- Accounting of transport infrastructure asset values.

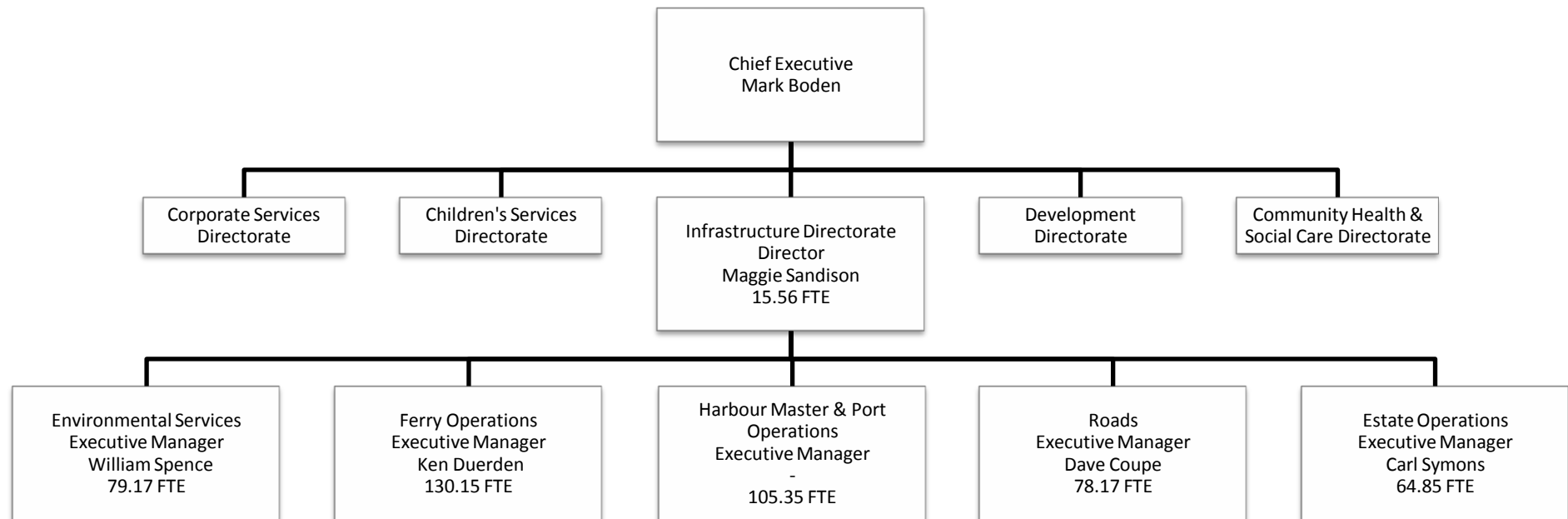
## About Us

The Infrastructure Services Directorate was created as a result of the Council Organisation and Management Restructure in 2011. The Directorate comprises a number of regulatory, statutory, front-line and corporate functions.

## Who We Are

The Infrastructure Services Department is lead by the Director of Infrastructure (Maggie Sandison) and consists of 5 Services: Environmental Services, Ferry Operations, Harbour Master & Port Operations, Roads, and Estate Operations

## Organisational Chart



Budgeted FTE for 2015/16

## Locations

The Infrastructure Services Department supports and delivers services across the whole of Shetland - staff are working from ferries, ports, burial grounds, toilets, workshops, garages, airport, quarry and depots across Shetland. The main office locations are Gremista, Lerwick where the Director, Environmental Services, Roads and Estate Operations are based. Charlotte House, Lerwick is the office for Environmental Health and Trading Standards and our Ferry Operations and Ports Operations are based at Sellaness.

## Governance

The Infrastructure Services Department reports to the Environment and Transport Committee, Harbour Board and Licensing Committee. The Department's performance is reported to Environment and Transport Committee and Harbour Board 4 times per year.

## Regulation and Compliance

Services within the Directorate are inspected by a number of regulators - the marine functions are assessed for compliance by the MCA and Lloyd's Register, the CAA audits the airport, SEPA licences are held for the Landfill Site and Energy Recovery Plant, the Food Standards Agency Scotland assess the service standards and level of compliance of the Environmental Health and Trading Standards Services and the fleet services are assessed by the DVSA.

## What We Do

### **Environmental Services**, responsible for:

- Environmental Health – Food safety, control of noise and other nuisances, pest control, animal welfare, pollution control;
- Trading Standards – consumer protection providing customer advice on their rights and how to avoid scams and fraud;
- Waste services - refuse collection, street cleansing, recycling, burial grounds, landfill and energy recovery plant operation.

### **Ferry Operations Service**, responsible for:

- Resources – ticketing, booking, revenue security, customer information, crewing and rostering;
- Marine – ensuring vessels are manned, equipped and operated safely;
- Engineering - maintenance and repair of ferries, and linkspans.

**Harbour Master & Port Operations**, responsible for:

Harbourmaster – safe operation of Council ports and harbours;  
Towage – operating and manning tugs;  
Port engineer - maintenance and repair of SIC piers, ports and infrastructure and harbour craft;  
Marine engineering - maintenance and engineering of SIC tugs.

