



Meeting(s):	Development Committee	5 December 2016
Report Title:	Management Accounts for Development Committee 2016/17 - Projected Outturn at Quarter 2	
Reference Number:	F-068-F	
Author / Job Title:	Jonathan Belford - Executive Manager - Finance	

1.0 Decisions / Action required:

- 1.1 The Development Committee RESOLVES to review the Management Accounts showing the projected outturn position at Quarter 2.

2.0 High Level Summary:

2.1 The purpose of this report is to enable the Development Committee to monitor the financial performance of services within its remit to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This report shows the projected financial consequence of the service performance detailed in the Development Directorate Performance Report, and allows the Committee the opportunity to provide early instruction to officers to address any forecast overspends in order that the budget is delivered by year-end.

2.2 This report presents the projected outturn position for 2016/17 as at the end of the second quarter for revenue, capital and the Housing Revenue Account (HRA). The forecasts have been determined by Finance Services after consultation with relevant budget responsible officers.

2.3 Revenue

The projected revenue outturn position for services in this Committee area is an underspend of £418k (5%) which means that services in this Committee area are collectively projected to spend less than their Council approved budget. There are no recurring savings identified at this time. See Appendix 1 for further details.

2.4 Capital

The projected capital outturn position for services in this Committee area is an underspend of £160k (100%), with a requirement for slippage of £160k to 2017/18, resulting in an overall capital position of breaking even. See Appendix 2 for further details.

2.5 Housing Revenue Account

The contribution to the Housing Repairs and Renewals Fund is expected to be £691k more than budgeted. The Projected outturn includes £3k identified as recurring savings. See Appendix 3 for further details.

3.0 Corporate Priorities and Joint Working:	
3.1	There is a specific objective in the Corporate Plan that the Council will have excellent financial management arrangements to ensure that it continues to keep a balanced and sustainable budget; is living within its means; and that the Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's resources with its priorities and expected outcomes, and maintaining a strong and resilient balance sheet.
3.2	The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of the Council.
4.0 Key Issues:	
4.1	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.
4.2	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.
4.3	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.
4.4	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.
4.5	As described in the Medium Term Financial Plan, it is expected that Directorates will endeavour, in the first instance, to meet any additional costs from within existing resources.
4.6	No allocation has been made to services within this Committee area, as the Development Directorates overall budget is projected to cover these costs within existing underspends. This position will be reviewed quarterly.
5.0 Exempt and/or confidential information:	
None	
6.0 Implications :	
6.1	

Service Users, Patients and Communities:	None
6.2 Human Resources and Organisational Development:	None
6.3 Equality, Diversity and Human Rights:	None
6.4 Legal:	None
6.5 Finance:	<p>6.5.1 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.</p> <p>6.5.2 For every £1m of reserves spent in excess of a sustainable level 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.</p> <p>6.5.3 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 projecting to achieve this, with an underspend of £418k on revenue and breaking even on capital. No recurring savings have been identified at this time.</p> <p>6.5.4 In addition, the HRA is projecting an additional contribution to the Housing Repairs and Renewals Fund of £691k.</p>
6.6 Assets and Property:	None
6.7 ICT and new technologies:	None
6.8 Environmental:	None
6.9 Risk Management:	6.9.1 There are numerous risks involved in the delivery of

	<p>services and the awareness of these risks is critical to successful financial management.</p> <p>6.9.2 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.</p> <p>6.9.3 There are no significant risks identified for this committee.</p> <p>6.9.4 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 requires remedial action.</p> <p>6.9.5 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.</p> <p>6.9.6 A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events.</p> <p>6.9.7 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.</p>	
6.10 Policy and Delegated Authority:	<p>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 revenue, capital and HRA 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.</p>	
6.11 Previously considered by:	<p>This report has not been presented at any formal meeting.</p>	

Contact Details:

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Appendices:

Appendix 1 – Development Committee Projected Revenue Outturn Position for 2016/17
Appendix 2 – Development Committee Projected Capital Outturn Position for 2016/17
Appendix 3 – Housing Revenue Account Projected Revenue Outturn Position for 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

