



# Shetland Islands Council

Agenda Item

**1**

<b>Meeting(s):</b>	<b>Development Committee Environment and Transport Committee Shetland College Board</b>	<b>6 March 2017 6 March 2017 9 March 2017</b>
<b>Report Title:</b>	<b>Development Services Directorate Performance Report – 9 Month/3rd Quarter 2016/17</b>	
<b>Reference Number:</b>	<b>DV-18-17-F</b>	
<b>Author / Job Title:</b>	<b>Neil Grant, Director of Development Services</b>	

## **1.0 Decisions / Action Required:**

- 1.1 The Committee/Board 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. Also included is a summary of the Investment Fund activity and the 2015/16 Planning Performance Framework report. Further detail on Actions, Indicators and Risks are contained in appendices to this report.
- 2.2 The Committee/Board 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 Plan". This report reviews progress against these.

## **4.0 Key Issues:**

- 4.1 The three priority outcomes identified in Our 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.

<p>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.</p> <p>4.3 We are also progressing a plan along with other community partners to increase the number of young people in Shetland, attracting young people to study is a key part of that.</p> <p>4.4 Engagement with the Scottish Government and Transport Scotland on Specification and Fair Funding of Inter-Island Transport continues to be a priority, and dialogue is continuing with Scottish Government regarding funding for 2017/18</p>	
<b>5.0 Exempt and/or Confidential Information:</b>	
<p>5.1 None.</p>	
<b>6.0 Implications :</b>	
<p><b>6.1 Service Users, Patients and Communities:</b></p>	<p>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, and will also feed into the Locality Profiles.</p>
<p><b>6.2 Human Resources and Organisational Development:</b></p>	<p>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.</p>
<p><b>6.3 Equality, Diversity and Human Rights:</b></p>	<p>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 examples 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.</p>
<p><b>6.4 Legal:</b></p>	<p>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.</p>

<b>6.5 Finance:</b>	The actions, measures and risk management described in this report have been delivered within existing approved budgets. The service performance has contributed to an overall projected underspend, which is detailed in the Quarter 3 Management Accounts for Development Committee, presented this cycle.	
<b>6.6 Assets and Property:</b>	The Business Case for the Council investing further in broadband infrastructure is noted in this report.	
<b>6.7 ICT and new technologies:</b>	None.	
<b>6.8 Environmental:</b>	None.	
<b>6.9 Risk Management:</b>	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.	
<b>6.10 Policy and Delegated Authority:</b>	<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>	
<b>6.11 Previously considered by:</b>	N/A	

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28 February 2017

**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)
- Appendix 4 – Summary of Investment Fund Activity (Development Committee only)
- Appendix 5 - Planning Performance Framework 2014/15 (Development Committee only)

**Background Documents:** None

# 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	<div><div>5%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	30-Sep-2017			
			Completed Date		Likely to meet or exceed target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
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-Mar-2017			
			Completed Date		Likely to meet or exceed target		



### D) COMMUNITY STRENGTH

#### 1) Community support

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



Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP062 Local Development Plan	Main Issues report for next Local Development Plan	Progress towards next Local Development Plan	Planned Start	02-Mar-2015		The Planning Service is under resourced due to ongoing vacant posts. This has slowed down progress, while every attempt has been made to use new and innovative methods to advance the plan preparation process with the limited resources currently available, it is inevitable that delays are experienced.  Involvement in Masterplanning and acting as an enabler to the development of other key sites within the Local Development Plan are priority workloads, in line with the Council's aspirations and those priorities set out in the Review of Planning but take up time from already stretched resources.	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		High Speed Broadband: Scottish Government R100 (Reach 100% with 30mb/s broadband by 2021), being discussed with Scottish Government and HIE. Business case being developed for maximising Council owned fibre optic network. Information for business case to be researched for further network development to North Isles. Digital Strategy being progressed as part of Council's Business Transformation Programme. As at January 2017, BT report that 63% of premises across Shetland have access to Broadband speeds in excess of 24Mbps.	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	<div><div>90%</div></div>		
			Original Due Date	31-Oct-2016	Expected success		
			Due Date	28-Feb-2017	 Likely to meet or exceed target		
			Completed Date				

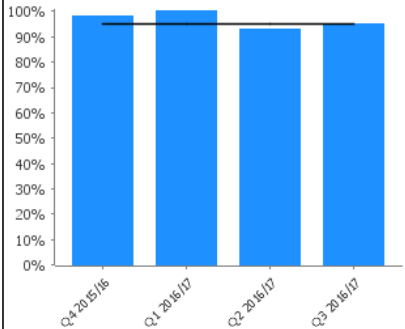
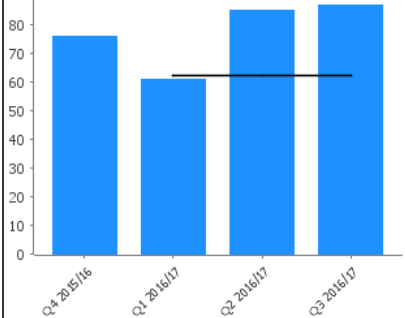
#### 4) Community ownership

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

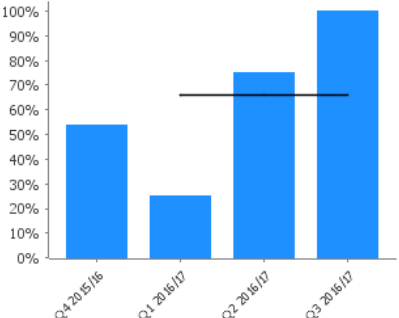
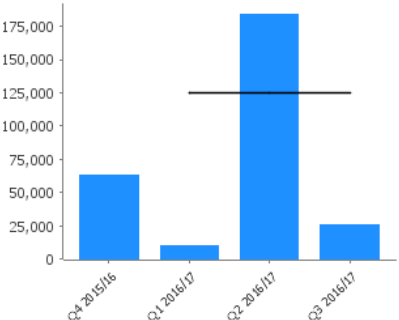
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP549 Community Empowerment (Scotland) Act 2015	Project Manage the Community Empowerment (Scotland) Act 2015 implementation, develop policy and provide support	<b>Community Strength:</b> Communities will be taking ownership of community assets and putting them to best use, as set out in the Community Empowerment (Scotland) Act	Planned Start	17-Sep-2015		Asset transfer policy complete, pending approval of Council. Asset transfer training and awareness programme planned pending approval pf Project Board. Training and awareness-raising Programme for implementing Part 2 (Community Planning) prepared pending approval of Project Board. Next Project Board scheduled for 09/02/2016. Final guidance not yet available for Part 3 (Participation Requests).	Community Planning & Development
			Actual Start	17-Sep-2015	<div><div>25%</div></div>		
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet or exceed target		

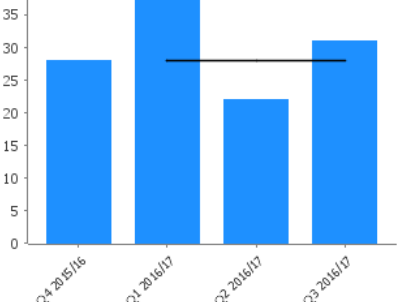
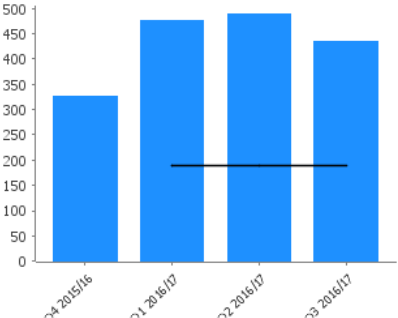
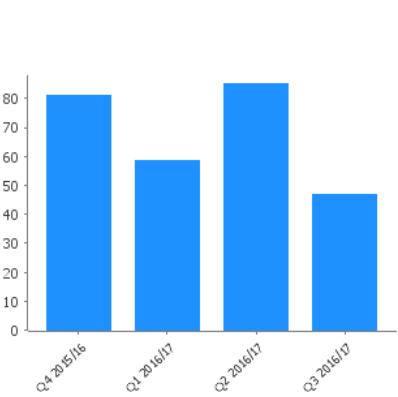
## Appendix B Performance Indicators (Quarterly)- Development Directorate -> Development Committee

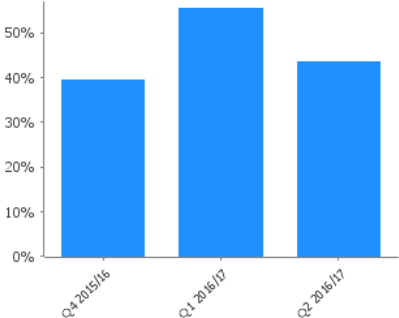
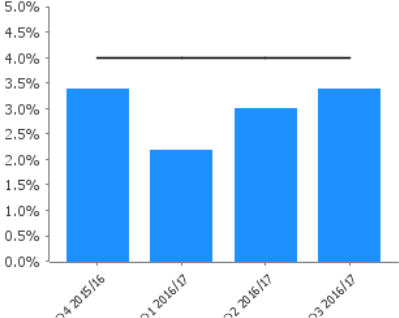
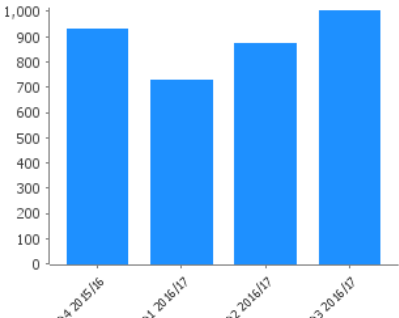
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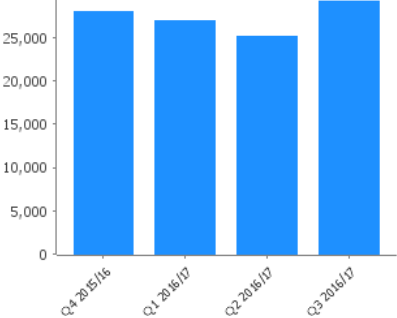
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q3 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
G01 FOISA responded to within 20 day limit - Development Services	74%	94%	96%	98%	100%	93%	95%	95%		Of the 22 Development FOISAs closed with in Q3, only one missed the target of 20 working days.
GD-01 Number of Community Groups Accessing Community Guidance	251	243	233	76	61	85	87	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	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q3 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%	66.67%	54%	25%	75%	100%	66%		<p>3 new funding bids were assisted by CP&amp;D staff in Q3 and all 3 successfully secured funding, resulting in a 100% success rate. In addition to this, 2 funding bids submitted in Q2 received decisions in Q3, one of which was successful and the other was rejected.</p> <p>Overall in 2016/17 a total of 11 funding bids have been supported by CP&amp;D staff, with 9 successful and 2 rejected. This results in a success rate of 81% for the year to date, which is still significantly above the annual target of 66%. Details on individual projects has been made available separately.</p>
GD-03 External funding secured by Community Groups	323,000	812,502	219,628	62,865	10,377	183,669	25,582	125,000		<p>In Q3, projects from Bressay, Lerwick and Yell successfully secured lottery funds of £25,582 for local projects. For the period of April to December 2017 inclusive external funding totalling £219,628 has been secured by local projects as follows: Q1 = £10,377; Q2 = £183,669 and Q3 = £25,582.</p> <p>The year to date funding secured is behind the annual target of £500,000. This is due to projects generally applying for smaller sums of funding at present. However it should be noted that CP&amp;D staff are actively working with a number of community groups on a range of capital and revenue projects so it is anticipated more funding bids and decisions will be submitted and notified in the Q4 performance report. Details on individual projects has been made available separately.</p>

