



Education and Families Committee
Development Committee
Environment and Transport Committee
Shetland College Board

23 November 2015
23 November 2015
24 November 2015
25 November 2015

Development Services Directorate Performance Report 6 Month / 2nd Quarter 2015/16

Report No: DV-61-15-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 have been delivered within existing approved budgets. The service performance has contributed to an overall projected underspend, which is detailed in the Quarter 2 Management Accounts for Development Committee, appearing on this agenda.
- 4.8 Legal – There are a number of projects and key actions within the Performance Report that have legal implications. Legal advice will be sought as matters progress to ensure that Shetland Islands Council complies with all statutory requirements.
- 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 2015/16.

For further information please contact:

Neil Grant, Director of Development Services

01595 744968, nrj.grant@shetland.gov.uk

Date Cleared: 16 November 2015

List of Appendices

Appendix 1 – Action Plan (All)

Appendix 2 – Corporate Performance Indicators (All)

Appendix 3 – Key Directorate Indicators – Development Directorate (Development Committee, Education & Families Committee, Shetland College Board)

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Appendix 7 – Ferry Passenger Information (Environment & Transport Committee only)

Links to Background Documents


Development Directorate Plan

Appendix 1 - Projects and Actions - Development Committee

Generated on: 06 November 2015

PPMF Quarterly Report - Development



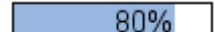
A properly led and well-managed Council



Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP059 Complete the Housing Revenue Account business plan	Ensure sustainable HRA into the future	Likely to meet or exceed target 	Planned Start		 	Finalised business plan report being drafted.	Housing
			Actual Start	03-Nov-2014			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				



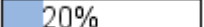
Dealing with challenges effectively

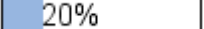
Healthy economy

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP052 Scottish Chamber of Commerce	Assist local businesses to set up an active Scottish Chamber of Commerce	Cancelled 	Planned Start		 	Project dropped due to lack of participation from local business	Economic Development
			Actual Start	01-Apr-2014			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2015			
			Completed Date	12-Oct-2015			

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP055 Employability services funding	Drawdown EU funding to support provision of employability services	Likely to meet or exceed target 	Planned Start		 	6 operational applications being prepared for 2 November deadline.	Community Planning & Development
			Actual Start	31-Mar-2014			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2016			
			Completed Date				



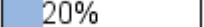
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP058 Review the Economic Development service	Review the Economic Development service in the context of a currently strong local economy and preparing for the future	Likely to meet or exceed target 	Planned Start	02-Mar-2015	 	Service review proposals agreed at Development Committee on 8 Oct. Detailed staffing structure and job profiles now being progressed.	Development Services Directorate
			Actual Start	12-Oct-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP062 Local Development Plan	Main Issues report for next Local Development Plan	Significant issues, likelihood of failing to meet target 	Planned Start	02-Mar-2015	 	Loss of staff resulting in at least 3 months delay.	Planning
			Actual Start	06-Nov-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP081 Evaluate current resources for Shetland Telecom	Maximising potential	Experiencing some issues, with a risk of failure to meet target 	Planned Start	31-Mar-2015	 	Strategic case approved by Development Committee on 8 Oct 2015. Workshops for economic case to take place on 11 Nov 2015.	Economic Development
			Actual Start	06-Oct-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Living within our means

Strong communities

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP051 Extra care housing options.	Continue to develop extra care housing options.	Likely to meet or exceed target 	Planned Start		 	Development of Homes for Life project progressing through Strategic Housing Investment Plan	Housing
			Actual Start	01-Apr-2014			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2016			
			Completed Date				



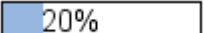





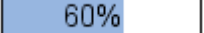



Supporting adults to be independent

The best possible start for every child

The transport services we need

Vulnerable and disadvantaged people

Working with partners

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP053 Work with community partners to establish a network of Local Area Forums	Work with community partners to establish a network of Local Area Forums across Shetland linked directly to the Shetland Partnership	Experiencing some issues, with a risk of failure to meet target 	Planned Start	03-Mar-2014	 	Project plan to establish a pilot community forum being developed. Meetings to be arranged with ward Members and Community Councils to shape 'forum' idea and plan first meeting. This work links to the use of Place Standard Scotland as a planning and engagement tool.	Community Planning & Development
			Actual Start	02-Jun-2015			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2016			
			Completed Date				
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP054 Support an effective Shetland Partnership.	Support an effective Shetland Partnership, and develop an improvement plan	Likely to meet or exceed target 	Planned Start		 	Self-assessment work with the Improvement Service complete, improvement plan developed and approved by Shetland Partnership Board on 17/09/15	Community Planning & Development
			Actual Start	02-Mar-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date	17-Sep-2015			
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP056 Strengthening Local Democracy	Evaluate and consider findings of Commission on Strengthening Local Democracy	Likely to meet or exceed target 	Planned Start	02-Mar-2015	 	Discussion paper produced and presentation delivered to Shetland Partnership Board. Work underway to hold a Shetland Partnership Policy meeting to consider Commission findings, along with the Community Empowerment Act and Islands Bill consultation.	Community Planning & Development
			Actual Start	04-Dec-2014			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP057 Develop the SOA 2016-19.	Develop the SOA 2016-19 as a true 'plan for place'	Likely to meet or exceed target 	Planned Start	02-Mar-2015	 	3 out of 5 SOA development sessions have taken place. Summit to focus on SOA being planned for 04/12/15. Draft SOA to be presented to Shetland Partnership Board early December, with final version being presented in March 2016.	Community Planning & Development
			Actual Start	05-Mar-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Appendix 2 - Sickness Absences - Development Services

	Previous Years			Last year Quarter 2	This year Quarter 2	
Code & Short Name	2012/13	2013/14	2014/15	Q2 2014/15	Q2 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	3.1%	3.0%	The performance in Q2 is very similar to Q1, and an improvement on the 2014/2015 value.

Appendix 2 - Sickness Absences - Others Directorates for comparison

Code & Short Name	2012/13	2013/14	2014/15	Q2 2014/15	Q2 2015/16
	Value	Value	Value	Value	Value
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	3.6%	2.9%
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	3.0%	1.6%
OPI-4C-E Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	5.6%	5.2%
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	3.1%	3.0%
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	3.7%	3.8%

Appendix 2 - (cont) Corporate-wide Indicators - Development Services

	Previous Years			This year Quarter 1	This year Quarter 2	
Code & Short Name	2012/13	2013/14	2014/15	Q1 2015/16	Q2 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
OPI-4A-G Staff Numbers (FTE) - Development Directorate	248	235	215	221	215	Staff numbers have been reduced by 13.5% since 2012/13. Further reductions are anticipated in future years as budgets continue to reduce.
OPI-4E-G Overtime Hours - Development Directorate	4817	3433	4313	952	683	Reduction in Transport Planning overtime now that new staff structure is being implemented.
G01 FOISA responded to within 20 day limit - Development Services	92%	44%	74%	100%	79%	Q2 increase was caused by late response to some Planning related FOISAs which have now been cleared.

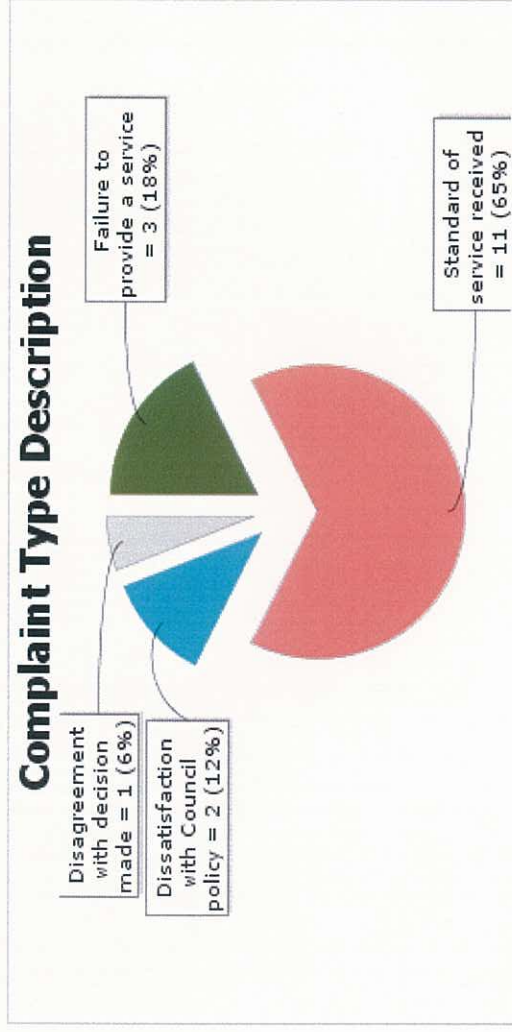
Appendix 3 - Key Directorate Indicators - Development Services for Development Committee

