



Environment and Transport Committee

29 February 2016

**Management Accounts for Environment and Transport Committee:  
2015/16 – Projected Outturn at Quarter 3**

**F-006-F**

**Report Presented by Executive Manager -  
Finance**

**Corporate Services**

## **1. Summary**

1.1 The purpose of this report is to enable the Environment and Transport 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 Infrastructure and Development Directorate Performance Reports, 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 2015/16 as at the end of the third quarter, for revenue and capital. The forecasts have been determined by Finance Service after consultation with the relevant Budget Responsible Officers.

1.3 The projected outturn position for the services in this Committee area is an underspend of £2.657m on revenue and an underspend of £1.883m on capital.

## **2. Decision Required**

2.1 That the Environment and Transport Committee RESOLVE to review the Management Accounts showing the projected outturn position at quarter 3.

## **3. Detail**

3.1 On 3 December 2014 (SIC Min Ref: 96/14) the Council approved the 2015/16 revenue and capital budgets (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 Council 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 part of the financial governance and stewardship framework which ensures that the financial position of the Council is acknowledged, 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, this report refers to the revised budget that is now in place for each of the services. An allocation of contingency budget has also been made to the Transport Planning Service for air contract inflation, which had been highlighted as a potential cost pressure in the approved budget.

## **Revenue**

- 3.4 The projected revenue outturn position for Environment & Transport Committee is an underspend of £2.657m (10%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget. Of the £2.657m, it should be noted that £390k relates to the income from the Total compensation payment for road repairs which will be carried forward into 2016/17, and £93k for underbudgeting the SHEAP contract income will be ongoing. All other increased income, savings and underspending are one-off for the current year. See appendix 1 to this report for further detail.
- 3.5 It is proposed that £165k of the Economic Development Service underspend (currently being reported to Development Committee) will be re-allocated to the Transport Planning Service to provide additional funding of Public Bus Services. If this is approved by Policy and Resources Committee on 2 March 2016, the overall revenue underspend for this Committee may increase to £2.822m.

## **Capital**

- 3.6 The projected outturn position on Environment & Transport capital project expenditure is an underspend of £1.883m (20%) 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 £1.883m underspend relates to slippage on projects and will be required in 2016/17 and future years. See appendix 2 to this report for further detail.

## 4. Implications

### Strategic

#### 4.1 Delivery On Corporate Priorities

There is a specific objective in the Corporate Plan to ensure that the Council is “continuing to keep to a balanced and sustainable budget, and are living within our means”, and that the Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's 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

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

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

4.4.3 The main financial risks for the services in this Committee area are:

- volatility of oil prices in relation to marine gas oil, diesel and bitumen;
- ferry vessel and other plant breakdown; and
- bus and ferry fare income revenue security.

4.4.4 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.

4.4.5 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.

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

4.4.7 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

4.7.1 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.

4.7.2 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.

4.7.3 It is therefore vital that the Council delivers its 2015/16 budget, and this report demonstrates that the services under the remit of the Environment and Transport Committee are projecting to achieve 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 Environment & Transport Committee is an underspend of £2.657m on revenue and an underspend of £1.883m on capital projects, against the revised budget.

5.2 The projected Transport Planning Service overspend will reduce by £165k if the recommendation to provide additional grant funding in relation to Public Bus Services is approved by Policy and Resources Committee on 2 March 2016. Therefore the revenue underspend for this Committee may increase to £2.822m.

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List of Appendices

Appendix 1 – Projected Revenue Outturn Position 2015/16

Appendix 2 – Projected Capital Outturn Position 2015/16

Background documents:

SIC Budget Book 2015-16, SIC 3 December 2014

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



## Environment &amp; Transport Committee

## 1. Projected Revenue Outturn Position 2015/16

Budget v Proj. Outturn Variance at Q2 (Adv)/ Pos £000	Service	Revised Annual Budget Q3 £000	Projected Outturn at Q3 £000	Budget v Proj. Outturn Variance at Q3 (Adv)/ Pos £000
(22)	Director of Infrastructure Services	1,104	1,099	5
549	Environmental Services	3,250	2,515	735
82	Estate Operations	842	749	93
382	Ferry Operations	11,883	10,925	958
1,176	Roads Service	4,077	3,021	1,057
(245)	Transport Planning Service	5,656	5,847	(191)
<b>1,922</b>	<b>Total Controllable Costs</b>	<b>26,812</b>	<b>24,156</b>	<b>2,657</b>

The projected outturn variance figures at quarter 2 are included above for reference. The main reason for changes from the quarter 2 projected outturn variance to the quarter 3 position is due to further savings on ferry fuel as fuel prices continue to fall.

An explanation for the main variances by service at quarter 3 is set out below.

### 1.1 Director of Infrastructure Services - projected outturn underspend £5k (0%)

This projected underspend relates to minor variances.

### 1.2 Environmental Services – projected outturn underspend of £735k (23%)

This projected underspend relates to:

- increased income at the Landfill Site and Waste to Energy Plant for additional waste from the temporary accommodation vessels, Orkney Islands Council and salmon farms £271k;
- no large applications for Private Sector Housing grants anticipated this year £150k;
- underbudgeting of SHEAP contract income for Energy Recovery Plant £93k;
- increased health certification income from increased salmon exports £105k;

- low fuel price against budget set across the service £51k; and
- Scottish Government approved delay implementing the Waste Management Recycling Strategy £50k.

All of these will be one-off savings in the current year, except the SHEAP contract income which is ongoing.

### **1.3 Estate Operations – projected outturn underspend £93k (11%)**

This projected underspend relates to maintenance staff shortages in the current competitive job market and will be a one-off saving in the current year.

### **1.4 Ferry Operations – projected outturn underspend of £958k (8%)**

The projected outturn position comprises the following main variances:

- savings against budgeted marine gas oil price of 43p per litre and current average price of 20p per litre £724k;
- reduction in capital terminal maintenance funded by revenue due to ongoing survey/contract preparation work £380k;
- drydocking of MV Linga will slip to 2016/17 due to time constraints £110k;
- under achievement of fare income as budget set pending the outcome of the Ferry Fare Review (£128k); and
- additional repair works for steelwork to casing structure on the Geira and steel and paint works on the Filla (£101k).

The fuel savings, terminal maintenance and drydock slippage underspends are one-off savings in the current year.

### **1.5 Roads Service – projected outturn underspend £1.057m (26%)**

The projected outturn underspend mainly relates to:

- receipt of a compensation payment from Total for remedial road works unable to be undertaken this year due to volume of other work and will therefore be carried forward to 2016/17 for the works to proceed £390k;
- supply of coated roadstone for the Shetland Gas Plant delayed from last year, together with the current low cost of bitumen resulting in additional income at the Scord Quarry of £510k; and
- additional income at the Scord for surfacing product for Clickimin Roundabout and other works, not budgeted £171k.

The bitumen saving and income from supply of materials for the Shetland Gas Plant are all one-off savings in the current year. The Total compensation payment is ring-fenced for the work detailed above and will be carried forward to 2016/17.

#### **1.6 Transport Planning Service - projected outturn overspend (£191k) (3%)**

The projected outturn overspend mainly relates to:

- under achievement of fare income across the Public Bus Service, currently estimated to be 17% (£139k); and
- increased maintenance and associated costs on the Westside Mainline, for which officers are currently undertaking an appraisal of remedial options (£54k).

This outturn position includes additional budget of £21k allocated from the Corporate Cost Pressure budget for Inter-island air contract inflation.



## Environment & Transport Committee

### 2. Projected Capital Outturn Position 2015/16

Budget v Proj. Outturn Variance at Q2 (Adv)/ Pos £000	Service	Revised Annual Budget Q3 £000	Projected Outturn at Q3 £000	Budget v Proj. Outturn Variance at Q3 (Adv)/ Pos £000
0	Director of Infrastructure Services	1,309	1,309	0
254	Environmental Services	461	140	321
1,308	Estate Operations	3,630	2,315	1,315
393	Ferry Operations	767	871	(104)
138	Roads Service	3,004	2,683	321
20	Transport Planning Service	30	0	30
<b>2,113</b>	<b>Total Controllable Costs</b>	<b>9,201</b>	<b>7,318</b>	<b>1,883</b>

The projected outturn variance figures at quarter 2 are included above for reference. The main reasons for changes from the quarter 2 projected outturn variance to the quarter 3 position are due to emergency works required on the Geira and slippage of Roads projects due to timing issues.

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

#### 2.1 Director of Infrastructure Services - projected outturn breakeven

#### 2.2 Environmental Services - projected outturn underspend £321k (70%)

This projected underspend relates to:

- savings on Energy Recovery Plant equipment not required this year £67k;
- slippage on the Landfill Capping Project due to slower fill rate this year than anticipated £90k; and
- receipt of Scottish Government approval to delay implementation of the Waste Management Recycling Strategy until 2018 £164k.

#### 2.3 Estate Operations – projected outturn underspend £1.315m (36%)

This projected underspend mainly relates to:

- re-profiling of the Town Hall Conservation project to 2016/17 and 2017/18 as approved by Council £1.150m;

- Bells Brae Primary School Refurbishment design works only proceeding this year with main work programme requiring to be scheduled for the school summer holiday period 2016 resulting in slippage of £369k; and
- Sound Primary School Refurbishment ahead of programme with all materials purchased this year which will result in reduced spend next year (£249k).

#### **2.4 Ferry Operations – projected outturn overspend (£104k) (14%)**

The projected underspend relates to:

- essential major steel works required on the Geira (£450k);
- awaiting proposals from Rolls Royce for the Linga Conversion resulting in design and feasibility works not proceeding this year and slippage of £150k; and
- Fivla Life Extension project delayed due to additional works required on Bigga resulting in slippage of £200k.

#### **2.5 Roads Service – projected outturn underspend £321k (11%)**

The projected underspend relates to:

- savings on Burra bridge & Trondra bridge bearings replacement projects as costs were lower than tender price £188k; and
- timing issues resulting in Commercial Street reflagging and road reconstruction work in Uyeasound slipping to next year £93k.

#### **2.6 Transport Planning Service – projected outturn underspend £30k (100%)**

The projected underspend relates to the Walls Pier Crane replacement. Due to lack of staff resources in the current financial year this project will slip to April 2016.

**Environment and Transport Committee****29 February 2016****Infrastructure Directorate Performance Report  
9 Month / 3rd Quarter 2015/16****Report No: ISD-04-16-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 the reporting period above.

**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 to inform further activity within the remainder of this year, and the planning process for next and future years.

**3.0 Detail**

- 3.1 Progress against those “**this year we will**” priorities from the **Council’s Our Corporate Plan – 2015 update** led by the Infrastructure Directorate

**Our Corporate Plan–“The Transport Services we need”**

<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>
Ferries/ Roads/ airport/ Transport Planning	Establish the Council’s current investment in our transport Infrastructure and the future investment required to maintain transport services by developing a 50 year infrastructure investment plan	Sept 2015	Information provided to Capital Programmes Service to build Longer Term Asset Investment plan - COMPLETE	G

3.2 Progress against those “**this year we will**” priorities from the Council’s **Our Plan – 2016-2020** led by the Infrastructure Directorate

**Our Plan–“Our Economy and Housing”**

<b>Lead Svs</b>	<b>Description</b>	<b>Date Due</b>	<b>Progress as at the end of this reporting period</b>	<b>R A G G</b>
Ports & Harbours	We will have clarified the council’s future role in the Port of Sullom Voe, and after having taken a robust business model approach, we will be seeing the best possible returns from our investments	April 2017	Harbour Board and Policy and Resources Committee have considered the strategic options generated in the outline business case and confirmed that further analysis and market testing should be undertaken to establish the economic, commercial and financial information to support these options to enable a report back to Committee.	

3.3 The Directorate are also contributing substantially to the Transport Planning projects to *understand the options and investment required to create a sustainable internal transport system over the next 50 years and People booking and paying for journeys on our ferries using efficient and effective systems.*

3.4 The Directorates Performance report is attached as Appendix 1. The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery. Appendix 2 shows the Council wide indicators and Appendix 3 shows the Key Directorate Indicators to enable the Committee to monitor service delivery. A summary of the number of complaints received and responded to are shown in Appendix 4. The risk register in Appendix 5 sets out the strategic and operational risks to the department’s day to day services.

3.5 Infrastructure Services has for many years been involved in the Association of Public Service Excellence (APSE) performance networks voluntary benchmarking of local authority frontline services. These reports assist managers to compare and improve performance and compare unit costs. It is intended to provide the Committee with these reports for services as they are published to assist in strategic oversight of the performance of Shetland Islands Council Services benchmarked against other Councils and the service’s previous year’s performance. Attached in Appendix 6 are the APSE reports for Estate Operations.

#### **4.0 Implications**

##### Strategic

4.1 Delivery on Corporate Priorities – Effective Planning and Performance Management are key features of the Council’s Corporate Plan and part of the “20 things we will do by 2020” – “our performance as an organisation will be managed robustly, with high standards being applied to individual and service performance; ensuring poor

performance is dealt with and good performance is highlighted and learning being shared.”.

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 with the exception of Ports and Harbours activities. This is due to reduced harbour generated income resulting in a decrease in the surplus on the Harbour Account. The surplus on the Harbour Account is from the terminal berthing charges to Ferry Operations Services, which is funded from the General Fund and does not generate additional income to the Council’s reserves.

