

**Management Accounts for Environment and Transport Committee:
2016/17 – Projected Outturn at Quarter 1****F-042-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 Directorate 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 2016/17 as at the end of the first quarter for revenue and capital. The forecasts have been determined by Finance Services after consultation with the relevant Budget Responsible Officers.
- 1.3 The projected outturn position for the services in this Committee area is an overspend of £487k on revenue, before any application of cost pressure and contingency budget, and an underspend of £68k 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 1.

3. Background

- 3.1 On 10 February 2016 (SIC Min Ref: 2/16) the Council approved the 2016/17 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 £8.106m. 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 2016/17 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.

Cost Pressures & Contingencies Budgets

- 3.4 Provision was made in the Council's 2016/17 Budget for cost pressures and contingencies. This budget covers both Council-wide and service specific issues. It is held centrally by the Executive Manager – Finance.
- 3.5 This approach assists the Council to mitigate any spending risks. However, it is expected that services will endeavour, in the first instance, to meet any additional costs from within existing resources.
- 3.6 Cost pressures are recurring in nature and increase the base cost of the service being delivered, e.g. pay awards, whereas contingency items are deemed non-recurring and are likely to vary year on year, e.g. ferry breakdown costs.
- 3.7 The cost pressures and contingencies budgets are only released when the Executive Manager – Finance is satisfied that the cost pressure has materialised or that conditions exist to release the contingency.
- 3.8 Whether or not the cost pressures and contingencies budget is applied does not impact on the carry-forward scheme as adjustments are made to ensure that services are not penalised for being able to contain costs within existing resources.
- 3.9 There are cost pressure and contingency budgets held centrally for Infrastructure Services and Development Services which have not yet been applied to address the specific projected overspends to which they relate. This will be reviewed and these budgets allocated later in the year if it is established that the additional spend cannot be met from underspending or additional income across the service area. The items which have been highlighted to date are:

Environmental Services - Disabled Adaption Housing Grants - £174k
Ferry Operations - Equipment Breakdown - £350k
Transport Planning - Contract Costs - £82k

Revenue

- 3.10 The projected revenue outturn position for Environment & Transport Committee is an overspend of £487k (2%) which means the services in this Committee area are collectively projected to spend more than their Council approved budget prior to any additional cost pressure or contingency budget allocation. The projected outturn does not include any recurring saving at this time. See Appendix 1 of this report for further detail.
- 3.11 The projected outturn position of the collective Council budgets for energy, water, building maintenance, grasscutting and fleet management are now being highlighted in this report for review by Environment & Transport Committee. Although these budgets are used by all service areas of the Council, including the Harbour Account and the HRA, they are budgeted, monitored and the outturn projected by Infrastructure Services. See Appendix 1 of this report for further detail.

Capital

- 3.12 The projected capital outturn position for Environment & Transport Committee is an underspend of £68k (1%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget. Of the total underspend, £27k relates to slippage on capital projects and will be required in 2017/18 and future years. All other savings and underspending are one-off for the current year. See Appendix 2 of 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 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 2016/17 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 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
 - passenger/commercial vehicle carrying levels on bus and ferry income.
- 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 2016/17 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. To achieve this, a one-off underspend from the 2015/16 budget has been used to balance the General Fund. This is one-off solution for 2016/17.
- 4.7.2 For every £1m of reserves spent in excess of a sustainable level it will mean that the Council will have to make additional savings of £73k 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 2016/17 budget. This report demonstrates that the services under the remit of the Environment and Transport Committee are not projecting to achieve this due to additional cost pressure and contingency events.

4.7.4 In line with the Medium Term Financial Plan, it is anticipated that officers will endeavour to absorb a proportion of cost pressures and contingencies within existing budgets as the year progresses.

4.7.5 Members should note that there is projected to be sufficient cost pressure & contingency budget to meet the projected overspend at Quarter 1.

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 and Transport Committee is an overspend of £487k on revenue without any application of cost pressure and contingency budget, and an underspend of £68k on capital projects, against the revised budget.

5.2 There are no recurring savings identified at this time.

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List of Appendices

Appendix 1 – Projected Revenue Outturn Position 2016/17

Appendix 2 – Projected Capital Outturn Position 2016/17

Background documents:

SIC Budget Book 2016-17, SIC 10 February 2016

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=18870>

Environment & Transport Committee

1. Projected Revenue Outturn Position 2016/17

Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 1 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Director of Infrastructure Services	948	922	26
Environmental Services	2,140	2,157	(17)
Estate Operations	755	745	9
Ferry Operations	11,356	11,734	(377)
Roads Service	4,333	4,334	(1)
Transport Planning	5,810	5,898	(88)
Energy	2,800	2,802	(2)
Metered Water	224	222	2
Building Maintenance	2,828	2,882	(54)
Grasscutting	174	174	0
Fleet Maintenance	822	807	15
Total Controllable Costs	32,191	32,678	(487)

An explanation for the main projected outturn variances by service at quarter 1 are set out below.

1.1 Director of Infrastructure Services - projected outturn underspend £26k (3%)

There are no significant variances in this service area.

1.2 Environmental Services – projected outturn overspend of (£17k) (1%)

This projected overspend mainly relates to:

- additional budget for Private Sector Housing disabled adaption grants is held in contingency to be released if required (£174k);
- underspending across the service on vacant posts £79k; and
- increased Pest Control and Food Hygiene income now anticipated to be in line with prior year outturn £52k.

The increased income and underspending will be one-off for the current year.

1.3 Estate Operations – projected outturn underspend £9k (1%)

This projected underspend includes major variances for vacancies across the service resulting from difficulty in recruiting staff in the current competitive job market £107k; offset by a corresponding reduction in Building Maintenance and Fleet Management internal income.

1.4 Ferry Operations – projected outturn overspend of (£377k) (3%)

The projected outturn position comprises the following variances:

- additional drydocks required for Daggri and Linga this year due to over-run on Geira drydock in 2015/16 for additional emergency repair works. (£333k);
- Linga aquamaster overhaul required earlier than anticipated (£113k);
- unexpected engine maintenance works required on the Dagalien (£40k); offset by
- savings against budgeted fuel price of 33p per litre and projected average price of 30p per litre £129k.

There is a contingency budget for Infrastructure equipment failure which may be allocated if costs cannot be met by underspends during the year.

The fuel savings are one-off savings in the current year.

1.5 Roads Service – projected outturn overspend £1k (0.02%)

The main variances within the projected outturn overspend are:

- no income for design works in relation to the Kergord Road Upgrade as it will not go ahead this year (£100k);
- offset by general underspending on vacant posts and fuel across the service area £77k.

The staffing and fuel underspends are one-off in the current year.

1.6 Transport Planning - projected outturn overspend (£88k) (2%)

The projected outturn position relates to an increase in contract costs for the Foulra Ferry Service (£60k) and Air Services (£22k).

There is cost pressure and contingency provision for these costs which may be allocated if costs cannot be met from underspends during the year.

1.7 Energy - projected outturn overspend (£2k) (0.1%)

There are no significant variances in this service area

1.8 Metered Water - projected outturn underspend £2k (1%)

There are no significant variances in this service area.

1.9 Building Maintenance - projected outturn overspend (£54k) (2%)

The projected outturn position relates to a budgeting error for capital maintenance on non-Council owned properties which requires to be classified as revenue under accounting regulations. The capital budget will be underspent to net off this cost to the Council overall (£53k).

1.10 Grasscutting - projected outturn breakeven

There are no significant variances in this service area.

1.11 Fleet Management Unit - projected outturn underspend £15k (2%)

There are no significant variances in this service area.

Environment & Transport Committee

2. Projected Capital Outturn Position 2016/17

Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 1 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Environmental Services	432	432	0
Estate Operations	2,238	2,198	40
Ferry Operations	679	679	0
Roads Service	2,048	2,020	28
Transport Planning	30	30	0
Total Controllable Costs	5,427	5,359	68

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

2.1 Environmental Services - projected outturn breakeven

There are no significant variances in this service area.

2.2 Estate Operations - projected outturn underspend £40k (2%)

The projected underspend is mainly due to a budgeting error for capital maintenance on non-Council owned properties, the spend for which will be coded to revenue in line with accounting regulations £53k.

2.3 Ferry Operations - projected outturn breakeven

There are no significant variances in this service area.

2.4 Roads Service - projected outturn underspend £28k (1%)

There are no significant variances in this service area.

2.5 Transport Planning - projected outturn breakeven

There are no significant variances in this service area.



Environment and Transport Committee

29 August 2016

Infrastructure Directorate Performance Report 3 Month / 1st Quarter 2016/17

ISD-10-16-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 first quarter of 2016/17, the 3 months up to 30 June 2016.

2.0 Decisions Required

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

3.0 Detail

- 3.1 Progress against the priorities to be completed by 2020 from the Council's **Our Plan – 2016-2020** led by the Infrastructure Directorate

Our Plan–“Our Economy and Housing”

Lead Svs	Description	Date Due	Progress as at the end of this reporting period	RAG
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. A members seminar has been held on 11 th May with PWC presenting the results of market testing	G

- 3.4 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*.
- 3.5 The Directorate projects and actions are attached as Appendix A. The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery. Appendix B shows the Council wide indicators and the Key Directorate Indicators to enable the Committee to monitor service delivery. Appendix C shows a summary of the number of complaints received and responded to. The risk register in Appendix D sets out the strategic and operational risks to the department's day to day services.
- 3.6 APSE Report: 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 E is the APSE report for the Building Maintenance element of Estate Operations.
- 3.7 Delivery of the Council's Carbon Reduction duties is a key priority for the council and Infrastructure Department. The Carbon Management Plan set out the actions to be taken to achieve the target reductions. An update at Appendix F provides the Committee with the necessary oversight of progress on this commitment.
- 3.8 Audit Scotland have recently published a report on the State of Scotland's Roads, this indicated that the Shetland is the 8th worst of the 32 Scottish Councils for the proportion of roads which are maintained in an acceptable condition. It is recognised that a substantial percentage of Shetland's roads are unclassified roads (44%) which were never constructed to the standard of an A Road and therefore their condition shows up poorly using the survey parameters used to calculate the Road Condition Indicator (RCI). It is worth noting that for the same year Shetlands A Class roads were ranked 8th out of the 32 Scottish Authorities. The council's Roads Engineers use the annual SCANNER survey data to target their Road Maintenance and Capital Reconstruction budgets to the worst conditioned roads and have been able to deliver an overall improvement in the condition of Shetland's roads in recent years despite spending the fifth lowest on Roads Maintenance per kilometre in Scotland. Clearly this is an effective strategy at this moment but as the Road asset ages there will be a tipping point where more maintenance budget will be required to maintain the roads in their current condition.
- 3.9 Tingwall Airport was audited by CAA inspectors on 12 April 2016. The Audit Report containing the auditors findings is attached as Appendix G. There were no non-compliances creating a significant safety hazard, there were two non-compliances and seven observations. All of

the actions have been completed to resolve the non-compliances and observations as detailed in the response sent to the CAA on 28 July 2016.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan and part of the "Organising our Business" priority in the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.
- 4.3 Policy and/or Delegated Authority –
- The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;
- "Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –
- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."
- 4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.
- 4.5 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.
- 4.6 Environmental – NONE

Resources

- 4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.
- 4.8 Legal – NONE
- 4.9 Human Resources - NONE

4.10 Assets And Property – NONE

5.0 Conclusions

- 5.1 This report demonstrates good progress against the priorities identified in the Council's Corporate Plan, and the Infrastructure Directorate Plan 2016/17.

For further information please contact:

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17 August 2016

List of Appendices

Appendix A – Projects and Actions
Appendix B - Key Directorate Indicators and Council wide Indicators
Appendix C - Complaints Summary
Appendix D– Risk Register
Appendix E – APSE Report
Appendix F- Carbon Management Plan update
Appendix G- Tingwall Airport CAA Audit and response

Links to Background Documents

[Infrastructure Services Directorate Plan](#)



Appendix A - Projects and Actions - Infrastructure Directorate

Generated on: 17 August 2016



OUR PLAN 2016-2020

C) ECONOMY & HOUSING

2) Diverse businesses We will have a culture of helping new businesses to start up and businesses to grow, as well as having a thriving 'social enterprise sector' of businesses that give something back to the community.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP067 Develop the Scalloway Harbour business plan	Investigate options for developing Scalloway Harbour and present reports to members	Effective operations and financial planning	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. Work on "Outline Business Case" from November into 2016 with regular update reports to Council. Recommendations anticipated mid 2016.	Harbour Master & Port Operations
			Actual Start	02-Mar-2015	<div><div></div>60%</div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	07-Feb-2017			
			Completed Date				

6) Sullom Voe future We will have made the council's future role in the port of Sullom Voe clear and we will be seeing the best possible returns from our investments.



Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP097 Sullom Voe Harbour future	Achieve a sustainable future for Sullom Voe Harbour in partnership with Government and the Oil industry	Maximise asset use	Planned Start	01-May-2016		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. Recommendations anticipated mid 2016.	Infrastructure Services Directorate
			Actual Start	12-May-2016	<div><div></div></div> 70%		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	30-Apr-2017	 Likely to meet or exceed target		
			Completed Date				

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP107 VTS Radar at Sullom Voe	Replace VTS Radar at Sullom Voe to maintain safe operations	A modern, fully equipped harbour able to adapt to changes in use and legislation	Planned Start	01-Apr-2015		Tendering between May to July 2016. This has been delayed slightly to August. New system to be selected by December 2016 and implementation by mid 2017.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015	<div><div>40%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	30-Jun-2017			
			Completed Date		Likely to meet or exceed target		

D) COMMUNITY STRENGTH

1) Community support


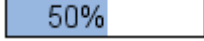

Communities will be supported to find local solutions to issues they face.

Code & Title	Description	Desired 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	Fair funding for Ferries.	Planned Start	01-Apr-2015		Project led by Transport Planning but significant project resource from Infrastructure Services. Report expected to go to Committee in October.	Infrastructure Services Directorate
			Actual Start	01-Apr-2015	<div><div>66%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	30-Jun-2017			
			Completed Date		Likely to meet or exceed target		

E) CONNECTION & ACCESS


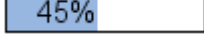

1) Community transport solutions


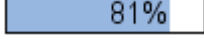

There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term.



Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP068 Small ports development/main maintenance plan	Small ports development/maintenance plan developed to decide future of these assets A small ports condition survey and major maintenance works report was submitted to the Harbour Board on the 18th August 2014	Effective operations and financial planning Small Ports Maintenance / Development plan sufficiently complete to allow individual projects to be timetabled and / or implemented for next year and future years as far as possible.	Planned Start	02-Mar-2015		Toft pier option appraisal report developed. Toft Pier SNC approved P&R 15 February 2016 Action taken: 2016/17 works confirmed in asset investment plan approved by Council on 10th February 2016. Action planned: Details of 2016/17 works to be added. Work with Capital Projects so that "Service Needs Case" for anticipated expenditure in 2017/18 and future years can be submitted to Capital Projects/CMT by end September to support the Capital Programme and Revenue budget setting.	Harbour Master & Port Operations
			Actual Start	02-Mar-2015			
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Experiencing issues, risk of failure to meet target		


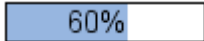

5) Sustainable transport arrangements

Our communities will feel better connected using new community transport solutions developed by communities themselves.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP089 Ferry Replacement	Develop a Ferry Replacement Programme	Ongoing discussions with the Scottish Government. It is anticipated that a decision will be made in the coming weeks rather than months	Planned Start	01-Apr-2015		Ferry assets and terminal assets assessed as part of Inter Island Project. The draft report is due to go to public consultation on the 22nd august 2016. The first replacement vessel due is the Good Shepherd in 2018/19 with the service specification needed in early 2017, subject to funding	Infrastructure Services Directorate
			Actual Start	01-Apr-2015			
			Original Due Date	30-Jun-2016	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Experiencing issues, risk of failure to meet target		



Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
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	Transport Links that meet the outer islands needs as determined by the SIITS study.	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	Expected success		
			Due Date	30-Sep-2016			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP098 Secure external funding for ferry terminals	Secure external funding to deliver the accessibility improvements to ferry terminals	Sufficient funds are available to maintain, repair and develop Ferry Terminal Infrastructure	Planned Start	01-Feb-2016		Funding secured for DDA improvements to Terminals. Overall funding by Ferry Operations. Design package in place and works tendered. Estimated site start Sep 2016 for Laxo & Bressay. Roll out of remainder to be scheduled.	Infrastructure Services Directorate
			Actual Start	17-Feb-2016	<div><div>60%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2017	 Experiencing issues, risk of failure to meet target		
			Completed Date				

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
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	Spread over 15/16 and 16/17 to improve the reliability of the service.	Planned Start	01-Nov-2015		<p>Work is 50% complete, to date. Additional navigation equipment installed. 5 x fire doors have been replaced. Toilet system pipework modifications complete. Major overhaul & component replacement of both Main Engines complete. Replacement of navigation light to LED type has been completed. Electrical system upgrade has been started. Bow visor hinges have been line bored and new bushes and pins have been fitted. Various other steelwork inspections.</p> <p>Work to commence/complete the end of October 2016 . Electrical system upgrade to be completed, this includes the fitting of 2 x main generators and 1 x emergency generator, replacement of motor starter boxes and replacement of distribution boards. Replace existing radar equipment. Modify wheelhouse windows at bridge wings to allow larger viewing/area of visibility. Modify/replace wheelhouse control console to increase visibility for vessel skippers. Continue steelwork inspections.</p>	Ferry Operations
			Actual Start	01-Nov-2015			
			Original Due Date	31-Oct-2016	Expected success		
			Due Date	31-Oct-2016			
			Completed Date		Likely to meet or exceed target		