Development Services - Key Directorate Indicators

Code & Short Name	Previous Years			Quarters		(past) Performance & (future) Improvement Statements
	2012/13 Value	2013/14 Value	2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	
GE-01 % Employment Rate	76	85.6	79.4	80.9		Shetland's employment rate (80.9%) continues to be significantly higher than the Scottish (72.9%) or UK (73.1%) average, and has been relatively stable, with only minor fluctuations in the measured rate since January 2013. This reflects the high degree of private sector activity in the local economy. Employment rate is likely to be impacted by the Gas Plant construction phase run down later this year. Q2 value to be included within the next performance report.
GE-02 Gross Weekly Pay	564.9	519.4		Not measured for Quarters		The latest figures (£519.40 for 2014) 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.
GD-01 Number of Community Groups Accessing Community Guidance			251	68	43	This indicator is below target as we have not filled a short term vacancy within the Community Development team, and are having to prioritise workload which means we are not able to reach and support as many groups. Additional cover from within the service is being provided as workload allows. 3 key areas of guidance coming through for this period are: Communities / groups developing local services in response to priority needs, Developing confident, skilled and active community members and Support to take on active, influential roles in local / wider decision making
GD-02 Success rate - external funding applied for by community groups (%)			57.78%	66.66%	47%	A number of community project applications were unsuccessful which resulted in the success rate dropping from 66% in Q1 to 47% in Q2.
GD-03 External funding secured by Community Groups	889,857	437,667	323,000	610,346	120,000	In Q2 external funding of £120,000 was secured for local projects bringing the year to date total of funding secured to £730,346. The bulk of funding secured to date in 2015/16 is due to the allocation of EU Employability funding which has been awarded in principle to the Council. It should be noted that the value of external funding secured is calculated and reported on a quarterly basis whereas the application success rate is calculated and reported on a cumulative year to date basis. Overall the total funding secured exceeds the 2015/16 target of £500,000 but the success rate is below target at the time of reporting. CP&D staff continue to support local projects with external funding bids wherever required.

	Previous Years			Quarters		
Code & Short Name	2012/13	2013/14	2014/15	Q1 2015/16	Q2 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
GE-03 % of People Claiming JSA		1%	0.7%	0.5%	0.4%	The claimant count remains very low and stands at 62 at September 2015 which is the lowest it has ever been. The % is a proportion of resident population of area aged 16-64. As at September 2015, in Shetland it was 0.4%, in Scotland it was 1.9% and it was 1.6% in the UK.
GH-01 SIC Housing Stock meeting SHQS	85%	89.5%	100%	Not measured for Quarters		At April 2015, the housing stock met the housing quality standard, with exemptions applying to 194 properties. These were under the emergency efficiency category and further work is planned under the new EESSH standard to be achieved by 2020.
GH-02 Average time to let not low demand properties (days)	23	36	33	28	33	The target of 28 days was exceeded in Q2. This includes time when keys were unavailable due to legal action and keys not being returned by relatives following the death of a tenant. With these excluded, the target is met.
GH-25.8 Average length of time in temporary or emergency accommodation (All Types)		300.6	275	277	263	The average length of time in temporary accommodation remains higher than the 190 day target and this demonstrates the pressure on housing stock and demand.
GP-01 Average days taken to obtain a building warrant	41.71	53.59	47.89	48.74	29.21	Present reporting arrangements combine both the time spent by the verifier and the response time by the applicant. Whilst a method has yet to be found to separate these components the available figures show a reduction in the longest period between validation and approval from 150 days in Q1 to 86 days in Q2. The number of warrants dealt with in the same period increased by 5. These figures support the premise that applications submitted by professional agents will be turned around more quickly due to improved content and, when necessary, their timely response to our enquiries.
GP-02 % planning applications dealt with within 2 months	64%	57%	57.1%	37.2%		The Q2 figure will be reported in the next performance report. Recently, 2 of the 8 planning officers who handle planning applications left. The vacated posts have been recruited to, but time has to be allowed to bring the new officers up to speed. As well as these staffing changes, there was also pressures within the Planning section due to a number of ongoing development proposals, including that for the New High School and Halls of Residence, which took away from the time the remaining staff had available to handle, assess and process planning application submissions.
GP-03 % of 15 Planning Performance Framework Indicators marked Green or Amber	47%	67%	53%	Not measured for Quarters		The feedback received on the Planning Performance Framework 2014/2015 shows an increase in green indicators to 5, decrease in amber to 3 and increase in red to 5 from 2013/2014.

Appendix 4 – Complaints – Development Services



Number of complaints open during Quarter 2 - 17

Number of stage 1 complaints (Frontline) - 10

Number of stage 2 complaints (Investigation) - 7

Number of open complaints at end of period – 6

Number of complaints handled within deadline – 3

Risk Assessment - Development Services

Risk & Details	Frequency	Severity	Risk Profile	Current and Planned Control Measures	Probability	Severity	Risk Profile	Assigned To
Level	Corporate							
Corporate Plan	08. A properly led and well-managed council							
C0029 - Professional - Other - CR01b - Failure to deliver major STERT review on time and on budget.	Unlikely	Significant	Medium		Unlikely	Minor	Low	Neil Grant Development Services
Corporate Plan	09. Dealing with challenges effectively							
C0028 - Legal - Other - Issues with HIAL/Sumburgh Airport 09/27 runway extension project. The Council is being pursued in court by HIAL in connection with the Council's role in the Sumburgh runway extension project. If HIAL are successful it will result in significant financial loss and reputational damage.	Unlikely	Extreme	High	• Council engaged external legal advisers who will defend the case in court unless HIAL cease the action or a settlement is agreed	Unlikely	Extreme	High	Neil Grant Development Services
Level	Directorate							
Corporate Plan	03. The transport services we need most							
C0027 - Central Govt Funding Issues - Central Govt Funding Issues - Provision of Air and Ferry Services, Revenue and Capital Funding	Unlikely	Minor	Low		Possible	Insignificant	Low	Neil Grant Development Services
Corporate Plan	04. Healthy economy							
C0017 - Key staff - loss of - Service reviews are taking place with some still outstanding	Likely	Significant	High	• Corporate wide Staff Survey (Viewpoint)Corporate wide staff survey has been carried out and action plans are being developed. • Train staff and adhere to standing orders, ongoing staff training on employment practices, H & S, ensure risk assessments are ..current, communicated and complied with.	Possible	Significant	Medium	Neil Grant Development
C0018 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc - Development Service operates within a complex legislative environment and is expected to be an exemplar.	Likely	Significant	High		Unlikely	Minor	Low	Neil Grant Development Services
Corporate Plan	06. Working with partners							
C0026 - Economic climate - One or more communities fail to be sustainable	Possible	Significant	Medium	• Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans	Unlikely	Significant	Medium	Neil Grant Development Services
Corporate Plan	08. A properly led and well-managed council							
C0030 - Partnership working failure - Council commitment to partnership working.	Possible	Major	High	• Community Planning is supported by the Community Planning and Development Team. IJB integration agreed and progressing.Community Planning is supported by the Community Planning and Development Team in the Development Department. Seminars and wider engagement activities were delivered, including collaboration regarding locality working which informs strategic planning for Health & Social Care Services	Unlikely	Major	Medium	Neil Grant Development Services
Corporate Plan	09. Dealing with challenges effectively							

C0019 - Strategic priorities wrong - Development Directorate is managing a number of significant projects of strategic importance, including Colleges Review; Internal and External Ferries; Outer Isle's Transport; Economic Development Service, Commercial Lending; Participatory Budgeting; Strengthening Community Involvement; High Speed Broadband; Local Housing Strategy; Local Development Plan; Transport Strategy; Economic Development Strategy; Energy Strategy; SOA (Outcome Improvement Plan) 2016-2020	Possible	Major	High	<ul style="list-style-type: none"> • Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate Plan • Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate plan 2016-20, and ensure proper process for identifying and allocating project resource. • Appropriate governance and decision-making processes followed, PRINCE2 project management in place 	Unlikely	Significant	Medium	Neil Grant Development Services
C0021 - Economic / Financial - Other - Development Service delivers a service with reducing resources and constraints including the MTFP	Likely	Significant	High	<ul style="list-style-type: none"> • Restructure implemented 	Possible	Significant	Medium	Neil Grant Development Services
C0022 - Communications poor - Development Service works in a number of areas and necessarily publishes information on its activities	Unlikely	Major	Medium	<ul style="list-style-type: none"> • Adhere to corporate communications policy, use Communications Section 	Rare	Significant	Low	Neil Grant Development Services
C0023 - Legal / Compliance - Other - Development Directorate has complex governance arrangements which can impact on decision making	Possible	Significant	Medium	<ul style="list-style-type: none"> • Appropriate governance arrangements • Governance arrangements have been reviewed. Housing and CP&D reporting to Development Committee will improve clarity of governance and reporting. • Planning and performance management framework, governance review. 	Possible	Significant	Medium	Neil Grant Development Services

