

**Development Committee****29 August 2016****Management Accounts for Development Committee:
2016/17 – Projected Outturn at Quarter 1****F-049-F****Report Presented by Executive Manager -
Finance****Corporate Services****1. Summary**

- 1.1 The purpose of this report is to enable the Development Committee to monitor the financial performance of services within its remit to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This report shows the projected financial consequence of the service performance detailed in the Development Department Performance Report, and allows the Committee the opportunity to provide early instruction to officers to address any forecast overspends in order that the budget is delivered by the year-end.
- 1.2 This report presents the projected outturn position for 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 services in this Committee area is an underspend of £85k on revenue, before any application of cost pressure and contingency budget, breakeven on capital and the contribution to the Housing Repairs and Renewals fund is expected to be £89k more than budgeted.

2. Decision Required

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

- 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 managed 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 award, whereas contingency items are deemed non-recurring and are likely to vary year on year e.g. homeless accommodation costs inflation.
- 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 the conditions exist to release contingency.
- 3.8 Whether or not the cost pressures and contingencies budget is applied does not impact upon 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 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:

Revenue

3.10 The projected revenue outturn position for the Development Committee is an underspend of £85k (1%) which means that services in this Committee area are collectively projected to spend less than their Council approved budget prior to any additional cost pressure or contingency budget allocation. The projected outturn does not include any recurring savings at this time. See Appendix 1 of this report for further detail.

Capital

3.11 The projected capital outturn position for Development Committee is breakeven. See Appendix 2 of this report for further detail.

Housing Revenue Account

3.12 The contribution to the Housing Repairs and Renewals Fund is expected to be £89k more than budgeted. The Projected outturn includes £3k identified as recurring savings. See Appendix 3 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 There are no significant financial risks for this committee.
- 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 a 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, and make a return.
- 4.7.3 It is therefore vital that the Council delivers its 2016/17 budget, and this report demonstrates that the services under the remit of the Development Committee are projected to achieve this.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5. Conclusions

5.1 The projected outturn position for the services under the remit of the Development Committee is an underspend of £85k on revenue without any application of cost pressure and contingency budget, breakeven on capital projects, and the contribution to the Housing Repairs and Renewals fund is expected to be £89k more than budgeted.

5.2 There are no recurring savings identified at this time within the General Fund and £3k recurring savings identified within the Housing Revenue Account.

For further information please contact:

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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>

Development Committee

1. Projected Revenue Outturn Position 2016/17

Service	Revised 2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 1 £000	Budget v Proj. Outturn Variance at Quarter 1 (Adv)/ Pos £000
Director of Development	3,058	3,120	(62)
Community Planning & Development	912	905	7
Economic Development	1,743	1,631	112
Housing	1,608	1,617	(9)
Planning	1,160	1,123	37
Total Controllable Costs	8,481	8,396	85

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

1.1 Directorate – projected outturn overspend (£62k) (2%)

The projected overspend variance relates to budgeted vacancy factor for the whole of Development Services. This will be met from across the directorate, as and when savings are achieved (£74k).

1.2 Community Planning & Development - projected outturn underspend £7k (1%)

- the position for Community Planning and Development's budget overall is an underspend of £19k, part of which is included in this report;
- services provided in relation to this Committee include: Community Grants; Community Council Grants; Employability and Access Support; Community Planning, Community Justice; and Community Safety; and
- there are minor variances in this service area.

1.3 Economic Development - projected outturn underspend £131k (8%)

The projected underspend relates to savings from two staff members seconded to other services which have not been replaced, vacancies which are taking time to fill, and one maternity which will not be covered £99k.

1.4 Housing - projected outturn overspend (£9k) (0.6%)

Homelessness Accommodation is projected to overspend due to the current overheating of the local property rental sector. There is a contingent budget for Homelessness Accommodation Cost inflation which may be allocated if costs cannot be met from underspends during the year.

1.5 Planning - projected outturn underspend £38k (3%)

There are no significant variances in this service area.