6) Internal transport investment	We will have a clearer understanding of the options and the investment needed to create a sustainable internal transport system over the next 50 years.
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Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP242 Install new bitumen storage tanks in the Scord Quarry	Install new bitumen storage tanks, with electric heating, in the Scord Quarry boiler house to replace the old steam heated tanks. Reduce running costs at the Quarry	To reduce the cost of heating bitumen at the Scord's asphalt batching plant by approximately £18,000 per year. There will also be a reduction in CO2 production. This will support the Council's Aim of "Living within our means"	Planned Start	01-Sep-2015		Ongoing. Internal bulding works progressing. External works will progress when weather permits. Balance of works to be completed in 2016/17.	Roads
			Actual Start	29-Jul-2015			
			Original Due Date	31-Dec-2015	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP348 Deliver the new agreed programme for road reconstruction	Maintain the carriageway in its present condition	Ensure Shetland's public road network is maintained and improved. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term."	Planned Start	01-Apr-2016		On programme	Roads
			Actual Start	04-Apr-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP349 Painting of the Trondra Bridge	Maintain the condition and extend the life of the bridge	Ensure Shetland's public road network is maintained and improved. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term."	Planned Start	01-Apr-2016		Underside of bridge painting almost complete. Works commencing on parapet railings. On programme	Roads
			Actual Start	09-May-2016			
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	30-Sep-2017			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP350 Progress the Business case for the complete replacement of the current street lighting with LED	Reduce the running costs and carbon footprint from the street lighting asset whilst improving the asset	Ensure Shetland's public road network is maintained and improve. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term." Also 20 by 20 "We will have reduced the effect we have on the local environment, particularly reducing carbon emissions from our work and buildings."	Planned Start	01-Apr-2016		Column assessment expected completion by September 2016. Financial case to follow this. On programme	Roads
			Actual Start	04-Apr-2016	<div><div>20%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

F) OUR "20 BY '20"

02) Staff value & motivation

Our staff will feel valued for their efforts and want to stay with us because they feel motivated to do their very best every time they come to work.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP103 Employee review & development	Undertake 100% of the employee review development plans	100% of staff receive ERD	Planned Start	01-Apr-2016		44% of staff have received ERD's in 2016, 56% of staff have received ERD in last 12 months.	Infrastructure Services Directorate
			Actual Start	01-Jan-2016	<div><div>44%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

05) Standards of governance

High standards of governance, that is, the rules on how we are governed, will mean that the council is operating effectively and the decisions we take are based on evidence and supported by effective assessments of options and potential effects.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP104 Regulators	Positive audits from our regulators with no serious non-conformances identified	Continued adherence to all current standards applicable to our operations.	Planned Start	01-Apr-2016		Target met year to date.	Infrastructure Services Directorate
			Actual Start	01-Apr-2016	<div><div>25%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

06) Financial management

Excellent financial management arrangements will make sure we are continuing to keep to a balanced and sustainable budget, and are living within our means.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP101 Reduction in budget	Deliver our day to day services within the reduced budget	Support of the long-term financial stability of the Council	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	<div><div>100%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2016			
			Completed Date	31-Mar-2016	Likely to meet or exceed target		


07) Procurement

Our arrangements for buying goods and services will be considered to be efficient and provide ongoing savings.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP213.7 Vehicle and plant replacement	Develop decision making matrix for vehicle and plant replacement, once Asset Investment Plan funding agreed in December 14	To have in place a modern, fuel efficient fleet of vehicles and plant which is fit for purpose while meeting evolving user requirements.	Planned Start	01-Apr-2015		Approved Driver system now in place. Approved Driver handbook in place. A Council wide driver policy is being developed. Vehicle Telematic project at PQQ stage with full tender issue for 29 Aug 2016. Still scheduled for "go live" by 31 Mar 2017.	Estate Operations
			Actual Start	25-May-2015	<div><div>85%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

13) Workforce planning

We will have found ways of filling our 'hard to fill' posts and increased the number of ways that young people can join our workforce.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP323 New STCW qualification regime	Meeting the requirements of the new STCW qualification regime (Manilla Training) and ongoing revalidation for marine staff.	Working safely, developing our workforce and delivering best value services A suitably trained and qualified workforce and arrangements to maintain qualification levels	Planned Start	01-Apr-2015		Action Taken: Contracts placed and training initiated. Action Planned: Implement the necessary training by December 2016 including arrangements to ensure Ops continue safely during periods of staff absence.	Harbour Master & Port Operations
			Actual Start	01-Jan-2016	<div><div>50%</div></div>		
			Original Due Date	31-Dec-2016	Expected success		
			Due Date	31-Dec-2016			
			Completed Date		Likely to meet or exceed target		

15) Assets

We will have a better understanding of the number of assets we can afford with the resources we have available, and will have reduced the number of buildings we have staff in.

Code & Title	Description	Desired 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.	Ensuring the long-term viability of the building and it's ability to deliver key educational outcomes.	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	<div><div>75%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

16) Prioritise spending

We will have prioritised spending on building and maintaining assets and be clear on the whole-of-life costs of those activities, to make sure funding is being targeted in the best way to help achieve the outcomes set out in this plan and the community plan.

Code & Title	Description	Desired 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.	Ensuring the long-term viability of the building and it's ability to deliver key educational outcomes.	Planned Start	01-Apr-2015		Works tendered and commenced on site. Programme timing still very tight. Some site issues have arisen due to the presence of asbestos, concerns regarding condensation and the age of the building.	Estate Operations
			Actual Start	10-Nov-2015	<div><div>35%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Experiencing issues, risk of failure to meet target		

17) Carbon reduction

We will have reduced the effect we make on the local environment, particularly reducing carbon emissions from our work and buildings.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
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	Help protect Shetland's natural environment while embedding climate change mitigation into all relevant Council policies and procedures.	Planned Start	18-Jan-2016		A report is due before Committee in October 2016 setting out Climate Change risks.	Infrastructure Services Directorate
			Actual Start	15-Aug-2016			
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Experiencing issues, risk of failure to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP111 Recycling collection	Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes	Because of the current waste strategy in Shetland with generating heat from waste burn the recycling waste collection is unlikely to change in the immediate future.	Planned Start	01-Apr-2015		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	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
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.	New Vehicles New Staffing arrangements in place Collection equipment sourced and rolled out New recycling collection started Legislative compliance	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	Expected success		
			Due Date	31-Mar-2015			
			Completed Date		Significant issues, likely failure to meet target		

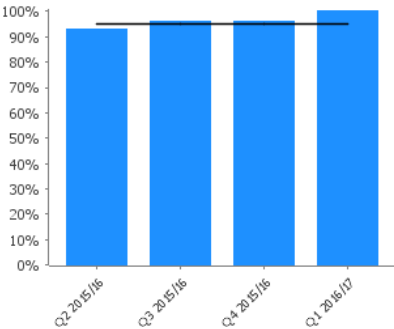
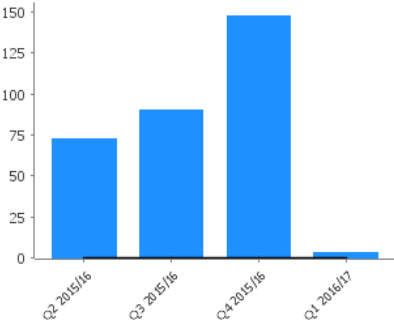
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP216 Home Energy Efficiency Scheme	Funding secured by Jul 15. Surveys carried out and work delivery commencing Sep 15. Complete by 31 Mar 16.	Continue to secure Scottish Government funding which allows us to deliver area based energy efficiency works to those deemed to be priorities.	Planned Start	01-Apr-2015		Programme for 2015/16 complete. Project funding bid submitted and accepted for 2016/17.	Estate Operations
			Actual Start	06-Apr-2015			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017			
			Completed Date		Likely to meet or exceed target		

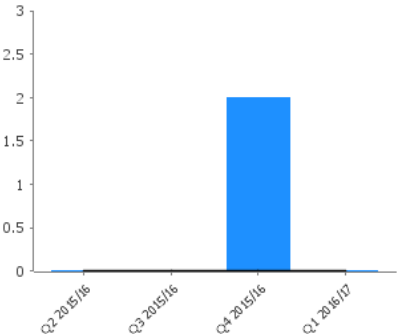
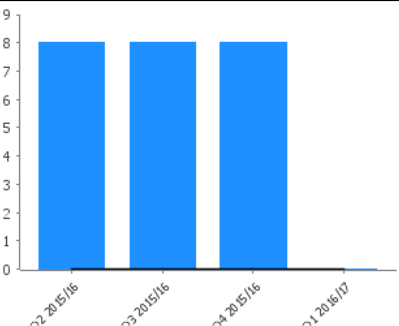
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP217 Carbon Management Plan – Implementation	To implement the actions, programmes and projects set out in the Carbon Management Plan	To work in partnership with Community Planning partners to reduce costs and share best practice in carbon and climate change management, specifically - Efficiencies - Better use of resources - Legislative compliance.	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	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet or exceed target		

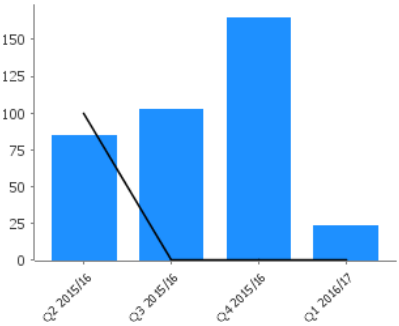
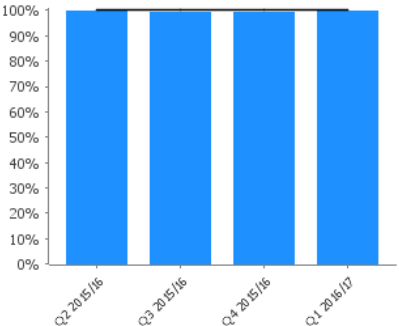
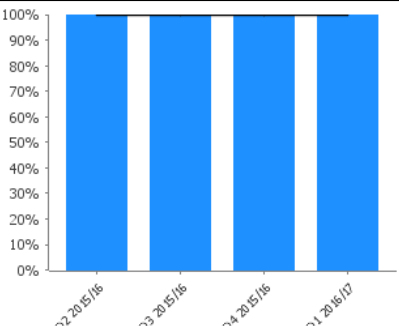
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP217.08 Optimise carbon reductions by reviewing CMP travel and transport policy/strategy	Optimise carbon reductions by reviewing CMP travel and transport policy/strategy.	Liaise with Transport Scotland, Transport Planning and HR to consider adopting further sustainable business travel and transport policies.	Planned Start	22-Apr-2015		A successful funding bid was made to Transport Scotland for the lease of 3 electric vans (Nissan NV200) which have been put into fleet use in Q1 2016. Funding for a further one or two vehicles may be possible and options are being investigated. A joint Carbon/HR project to look at staff travel is ongoing and the result of both the trials and our joint work with HR will inform future policy recommendations.	Estate Operations
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet or exceed target		

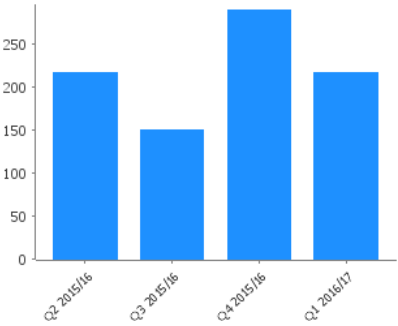
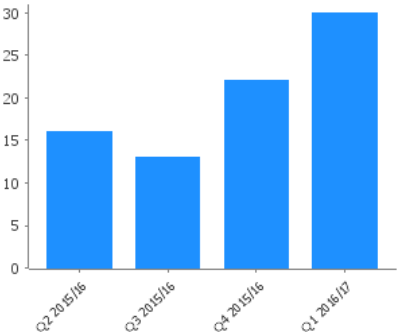
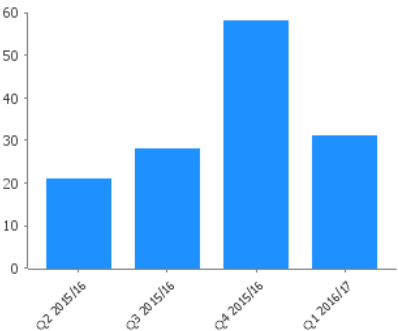
Appendix B Performance Indicators (Quarterly)- Infrastructure Services Directorate

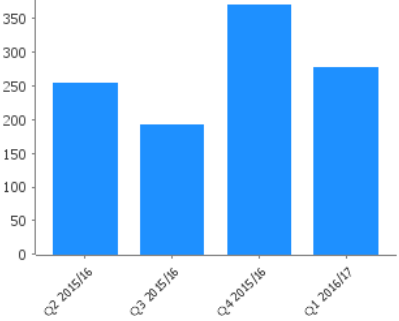
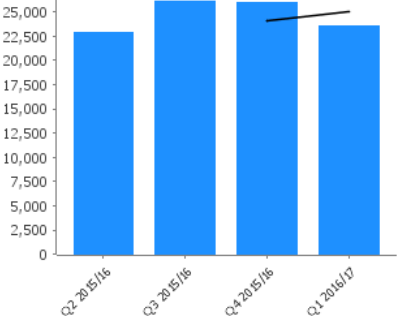
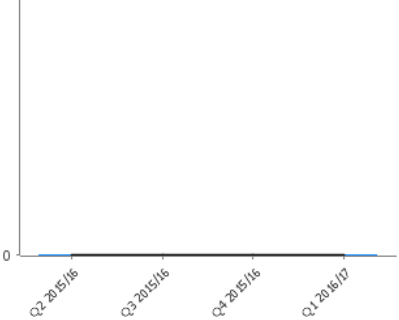
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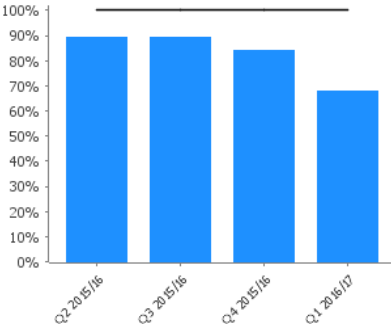
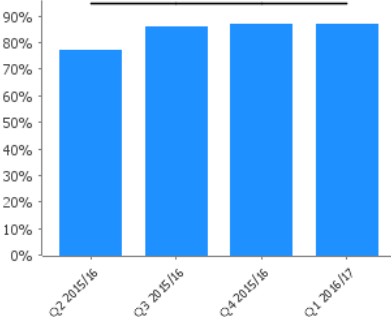
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
H01 FOISA responded to within 20 day limit - Infrastructure Services	93%	96.25%	100%	93%	96%	96%	100%	95%		Performance: FOISA response rate within Directorate is excellent and higher than Council average. Improvement: Aim to have more information made public so there is less need for the public to make FOI requests.
HF10a Lost sailings by cause - Weather	313	311	3	73	90	148	3	0		Performance: Weather effected cancellation are continuing to reduce Improvement: Continue dialogue in relation to contingency planning

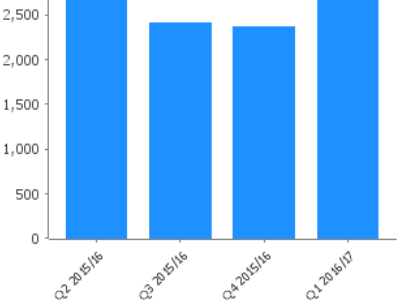
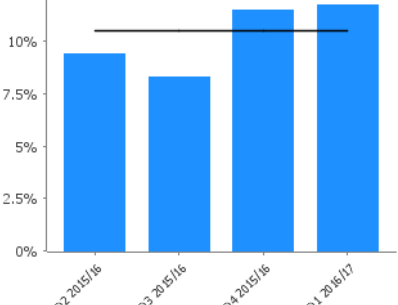
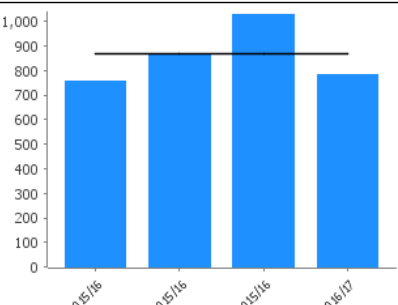
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
HF10b Lost sailings by cause - Breakdown	106	102	20	4	4	7	20	0		Performance: Reduce the number of service related breakdowns Improvement: This target is getting harder to achieve due to the age of the fleet and key component parts reaching a "life expired" stage. We will however continue to work with our engineers, supplier and contractor to minimise service disruption
HF10c Lost sailings by cause - Crew	22	16	0	0	0	2	0	0		Performance: It would be difficult to achieve 100% compliance Improvement: continue with a robust approach to absence management and ensure that the relief panel is updated and maintained at an effective level
HF10d Lost sailings by cause - Other	145	24	0	8	8	8	0	0		Performance: It will be difficult to achieve the current target Improvement: Continue to work with crew, suppliers and contractor to reduce days lost