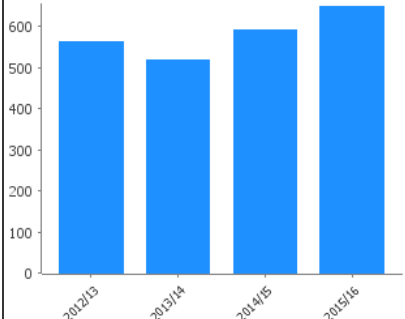
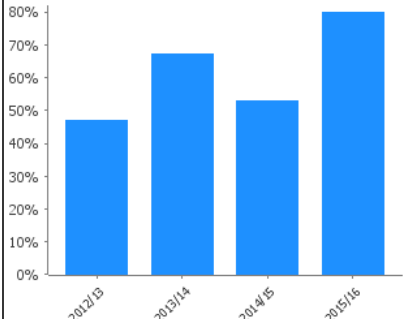
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q3 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GH-02 Average time to let not low demand properties (days)	33	117	28	28	38	22	31	28		The average time to re-let properties that are not considered low demand from April - December 2016 is 28 days which is on target.
GH-05 Average length of time in temporary or emergency accommodation (All Types)	357	1,557	475	327	476	490	435	190		The average length of time in temporary accommodation for homeless cases closed remains high which demonstrates the pressure on housing stock and demand. The average length of time in temporary accommodation from April - December 2016 was 475 days. There will be continued regular monitoring in this area.
GP-01 Average days taken to obtain a building warrant	29.62	250.5		81.13	58.75	85.18	46.67			During Q3, 43 building warrants were granted. Average times have decreased from the previous two quarters. First response times from Building Standards are comparable to previous quarters with Q3 seeing 100% of first reports being issued within the 20 day target therefore, the main difference being the speed in which the applicants submit revised info. 4 applications exceed 100 days with 1 in excess of 250. Removing these would further improve the average times. Each of the extended applications were a result of delays in the applicant/agent submitting revised information. A breakdown of time spent between the planning service and applicant/agent is expected to be available from Q1 2017.

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q3 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GP-02 % planning applications dealt with within 2 months	57.1%	47%		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%	2.8%	3.4%	2.2%	3.0%	3.4%	4.0%		The average is being driven up by a number of long term sickness cases which are being progressed.
OPI-4E-G Overtime Hours - Development Directorate	4,313	3,886	2,599	927	726	872	1,001			Overtime continues to be managed on a pre-authorisation basis.

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2014/15	2015/16	2016/17	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q3 2016/17	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
OPI-4G-G Employee Miles Claimed - Development Directorate	105,209	111,952	81,124	27,917	26,856	25,086	29,182			Managed within budget.

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

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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>
GP-03 % of 15 Planning Performance Framework Indicators marked Green or Amber	47%	67%	53%	80%			<p>The feedback received on the Planning Performance Framework 2015/16 shows an increase in green indicators to 7, increase in amber to 5 and decrease in red to 1 from 2014/15. We have focussed on our core activities, including making some changes to the pre-planning application services we provide. Our only red mark relates to an out of date Enforcement Charter.</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).

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Short Name	Previous Years				Last year	This year
	2012/13	2013/14	2014/15	2015/16	Q3 2015/16	Q3 2016/17
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	4.1%	3.6%	4.2%	3.7%	3.5%	3.1%
Sick %age - Chief Executive's "Directorate"	4.5%	1.2%	2.4%	3.6%	4.8%	0.9%
Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	2.9%	2.9%	2.4%
Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	5.6%	5.3%	4.8%
Sick %age - Corporate Services Directorate	3.1%	1.6%	2.4%	1.8%	2.0%	2.4%
Sick %age - Development Directorate	3.7%	2.7%	4.2%	3.5%	3.3%	3.4%
Sick %age - Infrastructure Directorate	3.9%	3.5%	4.1%	3.8%	3.0%	2.3%

## 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

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### Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
359	Frontline	13-Oct-2016	Closed	13-Oct-2016	Housing	0	Upheld
366	Investigation	22-Nov-2016	Closed	29-Nov-2016	Housing	5	Not Upheld

### Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-15/16-237	Frontline	23-Apr-2015	Closed	23-Feb-2017	Planning	464	
COM-16/17-477	Investigation	23-Aug-2016	Closed	14-Feb-2017	Planning	118	Upheld
364	Investigation	11-Nov-2016	Closed	23-Nov-2016	Housing	8	Upheld
365	Frontline	24-Nov-2016	Closed	25-Nov-2016	Housing	1	Not Upheld

### Dissatisfaction with Council policy

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-15/16-295	Investigation	08-Jul-2015	Closed	17-Feb-2017	Planning	406	Not Upheld
COM-16/17-556	Frontline	20-Dec-2016	Closed	17-Jan-2017	Planning	13	Not Upheld
367	Frontline	06-Dec-2016	Closed	07-Dec-2016	Housing	1	Not Upheld

### Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
360	Frontline	27-Oct-2016	Closed	31-Oct-2016	Housing	2	Not Upheld

### Disagreement with decision made

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-15/16-326	Frontline	23-Jul-2015	Closed	17-Feb-2017	Planning	395	Not Upheld
COM-15/16-420	Frontline	19-Feb-2016	Closed	23-Feb-2017	Planning	256	Not Upheld

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-16/17-542	Frontline	18-Nov-2016	Closed	29-Nov-2016	Planning	7	Not Upheld
361	Investigation	03-Nov-2016	Closed	09-Nov-2016	Housing	4	Not Upheld

### Failure to follow administrative process

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-16/17-450	Investigation	06-Jul-2016	Alert		Planning	161	



## Risk Assessment - Development Services

Risk & Details	Likelihood	Current	Risk Profile	Current and Planned Control Measures	Probability	Target	Risk Profile	Responsible Officer
		Impact				Impact		
Category	Directorate							
Corporate Plan	C1. Economy and Housing - Promote Enterprise							
Service reviews completed, Planning suffers from acute national shortage of qualified staff (currently trying to recruit to 5 posts, equivalent to 15.6% of their 31.9 FTE) , general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition and limited local housing options. Trigger : Resignation, retirement, Consequences : Impact on service delivery, workload on staff and consequent impact. Risk type : Key staff - loss of Reference - C0017	Almost Certain	Significant	High	• Corporate wide Staff Survey (Viewpoint) - progressing Action Plan to address staff views raised in Corporate wide staff survey (Viewpoint); *A corporate workforce development plan is progressing - HR workforce strategy has been approved. *Management to ensure that exit interviews are always completed, and to track exit interview statistics; *Ten year plan to attract people to live, work and study in Shetland is being developed by the Development Partnership; *Management to look to extending the 'grow your own/' trainee posts; *Careful monitoring of the impact of policy interventions such as market forces; *Consideration to be given to wider use of adjusted posts to 'fill gaps' on a temporary basis, and for temporary '2-way probation' or 'secondments' so that staff can try out an advertised post before committing.	Possible	Significant	Medium	Neil Grant Development Services
Development Service operates within a complex legislative environment and is expected to be an exemplar. Current controls include, e.g. ICT security policy, ICT automatic encryption of all laptops and USBs are auto-encrypted before any data can be downloaded. Trigger : Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc. Consequences : Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Reference - C0018	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, on-going staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with; All staff to make themselves aware of the ICT security policy - <a href="http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf">http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf</a> (Exec summary on page 5).	Unlikely	Minor	Low	Neil Grant Development Services
Corporate Plan	E1. Connection and Access - Community transport solutions							

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. Trigger : Scottish Government decision not to support Revenue and Capital cost of service. Delay in Scottish Government's decision beyond next year. Islands deal I, brexit also can affect this risk. Consequences : Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure Risk type : Central Govt Funding Issues Reference - C0027	Unlikely	Minor	Low	• Project board, PRINCE2. Agreed process with Scottish Government and Transport Scotland, for level of provision and fair funding of services. Islands deal can affect funding.	Possible	Insignificant	Low	Neil Grant Development Services
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**Corporate Plan****F1. Our "20 by '20" - Leadership & Management**

Council commitment to partnership working. This is soon to become a statutory requirement. Trigger : There is a risk that the Council as lead for Shetland's Community Planning Partnership fails to engage effectively with all partners to develop a coherent Community Plan Consequences : Censure/ action against the council for failing to comply with legislation, Failure to achieve the best outcomes for the community. Risk type : Partnership working failure Reference - C0030	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
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**Corporate Plan****F5. Our "20 by '20" - Standards of Governance**

<p>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</p> <p>Trigger : Focus or priority could be wrong</p> <p>Consequences : Wasted resources, negative impact on wider community, Financial cost, bad publicity</p> <p>Risk type : Strategic priorities wrong</p> <p>Reference - C0019</p>	Possible	Major	High	<p>• Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate Plan</p> <p>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.</p>	Unlikely	Significant	Medium	Neil Grant Development Services
<p>Development Service delivers a service with reducing resources and constraints including the MTFP. Service reviews moving towards completion.</p> <p>Trigger : Reduced and reducing budget, fewer staff - requirement to accommodate and work within 20% / (£20 million reduction across the organisation) in resources over 4 years</p> <p>Consequences : Impact on service, workload has to be managed by fewer staff, stress, impact on service users &amp; communities</p> <p>Risk type : Economic / Financial - Other</p> <p>Reference - C0021</p>	Likely	Significant	High	<p>• Restructure implemented, strategic planning continuing, awareness of issues</p>	Possible	Significant	Medium	Neil Grant Development Services
<p>Development Service / the Council works in a number of areas and necessarily publishes information on its activities</p> <p>Trigger : Failure to share information, poor management of communications/ poor communication with service users/ members of the public/ media, or mis-perception by media.</p> <p>Consequences : Bad publicity, communities miss opportunities, finite resources spent on rectifying misunderstandings, staff morale impact, service users/ partners lose trust in services.</p> <p>Risk type : Communications poor</p> <p>Reference - C0022</p>	Unlikely	Major	Medium	<p>• Link to risk around corporate priorities</p> <p>☐ Adhere to corporate communications policy, Management team are aware of the issues and risks that fall to Dev MT and CMT.</p>	Rare	Significant	Low	Neil Grant Development Services

