

**Development Committee****23 May 2016**

Allocation Policy Annual Performance Review	
Report: HS-02-16-F	
Report Presented by Executive Manager - Housing	Development Services Department

1.0 Summary

- 1.1. This report details annual performance review information on the housing allocation quota targets contained in the Shetland Islands Council's Allocation Policy for the year 2015/16 and recommendations for the year 2016/17.

2.0 Decision Required

- 2.1 The Development Committee RESOLVE to approve the allocation performance reporting and targets for 2016-17 as detailed in 3.11 - 3.14 below, and approve amendments to the allocation policy, as detailed in 3.15.

3.0 Detail

- 3.1 During the period 1 April 2015 to 31 March 2016, 562 new applications were received and registered on the Housing Register, which is a reduction from the previous year.
- 3.2 The total number of applications on the Housing Register at March 2016 was 767, a decrease of 151 from March 2015. Of registered applications, 12% were not eligible for an allocation of a property due to suspension or self deferral. There is a 6 monthly review of the housing register to ensure data is up to date. Where review reminders are not responded to the applications are cancelled.

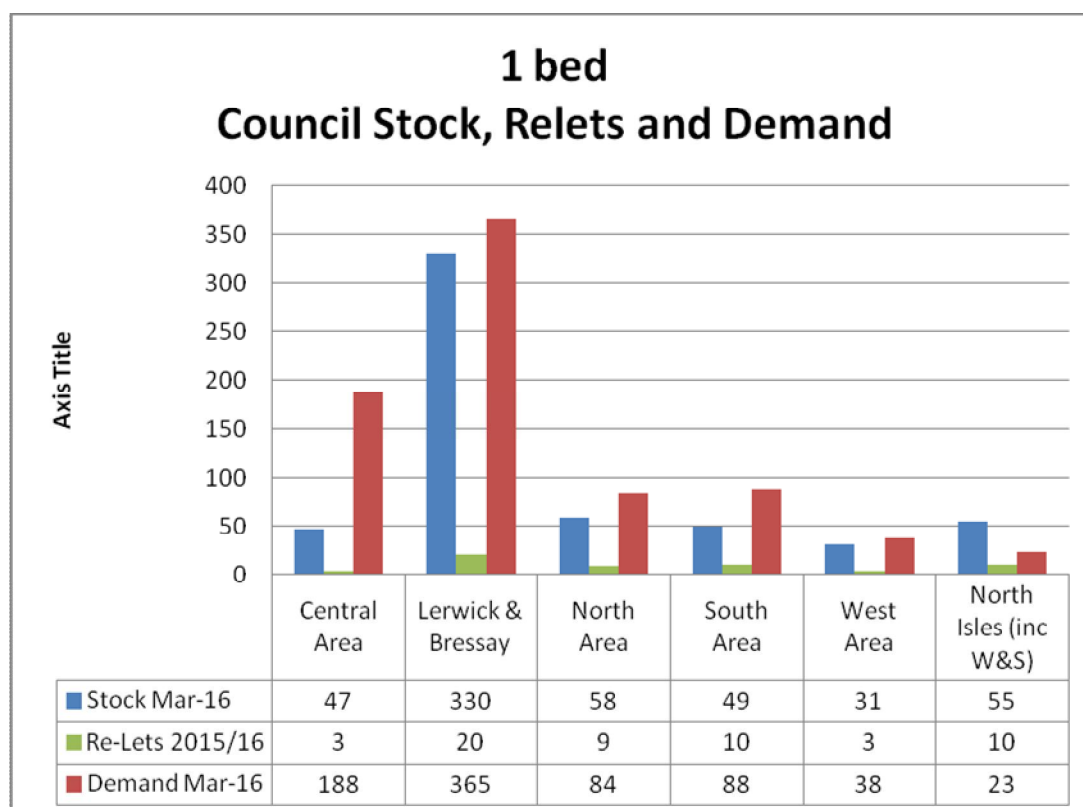
Application Type	March 16 No	March 16 %	March 15 No	March 15 %
Waiting List	364	47%	469	51%
Transfer (inc HHA)	169	22%	189	21%
Homeless	161	21%	175	19%
Sheltered	65	8%	78	8%
Special Cases	8	1%	7	1%
Total	767	100%	918	100%

3.3 Whilst the mismatch between supply and demand of affordable housing is well documented, the following data confirms this by reviewing the number of properties, the level of demand for each area, and the number of re-lets through the reporting year by property size.