Variance Quarter 1 (Adv)/Pos £000	Service	2016/17 Revised Annual Budget £000	Outturn at Quarter 2 £000	Proj. Outturn Variance at Quarter 2 (Adv)/ Pos £000
(62)	Director of Development	3,058	3,067	(9)
7	Community Planning & Development	912	910	2
112	Economic Development	1,743	1,386	357
(9)	Housing	1,608	1,565	43
37	Planning	1,161	1,136	25
85	Total Controllable Costs	8,482	8,064	418

The projected outturn figures as at Quarter 1 are included above for reference and show a favourable change of £333k. The main variances from Quarter 1 to Quarter 2 are:

- Director of Development – a favourable change of £53k due to employee savings across the service being applied to meet the vacancy factor, held under the Director;
- Economic Development – a favourable change of £245k primarily due to low demand for grants designed to stimulate economic activity; and
- Housing – a favourable change of £52k primarily due to a decision not to recruit to some vacant posts in 2016/17.

Explanations for the main projected outturn variances by service at Quarter 2 are set out below:

1.1 Directorate – projected outturn overspend (£9k) (0.2%)

There are no significant variances in this service area and no recurring savings have been identified.

1.2 Community Planning & Development - projected outturn underspend £2k (0.2%)

There are no significant variances in this service area and no recurring savings have been identified.

The position for Community Planning and Development's budget overall is an underspend of £28k. Services provided in relation to this Committee include: Community Grants; Community Council Grants; Employability and Access Support; Community Planning, Community Justice; and Community Safety.

1.3 Economic Development - projected outturn underspend £357k (20%)

The projected outturn position is due to the following variances:

- a low uptake in Economic Development Grants due to current market uncertainties, £275k; and
- a number of secondments and maternities, contributing to savings in salary costs, £23k.

No recurring savings have been identified.

1.4 Housing - projected outturn underspend £43k (3%)

The projected outturn position is due to the following variances:

- vacant Housing Support Service posts, and a Homelessness Estate Manager post, which are unlikely to be recruited to this year, for which there is no impact on services provided, £109k;
- offset by projected underachievement of homelessness rental income based on reduced demand which is likely to continue at the same level, (£34k); and
- Homeless Accommodation costs have reduced slightly as a more settled market has seen reduced usage of bed and breakfast accommodation which has allowed the service to anticipate a lower overspend (£30k), for which contingency provision of up to £60k has not been applied, as costs can currently be met within the Development Directorates overall budget.

No recurring savings have been identified.

1.5 Planning - projected outturn underspend £25k (2%)

The projected outturn position is due to the following variances:

- continuing difficulties in recruiting to professional and Team Leader posts across the service, £128k;

Offset by

- projected shortfalls in income for Building Warrants, Planning Applications and Marine Licence Fees (£93k) as a result of fewer, but larger projects (which are subject to a statutory capped charge) as well as lower demand for licences in the Marine sector.

No recurring savings have been identified.

Development Committee

1. Projected Capital Outturn Position 2016/17

Budget v Proj. Outturn Variance Quarter 1 (Adv)/ Pos £000	Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 2 £000	Budget v Proj. Outturn Variance at Quarter 2 (Adv)/ Pos £000	Slippage required into 2017/18 £000	Overall Projected Variance at Quarter 2 (Adv)/ Pos £000
0	Housing	160	0	160	-160	0
0	Total Controllable Costs	160	0	160	(160)	0

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

1.1 Housing – projected outturn underspend Breakeven

The capital budget is projected to slip fully into the following financial year, due to the Leaside Conversion Project which is not expected to start until 2017/18 as the tenders received being greater than the budget available. A value engineering exercise is now being carried out.

Housing Revenue Account

1.0 - Projected Revenue Outturn Position 2016/17

Budget v Proj. Outturn Variance at Quarter 1 (Adv)/ Pos £000	Description	2016/17 Revised Annual Budget £000	Projected Outturn Quarter 2 £000	Budget v Proj. Outturn Variance at Quarter 2 (Adv)/ Pos £000
	Expenditure:			
39	Supervision & Management	725	654	70
51	Repair & Maintenance	1,821	1,899	(78)
0	Void Rents & Charges	168	168	0
(3)	Garages	25	28	(3)
0	Capital Funded from Current Revenue	1,682	984	698
0	Capital Charges - Dwellings	1,621	1,621	0
86	Total: Expenditure	6,042	5,354	688
	Income:			
0	Interest on Revenue Balances	(2)	(2)	0
0	Rents - Dwellings	(6,763)	(6,763)	0
3	Rents - Other ie garages/sites etc	(181)	(184)	3
(89)	Contribution to/(from) Housing R & R Fund	904	1,595	(691)
(86)	Total: Income	(6,042)	(5,354)	(688)
0	Overall Total	0	0	0

The projected outturn at quarter 1 has been included for reference. The main reason for changes from the quarter 1 projected outturn variance to the quarter 2 position is a decrease in CFCR funding required for the Capital Programme due to additional Capital Receipts income.