<p>One or more communities fail to be sustainable</p> <p>Trigger : Demographic and socio-economic problems on remote communities</p> <p>Consequences : Depopulation of remote areas, sudden impact on development services</p> <p>Risk type : Economic climate</p> <p>Reference - C0026</p>	Possible	Significant	Medium	<p>• Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans</p> <p>Progressing 'Islands with small populations' project</p>	Unlikely	Significant	Medium	Neil Grant Development Services
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**Shetland Investment Fund** (Development Committee only)  
**9 month/3<sup>rd</sup> Quarter 2016/17**

Activity (October-December 2016):

<b>New Approvals</b>	None in the period
<b>Amended Agreements</b>	2 loans
<b>Completed Investments</b>	5 loan agreements ended 1 share redemption agreed
<b>Decommitted Investments</b>	1 prior approval proceeded with alternative funding

Investment Portfolio (as at 31 December 2016):

<b>Investment Type</b>	<b>Number</b>
Loans	21
Equity	5
Hire Purchase Agreements	1
Guarantees	4

Financial Position (as at 31 December 2016):

	<b>£m</b>	<b>£m</b>
<b>Shetland Investment Fund</b>		<b>15.00</b>
<u>Less:</u>		
Loans, Dividends & Hire Purchase Balance	- 6.10	
Committed Loans	- <u>0.00</u>	
<b>Total Value of Loans Made and Committed Which Remain Outstanding</b>		- <b><u>6.10</u></b>
<b>Balance Invested in Managed Funds</b>		<b><u>8.90</u></b>



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Mr Mark Boden  
Chief Executive  
Shetland Islands Council

25 November 2016

Dear Mr Boden

## **PLANNING PERFORMANCE FRAMEWORK 2015-16**

Thank you for submitting your authority's annual Planning Performance Framework (PPF) report covering the period April 2015 to March 2016. Please find enclosed your feedback report, which is based on the evidence provided within your PPF.

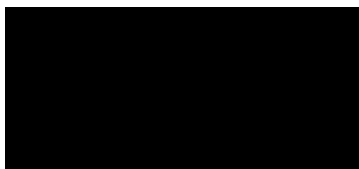
I am very pleased that the quality of PPF reporting has again improved with many authorities setting out a very clear story of how the service is operating and detailing their priority actions for improvement. There have been general improvements across most of the categories however, there still remains high levels of inconsistency in planning authority decision making timescales across the country. This was also reflected through the recent publication of the statistics for the first quarter of 2016-17 which shows that certain authorities, and certain cases, are dragging the statistics down considerably. I asked officials to look into the reasons for delay in some of the lengthiest cases and will report on that to the High Level Group on Performance.

Planning performance improvement has come a long way in recent years and the PPF framework provides an excellent opportunity for authorities to set out the details behind their performance and showcase good practice and innovative ideas. I hope we can continue to work positively with authorities to improve monitoring processes and continue our collective commitment to improving services.

This is an exciting time for planning – the momentum of the independent planning review is continuing and we will be publishing a consultation outlining options for change in the winter, to inform the future Planning Bill. The consultation will cover a variety of options to enhance community involvement in planning; help deliver homes and infrastructure; simplify development planning and management processes; and focus on improving the service and reputation of planning. It is a challenging timetable but a fantastic opportunity to deliver real change.

Although there are some things that we need legislation to change, many of the panel's recommendations don't need legislation, they need a change in working practices, a recognition that planning creates the places where people work, live, learn and play. To achieve the outcomes we all want to see, authorities need to reposition planning to ensure that it sits at the very heart of the authority and has the resources available to it to make sure it provides the best service possible to developers, stakeholders and the authority in which it sits. To help achieve this we will shortly be launching a consultation on raising the planning fee maximum in an effort to move towards cost recovery. Following the planning bill we will consult further on potential reform of the fee regime.

I hope that you and your authority will actively participate as we progress, ensuring that we see real change throughout the planning community.



**KEVIN STEWART**

**CC: Iain McDiarmid, Head of Planning**



## PERFORMANCE MARKERS REPORT 2015-16

Name of planning authority: **Shetland Islands Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	<b>Decision-making:</b> continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber	<p><b>Major Applications</b></p> <p>At 11.9 weeks your decision making timescales have not only improved from 23.5 weeks but are far below the national average of 38.8 weeks.</p> <p>RAG = Green</p> <p><b>Local Non-Householder</b></p> <p>At 13.4 weeks your decision times are slower than the 9.9 week average from last year. They are also slower than the 12.3 week national average.</p> <p>RAG = Red</p> <p><b>Householder</b></p> <p>You have improved your decision making timescales from 8.6 weeks to 7.1 weeks which is better than the national average of 7.5 weeks.</p> <p>RAG = Green</p> <p><b>TOTAL RAG = Amber</b></p>
2	<b>Processing agreements:</b> <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>	Amber	<p>The official stats published by the Scottish Government show that you completed two cases which were subject to a processing agreement and both cases were completed within the timescales set out.</p> <p><b>RAG = Green</b></p> <p>You have not indicated if you promote the use of processing agreements or if that offer is made on your website.</p> <p><b>RAG = Red</b></p>

3	<b>Early collaboration</b> with applicants and consultees <ul style="list-style-type: none"> <li>availability and promotion of pre-application discussions for all prospective applications; and</li> <li>clear and proportionate requests for supporting information</li> </ul>	Amber	<p>The NHI table states that over 17% of applications are subject to pre-application discussions, however, you state within your report that you negotiate improvements to approximately 80% of applications and you have outlined how you have engaged on the key sites within your LDP.</p> <p><b>RAG = Green</b></p> <p>You fail to set out how requests for supporting information are set out clearly during any pre-application discussions although you do state that you will focus on applications where you feel you can add most value.</p> <p><b>RAG = Amber</b></p>
4	<b>Legal agreements:</b> conclude (or reconsider) applications after resolving to grant permission <ul style="list-style-type: none"> <li>reducing number of live applications more than 6 months after resolution to grant (from last reporting period)</li> </ul>	Green	<p>You have not entered into any legal agreements since 2012-13.</p>
5	<b>Enforcement charter</b> updated / re-published within last 2 years	Red	<p>It is not clear from your report or website how old your enforcement charter is and based on the feedback we provided last year it is assumed that your enforcement charter is now more than 2 years old.</p>
6	<b>Continuous improvement:</b> <ul style="list-style-type: none"> <li>progress/improvement in relation to PPF National Headline Indicators; and</li> <li>progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>	Green	<p>You have managed to improve the timescales for dealing with major and householder developments however local applications have increased. Your LDP is up to date and you have no legacy cases.</p> <p><b>RAG = Green</b></p> <p>You have completed two of your three service improvement commitments with one commitment partially complete. You have identified a good range of improvements to make in the forthcoming year and we look forward to hearing about the progress and impact these have.</p> <p><b>RAG = Green</b></p>
7	<b>Local development plan</b> less than 5 years since adoption	Green	<p>Your LDP is 18 Months old.</p>
8	<b>Development plan scheme</b> – next LDP: <ul style="list-style-type: none"> <li>on course for adoption within 5 years of current plan(s) adoption; and</li> <li>project planned and expected to be delivered to planned timescale</li> </ul>	Amber	<p>Your report states that your LDP is on course to be adopted within the 5 year timescale.</p> <p><b>RAG = Green</b></p> <p>You have not outlined how your plan will be project planned to adoption.</p> <p><b>RAG = Red</b></p>

9	<b>Elected members engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A	
10	<b>Cross sector stakeholders* engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>  <i>*including industry, agencies and Scottish Government</i>	N/A	
11	<b>Regular and proportionate policy advice</b> produced on information required to support applications	Amber	You have produced supplementary guidance on placemaking which was developed using a new model of engagement. You have also amended your approach to providing advice to applicants through “do I need planning permission” requests, dealing with these through the certificate of lawfulness procedures which frees up officers to input where they can add most value. We note that you are currently reviewing your guidance to ensure it meets customer needs.
12	<b>Corporate working across services</b> to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green	You have a protocol in place with roads services with regards to pre-application discussions and you have worked with a wide range of stakeholders on the Staneyhill Master plan and Knab Development Brief.
13	<b>Sharing good practice, skills and knowledge</b> between authorities	Green	You engage with the other island authorities with regards to Our Islands Our Future matters. You also outline how you participate in the annual meeting of the aquaculture industry and authorities to share best practice which included streamlining engagement with statutory consultees.
14	<b>Stalled sites / legacy cases:</b> conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Green	You have no legacy cases.
15	<b>Developer contributions:</b> clear and proportionate expectations <ul style="list-style-type: none"> <li>• set out in development plan (and/or emerging plan); and</li> <li>• in pre-application discussions</li> </ul>	Green	You have stated in your report that you have decided against producing guidance with regards to developer contributions and the fact that you haven't entered into any legal agreements in the past few years shows that this is a pragmatic approach to the issue.

**SHETLAND ISLANDS COUNCIL**  
**Performance against Key Markers**

Marker		2012-13	2013-14	2014-15	2015-16
1	Decision making timescales				
2	Processing agreements				
3	Early collaboration				
4	Legal agreements				
5	Enforcement charter				
6	Continuous improvement				
7	Local development plan				
8	Development plan scheme				
9	Elected members engaged early (pre-MIR)	N/A	N/A	N/A	N/A
10	Stakeholders engaged early (pre-MIR)	N/A	N/A	N/A	N/A
11	Regular and proportionate advice to support applications				
12	Corporate working across services				
13	Sharing good practice, skills and knowledge				
14	Stalled sites/legacy cases				
15	Developer contributions				

**Overall Markings (total numbers for red, amber and green)**

<b>2012-13</b>	6	5	2
<b>2013-14</b>	3	7	3
<b>2014-15</b>	5	3	5
<b>2015-16</b>	1	5	7

**Decision Making Timescales (weeks)**

	2012-13	2013-14	2014-15	2015-16	<i>2015-16 Scottish Average</i>
Major Development	-	14.0	23.5	11.9	38.8
Local (Non-Householder) Development	20.6	11.7	9.9	13.4	12.3
Householder Development	16.6	7.8	8.6	7.1	7.5



# Shetland Islands Council

Agenda Item

# 2

<b>Meeting(s):</b>	Development Committee Environment and Transport Committee Shetland College Board	6 March 2017 6 March 2017 9 March 2017
<b>Report Title:</b>	Development Services Directorate Plan 2017-2020	
<b>Reference Number:</b>	DV-02-17-F	
<b>Author / Job Title:</b>	Neil Grant, Director of Development Services	

## 1.0 Decisions / Action Required:

### 1.1 That the Committee/Board:

- 1.1(a) REVIEW and COMMENT on the contents of the Directorate Plan; and
- 1.1(b) ENDORSE the Directorate Plan, recognising that the Director of Development Services will make any adjustments required to ensure it is fully aligned with the final version of the Council's Corporate Plan approved by Council.