**Roads**, responsible for:

Maintenance – maintenance of all public roads, footways, winter maintenance service and general construction works;  
Asset and Network– management and co-ordination of road works, maintenance and improvement of street lighting, barriers and signs, road resurfacing and surface dressing and operation of scord quarry;  
Design - the design and construction management of road refurbishment and new projects.

**Estate Operations**, responsible for:

Building Services – property maintenance and repair, grounds maintenance and public toilets;  
Fleet – vehicle and plant management, servicing and maintenance and bulk fuel facilities;  
Carbon Management - carbon and energy management including energy efficiency projects.

## **Our Customers**

The Roads Service maintains 652 miles of road in Shetland

The Roads Service maintains approximately 4000 street lights

The Roads Service undertakes analysis of 32 road traffic injury accidents on average each year

The Roads Service grits over 300 miles of road on 60 days in the average year

The Ferry Service operates 12 ferries (2<sup>nd</sup> largest fleet in Scotland) making 46,000 timetabled crossings to and from 8 islands carrying 786,000 passengers and 364,000 vehicles each year

The Port Operations maintain 19 ports and Harbours and 16 dedicated ferry terminals across Shetland

The Port Operations will provide a towage service to 98 tankers in 2015/16

Estate Operations maintains 250 vehicles and plant in the garage and carried out 2,088 jobs last year.

Estate Operations maintains 125,325m<sup>2</sup> of buildings comprising of 20 Social Work facilities, 29 Primary Schools, 7 Secondary Schools, 2 Colleges, 6 Children's Services facilities, 20 offices and 42 other premises.

Estate Operations responded to 534 emergencies and carried out 7,029 jobs across the Council's built estate last year.

Estate Operations provides 22 public toilets and we estimate that these will use 6,310 toilet rolls this year.

Estates Operations provides grounds maintenance to 1,394 plots across Shetland and cuts 399,553m<sup>2</sup> of grass per year.

Estate Operations delivered energy efficiency upgrades to 137 private Shetland households who were categorised as fuel poor last year and plans to deliver 150 more in 2015/16.

Environmental Services collects 6,081 tonnes of household waste from 10,814 households

Environmental Services turned 23,561 tonnes of waste into 50,993,950 KWH heat for the district heating scheme last year

Environmental Services monitors food safety in 495 food businesses

Environmental Services issued 973 health certificates for businesses to be able to export their food product outside the EU



## Our Costs and Income

For the financial year 2015/16 the General Fund budget for the Directorate includes 367.90 full time equivalent staff, £20.6 million net revenue expenditure and £5.9 million capital expenditure. The Harbour Account budget includes 105.35 full time equivalent staff, £6.5 million net revenue income and £320k capital expenditure. The Total Gas Plant contribution is anticipated to be £1.3 million in 2015/16.

General Fund Services	Number of Staff (FTE)	Gross Expenditure	Income	Net Budget	Capital Budget
Directorate	15.56	993,175	(55,050)	938,125	0
Environmental Services	79.17	7,192,876	(4,024,100)	3,168,776	429,000
Ferry Operations	130.15	13,888,977	(2,419,089)	11,469,888	600,000
Roads	78.17	10,862,338	(6,875,860)	3,986,478	1,750,875
Estate Operations	64.85	3,947,803	(2,960,186)	987,617	3,149,020
<b>Infrastructure Services Total</b>	<b>367.90</b>	<b>36,885,169</b>	<b>(16,334,285)</b>	<b>20,550,884</b>	<b>5,928,895</b>

Harbour Account	Number of Staff (FTE)	Gross Expenditure	Income	Net Budget	Capital Budget
Harbour Master & Port Operations	105.35	14,656,912	(21,176,648)	(6,519,736)	320,000
Total Gas Plant Contribution	0	0	(1,349,000)	(1,349,000)	0
<b>Infrastructure Services Total</b>	<b>105.35</b>	<b>14,656,912</b>	<b>(22,525,648)</b>	<b>(7,868,736)</b>	<b>320,000</b>

## Funding and resources

The infrastructure Directorate has made savings of £6.3 million since 2012/13 including the £320k required for 2015/16. The reduction in savings requirement for 2015/16 was due to the substantial service reviews undertaken in previous years already having delivered the majority of the savings required to achieve the target operating budget set out in the Council's Medium Term Financial Plan. Infrastructure Services accounts for 20% of the overall Council General Fund budget and 100% of the Harbour Account budget.

## Aims and Objectives

Corporate Plan Aims	Supporting Directorate Objectives
Supporting adults to be independent	Manage the reduced Private Sector Housing Grant funding to most effectively provide adaptations to help people remain in their own homes
The best possible start for every child	<p>Deliver the "Schools for the Future" projects to provide improvements to heating, windows and external parts of Bell's Brae primary, and repairs to Sound Primary's School roof</p> <p>Project manage the development of the new AHS roundabout and access roads, Clickimin footpath and cycle ways</p>
The transport services we need	<p>Deliver the externally funded electric vehicle charging points and electric pool car pilot project</p> <p>Explore opportunities for community run transport solutions;</p> <p>Secure Scottish Government funding for internal ferry service and achieve commitment of Scottish Government Capital expenditure for Ferry Replacement Programme and/or fixed links;</p> <p>Develop a Ferry Replacement Programme</p>