An explanation for the main variances in the HRA at quarter 2 is set out below.

1.1 Supervision & Management – projected outturn underspend £70k (9.7%)

- The projected underspend is mainly due to overprovision of a pay inflation, £31k and the vacant Estate Manager's post, £29k. This is a one-off saving £70k.

1.2 Repairs & Maintenance- projected outturn overspend (£78k) (4.3%)

- The projected overspend is related to underachievement of internal income, (£140k) which is as a result of vacancies within the Housing Repair Service, £73k.

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

- The projected overspend relates to the electricity budget on garages. It is anticipated that the cost will be greater than originally budgeted for.

1.4 Capital Funded from Current Revenue – projected outturn underspend £698k (41.5%)

- The projected underspend relates to funding the Capital Programme from additional Capital Receipts income instead of CFCR, £698k. This is a one off saving.

1.5 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 those leases, £3k. This is a recurring saving.

2.0 - Draft Capital Outturn Position 2016/17

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

2.1 Heating Replacement Program – Projected outturn breakeven

- This project is expected to be fully spent.

2.2 Housing Quality Standard – Projected outturn breakeven

- This project is expected to be fully spent.

2.3 Pitt Lane Demolition – Projected outturn breakeven

- This project is expected to be fully spent.



Meeting(s):	Development Committee Environment and Transport Committee Shetland College Board	5 December 2016 6 December 2016 6 December 2016
Report Title:	Development Services Directorate Performance Report – 6 Month/2nd Quarter 2016/17	
Reference Number:	DV-54-16-F	
Author / Job Title:	Neil Grant, Director of Development Services	

1.0 Decisions / Action required:

- 1.1 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.

2.0 High Level Summary:

- 2.1 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.
- 2.2 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

3.0 Corporate Priorities and Joint Working:

- 3.1 The Council's Corporate Priorities are set out in "Our Corporate Plan". This report reviews progress against these.

4.0 Key Issues:

- 4.1 The three priority outcomes identified in our Corporate Plan, which the Development Directorate leads on are:

- Increasing Supply of Housing of all tenures in Shetland
- Improve High Speed Broadband and Mobile Coverage
- Improve Transport Connections internally and Externally

Progress in achieving outcomes in these areas are noted in the attached appendices.

4.2	The Directorate has been leading a public engagement process focusing on ‘the place we live’, and its effects on our wellbeing, thus the Place Standard engagement which will feed into Local Housing Strategy, Local Development Plan, Local Transport Strategy and Local Outcomes Improvement Plan in the coming year.
4.3	We are also progressing a plan to increase the number of young people in Shetland, attracting young people to study is a key part of that.
4.4	Engagement with the Scottish Government and Transport Scotland on Specification and Fair Funding of Inter-Island Transport, has been driven strongly and we are anticipating response from Scottish Government in December.
5.0 Exempt and/or Confidential Information:	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Development Directorate has been leading a public engagement process using the Place Standard tool to gather the views of communities on aspects of the place they live in, which will be used as an evidence base for strategic planning.
6.2 Human Resources and Organisational Development:	Recruitment of professional staff particularly in Planning Services remains challenging. Workforce development, attracting people to live work and study in Shetland and skills development plans are noted in the appendices to this report.
6.3 Equality, Diversity and Human Rights:	The Development Service, through Community Planning and Development, has a role in supporting all Council services and partner organisations to promote Equalities, Diversity and Human Rights, as well as ensuring the Government’s drive to reduce inequalities is forefront in service planning and delivery. There are some recent example of best practice within the Service; for example the ZetTrans pilot which has enabled at least 7 people to move into employment, without cost to any public service. All projects within the Development Service are monitored and assessed to understand and ensure negative impacts are mitigated and positive impacts are optimised.
6.4 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.
6.5 Finance:	The actions, measures and risk management described in this report have been delivered within existing approved budgets. The service performance has contributed to an overall projected underspend, which is detailed in the Quarter 2 Management Accounts for Development Committee, presented this cycle.