Development Committee

1. Projected Capital Outturn Position 2016/17

Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 1 £000	Budget v Proj. Outturn Variance at Quarter 1 (Adv)/ Pos £000
Housing	160	160	0
Total Controllable Costs	160	160	0

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

1.1 Housing – projected outturn breakeven

The Project is expected to be on budget.

Housing Revenue Account

1.0 - Projected Revenue Outturn Position 2016/17

Description	2016/17 Revised Annual Budget £000	Projected Outturn Quarter 1 £000	Budget v Proj. Outturn Variance at Quarter 1 (Adv)/ Pos £000
Expenditure:			
Supervision & Management	725	686	39
Repair & Maintenance	1,821	1,770	51
Void Rents & Charges	168	168	0
Garages	25	28	(3)
Capital Funded from Current Revenue	1,682	1,682	0
Capital Charges - Dwellings	1,621	1,621	0
Total: Expenditure	6,042	5,956	86
Income:			
Interest on Revenue Balances	(2)	(2)	0
Rents - Dwellings	(6,763)	(6,763)	0
Rents - Other ie garages/sites etc	(181)	(184)	3
Contribution to/(from) Housing R & R Fund	904	993	(89)
Total: Income	(6,042)	(5,956)	(86)
Overall Total	0	0	0

The contribution to the Housing Repairs and Renewals fund is expected to be £89k more than budgeted due to the variances set out below.

1.1 – Supervision & Management – projected outturn underspend £39k (5.4%)

The projected underspend is due to provision for a pay uplift budgeted for in error. This is a one-off saving.

1.2 – Repairs & Maintenance- projected outturn underspend £51k (2.8%)

The projected underspend is mainly due to vacancies in the Housing Repair Service, all of which are anticipated to be filled, £68k (one-off saving).

1.3 – Garages – projected outturn overspend (£3k) (12%)

The projected overspend relates to the electricity budget on garages being set too low

1.4 – Rents – Other ie garages/sites etc. – projected outturn underspend £3k (1.7%)

The projected underspend is due to increased income from Grazing Lets following a recent review of these leases, £3k. This is a recurring saving.

2.0 - Draft Capital Outturn Position 2016/17

Description	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 1 £000	Budget v Proj. Outturn Variance at Quarter 1 (Adv)/ Pos £000
Heating Replacement Program	660	660	0
Housing Quality Standard	1,653	1,653	0
Pitt Lane Demolition	100	100	0
Total Controllable Costs	2,413	2,413	0

2.1 Heating Replacement Program – Projected outturn breakeven

This project is expected to be on budget.

2.2 Housing Quality Standard – Projected outturn breakeven

This project is expected to be on budget.



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:

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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 ->Development Committee





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OUR PLAN 2016-2020

C) ECONOMY & HOUSING

7) Housing supply



We will have increased the number of houses in Shetland, with a range of options that are affordable and achievable for all.



Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP126 Local Housing Strategy	Complete new Local Housing Strategy (5 year plan)	New Local Housing Strategy to support future direction of Housing in Shetland across all tenures.	Planned Start	01-Mar-2016		At early planning stages, waiting on completion and validation of HNDA. Place Standard feedback to be fed in to LHS process.	Housing
			Actual Start	04-Aug-2016	5%		
			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
DP133 Housing Need and Demand Assessment (HNDA)	The evidence base to support development of the Local Housing Strategy and Local Development.	Accredited robust & credible HNDA.	Planned Start	01-Sep-2015		Draft submitted. Liaising with the Centre for Housing Market Analysis (CHMA) to achieve final document as robust and credible.	Housing
			Actual Start	01-Sep-2015	85%		
			Original Due Date	30-Sep-2016	Expected success		
			Due Date	30-Sep-2016			
			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
DP062 Local Development Plan	Main Issues report for next Local Development Plan	Progress towards next Local Development Plan	Planned Start	02-Mar-2015		Staffing and additional workloads inhibiting progress, however, progress in areas such as Master Planning for Staneyhill, Knab, and Sullomvoe/Sellaness, and Place Standard Consultation will assist in the evidence base of the news Local Development Plan.	Planning
			Actual Start	06-Nov-2015	<div><div>35%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Experiencing issues, risk of failure to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP134 Improve High Speed Broadband and Mobile connections	Promote take up of Next generation broadband services to businesses and communities	Promote take up of Next generation broadband services to businesses and communities	Planned Start	01-Apr-2016		<p>The following work streams are progressing:</p> <ul style="list-style-type: none"> • Develop a detailed Lobbying Strategy • Work up costed plan to deliver fibre network to Unst and Yell • Business Plan for Shetland Telecoms to be informed by the Lobbying strategy • Digital Strategy for Health, care and Education 	Economic Development
			Actual Start	01-Apr-2016	<div><div>30%</div></div>		
			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
DP135 Place Standard Consultation	Develop Place Standard Consultation working with Communities to feed into Development strategies.	Shared evidence base to inform the Local Housing Strategy, Local Development Plan and the Council's Medium Term Financial budget.	Planned Start	01-May-2016		Community Consultation carried out using Place Standard tool. Good response received and analysis taking place prior to consultation with Community Groups.	Development Services Directorate
			Actual Start	01-May-2016	<div><div>40%</div></div>		
			Original Due Date	31-Oct-2016	Expected success		
			Due Date	31-Oct-2016			
			Completed Date		Likely to meet or exceed target		