## 2.0 High Level Summary:

2.1 This report presents the Development Services Directorate Plan for 2017-20 which sets out the strategic action to be taken to deliver the Council's Corporate Plan, and Medium Term Financial Plan. The Directorate Plan also sets out strategic actions to deliver on the following cross cutting themes:

- Workforce development and customer service.
- Shetland Partnership 10 year plan to attract people to Shetland to live, study, work and invest in Shetland.
- Tackling Inequality action plan.
- New financial restrictions, and planning for further Council savings of £20m by 2020.
- Developing more effective community engagement.

2.2 Quarterly Progress Reports will be submitted to the relevant Committee/Board in line with the Council's Planning and Performance Management Framework (PPMF) to allow Members to monitor and scrutinise the delivery and progress of the plan.

## 3.0 Corporate Priorities and Joint Working:

3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Plan", the Council's Corporate Plan 2016-2020.

- Our performance as an organisation will be managed effectively, with high standards being applied to the performance of staff and services. Poor performance will be dealt with, and good service performance will be highlighted and shared.

<b>4.0 Key Issues:</b>	
4.1	The Directorate Plan sets out the actions to be taken by the Directorate between 2017- 2020. The plan is designed to give strategic focus to the activities that will be required to deliver the Corporate Plan outcomes, rather than focusing on the day to day business of the Services in the Directorate. Services operational activities are delivered and monitored through Service Plans.
4.2	The Plan provides the Committee/Board with a suite of performance indicators to that show whether or not targets for service delivery are being met. This should provide Members with the assurance that operational service performance is on target, or that action is being taken to address performance.
4.3	The measurable Performance Indicators are currently being completed and will be reported during the 2017/18 performance meeting cycle.
4.4	The Risk Register sets out the strategic risks within the Directorate that could impact on the Council's performance.
<b>5.0 Exempt and/or Confidential Information:</b>	
5.1	None.
<b>6.0 Implications:</b>	
<b>6.1 Service Users, Patients and Communities:</b>	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. 'Shetland Place Standard' and 'Community Choices' are two current projects which focus on providing better more effective community engagement.
<b>6.2 Human Resources and Organisational Development:</b>	Workforce development is a key to this plan, to address recruitment and retention of staff, skills and re-skilling requirements, and delivering services with fewer resources.
<b>6.3 Equality, Diversity and Human Rights:</b>	The Council is required to make sure systems are monitored and assessed for any implications in this regard.
<b>6.4 Legal:</b>	None.
<b>6.5 Finance:</b>	The actions, measures and risk management described in this report have been developed within the Target Operating Budgets for 2017/18 as set out in the Medium Term Financial Plan for Development Services Directorate, and actions to deliver transformational change required to achieve £20m of savings across the Council by 2020.
<b>6.6 Assets and Property:</b>	The costs of the estate and buildings currently utilised by the Development Directorate is not sustainable in the medium term. This is particularly the case for the Colleges estate.

<b>6.7 ICT and New Technologies:</b>	The transformational change noted in this report will require ICT and new technologies, which will be identified in a Council wide Digital Strategy.	
<b>6.8 Environmental:</b>	None.	
<b>6.9 Risk Management:</b>	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 negative external scrutiny.	
<b>6.10 Policy and Delegated Authority:</b>	<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 Directorate and 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>	
<b>6.11 Previously Considered by:</b>	N/A	

#### **Contact Details:**

Neil Grant, Director of Development Services  
01595 744968, [nrj.grant@shetland.gov.uk](mailto:nrj.grant@shetland.gov.uk)  
28 February 2017

#### **Appendices:**

Appendix 1 – Development Services Directorate Plan 2017-20  
Appendix A – Projects and Actions – Development Directorate  
Appendix 2 – Risk Register

#### **Background Documents:**

Our Plan  
Medium Term Financial Plan





Development Directorate Plan 2017-20

**Development**  
**2017-20 Directorate Plan**

**“Enabling our communities to develop their potential”**

## Introduction

Every year, each Directorate within the Council produces a Directorate Plan for the following year. This Directorate Plan provides an overview of the Development Directorate for 2017-20. This plan contains information on major activities, aims, objectives, actions, targets, performance indicators and risks. Detailed activities for each Service within the Directorate are included in their individual Service Plans.

Directorate plans are approved at Service Committees and Council as part of the budget setting process.

## Drivers for Change - What we must do in 2017-20:

### Shetland Partnership

- Enable a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland  
(We will work with Community Partners to influence a net in-migration of 700 people in the 16-40 age group by 2028)
  - Target support for industry growth sectors and entrepreneurship
  - Raise Shetland's global profile
  - Provide better support to incoming families and workers

### Shetland Islands Council Corporate Plan “Our Plan” 2016-2020

#### Community

- Support communities to reach their full potential
  - Develop policy and support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Community Planning, the following three priority areas have been identified:
    - Governance – who carries out community planning and how?
    - Locality Planning – what does community planning do and why?

- Community Participation – how will the community be involved in community planning?
- Develop a shared policy approach and working arrangements in relation to resilient rural communities, and in particular islands with small populations
- Continue to develop the Council's approach to Community Choices (PB) and community commissioning as a means of engaging residents in service planning and financial decision making
- Enable development to happen
  - Consider policy implications in response to the National Review of Planning, which covers the following four themes:
    - Making plans for the future: by simplifying and strengthening development planning
    - Empowering people to make the system work: by improving the way people are involved in the planning process.
    - Building more homes and delivering infrastructure: by using planning to actively enable and co-ordinate development
    - Promoting stronger leadership and smarter resourcing: by removing processes that fail to add value, and by strengthening leadership, resources and skills
  - Develop a new Local Development Plan which reflects community aspirations and provides priority infrastructure across local boundaries
  - Assist Corporate Services to develop a Master Plan for AHS Knab site
- Increase the supply of housing across all tenures
  - Develop refreshed Local Housing Strategy
  - Continue to deliver supply target of affordable housing in the Local Housing Strategy (LHS) through the Strategic Housing Investment Plan (SHIP)
  - Investigate incentives and initiatives to increase the supply of affordable housing
  - Encourage appropriate private development

## **Economy & Skills**

- Support for local businesses and entrepreneurs
  - Work with Corporate Services, Government and OIOF Partners to achieve a strong Islands Deal, and to secure external funding and support.
  - Proactively research Brexit opportunities, risks and scenarios
  - Provide commercial lending and grant support funding to local businesses
  
- Develop Shetland's Skilled Workforce
  - Deliver a sustainable model for HE, FE, Research and Training in Shetland, which is more effective in providing the skilled workforce requirements of the local economy
  - Establish Shetland's Unique Selling Points for attracting Students to study in Shetland
  - Influence UHI provision of Student and Key Worker Accommodation in Shetland
  - Work with Children's Services to increase the level of pupil interest in STEM subjects and entrepreneurship to affect career choices and gender balance of Shetlands Young Workforce
  - Further increase the number of Modern Apprentices and Work with Children's Services to develop and grow the Academies in Engineering, Care, and Construction at the Shetland College and NAFC Marine Centre
  - Engage with the Scottish Government and Skills Development Scotland to access funding programmes and opportunities brought about by the Modern Apprenticeship levy

## **Connectivity**

- Achieve High Speed Broadband and full mobile coverage to all Shetland settlements
  - Work with the Scottish Government to affect the Roll out of High Speed broadband and Mobile Coverage, under the Reaching 100% by 2021 (R100) Plan, prioritising early delivery in Shetland.
  - Identify the business case for the Council's intervention in provision of fibre Broadband network to the North Isles, and identify Business Model for Shetland Telecoms.

- Achieve sustainable and affordable internal and external transport links
  - Work with Scottish Government and Transport Scotland to achieve appropriate level of Inter-Island transport service provision and Fair Funding of Ferries and Internal Air Services.
  - Continue to work with Scottish Government and Transport Scotland to influence External Transport provision. New North Isles Ferry Contracts to commence 2018
  - Work with stakeholders to identify a system of fares which and which helps to address inequalities
  - Develop and promote internal transport networks, including the new public bus services, increasing usage and ticket income, and manage revenue security.

### **How we will do it ('20 By '20')**

- Development Services workforce development and recruitment, making more use of Career Grading, Retraining, Modern Apprenticeship, and Graduate opportunities.
- Continue to improve workforce engagement by delivering the 'Viewpoint Employee Engagement Action Plan 2016/18'
- Improve Customer Service, and Service Efficiency by engagement with the Corporate Business Transformation Programme, 2017-20
- Contribute to the development of a Digital Strategy for the Council which is also a key strand in the Business Transformation Programme.

### **New Financial Restrictions**

The Council's General Revenue Grant has been reduced and it is projected that the Council must save £20m by 2020 to deliver a sustainable budget. It is therefore necessary to review the services we provide, identify ways to provide services with less resources, and secure additional income sources. The priorities identified for the Development Directorate are intended to form part of a Corporate Wide plan to save £20m by 2020 and are as follows:

- Achieve fair funding for Internal Ferries Services, or review Ferry Services to deliver future Services at an affordable level based on Scottish Government - Priority 2017/18 (shared with Infrastructure Directorate)
- Achieve benefits from Colleges Integration and progress external funding and SFC funding opportunities. Also reduce cost of Colleges Estate 2017-2020
- Achieve fair funding for Internal Air Service 2017/18 (shared with Infrastructure Directorate)
- Explore opportunities to share service with community partners and other local authorities, 2017-2020
- Review funding of external organisations, 2017-2020

- Workforce Review – establish requirements for level of service by Development Services by 2020 and develop a workforce plan to meet future skills gaps, considering retirements, redeployments, extended use of career grades and Modern Apprentice placements, and maximise opportunities from Apprenticeship Levy project funding, 2018-2019

## New Legislation

Community Empowerment (Scotland) Act 2015.