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 Our Plan – 2016-2020 and the Infrastructure Directorate Plan 2015/16.
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18 February 2016

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### List of Appendices

Appendix 1 – Actions

Appendix 2 – Council wide Indicators

Appendix 3 – Key Directorate Indicators

Appendix 4 – Complaints Summary

Appendix 5 – Risk Register

Appendix 6 – Estate Operations APSE Performance Report

### Links to Background Documents

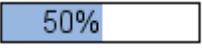
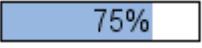
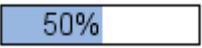
[Infrastructure Services Directorate Plan](#)

# Appendix 1 - Projects & Actions - Infrastructure

Generated on: 18 February 2016

## PPMF Quarterly Report - Infrastructure

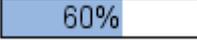
### A properly led and well-managed Council

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP064 Workforce plan	Put in place multi-skilling training programmes to address skill gaps and long term succession planning.	Likely to meet or exceed target 	Planned Start	29-Aug-2014		Multiskilling programme ongoing with five operatives retrained and two ongoing.	Infrastructure Services Directorate
			Actual Start	29-Aug-2014			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2017			
			Completed Date				
DP100 Efficient ICT use	Develop better ways to capture service requests, complaints and positive feedback on the quality of our services using ICT better	Likely to meet or exceed target 	Planned Start	01-Apr-2015		Complaint champions established and statistics collated, trends being analysed	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP101 Reduction in budget	Deliver our day to day services within the reduced budget	Likely to meet or exceed target 	Planned Start	01-Apr-2015		All Services on budget or under budget - no complaints of significant reductions in service delivery.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP102 External funding	Secure external funding for key projects-, Modern Marine Apprenticeships, Zero Waste Funding, Scalloway Harbour developments, HESABS, ferry replacement programme	Likely to meet or exceed target 	Planned Start	01-Apr-2015		HESABS Funding confirmed. Other applications pending confirmation. No funding for Modern Marine Apprenticeships. Zero Waste funding also unavailable.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

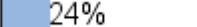
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP103 Employee review & development	Undertake 100% of the employee review development plans	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	ERD's underway.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP104 Regulators	Positive audits from our regulators with no serious non-conformances identified	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Target met year to date.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP107 VTS Radar at Sullom Voe	Replace VTS Radar at Sullom Voe to maintain safe operations	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Specification prepared for tendering. Tender now advertised.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
SP215 Implement the Asset Investment Plan	Once Asset Investment Plan funding agreed in December 14	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Apr-2015	 	See actions 215.1, 2 & 3 for details of Sound and Bells Brae School and the Town Hall	Estate Operations
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2021			
			Due Date	31-Mar-2021			
			Completed Date				

Dealing with challenges effectively

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP109 Local climate impacts report	Local climate impacts report to assess the impact and risk of extreme weather events and develop a climate change adaption plan	Likely to meet or exceed target 	Planned Start	18-Jan-2016	 0%	To compile initial data we intend to send a survey to every home and major business in Shetland asking them to complete a survey which will aim to quantify both local perceptions of climate change and what - if any - clear quantifiable effects have been noted. Having compiled the evidence we will then evaluate whether a detailed Action Plan needs to be developed to support adaptation, mitigation and resilience building within the community.	Infrastructure Services Directorate
			Actual Start				
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP110 Redesign landfill site	Redesign the landfill site to pre-sort waste and provide a better feedstock for the Energy Recovery Plant and handling of recyclates	Significant issues, likelihood of failing to meet target 	Planned Start	01-Apr-2015	 0%	Not enough waste received to carry out capping procedure on original timetable.	Infrastructure Services Directorate
			Actual Start	01-Apr-2016			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2017			
			Completed Date				
DP111 Recycling collection	Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes	Significant issues, likelihood of failing to meet target 	Planned Start	01-Apr-2018	 0%	Not yet started due to uncertainties from Scottish Government with new Code of Practice and Waste Brokerage Scheme in development.	Infrastructure Services Directorate
			Actual Start				
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2019			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
HN01 Waste Strategy Implementation	The waste Strategy was to be built around the Waste Scotland Regulation and the introduction of the Industrial Emissions Directive for the Energy Recovery Plant.	Significant issues, likelihood of failing to meet target 	Planned Start	01-Oct-2014	 	The SIC is currently in discussion with the Scottish Government, Zero Waste Scotland and SEPA to find the best practice for Shetland. Until the way forward is decided Zero Waste Scotland are supportive that we should not commit ourselves to a strategy which is not adaptable to change. This remains the current state. We continue to have meetings with Government, Zero Waste Scotland and SEPA to find the best solution.	Environmental Services
			Actual Start	01-Oct-2014			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2015			
			Completed Date				
HN02 COWIE report	Implement the recommendations for the COWIE report into District heating and Energy Recovery Plant	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Jul-2014	 	Current discussions ongoing towards implementation decisions. The purpose of the COWI report was to look at the feasibility of having the district heating and the ERP operating under one. As a result of the report SHEAP are remaining as they are and the ERP remains to operate as a heat provider for SHEAP.	Environmental Services
			Actual Start	01-Jul-2014			
			Original Due Date	31-Jan-2016			
			Due Date	31-Jan-2016			
			Completed Date	05-Oct-2015			
SP214 Vehicle and plant replacement	Develop decision making matrix for vehicle and plant replacement, once Asset Investment Plan funding agreed in December 14	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Approved Driver system now in place. A review of Driver policy and risk (run by Zurich) has been incorporated into Fleet Policy production.	Estate Operations
			Actual Start	25-May-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP215.2 Town Hall repairs	Town Hall - Stained glass window and stone repairs	Experiencing some issues, with a risk of failure to meet target 	Planned Start	03-Aug-2015	 	Funding bids have failed thus far. The relisting to Grade A has been successful which strengthens our case.	Estate Operations
			Actual Start	03-Aug-2015			
			Original Due Date	31-Mar-2018			
			Due Date	31-Mar-2018			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP217 Carbon Management Plan – Implementation	To implement the actions, programmes and projects set out in the Carbon Management Plan	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	The items listed on the action plan are in the process of being put in place. The Project Board met in August and agreed action plan priorities. Various projects under the CMP heading have been initiated and are ongoing.	Estate Operations
			Actual Start	04-May-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2020			
			Completed Date				

### Encourage strong communities

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP094 Burial ground and amenity grass cutting	Explore community based solution for burial ground and amenity grass cutting	Likely to meet or exceed target 	Planned Start		 	Needs to be community led proposal. At this stage no interest evident.	Infrastructure Services Directorate
			Actual Start				
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

### Healthy economy

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP067 Develop the Scalloway Harbour business plan	Investigate options for developing Scalloway Harbour and present reports to members	Likely to meet or exceed target 	Planned Start	02-Mar-2015	 	Reviewed the project brief from the Harbour Board Seminar on 18 June . Presented draft strategic case at staff training seminar on 9th July 2015.	Harbour Master & Port Operations
			Actual Start	02-Mar-2015			
			Original Due Date	31-Mar-2016			
			Due Date	07-Feb-2017			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP068 Small ports development/maintenance plan	Small ports development/maintenance plan developed to decide future of these assets	Experiencing some issues, with a risk of failure to meet target 	Planned Start	02-Mar-2015	 	Toft pier option appraisal report developed. Toft Pier SNC approved P&R 15 February 2016	Harbour Master & Port Operations
			Actual Start	02-Mar-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Oct-2015			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP092 Scalloway Harbour marketing strategy	Deliver a marketing strategy for Scalloway Harbour to maximise the return on investments in infrastructure	Significant issues, likelihood of failing to meet target 	Planned Start		 	on hold - pending outcome of strategic business case project.	Infrastructure Services Directorate
			Actual Start	16-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
DP093 Modern marine apprenticeships	Deliver the modern marine apprenticeships if external funding secured and local delivery mechanism established	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	No take up Nationally due to lack of Training Providers and limited access to Government funding. Focus now on Career Grade Deckhands. ACTION COMPLETE	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

### Supporting Adults to be independent

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP084 Private Sector Housing Grant funding	Manage the reduced Private Sector Housing Grant funding to most effectively provide adaptations to help people remain in their own homes	Likely to meet or exceed target 	Planned Start		 	Applications processed and within budget. Budget for the Private Sector Housing Grant will sit within contingency budget in 16/17.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

### The best possible start for every child

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP215.1 Sound School Repairs - Part SFT Funded	The existing roofs are in poor condition and need to be replaced. See SNC for further detail.	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Sound School site works ongoing. Contractual issues resolved. Project ahead of schedule to deliver within set budget and timescales.	Estate Operations
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2017			
			Due Date	31-Mar-2017			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP215.3 Bells Brae School Repairs - Part SFT Funded	Works to replace and upgrade failed or life expired elements of the fabric, structure and services installations which have an elemental condition rating of "C" (poor), are life expired and beyond economic repair. See SNC for further detail.	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Apr-2015	 	At design stage with expressions of interest and tender action for works imminent. Delivery of the various works packages within the original timescale has proven difficult to programme taking holiday periods into account. The application for an extension of time has been approved by the Scottish Futures Trust.	Estate Operations
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2017			
			Due Date	31-Mar-2017			
			Completed Date				

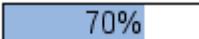
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP236 Design and construct AHS access roundabout	Roundabout constructed following design in 2014	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Roundabout complete and open. Car park completed. Works effectively complete except for bitmac wearing course on school access road which will be laid after school construction to prevent damage to the new surface. This is likely to be 2017/18 financial year.	Roads
			Actual Start	01-Apr-2015			
			Original Due Date	31-Oct-2015			
			Due Date	20-Nov-2015			
			Completed Date	21-Jan-2016			

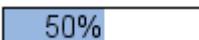
### The transport services we need

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP087 Explore opportunities for community run transport solutions	Expore opportunities for community run transport solutions	Likely to meet or exceed target 	Planned Start		 	Needs to be community led and at this stage no interest evident.	Infrastructure Services Directorate
			Actual Start				
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP088 Explore Scottish Government funding for links	Secure Scottish Government funding for internal ferry service and achieve commitment of Scottish Government Capital expenditure for Ferry Replacement Programme and/or fixed links	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Project led by Transport Planning but significant project resource from Infrastructure Services.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP089 Ferry Replacement	Develop a Ferry Replacement Programme	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Apr-2015	 	Ferry assets and terminal assets assessed as part of Inter Island Project.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP091 Review the inter island air service	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	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Apr-2015	 	Air Services included in Inter Island Transport Project.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
HF01 Bigga Life Extension	Establish spare engine parts stock & propeller blades.	Likely to meet or exceed target 	Planned Start	01-Dec-2014	 	Propellers have been fitted, engines and gearboxes to be installed by February 2016. All works now complete. Waiting for spare parts which are currently on order.	Ferry Operations
			Actual Start	01-Dec-2014			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
HF02 Fivla Life Extension	Install 3 new generators and new navigation equipment , shot blast exterior metal, Take out internal linings to check metal work behind it, and replace linings	Likely to meet or exceed target 	Planned Start	01-Nov-2015	 	Started 01/11/2015	Ferry Operations
			Actual Start	01-Nov-2015			
			Original Due Date	31-Mar-2017			
			Due Date	31-Mar-2017			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP217.03 Investigate all potential internal and external funding support	Investigate all potential internal and external funding support for CMP activities.	Likely to meet or exceed target 	Planned Start	01-Jul-2015	 	The new SEEP scheme is being investigated. An Energy Efficiency Action Plan was accepted by Council on the 5th Oct 15 with a report on Street Lighting and the potential for hydrogen projects within Shetland. Funding streams being investigated. Teleconference held with representatives of the Green Investment Bank.	Estate Operations
			Actual Start	03-Jul-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
SP217.08 Optimise carbon reductions by reviewing CMP travel and transport policy/strategy	Optimise carbon reductions by reviewing CMP travel and transport policy/strategy.	Likely to meet or exceed target 	Planned Start	22-Apr-2015	 	A successful funding bid was made to Transport Scotland for the lease of 3 electric vans (Nissan NV200) which will be put into fleet use in Q1 2016. Work is ongoing and the results of this trial will inform future policy recommendations.	Estate Operations
			Actual Start	10-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
SP246 Trondra Bridge repairs & maintenance walkway construction	Replacement of the Trondra Bridge bearings and construction of maintenance walkway. Bridge bearings and walkways installed and bridge serviceable	Likely to meet or exceed target 	Planned Start	01-May-2015	 	Bearing replacement on both piers and abutment are complete. The walkway has been installed and access hatches complete.	Roads
			Actual Start	01-May-2015			
			Original Due Date	31-Oct-2015			
			Due Date	31-Jan-2016			
			Completed Date				

### Vulnerable and disadvantaged people

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP098 Secure external funding for ferry terminals	Secure external funding to deliver the accessibility improvements to ferry terminals	Likely to meet or exceed target 	Planned Start		 	Funding secured for DDA improvements to Terminals - works to be scoped, prioritised and delivered FY 2016/17	Infrastructure Services Directorate
			Actual Start	17-Feb-2016			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2017			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
SP216 Home Energy Efficiency Scheme	Funding secured by Jul 15. Surveys carried out and work delivery commencing Sep 15. Complete by 31 Mar 16.	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Apr-2015	 	Survey works underway with 130 surveys complete thus far for 2015/16 (Target 150). 153 new enquiries were made in the same period. Total number on list is 791 from June 2013. Scottish Government may remove our derogation for PAS2030 earlier than expected. Inhouse training of staff to PAS2030 complete for the following measures: B3 Energy efficient glazing and doors; B8 Internal wall insulation & B9 Loft insulation	Estate Operations
			Actual Start	06-Apr-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

### Working with partners

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP096 Energy Recovery Plant and District Heating Scheme	Finalise and Implement Business plan for Energy Recovery Plant and District Heating Scheme	Experiencing some issues, with a risk of failure to meet target 	Planned Start		 	Meeting held with Scottish Gov. SCT, SHEAP & SIC. Action Plan agreed and implemented.	Infrastructure Services Directorate
			Actual Start	16-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
			Planned Start	Actual Start			
DP097 Sullom Voe Harbour future	Achieve a sustainable future for Sullom Voe Harbour in partnership with Government and the Oil industry	Likely to meet or exceed target 	Planned Start		 	Harbour Board & P&R considered the strategic options generated in the outline business case and confirmed that further analysis and market testing should be undertaken to establish the economic, commercial and financial information to support these options to enable a recommendation on the preferred option to be reported back to Committee.	Infrastructure Services Directorate
			Actual Start				
			Original Due Date	31-Mar-2016			
			Due Date	30-Apr-2017			
			Completed Date				

## Appendix 2 - Sickness Absences - Infrastructure

NOTE: Sickness absences are very seasonal, therefore this quarter is compared to the same quarter last year (rather than compared to the previous quarter).

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Code & Short Name	Previous Years			Last year Quarter 3	This year Quarter 3	(past) Performance & (future) Improvement Statements
	2012/13 Value	2013/14 Value	2014/15 Value	Q3 2014/15 Value	Q3 2015/16 Value	
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	3.9%	2.8%	<p><b>Performance:</b> Improvement in sickness level for same period last year demonstrates management attention to absence and return to work discussions.</p> <p><b>Improvement:</b> The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised.</p>

## Appendix 2 - Sickness Absences - Other Directorates for comparison

Code & Short Name	Previous Years			Last year Quarter 3	This year Quarter 3
	2012/13 Value	2013/14 Value	2014/15 Value	Q3 2014/15 Value	Q3 2015/16 Value
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	4.2%	3.4%
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	3.5%	2.9%
OPI-4C-E Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	5.9%	5.1%
OPI-4C-F Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	2.3%	1.9%
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	5.0%	3.3%

## Appendix 2 - (cont) Corporate-wide Indicators - Infrastructure

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Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
OPI-4A Staff Numbers (FTE) - Whole Council	2474	2248	2190	2190	2207	2169	2190	Managers continue to carefully manage staff numbers and associated costs and reflects recruitment pressures in some areas.
OPI-4A-H Staff Numbers (FTE) - Infrastructure Directorate	499	447	433	433	444	440	437	<b>Performance:</b> Staff numbers have remained steady, although recruitment problems are causing temporary difficulties in some areas <b>Improvement:</b> A workforce planning exercise is underway to predict and minimise future problems.
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	5.2%	4.1%	3.2%	3.4%	A reduction from previous year reflects a greater focus in maximising attendance.
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	5.2%	4.3%	3.8%	2.8%	<b>Performance:</b> Improvement in sickness level for same period last year demonstrates management attention to absence and return to work discussions. <b>Improvement:</b> The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised.
OPI-4E Overtime Hours - Whole Council	71,644	56,552	64,738	16,720	24,014	16,270	21,383	Overtime and Overtime budgets are devolved to departmental level. Overtime is often the most cost effective way to utilise existing teams and ensure prompt service to our customers.
OPI-4E-H Overtime Hours - Infrastructure Directorate	53,630	46,600	48,668	12,399	18,485	11,366	16,348	<b>Performance:</b> Overtime levels support seasonal nature of work and there is also a reliance on overtime to deliver core services, due to recruitment problems in some areas. <b>Improvement:</b> Overtime is always done as a best-value option after consideration of alternatives, the workforce planning exercise will help minimise reliance on overtime in the future.
H01 FOISA responded to within 20 day limit - Infrastructure Services	95%	88%	93%	98%	100%	93%	96%	<b>Performance:</b> FOISA response rate within Directorate is excellent and higher than Council average. <b>Improvement:</b> Aim to have more information made public so there is less need for the public to make FOI requests.