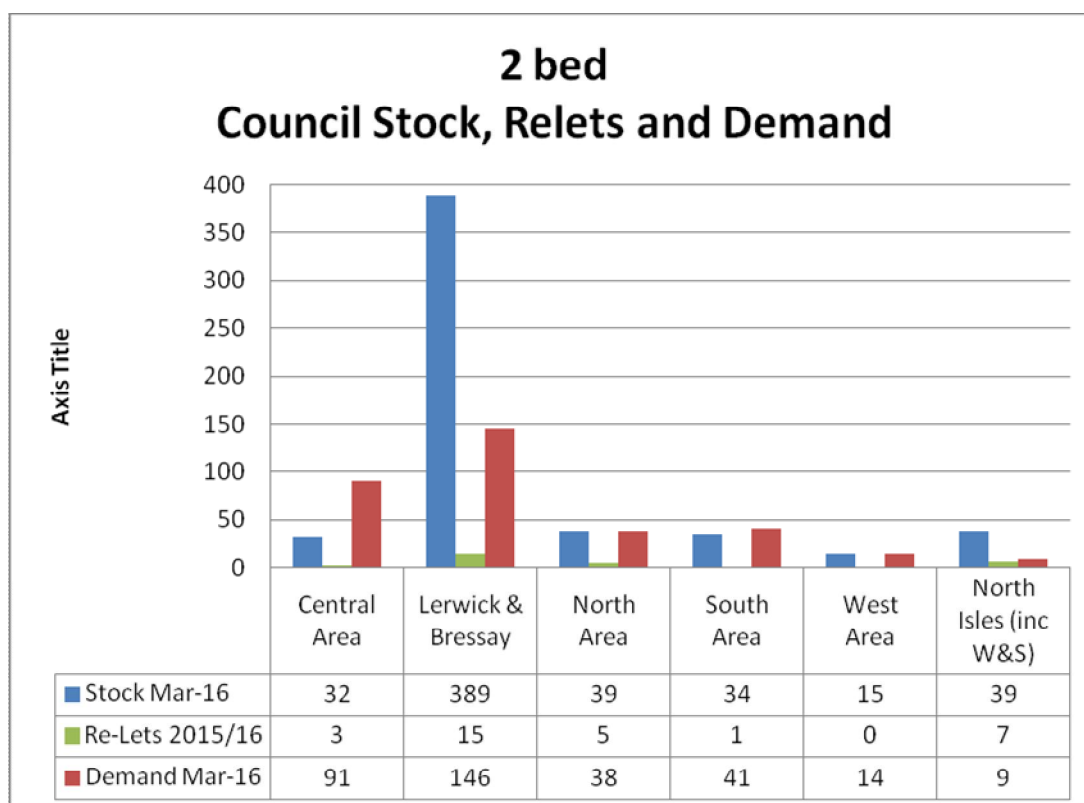
3.4 In line with corporate plans, the housing areas have been grouped into localities, as follows:

Locality	Community Council
Central	Scalloway; Burra & Trondra; Tingwall, Whiteness & Weisdale
Lerwick & Bressay	Lerwick; Bressay
North Mainland	Delting; Nesting & Lunnasting; Northmaven
South Mainland	Dunrossness; Gulberwick, Quarff & Cunningsburgh; Sandwick
West Mainland	Sandness & Walls; Sandsting & Aithsting
North Isles	Yell; Fetlar; Unst; Whalsay; Skerries

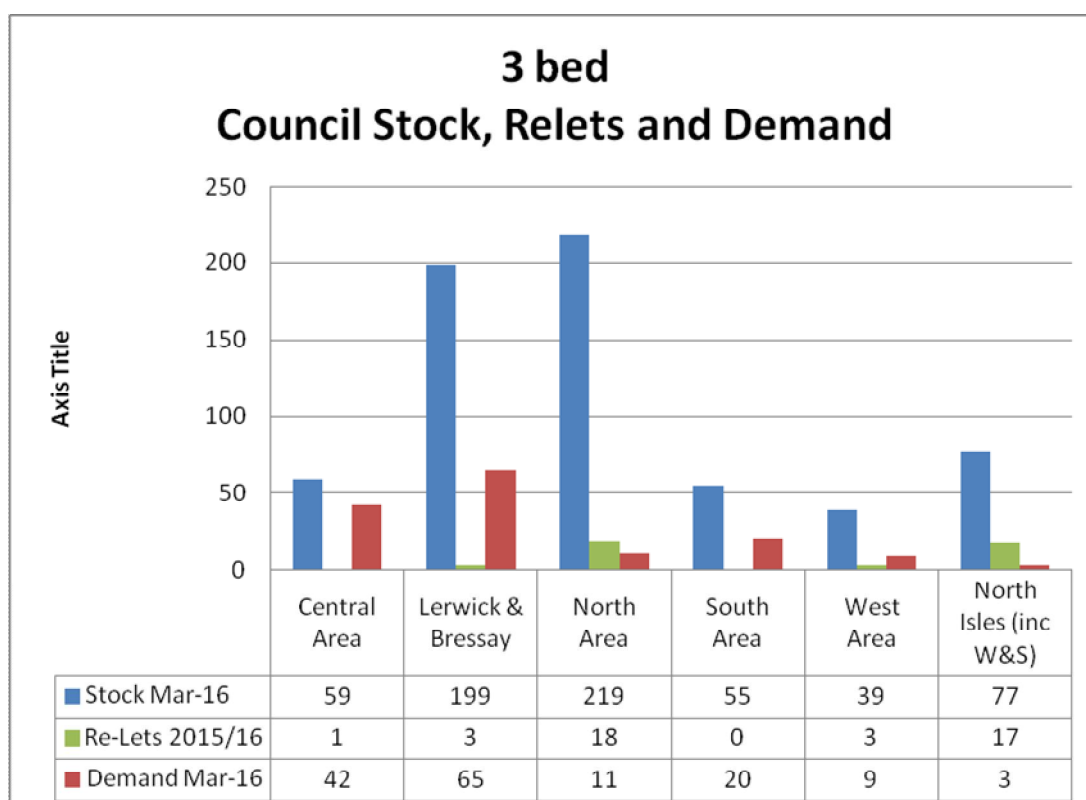
3.5 The demand for one-bedroom accommodation throughout Shetland is extremely high, particularly in the Lerwick & Bressay and Central localities. Indeed the demand in all areas, except the North Isles, outstrips total stock of this size – this is unique to the one-bedroom list.



- 3.6 Demand for two-bedroom accommodation remains high, and only 5.6% of lettable stock became available for re-let during the year, the lowest of all property sizes.



- 3.7 Of the 42 three bedroom lets, 35 (83%) were let in either the North Isles or the North Mainland, leaving only 7 allocations of 3 bedroom properties to the other areas of Shetland.