	<p>Project manage the m.v. "Fivla" Life extension</p> <p>Project manage the replacement of the Trondra Bridge bearings to maintain the road asset</p> <p>Support the project to review the inter island air service before the contract is retendered which will determine the future infrastructure requirements for island flights including the long term plan for Tingwall Airport</p>
Build a healthy economy	<p>Deliver a Scalloway Harbour Project Business plan to develop the harbour infrastructure</p> <p>Deliver a marketing strategy for Scalloway Harbour to maximise the return on investments in infrastructure</p> <p>Deliver the modern marine apprenticeships if external funding secured and local delivery mechanism established</p> <p>Directorate workforce planning to succession plan for future vacancies and fill skills gaps</p>
Encourage Strong Communities	<p>Explore community based solution for burial ground and amenity grass cutting</p> <p>Explore opportunities for community run transport solutions</p>
Working with partners to achieve best results	<p>Finalise and Implement Business plan for Energy Recovery Plant and District Heating Scheme</p> <p>Achieve a sustainable future for Sullom Voe Harbour in partnership with Government and the Oil industry</p>
Protect Vulnerable and disadvantaged people	<p>Secure external funding to deliver the accessibility improvements to ferry terminals</p>

	Continue to provide grants to deliver energy efficiency measures to reduce fuel poverty and improve health outcomes using Scottish Government HESABS funding
Being a properly led and well-managed council	<p>Develop better ways to capture service requests, complaints and positive feedback on the quality of our services using ICT better</p> <p>Deliver our day to day services within the reduced budget</p> <p>Secure external funding for key projects-, Modern Marine Apprenticeships, Zero Waste Funding, Scalloway Harbour developments, HESABS, ferry replacement programme</p> <p>Undertake 100% of the employee review development plans</p> <p>Positive audits from our regulators with no serious non-conformances identified</p>
Dealing with challenges effectively	Respond to the mandatory reporting and monitoring of carbon reduction and climate change actions and develop further innovative solutions to reduce the environmental impact of our operations such as a hydrogen project for HGVs and/or ferries.

Directorate Aims/Priorities	Objectives/Actions
Achieve longer term financial planning of Capital and revenue projects	Improve the Asset Investment Plan decision making process by developing whole lifecycle costing for asset repairs and replacement
Delivering our services safely and reliably	Replace VTS Radar at Sullom Voe to maintain safe operations
Maintaining our existing assets	<p>Project manage the repairs to the Town Hall windows</p> <p>Local climate impacts report to assess the impact and risk of extreme weather events and develop a climate change adaption plan</p>

Respond to changes in legislation	<p>Redesign the landfill site to pre-sort waste and provide a better feedstock for the Energy Recovery Plant and handling of recyclates</p> <p>Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes</p> <p>Mandatory reporting of carbon reduction and climate change actions</p>
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## Detailed Actions/Plan for Change

### Previous Actions Completed in 2014/15

Description	Delivered Early/on-time/late	Achieved original intention?
<p>The roll out of new ticketing machines to increase use of smart cards, chip and pin facilities and online booking for internal ferries</p> <p>and</p> <p>Improve revenue security of Ferry Fares</p>	late	Yes-Develop transport arrangements that meet people's needs and reduce cost of maintaining the old ticket machines as a spend to save over three years.
Establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year Infrastructure Investment Plan.	On time	Yes-Effective Operations and Financial Planning
Re-engine m.v. "Bigga"	On time	Yes-Provide a more fuel efficient ferry and control costs and carbon emissions

Infrastructure Directorate Plan 2015/16

Provide a control tower at Tingwall Airport	Not delivered- on hold	Enable the Flight information Service Officer to communicate effectively and safely to the pilot
Undertake employee review and development plans for all employees of Infrastructure Services	Late and not all completed	Yes- Effective employee engagement and development and compliance with Council policy
Undertake a Infrastructure Investment Plan for Ports and Harbours to establish the investment required to respond to the 30 year life extension for Sullom Voe	late	Yes-Effective Operations and Financial Planning
Replacement of Burra Bridge Bearings	late	Yes-Maintain the road asset
Replacement of Laxaburn Bridge	On time	Yes-Maintain the road asset
Manage the reduced Private Sector Housing Grant funding to most effectively provide adaptations to help people remain in their own homes	On time	Yes- help people live longer independently in their own homes
Develop a workforce plan	On time	Yes-Identify and fill skills gaps and achieve succession planning
Provide energy efficiency measures for fuel poor and/or vulnerable households	On time	Yes- reduce their household bills and improve health outcomes
Building efficiencies project	On time	Yes-Deliver efficiencies across NHS/SIC estate repairs and maintenance
Develop and Deliver the waste strategy following the review by Zero Waste	On time	Yes- legislative compliance
Delivery of Services within budget	On time	Yes Dealt with pressures, issues and problems within existing budgets

Infrastructure Directorate Plan 2015/16

Carbon Management Plan actions implemented	On time	Yes-Put in place carbon management plans to protect and improve our environment and meet legislation compliance.
Identify the £320K additional savings	On time	Yes-Met the 15/16 Medium Term Financial Plan target