Appendix 6 for Development Services Directorate Performance Report

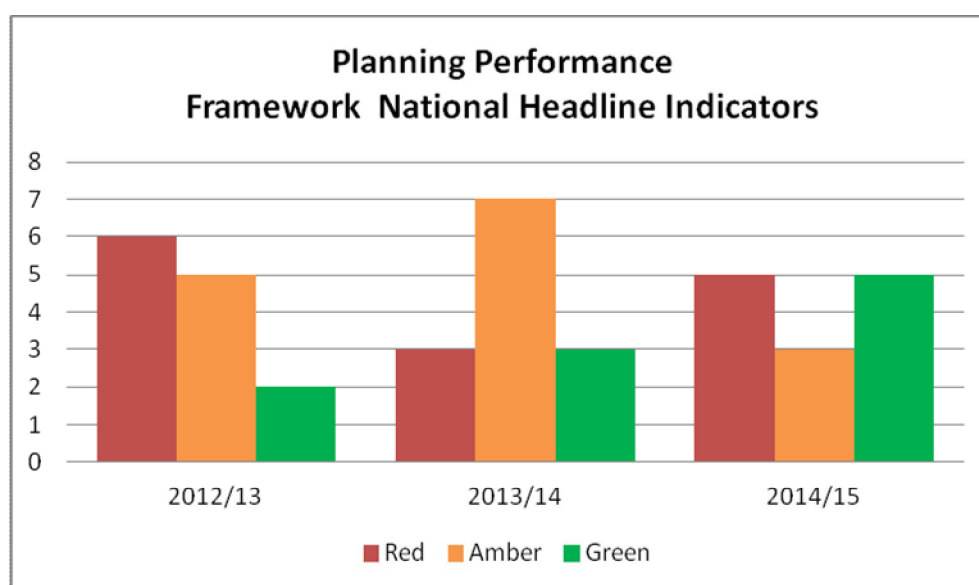
PLANNING PERFORMANCE FRAMEWORK 2014-15

Feedback has recently been received from Alex Neil, MSP as the Cabinet Secretary for Social Justice, Communities and Pensioners' Rights, Alex Neil MSP on the Planning Performance Framework for 2014/2015.

As part of the feedback, a RAG rating is included which is based on the evidence provided within the PPF reports. The ratings are as follows:

- Red - Where no information or insufficient evidence to meet the markers has been provided
- Amber - some evidence has been provided and that work is ongoing in the area with further improvements needed, or that there is a commitment to move this work forward.
- Green - an authority is meeting the requirement of the marker on all levels.

The ratings received over the last 3 years are as follows:



The indicators which were rated as Red in 2014/2015 are described below:

Indicator 6 - Continuous Improvement

Our timescale for decisions on two out of the three categories has worsened and we met one of our 4 improvement commitments.

We achieved one element:

- did increase delegation, amend career grades, introduce training for Business Support Officers and changed vacant post in to enforcement/trainee post.

We failed to:

- deliver developer contribution policy due to staffing issues
- consult on the Local Development Plan using by questionnaire – after initial engagement, stakeholders felt the process was not useful due to time lag since the last consultation, and change of personnel in that time. This was explained in PPF report of July 2025, but still counts as a red.
- engage councillors at pre Main Issues Report stage. We are not at that stage yet due to staffing issues delaying work

Indicator 11 - Regular and Proportionate Policy Advice

As we have not developed the policy, we could not provide the advice specified in this section, namely developer contributions, and therefore red.

Indicator 13 Sharing Good Practice, skills and knowledge

There seems to be an issue with lack of evidence on the specific issues considered, and learning activities undertaken.

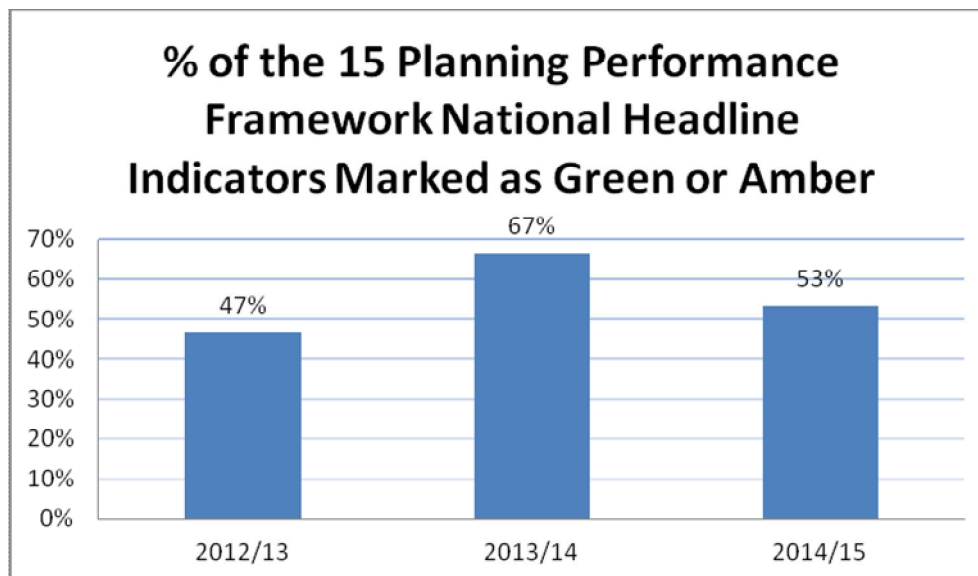
Indicator 14 Stalled Sites / Legacy Cases

None progressed this year, therefore a red.

Indicator 15 - Developer Contributions – clear and proportionate expectations

No policy yet, therefore a red.

The following chart details the % of green and amber ratings received overall for the last 3 years.



Cabinet Secretary for Social Justice, Communities and Pensioners' Rights
Alex Neil MSP

T: 0300 244 4000
E: scottish.ministers@gov.scot



Mr Mark Boden
Chief Executive
Shetland Islands Council



5th October 2015

Dear Mr Boden

PLANNING PERFORMANCE FRAMEWORK 2014-15

Thank you for submitting your authority's annual Planning Performance Framework (PPF) report covering the period April 2014 to March 2015.

Please find enclosed your authority's feedback on the 15 performance markers. I intend to share the performance ratings with the High Level Group on Performance when we next meet at the end of October.

You will note that this year we have only provided feedback on the performance markers. I am encouraged to hear that supported by Heads of Planning Scotland, you will be providing wider feedback to other authorities through your benchmarking groups. I am grateful to HOPS for taking this proactive approach and I very much hope that it will help communication and better support the sharing of practice amongst authorities.

I am pleased to report that Scotland-wide performance is improving and the number of red markings has reduced considerably over the last 3 reporting periods. Overall, I am impressed with the commitment to improvement and the good position that many authorities are now in. There are however, a small number of authorities where progress in delivering the markers has been slower. I will be encouraging COSLA and Heads of Planning Scotland at the next High Level meeting to ensure that those authorities are supported.

I would also like to thank those of you who submitted information on your live applications which are over a year old. The study shows that there are over 1800 legacy cases, dating as far back as 1983. I accept that there are circumstances where applications will take an extended amount of time and that withdrawal or

refusal is not in the best interests of either the applicant or authority. However, it is critical that action is taken to reduce the number of legacy cases and I would again encourage you all to put strategies in place to prevent cases reaching legacy status. I will discuss legacy cases at the next High Level Group and the Chief Planner will also set up a meeting to discuss the situation with HOPS and the development industry.

You will be aware of my recent announcement to hold a review of the planning system. The review will depend on the co-operation, expertise and input of all those with an interest in the planning system. There will be opportunities to provide evidence to the panel and I strongly encourage planning authorities to actively participate. We will communicate further information through our website, e-alerts and twitter feeds as soon as the panel confirm the process and timetable.