Review of Scottish Planning System

National Transport Strategy

Islands Bill

## Contact Details

Shetland College Gremista Lerwick ZE1 0PX 01595 771000  Train Shetland Gremista Lerwick ZE1 0PX 01595744744	Community Planning & Development Solarhus 3 North Ness Business Park Lerwick ZE1 0LZ 01595 743888	Economic Development Solarhus 3 North Ness Business Park Lerwick ZE1 0LZ 01595 744940	Housing 6 North Ness Business Park Lerwick ZE1 0LZ 01595 744360	Planning Train Shetland Gremista Lerwick ZE1 0PX 01595 744840	Transport Planning 6 North Ness Business Park Lerwick ZE1 0LZ 01595 744868
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## Appendix A - Projects and Actions - Development Directorate

Generated on: 23 February 2017



### OUR PLAN 2016-2020

#### C) ECONOMY & HOUSING

- 1) **Promote enterprise** We will have an economy that promotes enterprise and is based on making full use of local resources, skills and a desire to investigate new commercial ideas.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP203 Support for local businesses and entrepreneurs	Development of a skilled workforce to match industry requirements, and other direct and indirect support to businesses. Sustainable integrated delivery model for Tertiary Education and Research is in place for August 2018.	Sustainable economy with access to skilled workforce	Planned Start	01-Apr-2017			Development Services Directorate
			Actual Start		<div>0%</div>		
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date		Likely to meet or exceed target		

- 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
DP200 Increase supply of housing across all tenures	Deliver refreshed Local Housing Strategy and Local Development Plan Main Issues Report in 2017, and increase confidence and engagement of developers to build in Shetland	Housing supply is facilitating an increased population	Planned Start	01-Apr-2017			Development Services Directorate
			Actual Start		<div>0%</div>		
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			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
DP201 Develop sustainable and resilient communities	Work with the Shetland Partnership to develop Community Engagement	Communities feel engaged in local decision making	Planned Start	01-Apr-2017			Development Services Directorate
			Actual Start		<input type="text" value="0%"/>		
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date		Likely to meet or exceed target		

## E) CONNECTION & ACCESS

### 1) Community transport solutions

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP205 Achieve sustainable and affordable internal and external transport links	Work with Scottish Government and Transport Scotland to achieve appropriate level of internal and external transport, and achieve fair funding for inter-island transport services, by 2017/2018.	Sustainable and affordable transport services	Planned Start	01-Apr-2017			Development Services Directorate
			Actual Start		<input type="text" value="0%"/>		
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date		Likely to meet or exceed target		

### 2) Broadband

More people will have access to high-speed broadband and reliable mobile connections, helping to connect people, communities and businesses throughout Shetland.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP204 Digital and mobile connectivity	Work with Scottish Government to influence rollout of broadband and mobile services in Shetland under the Government R100 plan, and identify where there are business cases for council engagement in provision of services and infrastructure.	Achieve 100% high speed broadband and mobile coverage throughout Shetland	Planned Start	01-Apr-2017			Development Services Directorate
			Actual Start		<input type="text" value="0%"/>		
			Original Due Date	01-Apr-2021	Expected success		
			Due Date	01-Apr-2021			
			Completed Date		Likely to meet or exceed target		



## Risk Assessment - Development Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Target Impact	Risk Profile	Responsible Office
Category	Directorate							
Corporate Plan	C1. Economy and Housing - Promote Enterprise							
Service reviews completed, Planning suffers from acute national shortage of qualified staff (currently trying to recruit to 5 posts, equivalent to 15.6% of their 31.9 FTE) , general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition and limited local housing options. Trigger : Resignation, retirement, Consequences : Impact on service delivery, workload on staff and consequent impact. Risk type : Key staff - loss of Reference - C0017	Almost Certain	Significant	High	• Corporate wide Staff Survey (Viewpoint) - progressing Action Plan to address staff views raised in Corporate wide staff survey (Viewpoint); *A corporate workforce development plan is progressing - HR workforce strategy has been approved. *Management to ensure that exit interviews are always completed, and to track exit interview statistics; *Ten year plan to attract people to live, work and study in Shetland is being developed by the Development Partnership; *Management to look to extending the 'grow your own/' trainee posts; *Careful monitoring of the impact of policy interventions such as market forces; *Consideration to be given to wider use of adjusted posts to 'fill gaps' on a temporary basis, and for temporary '2-way probation' or 'secondments' so that staff can try out an advertised post before committing.	Possible	Significant	Medium	Neil Grant Development Services
Development Service operates within a complex legislative environment and is expected to be an exemplar. Current controls include, e.g. ICT security policy, ICT automatic encryption of all laptops and USBs are auto-encrypted before any data can be downloaded. Trigger : Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc. Consequences : Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Reference - C0018	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, on-going staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with; All staff to make themselves aware of the ICT security policy - <a href="http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf">http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf</a> (Exec summary on page 5).	Unlikely	Minor	Low	Neil Grant Development Services
Corporate Plan	E1. Connection and Access - Community transport solutions							

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. Trigger : Scottish Government decision not to support Revenue and Capital cost of service. Delay in Scottish Government's decision beyond next year. Islands deal I, brexit also can affect this risk. Consequences : Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure Risk type : Central Govt Funding Issues Reference - C0027	Unlikely	Minor	Low	• Project board, PRINCE2. Agreed process with Scottish Government and Transport Scotland, for level of provision and fair funding of services. Islands deal can affect funding.	Possible	Insignificant	Low	Neil Grant Development Services
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### *Corporate Plan* *F1. Our "20 by '20" - Leadership & Management*

Council commitment to partnership working. This is soon to become a statutory requirement. Trigger : There is a risk that the Council as lead for Shetland's Community Planning Partnership fails to engage effectively with all partners to develop a coherent Community Plan Consequences : Censure/ action against the council for failing to comply with legislation, Failure to achieve the best outcomes for the community. Risk type : Partnership working failure Reference - C0030	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
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### *Corporate Plan* *F5. Our "20 by '20" - Standards of Governance*

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 Trigger : Focus or priority could be wrong Consequences : Wasted resources, negative impact on wider community, Financial cost, bad publicity Risk type : Strategic priorities wrong Reference - C0019	Possible	Major	High	• Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate Plan Ensure projects are a priority activity in achieving the Outcomes identified in the new Corporate plan 2016-20, and ensure proper process for identifying and allocating project resource.	Unlikely	Significant	Medium	Neil Grant Development Services
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<p>Development Service delivers a service with reducing resources and constraints including the MTFP. Service reviews moving towards completion.</p> <p>Trigger : Reduced and reducing budget, fewer staff - requirement to accommodate and work within 20% / (£20 million reduction across the organisation) in resources over 4 years</p> <p>Consequences : Impact on service, workload has to be managed by fewer staff, stress, impact on service users &amp; communities</p> <p>Risk type : Economic / Financial - Other</p> <p>Reference - C0021</p>	Likely	Significant	High	<ul style="list-style-type: none"> <li>• Restructure implemented, strategic planning continuing, awareness of issues</li> </ul>	Possible	Significant	Medium	Neil Grant Development Services
<p>Development Service / the Council works in a number of areas and necessarily publishes information on its activities</p> <p>Trigger : Failure to share information, poor management of communications/ poor communication with service users/ members of the public/ media, or mis-perception by media.</p> <p>Consequences : Bad publicity, communities miss opportunities, finite resources spent on rectifying misunderstandings, staff morale impact, service users/ partners lose trust in services.</p> <p>Risk type : Communications poor</p> <p>Reference - C0022</p>	Unlikely	Major	Medium	<ul style="list-style-type: none"> <li>• Link to risk around corporate priorities</li> <li>• Adhere to corporate communications policy, Management team are aware of the issues and risks that fall to Dev MT and CMT.</li> </ul>	Rare	Significant	Low	Neil Grant Development Services
<p>One or more communities fail to be sustainable</p> <p>Trigger : Demographic and socio-economic problems on remote communities</p> <p>Consequences : Depopulation of remote areas, sudden impact on development services</p> <p>Risk type : Economic climate</p> <p>Reference - C0026</p>	Possible	Significant	Medium	<ul style="list-style-type: none"> <li>• Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans</li> </ul>	Unlikely	Significant	Medium	Neil Grant Development Services





<b>Meeting(s):</b>	Development Committee	6 March 2017
<b>Report Title:</b>	Management Accounts for Development Committee 2016/17 - Projected Outturn at Quarter 3	
<b>Reference Number:</b>	F- 21-17-F	
<b>Author / Job Title:</b>	Jonathan Belford - Executive Manager - Finance	

<b>1.0</b>	<b>Decisions / Action required:</b>
1.1	The Development Committee RESOLVES to review the Management Accounts showing the projected outturn position at Quarter 3.
<b>2.0</b>	<b>High Level Summary:</b>
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 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 third 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	The projected revenue outturn position for services in this Committee area is an underspend of £597k (7%) which means that services within this Committee 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	The projected capital outturn position for services in this Committee area is an underspend of £94k (59%), with a requirement for slippage of £94k to 2017/18, resulting in an overall position for capital of breaking even. See Appendix 2 for further details.
2.5	The contribution to the Housing Repairs and Renewals Fund is expected to be £1,042k more than budget. The projected outturn includes £3k identified as recurring savings. See Appendix 3 for further details.
<b>3.0</b>	<b>Corporate Priorities and Joint Working:</b>
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

<p>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.</p>	
3.2	The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of the Council.
<b>4.0 Key Issues:</b>	
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	Cost pressures are recurring in nature and increase the base cost of the service being delivered, e.g. pay awards, whereas contingency items are deemed non-recurring and likely to vary year on year, e.g. off island placements.
4.6	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.
4.7	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.
<b>5.0 Exempt and/or confidential information:</b>	
5.1	None.
<b>6.0 Implications :</b>	
<b>6.1 Service Users, Patients and</b>	None.

<b>Communities:</b>	
<b>6.2 Human Resources and Organisational Development:</b>	None.
<b>6.3 Equality, Diversity and Human Rights:</b>	None.
<b>6.4 Legal:</b>	None.
<b>6.5 Finance:</b>	<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 from the Development Directorate's overall budgets and the Housing Revenue Account.</p> <p>6.5.4 In addition, the Housing Revenue Account is projecting an additional contribution to the Housing Repairs and Renewal Fund of £1,042k.</p>
<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and new technologies:</b>	None.
<b>6.8 Environmental:</b>	None.
<b>6.9 Risk Management:</b>	<p>6.9.1 There are numerous risks involved in the delivery of 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>	
<b>6.10 Policy and Delegated Authority:</b>	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.	
<b>6.11 Previously considered by:</b>	Not Applicable.	

**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

Budget v Projected Outturn Variance at Quarter 2 (Adv)/Pos £000	Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 3 £000	Budget v Projected Outturn Variance at Quarter 3 (Adv)/ Pos £000
(9)	Director of Development	3,132	3,144	(13)
2	Community Planning & Development	912	896	16
357	Economic Development	1,660	1,179	481
43	Housing	1,608	1,544	64
25	Planning	1,160	1,113	48
<b>418</b>	<b>Total Controllable Costs</b>	<b>8,473</b>	<b>7,876</b>	<b>597</b>

The projected outturn figures as at Quarter 2 are included above for reference and show a favourable change of £179k. The main variances from Quarter 2 to Quarter 3 are:

- Economic Development – a favourable change of £124k primarily due to low uptake in grants designed to stimulate economic activity moving towards the year end;
- Planning – a favourable change of £23k due to ongoing difficulties in recruiting to some professional posts; and
- Housing – a favourable change of £21k primarily due to a reduction in projected Homeless Accommodation costs as a more settled market has seen reduced usage of bed and breakfast accommodation.

Explanations for the main projected outturn variances by service at Quarter 3 are set out below:

### 1.1 Directorate – projected outturn overspend (£13k) (0.4%)

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

### 1.2 Community Planning & Development - projected outturn underspend £16k (1.8%)

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 £87k. 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 £481k (29%)**

The projected outturn position is due to the following variances:

- a low uptake in Economic Development Grants due to current market uncertainties, £345k;
- a realignment of effort within Shetland Telecom after the departure of some barges etc, has led to a reduction in net costs, £41k; and
- a number of secondments and maternities, contributing to savings in salary costs, £28k.