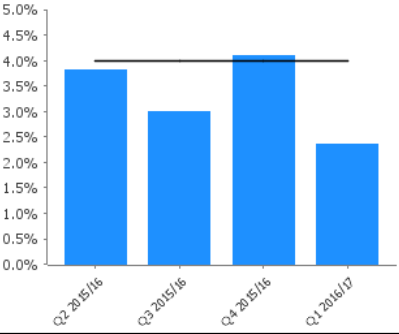
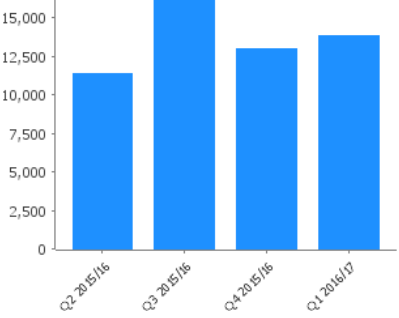
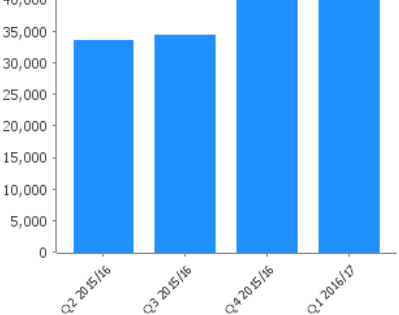
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
HF10T Lost sailings - TOTAL	586	453	23	85	102	165	23	0		continue to monitor reasons for lost sailing and identify trends where possible. Additional focus on key systems and components due to the age profile of the fleet
HF11 Overall Ferry Availability	99.12%	99.32%	99.92%	99.5%	99.39%	99%	99.86%	100%		Continue to work with crews & suppliers to identify and rectify any issues that may have an impact on availability
HH01 % compliance with Standing Orders	100%	100%	100%	100%	100%	100%	100%	100%		Performance: 100% compliance indicates that the Councils systems are robust and will provide assurance to audit Scotland that financial systems are effective. Improvement: An action plan has been implemented to address previous non-compliance and Management systems and monitoring is in place

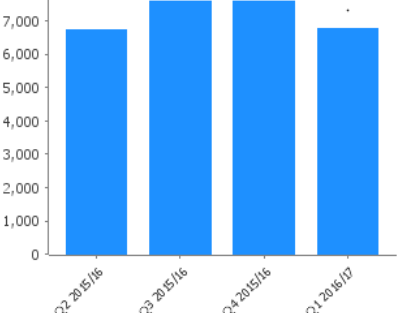
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
HH01a Tingwall Airport Landings - Islanders	649	905	217	217	151	290	217			Performance: Weather disruption reduced allowing scheduled delivery of service. Data only no target. Improvement: Continued dialogue with operators to keep them appraised of the airport's services and availability.
HH01b Tingwall Airport Landings - Air Ambulance	40	72	30	16	13	22	30			Performance: Improved dialogue with operators highlighting the range and quality of the services available at the airport and about the airport's flexible working arrangements. Data only no target Improvement: Continued dialogue with operators to keep them appraised of the airport's services and availability.
HH01c Tingwall Airport Landings - Other	105	136	31	21	28	58	31			Performance: Improved dialogue with both commercial operators and the General Aviation community highlighting the range and quality of the services available at the airport. Data only no target. Improvement: Continue to improve the dialogue with all parties and keep them appraised of the airport's services and availability.

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
HH01T Tingwall Airport Landings - TOTAL	794	1,113	278	254	192	370	278			Performance: A number of factors outwith the control of the airport, i.e. weather conditions - impacts o landings overall. Data only no target Improvement: The airport will use new and established means to promote the services available to increase landings.
HH02 Council Energy Consumption (MWh)	97,174	100,073	23,539	22,854	26,149	26,035	23,539	25,035		Performance: Reducing energy usage saves Council budgets and reduces CO2 (Quarterly). Cold winter impact compared to mild winter. Improvement: 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	0	0	0		Performance: Achieving no major non-conformities at audit demonstrates good management practice and systems Improvement: Management systems are in place to ensure our service meet the compliance standards for our external auditors

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
HN02 Food Hygiene Inspection Programme completed	87%	88%	68%	89%	89%	84%	68%	100%		<p>Performance: The figures show that we have not achieved our target, which was anticipated due to the increase in demand for the service and staffing reductions.</p> <p>Improvement: The increase in demand for other areas of the service mean that improvement will still be a challenge. A new trainee Assistant EHO post has been created which should soon start to reduce pressure in some of these other non-food areas. One member of staff has now started their studies via distance learning to qualify as an EHO. This process will take approximately four years. This adds a further load to the service in terms of study time and appropriate training. In future years, as this person becomes food competent, their contribution should allow the target to be achieved.</p>
HN03 Premises achieving PASS standard in Food Hygiene Information Scheme	77%	82%	87%	77%	86%	87%	87%	95%		<p>Performance 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: $(\text{Exempt} + \text{Pass}) \div (\text{Improvement Required} + \text{Exempt} + \text{Pass})$</p> <p>Improvement 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>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
HN04 Amount of household waste collected (tonnes)	10,027	10,326		2,826	2,413	2,356	2,760	2,731		Performance: Reduced workforce at Gas Plant reducing waste collected. Improvement: New vehicles have reduced breakdown down time making service more efficient
HN05 Percentage of household Waste recycled	9.1%	9.7%		9.4%	8.3%	11.5%	11.7%	10.5%		Performance: Public making better use of bring sites in particular textile banks. Improvement: Continue to encourage public to make better use of bring sites.
HS01 Reactive jobs completed by Building Services	3,510	3,389		759	862	1,027	785	870		Performance: 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) Improvement: 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

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.8%	2.4%	3.8%	3.0%	4.1%	2.4%	4.0%		<p>Performance: Improvement in sickness level for same period last year demonstrates management attention to absence and return to work discussions.</p> <p>Improvement: The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised.</p>
OPI-4E-H Overtime Hours - Infrastructure Directorate	48,668	59,206	13,843	11,366	16,348	13,007	13,843			<p>Performance: 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.</p> <p>Improvement: 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.</p>
OPI-4G-H Employee Miles Claimed - Infrastructure Directorate	147,847	148,896	39,852	33,455	34,254	40,069	39,852			<p>Performance: As work can be seasonal and responsive variation in miles claimed is to be expected.</p> <p>Improvement: The Council's carbon management plan is promoting green transport, reducing travel and using electric vehicles to reduce the impact of services on the environment.</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
SP-HS-022 Tonnes of CO2 from council operations	29,792	29,248	6,772	6,735	7,595	7,596	6,772	7,322		<p>Performance: The Council has a statutory duty to reduce CO2 (Quarterly)</p> <p>Improvement: Action plan to reduce CO2 is being developed and implemented</p>

Appendix B (cont) - Performance Indicators (Annual)- Infrastructure Services Directorate

Generated on: 17 August 2016

Appendix B (cont) - Sickness Absences - All Directorates (for comparison)

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

Short Name	Previous Years			Last year	This year
	2012/13	2013/14	2014/15	Q1 2015/16	Q1 2016/17
	Value	Value	Value	Value	Value
Sick %age - Whole Council	4.1%	3.6%	4.2%	4.1%	2.5%
Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	1.9%	0.5%
Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	3.1%	2.3%
Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	6.3%	4.0%
Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	2.0%	0.8%
Sick %age - Development Directorate	3.7%	2.7%	4.2%	4.0%	2.2%
Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	4.3%	2.4%

Appendix C - Complaints - Infrastructure Directorate

This shows all complaints that were open during the Quarter.

Frontline complaints should be closed within 5 working days

Investigations should be closed within 20 working days

Generated on: 17 August 2016

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-440	Frontline	09-May-2016	Closed	10-May-2016	Roads	1
COM-16/17-445	Frontline	05-Jun-2016	Closed	13-Jun-2016	Ferry Operations	5

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-436	Frontline	04-Apr-2016	Closed	05-Apr-2016	Environmental Services	1
COM-16/17-446	Investigation	10-Jun-2016	Closed	06-Jul-2016	Roads	18

Risk Assessment - Infrastructure Services

Risk & Details	Frequency	Current	Risk Profile	Current and Planned Control Measures	Probability	Target	Risk Profile	Assigned To
		Severity				Severity		
Level	Directorate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							
F0021 - Accidents /Injuries - Staff/Pupils/ Clients/Others - Infra delivers front line services across Shetland, employing 467 FTE delivering a range of heavy engineering and transport services, including ferries.	Likely	Major	High	• Systems in place e.g. Risk Assessments, staff trained and competent to deliver duties. Managers trained in Health & Safety.PIN forms reviewed regularly. Safety culture to flag concerns.	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
F0022 - Escape of pollutant - Pollution incident at Port, Landfill/Waste to Energy Plant/ Airport	Possible	Extreme	High	• Management systems in place, regular audit, staff trained and competent, maintenance plans in place.	Unlikely	Extreme	High	Maggie Sandison Infrastructure Services
F0023 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc - Failure to deliver a statutory duty or comply with legislation	Possible	Significant	Medium	• Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures. Staff trainedand suitably experience and competent to fulfill duties.				Maggie Sandison Infrastructure Services
F0024 - Key staff - loss of - Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries/Roads/Estates) means service cannot continue.	Likely	Significant	High	• Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed.	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
F0025 - Loss of revenue/income - Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings	Possible	Significant	Medium	• Contingency Budget buildt into buget setting, regular budget monitoring to establish and respond to trends.Management trained and regular communications to staff.	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
F0028 - Policies - effect of - Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance	Likely	Major	High	• Developing maintenance programe, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns.	Possible	Significant	Medium	Maggie Sandison Infrastructure Services
Corporate Plan	F3. Our "20 By '20" - Shetlands "Voice"							
F0030 - Legislation changes - Changes in legislation for Fuel, waste, Carbon. Significant technological change.	Possible	Significant	Medium	• Contingency plans in place, Island proofing under OUR ISLANDS OUR FUTURE, effective lobbying via COSLA and professional groups	Possible	Significant	Medium	Maggie Sandison Infrastructure Services
Corporate Plan	F5. Our "20 by '20" - Standards of Governance							

F0026 - Storm, Flood, other weather related, burst pipes etc - Extreme weather events cause flooding, costal erosion, loss of key infrastructure lost sailings, increased snow conditions, additional repairs	Likely	Major	High	• Contingency budget for weather events	Likely	Significant	High	Maggie Sandison Infrastructure Services
F0027 - 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	Extreme	High	• Emergency plans exercisedstaff well trained and supported by progressional groups and agencies. Communication plans in place for emergencies.	Rare	Significant	Low	Maggie Sandison Infrastructure Services
Corporate Plan F1. Our "20 by '20" - Leadership & Management								
Level Operational								
Corporate Plan D5. Community Strength - Vulnerable people's opportunities								
FR0128 - Staff number/skills shortage - Staff at the quarry need to be versatile and adept at operating various complex machinery. Staff must also be able to drive and be psychically mobile enough to clime ladders and sloping walkways carrying spares, tools and equipment.	Likely	Significant	High	• Fit staff are designated to do all the intense physical work.Quarry Manager is concerned with some operatives physical and mental ability to do work. • When required, manager hires in private labour to perform work which is out with the ability of the permanent quarry staff.Over the period 2010 through to present some changes have taken place regarding the staffing situation at the quarry. Arrangements have been implemented where possible to place staff to work in the areas most suited to their abilities.	Likely	Significant	High	Stanley Adamson Roads
Corporate Plan E1. Connection and Access - Community transport solutions								
FTA0008 - Damage to vehicles, mobile plant and equipment - Tingwall has vehicles, inc fire engine, aircraft, fuel bowser, pick-ups, etc, movement of freight takes place regularly. Passenger, staff and contractor vehicles regularly manoeuvring in the area.	Rare	Extreme	High	• Safe systems of workSafe systems of work including speed limit, signage and road markings, careful control of site/ contractors/ visitors/ passengers Airside driving training and permits issued to airport staff and regular contractors as per CAP790	Rare	Significant	Low	Jim Gray Airports
FTA0010 - Physical - People / Property - Other - Airport operate between thirty and fifty return flights per week	Rare	Extreme	High	• Safe systems of work, trained staff, audit regime, CAA licence and inspections bi-annuallySafe systems of work, trained staff, audit regime.	Rare	Significant	Low	Maggie Sandison Airports
FTA0013 - Professional Errors and Omissions - CAA licenced airport with licence conditions that must be met- AFISO mandatory when airport open and there must be 3 trained and competent fire crew including OIC	Rare	Extreme	High	• Training, plans, reviews, revisde procedures and systemsTraining programme for FIS, RFFS, fuelling and operations staff. Staff resilience plan (competency checks across all disciplines), audits (internal), regular management/ operations and safety meetings, detailed procedures and systems	Rare	Significant	Low	Maggie Sandison Airports

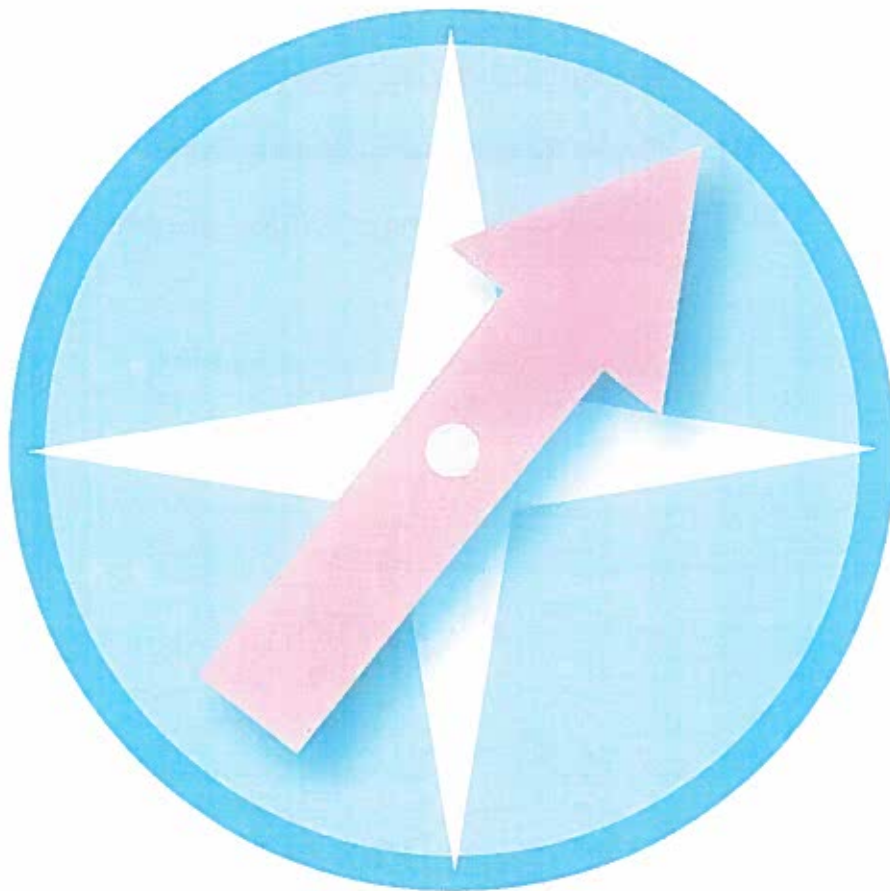
FTA0018 - Terrorism/Activists - Tingwall airstrip is within 50 k of Europe's largest oil terminal, Sullom Voe	Rare	Extreme	High	<ul style="list-style-type: none"> • Systems for controlling access to site, passenger controls Systems for controlling access to site, passenger controls, Regular liaison with Police Scotland • Security arrangements maintained to prevent unauthorised access and emergency procedures in Aerodrome Manual Emergency procedures are part of the Aerodrome manual 	Rare	Significant	Low	Maggie Sandison Airports
FTF0017 - Economic / Financial - Other - Insufficient funds to meet service needs.	Likely	Significant	High	<ul style="list-style-type: none"> • Internal financial auditing, regular team meetings, periodic budgetary meetings, adherence to financial procedures, regular monitoring of impact legislation. 	Possible	Minor	Medium	Craig Robertson Ferries Services
FTF0019 - Intervention by regulatory and statutory bodies - Removal of Document of Compliance as a result of professional errors onboard or by Management,	Rare	Extreme	High	<ul style="list-style-type: none"> • Maintain full compliance with requirements of ISM Code 	Rare	Extreme	High	Kevin Main Ferries Services
FTF0020 - Stress - Absentism, illness, stress and impact on staff welfare caused by conditions at work.	Likely	Significant	High	<ul style="list-style-type: none"> • Acceptable working patterns, shared workloads, Training in stress mediators, Awareness of indicators, awareness of assistance -ERD's, monthly team meetings, maintain a list of relief staff. • Ensure not too much strain is put on individuals at their work, learn how to spot signs of stress early and take steps to help 	Unlikely	Minor	Low	Craig Robertson Ferries Services
FTF0022 - Defective Title/restrictive covenants - Some bits of terminals/ facilities are built on land that might not be owned by the organisation	Unlikely	Significant	Medium	<ul style="list-style-type: none"> • Maintain long term lease with robust legal controls 	Rare	Minor	Low	Craig Robertson Ferries Services
Corporate Plan F1. Our "20 by '20" - Leadership & Management								
FEB0015 - Operations maintenance -additional costs - Increase in market prices for maintenance works and services	Likely	Significant	High	<ul style="list-style-type: none"> • Diversity of supply and service provision Linked to cross-training and multi-skilling themes. Workforce plan in place. 				Carl Symons Building Services
FR0135 - Staff number/skills shortage - Can be difficult to recruit to skilled posts, small pool locally of trained people	Likely	Significant	High	<ul style="list-style-type: none"> • Working across sections within the office. Cross working within office and provide training to increase the versatility of staff in the office. 	Unlikely	Minor	Low	George Leask Roads
Corporate Plan F5. Our "20 by '20" - Standards of Governance								
P0001 - Escape of pollutant - Pollution incident from shore or operations, collision, grounding, uncontrolled release from vessels.	Rare	Extreme	High	<ul style="list-style-type: none"> • Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff....robust emergency response plan 	Rare	Major	Medium	Brian Dalziel Ports and Harbours