3.8 There were no 4+ bedroom properties let in 2015/2016.

3.9 The following table summarises the number of lets within each locality, whilst providing a comparison to data from last year. It is evident there has been a reduction in the number of allocations, reducing from 166 to 128, a 23% decrease. Lerwick & Bressay saw the largest reduction in allocations over the reporting year, with a 35% decrease in the number of properties becoming available for re-let.

Total Number of Council Lets by Locality	Council GN Lets		Council Supported Housing Lets (inc Sheltered, Very Sheltered and Supported Living & Outreach)		Total Lets	
Locality	2015/2016	2014/2015	2015/2016	2014/2015	2015/2016	2014/2015
Central Area	4	2	3	4	7	6
Lerwick & Bressay	24	34	14	24	38	58
North Area	30	36	2	7	32	43
South Area	5	14	6	2	11	16
West Area	4	4	2	6	6	10
North Isles (inc W&S)	28	24	6	9	34	33
Total	95	114	33	52	128	166

3.10 Within 2015/2016, there were 51 successful nominations to Hjaltsland Housing Association. Of these, 26 were to homeless applicants and 25 were to general needs applicants. A total of 33 (65%) were within the Lerwick & Bressay area.

3.11 The table below details the lets of General Needs properties in 2015/16 against targets set. Please note that the quotas exclude lets made as sheltered, very sheltered, non-traditional sheltered and all lets made in Unst, Whalsay, Yell, Fetlar, Skerries & Fair Isle, as previously agreed.

Area	Quota Group	Apr-Mar 2015/2016
Lerwick	Homeless (60% Target)	12 (57%)
	Transfer (20% Target)	3 (14%)
	Waiting List (20% Target)	6 (29%)
Landward	Homeless (20% Target)	11 (31%)
	Transfer (20% Target)	7 (19%)
	Waiting List (60% Target)	18 (50%)

- 3.12 The Housing (Scotland) Act 2014 introduced the abolition of the Right to Buy for council tenants. The last date by which a current tenant can apply to purchase their property is 31 July 2016. Following the announcement in 2014, there was an increase in the number of tenants exercising their Right to Buy. The table below details the number of completed sales through Right to Buy.

	2015/16	2014/15	2013/14
Completed Right to Buy Sales	20	25	16

- 3.13 The following statistical information has been gathered to give an overview on performance during the 2015/2016 year:

Ref	Allocation Performance Information	2015/2016
3.13.1	Number of live housing applications at 31 March 2016	767
3.13.2	Number of new applications received in the year 2015/16	562
3.13.3	Percentage of lettable housing stock that became available in the year	7.06%
3.13.4	Number of allocations to homeless applicants	26
3.13.5	Number of allocations to waiting list applicants	56
3.13.6	Number of allocations to transfer applicants	16
3.13.7	Number of allocations to sheltered applicants	30
3.13.8	Percentage of new tenancies sustained for more than a year	84%
3.13.9	Average length of time taken to relet properties in high demand areas in 2015/16	30 days
3.13.10	Number of successful mutual exchanges in 2015/16	15
3.13.11	Number of homeless presentations in 2015/2016	122
3.13.12	Number of temporary tenancies created in 2015/2016	176 (inc 46 in B&B)

- 3.14 The proposal is that quota performance targets remain the same for 2016/2017 as was in 2015/16.

Quota Proposals 2016/17	Homeless	Waiting List	Transfer
Lerwick	60%	20%	20%
Landward	20%	60%	20%
Isles (inc Unst, Yell, Fetlar, Whalsay, Skerries & Fair Isle)	No quota	No quota	No quota
Supported Lets (inc Sheltered, Very Sheltered and Supported Living & Outreach)	No quota	No quota	No quota

- 3.15 In addition to the quota proposals, the following amendments to the Allocation Policy are proposed;

Sheltered Priorities

Sheltered housing applicants are currently awarded points in line with the Allocation Policy, and in addition are given a Priority 1, 2, 3 ranking to reflect support needs.

Following the restructure of Housing Support Shetland in 2015, all applicants assessed as requiring Housing Support, can receive the service. This ensures sufficient support is in place to assist the applicant straight away. The use of priority coding 1, 2, 3 is therefore outdated and should be removed from the Allocation Policy.

Transfer Applicants

Tenants of Hjaltland Housing Association have historically been classed as 'transfer' applicants when applying to Council for a move to alternative social housing. In order to apply consistency in the Common Housing Register, we would propose that for the reporting year 2016/17 and thereafter, HHA tenants will be classed as waiting list applicants and be considered for properties assigned a waiting list quota.

Non-Traditional Sheltered Lets

Where there are vacant sheltered properties within a sheltered scheme and there is no demand for sheltered accommodation, these properties can be let as a non-traditional sheltered let. As these lets are made to general needs applicants, they should be included in the quota reporting system for 2016/17 and thereafter.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities - This report is delivering in line with the Single Outcome Agreement Local Indicator – ‘Improve access to suitable housing options for those in housing need’, and on the Corporate Plan statement section ‘Helping build a healthy economy and strong communities’.
- 4.2 Community/Stakeholder Issues – None
- 4.3 Policy and Delegated Authority – Under section 2.3.1 of the Scheme of Administration and Delegations the Development Committee has the remit for matters relating to housing, and has responsibility for monitoring and reviewing the achievement of key outcomes in the Service Plan, as part of its Planning and Performance Management Framework.
- 4.4 Risk Management - In terms of risk, there is no direct financial risk associated with this report. However, there are political, economic, social, education and health risks associated with high levels of unmet housing need. The consequences of this unmet housing need will have financial implications for those Council services supporting housing, social, education and health.
- 4.5 Equalities, Health and Human Rights – The Council’s Housing Allocation Policy meets the requirements of equalities and human rights legislation.
- 4.6 Environmental – None.