No recurring savings have been identified.

### **1.4 Housing - projected outturn underspend £64k (4%)**

The projected outturn position is due to the following variances:

- vacant Housing Support Service posts, and Homeless Persons posts, which will not be recruited to this year, for which there is no impact on services provided. These posts are to be reviewed in 2017/18, £134k; offset by
- a budgeting error on homelessness rental income at budget setting, (£68k).

No recurring savings have been identified.

### **1.5 Planning - projected outturn underspend £48k (4%)**

The projected outturn position is due to the following variances:

- continuing difficulties in recruiting to professional posts across the service, £163k; offset by
- projected shortfalls in income for Building Warrants, Planning Applications and Marine Licence Fees (£129k) 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 2 (Adv)/ Pos £000	Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 3 £000	Budget v Proj. Outturn Variance at Quarter 3 (Adv)/ Pos £000	Slippage required into 2017/18 £000	Overall Projected Variance at Quarter 3 (Adv)/ Pos £000
0	Housing	160	66	94	(94)	0
0	<b>Total Controllable Costs</b>	<b>160</b>	<b>0</b>	<b>94</b>	<b>(94)</b>	<b>0</b>

The projected outturn variance figure at quarter 2 is included above for reference. An explanation of the main variances by service is set out below:

## 1.1 Housing – projected outturn underspend £94k (59%)

The projected outturn variance relates to a delay in the 24/25 Leaside Conversion project starting due to tenders coming in significantly higher than budget. Costs were renegotiated and the contract has now been awarded with a completion date forecast for June 2017. Slippage of £94k is expected to 2017/18.



## Housing Revenue Account

## 1.0 - Projected Revenue Outturn Position 2016/17

Budget v Proj. Outturn Variance at Quarter 2 (Adv)/ Pos £000	Description	2016/17 Revised Annual Budget £000	Projected Outturn Quarter 3 £000	Budget v Proj. Outturn Variance at Quarter 3 (Adv)/ Pos £000
	<b>Expenditure:</b>			
70	Supervision & Management	725	647	78
(78)	Repair & Maintenance	1,821	1,879	(58)
0	Void Rents & Charges	168	119	49
(3)	Garages	25	28	(3)
698	Capital Funded from Current Revenue	1,682	580	1,103
0	Capital Charges - Dwellings	1,621	1,621	0
<b>688</b>	<b>Total: Expenditure</b>	<b>6,042</b>	<b>4,873</b>	<b>1,169</b>
	<b>Income:</b>			
0	Interest on Revenue Balances	(2)	(2)	0
0	Rents - Dwellings	(6,763)	(6,612)	(151)
3	Rents - Other ie garages/sites etc	(181)	(206)	25
(691)	Contribution to/(from) Housing R & R Fund	904	1,946	(1,042)
<b>(688)</b>	<b>Total: Income</b>	<b>(6,042)</b>	<b>(4,873)</b>	<b>(1,169)</b>
<b>0</b>	<b>Overall Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

The projected outturn at quarter 2 has been included for reference. The main reason for changes from the quarter 2 projected outturn variance to the quarter 3 position is a decrease in CFCR funding required for the capital programme due to additional capital receipts income and a decrease in projected dwellings rental income.

An explanation for the main variances in the HRA at quarter 3 is set out below.

## 1.1 Supervision &amp; Management – projected outturn underspend £78k (11%)

- The projected underspend is mainly due to overprovision of a pay inflation, £31k and vacant posts not expected to be recruited to in this year, £38k. This is a one-off saving £69k.

## 1.2 Repairs &amp; Maintenance- projected outturn overspend (£58k) (3%)

- The projected overspend relates to difficulty in recruiting to trades posts within the Housing Repairs Service through the year. This has resulted in an underachievement of internal income, (£180k) and increased use of external contractors, (£37k) offset by a projected underspend in employee costs, £125k and related operating expenditure, £44k. The service has had

more success with recruitment to these posts recently and there is a plan to re-design the service in 2017/18.

**1.3 Void Rents & Charges – projected outturn underspend £49k (29%)**

- The projected underspend relates to a low level of void properties in the year to date which has been projected to continue to the end of the year. This is a one off saving.

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

- There are no significant variances in this service area

**1.5 Capital Funded from Current Revenue – projected outturn underspend £1.103m (66%)**

- The projected underspend is due to less Capital expenditure being required to be funded from current revenue than budgeted, as it has been possible to utilise Capital Receipts income instead. Council House sales for the year have been higher than expected due to Right to Buy ending on 1 August 2016. This is a one off saving.

**1.6 Rents – Dwellings – projected outturn overspend (£151k) (2%)**

- The projected overspend relates to an underachievement of General Needs Rent as a result of the reduction of stock number through Right to Buy House sales.

**1.7 Rents – Other ie garages/sites etc. – projected outturn underspend £25k (14%)**

The projected underspend is due to increased income from Grazing Lets following a recent review of those leases, £3k. This is a recurring saving. There is a projected over-achievement of income from Garage Rental as this was under budgeted, due to charges having increased at a higher rate than inflationary increase in budget, £20k. This is a one off saving.



## 2.0 - Draft Capital Outturn Position 2016/17

Budget v Proj. Outturn Variance Quarter 2 (Adv)/ Pos £000	Service	2016/17 Revised Annual Budget £000	Projected Outturn at Quarter 3 £000	Budget v Proj. Outturn Variance at Quarter 3 (Adv)/ Pos £000	Slippage required into 2017/18 £000	Overall Projected Variance at Quarter 3 (Adv)/ Pos £000
0	Heating Replacement Program	820	820	0	0	0
0	Housing Quality Standard	1,653	1,653	0	0	0
0	Pitt Lane Demolition	100	0	100	(100)	0
<b>0</b>	<b>Total Controllable Costs</b>	<b>2,573</b>	<b>2,473</b>	<b>100</b>	<b>(100)</b>	<b>0</b>

The projected outturn at quarter 2 has been included for reference. An explanation for the significant variances by service is set out below.

### 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 underspend £100k (100%)

- This projected underspend is due to legal title and property issues which are yet to be resolved. It is anticipated the whole project will slip into 2017/18.





<b>Meeting(s):</b>	Development Committee Shetland Partnership Board	6 March 2017 To be confirmed
<b>Report Title:</b>	Shetland Place Standard Final Public Report: “How Good Is Our Place?”	
<b>Reference Number:</b>	DV-24-17-F	
<b>Author / Job Title:</b>	Neil Grant, Director of Development Services	

<b>1.0</b>	<b>Decisions / Action Required:</b>
1.1	That the Committee RESOLVES to:- <ul style="list-style-type: none"> <li>1.1.1 Consider and agree the contents of the “How Good Is Your Place?”, Shetland Place Standard Final Report.</li> <li>1.1.2 Commend the “How Good Is Your Place?” final report to the Shetland Partnership.</li> </ul>
<b>2.0</b>	<b>High Level Summary:</b>
2.1	The Shetland Place Standard Project was initiated by Development Services Department using the Place Standard, a national toolkit developed for community engagement. The project evolved into a joint project with several key internal and external partners.
2.2	Appendix 1, “How Good Is Our Place?”, presents the final analysis of data obtained by the Shetland Place Standard Public consultation carried out in summer 2016 .
2.3	The consultation received 939 responses and a total of 4,840 individual comments and represents a significant public engagement exercise.
<b>3.0</b>	<b>Corporate Priorities and Joint Working:</b>
3.1	The Council’s Corporate Priorities are set out in “Our Corporate Plan”. The Shetland Place Standard invited respondents to identify their own priorities for their communities.
3.2	Output from the Shetland Place Standard consultation will be made available for use by public, private and third sector organisations and communities themselves.
3.3	Successful partnership working has been a key element of the Shetland Place Standard project – both within and outwith the Council.

<b>4.0 Key Issues:</b>	
4.1	The 3 priorities for improvement identified by respondents were: 1 <sup>st</sup> Public Transport; 2 <sup>nd</sup> Work and Local Economy and 3 <sup>rd</sup> Housing and Community.
4.2	The number of respondents from each locality in Shetland was broadly in line with its share of the population. Responses were received from all community council areas.
4.3	Findings from the process are already being used to inform key policies and strategies by both the Council and other key public bodies such as NHS Shetland.
4.4	The project itself has been used as a national case study and model of good practice and the team have already advised several other local authorities who are seeking to emulate our success.
<b>5.0 Exempt and/or Confidential Information:</b>	
5.1	None.
<b>6.0 Implications :</b>	
<b>6.1 Service Users, Patients and Communities:</b>	The Place Standard exercise gave the public of Shetland an opportunity to provide feedback on the communities they live in and how they feel their places could be improved. With 939 responses this generated a significant evidence base which can feed directly in to shaping strategic planning documents.
<b>6.2 Human Resources and Organisational Development:</b>	None.
<b>6.3 Equality, Diversity and Human Rights:</b>	The consultation exercise was made accessible to all and an optional section captured specific equalities information.
<b>6.4 Legal:</b>	None.
<b>6.5 Finance:</b>	None.
<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and new technologies:</b>	None.
<b>6.8 Environmental:</b>	None.

<b>6.9 Risk Management:</b>	There is a risk in developing strategic plans that the views of the wider community are not properly captured. The Place Standard provides a mechanism to widen consultation beyond traditional means and reduces the risk of under-representation.	
<b>6.10 Policy and Delegated Authority:</b>	In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to take decisions in relation to those functions within its remit.	
<b>6.11 Previously Considered by:</b>	n/a	n/a

**Contact Details:**

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27 February 2017

**Appendices:**

Appendix 1 – “How Good Is Our Place?”, Shetland Place Standard Final Public Report

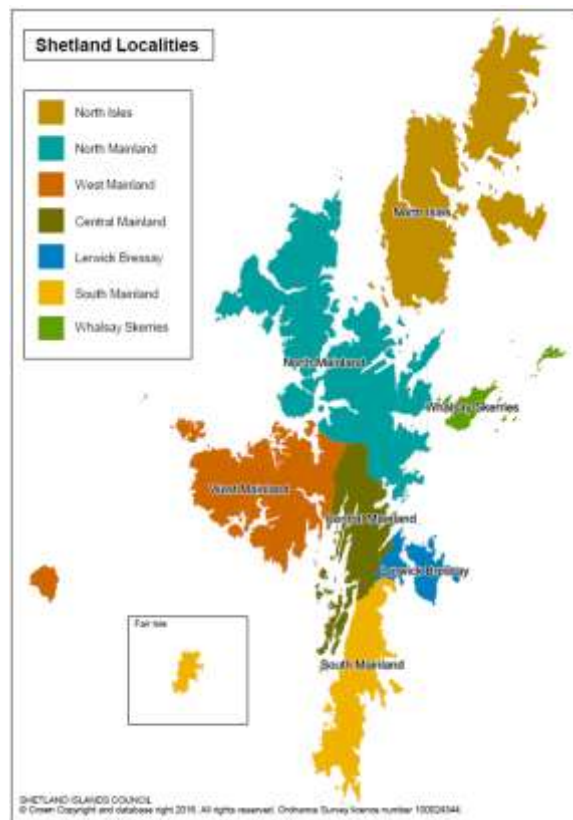
**Background Documents:** None



# Place Standard Final Report

## How Good is Our Place?

March 2017



Logos of NHS Shetland, SIC and ZetTrans

## Why place is important

Both instinct and research show that the places where we spend our time have an important impact on our lives. The way a place looks, functions and feels can influence our health and wellbeing, and the opportunities we have access to. Improving the quality of places can help to tackle inequalities.