**Ongoing Actions/Projects Started prior to 2015/16**

Description	PRINCE *	Start date/Comments	Expected Outcome
Workforce plan	No	August 14	Apprenticeships Workforce levels correct for service delivery Multiskilled staff Improved morale and staff wellbeing Retention of staff and low sickness Retain knowledge and build experience Better training plan for skill gaps and succession planning
Waste Strategy Implementation	No	October 2014	New Vehicles New Staffing arrangements in place Collection equipment sourced and rolled out New recycling collection started Legislative compliance
Carbon Management Plan implementation	No	December 2014	Efficiencies Better use of resources Legislative compliance



## New Planned Actions Due to Start in 2015/16

Description	PRINCE *	Start date/Comments	Expected Outcome
Implement the Scalloway Business plan	No	Need Harbour Board recommendation to Council	Effective operations and financial planning
Small ports plan developed to decide future of these assets	No	Once consultants report received	Effective operations and financial planning
Implement the recommendations for the COWIE report into District heating and Energy Recovery Plant	No	Once consultants report received	Effective operations and financial planning and legislative compliance
Develop decision making matrix for vehicle and plant replacement	No	Once Asset Investment Plan funding agreed in December 14	Effective operations and financial planning

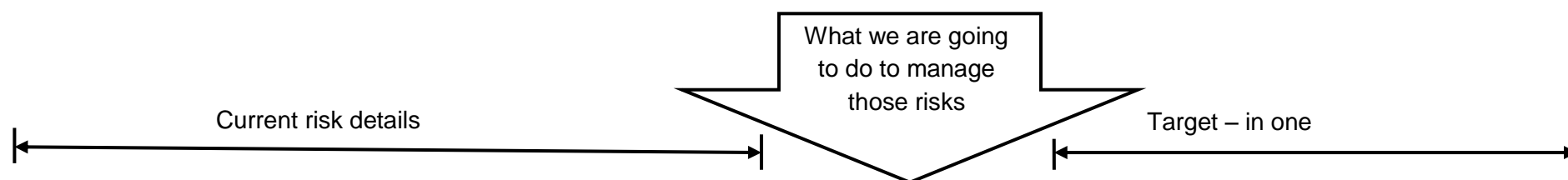
\* **PRINCE** stands for “**PR**ojects **IN** **C**ontrolled **E**nvironments”. It is an established method to run all types of projects in a consistent and controlled manner, with standard paperwork and controls. The Council has previously agreed that all significant projects should be run as PRINCE projects.

The key actions for each service are set out in operational service plans. The Directorate level actions or most strategically significant operational actions to be delivered are set out above and will be monitored each quarter by the Directorate Management Team and Committee Members as part of the quarterly reviews.

## Risks to Delivery/ Risk Register

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

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



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

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	Lead Officer
Practice, Health and Safety etc									
Key staff - loss of	Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries) means service cannot continue	Likely (4)	Significant (3) Financial loss/ increased cost of working £100k to £500k, Impact on a local community, Local press or public interest	High (12)	Workforce planning project, restructure being implemented	Unlikely (2)	Minor (2) Increased cost of working £10k to £100k	Low (4)	Director of Infrastructure Services
Policies - effect of	Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance	Possible (3)	Major (4) Financial loss/ increased cost of working £500k to £1m, Impact on several communities	High (12)	SIC Borrowing policy and strategy agreed in December 2013, fleet review ongoing, Infrastructure asset replacement strategy in place and climate change planning being undertaken	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Director of Infrastructure Services

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	Lead Officer
Accidents /Injuries Staff/Pupils/ Clients/ Others	Infrastructure delivers front line services across Shetland, employing 471 FTE and delivering a range of heavy engineering and transport services	Likely (4)	Major (4) Major injury to several people or death of an individual, Litigation/ fine £250k to £1m	High (16)	Health and Safety systems, safe systems of work in place, restructure being implemented which will ensure permanent staff are appointed to significant posts which impact on management of health and safety.	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Director of Infrastructure Services
<b>9. Dealing with challenges effectively</b>									
Storm, Flood, other weather related, burst pipes etc	Extreme weather events cause flooding, coastal erosion, loss of key infrastructure, lost sailings, increased snow conditions, additional repairs	Likely (4)	Major (4) Impact on several communities	High (16)	Asset inspections and maintenance plan in place, emergency plans in place, well-maintained vessels on all routes, some newer vessels.	Possible (3)	Significant (3) Impact on a local community	Medium (9)	Director of Infrastructure Services
Escape of pollutant	Pollution incident at Port, Landfill/Waste to Energy Plant/ Airport	Possible (3)	Catastrophic (5) Permanent damage to SSSI, Multiple civil/ criminal actions/ litigation/ fine >£1m	High (15)	Regulations, safe systems of work, planned routine and reactive maintenance plans, booms, maximum quantities enforced, monitoring and reporting of all incidents.	Unlikely (2)	Catastrophic (5) Permanent damage to SSSI, Multiple civil/ criminal actions/	High (10)	Director of Infrastructure Services

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	Lead Officer
							litigation / fine >£1m		
<b>10. Living within our means</b>									
Loss of revenue/ income	Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings	Possible (3)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (9)	Medium term Financial Plan is on track, budget control systems in place, restructure agreed and being implemented to help meet MTFP	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Director of Infrastructure Services