CC: Iain McDiarmid, Head of Planning

ALEX NEIL

PERFORMANCE MARKERS REPORT 2014-15

Name of planning authority: **Shetland Islands Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber	<p>Major Developments</p> <p>At 23.5 weeks your decision making timescales have slowed since last year (from 14.0 weeks) however they are twice as quick as the national average of 46.4 weeks.</p> <p>RAG = Amber</p> <p>Local (Non-Householder) Developments</p> <p>At 9.9 weeks your decision making timescales have improved again (from 11.7 weeks) and remain quicker than the 12.9 week average.</p> <p>RAG = Green</p> <p>Householder Developments</p> <p>Decision making timescales for this category have slowed since last year from 7.8 weeks to 8.6 weeks. These remain slower than the national average of 7.5 weeks.</p> <p>RAG = Red</p> <p>TOTAL RAG = Amber</p>
2	<p>Processing agreements:</p> <ul style="list-style-type: none"> offer to all prospective applicants for major development planning applications; and availability publicised on website 	Green	<p>1 processing agreement completed during the year with 100% success rate.</p> <p>You state that you actively encourage processing agreements and advertise them on your website. However, you have not provided any detail on how you encourage them or what actions you are taking to increase uptake.</p> <p>Further detail would be beneficial in future reports.</p>

3	Early collaboration with applicants and consultees <ul style="list-style-type: none"> availability and promotion of pre-application discussions for all prospective applications; and clear and proportionate requests for supporting information 	Amber	<p>Pre-app is offered for all types of development.</p> <p>Only 7.7% of applications are subject to pre-applications discussions which has dipped since last year (12.5%). You state that the low number is due to the recent adoption of the LDP providing more certainty to applicants.</p> <p>Again, you have provided no information about how requests for supporting information are clear or proportionate.</p>
4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission <ul style="list-style-type: none"> reducing number of live applications more than 6 months after resolution to grant (from last reporting period) 	Green	No applications decided during the period had a legal agreement attached.
5	Enforcement charter updated / re-published within last 2 years	Green	Enforcement Charter is one year old.
6	Continuous improvement: <ul style="list-style-type: none"> progress/improvement in relation to PPF National Headline Indicators; and progress ambitious and relevant service improvement commitments identified through PPF report 	Red	<p>Timescales for 2 out of the 3 categories of development have increased. You have a low number of applications subject to pre-application discussions and have used 1 processing agreement.</p> <p>Only 1 of your 4 improvement commitments were completed during the reporting year. You have identified 3 for the forthcoming year. It is noted that staffing issues have impacted on your ability to deliver on your commitments but it is important that you have an ambitious and achievable forward programme of improvement.</p>
7	Local development plan less than 5 years since adoption	Green	LDP is less than 1 year old.
8	Development plan scheme – next LDP: <ul style="list-style-type: none"> on course for adoption within 5 years of current plan(s) adoption; and project planned and expected to be delivered to planned timescale 	Amber	<p>LDP is on course to be replaced within 5 years at the time of reporting.</p> <p>Project plan in place however little information is provided and you should provide further detail in future reports.</p> <p>You note that there is likely to be slippage with your LDP due to staffing shortages. We remind you of the statutory requirement for development planning and urge you to ensure your plan is kept on track.</p>

9	Elected members engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	n/a	
10	Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i> <i>*including industry, agencies and Scottish Government</i>	n/a	
11	Regular and proportionate policy advice produced on: <ul style="list-style-type: none"> information required to support applications; and expected developer contributions 	Red	<p>No evidence provided of providing regular and proportionate policy or advice other than through pre-app discussions and the recently published LDP.</p> <p>RAG = Red</p> <p>No information is provided about developer contributions policy.</p> <p>RAG = Red</p>
12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green	<p>Some evidence provided of having good working relationships with other council services. Further detail is required in future reports. Protocols are being developed and are included as a service improvement commitment for 2015-16.</p> <p>All applications are allocated an officer who acts as the single point of contact for the lifetime of that application and are empowered to negotiate with applicants to reach an amicable solution.</p>
13	Sharing good practice, skills and knowledge between authorities	Red	<p>Your report mentions benchmarking however it does not provide any information about the types of subjects discussed or the outcomes. Your approach to staff improvement and learning is welcomed. However your next report should provide more evidence on the issues considered and the learning activities undertaken.</p>
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Red	<p>0 legacy cases decided during the year and the number remaining has not been provided.</p> <p>No evidence provided of the action you are taking to prevent applications becoming legacy cases.</p>

15	<p>Developer contributions: clear and proportionate expectations</p> <ul style="list-style-type: none"> • set out in development plan (and/or emerging plan); and • in pre-application discussions 	Red	<p>No information is provided about developer contributions policy being set out in your development plan.</p> <p>RAG = Red</p> <p>Our feedback last year specifically asked for details or examples of how contributions have been set out in pre-application discussions. This evidence was not found in your report.</p> <p>RAG = Red</p>
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SHETLAND ISLANDS COUNCIL
Performance against Key Markers

Marker		2012-13	2013-14	2014-15
1	Decision making timescales			
2	Processing agreements			
3	Early collaboration			
4	Legal agreements			
5	Enforcement charter			
6	Continuous improvement			
7	Local development plan			
8	Development plan scheme			
9	Elected members engaged early (pre-MIR)	N/A	N/A	N/A
10	Stakeholders engaged early (pre-MIR)	N/A	N/A	N/A
11	Regular and proportionate advice to support applications			
12	Corporate working across services			
13	Sharing good practice, skills and knowledge			
14	Stalled sites/legacy cases			
15	Developer contributions			

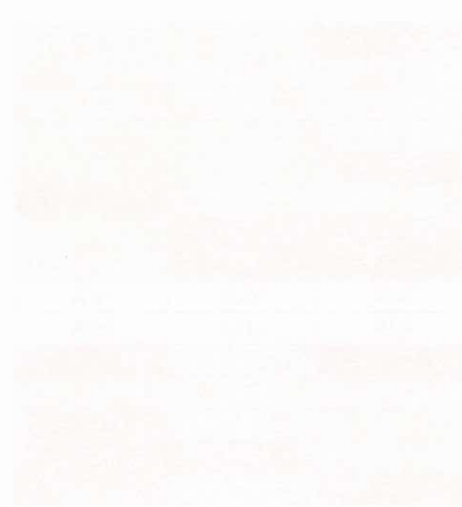
Overall Markings (total numbers for red, amber and green)

2012-13	6	5	2
2013-14	3	7	3
2014-15	5	3	5

Decision Making Timescales (weeks)

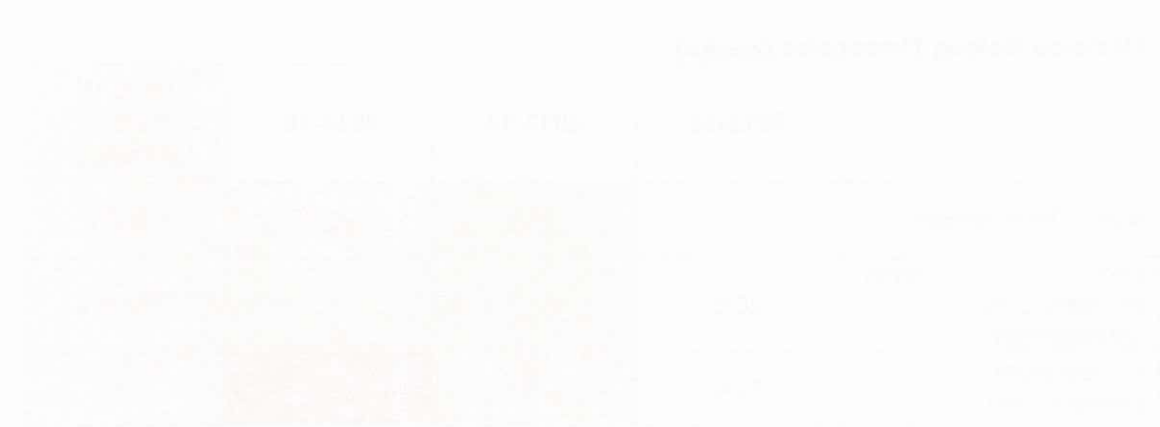
	2012-13	2013-14	2014-15	2014-15 Scottish Average
Major Development	-	14.0	23.5	46.4
Local Householder) Development (Non-	20.6	11.7	9.9	12.9
Householder Development	16.6	7.8	8.6	7.5

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**Development Committee****23 November 2015**

Management Accounts for Development Committee: 2015/16 – Projected Outturn at Quarter 2	
F-063-F	
Report Presented by Executive Manager - Finance	Corporate Services

1. Summary

- 1.1 The purpose of this report is to enable the Development Committee to monitor the financial performance of services within its remit to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This report shows the projected financial consequence of the service performance detailed in the Development Directorate Performance Report, and allows the Committee the opportunity to provide early instruction to officers to address any forecast overspends in order that the budget is delivered by the year-end.
- 1.2 This report presents the projected outturn position for the 2015/16 year as at the end of the second quarter for revenue, capital and the Housing Revenue Account (HRA). The forecasts have been determined by Finance Services after consultation with the relevant Budget Responsible Officers for the services in this Committee area.
- 1.3 The projected outturn position for the services in this Committee area is an underspend of £454k on revenue and an underspend of £90k capital.
- 1.4 The contribution to the Housing Repairs and Renewals Fund is expected to be £155k more than budgeted.

2. Decision Required

- 2.1 That the Development Committee RESOLVE to review the Management Accounts showing the projected outturn position at Quarter 2.