Furthermore, understanding the existing and potential strengths of a place can inform good decision-making, allowing resources to be targeted where they are most needed. This approach can deliver better results over the long term.

We all aspire to live in a good place and, in our own way; we are all striving to improve our place. In Shetland, we are lucky enough to live in a place with outstanding qualities but it is important to both conserve those qualities and improve those things which aren't quite up to scratch.

## The Shetland *place standard* consultation

In order to conserve and improve places in Shetland, it is vital to establish what people think about the status quo and give them the chance to say what could be improved and how. The nationally developed *place standard* approach was chosen as the best way of establishing this.

This approach specifically focuses on the all-important connection between the physical and social environments and their effect on our mental well-being. The *place standard* captures how people feel about where they live by inviting people to rank how much each of 14 aspects needs to improve in order to make the place they live better.

Mindful of the need not to overburden the population with too many consultation exercises, the breadth of the *place standard* approach means that the data it produces is of direct relevance to a wide range of public services. The data produced is also of equal benefit to the public, private, community and voluntary sectors.

Shetland Islands Council's Development Services Directorate undertook the Shetland *place standard* (SPS) public consultation between 14<sup>th</sup> June and 10<sup>th</sup> July 2016.



## Who Took Part

939 people provided valid responses and made 4,840 individual comments. The consultation has provided a large amount of very valuable information. It constitutes a significant public engagement exercise and is being both evaluated and emulated at a national level.

The findings show that responses by locality were broadly in proportion to their share of the total population. Responses were received from all community council areas.

Locality	Community Council Areas	Population (Census 2011)	% Population by Locality	Number of Place Standard Responses	% Responses by Locality
<b>Central</b>	Scalloway; Burra & Trondra; Tingwall, Whiteness & Weisdale	3,905	17%	175	19%
<b>Lerwick &amp; Bressay</b>	Lerwick; Bressay	7,331	32%	242	26%
<b>North</b>	Delting; Nesting & Lunnasting; Northmavine	3,282	14%	113	12%
<b>North Isles</b>	Yell; Fetlar; Unst	1,659	7%	82	9%
<b>South</b>	Dunrossness; Sandwick; Gulberwick, Quarff & Cunningsburgh;	4,046	17%	197	21%
<b>West</b>	Sandness & Walls; Sandsting & Aithsting	1,809	8%	76	8%
<b>Whalsay &amp; Skerries</b>	Whalsay; Skerries	1,135	5%	54	6%
<b>Total</b>		<b>23,167</b>	<b>100%</b>	<b>939</b>	<b>100%</b>

The age split of respondents is shown in the table below.

Age Breakdown	No of Respondents	%
16-24	71	7.6%
25-34	120	12.8%
35-44	207	22.0%
45-54	246	26.2%
55-64	180	19.2%
65-74	87	9.3%
75+	28	3.0%
<b>Total</b>	<b>939</b>	<b>100.0%</b>

## What Shetland Said

The overall result can be depicted using the diagram below, which shows the average response of the total number of respondents across the whole of Shetland. Ratings, which are close to the centre, indicate areas where respondents feel more improvement is needed. The closer the line is to the centre, the more improvement respondents feel is needed.



Looking into the data more closely...

Of those who completed the survey, 605 were female (64%) and 334 were male (36%). Females are generally more positive about the places that they stay. The themes that females rate more highly than males are Work & Local Economy, Influence and Sense of Control, Streets & Spaces, Housing & Community.

For those aged 16 to 24, Influence & Sense of Control was chosen as the area where most improvement is required, followed by Public Transport, Work & Local Economy and Social Interaction. This age group chose Feeling Safe as the theme, which needed the least improvement, followed by Natural Space and Identity & Belonging.

For the 25 to 74 age group, Public Transport was chosen as where most improvement is needed, followed by Work & Local Economy, Housing & Community, Influence & Sense of Control and Moving Around. This age group chose Feeling Safe as the theme, which needed least improvement, followed by Natural Space, Identity & Belonging and Care & Maintenance. This age group shows the lowest level of satisfaction, but this is a much larger group covering a wider span of ages than the other two.

Those over 75 chose Public Transport as where most improvement is needed, followed by Work & Local Economy and Play & Recreation. This age group chose Feeling Safe as the theme, which needed least improvement, followed by Care & Maintenance and Housing & Community. This age group shows the greatest level of satisfaction across them all.

## Analysis of Ratings By Age Band

The differences between localities are best shown using the tables below. The 14 *Place Standard* themes have been grouped into four categories – Community, Economy, Connectivity and Environment. This allows similar themes to be considered together. The average rating by *place standard* theme and age group is shown in the table below.

<b>Community</b>	<b>Shetland Average</b>	<b>16 to 24</b>	<b>25 to 34</b>	<b>35 to 44</b>	<b>45 to 54</b>	<b>55 to 64</b>	<b>65 to 74</b>	<b>75+</b>
Housing & Community	4.0	4.3	3.9	4.0	3.8	3.8	4.2	5.6
Facilities & Amenities	4.4	4.3	4.4	4.4	4.4	4.4	4.4	5.1
Play & Recreation	4.7	4.3	4.7	4.7	4.5	4.9	4.8	4.6
Social Interaction	4.2	4.2	4.2	4.3	4.1	4.1	4.1	5.1
Influence & Sense of Control	3.9	4.0	3.8	3.9	3.8	4.0	4.1	4.9
Identifying & Belonging	5.0	5.2	4.9	5.1	5.0	4.9	4.9	5.4
Feeling Safe	5.8	5.7	5.6	5.8	5.9	5.9	5.9	6.2
<b>Average</b>	4.6	4.6	4.5	4.6	4.5	4.6	4.7	5.3

<b>Economy</b>	<b>Shetland Average</b>	<b>16 to 24</b>	<b>25 to 34</b>	<b>35 to 44</b>	<b>45 to 54</b>	<b>55 to 64</b>	<b>65 to 74</b>	<b>75+</b>
Work & Local Economy	4.0	4.2	4.1	4.1	4.0	3.8	3.7	4.2
<b>Average</b>	4.0	4.2	4.1	4.1	4.0	3.8	3.7	4.2

<b>Connectivity</b>	<b>Shetland Average</b>	<b>16 to 24</b>	<b>25 to 34</b>	<b>35 to 44</b>	<b>45 to 54</b>	<b>55 to 64</b>	<b>65 to 74</b>	<b>75+</b>
Public Transport	3.6	4.1	3.7	3.6	3.6	3.3	3.6	4.1
Moving Around	3.6	4.5	4.1	3.3	3.5	3.4	3.7	4.5
Traffic & Parking	4.3	5.1	4.4	4.0	4.3	4.1	4.0	4.8
<b>Average</b>	3.8	4.5	4.0	3.6	3.8	3.6	3.8	4.5

<b>Environment</b>	<b>Shetland Average</b>	<b>16 to 24</b>	<b>25 to 34</b>	<b>35 to 44</b>	<b>45 to 54</b>	<b>55 to 64</b>	<b>65 to 74</b>	<b>75+</b>
Natural Space	5.6	5.4	5.7	5.5	5.7	5.6	5.5	5.3
Streets & Spaces	4.7	5.1	4.7	4.5	4.7	4.6	4.9	4.9
Care & Maintenance	4.8	5.1	4.8	4.7	4.9	4.8	4.7	5.6
<b>Average</b>	5.0	5.2	5.1	4.9	5.1	5.0	5.1	5.3

<b>Key</b>	2.5-2.9	3.0-3.4	3.5-3.9	4.0-4.4	4.5-4.9	5.0-5.4	5.5-5.9	6.0-6.4
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More Improvement Needed -----Less Improvement Needed

## Analysis of Ratings by Locality

The tables below show the average ratings by locality against the 14 *place standard* themes.

<b>Community</b>	<b>Shetland Average</b>	<b>Central</b>	<b>Lerwick &amp; Bressay</b>	<b>North Mainland</b>	<b>North Isles</b>	<b>South Mainland</b>	<b>West Mainland</b>	<b>Whalsay &amp; Skerries</b>
Housing & Community	4.0	4.4	3.7	3.5	4.4	4.2	3.9	3.5
Facilities & Amenities	4.4	4.6	4.5	4.3	4.3	4.5	4.3	3.9
Play & Recreation	4.7	4.8	4.7	4.2	4.7	4.8	4.6	5.0
Social Interaction	4.2	4.3	4.3	4.0	4.3	4.2	3.9	3.8
Influence & Sense of Control	3.9	4.1	3.9	3.8	4.3	4.1	3.6	2.7
Identifying & Belonging	5.0	5.1	4.8	4.9	5.3	5.1	5.1	5.2
Feeling Safe	5.8	6.0	5.4	5.8	6.2	6.1	6.0	6.0
<b>Average</b>	4.6	4.7	4.5	4.4	4.8	4.7	4.5	4.3

<b>Economy</b>	<b>Shetland Average</b>	<b>Central</b>	<b>Lerwick &amp; Bressay</b>	<b>North Mainland</b>	<b>North Isles</b>	<b>South Mainland</b>	<b>West Mainland</b>	<b>Whalsay &amp; Skerries</b>
Work & Local Economy	4.0	4.3	4.4	3.7	3.3	4.1	3.7	2.7
<b>Average</b>	4.0	4.3	4.4	3.7	3.3	4.1	3.7	2.7

<b>Connectivity</b>	<b>Shetland Average</b>	<b>Central</b>	<b>Lerwick &amp; Bressay</b>	<b>North Mainland</b>	<b>North Isles</b>	<b>South Mainland</b>	<b>West Mainland</b>	<b>Whalsay &amp; Skerries</b>
Public Transport	3.6	4.0	3.8	3.3	3.1	4.1	3.2	1.7
Moving Around	3.6	3.4	4.1	3.5	3.5	3.6	3.6	2.8
Traffic & Parking	4.3	4.3	3.9	4.7	4.8	4.5	4.1	3.7
<b>Average</b>	3.8	3.9	3.9	3.8	3.8	4.1	3.6	2.7

<b>Environment</b>	<b>Shetland Average</b>	<b>Central</b>	<b>Lerwick &amp; Bressay</b>	<b>North Mainland</b>	<b>North Isles</b>	<b>South Mainland</b>	<b>West Mainland</b>	<b>Whalsay &amp; Skerries</b>
Natural Space	5.6	5.7	5.2	5.4	5.9	5.9	5.9	5.3
Streets & Spaces	4.7	4.8	4.4	4.8	4.8	5.0	5.0	3.9
Care & Maintenance	4.8	5.3	4.6	4.8	4.7	5.0	4.8	5.4
<b>Average</b>	5.0	5.3	4.7	5.0	5.1	5.3	5.2	4.8

<b>Key</b>	2.5-2.9	3.0-3.4	3.5-3.9	4.0-4.4	4.5-4.9	5.0-5.4	5.5-5.9	6.0-6.4
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More Improvement Needed -----Less Improvement Needed

## Comments Analysis of Key Issues

In addition to the quantitative data obtained, all respondents had the opportunity to add comments for each of the 14 *place standard* themes. A total of 4,840 comments were made and this section summarises the key issues raised in those comments for each of the 14 themes.