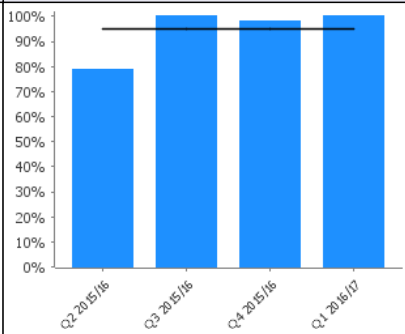
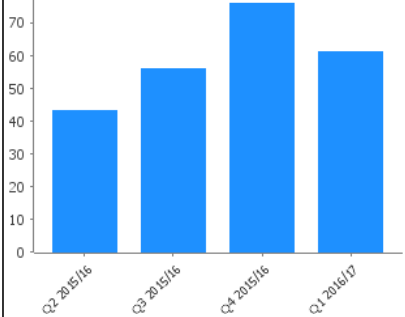
4) Community ownership

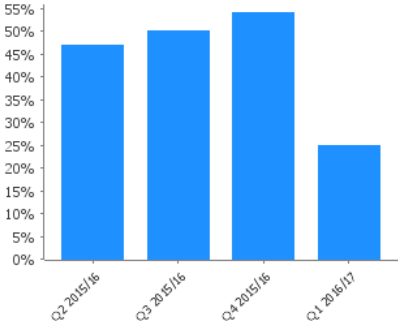
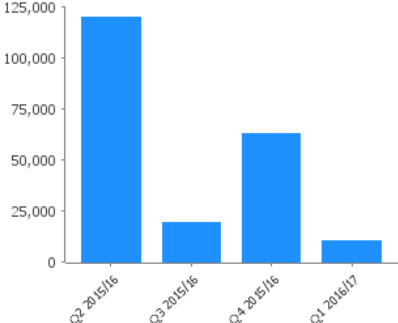
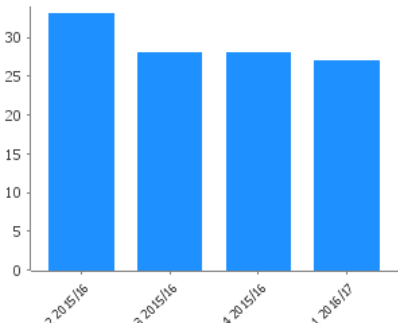
Communities will be taking ownership of community assets and putting them to best use, as set out in the Community Empowerment (Scotland) Act.