P0005 - Staff number/skills shortage - Service relies on a range of specialist staff with different skills, experience and qualifications P0035 - Failure of Key supplier - Port operations rely on various suppliers and services including fuel, key components, sub-contractors	Likely	Significant	High	• Workforce planning project, restructure being implemented.	Unlikely	Minor	Low	John Smith Ports and Harbours
	Possible	Major	High	• Financial Controls, existing council procedures in place	Unlikely	Minor	Low	John Smith Ports and Harbours
P0050 - Policies - effect of - Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance	Possible	Major	High	• 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	Significant	Medium	John Smith Ports and Harbours
P0051 - Accidents /Injuries - Staff/Pupils/ Clients/Others - Safe Operations - Ports and Harbours delivers a range of heavy engineering and transport services.	Likely	Major	High	• Health and Safety systems, safe systems of work in place, restructure being implemented which will ensure permanent staff are...appointed to significant posts whihc impact on management of health and safety. Risk Assessments and Hazard Identification systems are in place.	Unlikely	Significant	Medium	John Smith Ports and Harbours
<div>Level</div> <div>Strategic</div>								
Corporate Plan F5. Our "20 by '20" - Standards of Governance								
P0016 - Loss of revenue/income - Loss of income from downturn in business	Possible	Major	High	• Budget controls, monthly monitoring, ongoing attention to markets, working with customers to maintain demand.	Possible	Significant	Medium	John Smith Ports and Harbours

Building maintenance

2014-15, Issue 1

Direction of travel



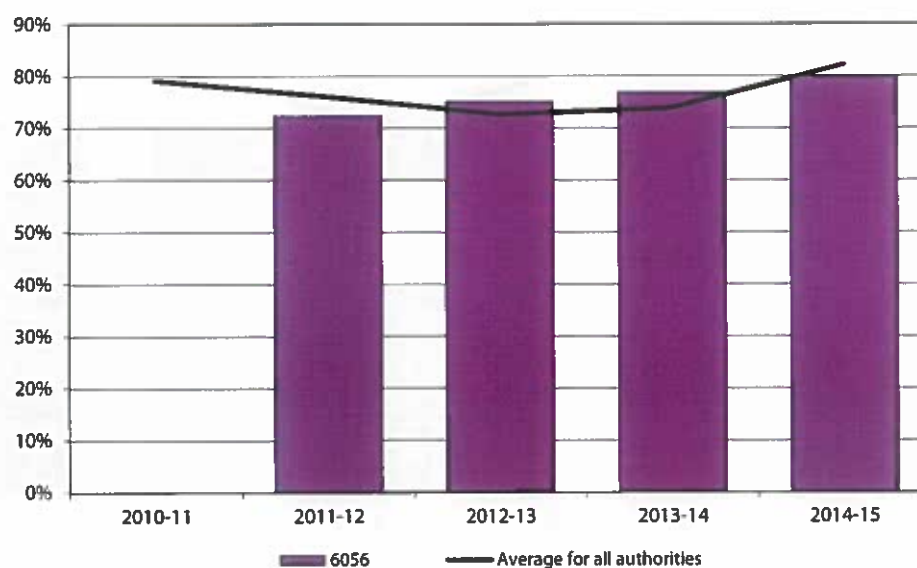
Performance indicators

The direction of travel report includes a 5 year analysis on the following selected performance indicators:

Building maintenance – Non housing

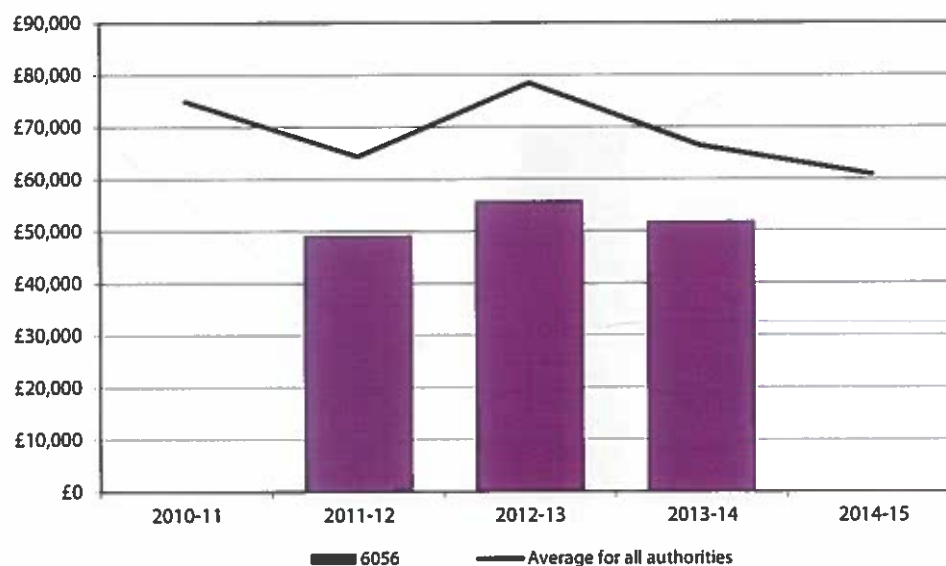
- PI 08a Productive labour costs as a percentage of total labour costs
- PI 10 Average value of work per operational full time employee
- PI 14b Percentage of day to day jobs completed on time (excluding voids)
- PI 16a Percentage staff absence (operational staff)
- PI 06a Vehicles per operational employee
- PI 07a Average cost of vehicles
- PI 34 Emergency jobs as a percentage of day to day maintenance jobs completed (excluding voids)
- PI 09b Average value per job – direct contractors (non housing jobs)
- PI 17 Quality assurance and Consultation Process
- PI 19 Human resources and people management process

PI 08a Productive labour costs as a percentage of total labour costs



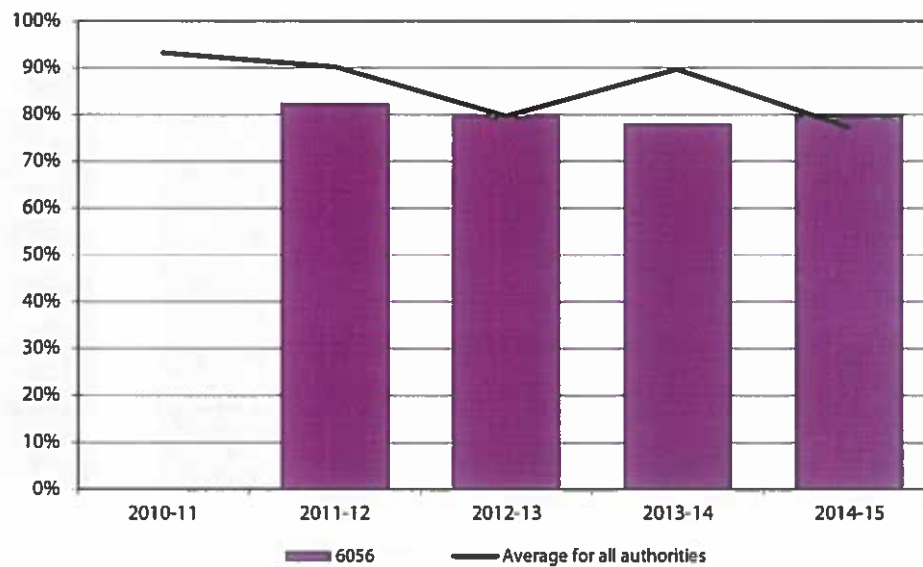
This performance indicator measures the productive labour costs (all operational employee costs) as a percentage of total labour costs. This includes all operational employee costs as a percentage of total employee costs.

PI 10 Average value of work per operational full time employee



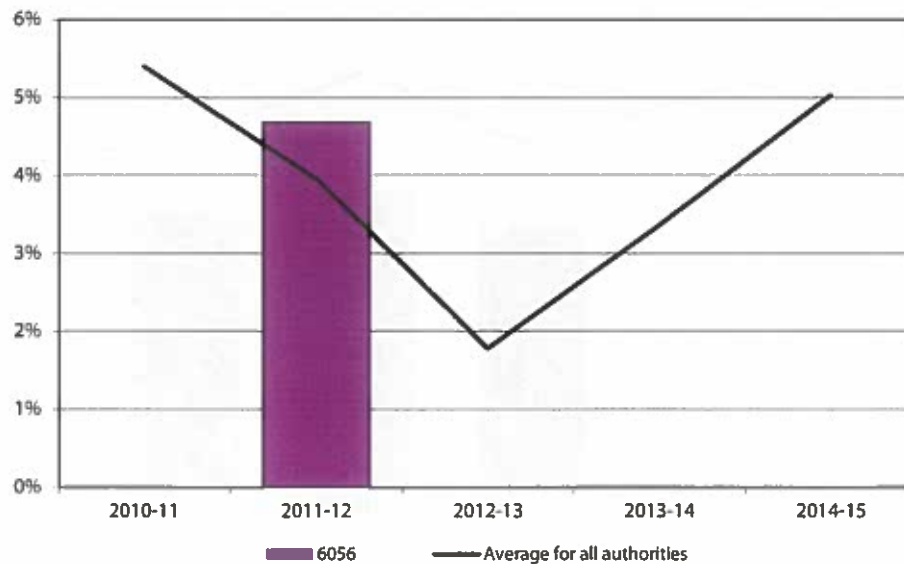
This performance indicator measures the average value of work per operational full time employee. The value of work does not include total expenditure on sub-contractors and specialist contractors. This indicator also includes apprentices, trainees and agency employees. The indicator is calculated by dividing the total income by the total number of FTE employees.

PI 14b Percentage of day to day jobs completed on time (excluding voids)



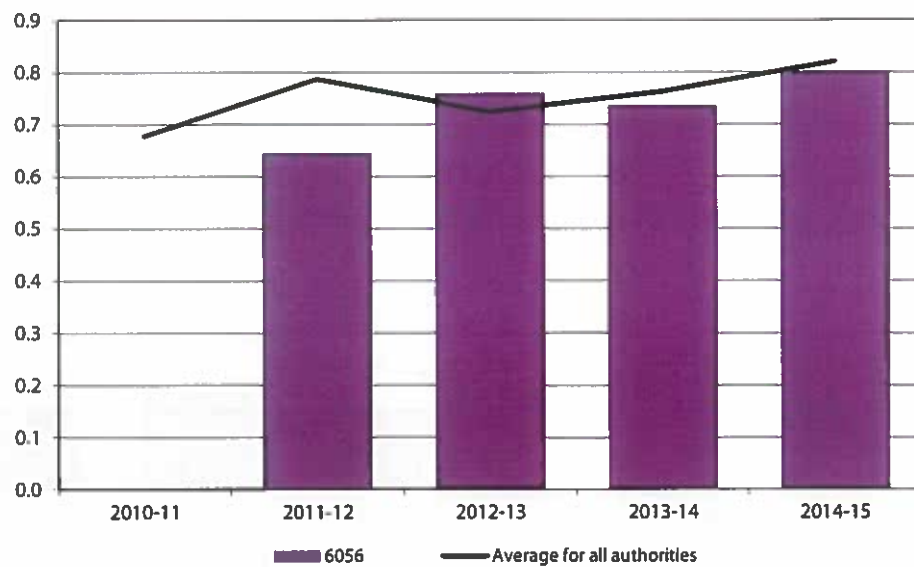
This performance indicator measures the percentage of day to day jobs completed within the target time. This indicator excludes voids.

PI 16a Percentage staff absence (operational staff)



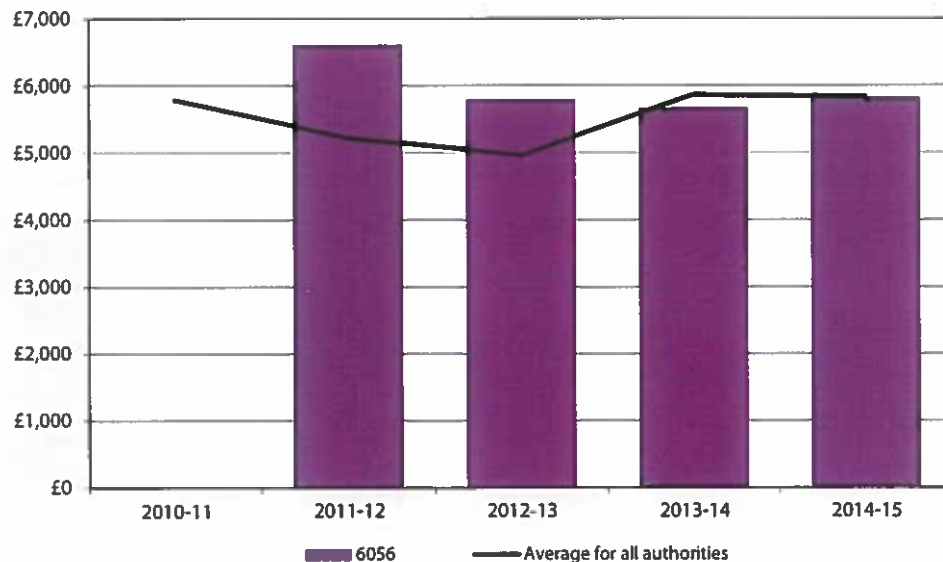
This indicator measures the staff absence for all operational employees, excluding apprentices and trainees.

PI 06a Vehicles per operational employee



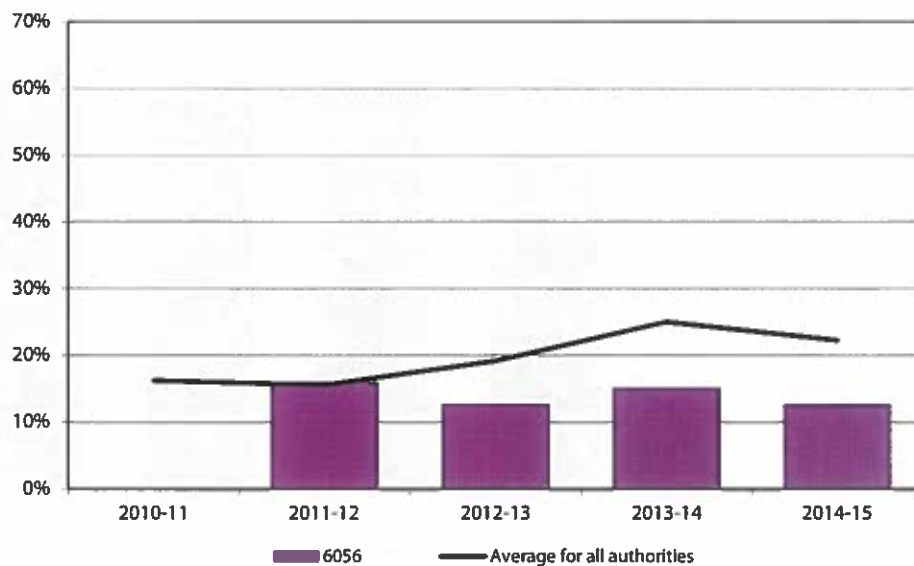
This performance indicator measures the average number of vehicles per operational full time employee. This is the total number of council fleet vehicles used over a 52 week equivalent basis. The indicator also includes apprentices, trainees and agency employees. The indicator is calculated by dividing the total number of vehicles used by the total number of FTE employees.

PI 07a Average cost of vehicles



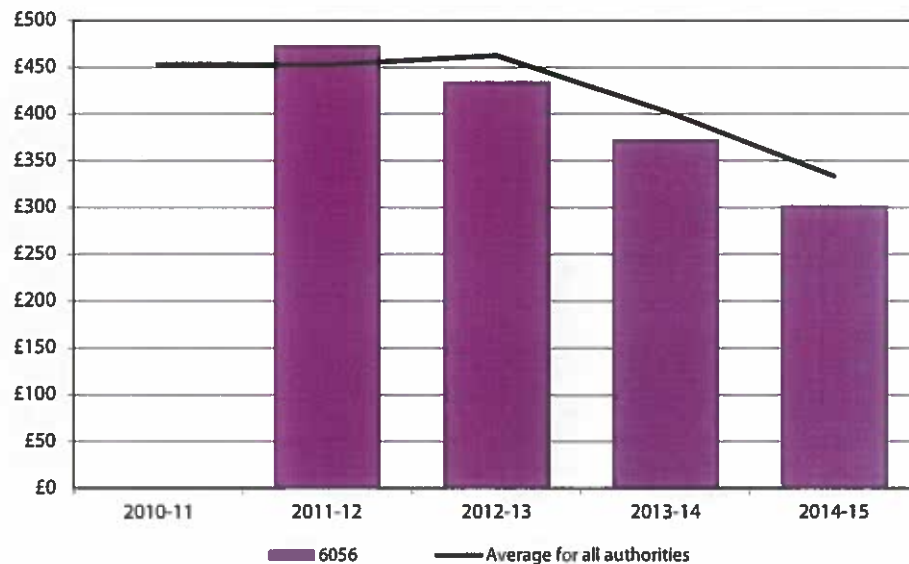
This performance indicator measures the average cost of vehicles used over a 52 week equivalent basis. The costs includes total expenditure on operational vehicles (Council owned / supplied), plus total expenditure on payments for operational use of private vehicles. The indicator is calculated by dividing the total cost by the total number of vehicles used.