Resources

- 4.7 Financial – None.
- 4.8 Legal – None.
- 4.9 Human Resources – None.
- 4.10 Assets and Property – None.

5.0 Conclusions

- 5.1 Based on performance in relation to meeting quota targets the Allocation Policy should continue to be subject to annual performance review. This will ensure effective monitoring of the legislative requirements to provide settled accommodation for unintentionally homeless households, operate a housing register for others in housing need as well as make best use of the housing stock.

For further information please contact:

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Date Cleared: 16 May 2016

Background documents:

[Allocation Policy](#)

[Scottish Social Housing Charter](#)



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

23 May 2016
23 May 2016
23 May 2016
26 May 2016

Development Services Directorate Performance Report 12 Month/4th Quarter 2015/16

Report No: DV-29-16-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 4 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.

For further information please contact:

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Date Cleared: 16 May 2016

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 Committee

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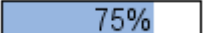
PPMF Quarterly Report - Development



A properly led and well-managed Council



Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP059 Complete the Housing Revenue Account business plan	Ensure sustainable HRA into the future	Likely to meet or exceed target 	Actual Start	03-Nov-2014	 	Finalising financial inputs before presenting to Committee for approval	Housing
			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
			Planned Start				
DP055 Employability services funding	Drawdown EU funding to support provision of employability services	Likely to meet or exceed target 	Actual Start	31-Mar-2014	 	Applications approved, training and draw down of funding expected June / July.	Community Planning & Development
			Original Due Date	31-Mar-2015			
			Due Date	31-Jul-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP058 Review the Economic Development service	Review the Economic Development service in the context of a currently strong local economy and preparing for the future	Likely to meet or exceed target 	Actual Start	12-Oct-2015	 	Service Review proposals were agreed at Development Committee on 8 October staff structure and job profiles now being prepared. Commercial Lending Mechanism proposals were agreed at P&R Committee on 18 April, as this decision will have bearing on the staffing structure. Determining the Business case for Digital Infrastructure development and Shetland Telecom resources will also impact on service structure.	Development Services Directorate
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				


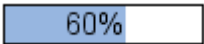

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP062 Local Development Plan	Main Issues report for next Local Development Plan	Significant issues, likelihood of failing to meet target 	Planned Start	02-Mar-2015	 <div><div>30%</div></div>	Staffing and additional workloads inhibiting progress	Planning
			Actual Start	06-Nov-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP081 Evaluate current resources for Shetland Telecom	Maximising potential	Experiencing some issues, with a risk of failure to meet target 	Planned Start	31-Mar-2015	 <div><div>100%</div></div>	Business Case for Digital Connectivity being prepared, which is required to determine Shetland Telecom role and remit. Shetland Telecom team strengthened by recruitment of new staff member.	Economic Development
			Actual Start	06-Oct-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date	01-Apr-2016			

Strong communities

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP051 Extra care housing options.	Continue to develop extra care housing options.	Likely to meet or exceed target 	Planned Start		 <div><div>100%</div></div>	Housing Contribution Statement complete. Homes for Life development being progressed with HHA.	Housing
			Actual Start	01-Apr-2014			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2016			
			Completed Date	21-Apr-2016			

Working with partners

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP053 Work with community partners to establish a network of Community Forums	Work with community partners to establish a network of Community Forums across Shetland linked directly to the Shetland Partnership	Experiencing some issues, with a risk of failure to meet target ⚠️	Actual Start	03-Mar-2014		This work will now be considered in relation to the implementation of the Community Empowerment (Scotland) Act 2015, which considers locality planning and community involvement. Consultation on draft guidance has just started, and a report with recommendations will be presented to the Shetland Partnership Board in Sept 2016. This work also links to the use of Place Standard Scotland as a planning and engagement tool.	Community Planning & Development
			Original Due Date	02-Jun-2015			
			Due Date	31-Mar-2015			
			Completed Date	31-Mar-2017			
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP056 Strengthening Local Democracy	Evaluate and consider findings of Commission on Strengthening Local Democracy	Likely to meet or exceed target ✅	Actual Start	02-Mar-2015		Discussion paper produced and presentation delivered to Shetland Partnership Board. Work underway to hold a Shetland Partnership Policy meeting to consider Commission findings.	Community Planning & Development
			Original Due Date	04-Dec-2014			
			Due Date	31-Mar-2016			
			Completed Date	30-Sep-2016			
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP057 Develop the LOIP 2016-20	Develop the LOIP 2016-20 as a true 'plan for place'	Likely to meet or exceed target ✅	Actual Start	02-Mar-2015		All SOA development sessions have taken place and the LOIP was the focus of the Summit in Feb. The Shetland Partnership Board endorsed the final draft LOIP for recommendation to partners on 10 March 2016. Member seminar held 7 April. LOIP will be presented for sign up by P&R on 18 April and Council on 20 April.	Community Planning & Development
			Original Due Date	05-Mar-2015			
			Due Date	31-Mar-2016			
			Completed Date	02-Jun-2016			

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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	Previous Years			Last year Quarter 4	This year Quarter 4	
Code & Short Name	2012/13	2013/14	2014/15	Q4 2014/15	Q4 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	5.6%	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.