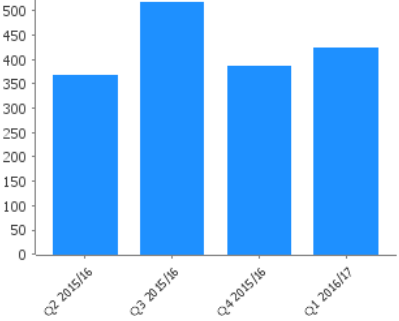
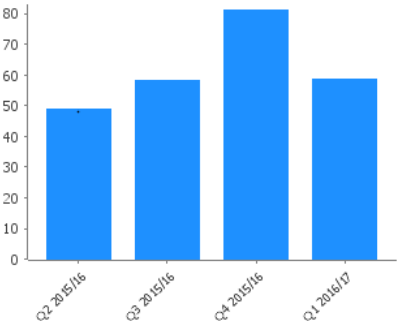
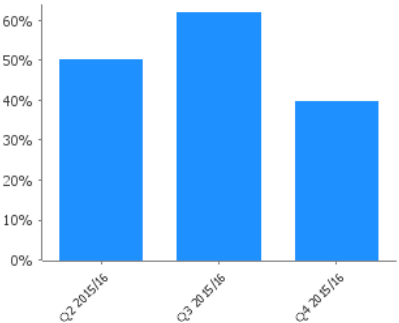
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP549 Community Empowerment (Scotland) Act 2015	Project Manage the Community Empowerment (Scotland) Act 2015 implementation, develop policy and provide support	Community Strength: Communities will be taking ownership of community assets and putting them to best use, as set out in the Community Empowerment (Scotland) Act	Planned Start	17-Sep-2015		Project Board in place. Consultation carried out on draft guidance and response submitted through Shetland Partnership and Shetland Islands Council. Developing policy around asset transfer.	Community Planning & Development
			Actual Start	17-Sep-2015	<div><div>5%</div></div>		
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	30-Sep-2016			
			Completed Date		Likely to meet or exceed target		

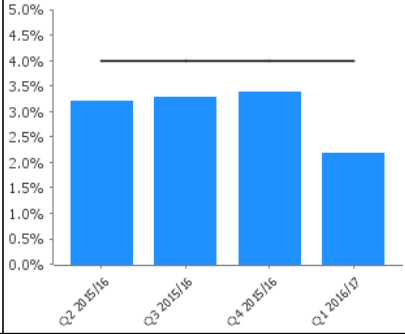
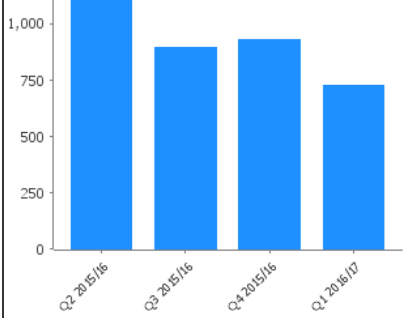
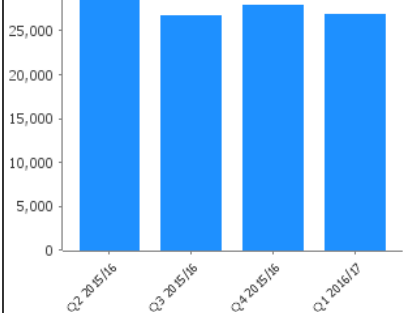
Appendix B Performance Indicators (Quarterly)- Development Directorate -> Development Committee

Generated on: 18 August 2016

	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		
G01 FOISA responded to within 20 day limit - Development Services	74%	94%	100%	79%	100%	98%	100%	95%		All of the 25 Development FOISAs were dealt with within the target of 20 working days during the first quarter of 2016/2017.
GD-01 Number of Community Groups Accessing Community Guidance	251	243	61	43	56	76	61			This indicator continues to be slightly under target as we were unable to fill a short term vacancy within the Community Development Team. Workload is therefore being prioritised which means we are unable to support as many groups. Team member due to return in August however. Key areas of impact for this quarter continue to be: community groups developing local services in response to priority needs. The target for 2016/17 is 251.