PI 34 Emergency jobs as percentage of day to day maintenance jobs completed (excluding voids)



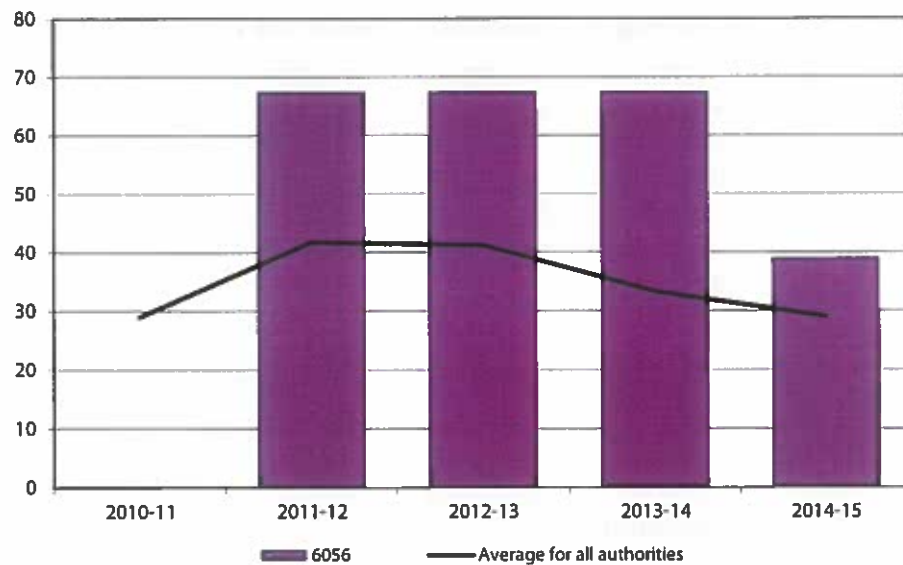
This performance indicator measures the number of emergency jobs as a percentage of the total day to day maintenance jobs completed (excluding voids). For this indicator emergency jobs are for non-housing properties and include call outs. The total day to day maintenance jobs include all jobs completed on behalf of own authority including the emergency jobs and call outs but excluding voids. The indicator is calculated by dividing the number of emergency jobs by the total number of day to day maintenance jobs.

PI 09b Average value per job - direct contractors (non housing jobs)



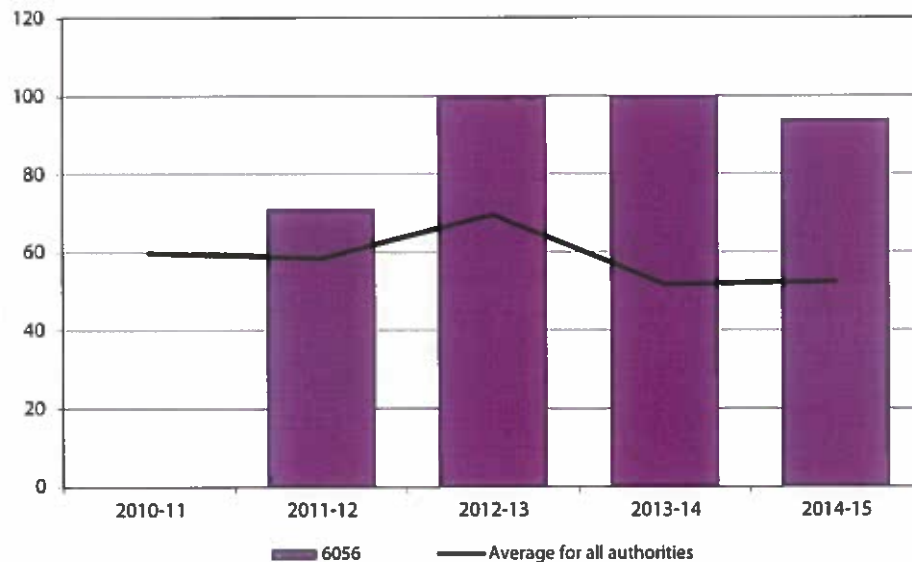
This performance indicator measures the average value of non housing jobs by direct contractors. These jobs include repairs, maintenance and emergency jobs (excluding voids) completed by direct contractors, this does not include sub-contractors and specialist contractors. The indicator is calculated by dividing the total income from direct contractors by the number of jobs completed by direct contractors.

PI 17 Quality assurance and consultation process



This performance indicator measures the quality assurance and consultation process. This indicator is scored according to the responses given to questions on customer consultation, quality systems, participation and awards, publication of service standards and complaints procedures.

PI 19 Human resources and people management



This performance indicator measures human resources and people management. This indicator is scored according to the responses given to questions on investors in people accreditation, training investment, qualification levels and health and safety.

For more detailed information on the methodology and scoring for these performance indicators, please refer to your performance report or alternatively contact a member of the performance networks team who can provide you with a copy.

Best performers

Building maintenance services methodology

To celebrate best practice and improvement APSE identifies the best performers. The selection process is based on a statistical methodology with a variety of other information also considered (such as inspection reports and scores) to confirm the accuracy of the data. Members are consulted on this process and given the opportunity to input at various stages. This process is managed by the service area working groups, with the guidance of the Principal Advisors.

Building maintenance services best performers

A1 Housing Ltd. - Bassetlaw District Council

Caerphilly County Borough Council

Falkirk Council

Nottingham City Council

Oxford City Council

Redcar & Cleveland Borough Council

Slough Borough Council

Swansea City & County

Waveney District Council

West Lothian Council

The following authorities have been identified as best performers after second batch data returns:

Bradford Metropolitan District council

South Ayrshire council

(Please note that it is possible that your authority has been identified as a best performer here even though you submitted data by the initial deadline and were not initially listed in the best performer list. The reason for this will be due to either your authority or other authorities amending their data and therefore the positions in the best performer table changing)

CMP Energy / Emissions Report – June 2016

1. Introduction

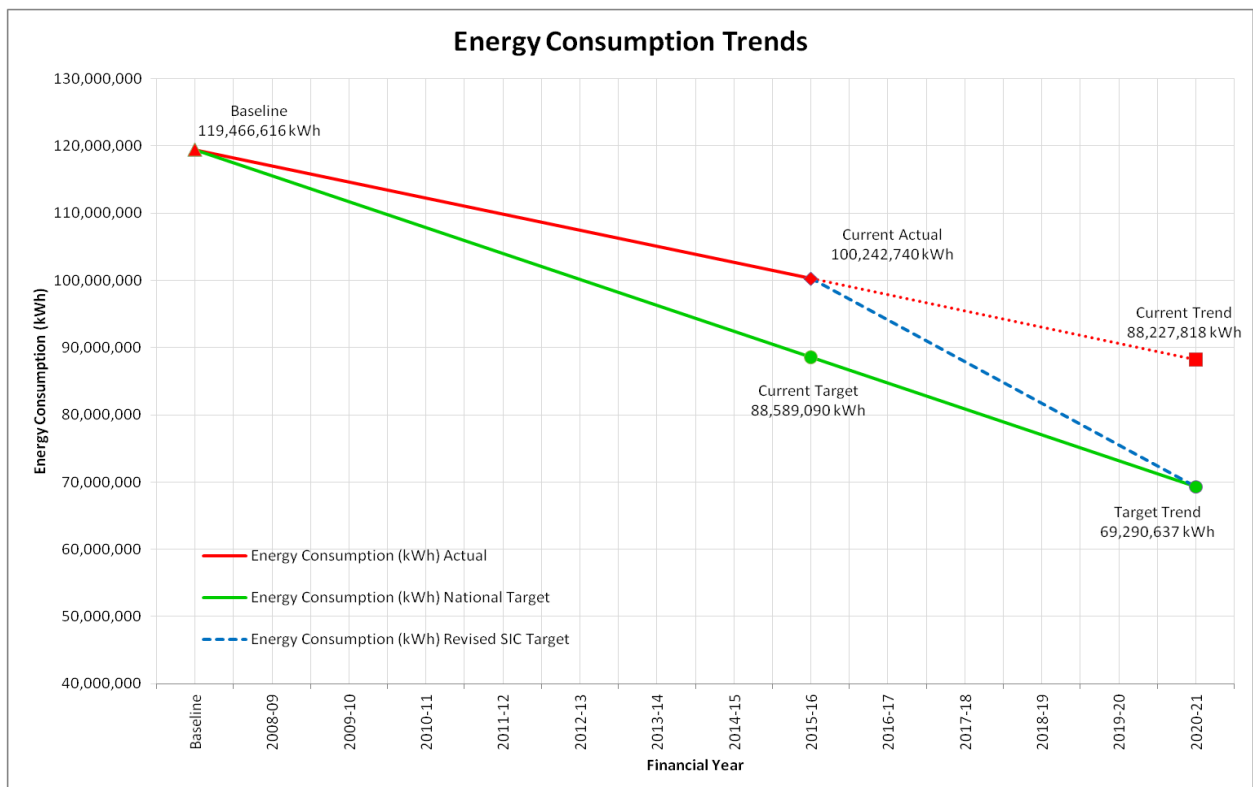
The report provides an update on the Council's position in terms of energy and carbon reduction.

The report uses the same graphs as presented in the Carbon Management Plan.

The report provides an update of the data presented in the CMP as a result of a full review of the historical and current energy data and the emissions factors used against each fuel type. As a result this has seen a change in the baseline and intermediate years data.

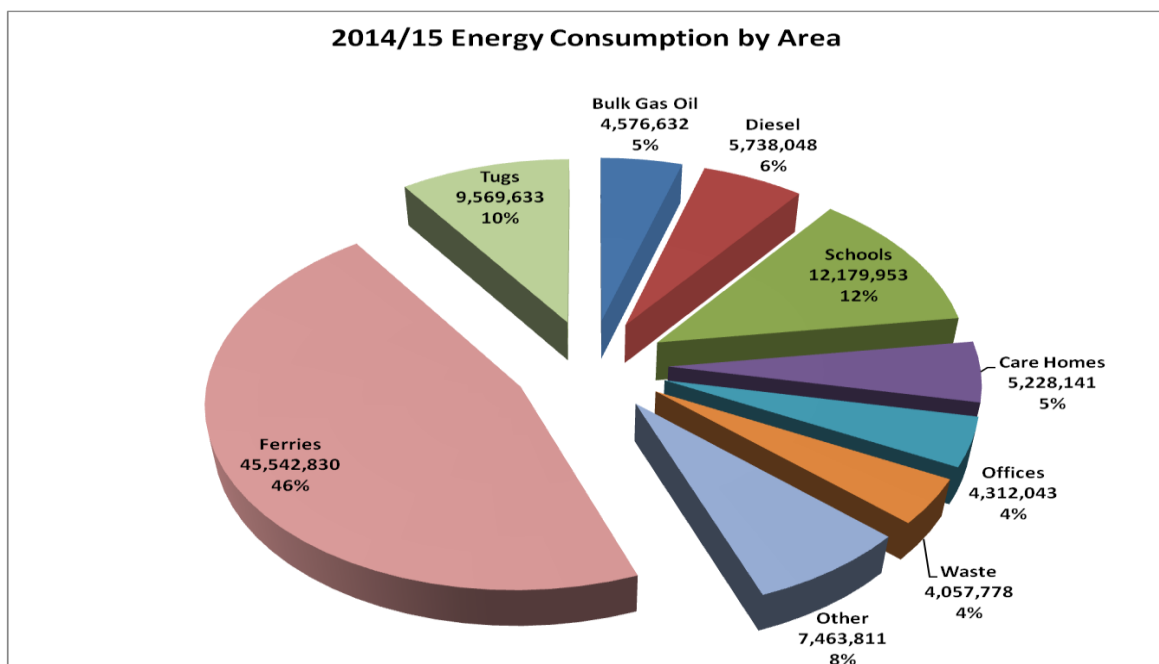
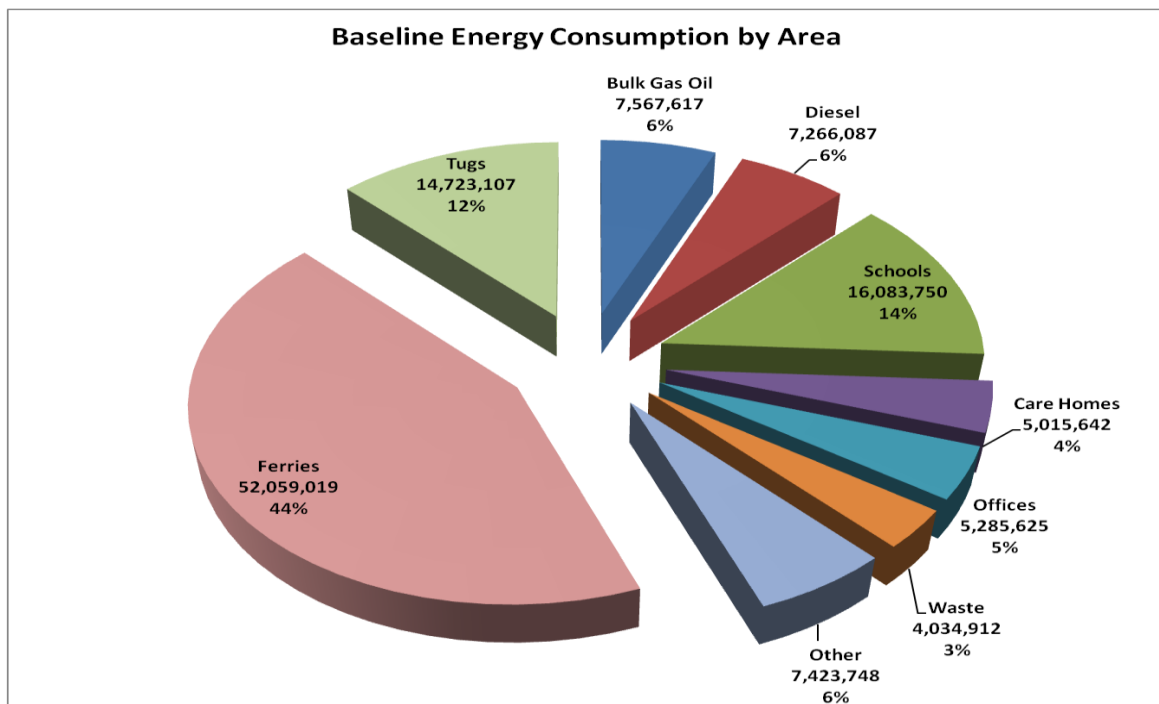
2. Trends

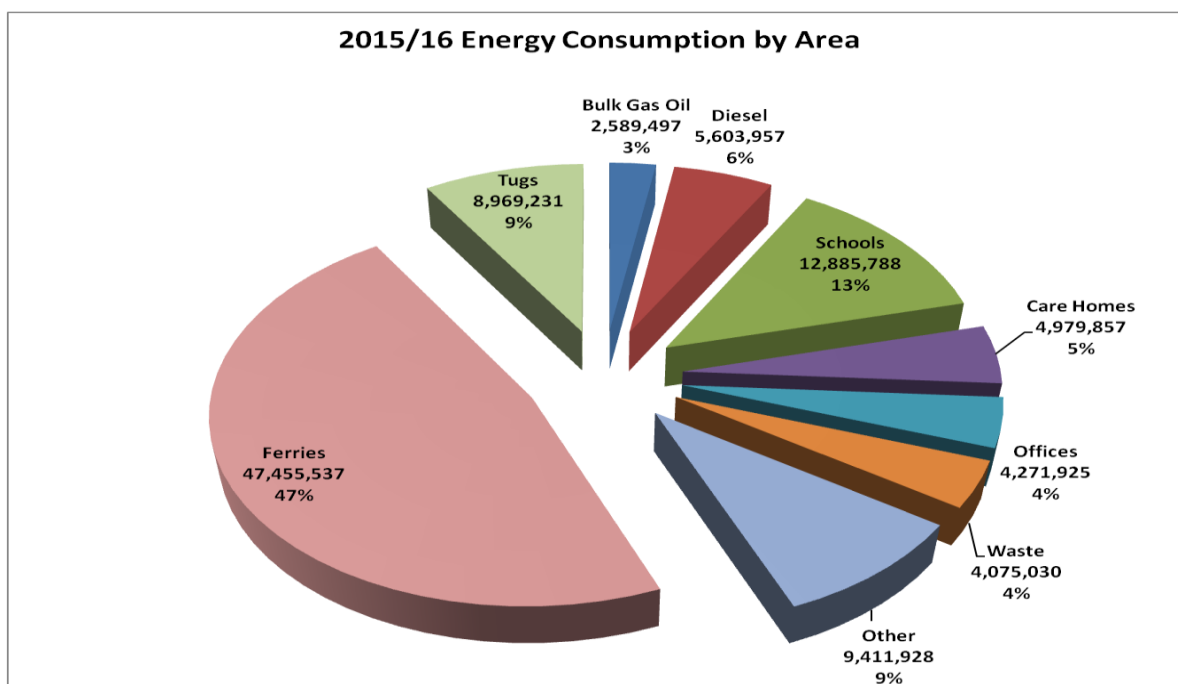
The following graph presents the consumption trends with 42% reduction target (from the baseline) set for 2020/21. The 'current actual' shows the current Council position and as such highlights the significant difference on where we are to where we want to be. The following sections will provide more detail on the consumption breakdown.