6.6 Assets and Property:	The business case for the Council investing further in broadband infrastructure is noted in this report.	
6.7 ICT and new technologies:	None.	
6.8 Environmental:	None.	
6.9 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.	
6.10 Policy and Delegated Authority:	<p>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;</p> <p>“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.</p> <p>(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.”</p>	
6.11 Previously considered by:	N/A	

Contact Details:

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25 November 2016

Appendices:

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- 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 & Ferry Vehicle Information (Environment & Transport Committee only)

Background Documents: None





Appendix 1 - Projects and Actions - Development ->Development Committee

Generated on: 25 November 2016

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.


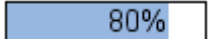

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP126 Local Housing Strategy	Complete new Local Housing Strategy (5 year plan)	New Local Housing Strategy to support future direction of Housing in Shetland across all tenures.	Planned Start	01-Mar-2016		At early planning stages, waiting on completion and validation of HNDA. Place Standard feedback to be fed in to LHS process.	Housing
			Actual Start	04-Aug-2016	<div><div>5%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-May-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	<div><div>90%</div></div>		
			Original Due Date	30-Sep-2016	Expected success		
			Due Date	31-Dec-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	 Experiencing issues, risk of failure to meet target		
			Completed Date				

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		Broadband: Pursuing Lobbying Plan. Scottish Government R100 (Reach 100% with 30Mbit Broadband by 2021) now being discussed with HIE. Operating model for Shetland Telecom project being pursued. Business case for further network development to North Isles being assessed. Digital Strategy being progressed as part of Business Transformation Programme.	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	 Experiencing issues, risk of failure to meet target		
			Completed Date				

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 the Place Standard tool. Good response received with first level analysis carried out and followed up with 7 Community Forum meetings in November/October to discuss results. Shared evidence base to inform the Local Outcomes Improvement Plan, Local Housing Strategy, Local Development Plan and Transport Strategy. Place Standard locality reports and an overall report being developed for early 2017.	Development Services Directorate
			Actual Start	01-May-2016			
			Original Due Date	31-Oct-2016	Expected success		
			Due Date	28-Feb-2017	 Likely to meet or exceed target		
			Completed Date				

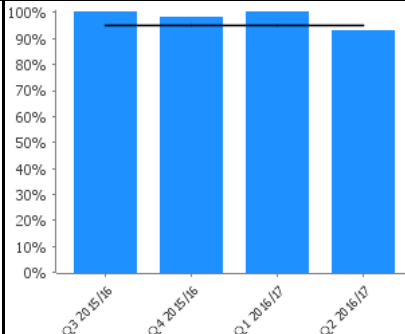
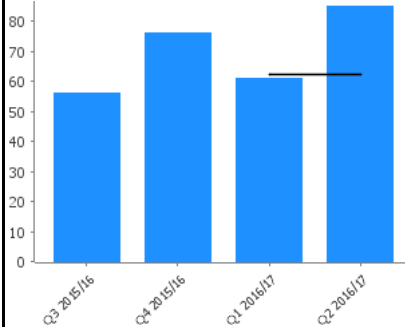
4) Community ownership Communities will be taking ownership of community assets and putting them to best use, as set out in the Community Empowerment (Scotland) Act.