	Previous Years			Last year Quarter 4	This year Quarter 4
Code & Short Name	2012/13	2013/14	2014/15	Q4 2014/15	Q4 2015/16
	Value	Value	Value	Value	Value
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	5.2%	4.1%
OPI-4C-A Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	4.9%	8.4%
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	4.4%	3.6%
OPI-4C-E Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	6.8%	5.8%
OPI-4C-F Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	3.3%	2.9%
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	5.2%	4.0%

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	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
OPI-4A Staff Numbers (FTE) - Whole Council	2474	2248	2190	2207	2147	2168	2170	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	221	215	213	216	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%	4.1%	3.2%	3.5%	4.1%	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%	4.0%	3.2%	3.3%	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	24,014	16,270	21,383	11,635	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	952	1,114	893	672	Transport Planning o/t reduced with new structure in place.
G01 FOISA responded to within 20 day limit - Development Services	92%	44%	74%	100%	79%	100%	98%	In Q4, 41 of the 42 (98%) of the Development FOISAs were dealt with within the 20 working day timescale.

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

Development Services - Key Directorate Indicators

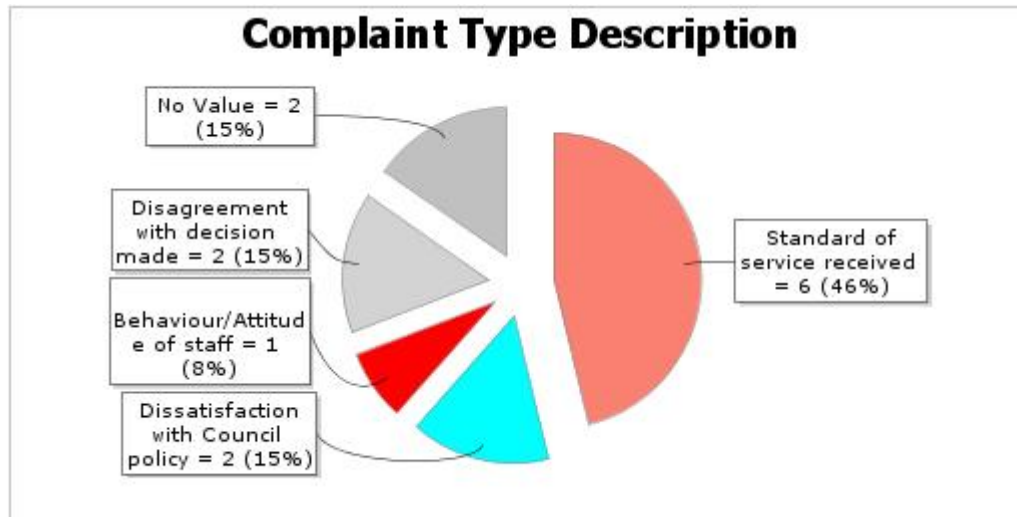
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Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
GE-01 % Employment Rate	85.6	79.4		80.9		84.2		Shetland's employment rate (84.2%) continues to be significantly higher than the Scottish (73.1%) or UK (73.4%) averages and is a product of the buoyant private sector in Shetland during 2015. This figure is expected to decline as the Gas Plant construction phase ends.
GE-02 Gross Weekly Pay	519.4	592		Not measured for Quarters				These fluctuating figures are probably caused by the nature and scale of the survey work undertaken by NOMIS, which is not representative enough of Shetland's workforce. Shetland's figures for 2015 at £592.00 is considerably higher than both Scotland and the UK, which might be expected.
GE-03 % of People Claiming JSA	1%	0.7%		0.5%	0.4%	0.5%		In January and February 2016 the claimant count has remained at 0.5%. This is the joint lowest JSA claimant count in Scotland with Orkney.
GD-01 Number of Community Groups Accessing Community Guidance		251	243	68	43	56	76	This indicator continues to be slightly under target as we were unable to fill a short term vacancy within the Community Development Team. Workload is therefore being prioritised which means we are unable to support as many groups. Key areas of impact for this quarter are again: community groups are developing local services in response to priority needs; and are being supported to take on active influential roles in local / wider decision making. Accumulative figure April 2015 – March 2016 is 243.

Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
GD-02 Success rate - external funding applied for by community groups (%)		57.78%	54%	66.66%	47%	50%	54%	<p>In Q4 external funding of £62,685 was secured for local projects, bringing the year to date total of funding secured to £812,502.33. Of this total £682,184 relates to funding secured by the Council to deliver employability services.</p> <p>It should be noted that the value of external funding secured is calculated and reported on a quarterly basis whereas the application success rate is calculated and reported on a cumulative year to date basis.</p> <p>On reflection the total funding secured in 2015/16 exceeds the annual target of £500,000 whereas application success rate is slightly below the annual target of 66%.</p> <p>It should also be noted that the number of applications supported by CP&D staff is lower than in 2014/15. However application numbers tends to fluctuate from year to year depending on community need and projects being progressed at any given time.</p> <p>With the closure of the Support Grant scheme in March 2016 this may see an increase in requests for assistance with funding bids in the new financial year. CP&D staff continue to receive regular enquiries for funding information, support local projects by signposting to potential sources and provide help in writing funding bids wherever required.</p>
GD-03 External funding secured by Community Groups	437,667	323,000	62,865	610,346	120,000	19,291	62,865	The performance & improvement statement for GD-03 is the same as GD-02.
GH-01 SIC Housing Stock meeting SHQS	89.5%	100%	100%	Not measured for Quarters				At April 2015, the housing stock met the housing quality standard, with exemptions applying to 194 properties. These were under the emergency efficiency category and further work is planned under the new EESSH standard to be achieved by 2020.
GH-02 Average time to let not low demand properties (days)	36	33		28	33	28	28	The target of 28 days was met in Q4.
GH-05 Average length of time in temporary or emergency accommodation (All Types)	300.6	275		378	367	516	386	The average length of time in temporary accommodation for homeless cases closed in Q4 has reduced from Q3 but still remains much higher than the 190 day target. Overall for 2015/2016, the average length of time in temporary accommodation is 412 days. This demonstrates the pressure on housing stock and demand.
GP-01 Average days taken to obtain a building warrant	53.59	47.89		62.28	48.89	58.2	81.13	Please note that figures have been revised for each quarter in 2015/2016 following a reporting issue. We are looking into this matter.
GP-02 % planning applications dealt with within 2 months	57%	57.1%		37.2%	50%	62%		The performance figures are exceptionally good when the increase in application numbers, the scale of developments, the introduction of new team members and the time spent dealing with unauthorised development is taken into consideration.