## Appendix 3 - Key Directorate Indicators - Infrastructure

### Infrastructure Services

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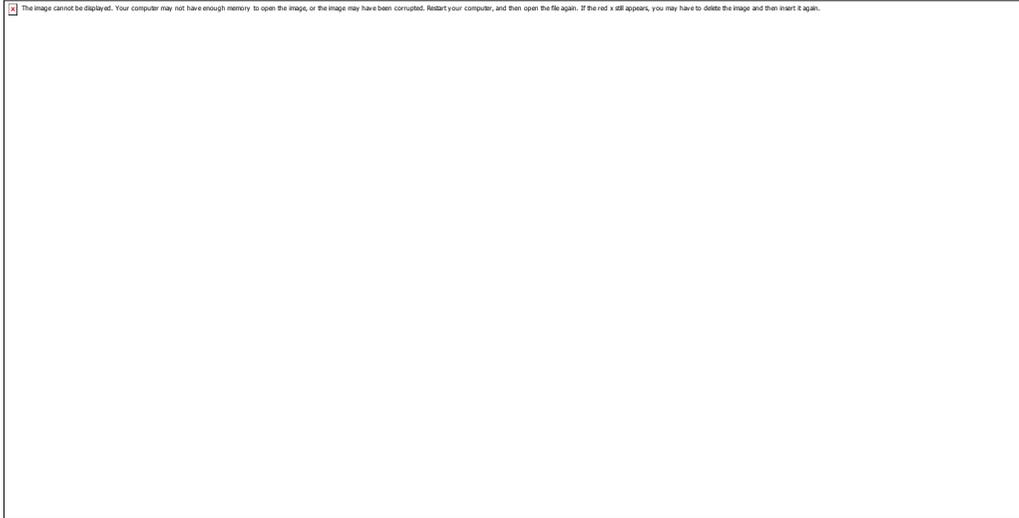
Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
HN02 Food Hygiene Inspection Programme completed	96%	88%	87%		39%	40%	78%	<p><b>Performance:</b> The figures show that we are on target. Food business inspections are however, not evenly distributed throughout the year.</p> <p><b>Improvement:</b> Staff reductions combined with an increase in demand in other areas of the service mean that improvement will be a challenge. The service may not achieve target for 2015/16. A new trainee post has been approved and it is hoped to have a new staff member in post before the end of March 2016.</p>
HN03 Premises achieving PASS standard in Food Hygiene Information Scheme	81%	84%	77%		77%	77%	86%	<p><b>Performance</b> Whilst the figures appear to have increased this is due to a change in how the figures are calculated. Food Standards Scotland's (FSS) method of calculation and figures from their monthly report is now being used. This is different from the method of calculation and figures published on the UK Food Standards Agency FHIS website. FSS have no data on how the percentage on the UK website has been arrived at.</p> <p>The formula now being used is what has been agreed by Food Standards Scotland as follows: (Exempt + Pass) &amp;divide; (Improvement Required + Exempt + Pass)</p> <p><b>Improvement</b> It is anticipated that in the next reporting year 2016/2017 the percentage of premises achieving a PASS will improve as premises failing to achieve this standard are targeted and supported.</p>
HF10a Lost sailings by cause - Weather	79	515	313	253	0	73		
HF10b Lost sailings by cause - Breakdown	64	63	106	28	87	4		
HF10c Lost sailings by cause - Crew	28	36	22	0	14	0		
HF10d Lost sailings by cause - Other	0	6	145	129	0	8		
HF10T Lost sailings - TOTAL	171	620	586	410	101	4		
HF11 Overall Ferry Availability			99.11%	97.43%	99.4%	99.94%		<p><b>Performance:</b></p> <p><b>Improvement:</b></p>
HH01a Tingwall Airport Landings - Islanders			649	136	247	217	151	<p><b>Performance:</b> Decreased landings due, in part to temporary cessation of regular, scheduled flights to Skerries.</p> <p><b>Improvement:</b> Continued dialogue with operators to keep them apprised of the airport's services and availability.</p>

Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
HH01b Tingwall Airport Landings - Air Ambulance			40	6	21	16	13	<b>Performance:</b> Improved dialogue with operators highlighting the range and quality of the services available at the airport and about the airport's flexible working arrangements. <b>Improvement:</b> Continued dialogue with operators to keep them appraised of the airport's services and availability.
HH01c Tingwall Airport Landings - Other			105	20	29	21	28	<b>Performance:</b> Improved dialogue with both commercial operators and the General Aviation community highlighting the range and quality of the services available at the airport. <b>Improvement:</b> Continue to improve the dialogue with all parties and keep them appraised of the airport's services and availability.
HH01T Tingwall Airport Landings - TOTAL			794	162	297	254	192	<b>Performance:</b> A number of factors outwith the control of the airport, i.e. poor weather conditions, contributed to decreased landings overall. <b>Improvement:</b> The airport will use new and established means to promote the services available.
HS01 Reactive jobs completed by Building Services	4,000	3,502	3,510	1,090	741	759	862	<b>Performance:</b> 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 (Quarterly) <b>Improvement:</b> 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
HR01 Road Condition Indicator (RCI)	42.5%	41.4%	41.9%	Not measured for Quarters	Not measured for Quarters			
HH02 Council Energy Consumption (MWh)	105,815	100,324	97,174	25,959	25,035	22,854	26,149	<b>Performance:</b> Reducing energy usage saves Council budgets and reduces CO2 (Quarterly). Winter peak energy usage. <b>Improvement:</b> Action plan to reduce energy usage is being implemented using spend to save funding and green loans.
HH04 Non-compliance ("Serious" audit comments) with Audit regimes - CAA, FSA, MCA			0	0	0	0	0	<b>Performance:</b> Achieving no major non-conformities at audit demonstrates good management practice and systems <b>Improvement:</b> Management systems are in place to ensure our service meet the compliance standards for our external auditors
SP-HS-022 Tonnes of CO2 from council operations	32,188	30,182	29,792	7,870	7,322	6,735	7,595	<b>Performance:</b> The Council has a statutory duty to reduce CO2 (Quarterly) <b>Improvement:</b> Action plan to reduce CO2 is being developed and implemented
HH01 % compliance with Standing Orders				100%	100%	100%	100%	<b>Performance:</b> 100% compliance indicates that the Councils systems are robust and will provide assurance to audit Scotland that financial systems are effective. <b>Improvement:</b> An action plan has been implemented to address previous non-compliance and Management systems and monitoring is in place

Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
HN04 Amount of household waste collected (tonnes)	10,811	9,793	10,027	2,281	2,731	2,826	2,413	<p><b>Performance:</b> Increase in tonnage in 2nd quarter is mainly due to green waste being collected. Reduced workforce at Gas Plant reducing waste collected.</p> <p><b>Improvement:</b> New vehicles have reduced breakdown down time making service more efficient</p>
HN05 Percentage of household Waste recycled	13.3%	11.2%	9.1%	9.3%	9.5%	9.4%	8.3%	<p><b>Performance:</b> Decrease in recycling due to kerbside collection in Lerwick and Scalloway stopping.</p> <p><b>Improvement:</b> Public making better use of bring sites in particular textile banks.</p>
H01 FOISA responded to within 20 day limit - Infrastructure Services	95%	88%	93%	98%	100%	93%	96%	<p><b>Performance:</b> FOISA response rate within Directorate is excellent and higher than Council average.</p> <p><b>Improvement:</b> Aim to have more information made public so there is less need for the public to make FOI requests.</p>



## Appendix 4 – Complaints – Infrastructure Services



Number of complaints open during Quarter 3 - 4

Number of stage 1 complaints (Frontline) - 3

Number of stage 2 complaints (Investigation) - 1

Number of open complaints at end of period – 0

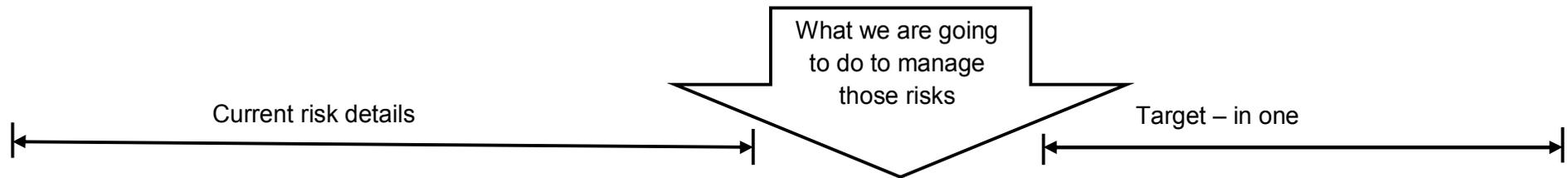
Number of complaints handled within deadline – 2



## 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 Practice, Health	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
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 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/ litigation	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
							/ 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 plant and	Tingwall has vehicles, inc fire engine, aircraft, fuel bowser, pick-ups, etc, movement of freight takes place regularly. Passenger, staff and	Rare (1)	Catastrophic (5) Financial loss/ increased cost of working	High (5)	Safe systems of work including speed limit, signage and road markings, careful control of site/ contractors/ visitors/ passengers,	Rare (1)	Significant (3) Financial loss £100k to £500k,	Low (3)	Director of Infrastructure Services

equipment	contractor vehicles regularly manoeuvring in the area.		>£1m				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 conditions, fog, strong winds, snow can delay or prevent flights.	Almost certain (5)	Significant (3) Financial loss/ increased cost of working	High (10)	Flexible arrangements to fly outside timetable as weather window allows.	Likely (4)	Minor (2)	Medium (8)	Director of Infrastructure

			£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 from vessels	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial	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	High (5)	Director of Infrastructure Services

			loss/ increased cost of working >£1m				ent environ mental damage , Financia l loss/ increase d 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) Financia l 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)	Catastro phic (5) Impact on the whole of Shetlan d, perman ent environ mental damage , Financia l loss/ increase d cost of working >£1m	High (5)	Director of Infrastructure Services

Environmental Services									
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



# Shetland Islands Council



## APSE Performance Networks

### Performance Report

For

### Building Services 2014/15

#### **Estate Operations**

Infrastructure Services Department  
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Issue 1 - Jan 2016



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## Introduction

As part of our ongoing drive to reduce costs, improve performance and to transparently benchmark how we're doing, the Shetland Islands Council is part of APSE's "Performance Networks".

What is APSE?

APSE (which stands for the Association for Public Service Excellence) is the largest voluntary public sector benchmarking service across England, Scotland, Wales and Northern Ireland. Used by over 200 local authorities it leads the way in local government benchmarking.

The size of their membership gives added benefits to members by being able to offer a wide variety of comparator groups (called "Family Groups"). This compares 'like' authorities operating under similar circumstances to ensure a fair comparison can be made, or in other words, comparing apples with apples.

In the main the Building Services Team provide services to schools, care homes and other public buildings and are classified by APSE as "NH" or Non Housing for reporting purposes. We also operate the Gremista Store which predominantly serves Roads, Housing and Building Services.

From Jan 2015 the store at Gremista also took on responsibility for managing and delivering ICT's stock requirements, and the majority of stock items held by ICT have been transferred from Garthspool. The stores figures contained within this report do not take account of that change but the next report will.

We recently submitted our first data return for the Council's vehicle and plant fleet and next year's version of this performance report will also include Fleet's performance results. It's also anticipated that the Carbon Management Team's performance statistics will also be included.

This means that all teams operating within Estate Operations Teams will form part of the same performance report and it will be shared with all members of staff. Obviously I welcome any feedback on this report, or any ways you can think of to improve service performance.

## Report Format

The report contains a variety of nationally recognised indicators - when read on their own they mean little to anyone so I've grouped related indicators together for ease of reference and added an explanatory note. On the charts this Council's results have been highlighted with a dotted blue border for ease of reference like this: 

On the right hand side of each chart our target objective for that indicator is stated along with a variety of icons that show at a glance how we did against our family group and whether we've improved from our 2013/14 scores. Full and detailed results are also presented for 2014/15 score, the family group average and our previous 2013/14 score.



Remember that this objective is what it should be in an ideal world, and in many cases a negative score will be the result of other factors (such as a lack of resources) impinging upon our performance.

### Icon Key and Summary Performance:

How do we do against other Local Authorities?

	Performance for 2014/15 is better than the family group average	15 Indicators
	Performance for 2014/15 is within 25% of the family group average	7 Indicators
	Performance for 2014/15 is not as good as the family group average	3 Indicators

How did we do against last year's performance?

	Performance for 2014/15 has improved from the 2013/14 result	13 Indicators
	Performance for 2014/15 is within 5% of the 2013/14 result	4 Indicators
	Performance for 2014/15 has deteriorated from the 2013/14 result	8 Indicators

### Conclusion

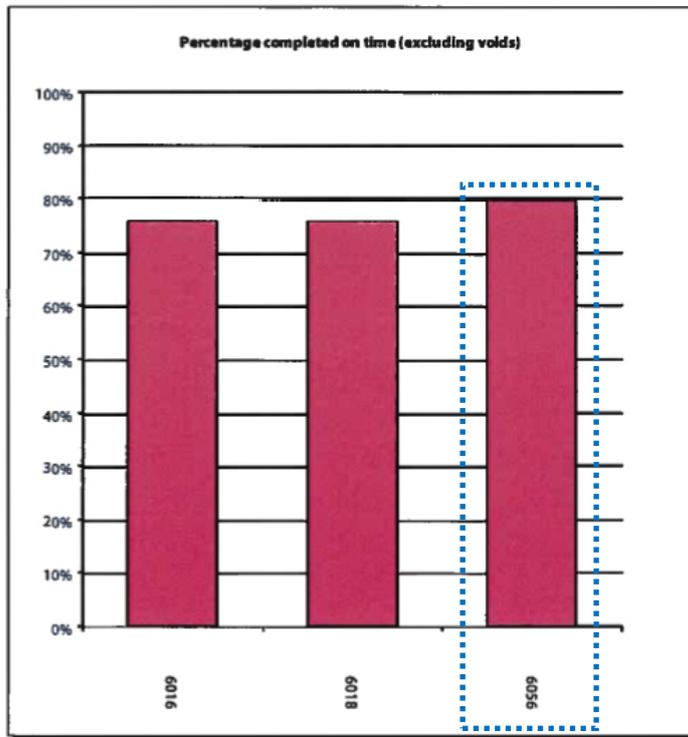
This is the first time this data has been formally presented to the people who make the service work and who regularly make a difference to our customers. The decision to issue a formal report like this came about following feedback you gave during the staff viewpoint surveys. This, in tandem with other regular workforce meetings now in place, will hopefully address previous concerns you had regarding a lack of communication and consultation on the issues that matter to you.