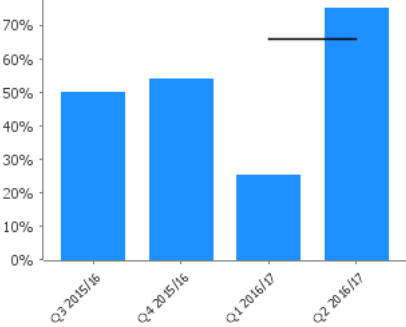
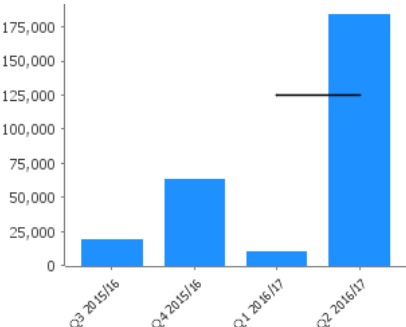
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP549 Community Empowerment (Scotland) Act 2015	Project Manage the Community Empowerment (Scotland) Act 2015 implementation, develop policy and provide support	Community Strength: Communities will be taking ownership of community assets and putting them to best use, as set out in the Community Empowerment (Scotland) Act	Planned Start	17-Sep-2015		Final guidance yet to be published for all Parts currently being taken forward by Scottish Government. 'Near final' guidance on Part 2 – Community Planning has been shared and is informing work streams for this Part. Policy development on Asset Transfer is underway, a draft policy is currently being reviewed by relevant	Community Planning & Development
			Actual Start	17-Sep-2015	<div><div></div>15%</div>		
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	31-Mar-2018	 Likely to meet or exceed target		
			Completed Date				

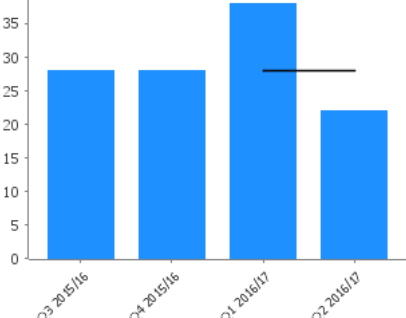
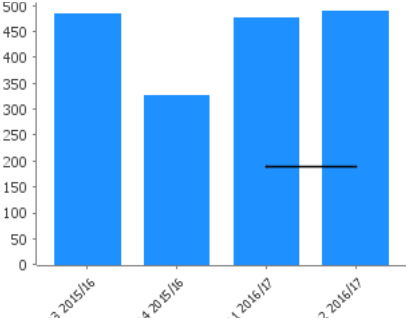
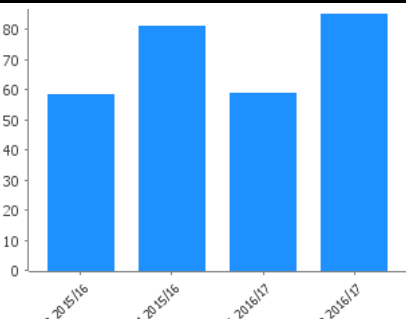
					<p>SIC teams. Policy development on Participation Requests has also begun, consideration being given to how this aligns with refreshed National Standards for Community Engagement. Change in due date because the secondary guidance and regulations are being developed in phases – this was not clear when the Act was first passed. Phase 1 has included Parts 1-5 and 11. The remaining Parts will come into force over the next 12 months or so, hence the March 2018 due date.</p>	
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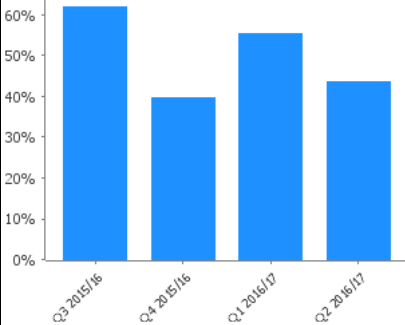
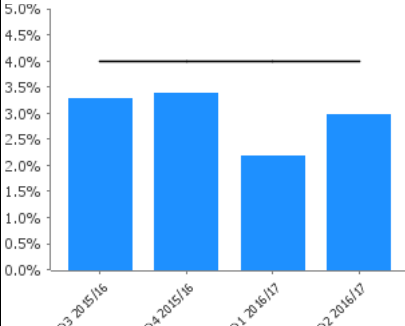
Performance Indicators (Quarterly)- Development Directorate -> Development Committee