	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
GP-03 % of 15 Planning Performance Framework Indicators marked Green or Amber	67%	53%		Not measured for Quarters				The feedback received on the Planning Performance Framework 2014/2015 shows an increase in green indicators to 5, decrease in amber to 3 and increase in red to 5 from 2013/2014.

Appendix 4 – Complaints – Development Services



Number of complaints open during Quarter 4 - 13

Number of stage 1 complaints (Frontline) - 8

Number of stage 2 complaints (Investigation) - 5

Number of open complaints at end of period – 4

Number of complaints handled within deadline – 4

Development Services

Risk & Details	Frequency	Current Severity	Risk Profile	Current and Planned Control Measures	Probability	Target Severity	Risk Profile	Assigned To
Level Corporate								
<i>Corporate Plan F1. Our "20 by '20" - Leadership & Management</i>								
C0029 - Professional - Other - CR01b - Failure to deliver major STERT review on time and on budget.	Unlikely	Significant	Medium	• Project adheres to PRINCE2. Project Resources in place to implement next steps: Recruitment of Interim Principal in the first instance, and Management Team. Governance remit of Joint Liason Group, and level of authority for Shetland College Board.	Unlikely	Minor	Low	Neil Grant Development Services
Level Directorate								
<i>Corporate Plan 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. Work force Development Plan is being progressed. • 10 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 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, and work ongoing with Scottish Government and Transport Scotland.	Unlikely	Minor	Low	• Project board, PRINCE2. Agreed process with Scottish Government and Transport Scotland, for level of provision and fair funding of services.	Possible	Insignificant	Low	Neil Grant Development Services

Development Services

Risk & Details	Frequency	Current Severity	Risk Profile	Current and Planned Control Measures	Probability	Target Severity	Risk Profile	Assigned To
<i>Corporate Plan F1. Our "20 by '20" - Leadership & Management</i>								
C0030 - Partnership working failure - Council commitment to partnership working.	Possible	Major	High	<ul style="list-style-type: none"> 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
<i>Corporate Plan F5. Our "20 by '20" - Standards of Governance</i>								
C0019 - Strategic priorities wrong - Development Directorate is managing a number of significant projects of strategic importance, including Colleges Review; Internal and External Ferries; Outer Isle's Transport; Economic Development Service; Commercial Lending; Participatory Budgeting; Strengthening Community Involvement; High Speed Broadband; Local Housing Strategy; Local Development Plan; Transport Strategy; Economic Development Strategy; Energy Strategy; SOA (Outcome Improvement Plan) 2016-2020	Possible	Major	High	<ul style="list-style-type: none"> Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate Plan Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate plan 2016-20, and ensure proper process for identifying and allocating project resource. Appropriate governance and decision-making processes followed, PRINCE2 project management in place 	Unlikely	Significant	Medium	Neil Grant Development Services
C0021 - Economic / Financial - Other - Development Service delivers a service with reducing resources and constraints including the MTFP	Likely	Significant	High	<ul style="list-style-type: none"> Restructure implemented, 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans 	Unlikely	Significant	Medium	Neil Grant Development Services

**Development Committee****23 May 2016**

Management Accounts for Development Committee: 2015/16 – Draft Outturn Quarter 4	
F-023-F	
Report Presented by Executive Manager - Finance	Corporate Services

1. Summary

- 1.1 The purpose of this report is to enable the Development Committee to note the financial performance of services within its remit. This report details the draft outturn position on net controllable costs for revenue and capital, and will be subject to final accounting and audit adjustments as part of the year end accounts process.
- 1.2 The draft outturn position for the services in this Committee area is an underspend of £557k on revenue and an underspend of £166k on capital.
- 1.3 The contribution to the Housing Repairs and Renewals Fund is expected to be £985k more than budgeted.

2. Decision Required

2.1 That the Development Committee:

- a) NOTE the Management Accounts showing the draft outturn position; and
- b) NOTE the proposed budget carry forwards which will be presented for approval at Policy & Resources Committee on 24 May 2016.

3. Detail

- 3.1 On 3 December 2014 (SIC Min Ref: 96/14) the Council approved the 2015/16 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £7.646m. It is vital to the economic wellbeing of the organisation that the financial resources are managed effectively and expenditure and income is

delivered in line with the budget, as any overspends result in a further draw on reserves, and would be evidence that the Council is living beyond its means.

- 3.2 This report forms a part of the financial governance and stewardship framework that ensures that the financial position of the organisation is identified, understood and quantified on a regular basis. It provides assurance to the Corporate Management Team and the Committee that resources are being managed effectively and allows corrective action to be taken where necessary.
- 3.3 Since the approval of the 2015/16 budget, revisions to the budget have been incorporated for the Council's budget carry forward scheme. Therefore the appendices to this report refer to the revised budget that is now in place for the relevant services.