What it shows is that we exceed the national average performance in fifteen areas, almost meet it for seven areas and have work to do on a further three. We've also improved our own performance in the majority of cases from our 2013/14 result. Given current financial pressures and ongoing labour shortages (we've been 15% down on people throughout the year) we should be delighted with this outcome.



## Service Delivery Performance

### Day to Day Jobs Completed On Time - PI 14b

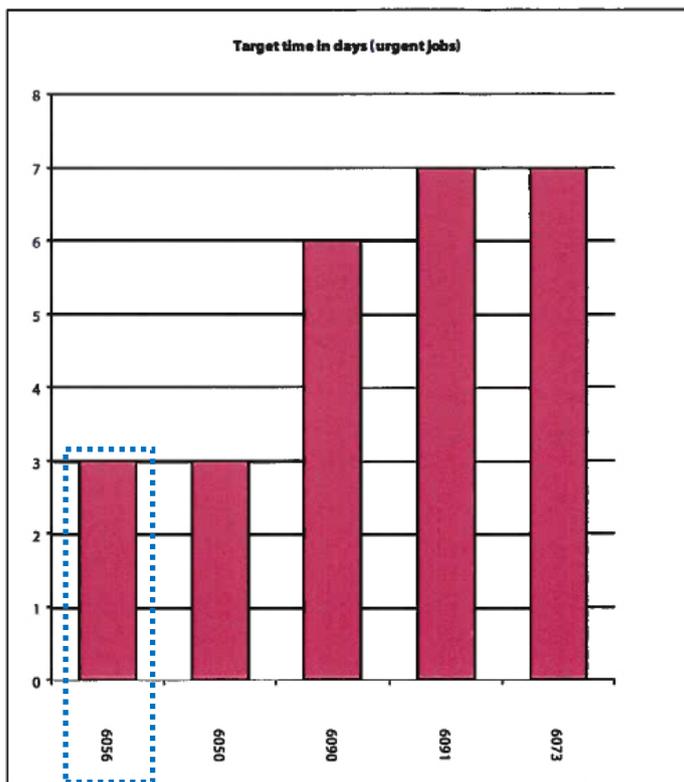


Objective: Aim to **Maximise** ●  
Improved since 2013/14? ↑

**Our 2014/15 Score: 79.82%**  
Group Average: 77.17%  
Our 2013/14 Score: 78.01%

We achieved the best result for our family group. The reasoning here is that if we don't react quickly it can lead to much more expensive repairs being required with the associated disruption (and additional expense) for our clients and customers.

### Target Time (Urgent Jobs) - PI 15a



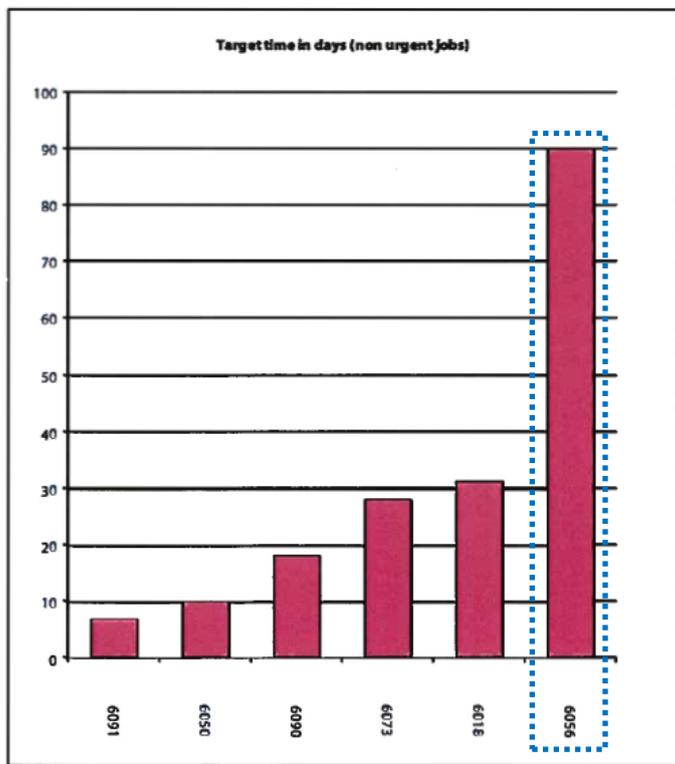
Objective: Aim to **Minimise** ●  
Improved since 2013/14? →

**Our 2014/15 Score: 3 Days**  
Group Average: 5.20 Days  
Our 2013/14 Score: 3 Days

This shows that we have set the fastest response time to urgent and emergency jobs for our family group, while our response to non urgent jobs (below) is amongst the slowest.



### Target Time (Non Urgent Jobs) - PI 15b

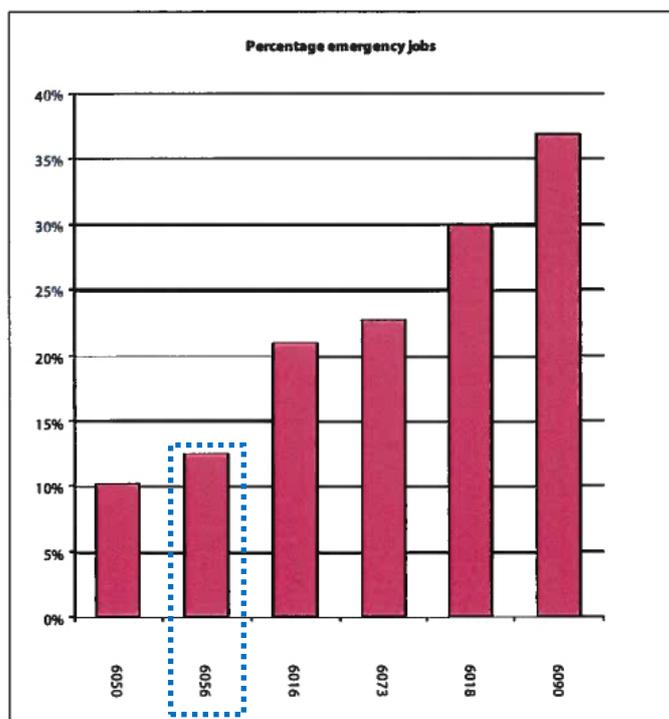


Objective: Aim to **Minimise** ◆  
Improved since 2013/14? ➔

**Our 2014/15 Score: 90 Days**  
Group Average: 30.67 Days  
Our 2013/14 Score: 90 Days

This reflects current operational demands placed upon us and the fact that we don't have sufficient funding to put planned or remedial works on the ground.

### Emergency Jobs (As a Percentage of Day to Day Maintenance Jobs Completed) - PI 34



Objective: Aim to **Minimise** ●  
Improved since 2013/14? ↑

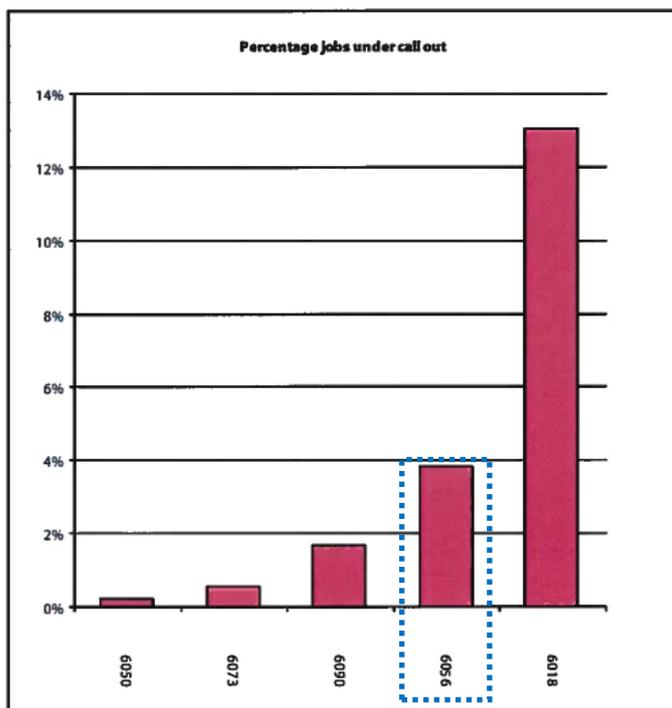
**Our 2014/15 Score: 12.55%**  
Group Average: 22.23%  
Our 2013/14 Score: 15.11%

We aim to minimise this, and the level of work that's purely categorised as "emergency work" is still below average.

However, I believe that the trend will get worse due to resource shortages and a subsequent lack of planned maintenance work being carried out.



### Percentage of Work Undertaken Under Callout - PI 23a

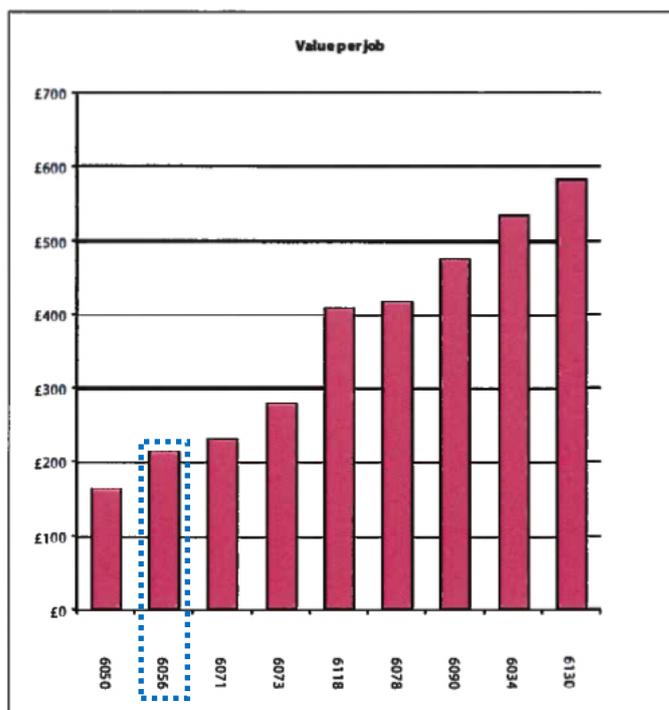


Objective: Aim to **Minimise** ●  
Improved since 2013/14? ↑

**Our 2014/15 Score: 3.82%**  
Group Average: 3.86%  
Our 2013/14 Score: 4.18%

While the aim is to minimise this, the higher than average percentage of work done following an emergency call out reflects the reactive nature of how we are currently operating. I expect this trend to deteriorate slightly over the next few years.

### Average Value per Job - In-house Operatives – PI 13b



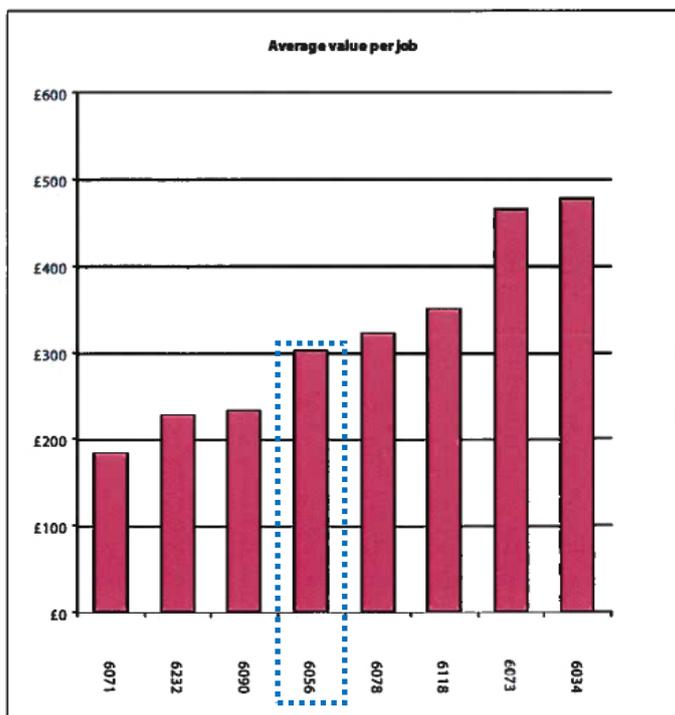
Objective: Aim to **Maximise** ◆  
Improved since 2013/14? ↓

**Our 2014/15 Score: £215**  
Group Average: N/A  
Our 2013/14 Score: £274

Ideally we would want to see a higher figure here, but the low average value of individual in-house work orders carried out highlights the fact that we've moved to a reactive service that focuses on statutory, emergency and urgent work. Larger planned works cannot be undertaken due to budget reductions.



### Average Value per Job – Direct Contractors - PI 09b

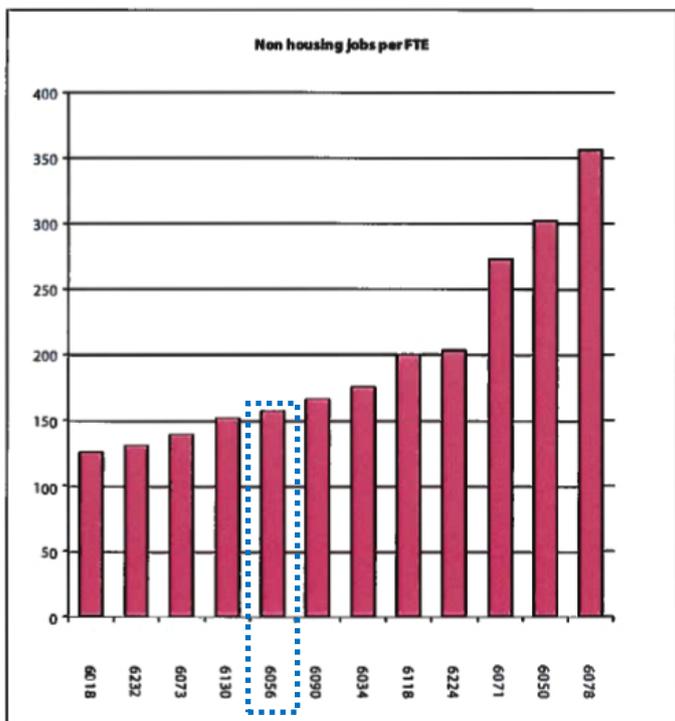


Objective: Aim to **Maximise** ◆  
Improved since 2013/14? ◆

**Our 2014/15 Score: £334**  
Group Average: £302  
Our 2013/14 Score: £372

Given that over half of the works and services we provide to our clients are done by external contractors it's clear that the situation for them isn't much better than our in-house result shown in PI 13b.