3. Detail

- 3.1 On 3 December 2014 (SIC Min Ref: 96/14) the Council approved the 2015/16 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 £7.646m. It is vital to the economic wellbeing of the organisation that the financial resources are managed effectively and expenditure and income is delivered in line with the budget, as any overspends will result in a further draw on reserves, and would be evidence that the Council is living beyond its means.
- 3.2 This report forms a part of the financial governance and stewardship framework that ensures that the financial position of the organisation is identified, understood and quantified on a regular basis. It provides assurance to the Corporate Management Team and the Committee that resources are being managed effectively and allows corrective action to be taken where necessary.
- 3.3 Since the approval of the 2015/16 budget, revisions to the budget have been incorporated for the Council's budget carry forward scheme. Therefore the appendices to this report refer to the revised budget that is now in place for the relevant services.

Revenue

- 3.4 The projected revenue outturn position for Development Committee is an underspend of £454k (6%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget. At the moment, there have been no savings identified as recurring in this Committee. Detail is provided at Appendix 1.

Capital

- 3.5 The projected outturn position on Development capital project expenditure is an underspend of £90k (55%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget. It should be noted that the total underspend relates to slippage on capital projects and will be required in 2016/17 or future years. Detail is provided at Appendix 2.

Housing Revenue Account

- 3.6 The contribution to the Housing Repairs and Renewals Fund is expected to be £155k more than budgeted which means that the HRA is achieving savings against budget in a number of areas. Detail is provided at Appendix 3.

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" and the Council continues to pursue a range of measures which will enable the Council to manage its finances effectively and successfully now and over the medium to long term. This involves the Council aligning the

allocation of its resources with its priorities and expected outcomes and maintaining a strong and resilient balance sheet.

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 2015/16 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.

4.4 Risk Management

There are numerous financial risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.

There are no foreseeable financial risks at this time for the services in this Committee area.

From a financial perspective risks are an integral part of planning for the future, as assumptions are made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact throughout the financial year.

This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and require remedial action.

The Council makes provision within its budget for cost pressures that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.

A strong balance sheet and the availability of usable reserves also ensure that the Council is prepared for significant unforeseen events.

Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments. This situation would require to be addressed quickly to ensure no long term erosion of the investments.

4.5 Equalities, Health and Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial

The 2015/16 Council budget does not require a draw on reserves in excess of the returns that the fund managers can make on average in a year, and therefore demonstrates that the Council is living within its means.

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

It is therefore vital that the Council delivers its 2015/16 budget, and this report demonstrates that the services under the remit of the Development Committee are projecting underspends, which will contribute to achieving this.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5. **Conclusions**

5.1 The projected outturn position for the services under the remit of the Development Committee is an underspend of £454k on revenue, an underspend of £90k on capital, and an increased contribution to the Housing Repairs and Renewals Fund of £155k.

For further information please contact:

Janice Thomason

01595 744615

Janice.thomason@shetland.gov.uk

List of Appendices

Appendix 1 – Projected Revenue Outturn Position 2015/16

Appendix 2 – Projected Capital Outturn Position 2015/16

Appendix 3 – Projected Revenue and Capital Outturn Position 2015/16 - HRA

Background documents:

SIC Budget Book 2015-16, SIC 3 December 2014

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=16958>

Development Committee**1.0 - Projected Revenue Outturn Position 2015/16**

Proj. Outturn Variance as at Q1 (Adv)/Pos £000	Description	Annual Budget 2015/16 £000	Projected Outturn 2015/16 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
(23)	Director of Development	920	1,010	(90)
18	Community Planning & Development	1,094	1,102	(8)
401	Economic Development	2,807	2,285	522
(82)	Housing	1,766	1,834	(68)
56	Planning	1,240	1,144	97
370	Total Controllable Costs	7,827	7,373	454

The projected outturn figures at Q1 are included above for reference. The main variances from the Q1 to Q2 outturn position are within Economic Development, where the outturn underspend has increased by £121k, due primarily to the ongoing low level of demand for grants, and the Director of Development, where the outturn overspend has increased by £67k, to meet the costs of the STERT review in 2015/16.

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

1.1 Directorate – projected outturn overspend (£90k) (9.7%)

The projected outturn position comprises the following projected variances:

- The STERT Review will be funded from underspends within the Development Directorate for 2015/16. Change Funding has been secured and will be applied from 2016/17.
- STERT costs relate to Business Development Support provided by the NAFC Marine Centre – (£28k) and staffing and associated costs within the STERT team – (£62k). These additional costs are non-recurring.

1.2 Community Planning and Development - projected outturn overspend (£8k) (0.7%)

The position for Community Planning and Development's budget overall is an underspend of £10k.

Services provided in relation to this Committee include: Community Grants; Community Council Grants; Employability and Access Support; Community Planning, Community Justice; and Community Safety.

- There are no significant variances in this service area.

1.3 Economic Development - projected outturn underspend £522k (18.6%)

The projected outturn position comprises the following projected variances:

- Low demand for Support Grants such as Economic Development - £374k, Business Start Up Scheme - £50k, and Other Research - £20k, due to the current economic climate.
- Provision of one off funding, as per “Funding for Delivery of FE activity Weighted Student Units of Measure (WSUMs) – NAFC Marine Centre” Report approved by Policy and Resources on 26 October 2015 - (236k).
- Increased income from the provision of Shetland Telecom services - £130k.
- Additional loan interest/dividends receipts in relation to local investments transferred to the Council from the Shetland Development Trust - £174k.
- LEADER Convergence Grants paid out in 2014/15 have been reimbursed by the Scottish Government in 2015/16, providing income which was not budgeted - £112k.
- Staffing efficiencies in Business/Technical Support - £45k and Administration - £13k.
- These underspends are one off.

1.4 Housing - projected outturn overspend (£68k) (3.8%)

The projected outturn position comprises the following projected variances:

- Increased cost of Homelessness accommodation due to the current overheating of the local property rental sector - (£70k).
- Increased employee costs due to redundancy costs paid as part of the Housing Support Service restructure - (£46k).
- Vacancies during restructuring, and maternity leave not back-filled have led to underspends - £36k.
- These overspends are one off.

There are contingencies in place for 2015/16 for additional Homelessness accommodation costs and redundancy costs associated with the Housing Support Service restructure, of £60k and £50k, respectively, which are available if required.

1.5 Planning - projected outturn underspend £97k (7.8%)

The projected outturn position comprises the following projected variances:

- Vacancies that proved hard to fill, combined with career graded recruits have led to underspends in staffing in Development Management - £42k, Development Plans and Heritage - £25k, and Building Standards - £16k.
- Increased income from Marine Licence Fee's due to additional activity in this area, and rectification of breaches of control - £30k.
- These underspends are one off.

Development Committee**1.0 - Projected Capital Outturn Position 2015/16**

Proj. Outturn Variance as at Q1 (Adv)/Pos £000	Description	Annual Budget 2015/16 £000	Projected Outturn 2015/16 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
66 100	Economic Development Housing	66 100	66 10	90
166	Total Controllable Costs	166	76	90

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

1.1 Economic Development - projected on target**1.2 Housing - projected outturn underspend (£90k) (90%)**

The projected outturn position comprises the following projected variances:

- Work on the conversion of properties at Leaside, Mossbank has been delayed, creating slippage - £90k.

Housing Revenue Account**1.0 - Projected Revenue Outturn Position 2015/16**

Proj. Outturn Variance as at Q1 (Adv)/Pos £000	Description	Annual Budget 2015/16 £000	Revenue Outturn 2015/16 £000	Budget v Outturn Variance (Adv)/ Pos £000
	Expenditure:			
12	Supervision & Management	836	815	21
(3)	Repair & Maintenance	2,474	2,468	6
-	- Void Rents & Charges	181	114	67
-	- Garages	26	26	-
-	- Capital Funded from Current Revenue	978	978	-
-	- Capital Charges - Dwellings	1,827	1,827	-
9	Total: Expenditure	6,322	6,228	94
	Income:			
-	- Interest on Revenue Balances	(4)	(4)	-
-	- Rents - Dwellings	(6,526)	(6,561)	35
1	Rents - Other ie garages/sites etc	(177)	(203)	26
(10)	Contribution to Housing R & R Fund	385	540	(155)
(9)	Total: Income	(6,322)	(6,228)	(94)
	Overall Total	-	-	-

The projected outturn at quarter1 has been included for reference. The main reason for the changes from the quarter 1 projected outturn variance to the quarter 2 position is a combination of; anticipated over-achievement on rental income - £62k, reduced anticipated void costs in the year - £66k and an expected underspend on employee costs - £55k, off-set by increased external contractors costs which can vary dependent on the specific trades required to undertake repair work - (£30k).

An explanation for the main variances by service at quarter 2 is set out below.

1.1 – Supervision & Management - projected outturn underspend £21k (2.56%)

The projected underspend relates to:

- a computer maintenance agreement for Capita which is no longer required as covered by GRH maintenance agreement £11k (recurring saving);
- forecast underspend in employee costs under Waiting List Allocation due to vacancies in first 6 months of year, now filled (one-off saving).