Revenue

- 3.4 The draft revenue outturn position for Development Committee is an underspend of £557k (6.9%) which means the services in this Committee area have collectively spent less than their Council approved budget, £480k of which has been identified as one-off savings. Detail is provided at Appendix 1.

Capital

- 3.6 The draft capital outturn position on Development capital project expenditure is an underspend of £166k (88.7%) which means the services in this Committee area have collectively spent less than their Council approved budget. The Housing Service underspend relates to slippage on capital projects that will be required in 2016/17 or future years. Detail is provided at Appendix 2.

Housing Revenue Account

- 3.7 The HRA has met its Council approved budget. As a result of the variances detailed in Appendix 3, the contribution to the Repairs and Renewals Fund is £985k more than budgeted.

4. Implications

Strategic

4.1 Delivery On Corporate Priorities

- 4.1.1 There is a specific objective within the Corporate Plan to ensure that the Council is "living within our means" and the Council continues to pursue a range of measures which will enable the Council to manage its finances effectively and successfully now and over the medium to long term. This involves the Council aligning the allocation of its resources with its priorities and expected outcomes and maintaining a strong and resilient balance sheet.

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

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

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 ensure 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 Development Committee are projecting underspends, which will contribute to achieving this.

Revenue

4.7.4 The draft outturn position for the services in this committee area is an underspend of £557k against approved budget, of which £480k has been identified as one-off savings.

4.7.5 In line with the Medium Term Financial Plan Budget Carry Forward Scheme, the Director of Development has requested that a total of £210k of his overall underspend is carried forward to meet priorities in this Committee area.

Capital

4.7.6 The draft outturn position for the services in this committee area is an underspend of £166k against the approved budget.

4.7.7 Services within this Committee area have also requested £100k of capital underspends to be carried forward into 2016/17 to meet outstanding commitments for existing projects which are not yet complete.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5. Conclusions

5.1 The draft outturn position for the services under the remit of the Development Committee is an underspend of £557k on revenue, of which £480k has been identified as one-off savings, an underspend of £166k on capital and an increased contribution to the Housing Repairs and Renewals Fund of £985k.

For further information please contact:

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List of Appendices

Appendix 1 – Draft Revenue Outturn Position 2015/16

Appendix 2 – Draft Capital Outturn Position 2015/16

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

Background documents:

SIC Budget Book 2015-16, SIC 3 December 2014

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

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

Proj. Outturn Variance Q3 (Adv)/Pos £000	Description	Annual Budget 2015/16 £000	Projected Outturn 2015/16 Q4 £000	Budget v Proj. Outturn Variance Q4 (Adv)/ Pos £000
(63)	Director of Development	1,294	1,549	(255)
136	Community Planning & Development	1,104	833	271
444	Economic Development	2,624	2,241	383
(30)	Housing	1,762	1,713	49
151	Planning	1,259	1,150	109
639	Total Controllable Costs	8,043	7,486	557
	Less proposed budget Carry Forwards to 2016/17	210	-	210
	Revised Total Controllable Costs	7833	7486	347

The projected outturn figures at Quarter 3 are included above for reference, and show an unfavourable change of £82k. The main variances from the Quarter 3 to Quarter 4 outturn positions are:

- **Director of Development** – an adverse change of (£192k) mainly due to an increased contribution to Shetland College in respect of the FE Credit Agreement with NAFC (£174k);
- **Community Planning and Development** – a favourable change of £135k due to confirmation that European Funding has been secured, and will cover relevant project costs in 2015/16; and
- **Economic Development** – an adverse change of (£61k) due primarily to the finance lease charge for Mareel, which was not included in the Q3 outturn (£131k), offset by a reduction in the level of grant paid to NAFC in respect of the FE Credit Agreement (£174k).

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

1.1 Directorate – draft outturn overspend (£255k) (19.7%)

The draft outturn position comprises the following variances:

- an increased Shetland College Contribution to balance their shortfall associated with the FE Credit Agreement reached with NAFC (whereby NAFC now receives full recompense for their share of FE activity, the

majority of which was previously retained by Shetland College). This additional cost is matched by a reduction in grant to NAFC within the Economic Development Service below – (£174k) (ongoing); and

- the STERT Review has been funded from underspends within the Development Directorate for 2015/16 - (£81k) (one-off).

1.2 Community Planning and Development - draft outturn underspend £271k (24.5%)

The position for Community Planning and Development's budget overall is an underspend of £299k, part of which is included in this report.

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

The draft outturn position comprises the following variances:

- Actively managing the Fairer Scotland scheme to reduce costs until approval of European funding was received, and confirmation that all relevant costs incurred will now be met - £186k (one-off); and
- savings on Employee Costs as a result of efficiencies and maternities - £56k (one-off).

1.3 Economic Development - draft outturn underspend £383k (14.6%)

The draft outturn position comprises the following variances:

- provision of one off funding, as per "Funding for Delivery of FE activity Weighted Student Units of Measure (WSUMs) – NAFC Marine Centre" report approved by Policy and Resources on 26 October 2015 - (£236k) (one-off);
- higher than anticipated returns on Local Investments, mainly due to the inclusion of previous SDT loans - £202k (one-off);
- a reduction in the level of grant provided to NAFC associated with the FE Credit Agreement reached with Shetland College (whereby NAFC now receives full recompense for their share of FE activity, the majority of which was previously retained by Shetland College). This reduction in cost is matched by an increase in grant to Shetland College accounted for within the Director of Development above – £174k (ongoing);
- activity in excess of budget within Shetland Telecom provided a favourable net outturn - £108k (one-off); and
- savings on employee costs as a result of efficiencies within Economic Development Admin and Business Technical Support - £66k (one-off).