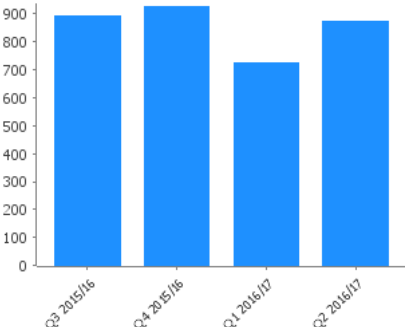
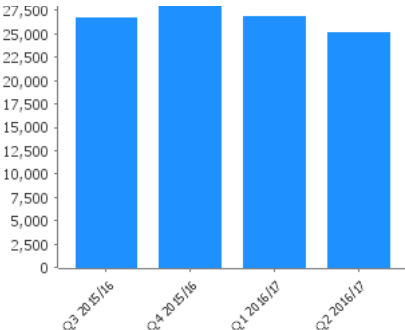
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Code & Short Name	Previous Years		Current year (to date)	Quarters				Q2 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	2014/15	2015/16	2016/17	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17			
	Value	Value	Value	Value	Value	Value	Value	Target		
G01 FOISA responded to within 20 day limit - Development Services	74%	94%	96.5%	100%	98%	100%	93%	95%		Of the 27 Development FOISAs dealt with in Q2, 25 were dealt with within the target of 20 working days.
GD-01 Number of Community Groups Accessing Community Guidance	251	243	146	56	76	61	85	62.5		Key areas of impact for this quarter include individuals and groups influencing local decision making; early intervention and prevention; developing local services in response to priority needs; developing confident, skilled, and active community members. Quarterly target of 62.75 has been achieved.

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q2 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%	50%	50%	54%	25%	75%	66%		<p>A total of 4 new funding bids were submitted in Q2 that were assisted by CP&D staff. During Q2, 3 local groups received funding offers with another 2 waiting on a decision. In period April to September a total of 8 external funding bids have been submitted resulting in 4 awards and one rejection, with 3 pending at the end of September. The overall success rate for April - September 2016 is 50%. Details on individual projects has been made available separately.</p>
GD-03 External funding secured by Community Groups	323,000	812,502	194,046	19,291	62,865	10,377	183,669	125,000		<p>In period April to September a total of £194,046.57 has been secured by local projects. Q1 = £10,377, Q2 = £183,669.57. Details on individual projects has been made available separately.</p>

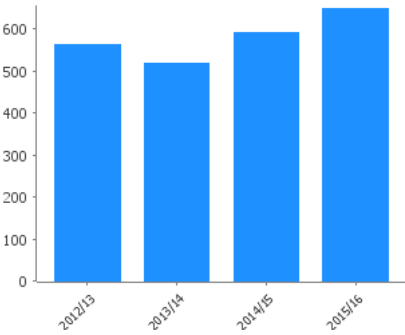
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q2 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GH-02 Average time to let not low demand properties (days)	33			28	28	38	22	28		Housing void policy, together with continuing demand, has led to some improvement in time taken. The average time to re-let properties that are not considered low demand from April - September 2016 is 26 days so this is within the target of 28 days. The properties with the highest length of time relates to those where adaptations were required.
GH-05 Average length of time in temporary or emergency accommodation (All Types)	275	396		485	327	476	490	190		The average length of time in temporary accommodation for homeless cases closed remains high which demonstrates the pressure on housing stock and demand. There will be continued regular monitoring in this area.
GP-01 Average days taken to obtain a building warrant	47.89	63.48		58.2	81.13	58.75	85.18			During Q2, 57 building warrants were granted. Average times have increased from last quarter. The averages have been skewed by a few applications which have taken considerably longer than the norm. 4 applications have taken in excess of 400 days. Removing these 4 result in a revised average of 60 days which is comparable to last quarter. In each case, the extended times were a result of the

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q2 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
										applicant not responding in a timely manner and a 9 month extension subsequently being requested. Continued effort is being made to try and provide a breakdown of times with planning staff and applicants but at present, 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%		62%	39.5%	55.4%	43.4%			Increased workloads have increased the time taken to deal with applications.
OPI-4C-G Sick %age - Development Directorate	4.2%	3.5%	2.6%	3.3%	3.4%	2.2%	3.0%	4.0%		Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q2 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
OPI-4E-G Overtime Hours - Development Directorate	4,313	3,886	1,598	893	927	726	872			Controls on overtime working remains in place.
OPI-4G-G Employee Miles Claimed - Development Directorate	105,209	111,952	51,942	26,700	27,917	26,856	25,086			Decrease in Miles claimed.

Performance Indicators (Annual)- Development Directorate -> Development Committee

Generated on: 25 November 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	649.6		 <p>The latest figure published by Nomis for Shetland in 2016 is £649.60 a week. Scotland's average for the same period is £536.60 and the UK's is £541.00. 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.</p>	

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).