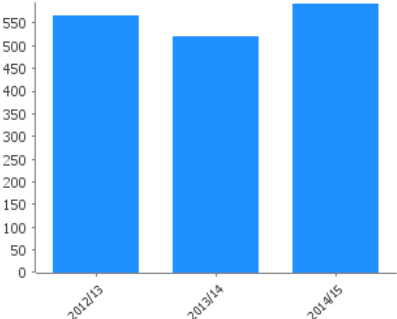
	Previous Years		Current year (to date)	Quarters																
Code & Short Name	2014/15	2015/16	2016/17	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q1 2016/17	Graphs	(past) Performance & (future) Improvement Statements										
	Value	Value	Value	Value	Value	Value	Value	Target												
GD-02 Success rate - external funding applied for by community groups (%)	57.78%	54%	25%	47%	50%	54%	25%		 <table><caption>GD-02 Success rate data</caption><thead><tr><th>Quarter</th><th>Success Rate (%)</th></tr></thead><tbody><tr><td>Q2 2015/16</td><td>47%</td></tr><tr><td>Q3 2015/16</td><td>50%</td></tr><tr><td>Q4 2015/16</td><td>54%</td></tr><tr><td>Q1 2016/17</td><td>25%</td></tr></tbody></table>	Quarter	Success Rate (%)	Q2 2015/16	47%	Q3 2015/16	50%	Q4 2015/16	54%	Q1 2016/17	25%	4 external applications assisted by CP&D in Q1 of 2016/17. 3 pending a decision, one awarded funding. A number of other bids being prepared so anticipate more activity and results to report in rest of the year.
Quarter	Success Rate (%)																			
Q2 2015/16	47%																			
Q3 2015/16	50%																			
Q4 2015/16	54%																			
Q1 2016/17	25%																			
GD-03 External funding secured by Community Groups	323,000	812,502	10,377	120,000	19,291	62,865	10,377		 <table><caption>GD-03 External funding data</caption><thead><tr><th>Quarter</th><th>Funding Secured</th></tr></thead><tbody><tr><td>Q2 2015/16</td><td>120,000</td></tr><tr><td>Q3 2015/16</td><td>19,291</td></tr><tr><td>Q4 2015/16</td><td>62,865</td></tr><tr><td>Q1 2016/17</td><td>10,377</td></tr></tbody></table>	Quarter	Funding Secured	Q2 2015/16	120,000	Q3 2015/16	19,291	Q4 2015/16	62,865	Q1 2016/17	10,377	The performance & improvement statement for GD-03 is the same as GD-02.
Quarter	Funding Secured																			
Q2 2015/16	120,000																			
Q3 2015/16	19,291																			
Q4 2015/16	62,865																			
Q1 2016/17	10,377																			
GH-02 Average time to let not low demand properties (days)	33			33	28	28	27		 <table><caption>GH-02 Average time to let data</caption><thead><tr><th>Quarter</th><th>Average time to let (days)</th></tr></thead><tbody><tr><td>Q2 2015/16</td><td>33</td></tr><tr><td>Q3 2015/16</td><td>28</td></tr><tr><td>Q4 2015/16</td><td>28</td></tr><tr><td>Q1 2016/17</td><td>27</td></tr></tbody></table>	Quarter	Average time to let (days)	Q2 2015/16	33	Q3 2015/16	28	Q4 2015/16	28	Q1 2016/17	27	The target of 28 days has been met recently.
Quarter	Average time to let (days)																			
Q2 2015/16	33																			
Q3 2015/16	28																			
Q4 2015/16	28																			
Q1 2016/17	27																			

	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		
GH-05 Average length of time in temporary or emergency accommodation (All Types)	275	398		367	516	386	423			The average length of time in temporary accommodation for homeless cases closed remains high which demonstrates the pressure on housing stock and demand.
GP-01 Average days taken to obtain a building warrant	47.89	63.48		48.89	58.2	81.13	58.75			As well as Planning staff time, this indicator includes agent/application response time which there is no control over.
GP-02 % planning applications dealt with within 2 months	57.1%	47%		50%	62%	39.5%				Increased workloads have increased the time taken to deal with applications.

	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-G Sick %age - Development Directorate	4.2%	3.5%	2.2%	3.2%	3.3%	3.4%	2.2%	4.0%		Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.
OPI-4E-G Overtime Hours - Development Directorate	4,313	3,886	726	1,114	893	927	726			Further reduction in overtime across Development
OPI-4G-G Employee Miles Claimed - Development Directorate	105,209	111,952	26,856	29,052	26,700	27,917	26,856			Decrease in Miles claimed.