1.4 Housing - draft outturn underspend £49k (2.8%)

The draft outturn position comprises the following variances:

- Increased cost of Homelessness accommodation due to the current overheating of the local property rental sector - (£61k) (one-off);
- Increased employee costs due to redundancy costs paid as part of the Housing Support Service restructure - (£46k) (one-off); and
- Vacancies during restructuring, and maternity leave not back-filled have led to underspends - £148k (one-off).

There were contingencies in place for 2015/16 for additional Homelessness accommodation costs and redundancy costs associated with the Housing Support Service restructure, of £60k and £50k, respectively, which were not applied due to the overall underspend in Housing.

1.5 Planning - draft outturn underspend £109k (8.7%)

The draft outturn position comprises the following variances:

- vacancies that proved hard to fill, combined with career graded recruits have led to underspends in staffing - £137k (one-off); and
- lower than anticipated demand for Building Warrants - (£79k) (one-off).

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

Proj. Outturn Variance Q3 (Adv)/ Pos £000	Description	Budget 2015/16 £000	Outturn 2015/16 Q4 £000	Proj. Outturn Variance Q4 (Adv)/ Pos £000
66 90	Economic Development Housing	87 100	21 0	66 100
156	Total Controllable Costs	187	21	166
	Less proposed budget Carry Forwards to 2016/17	100	-	100
	Revised Total Controllable Costs	87	21	66

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

1.1 Economic Development – draft outturn underspend - £66k (76%)

- Work on the Fibre Optic Cable project has been completed, and cost lower than anticipated - £66k.

1.2 Housing - draft outturn underspend - £100k (100%)

- Work on the conversion of properties at Leaside, Mossbank has been delayed, creating slippage - £100k. This will be required to be carried forward to 2016/17.

**Development Committee****23 May 2016**

Development Committee Business Programme – 2016/17	
GL-22-16-F	
Team Leader – Administration	Governance and Law Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to inform the Committee of the planned business to be presented to Committee for the financial year 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 Development 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.

For further information please contact:

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16 May 2016

List of Appendices

Appendix 1 – Development 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>



Development Committee - Meeting Dates and Business Programme 2016/17 as at Monday, 16 May 2016

Development Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2016 to 30 June 2016	Date of Meeting	Business	
	<i>Ordinary</i> 11 April 2016 2 p.m.	Local Development Plan Update Report	D
		Shetland Local Flood Risk Management Plan	D
		Business Case for the use of Assets Transferred from Shetland Development Trust	R SIC 20 April
		Asset Strategy – Disposal of Fishing Licence Entitlements	R P&R 18 April
		SSQC Ltd - Funding 2016/17	D
		Support for Shetland Regulated Fishing Order – Finance Year 2016/17	D
		Aquaculture and Fisheries Research Funding for Financial Year 2016/17	D
		Promote Shetland	D
	<i>PPMF</i> 23 May 2016 11.30 a.m.	Management Accounts – Development Committee Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Allocations Policy Annual Performance Review	D
		Shetland Investment Portfolio Update	D
		Committee Business Programme 2016/17	D
	<i>Ordinary</i> 13 June 2016 2 p.m.	Promoting Shetland Review – Stage 1	D
		Lending Reports	D
		Strategic Housing Investment Plan	D
		Business Case for Broadband and Mobile	R P&R 28 June
		Local Development Plan	D
		Knab Site – Development Brief	R P&R 28 June SIC 29 June
		Housing Needs and Demands Assessment	D
		National Housing Trust	R SIC 29 June
		Develop Community Transport Solutions	D
Quarter 2 1 July 2016 To 30 September 2016	<i>PPMF</i> 29 August 2016 11.30 a.m.	Management Accounts – Quarter 1	D
		Development Services Directorate – Performance Overview – Quarter 1	D
		Shetland Investment Portfolio Update	D
		Committee Business Programme 2016/17	D



Development Committee - Meeting Dates and Business Programme 2016/17 as at Monday, 16 May 2016

Development Committee -Continued			
<i>D= Delegated R=Referred</i>			
Quarter 3 1 October 2016 to 31 December 2016	Date of Meeting	Business	
	Ordinary 4 October 2016 10 a.m.	Local Development Plan	D
		Implement Review of Economic Development	R P&R 24 Oct
		Shetland Telecoms	D
		Review Fishing Quota Management Arrangements	R P&R 24 Oct
	PPMF/Budget 5 December 2016 2 p.m.	Management Accounts – Quarter 2	D
		2017-18 Budget and Charging Proposals	R P&R 7 Dec SIC 14 Dec
		Development Services Directorate – Performance Overview – Quarter 2	D
		Shetland Investment Portfolio Update	
		Committee Business Programme 2016/17	
Quarter 4 1 January 2017 to 31 March 2017	Date of Meeting	Business	
	Ordinary 6 February 2017 2 p.m.	Local Development Plan	D
		Shetland Telecoms	D
	PPMF 6 March 2017 11.30 a.m.	Management Accounts – Quarter 3	D
		Development Services Directorate - Performance Overview Q3	D
		Development Services Directorate Plan 2017-18	D
		Shetland Investment Portfolio Update	D
		Committee Business Programme 2017/18	D

Planned Committee business still to be scheduled - as at Monday, 16 May 2016

- Community Engagement Plan
- Review Scheme for Community Councils
- Local Housing Strategy

tbcc = to be confirmed

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

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

Ordinary = Ordinary meetings – other items can be added

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

END OF BUSINESS PROGRAMME as at Monday, 16 May 2016