### All Jobs Completed per Full Time Operational Employee - PI 13c



Objective: Aim to **Maximise** ▲  
Improved since 2013/14? ▲

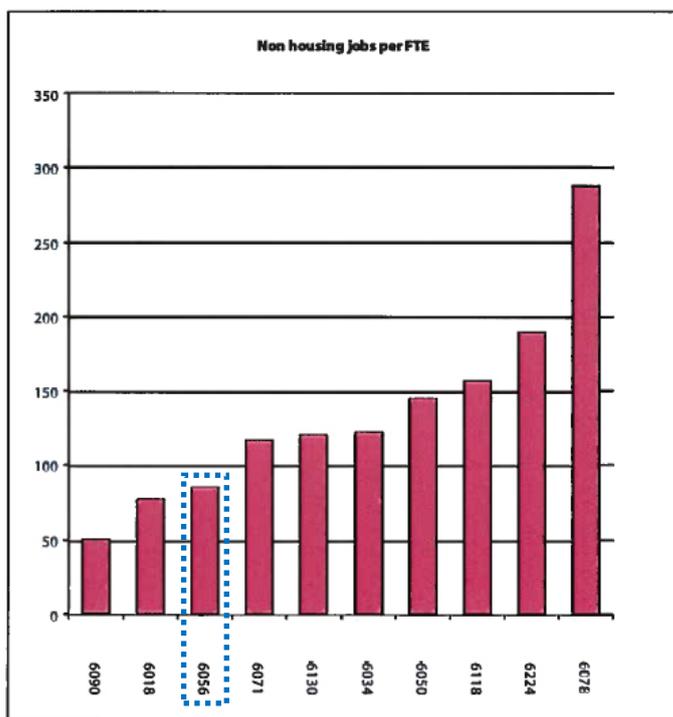
**Our 2014/15 Score: 158**  
Group Average: N/A  
Our 2013/14 Score: 137

Given the low average value of works as seen in indicator PI 13b we would expect to see a higher number here. I suspect that our lower than average figure relates to the amount of travelling we must do to meet our targets across Shetland.

However, a 15% increase from 2013/14 clearly highlights the shift in focus.



### Day to Day Jobs Completed per Full Time Operational Employee - PI 13a



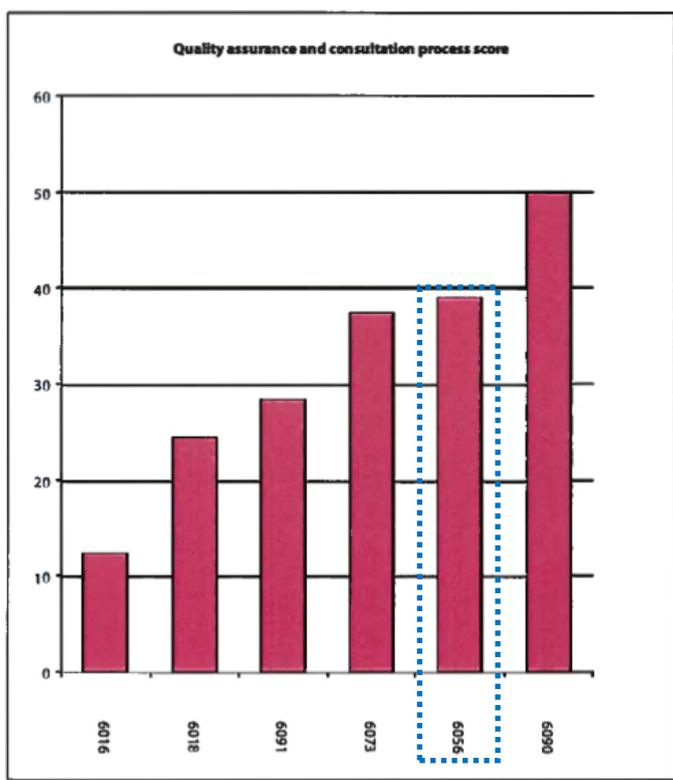
Objective: Aim to **Maximise** ▲  
Improved since 2013/14? ▲

**Our 2014/15 Score: 86**  
Group Average: N/A  
Our 2013/14 Score: 74

The difference between PI 13c and PI 13a indicates that individual operatives are responding to a high number of emergency and urgent works. This will be disruptive to the completion of planned works and will explain our lower than average performance in meeting our targets.

The ongoing shortage of people on the ground is also exacerbating the problem.

### Quality Assurance and Consultation Processes - PI 17



Objective: Aim to **Maximise** ●  
Improved since 2013/14? ▼

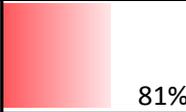
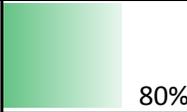
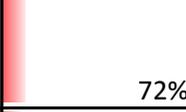
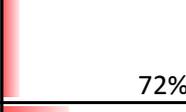
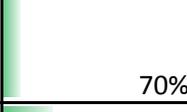
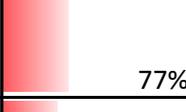
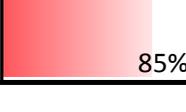
**Our 2014/15 Score: 39**  
Group Average: 32  
Our 2013/14 Score: 68

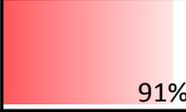
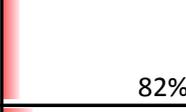
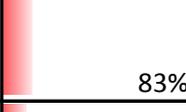
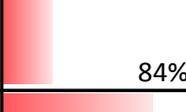
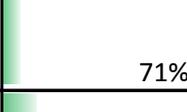
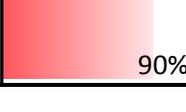
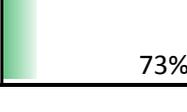
This very important PI looks at stakeholder consultation, quality systems, procedures and the publication of service standards, quality procedures and complaints. Points are awarded based upon our compliance with the specified standard.

We're well above the group average and reports and feedback from our clients generally say that across the board our employees are tidy, helpful and courteous.



## Stakeholder Customer Satisfaction Surveys

	Importance	Performance
<b>Communication</b>		
Consultation / liaison with Building Services	 81%	 80%
Planned frequency of liaison meetings with Maintenance Surveyors	 72%	 72%
Actual frequency of liaison meetings with Maintenance Surveyors taking place	 72%	 70%
Outcome of liaison meetings with Maintenance Surveyors	 77%	 73%
Project management by Building Services of planned maintenance programme (Capital & Revenue)	 76%	 71%
Procedure for reporting faults / required work	 88%	 85%
Communication and reporting back by Building Services	 85%	 73%

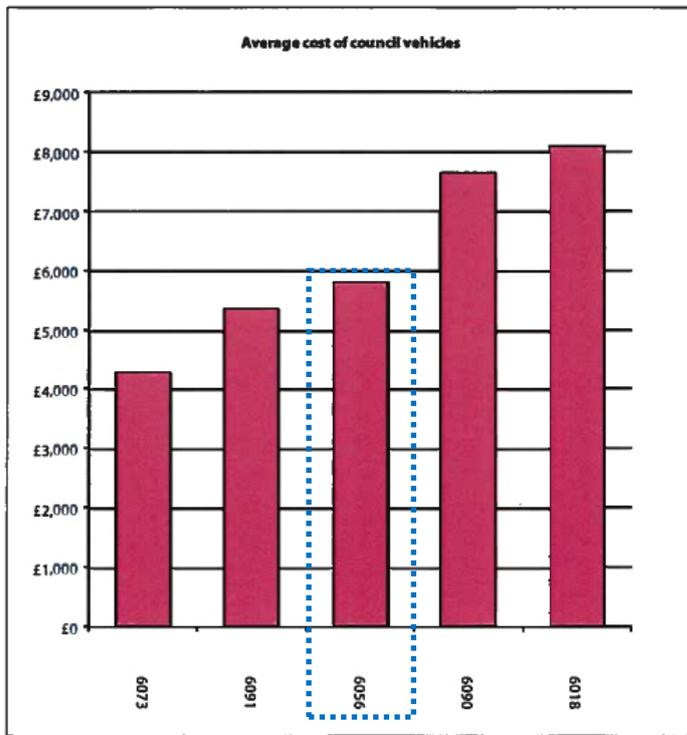
<b>Service Standards</b>		
Repair / maintenance work is carried out to high standard	 91%	 83%
Repair / maintenance work is carried out with a minimum of disruption to you	 82%	 85%
Tradesmen take time to tidy up after completion	 83%	 87%
Work is carried out a time convenient to you	 82%	 82%
The timescale within which work is carried is satisfactory to you	 84%	 71%
Cost of work / value for money	 90%	 73%

This recent survey sets out the difference between what our customers rate as important to them against how they think we actually perform on the ground.



## Operational Vehicle Statistics

### Average Cost of Council Vehicles - PI 07b

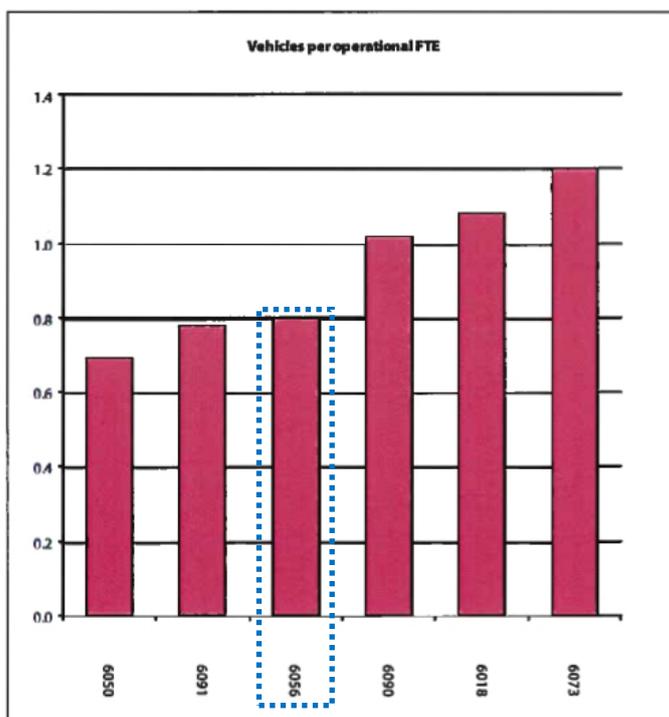


Objective: Aim to **Minimise** ●  
Improved since 2013/14? →

**Our 2014/15 Score: £5,815**  
Group Average: £6,241  
Our 2013/14 Score: £5,565

The running costs for our vehicles are below average. Given our geographical remoteness, reactive workload and the spread of our properties throughout rural Shetland this is a very good result.

### Vehicles per Operational Employee - PI 06a



Objective: Aim to **Minimise** ●  
Improved since 2013/14? ↓

**Our 2014/15 Score: 0.80**  
Group Average: 0.93  
Our 2013/14 Score: 0.73

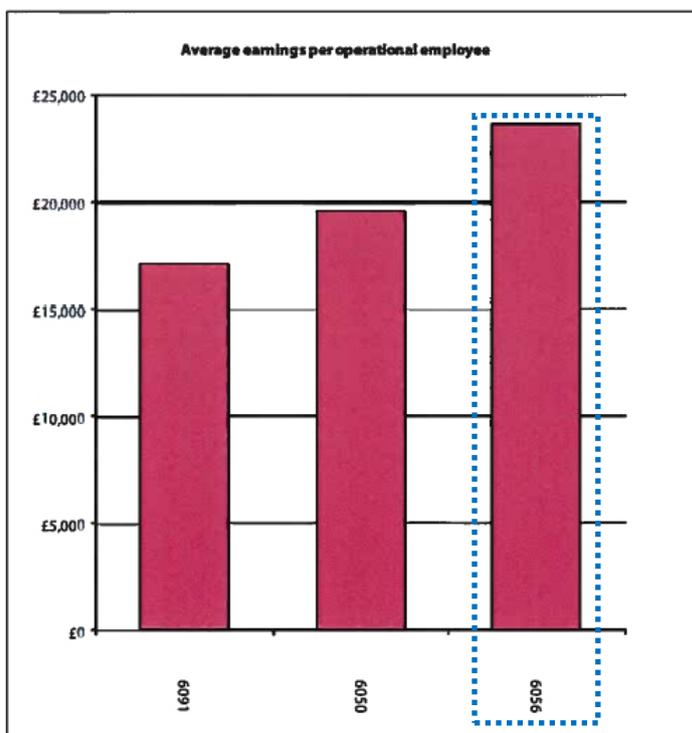
We operate 0.80 vehicles per operational employee which is below the 0.93 group average.

Strictly speaking we should aim to minimise this, but it's all about having the right person in the right place at the right time. When we moved to a more reactive service delivery model this becomes even more important.



## Pay, Management Costs and Training

### Average Wage/Earnings per Operational Employee - PI 08b



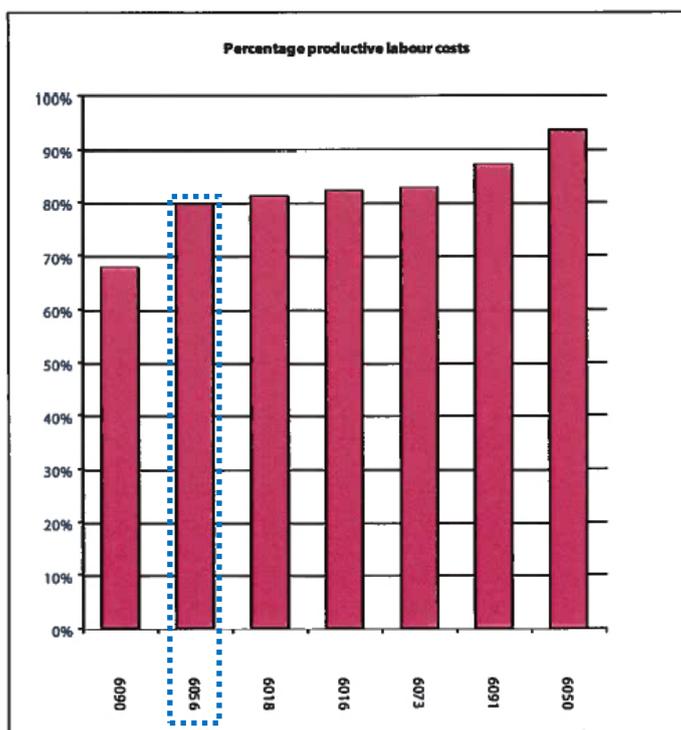
Objective: Aim to **Maximise** ●  
Improved since 2013/14? ↑

**Our 2014/15 Score: £23,604**  
Group Average: £20,136  
Our 2013/14 Score: £21,143

Higher pay is not an issue when it reflects a workforce who has a good range of skills and competencies. Our operatives are the best paid *local authority* employees in our family group and compare reasonably well with the local private sector when terms and conditions are taken into account.

While there is no comparison to be made with those working in the oil industry, as recent events have proven achieving continuous and stable employment in that sector is becoming difficult.