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

Generated on: 18 August 2016

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	2015/16	2016/17		
	Value	Value	Value	Value	Target		
GE-02 Gross Weekly Pay	564.9	519.4	592			 <p>These fluctuating figures are probably caused by the nature and scale of the survey work undertaken by NOMIS, which is not representative enough of Shetland's workforce. Shetland's figures for 2015 at £592.00 is considerably higher than both Scotland and the UK, which might be expected.</p>	

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 - Development 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: 18 August 2016

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-15/16-237	Frontline	23-Apr-2015	Alert		Planning	336
COM-15/16-326	Frontline	23-Jul-2015	Alert		Planning	271

Dissatisfaction with Council policy

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-15/16-295	Investigation	08-Jul-2015	Alert		Planning	282
COM-16/17-437	Investigation	08-Apr-2016	Closed	02-May-2016	Development Director's (Direct) Section	16

Disagreement with decision made

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-15/16-420	Frontline	19-Feb-2016	Alert		Planning	128

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

**Development Committee****29 August 2016**

Development Committee Business Programme – 2016/17	
GL-35-16-F	
Team Leader – Administration	Governance and Law Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to inform the Committee of the planned business to be presented to Committee for the financial year 1 April 2016 to 31 March 2017, and discuss with Officers any changes or additions required to that programme.

2.0 Decision Required

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

3.0 Detail

- 3.1 The Council approved the schedule of meetings for 2016/17 at its meeting on 16 December 2015 (Min Ref: 79/15).
- 3.2 It was agreed that the Business Programmes for each Committee would be presented to the Planning and Performance Management Framework (PPMF) meetings scheduled to be held week beginning 29 February 2016.
- 3.3 The manner in which meetings have been scheduled is described below:
- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within two weeks of the meeting, the meeting will be cancelled;

- Special meetings may be called on specific dates for some items – other agenda items can be added, if time permits;
 - PPMF = Planning and Performance Management Framework meetings have been called for all Committees and Council once per quarter. These meetings are time restricted, with a specific focus on PPMF only, and therefore no other business will be permitted on those agendas;
 - Budget = Budget setting meetings – other agenda items can be added, if time permits, or if required as part of the budget setting process; and
 - In consultation with the Chair and relevant Members and Officers, and if required according to the circumstances, the time, date, venue and location of any meeting may be changed, or special meetings added.
- 3.4 The Business Programme for 2016/17 will be presented by Committee Services to the Council and each Committee on a quarterly basis for discussion and approval, particularly in relation to the remaining projects and reports which are listed at the end of the business programme page for each Committee as still to be scheduled.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – The recommendation in this report is consistent with the following corporate priorities:

Our Corporate Plan 2013-17

- To be able to provide high quality and cost effective services to people in Shetland, our organisation has to be run properly.
 - Fully align the timetables, time spans and approaches for financial planning relating to the medium term yearly budgeting with Council, directorate and service planning.
- 4.2 Community /Stakeholder Issues – The Business Plan provides the community and other stakeholders with important information, along with the Council's Corporate and Directorate Plans, as to the planned business for the coming year.
- 4.3 Policy And/Or Delegated Authority – Maintaining a Business Programme ensures the effectiveness of the Council's planning and performance management framework. The Business Programme supports each Committees' role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations, in monitoring and reviewing achievements of key outcomes within its functional areas, whilst ensuring best value in the use of resources is met to achieve these outcomes within a performance culture of continuous improvement and customer focus.

4.4 Risk Management – The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard and aligning the Council's Business Programme with the objectives and actions contained in its corporate plans could mitigate against those risks.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial – 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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22 August 2016

List of Appendices

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

Background documents:

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

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



**Development Committee - Meeting Dates and Business Programme 2016/17
as at Monday, 22 August 2016**

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



Development Committee - Meeting Dates and Business Programme 2016/17 as at Monday, 22 August 2016

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

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

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

tbc = to be confirmed

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

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

Ordinary = Ordinary meetings – other items can be added

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

END OF BUSINESS PROGRAMME as at Monday, 22 August 2016