1.2 – Repairs & Maintenance- projected outturn underspend £6k (0.23%)

The projected underspend relates to:

- Anticipated underspend in employee costs in the Housing Repair Service, due to a number of vacant posts in skilled workforce £45k (one-off saving).
- Anticipated overspend on external contractor costs, as a result of vacancies above, required to allow the service to undertake repair works (£30k)

1.3 – Void Rents & Charges – projected underspend £66k (36.7%)

The projected underspend relates to:

- Lower void rates during the first six months (one-off saving), which has also manifested in higher than projected rental income as detailed below - £66k.

1.4 – Rents – Dwelling – projected underspend £35k (0.54%)

The projected underspend relates to:

- Rental income for the first six months has been higher than forecast due to a low rate of void properties (one-off saving).

1.5 – Rents – Other ie Garages/Sites etc – projected underspend £26k (15%)

The projected underspend relates to:

- Rental income for the first six months has been higher due to some double garages being rented out, not budgeted for (one-off saving).

2.0 - Projected Capital Outturn Position 2015/16

Description	Projected Outturn at Q1 £000	Annual Budget 2015/16 £000	Projected Outturn 2015/16 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Brae New Housing	-	28	28	-
Heating Replacement Program	-	300	300	-
Housing Quality Standard	-	1,400	1,400	-
Total Controllable Costs	-	1,728	1,728	-

The projected outturn is expected to be breakeven. The budget for Brae New Housing represents the final retention payment on this project and is anticipated to come in at this value. Programmes of work for the Heating Replacement Program and the Housing Quality Standard have been put in place and are on track.



Development Committee
Policy & Resources Committee
Shetland Islands Council

23 November 2015
25 November 2015
2 December 2015

2016/17 Budget and Charging Proposals Development Committee

F-074 - F

Report Presented by Executive Manager –
Finance

Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to enable the Development Committee to consider the controllable budget proposals for the services within the Committee's remit, which will in turn contribute towards ensuring that the Development Service meets its target operating budget, as set out in the proposed Medium Term Financial Plan for the period 2015-2020.
- 1.2 The summary budget proposals for the services under the remit of Development Committee are £8,918m, split by service area as follows:

Service	2016/17 Proposed Budget £000
Development Directorate	3,059
Community Planning & Development (part only)	929
Economic Development	1,836
Housing	1,789
Planning	1,305
Proposed Budget Total	8,918

2.0 Decision Required

- 2.1 That the Development Committee RECOMMEND to Policy & Resources Committee and Council that they approve the budget proposals for 2016/17 included in this report and set out in detail in the

3.0 Background

- 3.1 The proposed Medium Term Financial Plan, setting out an integrated budgeting and reserves strategy for the period 2015-2020, is to be considered by Council on 18 November 2015. This report has been written subject to approval of that Plan.
- 3.2 As part of the budgeting strategy, each of the Council's directorates was provided with a target operating budget. Each Director has subsequently developed their directorate budget proposals within these targets for 2016/17. The proposals in this report show how this will be delivered.
- 3.3 The target operating budget for 2016/17 was set as follows:

Directorate	Original Target 2016/17 £000	Cost Pressures 2016/17 £000	Revised Target 2016/17 £000
Development Services	14,781	555	15,336

The cost pressures in the above table include:

- Pay adjustments e.g. National Insurance changes, Nationally agreed Pay Awards, and Pension Contributions
 - Air and Bus Services Contract Inflation
- 3.4 The Development Directorate provides services across several committees', and overall are proposing a budget of £15.341m for 2016/17. Appendix 1 attached contains a reconciliation of how the budget proposals for the services within directorates are aligned to the remit of each Committee.
- 3.5 By adhering to these target operating budgets, Members will ensure that the organisation is achieving a financially sustainable budget for 2016/17, with the use of reserves at a sustainable level.
- 3.6 The Development Service set its budget by under-taking an incremental budgeting approach, using previous years' outturns, and in year financial information, adjusted for anticipated changes in the coming year.
- 3.7 In August this year the Council undertook a Building Budgets engagement exercise, which included a series of public meetings throughout Shetland, as well as access to an interactive on-line budget planning model, to gauge the views of the public on where the 2016/17 budget savings should be made. There were 244 people who participated in this exercise which is approximately 1% of the Shetland public.

- 3.8 The Director of Development Services has reviewed the results of the Building Budgets exercise and taken the views submitted into consideration when creating the 2016/17 proposed budget.
- 3.9 Development Services have implemented overall savings of 2% and developed their budget in consideration of the following:
- 3.9.1 the new Corporate Plan priorities of:
- increase the supply of affordable housing in Shetland;
 - improve high-speed broadband and mobile connections throughout Shetland;
 - provide quality transport services within Shetland, and push for improvements in services to and from Shetland;
 - more money will be going towards “spend to save” initiatives, providing resources to fund innovative ways of working that save money but help us to achieve our desired outcomes;
- 3.9.2 the desire from the Building Budgets exercise to see resources directed at the frontline;
- 3.9.3 the proposed Medium Term Financial Plan recognising the need to live within our means, to reduce costs where possible by identifying and delivering on efficiencies and other savings options, and to make risk aware projections in relation to income; and
- 3.9.4 to maintain the delivery of statutory services to a level that satisfies external scrutiny from regulators and inspectors.
- 3.10 A summary of the budget proposals, has been captured in a Budget Activity Sheet attached as Appendix 2.
- 3.11 The proposed Schedule of Charges, included in the budget proposals is attached as Appendix 3.

4.0 2016/17 Budget Proposals - Key Budgetary Changes

Changes to the proposed 2016/17 budgets in Development Services, under the remit of this Committee include:

- 4.1 2% efficiency reductions in the level of on-going support provided to NAFC Marine Centre, Shetland College and the Shetland Amenity Trust (for Museum and Archive Services), and removal of funding support for some insurances at NAFC Marine Centre.
- 4.2 Additional one-off support for Shetland College, so as to provide stability whilst decisions are taken on joint delivery models for tertiary education. The NAFC Marine Centre is now receiving more of the FE funding (traditionally held by Shetland College), which has also necessitated a transfer of grant away from NAFC Marine Centre to Shetland College.
- 4.3 The Community Facilities Grant Scheme has been secured by re-prioritising resources within Community Planning and Development, and increasing the level of external funding received.

- 4.4 The Business Start-Up grants budget has been removed, with start up grants now being provided from the general grants scheme.
- 4.5 The budget for income generated by Shetland Telecom has been increased, to reflect recent successes in attracting business.
- 4.6 The income budgets within the Planning Service have been reduced slightly, in line with the anticipated level of demand next year.

5.0 Implications

Strategic

5.1 Delivery On Corporate Priorities

The budget has been produced to deliver the Directorate Plan which will contribute to meeting the Corporate Plan's Vision that the Council wants to be known as an excellent organisation that works well with its partners to deliver sustainable services for the people of Shetland. The budget has also been produced bearing in mind the specific achievement in Corporate Plan of continuing to keep to a balanced and sustainable budget, and living within our means.

5.2 Community /Stakeholder Issues

Proposed reductions have been discussed and agreed with Stakeholders.

5.3 Policy And/Or Delegated Authority

The Development Committee has delegated authority to advise Policy & Resources Committee and the Council in the development of service, objectives, policies and plans concerned with service delivery. Approval of the revenue budget requires a decision of the Council, in terms of Section 2.1.3 of the Council's Scheme of Delegations.

5.4 Risk Management

Any failure to meet the reductions in overall budget spending levels will result in the Council using its reserves unsustainably.

There are no foreseeable financial risks at this time for the services in this Committee area.

Risks are mitigated by the Development Service using a realistic approach when setting the budget, and the inclusion in the overall Council budget of a central contingency budget to support any cost pressures which may arise during the year.

The Council also has a strong balance sheet and available usable reserves which ensures that the Council is prepared for significant unforeseen events. Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments and this situation would require to be addressed quickly to ensure no long term erosion of the investments.

5.5 Equalities, Health And Human Rights

None.

5.6 Environmental

The 2016/17 budget proposes continuing work on reducing carbon emissions to support the Council's duty under the Climate Change (Scotland) Act 2009.

Resources

5.7 Financial

This report presents budget proposals that are consistent with the budget strategy included in the proposed Medium Term Financial Plan for 2015-2020 which is being presented to Council for approval on 18 November 2015. Any decision to recommend changes to the proposals in this report will result in an increased or decreased draw on reserves, and may result in not meeting the targets in the proposed Medium Term Financial Plan. This will require a formal amendment and be fully quantified in the Committee decision.