## High Operational Risks across Infrastructure Department

<b>Airport</b>									
Damage to vehicle, mobile	Tingwall has vehicles, inc fire engine, aircraft, fuel bowser, pick-ups, etc, movement of freight	Rare (1)	Catastrophic (5) Financial loss/ increased	High (5)	Safe systems of work including speed limit, signage and road markings, careful control of site/ contractors/ visitors/	Rare (1)	Significant (3) Financial loss	Low (3)	Director of Infrastructure Services

plant and equipment	takes place regularly. Passenger, staff and contractor vehicles regularly manoeuvring in the area.		cost of working >£1m		passengers,		£100k to £500k, Litigation/ claim £50k to £250k		
Physical damage - People / Property - Other	Airport operate between thirty and fifty return flights per week	Rare (1)	Catastrophic (5) Death of several people, Financial loss/ increased cost of working >£1m	High (5)	Safe systems of work, trained staff, audit regime, CAA licence and inspections bi-annually	Rare (1)	Significant (3)	Low (3)	Director of Infrastructure Services
Professional Errors and Omissions	CAA licence mandatory	Rare (1)	Catastrophic (5) Financial loss/ increased cost of working >£1m	High (5)	Training, plan, reviews, revised procedures and systems	Rare (1)	Significant (3)	Low (3)	Director of Infrastructure Services
Terrorism/Activists	Tingwall airstrip is within 50 k of Europe's largest oil terminal, Sullom Voe	Rare (1)	Catastrophic (5) Death of several people, Total loss of a critical building, Impact on whole of Shetland	High (5)	Emergency procedures are part of the Aerodrome manual	Rare (1)	Significant (3)	Low (3)	Director of Infrastructure Services
Environmental - Other	Tingwall airport operates flights to five islands. Adverse weather	Almost certain (5)	Significant (3) Financial loss/	High (10)	Flexible arrangements to fly outside timetable as weather window allows.	Likely (4)	Minor (2)	Medium (8)	Director of Infrastructure

	conditions, fog, strong winds, snow can delay or prevent flights.		increased cost of working £100k to £500k						
Legal - Other	Transport Service has various legally appointed roles e.g. airport licence holders. Airport cannot fulfil ANSP licence holder requirements without key employees.	Possible (3)	Major (4) Impact on several communities	High (12)	Training has expanded staff capacity, resilience plan in place  Additional staff trained	Rare (1)	Major (4) Impact on several communities	Low (4)	Director of Infrastructure Services
<b>Estate Operations</b>									
Labour relations	Estate Ops has 59 FTE and has been restructured	Almost certain (5)	Major (4) Increased cost of working £100k to £500k	High (20)	Good communications with staff, systems for redeployment,	Possible (3)	Significant (3)	Medium (9)	Director of Infrastructure Services
Economic / Financial - Other	Increasing average energy costs are pushing up budgets, installation of alternatives required under spend to save, restricted amounts of money available, access to budget difficult, parameters are tight	Likely (4)	Significant (3) Increased cost of working £100k to £500k	High (12)	Energy management plans, changes to buildings to alter heating systems and improve energy efficiency	Possible (3)	Minor (2)	Medium (6)	Director of Infrastructure Services
<b>Ports and Harbours</b>									
Escape of pollutant	Pollution incident from shore or operations, collision, grounding, uncontrolled release	Rare (1)	Catastrophic (5) Impact on the whole of Shetland,	High (5)	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff, robust	Rare (1)	Catastrophic (5) Impact on the	High (5)	Director of Infrastructure Services



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

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

## Performance Indicators

### Performance Indicators from Council Wide Performance Measures

	Indicators / Measure	Infrastructure Services Directorate 2013/14		Infrastructure Services Directorate 2014/15		Performance Statement	Improvement Statement
		Performance	Target	Performance	Target		
	Overtime Cost	£1,203,000	Within budget	£1,323,781	Within budget	Overtime is monitored and is used to effectively manage work peaks	Managing overtime and monitoring its use is a key activity for Executive

						and cheaper than using contractors	Managers - it has been demonstrated to be cheaper than additional FTEs or contractors for addressing seasonal workloads
	Sickness Absence Rates	3.4%	3.7%	4%	3.7%	Infrastructure has a lower level of sickness than most of the Council	Managing sickness absence effectively and monitoring it is a key activity for Executive Managers
	Return to Work Interviews				100%	Systems have been put in place to monitor the completion of return to work interviews.	Managing sickness absence effectively and monitoring the return to work interviews is a key activity for Executive Managers
	Employee Review and Development Meetings held in Policy Period (Mar-May)	21%	100%	21%	100%		
	Employee Review and Development Meetings held in the previous 12 months	60%	100%	49%%	100%		