### Productive Labour Costs as a Percentage of Total Labour Costs - PI 08a



Objective: Aim to **Minimise** ▲  
Improved since 2013/14? ↑

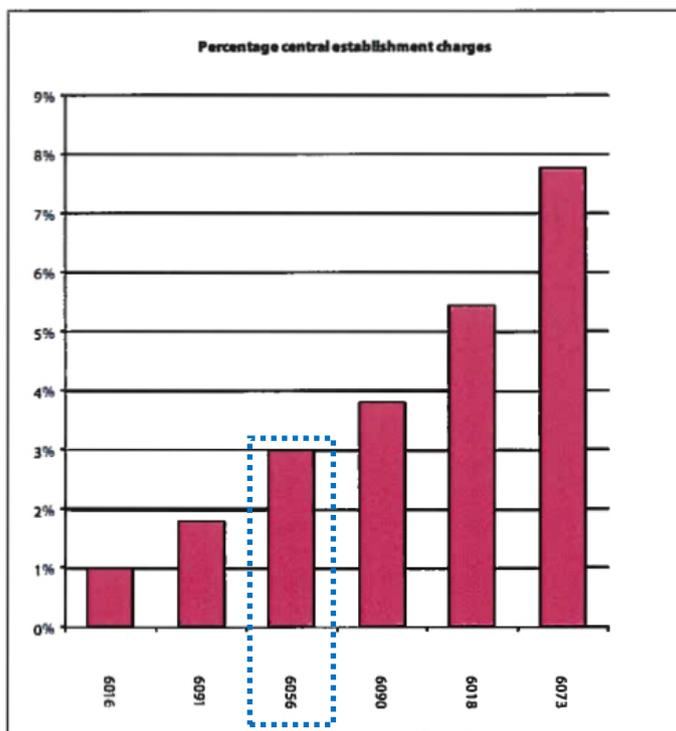
**Our 2014/15 Score: 79.90%**  
Group Average: 82.16%  
Our 2013/14 Score: 76.88%

We have slightly lower average production than the group but we are moving in the right direction.

Our lower figure will be somewhat explained and offset by our geographically diverse client base and our very high commitment to workforce development and training. This commitment is reflected in our training scores.



### Central Establishment Charges as a Percentage of Total Expenditure - PI 11



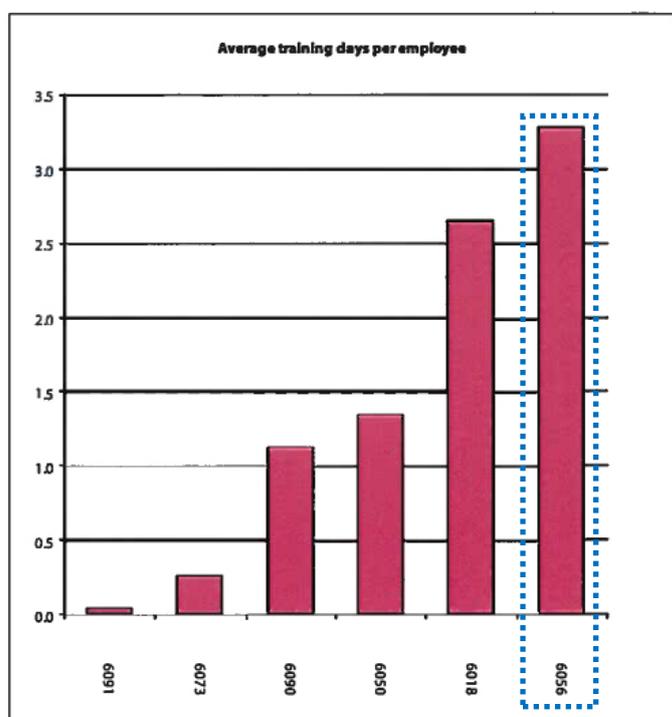
Objective: Aim to **Minimise** ●  
Improved since 2013/14? ↑

**Our Score:** 2.98%  
**Group Average:** 3.79%  
**Our Score:** 4.40%

With a cost of that's 2.98% of total expenditure we have below average management costs compared to the group average. I imagine this will come as a surprise to some!

Bear in mind that the last restructuring exercise saw management of the service consolidated into as few posts as possible and the difference from our 2013/14 result is significant.

### Average Training Days per Operational Full Time Employee - PI 18



Objective: Aim to **Maximise** ●  
Improved since 2013/14? ↓

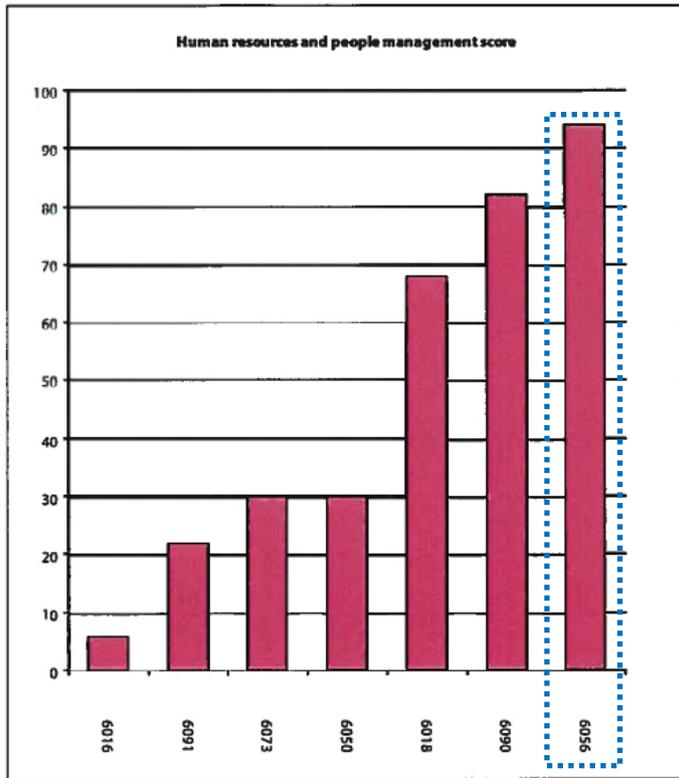
**Our 2014/15 Score:** 3.28 Days  
**Group Average:** 1.45 Days  
**Our 2013/14 Score:** 3.66 Days

We provide the best training within our family group by a considerable margin, but this also reflects the difficulties we have in recruiting qualified people. So, our only option is to "grow our own" through various training schemes, particularly cross skilling and apprenticeships.

You should be proud of our nationally recognised success with our training programmes. Over the last three or so years we've had a finalist or winner across a variety of trades and professions within Estate Operations each year. Keep up the good work!



## Human Resources and People Management Processes - PI 19



Objective: Aim to **Maximise** ●  
Improved since 2013/14? ↓

**Our 2014/15 Score: 94.00**  
Group Average: 47.43  
Our 2013/14 Score: 100.00

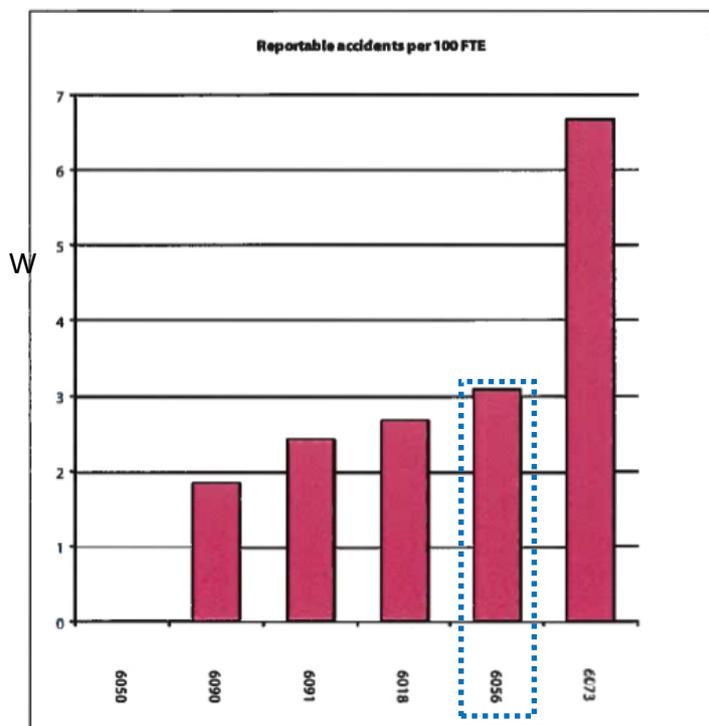
Again, another example of our strengths in staff training and development and demonstrated by our successful cross skilling and apprentice programme. This factor relates to workforce qualification levels, ongoing employee review, training and career development.

With a score of 94 out of a possible 100 we're the highest in the group and well above the group average.



## Safety

### Number of Reportable Accidents per 100 FTE employees - PI 32

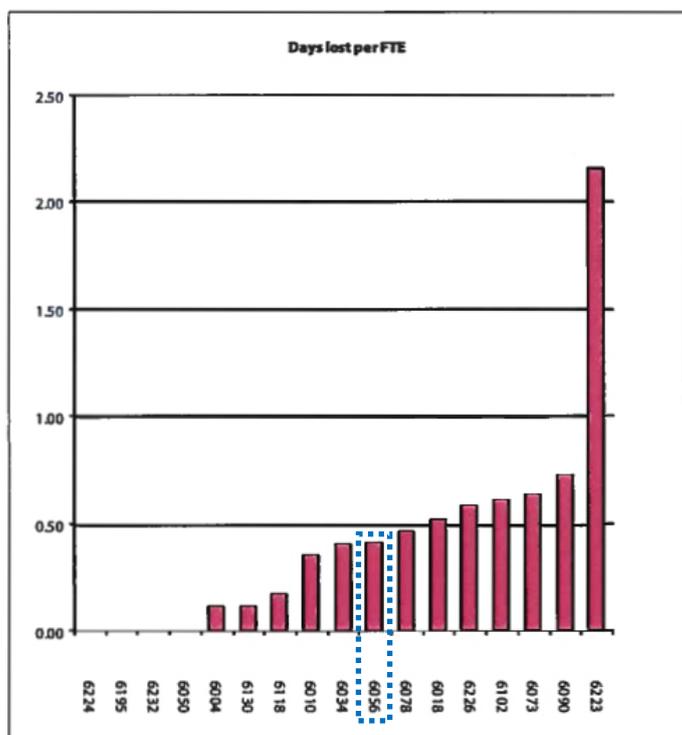


Objective: Aim to **Minimise** ▲  
Improved since 2013/14? ▲

**Our 2014/15 Score: 3.08 per 100 FTE**  
Group Average: 2.79 per 100 FTE  
Our 2013/14 Score: 8.48 per 100 FTE

We have a slightly above average number of reportable accidents (shown above) with a below average number of days lost (shown below).

### Number of Days Lost per FTE Employee through Reportable Accidents - PI 33



Objective: Aim to **Minimise** ●  
Improved since 2013/14? ▲

**Our 2014/15 Score: 0.41 Days**  
Group Average: 0.46 Days  
Our 2013/14 Score: 0.92 Days

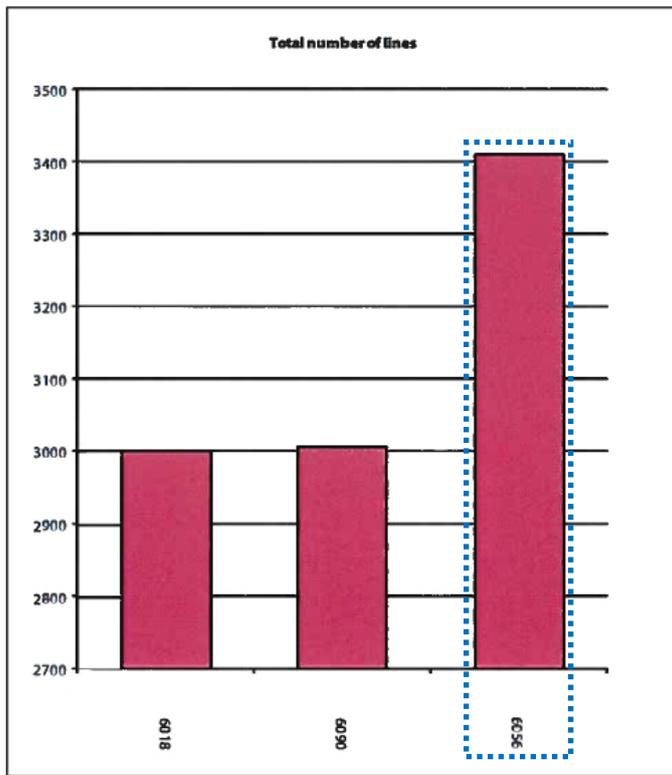
On the face of it some may consider PI's 32 & 33 to be a poor result but I would proffer a different view. What it says to me is that our employees "trust the system" enough to report near misses and accidents while actual time lost resulting from them is minimised. Indeed, it has been halved on last year's results.

However, we should continue to learn from this and would hope to continue reducing both indicators in the future.



## Gremista Stores Operation

### Total Number of Lines Held in Store - PI 74

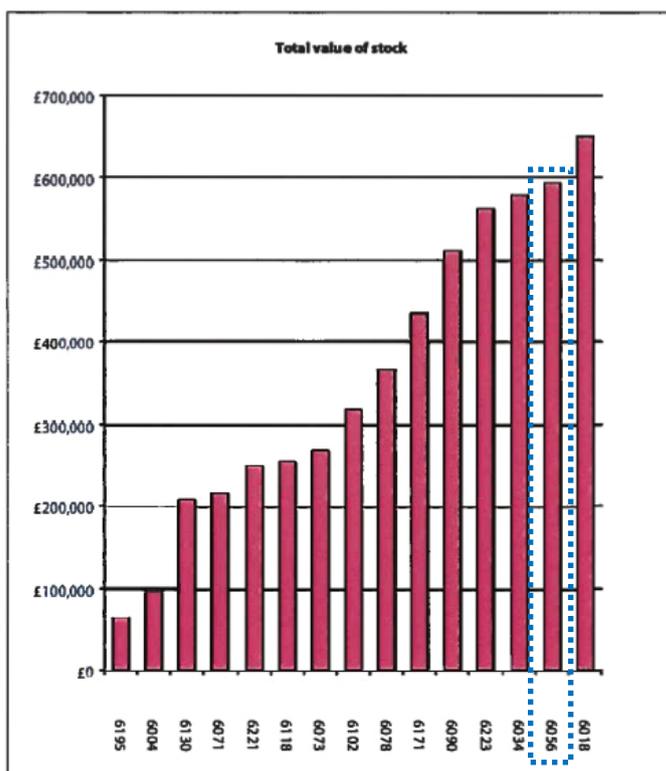


Objective: Aim to **Maximise** ●  
Improved since 2013/14? ↑

**Our 2014/15 Score:** 3,410  
Group Average: 3,138  
Our 2013/14 Score: 3,301

This highlights that we keep a large range of items in our store – something of a necessity for us given our remoteness and the difficulty of quickly obtaining vital components from mainland based builder's merchants and suppliers.