Generated on: 25 November 2016

Short Name	Previous Years				Last year	This year
	2012/13	2013/14	2014/15	2015/16	Q2 2015/16	Q2 2016/17
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	4.1%	3.6%	4.2%	3.7%	3.2%	2.4%
Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	3.6%	0.3%	1.5%
Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	2.9%	2.1%	1.6%
Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	5.7%	5.4%	3.9%
Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	1.8%	1.0%	1.9%
Sick %age - Development Directorate	3.7%	2.7%	4.2%	3.5%	3.2%	3.0%
Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	3.8%	3.8%	2.1%

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: 25 November 2016

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
352	Frontline	21-Jul-2016	Closed	22-Jul-2016	Housing	1
358	Investigation	21-Sep-2016	Closed	30-Sep-2016	Housing	7

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	407
COM-15/16-326	Frontline	23-Jul-2015	Alert		Planning	342
COM-16/17-484	Investigation	16-Sep-2016	Closed	28-Sep-2016	Planning	8
351	Investigation	20-Jun-2016	Closed	01-Jul-2016	Housing	9
353	Investigation	27-Jul-2016	Closed	01-Aug-2016	Housing	3
357	Frontline	14-Sep-2016	Closed	14-Sep-2016	Housing	0
356	Investigation	07-Sep-2016	Closed	14-Sep-2016	Housing	5

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	353

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-465	Frontline	27-Jul-2016	Closed	29-Jul-2016	Development Director's (Direct) Section	2

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	199

Failure to follow administrative process

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-450	Investigation	06-Jul-2016	Alert		Planning	102

Cannot group these rows by Complaint Type Description

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed
COM-16/17-472	Frontline	27-Jul-2016	Closed	23-Aug-2016	Planning	19
COM-16/17-473	Frontline	27-Jul-2016	Closed	16-Aug-2016	Planning	14
COM-16/17-477	Investigation	23-Aug-2016	Alert		Planning	68
COM-16/17-481	Frontline	26-Aug-2016	Closed	30-Aug-2016	Planning	2

Development Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Controlled Impact	Risk Profile	Responsible Officer
Category Corporate								
<i>Corporate Plan F1. Our "20 by '20" - Leadership & Management</i>								
C0029 - Professional - Other - CR01b - Failure to deliver major STERT review on time and on budget.	Unlikely	Significant	Medium	• Interim Joint Principal has been recruited, and Colleges Joint Liason Board in Place. Joint Strategy, and joint second tier management team being developed.	Unlikely	Minor	Low	Neil Grant Development Services
Category Directorate								
<i>Corporate Plan C1. Economy and Housing - Promote Enterprise</i>								
C0017 - Key staff - loss of - Service reviews completed, Planning suffers from acute national shortage of qualified staff, general climate (v low unemployment) continues to impact to some extent. Temporary posts more difficult to fill.	Almost Certain	Significant	High	• Ten year plan to attract people to live, work and study in Shetland is being developed by the Development Partnership. • Corporate wide Staff Survey (Viewpoint) - progressing Action Plan to address staff views raised in Corporate wide staff survey (Viewpoint). Workforce development plan is being developed.	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	• 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. • Train staff and adhere to standing orders, ongoing staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with.	Unlikely	Minor	Low	Neil Grant Development Services
<i>Corporate Plan E1. Connection and Access - Community transport solutions</i>								
C0027 - Central Govt Funding Issues - 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
<i>Corporate Plan F1. Our "20 by '20" - Leadership & Management</i>								
C0030 - Partnership working failure - Council commitment to partnership working.	Possible	Major	High	• 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

Development Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Controlled Impact	Risk Profile	Responsible Officer
Category	Corporate							
<i>Corporate Plan</i>	<i>F5. Our "20 by '20" - Standards of Governance</i>							
C0019 - Strategic priorities wrong - Development Directorate is managing a number of significant projects of strategic importance, including Colleges Review; Internal and External Ferries; Outer Isle's Transport; Economic Development Service, Commercial Lending; Participatory Budgeting; Strengthening Community Involvement; High Speed Broadband; Local Housing Strategy; Local Development Plan; Transport Strategy; Economic Development Strategy; Energy Strategy; LOIP (Local Outcome Improvement Plan) 2016-2020	Possible	Major	High	<ul style="list-style-type: none"> • Appropriate governance and decision-making processes followed, PRINCE2 project management in place • 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. 	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 Progressing 'Islands with small populations' project 	Unlikely	Significant	Medium	Neil Grant Development Services