## Key Directorate Indicators

	Performance Measure	Performance 2012/13	Performance 2013/14	Performance 2014/15	Target 2015/16	Performance Statement	Improvement Statement
	<p>Food Hygiene Percentage of inspection programme completed</p> <p>Percentage of premises achieving PASS standard in Food Hygiene information Scheme</p>	<p>% of inspection programme completed for 2012/13 = 96%</p> <p>% of premises achieved pass or pass &amp; eatsafe = 80.5%</p>	<p>88%</p> <p>84%</p>	<p>86%</p> <p>77%</p>	<p>100%</p> <p>95% of premises PASS by 2017</p>	<p>The inspection of our food businesses helps to ensure consumer safety and reduces the risk of food poisoning outbreaks</p> <p>PASS is a national indicator to show the hygiene standards of the premises at the last inspection and promotes the ability of consumers to make informed choices.</p>	<p>Our inspection programme is a key priority however there are reduced staff in Environmental Health and increasing reactive workloads which impacts on the planned activities.</p>
	Ferry Availability and Lost sailings by cause	<p>99.8%</p> <p>Weather 79 B'down 64 Crew 28 Other 0</p>	<p>99.7%</p> <p>Weather 515 B'down 63 Crew 36 Other 6</p>	<p>99.2%</p> <p>Weather 313 B'down 106 Crew 36 Other 145</p>	99.5%	<p>This indicator shows the reliability of our services and helps to establish the impact of ageing vessels, changes in manning following the Ferry Review</p>	<p>The Ferry Service has achieved this target in previous years however the ongoing monitoring of the causes of lost sailings helps to establish the need</p>

						and the resultant reduction in maintenance time and maintenance budgets on our services.	for any corrective actions by management.
	Landings at Tingwall Airport	New Measure	New Measure	Islands 649 Air Amb 40 Other 105	Establish baseline in 14/15	Increased activity achieves increased income	The PSO air contract review will help to consider the longer term future for Tingwall Airport
	Number of reactive jobs completed by Building Services	4,000	3502	3510	3480	Our planned maintenance budget has reduced and this is an indicator of whether this is resulting in more reactive workload due to less planned maintenance	This indicator is helping us to establish a trend in reactive maintenance as the budget provision for proactive and planned work reduces to reduce revenue expenditure in services
	RCI Indicator of Road condition	42.5%	41.4%	41.9%	Maintain	Our Road infrastructure is aging and needs maintenance. The RCI is an indicator of the change in	We use the RCI to target our repairs and maintenance in order to maintain the condition of the asset through better

						condition	targeting of expenditure
	Complaints about Service delivery	New Measure	New Measure	13	Establish baseline in 14/15	Complaints are an opportunity to review and improve our services and may indicate where we do not meet our customers needs	Systems are being developed to better capture feedback, both positive and negative and ensure that lessons are learned to reduce complaints
	Council Energy Consumption Per KWh	105,145,165	96,781,226	97,100,348	Reduce	Reducing energy usage saves Council budgets and reduces CO2	Action plan to reduce energy usage is being implemented using spend to save funding and green loans.
	Tonnes of CO2 from Council operations	31,478	28786	29,760	Reduce	The Council has a statutory duty to reduce CO2	Action plan to reduce CO2 is being developed and implemented
	Level of compliance with External audits regimes- CAA, FSA, MCA	New Measure	New Measure	No comments in a serious category	No comments in a serious category	Audits are a key indicator of the quality of our services. Achieving no major non conformities at audit	Management systems are in place to ensure our service meet the compliance standards for our

						demonstrates good management practice and systems	external auditors
	Contracts and Tenders issued by Ports/Ferries and % compliance with Standing Orders	New Measure	New Measure	Compliance has been checked by follow up audit which confirms substantial improvement but recognises some future work will be required over the next year to achieve tendered framework agreements.	100% compliance at audit and quarterly monitoring	100% compliance will indicate that the Councils systems are robust and will provide assurance to audit Scotland that financial systems are effective.	An action plan has been implemented to address previous non-compliance and Management systems and monitoring is in place
	Amount of household waste collected (tonnes)	10881	9793	10027	10760	Due to the increase in economic activity there has been an increase in waste collected due to	Activities to promote better waste awareness and promotion of reuse as well as future reductions in visiting

						higher population	workers should reduce waste created.
	Percentage of household waste collected recycled	13.3%	11.2%	9.1%	10.5%	Shetland has focused on energy recovery as this has been shown to be Best Practicable Environmental Options for most waste.	New recycling system will collect cans and glass from each household so should increase percentage of recycling.

### Directorate Performance Indicators from the Local Government Benchmarking Framework

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		



Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV1  Gross cost of Waste collection per premises				<b>11/12</b>	184.94	32		The cost of waste collection has reduced as staff numbers have reduced – the distance travelled and the need to provide island collections means the service is more expensive, also the use of wheeled bin is not commonplace and this could reduce resources required for service	The service is being reviewed as part of the new waste strategy and efficiency measures are being considered in designing the new service.
				<b>12/13</b>	176.72	32			
	48.55	82.76	146.66	<b>13/14</b>	146.66	32			

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV1a  Net cost per Waste collection per premises								The cost of waste collection has reduced as staff numbers have reduced – the distance travelled and the need to provide island collections means the service is more expensive. The commercial waste service has not been highly regulated and some recovery of costs may be lost	The service is being reviewed as part of the new waste strategy and efficiency measures are being considered in designing the new service including achieving better commercial waste recovery.
				<b>12/13</b>	144.16	32			
	37.14	62.50	128.72	<b>13/14</b>	128.72	32	30		