3. Baseline, 2014/15 and 2015/16 Consumption Breakdown

The following graphs provide a comparison of the above three periods.





Taking each area individually (however this will be expanded upon in the following section):

Ferries - largest energy use and although consumption has reduced from baseline it's share has increased slightly due to decreases in other areas. There was a significant increase in 2015/16 over 2014/15.

Tugs - consumption reduced dramatically as a result of shore power and this is likely to reduce further with the sale of two of the vessels (this is the main difference between 2015/16 and 2014/15).

Bulk gas oil, diesel, offices and schools – other main areas of reduction although schools energy use has increased compared with 2014/15.

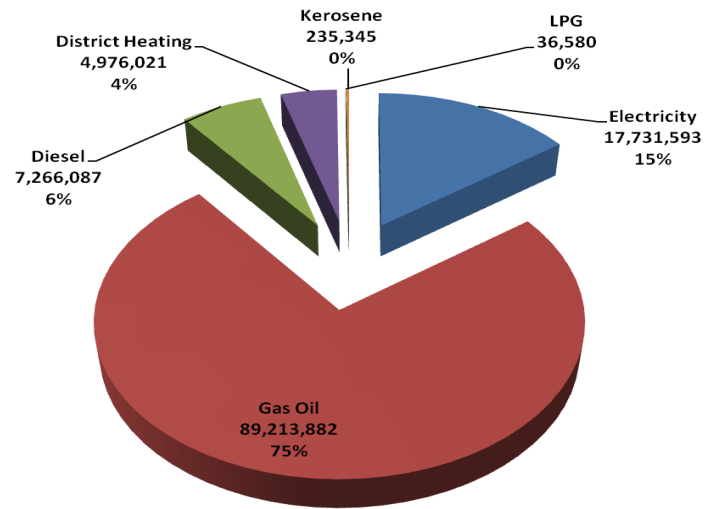
Care Homes – consumption reduction impacted on through the Support Services facility at Montfield coming into Council usage in 2010.

Waste – consists mainly of consumption at the Energy Recovery Plant which has remained relatively constant.

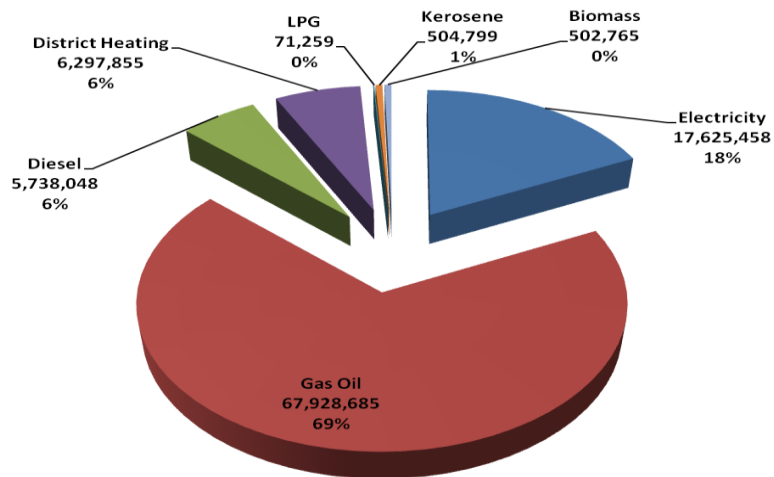
Other - There has been a significant rise in this area in 2015/16 and this is down to the increase in output of Scord Quarry (kerosene use) as a result of the construction work at Total.

4. Baseline, 2014/15 and 2015/16 Fuel Type Breakdown

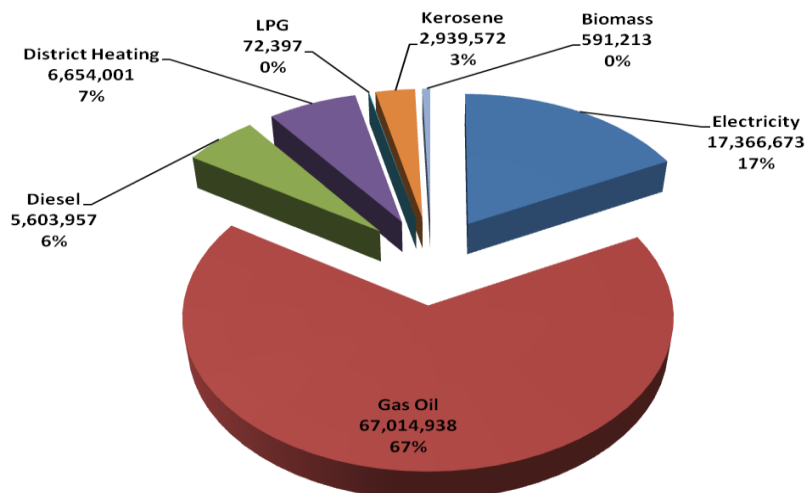
Baseline Energy Consumption by Fuel Type



2014-15 Energy Consumption by Fuel Type



2015-16 Energy Consumption by Fuel Type



Reviewing the fuel types in turn:

Gas Oil - significant reduction through the following:

- The tug shore power facility
- The reduction in bulk gas oil use (see final bullet point)
- The reduction generally in buildings through efficiency programmes and conversions to alternative fuels
- Conversion of sheltered housing OPD blocks from centralised boiler plant to houses with individual heating systems
- Asset management; and
- The conversion of Scord boiler plant to kerosene which explains the subsequent rise in kerosene use

Diesel - use has steadily reduced over the period through reduced mileage and efficiency programmes

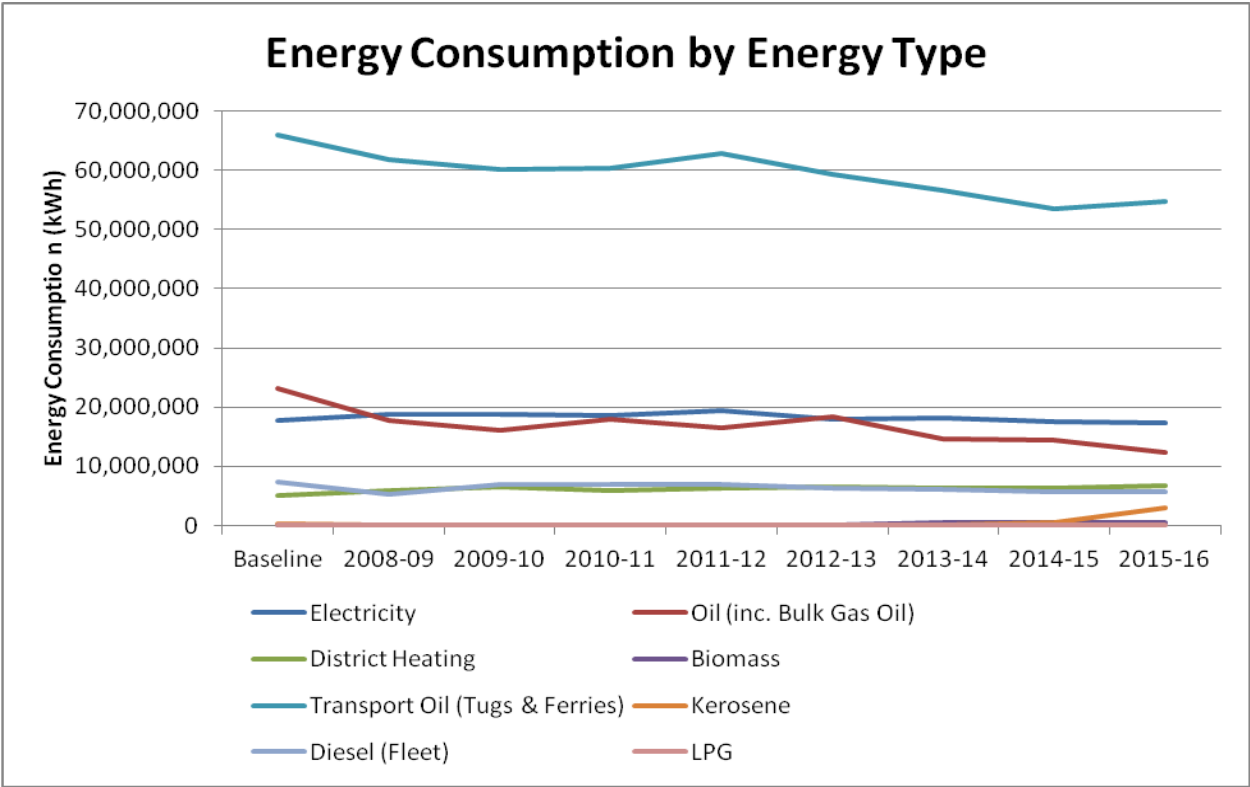
LPG – use has increased due to the boilers installed as part of refurbishment of the Shetland College catering facility.

Biomass - increased use through the operation of the Mid Yell scheme (supplying the school and leisure centre) and also replacement of oil boilers at Sellaness.

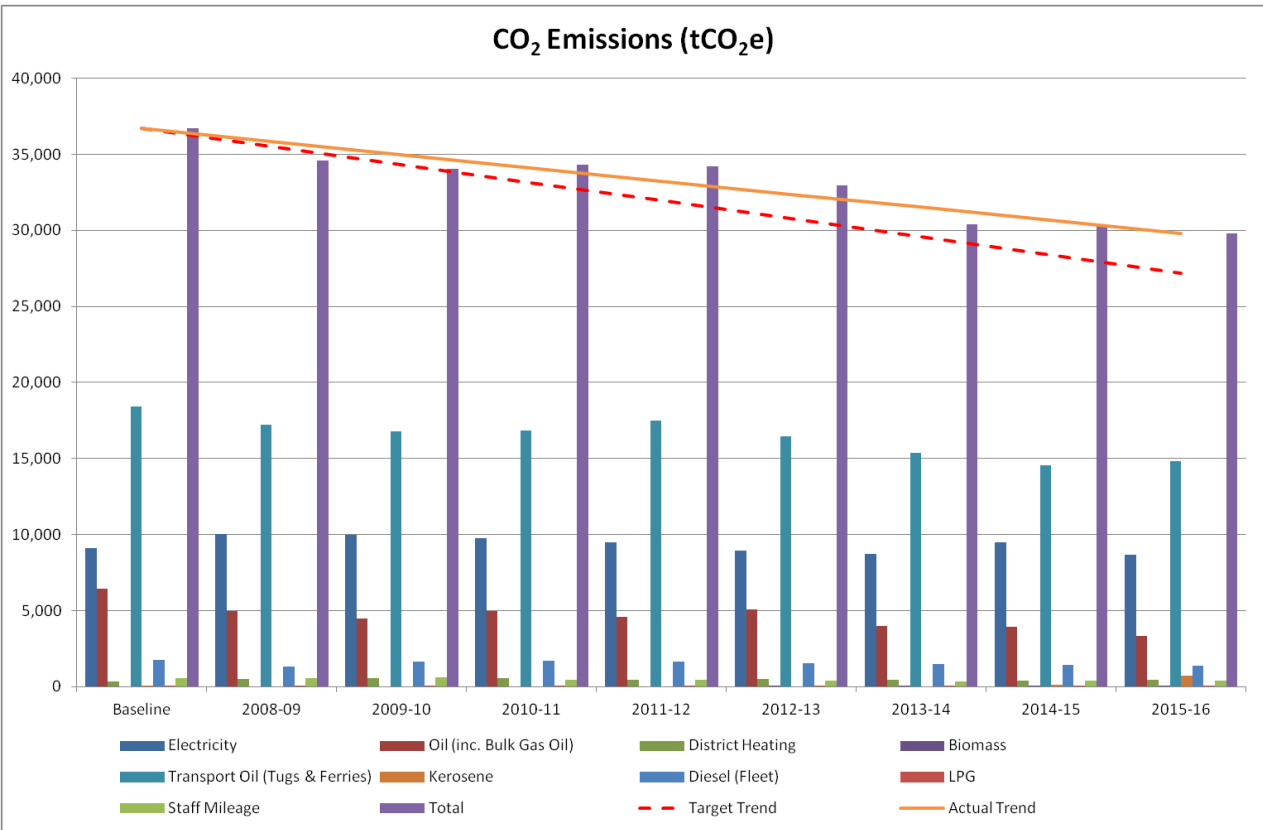
District Heating - increased use through decentralisation of the AHS (displacing remaining oil consumption).

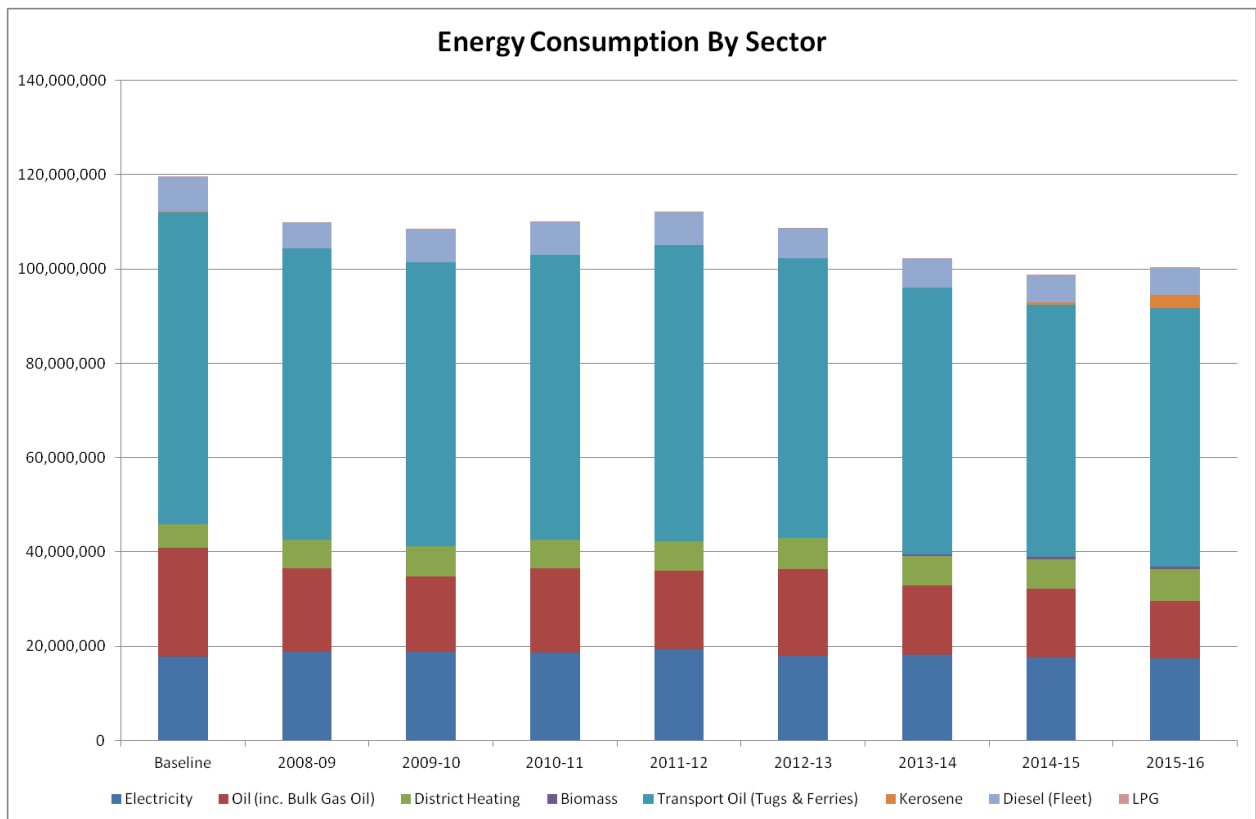
Electricity - reduced marginally however this reduction was impacted upon through the introduction of the shore power facility for the tugs. This is also the main area impacted on by external usage e.g. shore power at Scalloway and also the old Rova Head site which both have seen an increase in 2015/16.

Space Heating - From 2014/15 to 2015/16 an increase in energy used for space heating can partly be attributed to the colder year in 2015/16 (measured in degree days).



5. Emissions Breakdown by Year





The two graphs show the impact that electricity has on emissions due to the higher emissions factor when compared with other fuels. In 2015/16 almost 30% of total emissions was due to electricity compared with a 17% share in consumption.

Referring to the consumption trends graph in section 2 please note that for **emissions** the reduction from the baseline to the 2015/16 is closer to 19% compared with an **energy** consumption reduction of approximately 16% and this difference is due to cleaner fuels generally (relative to previous years) and the use of alternative fuels.

6. Review of Presentation

The data is presented in a way that reduces the number of sections in the breakdown such that there is a 'cleaner' presentation however it is clear that the 'other' section is too wide therefore it is proposed that this is reviewed such that a clearer presentation of the data is presented in future.

PROJECT DOCUMENTATION

HIGHLIGHT REPORT

Project:	Carbon Management Plan 2015-2020
Release:	2
Issue Date:	21 June 2016
Period Covered:	March 2016 – June 2016
Author:	Mary Lisk
Owner:	Carbon Management Board
Document Ref:	Update Report 2
Version Number:	Issue 1

1 Highlight Report History

1.1 Document Location

This document is only valid on the day it was printed.