Meeting(s):	Development Committee	5 December 2016
Report Title:	Development Committee Business Programme – 2016/17	
Reference Number:	GL-46-16-F	
Author / Job Title:	Team Leader - Administration	

1.0	Decisions / Action required:
1.1	That the Development Committee considers its business planned for the remaining quarters of the current financial year (1 April 2016 to 31 March 2017), and RESOLVES to approve any changes or additions to the business programme.
2.0	High Level Summary:
2.1	The purpose of this report is to inform the Committee of the planned business to be presented to the Committee for the remaining quarters of the financial year 1 April 2016 to 31 March 2017, and discuss with Officers any changes or additions required to that programme.
2.2	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.
3.0	Corporate Priorities and Joint Working:
3.1	Our Plan 2016, in its 20 by 20 states that:- “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”.
4.0	Key Issues:
4.1	The Council approved the schedule of meetings for 2016/17 at its meeting on 16 December 2015 (Min Ref: 79/15).
4.2	It was agreed that the Business Programmes for each Committee/Board would be presented to the Planning and Performance Management Framework (PPMF) meetings, which are held on a quarterly basis, for discussion and approval.
4.3	The manner in which meetings have been scheduled is described below: <ul style="list-style-type: none"> ▪ 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.

4.4 The Business Programme for 2016/17 is presented by Committee Services to the Council and each Committee/Board 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/Board as still to be scheduled.

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications :

6.1 Service Users, Patients and Communities:	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.
6.2: Human Resources and Organisational Development:	None
6.3: Equality, Diversity and Human Rights:	None
6.4: Legal:	None
6.5: Finance:	There are no direct financial implications in this report, but indirect costs may be avoided by optimising Member and officer time.
6.6: Assets and Property:	None
6.7: ICT and new technologies:	None

6.8: Environmental:	None
6.9: 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.
6.10: Policy and Delegated Authority:	Maintaining a Business Programme ensures the effectiveness of the Council's planning and performance management framework. The Business Programme supports each Committee's role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations.
Previously considered by:	N/A

Contact Details:

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Committee Officer

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28 November 2016

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, 28 November 2016**

Development Committee			
			<i>D= Delegated R=Referred</i>
Quarter 1 1 April 2016 to 30 June 2016	Date of Meeting	Business	
		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> 31 August 2016 At 11.30 a.m.	Business Case for Promoting Shetland – Stage 2	D



Development Committee - Meeting Dates and Business Programme 2016/17 as at Monday, 28 November 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
		Knab Campus Development Brief	R SIC 26/10
		Care Inspectorate Report – Housing Support Shetland	D
		Audit Scotland Supporting Scotland's Economic Growth – The Role of the Scottish Government and its Economic Development Agencies	D
		Economic Development Lending Service	R P&R 24/10
		Audit Scotland – Broadband	D
		Management of Existing Investment	R P&R 24 Oct
		Fibre Network to Unst and Yell	R
		Fuel Affordability Survey – Survey Results and Analysis	R P&R 24 Oct
	PPMF/Budget 5 December 2016 2 p.m.	Management Accounts – Quarter 2	D
		Development Services Directorate – Performance Overview – Quarter 2	D
		Committee Business Programme 2016/17	D
	Special 13 December 2016 10 a m	Shetland Telecom – End of Project Report	D
		Shetland Telecom – Business Case for Yell and Unst Fibre Optic Cable	D
		Lending Service Decision Making and Conditions	R P&R 13 Feb
Quarter 4 1 January 2017 to 31 March 2017	Date of Meeting	Business	
	Ordinary 6 February 2017 2 p.m.	Local Development Plan	D
		2017-18 Budget Proposals and Charges	R P&R 13 Feb
		HRA Business Plan	R P&R 13 Feb SIC 15 Feb
		Implement Review of Economic Development	R P&R 13 Feb
	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, 28 November 2016

- Local Housing Strategy



**Development Committee - Meeting Dates and Business Programme 2016/17
as at Monday, 28 November 2016**

- Review Fishing Quota Management Arrangements

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, 28 November 2016