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV2  Gross cost per Waste disposal per premises				<b>11/12</b>	279.08	32		The Council runs a landfill and a energy recovery plant and there is no market provision on the island to create competitive options for disposal	A review of district heating and the energy recovery plant is ongoing and this may change the disposal costs
				<b>12/13</b>	325.69	32			
	67.41	114.86	242.49	<b>13/14</b>	172.37	30	28		
ENV2a  Net cost per Waste disposal per premises								The Service has been trying to develop a cost recovery model for commercial waste disposal and the gross cost is balanced by the sale of heat	A review of district heating and the energy recovery plant is ongoing and this may change the net disposal costs to make the model more sustainable.
				<b>12/13</b>	58.35	2			
	16.83	91.37	166.72	<b>13/14</b>	16.83	1	1		

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV3a  Net cost of street cleaning per 1,000 population				11/12	17733.33	21		The service has reduced staff numbers which has improved its ranking	The waste service review may also create some impacts on street cleansing costs by changing working patterns further which could improve this ranking.
				12/13	16587.68	19			
	6612.51	14691.21	29317.45	13/14	15689.66	19	19		
ENV3c  Cleanliness Score (%age Acceptable)				11/12	94.6	23		Despite the reduced staffing in street cleansing the score is being improved- staff are highly motivated to maintain the score and there is better management of resources	The waste service review may also create some impacts on street cleansing by changing working patterns further but the aim is to maintain the current ranking.
				12/13	96.5	15			
	0.0	93.1	100.0	13/14	98.3	6	6		

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV4a  Cost of maintenance per kilometre of roads				<b>11/12</b>	8860.6 4	19		The maintenance cost has been reduced by better targeting of reduced resources using the RCI survey	The Service aims to maintain its improved ranking by continuing to target its reduced resources effectively.
				<b>12/13</b>	3831.9 3	8			
	804.60	8140.36	25959.7 1	<b>13/14</b>	3634.5 8	9	9		
ENV4b  Percentage of A class roads that should be considered for maintenance treatment				<b>10/12</b>	26.37	14		The ranking has been improved by better targeting of reduced resources using the RCI survey	The Service aims to maintain its improved ranking by continuing to target its reduced resources effectively.
				<b>11/13</b>	25.20	15			
	14.70	27.31	44.50	<b>12/14</b>	21.08	6	6		

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV4c  Percentage of B class roads that should be considered for maintenance treatment				<b>10/12</b>	41.80	25		The ranking has been improved by better targeting of reduced resources using the RCI survey	The Service aims to maintain its improved ranking by continuing to target its reduced resources effectively
				<b>11/13</b>	39.60	28			
	20.95	33.34	65.00	<b>12/14</b>	38.01	21	21		
ENV4d  Percentage of C class roads that should be considered for maintenance treatment				<b>10/12</b>	40.71	21		The ranking has been improved by better targeting of reduced resources using the RCI survey	The Service aims to maintain its improved ranking by continuing to target its reduced resources effectively
				<b>11/13</b>	39.90	23			
	11.52	36.43	62.60	<b>12/14</b>	38.18	14	14		

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV4e  Percentage of unclassified roads that should be considered for maintenance treatment				<b>08/12</b>	54	30		The ranking has been improved by better targeting of reduced resources using the RCI survey	The Service aims to maintain its improved ranking by continuing to target its reduced resources effectively
				<b>09/13</b>	53.20	30			
	23.90	40.31	60.40	<b>10/14</b>	53.99	25	25		
ENV5  Cost of trading standards and environmental health per 1,000 population				<b>11/12</b>	81777.78	32		Environmental Health has reduced management and staffing resource. There has also been work to ensure the costs included are comparable across other EH Services	Maintain position and find further efficiencies through more flexible use of staff.
				<b>12/13</b>	88711.76	32			

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
	14874.3 2	24175.5 7	40321.6 3	<b>13/14</b>	33965. 52	30	30		
ENV5a  Cost of trading standards per 1,000 population								Trading Standards have reduced staff by 1 FTE from 4 FTE	Maintain position and find further efficiencies through more flexible use of resources.
				<b>12/13</b>	14002. 59	32			
	1934. 58	5833.69	12518.2 5	<b>13/14</b>	10431. 03	31	31		
ENV5b  Cost of environmental health per 1,000 population								Environmental Health has reduced management and staffing resource. There has also been work to ensure the costs included are comparable across other EH Services	Maintain position and find further efficiencies through more flexible use of staff.
				<b>12/13</b>	74709. 18	32			
	7180.33	18341.8 8	37253.3 5	<b>13/14</b>	23534. 48	26	26		



Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV6  The % of total waste arising that is recycled				11/12	16.98	32		Shetland has a unique position due to the Energy Recovery Plant which means that the Best Practicable Environmental Option for paper, card and plastic being incineration.	A door step glass and can recycling collection will commence in 14/15 which will start to improve this figure
				12/13	14.11	32			
	12.18	42.74	57.00	13/14	12.18	32	30		
ENV7a  % of adults satisfied with refuse collection				10/11	94.9	1		There is a high degree of satisfaction with refuse collection and this has been maintained even as resources have reduced	The aim is to sustain this position even as the service changes to promote greater recycling.
				12/13	95	1			
	66	84	95	13/14	94	2	1		

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
ENV7b  % of adults satisfied with street cleaning				<b>10/11</b>	82.8	1		The Council's cleanliness indicator has improved but satisfaction levels reduced. This maybe because there is less available staff in street cleansing and a perceived impact of community council skip removal so the service change has impacted on the public perception despite the cleanliness level improving. There is also the potential impact of the increased worker population which has created some litter hotspots and the ongoing issue of visible littering from cars	The Council is aiming to maintain its cleanliness level and address the perception of worsening cleanliness through public engagement and education.