The source of the document will be found at this location – \\bs-scan

1.2 Revision History

Date of this revision: 17 June 2016

Date of next revision: 20 September 2016

2 Status Summary

Since “go live” the Carbon Management Plan and its associated actions have, in the main, progressed steadily. Overall Plan actions are captured on the Council’s Covalent System under SP217 Carbon Management Plan – Implementation.

Following the adoption of the Energy Efficiency Action Plan by Council in October 2015 a number of energy related actions have been identified and progressed. These are reported on later. Many of these will attract some external funding in grant or loan form.

Work is ongoing to tackle Shetland’s high level of fuel poverty (53% of all homes are fuel poor) through the HEEPSABS grant programme. Council has received a further £885,000 in grant funding from the Scottish Government to deliver this work in 2016/17. This will be used to provide energy efficiency grants to private houses to improve their energy efficiency.

3 This Reporting Period

3.1 Ongoing Works/Projects

The following works packages/projects are currently ongoing:

- Sound Primary School – External Fabric Works
- Bells Brae Primary School – External Fabric Works & Service Upgrades
- HEEPSABS - surveys for domestic energy efficiency works
- Warm Homes Fund – surveys for domestic energy efficiency works
- EEESH (Social housing energy efficiency works)
- National Rural Fuel Poverty Working Group – attendance an input
- Investor turbines
- Green Champions network established
- New Scalloway Fish Market – initial design work (to include renewables)

- Towards a Greener Shetland Strategy under development for LOIP
- Further external funding identified for more EV charge points
- Salix funding bids – street lighting and school lighting
- Development of in house renewable strategy for Council estate – initial planning
- Development of a SSEAP (Shetland Sustainable Energy Action Plan) – initial planning
- Street lighting – various upgrades

3.2 Completed Works

The following works packages/projects have been delivered:-

- Energy Manager software upgraded and contacts established in buildings
- Special Education Liaison meeting held on energy savings in schools and work plan developed. Implementation underway of phased projects.
- Energy Landscape Survey carried out for Government – first stage in energy master planning
- Sustainability section included in all Term Service Contracts for Council works and short listing carried out with this as part of qualifying criteria – first actions towards delivery of sustainable procurement
- Meeting attended with SSE/National Grid with regards to new energy solution for Shetland
- Training session organised in Shetland for all public bodies requiring to complete Mandatory Report under the Climate Change (Scotland) act 2009 – SIC, NHS, Zetrans and UHI. This session will result in the formation of a mutually supporting working group for this exercise
- All EV charge points live and signage in place
- Discussions held with Unst Partnership about hydrogen production possibilities following completion of externally funded study on hydrogen potential in Unst
- Telematics project developed for Council fleet
- Off grid EV project developed in partnership with PURE Unst and the Department of Environment in Northern Ireland – to access EU funding Phase 1 bid completed
- Dunrossness Primary School – replacement boilers and plant room upgrade
- Scalloway Primary and Health Centre Biomass upgrade
- Sellaness Offices – partial lighting upgrade

- Aith JH School – Pre design for Plant Room. Boilers and Controls
- Delivery of 3 electric vans for Council use
- Aith Junior High School – lighting upgrade
- Sound Primary School – partial lighting upgrade
- EPC contract awarded with delivery of surveys by August 2016

3.3 Corrective Action

- Investor turbines – the initial investor (Scottish Equity Partners) has withdrawn due to the limited profit now achievable due to a change to the turbine specification by the manufacturer. A second Investor is now in play and willing to take over the project on more favourable terms for the Council.

4 Next Reporting Period

4.1 Scheduled Planned Works/Projects to be carried out in the next period:

- HEEPSABS – ongoing
- Warm Homes Fund – ongoing
- Finalisation of Shetland Fuel Poverty/Affordability Survey Report (flowing from survey of November 2015)
- SEEP (Scottish Energy Efficiency Programme) works – various including project plan following confirmation of funding
- Energy Manager roll out of dashboard to buildings to enhance their ability to manage their own energy
- Webpage upgrade to better inform the public
- Laxo, Vidlin and Bressay Terminal Upgrades (including pier/street lighting)
- Street Lighting Upgrade to dimmable LEDs – phased action plan
- Further education energy efficiency projects delivered - closure of surplus temporary classrooms/huts etc
- Mileage analysis project underway for Council's grey fleet with the aim of developing more sustainable solutions for staff travel
- Telematics installed in phased manner to Council fleet (all departments)
- Fetlar Development Trust to supply heating for Fetlar School
- Towards Greener Shetland Strategy (for Community Plan/LOIP) completed

- E learning packages developed for environmental issues
- Heat mapping to be refined and used as basis for District Heating Strategy for Shetland – initial draft by Autumn
- Initial discussion re development of an Allotment Strategy for Shetland (now public body duty to have a strategy)
- Summer Information Stands delivered at venues throughout the islands on energy efficiency and climate change
- Investor Turbines erected at Gremista and Landfill site
- Sellaness Offices – Partial Lighting Upgrade (Phase 2)
- Dunrossness Primary – Lighting upgrade
- Whiteness Primary - Lighting upgrade
- Cunningsburgh Primary - Lighting upgrade
- Foula and Fair Isle Primary – Electricity Supply Contracts reviewed
- Fair Isle – School and Sheltered Housing – review of oil supply contract
- Isleshavn – partial lighting upgrade
- EPC s for Council buildings (over 250m) – delivered
- Potential funding bid for Bicycle Stands at ferry terminals

4.2 Scheduled Corrective Action

No issues to report

5 Project and Stage Tolerance Status

5.1 Progress Statement

See SP217: Carbon Management Plan

5.2 Requests for Change

None

6 Key issues and Risks

6.1 Financial Savings

As has been stated previously at a time of financial constraint carbon and in particular energy savings can be of great value in obtaining a balanced budget across all areas of the Council. However obtaining funding for projects is currently time consuming and a

gamble (applications to external funders cannot be guaranteed to be successful). Internal Council funding would be welcome for necessary works.

However, we have yet to confirm the needed criteria change/policy review for payback timescales under Spend to Save bids. A pay back period of 8 years is standard under the Salix Loan programme. A similar change of criteria for internal Spend to Save bids could open the market for more renewable and energy efficiency projects being internally funded. This would assist the school estate and pier operations in particular as a number of possible renewable sites exist should this funding be realised - **Action to finalise new Spend to Save criteria**

The constant requirement to seek funding by external bids places considerable pressure and time constraint on the small Carbon Management Team.

There is also a need for formal adoption of the Whole Life Costing Tool as the basis for all procurement to ensure best value for the lifetime of the purchased item is obtained. This tool when used as the basis of costings would ensure we submit robust and credible bids - **Action CMT to adopt Whole Life Costing Toolkit as basis for all procurement**

6.2 Priorities and Government Drivers

A recent COSLA DES Executive Group discussion paper has highlighted that Climate Change and its effects (ie **carbon emissions**) are **“the most severe risk facing the world’s population today”**. They recommend that all local authorities recognise that:-

- **Global warming represents the clearest current significant threat to peaceful and prosperous life for our communities**
- Develop proposed projects and approaches with the power to fundamentally impact behaviours and are most impactful across Scottish society
- Develop a plan for the implementation of these projects
- Launch this in parallel with the publication of RPP3 (Third Report on Proposals and Policies) demonstrating the power of locally driven initiatives to harness the energy and engagement of local communities and to drive societal wide behaviour from a local level.

This increase in emphasis on carbon emissions by Scottish and local government will undoubtedly result in mandatory targets for local authorities. There is a bill due for development in this term of the Scottish Government which is likely to contain these targets. For the first time Scotland now also has a Cabinet level post on climate change. This increased emphasis on climate change reflects COSLA statements above. When mandatory targets are defined it is hoped that funding will also be found by Government to fund local authorities in this increasingly high profile work area.

Suggested areas for priority action by Government and local authorities are:-

- Substantial increase in the amount of wind generation capacity and other low carbon generation sources
- The creation of 2.6TWh of low carbon heat networks with the additional roll out of low carbon heat sources for individual buildings
- Further fabric efficiency and heating controls across the majority of all Scottish buildings – both domestic and commercial
- New high efficient vehicles with increased uptake of electric vehicles
- Substantial reduction in travel miles undertaken by car.

Our Carbon Reduction Plan has proposals for action under all these headings. However bearing in mind this needed upgrade in action at a local level it is suggested that the Corporate Risk Register be enhanced to reflect these developments. **Action – to include climate change and carbon reduction risks in the Corporate Risk Register**

6.3 Installers in market

The increase in volume of works requiring delivery means an increased need for a qualified workforce. For the domestic market (and the emerging commercial market under SEEP) this currently means firms holding PAS2030. It is likely that PAS2030 will also be the qualification asked for from firms attempting to carry out programmes under SEEP. An increase in local firms holding this qualification would be welcome.

6.4 Across the Board buy in from all services – what actions are ongoing elsewhere in the Council?

The Carbon Management Plan cannot be delivered by the Carbon Management Team alone. Other services need – in the delivery of their professional actions – to take similar carbon reducing decisions when planning how they deliver their services. The comprehensive list of suggested actions found at p35 – 42 of the CMP gives some initial thoughts on what specific areas of the Council could and should be delivering. An audit of where the Council is on each of these areas will be carried out before the next Board Meeting in the Autumn. **Action – to audit where services are in delivering actions highlighted in RPP2 (before the development and launch of the impending national RPP3)**

7

Lessons Report

The Team continues to spend much time drawing in external funding to deliver the necessary works. Some increased funding in this area would be welcome.

The role of small scale renewables as a balance for energy costs within the Council estate is one which is of increasing priority. With a revised Spend to Save payback of seven years we could reduce our emissions across the estate (particularly in schools and Care Homes) by installing small scale wind turbines/solar panels etc to generate all or part of our energy used and thus move a long way to meeting our carbon targets.

8 **Validation of Carbon Management Plan**

As part of the mandatory reporting which we already undertake under the Climate Change (Scotland) Act 2009 Council is required to confirm whether their CMP has been externally verified. Shetland Islands Council can now complete this section as “verified” as thanks to NHS Shetland our CMP has been externally validated by nationally recognised Government consultants. Their comments were (in summary):-

“The Shetland Islands Council report has been scored highly. The approach detailed within the CMP represents best practice and lays out clear reporting structures and review methods.

The main areas of improvement within the CMP lie within the funding and implementation of sufficient projects to deliver their ambitious targets.”

From this externally detailed analysis it would appear that we are working from a clear and sound basis and with a nationally well received document on which to base our actions.

9 **Distribution**

This stage highlight report will be distributed to the following:-

Mark Boden	Chief Executive
Helen Budge	Director – Children’s Services
Simon Boker Ingram	Director- Community Health and Social Care
Christine Ferguson	Director – Corporate Services
Neil Grant	Director – Development Services
Maggie Sandison	Director – Infrastructure Services
Clare Scott	Executive Manager - Adult Services
Robert Sinclair	Executive Manager – Capital Programme Services
Vaila Simpson	Executive Manager – Community Planning and Development
William Spence	Executive Manager – Environmental Services
Carl Symons	Executive Manager – Estate Operations
Peter Peterson	Executive Manager – Executive Services
Craig Robertson	Executive Manager – Ferry Operations
Jonathan Belford	Executive Manager – Finance

Anita Jamieson	Executive Manager – Housing
Denise Bell	Executive Manager – HR
Susan Msalila	Executive Manager – ICT
Iain McDiarmid	Executive Manager – Planning
John Smith	Executive Manager – Port Operations
Dave Coupe	Executive Manager – Roads
Shona Thomson	Executive Manager – Schools
Karen Fraser	Executive Manager – Shetland Library
Michael Craigie	Executive Manager – Transport Planning
Mary Lisk	Team Leader – Carbon Management
John Simpson	Energy Manager
Tom Charleson	Carbon and Energy Support Officer
Alan Grieve	Carbon Reduction Officer
Brenda Robb	Management Accountant – Finance Services
Brendan Hall	Partnership Officer

Oversight Report

Report Date:
05 May 2016



Details

Audit Reference Number ADRNTL50	Organisation Name Tingwall Aerodrome
Lead Auditor John Muir	Audit Type AAA\Aerodromes\National\National Audit

Dates

Start Date	End Date	Closed Date
12/04/2016	12/04/2016	

Overview

This was a 'Periodic' audit of Tingwall Aerodrome and was completed using the National Aerodrome licensing criteria as detailed within CAP 168.

Tingwall is a small rural airfield serving the outer islands in Shetland and operated by the Shetland Island Council. They own 2 BN2 Islander aircraft operated but 'Direct Flight' on their behalf.

Audit Scope

Licensing Documentation

Safety Management Systems

Aerodrome Inspection

Apron Management

Runway/Taxiway Incursion Prevention

Aeronautical Ground Lighting (AGL)

Fuel Management

Wildlife Hazard Management

On-Aerodrome Developments

Runway Surface Friction

Minimum Scale of Services to be provided

Level of Protection

Remission

Extinguishing Agents, Vehicles & Ancillary Equipment

Minimum number of Staff Designated as RFFS Personnel

Training

Emergency Planning

Vehicles

Ancillary Equipment and Medical Provision

Response Time

CAA Audit Team

John Muir

Tommy Murney

Auditees

Jim Gray

Maggie Sandison

Findings

Number	ADR.115	Requirement	Minimum Scale of Services to be provided	
Details				
Aerodrome Manual				
The Tingwall Airport Aerodrome Manual is reviewed annually. The last documented review took place on 1st January 2016; Included within the document is Part 3- Section 6 Rescue and Fire-fighting Services, according to the this section appears to have last been reviewed 1st January 2015.				
The Accountable Manager should provide a response to tommy.murney@caa.co.uk by the target date indicated below.				
Level	Status	Target Date	Closure Date	Raised By
2	Open	24/07/2016		Tommy Murney

Number	ADR.116	Requirement	Aerodrome Manual	
Details				
Fire Service Medical				
Section 6, Chapter 15 outlines the medical arrangements for fire-fighters. The periodicity for revalidation has been reviewed and populated as two yearly. This has led to a misalignment with one fire-fighter whose previous medical examination was undertaken 18 December 2013 and is scheduled to be revalidated 18 December 2016 (Three yearly).				
The Accountable Manager should provide a response to tommy.murney@caa.co.uk by the target date indicated below.				
Level	Status	Target Date	Closure Date	Raised By
2	Open	24/07/2016		Tommy Murney

Observations

Number	1	Raised By	Tommy Murney
Details			
Lighting Equipment			
The integrated fire vehicle, scene illumination system is restricted in its use through vehicles access and positioning, hand torches are provided however are not adequate for protracted work. More flexible and portable lighting equipment may be required for areas obstructed or inaccessible for fire vehicles.			
The Accountable Manager should provide a response to this observation by 24 July 2016.			

Number	2	Raised By	Tommy Murney
Details			
Fire Station			
<p>An inspection of the vehicle housing bay was undertaken, it was found to be clean, tidy and well kept. Upgrades such as the new door, heating, lighting, wall/ floor painting and PPE storage have greatly enhanced the facility. However, it was noted that the ceiling/roof area is not afforded any form of insulation, although not critical at this moment in time, it must be assumed that 'heat loss' in the winter months could be considerable, rendering the appliance water system susceptible to freezing.</p>			
<p>The Accountable Manager should provide a response to this observation by 24 July 2016.</p>			

Observations			
Number	3	Raised By	Tommy Murney
Details			
Personal Protective Equipment			
<p>It was noted that Items of jewellery such as rings, watches, necklaces etc are worn during operational activities. It is recognised that such items can lead to or exacerbate injury during physical activities. Currently Shetland Island Council (SIC) does not provide safety guidance on their tolerability to this issue.</p> <p>The Accountable Manager should provide a response to this observation by 24 July 2016.</p>			
Number	4	Raised By	Tommy Murney
Details			
Training and Development			
<p>Tingwall Aerodrome General Training guidance 2016, mandates the training requirements and frequency for the Maintenance of Competence for fire-fighters at Tingwall Airport. The document is well written and aligns with the current version of CAP 699. Initial acquisition and revalidation is conducted at Sumburgh Airport under the direction and instruction of HIAL. It would appear that the training is rigorous and that staff benefit enormously from the experience. To ensure that the training meets the fire-fighters needs and aligns with CAP 699 a syllabus should be agreed and document and the final certificate cross mapped with that specified within General Training Guidance Manual.</p> <p>The Accountable Manager should provide a response to this observation by 24 July 2016.</p>			
Number	5	Raised By	Tommy Murney
Details			
Drugs and Alcohol Policy			
<p>The Accountable Manager apprised the Inspector that the SIC Drugs and Alcohol Policy is currently under review. Once agreed, staff are to be advised of the content. This policy, in addition to other SIC policies are to be included in Tingwall Aerodrome General Training Guidance and form an integral part of the aerodromes staff induction process.</p> <p>The Accountable Manager should provide a response to this observation by 24 July 2016.</p>			
Number	6	Raised By	John Muir
Details			
On Aerodrome Developments: Procedures for on aerodrome development			
<p>The Inspector was updated on the current project to replace the cabling for the runway lead in lighting system which has been slightly delayed due to some issues with access to the final section of the cabling. In view of this, the Inspector has agreed that the project can be formally closed and a further development should be presented for the final section of the lighting in the new financial year.</p> <p>The Accountable Manager should provide a response to this observation by 24 July 2016.</p>			
Number	7	Raised By	John Muir
Details			
Wildlife Hazard Management Plan: 13 Kilometre Circle and risk assessment			
<p>The Inspector had identified this topic at the last CAA audit and work has been continuing to revised the existing plan using specialist advice. The Inspector was advised that the review is nearing completion and a new document was imminent.</p> <p>The Accountable Manager should provide a response to this observation by 24 July 2016.</p>			

Definition of Findings

LEVEL 1 (ONE) NON-COMPLIANCE CREATING A SIGNIFICANT SAFETY HAZARD

Level 1 items will be reported to the Accountable Manager for action if a major failure of compliance has been identified with the aerodrome licensing requirements set out in either the Air Navigation Order, the Aerodrome Licence, ICAO Annex 14 or Civil Aviation Publication (CAP) 168.