5.8 Legal – None.

5.9 Human Resources – None.

5.10 Assets And Property – A risk based approach will be taken for the management of property assets to minimise the deterioration and potential failure of assets over the life of the proposed Medium Term Financial Plan. The focus of the Plan in relation to Assets and Property, is effective asset management across the Council's estate.

6.0 Conclusions

6.1 The proposals contained in this report meet the target operating budgets as set out in the proposed Medium Term Financial Plan 2015-2020 for the services under the remit of the Development Committee.

6.2 These proposals will enable the Development Service to deliver their Directorate Plan as well as to move towards meeting the requirements of the proposed Medium Term Financial Plan in future years.

For further information please contact:
Janice Thomason, Management Accountant
01595 744615
Janice.thomason@shetland.gov.uk

List of Appendices

Appendix 1 - 2016/17 Reconciliation of Proposed Budgets to Committees

Appendix 2 - 2016/17 Development Committee - Budget Activities

Appendix 3 2016/17 Development Committee - Schedule of Charges

END

2016-17 Reconciliation of Directorates' Proposed Budgets to Committees

Directorate	Development Committee £000	Social Services Committee £000	Education & Families Committee £000	Environment & Transport Committee £000	Policy & Resources Committee £000	Total £000
Executive & Corporate Services					10,399	10,399
Children's Services			41,202			41,202
Community Care		20,598				20,598
Development Services	8,918		531	5,892		15,341
Infrastructure Services				20,601		20,601
TOTAL	8,918	20,598	41,733	26,493	10,399	108,141

Service	Activity	Links to Corporate Plan	FTE	Proposed Budget £	Red Amber Green	Proposed Service Level
Directorate	Directorate	Our staff will have the highest possible standards of leadership and management, helping to create a culture that makes sure we achieve the things set out in this plan.	1	162,520	Green	No Change
Directorate	Tertiary Education Support	The tertiary education, research and training project will have created an effective model for providing excellent services to our learners.	0.5	1,837,397	Amber	No Change, Tertiary Review ongoing. 2% efficiency reduction.
Directorate	Museum and Archives	More children will be taking part in physical and cultural activities - developing healthy lifestyles to help them play a full and active part in Shetland community life.	0	970,874	Amber	No Change. 2% Efficiency Reduction.
Directorate	Pensioners	N/A	0	88,289	Green	No Change
Community Planning & Development	Community Planning	Statutory requirement, overarching and links to all aspects of Corporate Plan.	2.41	143,569	Green	No Change
Community Planning & Development	Community Support	Links to young people and community strength.	2	414,604	Green	No Change. New Grant Scheme secured.
Community Planning & Development	Community Development	Statutory requirement and links to community strength and young people, with indirect links to all aspects of plan.	7.98	342,960	Green	No Change
Community Planning & Development	Management & Support	Links to community strength and our 20 by 20. Also indirectly involved in all other aspects of plan through Community Planning.	3.89	133,280	Green	No Change
Community Planning & Development	Fairer Shetland	Links specifically to point 14 and Community Strength, but has indirect links to all aspects of plan in relation to reducing inequalities.	1	205,594	Green	No Change. Slight reduction in budget to secure new grant scheme made possible through bringing in increased levels of external funding.
Community Planning & Development	Community Safety	Links to community strength.	0	17,092	Green	No Change
Economic Development	Business Development	Enterprising Economy P9	11.12	1,290,696	Amber	Reduction in Grants of £60k.
Economic Development	Access to External Funding	Enterprising Economy P9	0.98	69,911	Green	No Change
Economic Development	Promotional Activities	Enterprising Economy P9	0.08	399,172	Green	No Change
Economic Development	Economic Policy and Research	Enterprising Economy P9	2.93	192,057	Green	No Change
Economic Development	Shetland Telecommunications	Improve high-speed broadband and mobile connections throughout Shetland.	3.19	-116,286	Green	Increase budgeted sales by £37k.
Housing	Homelessness	Increase the supply of affordable housing in Shetland, and provide housing solutions and service to Young People, Older People and links to support economic growth.	8.76	127,096	Green	No Change
Housing	Housing Support	Increase the supply of affordable housing in Shetland, and provide housing solutions and service to Young People, Older People and links to support economic growth.	20.7	663,822	Green	No Change
Housing	Support to External Organisations	Increase the supply of affordable housing in Shetland, and provide housing solutions and service to Young People, Older People and links to support economic growth.	0	118,316	Green	No Change
Housing	Economic Rents	Increase the supply of affordable housing in Shetland, and provide housing solutions and service to Young People, Older People and links to support economic growth.	0	-14,751	Green	No Change
Housing	Housing Management and Technical Support	Increase the supply of affordable housing in Shetland, and provide housing solutions and service to Young People, Older People and links to support economic growth.	15.35	894,524	Green	No Change

Service	Activity	Links to Corporate Plan	FTE	Proposed Budget £	Red Amber Green	Proposed Service Level
Planning	Marine Development	Enable Economy Outcomes.	4.3	157,695	Green	No Change
Planning	Building Standards	Enable Economy & Housing, and Community Strength, and Connection & Access outcomes.	8.17	202,061	Green	No Change. But slight reduction in income.
Planning	Development Management	Enable Economy & Housing, and Community Strength, and Connection & Access outcomes.	9.66	250,255	Green	No Change. Prudent reduction in Income forecast.
Planning	Development Plans and Natural Heritage	Enable Economy & Housing, and Community Strength, and Connection & Access outcomes.	11.82	676,209	Green	No Change
Planning	KIMO/Nuclear Policy	We will have reduced the effect we have on our local environment.	2.03	19,122	Green	No Change

Activity	Charge	Unit	2015/16 Charge £	2016/17 Charge £	Variance %	VAT:
Homeless Persons	99 St Olaf Street - Room 1 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	99 St Olaf Street - Room 2 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	99 St Olaf Street - Room 3 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	99 St Olaf Street - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	99 St Olaf Street - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	99 St Olaf Street - Service Charge	Per Week	16.00	16.10	0.6	NB
	101 St Olaf Street - Flat 1 (2 Apt) - Occupancy Charge	Per Week	68.50	69.20	1.0	NB
	101 St Olaf Street - Flat 2 (2 Apt) - Occupancy Charge	Per Week	68.50	69.20	1.0	NB
	101 St Olaf Street - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	101 St Olaf Street - Service Charge	Per Week	8.00	8.10	1.3	NB
	101 St Olaf Street - Flat 3, Room 1 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	101 St Olaf Street - Flat 3, Room 2 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	101 St Olaf Street - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	101 St Olaf Street - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	101 St Olaf Street - Service Charge	Per Week	8.00	8.10	1.3	NB
	89 St Olaf Street - Room 5 - Occupancy Charge	Per Week	68.50	69.20	1.0	NB
	89 St Olaf Street - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	89 St Olaf Street - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	89 St Olaf Street - Service Charge	Per Week	16.00	16.10	0.6	NB
	Burgh Road - Rooms 1 to 8 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	Burgh Road - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	Burgh Road - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	Burgh Road - Service Charge	Per Week	16.00	16.10	0.6	NB
	12a North Road - Flats 1 to 8 - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	12a North Road - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	12a North Road - Service Charge	Per Week	16.00	16.10	0.6	NB
	12a North Road - Electricity in communal areas	Per Week	5.10	5.20	2.0	NB
	Shared Properties - 3 Apt / 2 units - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	Shared Properties - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	Shared Properties - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	Shared Properties - 4 Apt / 2 units - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	Shared Properties - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	Shared Properties - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	Shared Properties - 4 Apt / 3 units - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	Shared Properties - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	Shared Properties - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	New Property - 5 Apt - Occupancy Charge	Per Week	118.00	119.00	0.8	NB
	New Property - 5 Apt / 4 units - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	New Property - Furniture Charge	Per Week	12.00	12.10	0.8	NB
	New Property - Electricity Charge	Per Week	18.50	18.70	1.1	NB
	New Property - Service Charge	Per Week	16.00	16.10	0.6	NB
	Shared Properties Service Charge if applicable	Per Week	16.00	16.10	0.6	NB
	Communal Electricity charge if applicable	Per Week	5.10	5.20	2.0	NB
	General Needs Stock Used for Homeless Persons - 1 Apt - Occupancy Charge	Per Week	51.00	51.50	1.0	NB
	General Needs Stock Used for Homeless Persons - 2 Apt - Occupancy Charge	Per Week	68.50	69.20	1.0	NB
	General Needs Stock Used for Homeless Persons - 3 Apt - Occupancy Charge	Per Week	85.00	85.90	1.1	NB
	General Needs Stock Used for Homeless Persons - 4 Apt - Occupancy Charge	Per Week	102.00	103.00	1.0	NB
	Lerwick Chalets - Homeless Lets - 2 Apt - Occupancy Charge	Per Week	35.00	35.50	1.4	NB
	Lerwick Chalets - Homeless Lets - 3 Apt - Occupancy Charge	Per Week	45.00	45.50	1.1	NB
	Landward Chalets - Homeless Lets - 2 Apt - Occupancy Charge	Per Week	31.50	32.00	1.6	NB
	Landward Chalets - Homeless Lets - 3 Apt - Occupancy Charge	Per Week	41.00	41.50	1.2	NB
	Landward Chalets - Homeless Lets - 4 Apt - Occupancy Charge	Per Week	47.00	47.50	1.1	NB
	Landward Chalets - Homeless Lets - 5 Apt - Occupancy Charge	Per Week	52.50	53.00	1.0	NB
	Homeless Persons - General Needs Stock & Chalets - Carpets and curtains (per bedroom)	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - Fully furnished - sole occupancy - 2 Apt	Per Week	12.00	12.10	0.8	NB
	Homeless Persons - General Needs Stock & Chalets - Fully furnished - sole occupancy - 3 Apt	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - Fully furnished - sole occupancy - 4 Apt	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - Fully furnished - shared units/1 Apt	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - White goods - sole occupancy	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - White goods - shared units/1 Apt	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - Additional Special Furnishings Charges	Per Week	0.00	0.00	0.0	NB
	Homeless Persons - General Needs Stock & Chalets - B&B Accommodation - Adult aged 16 or over	Per Week	101.50	102.50	1.0	NB
	Homeless Persons - General Needs Stock & Chalets - B&B Accommodation - Child under 16	Per Week	56.50	57.00	0.9	NB
	Storage Charges (storage of property in Gremista store)	Per Week	6.00	6.10	1.7	NB