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
				<b>12/13</b>	84	5			
	58	<b>76</b>	85	<b>13/14</b>	81	7	1		
Corp 5b2 - (Domestic				<b>11/12</b>	0.1	1		There are a low number of cases in	As you know each individual case has a

Indicator	Scotland 2014/15			Shetland				Performance Statement	Improvement Statement
	Min	Avg	Max	Year	Value	Rank	Target		
Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site				<b>12/13</b>	48	26		<p>Shetland and this can sometimes produce unusual figures like this.</p> <p>Each individual case has a different response – many are resolved without a visit whereas others need to log noise on diary sheets so that there is evidence on which to base a visit. There are a substantial range of different types of noise complaint year on year</p>	<p>different response – many are resolved without a visit whereas others need to log noise on diary sheets so that there is evidence on which to base a visit. There are a substantial range of different types of noise complaint year on year</p>
	0.4	<b>80.7</b>	1488	<b>13/14</b>	1488	31			

## Contact Details

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**Environment and Transport Committee****25 May 2015**

<b>Environment and Transport Committee - Business Programme – 2015/16</b>	
GL-18-15-F	
<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 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 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 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 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 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.

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For further information please contact:

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*18 May 2015*

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#### List of Appendices

Appendix 1 – Environment and Transport Committee 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>





**Environment and Transport Committee - Meeting Dates and Business Programme 2015/16  
as at Monday, 18 May 2015**

Environment and Transport Committee			
<i>D= Delegated R=Referred</i>			
<b>Quarter 1 1 April 2015 to 30 June 2015</b>	<b>Date of Meeting</b>	<b>Business</b>	
		Inter Island Ferry Fares Review	D
		ASN & Social care transport review	D
		Transport Planning Service Restructuring	R EJCC 27 Apr P&R 4 May
		Contract Standing Orders - Giera	D
		Contract Standing Orders - Fivla	D
		Carbon Management Plan	R P&R 4 May SIC 13 May
	<i>PPMF</i> 25 May 2015 3.30 p.m.	Management Accounts – Quarter 4	D
		Infrastructure Directorate – Performance Overview – Quarter 4	D
		Infrastructure Directorate Plan – Integrated and Formatted Final Edit	D
		Committee Business Programme 2015/16	D
	<i>Ordinary</i> 15 June 2015 2 p.m.	Repair & Replacement Costings for Lifetime of Council Assets	D
		2018 Northern Isles Lifeline Ferry Contract	D
		Sustainable Community Transport	D
		Road Collaboration Report	D
		Accident/Investigation Levenwick	D
		Exception Report – Rolls Royce Aquamaster	D
		Kerbside Collection	D
		Carriageway Condition Report	D
<b>Quarter 2 1 July 2015 to 30 September 2015</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>PPMF</i> 17 August 2015 3.30 p.m.	Management Accounts – Quarter 1	D
		Infrastructure Directorate – Performance Overview – Quarter 1	D
		Development Services Directorate Performance Report 3 Month/1 <sup>st</sup> Quarter 2015/16	D
		Committee Business Programme 2015/16	D



## Environment and Transport Committee - Meeting Dates and Business Programme 2015/16 as at Monday, 18 May 2015

### Environment and Transport Committee - *continued*

*D= Delegated R=Referred*

Quarter 3 1 October 2015 to 31 December 2015	Date of Meeting	Business	
	<i>Ordinary</i> 5 October 2015 2 p.m.	PURE Presentation & Hydrogen Update	D
		Climate Impacts Report	D
		Energy Efficiency	D
	<i>PPMF</i> 16 November 2015 3.30 p.m.	Infrastructure Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate Performance Report – Quarter 2	D
		Committee Business Programme 2015/16	D
	<i>Budget</i> 24 November 2015 2 p.m.	Infrastructure Services Directorate Plan 2016-17	D
		Development Services Directorate Plan 2016-17	D
		Management Accounts – Quarter 2	D
		2016-17 Budget Proposals and Charges	R P&R 25 Nov
Quarter 4 1 January 2016 to 31 March 2016	Date of Meeting	Business	
	<i>Ordinary</i> 20 January 2016 2 p.m.	Traffic Regulation Orders	D
		Street Lighting Update	D
		Burial Grounds	D
	<i>PPMF</i> 29 February 2016 3.30 p.m.	Management Accounts – Quarter 3	D
		Infrastructure Services Directorate - Performance Overview Q3	D
		Development Services Directorate Performance Report – Quarter 3	D
		Committee Business Programme 2016/17	D

### Planned Committee business still to be scheduled - as at Monday, 18 May 2015

- Implementation of Recommendations from COWIE Report
- School and Public Transport Review
- Transport Infrastructure project, including Fixed Links
- Smartcards (NEC)
- Refresh Shetland Transport Strategy
- Infrastructure Investment Plan (R Sinclair)
- Ferry Fares Review Report

tbcc = 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



**Environment and Transport Committee - Meeting Dates and Business Programme 2015/16  
as at Monday, 18 May 2015**

END OF BUSINESS PROGRAMME as at Monday, 18 May 2015