### Total Value of Stock Held - PI 76



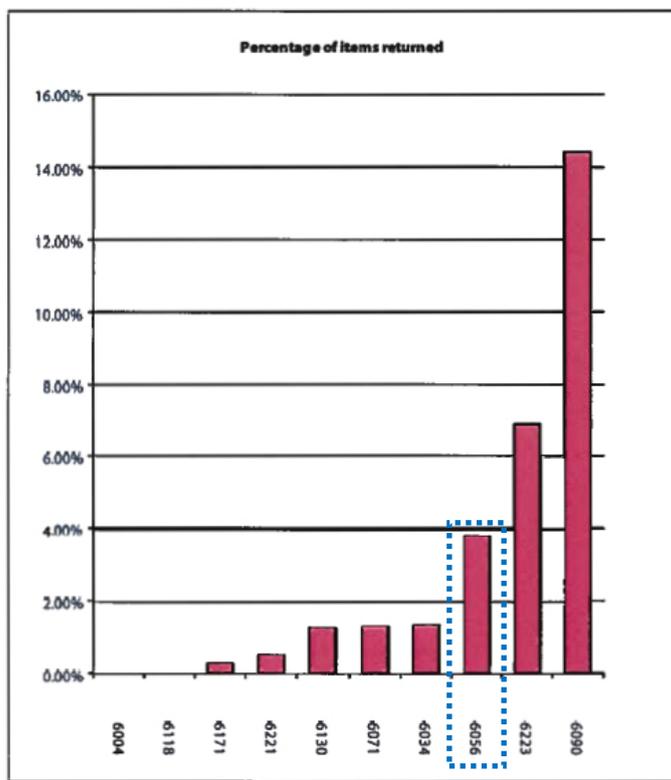
Objective: Aim to **Maximise** ●  
Improved since 2013/14? ↑

**Our Score:** £593,800  
Group Average: £505,678  
Our 2013/14 Score: £547,838

Again, this highlights that we hold high value items of spares and equipment in the stores in support of several services, mainly Roads, Housing and Buildings.



### Percentage of Store Items Returned - PI 80



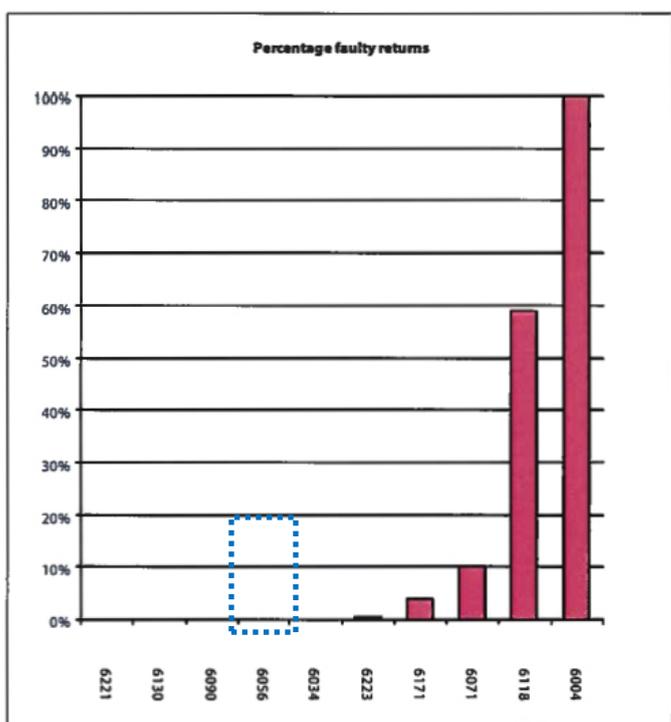
Objective: Aim to **Minimise** ▲  
Improved since 2013/14? ▼

Our 2014/15 Score: 3.83%  
Group Average: N/A  
Our 2013/14 Score: 2.93%

Our higher than average figure would suggest that in practice Operatives book several different types of fittings or spares to a job if the precise make or model is unknown. It's sensible to do so as it reduces wasted journeys, fuel use, time and disruption etc.

However, gathering more detailed information about what is fitted where would help us to reduce this issue while making spares management easier.

### Percentage of Returns Due to Poor Quality or Faults - PI 81



Objective: Aim to **Minimise** ●  
Improved since 2013/14? ➔

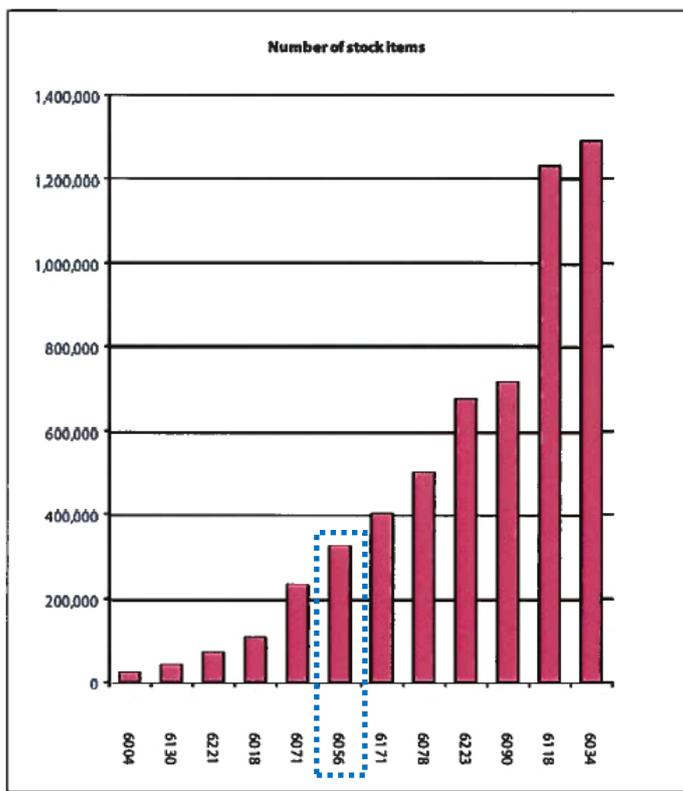
Our 2014/15 Score: 0%  
Group Average: N/A  
Our 2013/14 Score: 0%

This is related to the points made in PI 80 – we want to get it right first time and the best way to do that is to stock and use quality components with a proven track record.

A return rate of zero would suggest that we're consistently getting it right.



### Number of Stock Issues - PI 83



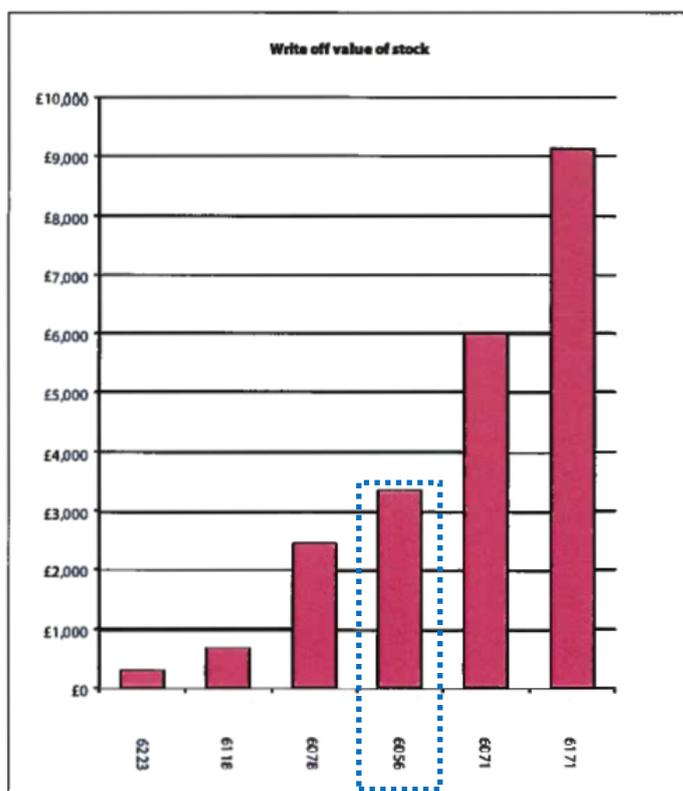
Objective: Aim to **Maximise** ▲  
Improved since 2013/14? ▲

**Our 2014/15 Score: 328,962**  
Group Average: 385,134  
Our 2013/14 Score: 320,504

We have a below average turnover in the store which can be explained by our larger than average range of items we keep in stock to service our diverse range of buildings, plant and equipment.

The standardisation of installed plant and equipment would help here, but as obsolescence is built into many items of plant and equipment resolving this will be no easy task.

### Year End Write Off Value of Stock - PI 84



Objective: Aim to **Minimise** ▼  
Improved since 2013/14? ▼

**Our 2014/15 Score: £3,358**  
Group Average: N/A  
Our 2013/14 Score: £2,393

The downside of keeping a large range of spares is that when a building or piece of equipment/plant becomes obsolete or is beyond economic repair all associated spares also become defunct.

As already stated, more standardisation across the estate would help to minimise this but it will never be eliminated.



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

**29 February 2016**  
**29 February 2016**  
**29 February 2016**  
**3 March 2016**

**Development Services Directorate Performance Report  
 9 Month/3rd Quarter 2015/16**

**Report No: DV-09-16-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 3 Management Accounts for Development Committee, presented this cycle.
- 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.

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*For further information please contact:*

Neil Grant, Director of Development Services

01595 744968, [nrj.grant@shetland.gov.uk](mailto:nrj.grant@shetland.gov.uk)

Date Cleared: 19 February 2016

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### 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)

Appendix 4 - Complaints (Development Committee)

Appendix 5 – Risk Register (Development Committee & Environment & Transport Committees)

Appendix 6 – Ferry Passenger Information (Environment & Transport Committee only)

### Links to Background Documents

Development Directorate Plan

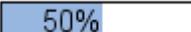


# Appendix 1 - Projects and Actions - Development ->Environment & Transport Committee

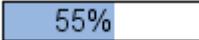
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## PPMF Quarterly Report - Development

### The transport services we need

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP048 Proposals for our external ferry provision	Proposals for our external ferry provision beyond the current contract which ends in 2018	Likely to meet or exceed target 	Planned Start		 	Consultants for the NIFS STAG study have been appointed. Programme has been established to complete the study by October 2016 to feed into tendering process for the NIFS contract	Transport Planning
			Actual Start	02-Jun-2014			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP049 Increase usage of payment and online booking facilities for internal ferry travel	Increase usage of smart cards, chip and pin facilities and online booking facilities for internal ferry travel	Likely to meet or exceed target 	Planned Start	01-Oct-2015	 	Pilot project to test ticketing hardware and back office systems in final planning stage. Transport Scotland support through funding and technical input continuing.	Transport Planning
			Actual Start	26-Oct-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				
DP060 Develop and promote the new public bus network	Develop and promote the new public bus network, increasing usage and ticket income and manage revenue security	Likely to meet or exceed target 	Planned Start		 	Initial spot checks complete. Monitoring staff in post. Work underway to establish inspection and monitoring regimes.	Transport Planning
			Actual Start	03-Nov-2014			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date	01-Feb-2016			

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Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP061 Work with Outer Isles communities to develop sustainable air and transport services	Work with Fair Isle, Foula, Skerries, and Papa Stour communities to develop sustainable air and transport services	Experiencing some issues, with a risk of failure to meet target 	Planned Start	02-Mar-2015	 	<p>This project has been placed within the Shetland Inter-Island Transport Study which is well underway. However, it had initially been anticipated that the study would be complete by the end of February 2016 but it has taken some 10 weeks longer than anticipated to reach agreement with Transport Scotland on some key study principles. This now means that consultation has been delayed and coincides with the Pre-Election Period which means it must be postponed until after May 6th 2016. This means an overall delay of 12 to 14 weeks. Having said that, the Council has decided to engage Scottish Government separately on funding of inter island transport which mitigates the effect of a delay in the technical study.</p>	Transport Planning
			Actual Start	02-Mar-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

## Appendix 2 - Sickness Absences - Development Services

NOTE: Sickness absences are very seasonal, therefore this quarter is compared to the same quarter last year (rather than compared to the previous quarter).

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Code & Short Name	Previous Years			Last year Quarter 3	This year Quarter 3	(past) Performance & (future) Improvement Statements
	2012/13 Value	2013/14 Value	2014/15 Value	Q3 2014/15 Value	Q3 2015/16 Value	
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	5.0%	3.3%	Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.

## Appendix 2 - Sickness Absences - Others for comparison.

Code & Short Name	Previous Years			Last year Quarter 3	This year Quarter 3
	2012/13 Value	2013/14 Value	2014/15 Value	Q3 2014/15 Value	Q3 2015/16 Value
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	4.2%	3.4%
OPI-4C-A Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	2.5%	4.5%
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	3.5%	2.9%
OPI-4C-E Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	5.9%	5.1%
OPI-4C-F Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	2.3%	1.9%
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	3.9%	2.8%

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

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Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
OPI-4A Staff Numbers (FTE) - Whole Council	2474	2248	2190	2190	2207	2169	2190	Managers continue to carefully manage staff numbers and associated costs and reflects recruitment pressures in some areas.
OPI-4A-G Staff Numbers (FTE) - Development Directorate	248	235	215	215	221	215	213	Staff numbers have been reduced by 13.5% since 2012/13. Further reductions are anticipated in future years as budgets continue to reduce.
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	5.2%	4.1%	3.2%	3.4%	A reduction from previous year reflects a greater focus in maximising attendance.
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	5.6%	4.0%	3.2%	3.3%	Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.
OPI-4E Overtime Hours - Whole Council	71,644	56,552	64,738	16,720	24,014	16,270	21,383	Overtime and Overtime budgets are devolved to departmental level. Overtime is often the most cost effective way to utilise existing teams and ensure prompt service to our customers.
OPI-4E-G Overtime Hours - Development Directorate	4,817	3,433	4,313	1,141	952	1,114	893	Transport Planning o/t reduced with new structure in place.
G01 FOISA responded to within 20 day limit - Development Services	92%	44%	74%	89%	100%	79%	100%	In Q3, all Development FOISAs were dealt with within the 20 working day timescale.