If any Level 1 items are reported, the major failure of compliance must be rectified immediately or within the short timescales indicated. Failure to do so will result in the CAA having to take regulatory action, which could result in suspension of the Aerodrome Licence.

LEVEL 2 (TWO) NON-COMPLIANCE

Level 2 items will be reported to the Accountable Manager for action if it has been identified that the Aerodrome is not in full compliance with the aerodrome licensing requirements set out in either the Air Navigation Order, the Aerodrome Licence, ICAO Annex 14, Civil Aviation Publication (CAP) 168 or the Aerodrome Manual.

If any Level 2 items are reported, the CAA Aerodrome Oversight team must be informed that these items have been rectified by the dates agreed with the aerodrome during the inspection, and shown in the Latest Correction Date box. Failure to rectify any items within the agreed time scale may result in the CAA having to take regulatory action, which could result in suspension of the Aerodrome Licence.

OBSERVATIONS

An Observation may be raised where there is potential for future non-compliance if no action is taken, or where we wish to indicate an opportunity for safety improvement or something that is not good practice. Corrective action is not obligatory for an observation, but acknowledgment and the identification of any intended action is expected. If you reject an observation, please justify your rationale.

Report issue

Issued to	Original Report Issue Date
Maggie Sandison	

	Update comments	Attached files
ADR.115 Aerodrome Manual The Tingwall Airport Aerodrome Manual is reviewed annually. The last documented review took place on 1st January 2016; Included within the document is Part 3- Section 6 Rescue and Fire-fighting Services, according to the this section appears to have last been reviewed 1st January 2015.	A proposed manual amendment for Issue 9 has been logged - and approved to update all review dates.	
ADR.116 Fire Service Medical Section 6, Chapter 15 outlines the medical arrangements for fire-fighters. The periodicity for revalidation has been reviewed and populated as two yearly. This has led to a misalignment with one fire-fighter whose previous medical examination was undertaken 18 December 2013 and is scheduled to be revalidated 18 December 2016 (Three yearly).	Fire-fighter has renewed their medical.	ADR.116 AA RFFS Medical.pdf
Ob1 Lighting Equipment The integrated fire vehicle, scene illumination system is restricted in its use through vehicles access and positioning, hand torches are provided however are not adequate for protracted work. More flexible and portable lighting equipment may be required for areas obstructed or inaccessible for fire vehicles.	Scene lighting purchased. Peli 9460	Ob1 Peli Scene Lighting.jpg
Ob2 Fire Station An inspection of the vehicle housing bay was undertaken, it was found to be clean, tidy and well kept. Upgrades such as the new door, heating, lighting, wall/ floor painting and PPE storage have greatly enhanced the facility. However, it was noted that the ceiling/roof area is not afforded any form of insulation, although not critical at this moment in time, it must be assumed that 'heat loss' in the winter months could be considerable, rendering the appliance water system susceptible to freezing.	Work to insulate the Fire Bay to commence before winter 2016.	Ob2 Fire Bay - Insulation.htm

Ob3 Personal Protective Equipment

It was noted that Items of jewellery such as rings, watches, necklaces etc are worn during operational activities. It is recognised that such items can lead to or exacerbate injury during physical activities. Currently Shetland Island Council (SIC) does not provide safety guidance on their tolerability to this issue.

New Safe Working Procedure SWP RFFS D08 'Officer In Charge Daily Checks Procedure'. Removal of jewellery for operational hours is included in the checklist.

Ob3 SWP RFFS D08 - Officer In Charge Daily Checks Procedure.doc

Ob4 Training and Development

Tingwall Aerodrome General Training guidance 2016, mandates the training requirements and frequency for the Maintenance of Competence for fire-fighters at Tingwall Airport. The document is well written and aligns with the current version of CAP 699. Initial acquisition and revalidation is conducted at Sumburgh Airport under the direction and instruction of HIAL. It would appear that the training is rigorous and that staff benefit enormously from the experience. To ensure that the training meets the fire-fighters needs and aligns with CAP 699 a syllabus should be agreed and document and the final certificate cross mapped with that specified within General Training Guidance Manual.

We are in communication with Sumburgh, the syllabus is in place and as per correspondence and recommendations from the inspector when the training was set up. We are working together with Sumburgh on the cross mapping process, this is work in progress. Attached is a first draft of the CAP 699 cross mapping for the two courses.

Ob4 Sumburgh 2 day initial training.doc
Ob4 Sumburgh 1 day refresher training.doc

Ob5 Drugs and Alcohol Policy

The Accountable Manager apprised the Inspector that the SIC Drugs and Alcohol Policy is currently under review. Once agreed, staff are to be advised of the content. This policy, in addition to other SIC policies are to be included in Tingwall Aerodrome General Training Guidance and form an integral part of the aerodromes staff induction process.

All Shetland Islands Council staff should undergo the Shetland Islands Council induction process (attached). This includes covering SIC policies including the 'Substance Misuse Policy'. Discussion of SIC policies at weekly meetings is one of the aerodrome safety objectives. The 'Substance Misuse Policy' was discussed at the 28/04/2016 weekly meeting.

Ob5 Shetland Islands Council InductionChecklist.doc
Ob5 Tingwall Weekly Meeting Agenda 280416.doc

Ob6 On Aerodrome Developments: Procedures for on aerodrome development

The Inspector was updated on the current project to replace the cabling for the runway lead in lighting system which has been slightly delayed due to some issues with access to the final section of the cabling. In view of this, the Inspector has agreed that the project can be formally closed and a further development should be presented for the final section of the lighting in the new financial year.

The Rwy 02 Lead-In lighting replacement project has been formally closed following installation of new light units, transformers and secondary cabling. An AGL Flight Inspection has been carried out. A new development to replace a 500mtr section of underground cabling is in preparation. Work plans, product specifications and costings have been agreed with the contractor. The development shall be submitted on receipt of the contractor's remaining documentation.

Ob6: Replacement of Lead-In Lighting. CAA (ASD) PROJECT NUMBER: 15056. Part 3 Approval.

Ob7 Wildlife Hazard Management Plan: 13 Kilometre Circle and risk assessment

The Inspector had identified this topic at the last CAA audit and work has been continuing to revised the existing plan using specialist advice. The Inspector was advised that the review is nearing completion and a new document was imminent.

New specialist advisors have been appointed to complete Spring / Summer / Autumn / Winter surveys of the 13km area. Final report will be submitted in December at which point we will be able to complete a full 12 month risk assessment. Attached is the work proposed.

Ob7 SAT 2016 Wildlife Hazard Management within the 13km.docx



Development Committee
Environment and Transport Committee
Shetland College Board

29 August 2016
29 August 2016
1 September 2016

Development Services Directorate Performance Report 3 Month/1st Quarter 2016/17

Report No: DV-40-16-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 1 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:

Neil Grant, Director of Development Services

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

Date Cleared: 18 August 2016

List of Appendices

- Appendix 1 – Projects and Actions, Performance Indicators (Development Committee, Environment & Transport Committee & Shetland College Board) and Complaints (Development Committee)
- Appendix 2 – Risk Register (Development Committee & Environment & Transport Committees)
- Appendix 3 – Ferry Passenger Information (Environment & Transport Committee only)

Links to Background Documents

Development Directorate Plan



Appendix A - Projects and Actions - Development ->Environment & Transport Committee

Generated on: 04 August 2016

OUR PLAN 2016-2020

E) CONNECTION & ACCESS




3) Efficient fares People booking and paying for journeys on our buses and ferries using efficient and effective systems.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead	
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 trav	Implement modern & efficient booking and payment systems transport network.	Planned Start	01-Oct-2015		Accreditation to ITSO standards is still ongoing – taking longer than anticipated. Transport Scotland re-thinking strategy for Smart Ticketing on Scottish Ferries – meeting arranged for 23 August to discuss approach and what support for SIC project will look like. Project direction uncertain until 23 August meeting has been held.	Transport Planning	
			Actual Start	26-Oct-2015	<div><div>40%</div></div>			
			Original Due Date	31-Mar-2016	Expected success			
			Due Date	31-Aug-2016		Experiencing issues, risk of failure to meet target		
			Completed Date					

4) Fairer fares On ferries and air services there will be a system of fares that helps people on lower incomes travel to and from, and within, Shetland.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP130 Shetland Inter-Island Transport study	Work with Scottish Government and Transport Scotland to identify required inter-island transport provision, and how this will be resourced.		Planned Start	01-Apr-2015		Final round of public engagement to take place w/c 29 August 2016. Final reporting in October 2016. Final reporting slipped to accommodate additional work on fixed links costs.	Transport Planning
			Actual Start	01-Sep-2015	<div><div>60%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Oct-2016			
			Completed Date				

7) External transport systems There will be a programme of potential changes to our long-term external transport systems. This will aim to meet our economic-growth needs and will be set within a realistic funding programme.

Code & Title	Description	Desired 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	Agree new service specification with Transport Scotland	Planned Start			Continue to contribute to Transport Scotland STAG Study. Working Group convenes next on 7 October to consider second stage public consultation and options appraisal report. It is anticipated that Transport Scotland will conclude study November 2016.	Transport Planning
			Actual Start	02-Jun-2014			
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	30-Nov-2016	 Likely to meet or exceed target		
			Completed Date				

**Appendix B Performance Indicators (Quarterly)- Development Directorate
-> Environment & Transport Committee**

Generated on: 04 August 2016

Appendix B (cont) - Performance Indicators (Annual)- Development Directorate -> Environment & Transport Committee

Generated on: 04 August 2016

Development Services - Directorate Risk Register

Risk & Details	Frequency	Current Severity	Risk Profile	Current and Planned Control Measures	Probability	Target Severity	Risk Profile	Assigned To
Level	Corporate							
<i>Corporate Plan</i>	<i>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</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. Workforce development plan is being developed. • Ten 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 - 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

Corporate Plan

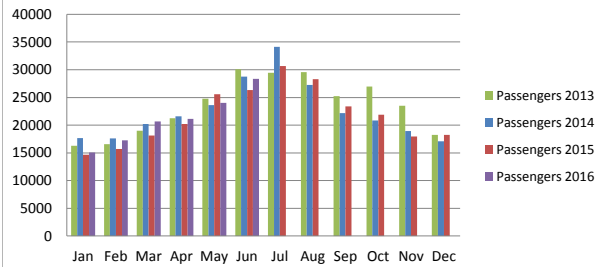
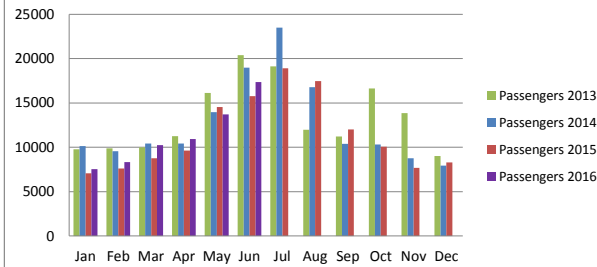
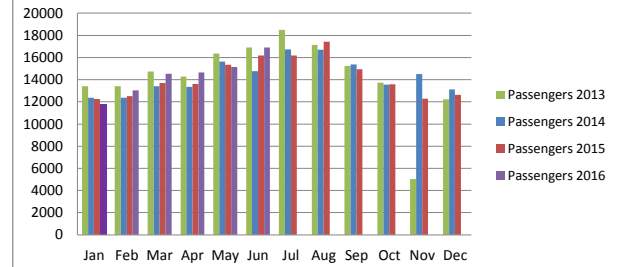
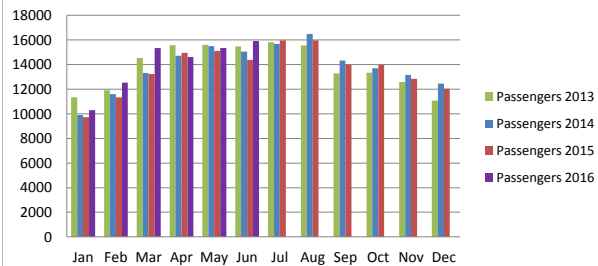
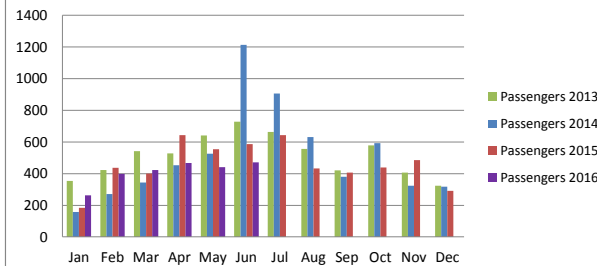
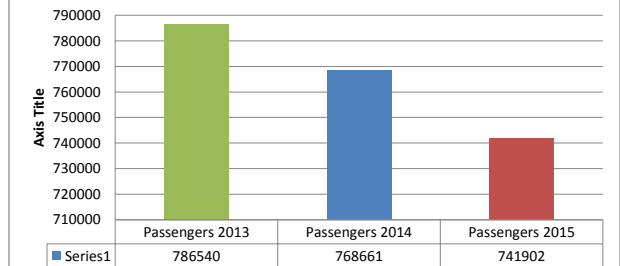
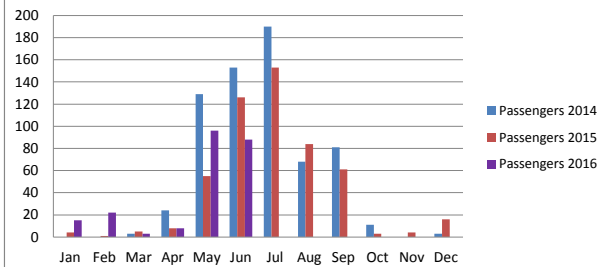
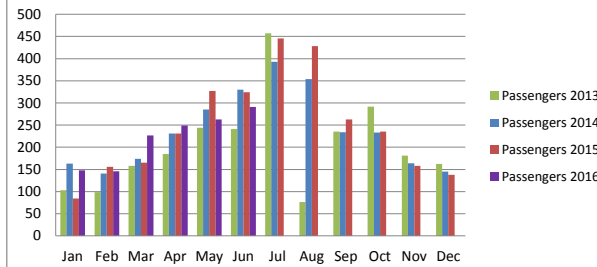
F1. Our "20 by '20" - Leadership & Management

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
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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	<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

Yell Sound Ferry Passengers**Bluemull Ferry Passengers****Bressay Ferry Passengers****Whalsay Ferry Passengers****Skerries Ferry Passengers****Total Ferry Passengers by Year****Fair Isle Ferry Passengers****Papa Stour Ferry Passengers**

**Environment and Transport Committee****29 August 2016**

Environment and Transport Committee Business Programme – 2016/17	
GL-39-16-D	
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 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 – 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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19 August 2016

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 Friday, 19 August 2016

Environment and Transport Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2016 to 30 June 2016	Date of Meeting	Business	
	<i>12 April 2016 Ordinary 10 a.m.</i>	Standing Orders / Emergency works to Ferries	D
		Roads Condition Report	D
		Giera Standing Order Exemption	R P&R 18 April
	<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>	Low Carbon Transport – Electric Vehicle Charge Points Charge Costs.	R P&R 28 June SIC 29 June
		Funding Application (a) Home energy Efficiency and (b) Scottish Energy Efficiency Programme Pathfinder Bids	D
Quarter 2 1 July 2016 to 30 September 2016	Date of Meeting	Business	
	<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 st Quarter 2016/17	D
		Committee Business Programme 2016/17	D



Environment and Transport Committee - Meeting Dates and Business Programme 2016/17 as at Friday, 19 August 2016

Environment and Transport Committee - continued

D= Delegated R=Referred

Quarter 3 1 October 2016 to 31 December 2016	Date of Meeting	Business	
Ordinary 3 October 2016 2 p.m.		Streetlighting Update	D
		Pelican Crossing Consultation	D
		Hydrogen Update	D
		Grass cutting Decision	D
		Road Asset Management Plan	D
		Shetland Transport Strategy Refresh	R SIC 2 Nov
		Winter Gritting Vehicles	R P&R 24 Oct
		ZWS Charter and Recycling Changes/charges	R P&R 24 Oct
		Esplanade 20mph Consultation	
		Airport Charges – Update	R P&R 24 Oct
		Infrastructure Services Rolling Programme	D
	PPMF/Budget 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



**Environment and Transport Committee - Meeting Dates and Business Programme 2016/17
as at Friday, 19 August 2016**

Quarter 4 1 January 2017 to 31 March 2017	Date of Meeting	Business	
	7 February 2017 10 a.m.		
	PPMF 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

Planned Committee business still to be scheduled - as at Friday, 19 August 2016

- Infrastructure Investment Plan (R Sinclair)
- Repair & Replacement Costings for Lifetime of Council Assets
- Sustainable Community Transport
- Peatland Restoration & Carbon (Delegated)
- Smartcards (NEC)
- 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 Friday, 19 August 2016