Activity	Charge	Unit	2015/16 Charge £	2016/17 Charge £	Variance %	VAT:
Caravan Site/Pitch Rents	Caravan Site/Pitch Rents - Hoofields	Per Week	14.00	14.50	3.6	EX
	Caravan Site/Pitch Rents - Other	Per Week	9.50	10.00	5.3	EX
Garages			10.00	10.50	5.0	SR unless part of a council house tenancy agreement in which case NB
	Garage Rents (no electricity)		14.50	15.00	3.4	
	Garage Rents (electricity)		22.00	22.50	2.3	
	Double Garage (electricity)		2.50	3.00	20.0	
	Garage Site Rent					
Sheds	Soldian Court and Voderview, Lerwick		1.50	2.00	33.3	EX
Search of Records	charge per hour or part thereof		95.00	100.00	5.3	NB
Planning adverts	Charge		150.00	150.00	0.0	NB
Building Warrant	Building Warrant and Planning Applications		Set by Central Gov't	Set by Central Gov't		NB
A0 Copy Costs - Map Extract Scheme	A0 Copy Costs - Map Extract Scheme		Set by Central Gov't	Set by Central Gov't		SR unless it is not possible to obtain the information from any other source. Where the information is only available from the Council it is likely to be NB.
Street Naming & Numbering			95.00	100.00	5.3	SR unless erection of directional signs, acting as a highways authority and complying with SI 1994/1519, in which case NB.

SR = Standard Rated

NB = Non Business

ZR = Zero Rated

OS = Outwith Scope

EX = Exempt

**Development Committee****23 November 2015**

Development Committee Business Programme – 2015/16	
GL-50-15-F	
Team Leader – Administration	Governance and Law Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to inform the Committee of the planned business to be presented to Committee for the financial year to 31 March 2016 and discuss with Officers any changes or additions required to that programme.

2.0 Decision Required

- 2.1 That the Development Committee considers its business planned for the financial year to 31 March 2016 and RESOLVES to approve any changes or additions to the Business programme.

3.0 Detail

- 3.1 The Council approved the Council's Meeting Dates and Business Programme 2015/16 at its meeting on 17 December 2014 (Min Ref: 108/14).
- 3.2 It was agreed that the Business Programme would be presented by Committee Services to the Council and each Committee, on a quarterly basis, for discussion and approval.
- 3.3 The manner in which meetings have been scheduled is described below:
- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within 2 weeks of the meeting, the meeting will be cancelled;
 - Special meetings may be called on specific dates for some items – other agenda items can be added, if time permits;
 - PPMF = Planning and Performance Management Framework meetings have been called for all Committees and Council once per

quarter. These meetings are time restricted, with a specific focus on PPMF only, and therefore no other business will be permitted on those agendas;

- Budget = Budget setting meetings – other agenda items can be added, if time permits, or if required as part of the budget setting process; and
- In consultation with the Chair and relevant Members and Officers, and if required according to the circumstances, the time, date, venue and location of any meeting may be changed, or special meetings added.

3.4 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.

For further information please contact:

Anne Cogle

Tel Ext: 4554, email: anne.cogle@shetland.gov.uk

17 November 2015

List of Appendices

Appendix 1 – Development Committee Meeting Dates and Business Programme 2015/16

Background documents:

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

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



**Development Committee - Meeting Dates and Business Programme 2015/16
as at Tuesday, 17 November 2015**

Development Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2015 to 30 June 2015	Date of Meeting	Business	
	<i>Ordinary</i> 22 April 2015 10 a.m.	Local Visitor Information Service	D
		Shetland Shellfish Management Organisation – Core Funding	D
		Shetland Refreshments Ltd – Redemption of Shares	D
		Shetland Seafood Quality Control – Core Funding	D
		Business Gateway Shetland – Proposed Delivery of Enhanced Support to Growth Businesses	D
		Scoping Document – Review of Opportunities for Hydrogen Projects in Shetland	D
		Local Nature Conservation Sites	R SIC 27 May
		Transport Planning Service Restructuring Proposal	R P&R 4 May
		Shetland’s Broadband Provision: Business Case	D
	<i>PPMF</i> 25 May 2015 2 p.m.	Management Accounts – Development Committee Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Shetland Investment Portfolio Update	D
		SDT Annual Accounts 2014-15	D
		Shetland Telecom Resources	R SIC 27 May
		Committee Business Programme 2015/16	D
	<i>Ordinary</i> 15 June 2015 10 a.m.	Local Development Plan Update	D
		Onshore Wind Energy Supplementary Guidance	R SIC 30 June
		Flood Risk Management Plan – Progress and Proposals	D
		Audit Scotland – Superfast Broadband for Scotland – A Progress Report	D
		Programme and Timetable for Business Case for Broadband in Shetland	D
	<i>PPMF</i> 17 August 2015 2 p.m.	Management Accounts – Quarter 1	D
		Development Services Directorate – Performance Overview – Quarter 1	D
		Shetland Investment Portfolio Update	D
		Committee Business Programme 2015/16	D



**Development Committee - Meeting Dates and Business Programme 2015/16
as at Tuesday, 17 November 2015**

Development Committee -Continued			
D= Delegated R=Referred			
Quarter 3 1 October 2015 to 31 December 2015	Date of Meeting	Business	
	Ordinary 8 October 2015 10 a.m.	Business Case for the use of Assets Transferred from Shetland Development Trust	R P&R 26 Oct
		Opportunities for Hydrogen Projects in Shetland	D
		Economic Development Service Review	D
		Buy Back of Shares	D
		Digital Connectivity Strategic Case	R P&R 26 Oct
		Rescheduling of Council Loan	D
		Review of Community Grants	R P&R 26 Oct
		Local Development Plan Update	D
	Special 11 November 2015 at 2pm	Digital Connectivity Business Case	D
		Proposal for Payment of Invoice	D
	PPMF/Budget 23 November 2015 2 p.m.	Development Services Directorate – Performance Overview – Quarter 2	D
		Shetland Investment Portfolio Update	D
		Committee Business Programme 2015/16	D
		Management Accounts – Quarter 2	D
		2016-17 Budget and Charging Proposals	R P&R 25 Nov SIC 2 Dec
Quarter 4 1 January 2016 to 31 March 2016	Date of Meeting	Business	
	Ordinary 20 January 2016 10 a.m.	Resources for Projects/Change Projects	
		Digital Connectivity Outline Business Case	R P&R 15 Feb
	PPMF 29 February 2016 2 p.m.	Management Accounts – Quarter 3	D
		Development Services Directorate - Performance Overview Q3	D
		Development Services Directorate Plan 2016-17	D
		Shetland Investment Portfolio Update	D
		Committee Business Programme 2016/17	D



**Development Committee - Meeting Dates and Business Programme 2015/16
as at Tuesday, 17 November 2015**

Planned Committee business still to be scheduled - as at Tuesday, 17 November 2015

- Investments policy
- Options for Housing in the Central Mainland
- Brief on Renewable Energy Review of Opportunities
- Proposal to Sell Council Fishing Licences
- Two potential Loan Applications
- Quota Management Proposal

tbc = to be confirmed

PPMF = Planning and Performance Management Framework meetings – no other business to be added

Budget = Budget setting meetings – other items can be added if time permits

Ordinary = Ordinary meetings – other items can be added

Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Tuesday, 17 November 2015