## Development Services

Risk & Details	Frequency	Current Severity	Risk Profile	Current and Planned Control Measures	Probability	Target Severity	Risk Profile	Assigned To
<b>Level</b>	<b>Corporate</b>							
<i>Corporate Plan</i>	<i>F1. Our "20 by '20" - Leadership &amp; Management</i>							
C0029 - Professional - Other - CR01b - Failure to deliver major STERT review on time and on budget.	Unlikely	Significant	Medium	• Project adheres to PRINCE2	Unlikely	Minor	Low	Neil Grant Development Services
<i>Corporate Plan</i>	<i>F5. Our "20 by '20" - Standards of Governance</i>							
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
<b>Level</b>	<b>Directorate</b>							
<i>Corporate Plan</i>	<i>C1. Economy and Housing - Promote Enterprise</i>							
C0017 - Key staff - loss of - Service reviews completed, Planning suffers from national shortage of qualified staff, CP & D having some issues with recruiting, general climate (v low unemployment) continues to impact to some extent. Temporary posts more difficult to fill.	Almost Certain	Significant	High	• Corporate wide Staff Survey (Viewpoint)Corporate wide staff survey has been carried out and action plans are being developed. • Five year plan to attract people to live and work in ShetlandA 5-year plan to attract people to live, work and study in Shetland is being developed by the Development Partnership.	Possible	Significant	Medium	Neil Grant Development Services
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	• Train staff and adhere to standing orders, ongoing staff training on employment practices, H & S, ensure risk assessments are ..current, communicated and complied with.	Unlikely	Minor	Low	Neil Grant Development Services
<i>Corporate Plan</i>	<i>E1. Connection and Access - Community transport solutions</i>							

C0027 - Central Govt Funding Issues - Central Govt Funding Issues - Provision of Air and Ferry Services, Revenue and Capital Funding - subject to Inter-island Transport review which reports in February 2016	Unlikely	Minor	Low	• Project board, PRINCE2	Possible	Insignificant	Low	Neil Grant Development Services
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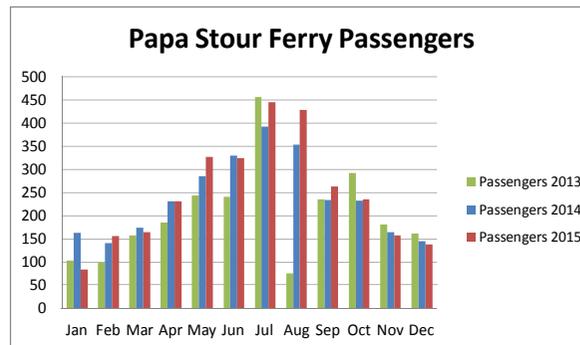
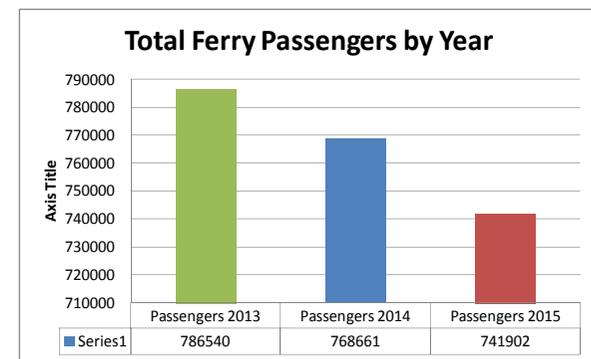
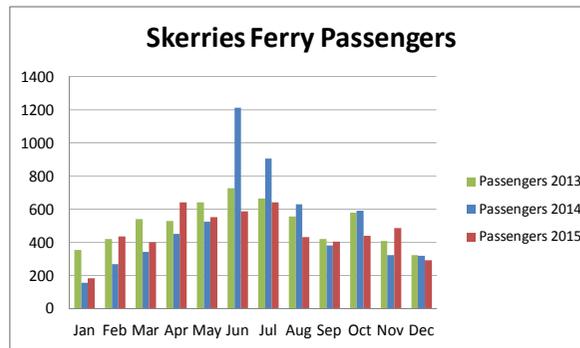
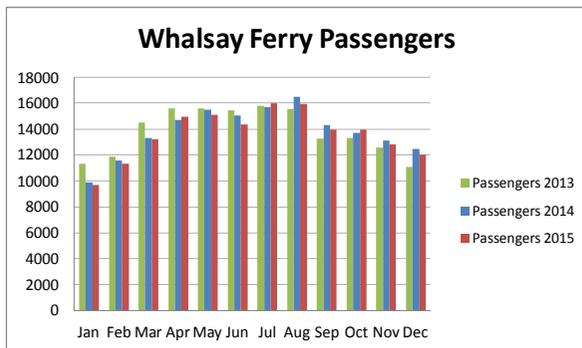
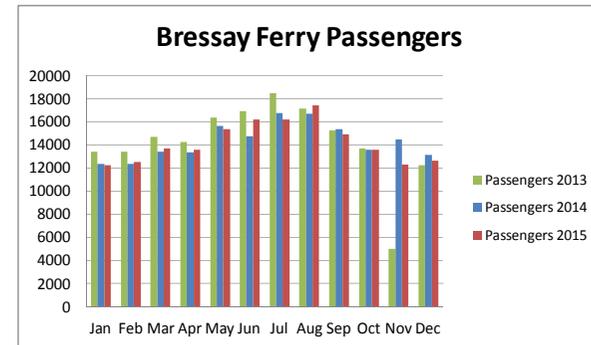
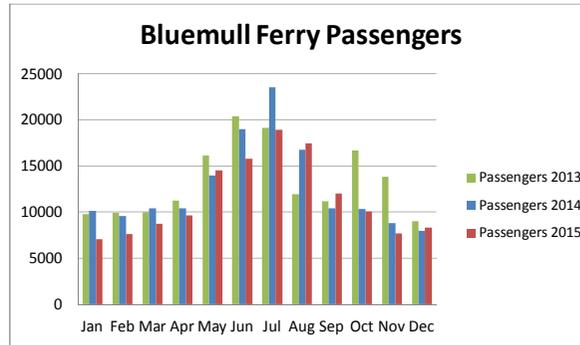
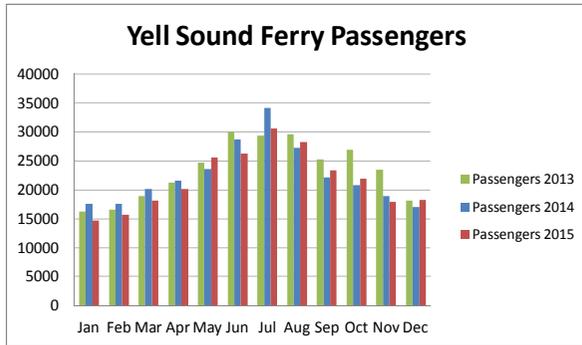
**Corporate Plan** **F1. Our "20 by '20" - Leadership & Management**

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
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**Corporate Plan** **F5. Our "20 by '20" - Standards of Governance**

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	• 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	• Restructure implemented, more strategic planning and awareness	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	• Link to risk around corporate priorities • Adhere to corporate communications policy, Management team are aware of the issues and risks that fall to Dev MT and CMT.	Rare	Significant	Low	Neil Grant Development Services
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

Ferry Passenger Numbers by Route  
January 2016



Source: SIC Ferries





**Environment and Transport Committee**

**29 February 2016**

<b>Traffic Regulation Orders, Etc. – Annual Progress Report</b>	
RD-01-16-F	
<b>Team Leader, Roads</b>	<b>Infrastructure Services</b>

## **1.0 Summary**

- 1.1 The purpose of this report is to inform the Environment and Transport Committee of the Traffic Orders etc. made in the past year.
- 1.2 This annual report allows Members to monitor the progress and performance of the Roads Service with regards to Traffic Orders and Notices that have been promoted or made under delegated authority.

## **2.0 Decisions Required**

- 2.1 That the Environment and Transport Committee NOTES the report.

## **3.0 Detail**

- 3.1 Completed Permanent Traffic Orders etc  
The following Orders have been made and/ or introduced since the last progress report:-
  - 3.1.1 SIC (Stouts Court, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in January 2015.
  - 3.1.2 SIC (Burnside, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2015

Requested by a disabled person resident in the area.  
The order was made in April 2015.

- 3.1.3 SIC (Unclassified Kinkwall – Grunnaveo Road. Mid Walls) (Stopping Up) Order 2015  
The Stopping up and removal of the public right of passage from a section of public road that was no longer required.  
The order was made in May 2015.
- 3.1.4 SIC (Grindibrek, Easter Skeld) (Parking Place for Disabled Person's Vehicle) Order 2015:  
Requested by a disabled person resident in the area.  
The order was made in August 2015.
- 3.1.5 SIC (Lower Burnside, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in September 2015.
- 3.1.6 SIC (North Toogs, Burra) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in October 2015.
- 3.1.7 SIC (Cairnfield Road, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in October 2015.
- 3.1.8 SIC (Meadowfield Place, Scalloway) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in October 2015.
- 3.1.9 SIC (Sandveien, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in November 2015.
- 3.1.10 SIC (Robertson Crescent, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2015  
Requested by a disabled person resident in the area.  
The order was made in November 2015.
- 3.1.11 SIC (A970 at Levenwick and B9122 Teevliks to Bigton Roads) (2.6 Metre Width Restriction) Traffic Regulation Order 2016  
Promoted to address safety concerns arising from a number of traffic accidents on the A970 above Levenwick, the latest of which was the toppling of a truck and low loader trailer with excavator down the roadside embankment. It ensures that the

Council in its role as roads authority is informed of all movements of vehicles that exceed 2.6m in width. The Order was made on 8 January 2016 and is due to come into operation on 8 February 2016.

3.3 Temporary Traffic Regulation Orders, etc.

During the course of 2015 a total of 33 Temporary Orders and 13 Temporary Notices were made for road closures, speed limits, etc. These were to allow works to be carried out safely by ourselves, utilities and others, and to allow various events to take place. These events include Up-Helly-Aa, Unstfest, Scalloway Gala and the Walls Show.

3.4 Other Orders

SIC (Various Roads, Shetland)(Parking Place for Disabled Person's Vehicles)(Revocation No 1) Order 2015:

This order was promoted to allow disabled parking places that were no longer required to be removed by revoking their traffic orders. Two spaces were removed, one in Giblestone Road, Scalloway and one in South Commercial Street, Lerwick. The order was made in March 2015.

## 4.0 Implications

### Strategic

- 4.1 Delivery On Corporate Priorities - The actions detailed in this report are required to meet the Principles of the Shetland Transport Strategy, particularly those of Accessibility and Inclusion, Accountability, Efficiency, Compliance and Environmental Responsibility. The report is presented under our requirement to be Accountable.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/ Or Delegated Authority
- 4.3.1 The Environment and Transportation Committee has full delegated authority to act on all matters within its remit, Section 12.0 of the Council's Scheme of Delegations, and for which the overall objectives have been approved by the Council, In addition to appropriate budget provision.
- 4.3.2 In order to allow the Committee to fulfil its monitoring and scrutiny role for responsibilities under their authority, but which have been delegated to officers, this annual report is presented to Members for their information, consideration and comment.

- 4.3.3 Authority was delegated to the Director of Infrastructure Services to promote permanent Traffic Orders, etc, and the Director also has delegated authority to make Traffic Orders and to provide traffic calming measures when no objections have been received at the public consultation stage. The Director is however required to report to Committee any Orders made. When there are objections the matter must be referred to the Committee, which has delegated authority in this situation (Roads & Transport min ref 04/98).
- 4.3.4 Authority is delegated to the Director of Infrastructure Services or their nominee to make Temporary Orders, etc. (Roads & Transport Min Ref 78/92).
- 4.3.5 Authority is delegated to the Director of Infrastructure Services or their nominee to promote Compulsory Purchase Orders where they are as a consequence of a decision to construct the relevant works (Roads & Transport Min Ref 53/96), and are in line with the revised policy on Compulsory Purchase Orders (Infrastructure Committee Min Ref 95/09).

4.4 Risk Management - None.

4.5 Equalities, Health And Human Rights - None.

4.6 Environmental – None.

#### Resources

4.7 Financial – The Orders in this report have been created and carried out within existing budget provision. The cost of advertising each order is between £180 and £500. The cost of implementing an order through the provision of signs, road markings and perhaps traffic calming varies significantly depending on the type and extents of the order.

4.8 Legal - None.

4.9 Human Resources – None.

4.10 Assets And Property - As this report does not require a decision to be made there are no issues arising directly from it. However, it should be noted that the road network and its associated apparatus is the Council's single most valuable asset and the Orders listed in this report are instrumental in its maintenance and enhancement.

## 5.0 Conclusions

- 5.1 This report is for the Committee, in its monitoring and scrutiny role, to note and comment on the various Traffic Orders and Notices made during the past year under delegated authority, as identified in this report.

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For further information please contact:  
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25 January 2016

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### List of Appendices

None

### Background Documents:

None



**Environment and Transport Committee****29 February 2016**

<b>Environment and Transport Committee Business Programme – 2016/17</b>	
GL-10-16-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 1 April 2016 to 31 March 2017, and discuss with Officers any changes or additions required to that programme.

## **2.0 Decision Required**

- 2.1 That the Environment and Transport Committee considers its business planned for the financial year 1 April 2016 to 31 March 2017, and **RESOLVES** to approve any changes or additions to the Business programme.

## **3.0 Detail**

- 3.1 The Council approved the schedule of meetings for 2016/17 at its meeting on 16 December 2015 (Min Ref: 79/15).
- 3.2 It was agreed that the Business Programmes for each Committee would be presented to the Planning and Performance Management Framework (PPMF) meetings scheduled to be held week beginning 29 February 2016.
- 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 two 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 2016/17 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 – The there are no direct financial implications in this report, but indirect costs may be avoided by optimising Member and officer time.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

### **5.0 Conclusions**

5.1 The presentation of the Business Programme 2016/17 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:

*Leisel Gair*

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*22 February 2016*

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#### List of Appendices

Appendix 1 – Environment and Transport Committee Meeting Dates and Business Programme 2016/17

#### Background documents:

Report GL-60-F: SIC Diary of Meetings 2016/17

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4785>





**Environment and Transport Committee - Meeting Dates and Business Programme 2016/17  
as at Monday, 22 February 2016**

**Environment and Transport Committee**

*D= Delegated R=Referred*

<b>Quarter 1 1 April 2016 to 30 June 2016</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>12 April 2016 Ordinary 10 a.m.</i>	Esplanade 20mph Consultation	D
		Grasscutting PID	D
	<i>PPMF 23 May 2016 2 p.m.</i>	Management Accounts – Quarter 4	D
		Development Services Directorate Performance Report: 12 Month/4th Quarter 2015/16	D
		Infrastructure Directorate – Performance Overview – Quarter 4	D
		Committee Business Programme 2016/17	D
	<i>Ordinary 14 June 2016 10 a.m.</i>		
<b>Quarter 2 1 July 2016 to 30 September 2016</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>PPMF 29 August 2016 2 p.m.</i>	Management Accounts – Quarter 1	D
		Infrastructure Directorate – Performance Overview – Quarter 1	D
		Development Services Directorate Performance Report 3 Month/1 <sup>st</sup> Quarter 2016/17	D
		Committee Business Programme 2016/17	D



**Environment and Transport Committee - Meeting Dates and Business Programme 2016/17  
as at Monday, 22 February 2016**

**Environment and Transport Committee - continued**

*D= Delegated R=Referred*

<b>Quarter 3 1 October 2016 to 31 December 2016</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 3 October 2016 2 p.m.	Streetlighting update	D
		Pelican Crossing Consultation	D
		Hydrogen update	D
		Grass cutting Decision	D
	<i>PPMF/Budget</i> 6 December 2016 10 a.m.	Infrastructure Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate Performance Report – Quarter 2	D
		Committee Business Programme 2016/17	D
		Management Accounts – Quarter 2	D
		2017-18 Budget Proposals and Charges	R P&R 7 Dec SIC 14 Dec
<b>Quarter 4 1 January 2017 to 31 March 2017</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>7 February 2017</i> 10 a.m.		
	<i>PPMF</i> 6 March 2017 2 p.m.	Management Accounts – Quarter 3	D
		Infrastructure Services Directorate - Performance Overview Q3	D
		Development Services Directorate Performance Report – Quarter 3	D
		Infrastructure Services Directorate Plan 2017-18	D
		Development Services Directorate Plan 2017-18	D
		Traffic Regulation Orders	D
		Committee Business Programme 2017/18	D



**Environment and Transport Committee - Meeting Dates and Business Programme 2016/17  
as at Monday, 22 February 2016**

**Planned Committee business still to be scheduled - as at Monday, 22 February 2016**

- Infrastructure Investment Plan (R Sinclair)
- Repair & Replacement Costings for Lifetime of Council Assets
- Sustainable Community Transport
- Peatland Restoration & Carbon (Delegated)
- Smartcards (NEC)
- Refresh Shetland Transport Strategy
- Shetland Waste Strategy

tbc = to be confirmed

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

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

Ordinary = Ordinary meetings – other items can be added

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

END OF BUSINESS PROGRAMME as at Monday, 22 February 2016