### Community

**Housing & Community** – Provision of a well-integrated mix of quality homes that support a range of household sizes and people of different ages and incomes and contributes to a positive local environment.

#### Housing and Community Key Issues:

- Limited availability of smaller housing units
- Too many unused, under-used and derelict property
- Perceived focus on new housing in Lerwick to the detriment of rural Shetland
- Need to plan and put in place ancillary service provision when building new housing
- Impact of the Oil and Gas Industry on housing costs
- Complicated self-build regulation
- Lack of opportunities for young people to access appropriate accommodation

**Facilities & Amenities** – people have access to good quality facilities and amenities including local shops, schools, GPs, nurseries, libraries and places to eat, drink and meet friends.

#### Facilities and Amenities Key Issues:

- Awareness that a car is vital to access many facilities and amenities
- Limited public transport access in the evenings and at weekends
- Perceived over-reliance on voluntary input to maintain key facilities in rural areas
- Timetabling of activities in Lerwick conspires to restrict access to those relying on public transport
- Limited public toilet facilities throughout Shetland
- Level of service offered by health facilities in some areas is viewed as too low
- Limited range of social and meeting opportunities in rural areas
- Limited range of eating and drinking establishments in Lerwick
- Poor view of the appearance, variety, quality and affordability of retail outlets in Lerwick
- High appreciation of the quality of rural shops – where they exist

**Play & Recreation** – people have access to a range of spaces and opportunities for play, recreation, leisure & sporting activities.

#### Play and Recreation Key Issues:

- Appreciation of the number and quality of leisure centre facilities
- Affordability of leisure centres and leisure activities
- Many events in Lerwick finish too late to enable bus and/or ferry travel home
- Maintenance of, and toilet facilities at, play areas
- Limited facilities for teenagers and a desire for a soft play area for toddlers
- Perceived landowner hostility to public access

**Social Interaction** – provision of a range of good quality spaces and opportunities to meet and spend time with others.

**Social Interaction Key Issues:**

- Mareel, churches, schools and community halls viewed as valuable assets and greatly appreciated
- Variability in strength of community spirit from area to area
- Understanding of the limitations of what can be offered in rural areas
- Need for more activities and spaces with less focus on alcohol consumption

**Influence & Sense of Control** – people feel able to participate in decision-making and empowered to make changes that can help build stronger communities and better places.

**Influence and Sense of Control Key Issues:**

- Concerns over the inclusivity of the decision making process
- Mixed level of satisfaction on the accessibility and effectiveness of elected members
- Perception that the effectiveness of Community Councils varies
- Perceived lack of purpose and powers of Community Councils
- Need to demonstrate that individuals and communities are actually being listened to
- Need to demonstrate the benefits and outcomes of consultation exercises
- Perceived focus on Lerwick to the detriment of the rest of Shetland

**Identity & Belonging** – promoting a positive place/ community identity where people feel they belong.

**Identity and Belonging Key Issues:**

- Strong local identity, pride and sense of community
- Plenty going on for willing participants
- Improved signposting needed to heritage, attractions and amenities
- Perception of some erosion of community spirit by reduced neighbourliness
- Perception of underlying inequality
- Wage differentials are exacerbated by the costs of island life

**Feeling Safe** – reducing crime, antisocial behaviour and the fear of crime.

**Feeling Safe Key Issues:**

- Good place to raise children
- Importance of street lighting
- Perception of minimal police action to reduce speeding and drink driving
- Livestock on roads is a hazard in some places
- A reduced sense of security and feeling 'settled' can arise from the withdrawal of key services

## Economy

**Work & Local Economy** – a thriving local economy that provides work opportunities and creates a lively and attractive place where people want to spend time.

### Work and Local Economy

- Potential positive impact of fixed links
- Need for decentralisation away from Lerwick
- A need for diversification in the economy
- Untapped tourism potential
- Need for more business start-up support
- Need for affordable childcare
- Need for improved broadband reach, capacity and quality
- Chicken and egg: School closures leading to demographic change or vice versa?
- Need for improved access to work and training for disabled people
- Importance of links with good transport and housing
- Lack of job opportunities and underemployment

## Connectivity

**Public Transport** – people have access to affordable, reliable, well connected and sustainable public transport services.

### Public Transport Key Issues:

- Frequency of bus and ferry services
- Affordability of transport
- Distance to bus stops and quality of bus shelters.
- Timetable and service information are not easy to understand
- Integration between services – including between bus and ferry and air
- Need for improved access to health facilities

**Moving Around** - Walking and cycling are good for both our health and the environment. The design and layout of a place can encourage walking and cycling by providing pleasant and safe routes that connect people to where they want to go.

### Moving Around Key Issues:

- Significant comment on the need for new and improved safe cycle and walking access to promote active travel – in both rural and urban areas
- Walkers and cyclists not feeling safe due to traffic speed and driver behaviour
- Requirement for more seating and shelter for walkers and cyclists along key routes
- Need to improve and repaint road lines
- Need for improved pavements and verges in places



**Traffic & Parking** - traffic & parking arrangements allow people to move around safely & meet the needs of the community.

**Traffic and Parking Key Issues:**

- Concern over traffic speeds
- Competition for road use between cyclists, walkers and vehicles in some places
- Safe road-side walking in rural areas
- Improved parking at ferry terminals
- Pedestrian and vehicle access issues on Commercial Street, Lerwick

**Environment**

**Natural Space** – People have access to good quality natural space including parks woodlands, fields, streams, rivers and green space alongside paths and roadways.

**Natural Space Key Issues:**

- New and improved safe access paths and signage required
- Removal or mitigation of barriers such as barbed wire and electric fences
- More outdoor seating
- Concerns over protecting Shetland's unique natural environment, which is greatly valued
- Need to prioritise incorporating green areas into new development
- Light pollution
- Fear of losing natural resources to development, both housing and wind turbines

**Streets & Spaces** – Buildings, streets and public spaces create an attractive place that is easy to get around.

**Streets and Spaces Key Issues:**

- Unattractive and unsightly nature of many elements of the built environment
- Issues regarding fly-tipping and litter in some areas – particular focus on scrapped vehicles
- Preponderance of derelict buildings in rural areas
- Need for more green spaces and public spaces in Lerwick
- Localised concerns relating to gritting, livestock fouling and dog-fouling

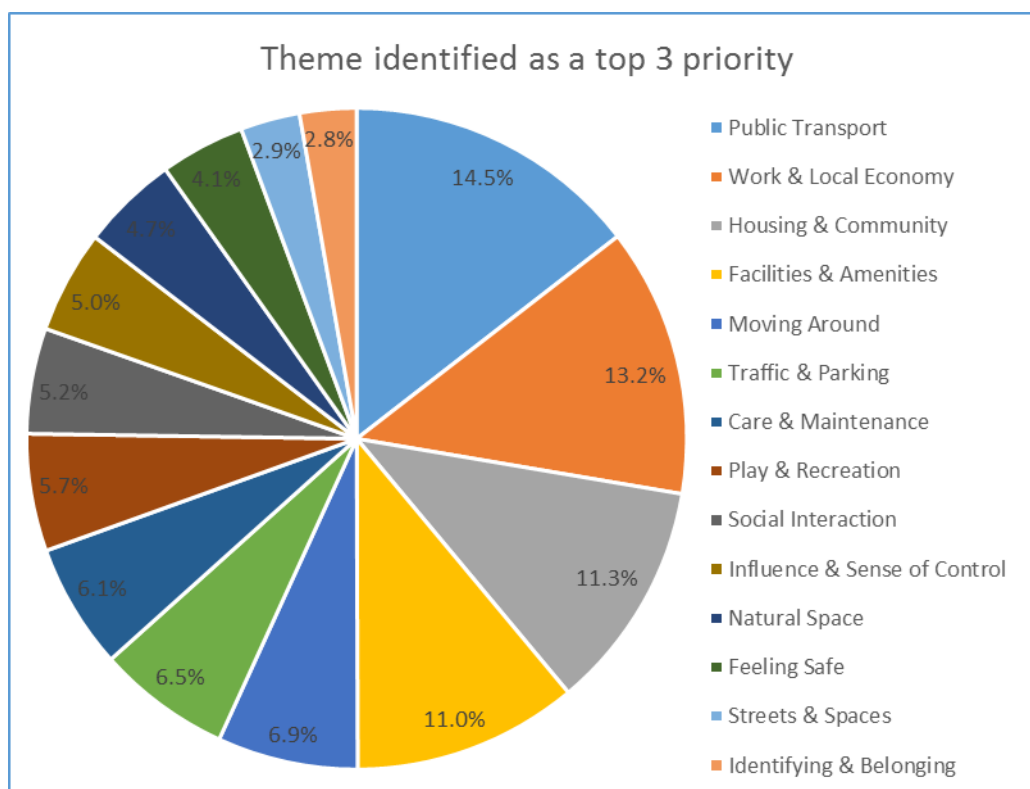
**Care & Maintenance** – Buildings & spaces are well maintained and looked after, residents can get support when needed, and people feel positive about their environment

**Care and Maintenance Key Issues:**

- Perceived potential danger from unmanaged asbestos in unsightly derelict buildings
- Empty spaces used as dumping grounds
- Preponderance of unsightly abandoned cars
- Domestic, agricultural and industrial litter
- Fly-tipping
- Requirement to bring back community skips
- Perceived problems for disabled people using and accessing pavements in urban areas
- Perceived reduction in recycling opportunities

## Shetland's priorities

Respondents were also asked about what their top priorities for improvement would be and 759 respondents chose to rank their priorities as detailed in the table below. Public Transport, Work & Local Economy and Housing & Communities were identified as the top themes to be prioritised for Shetland.



## What happens next?

The Council and partners/ agencies will use the findings of the *place standard* consultation to inform key policies and strategies. These will include:

- Local Outcomes Improvement Plan
- Local Development Plan
- Shetland Local Housing Strategy
- Shetland Transport Strategy
- Shetland Islands Health and Social Care Partnership: Joint Strategic Commissioning Plan

The findings are also being shared with communities and stakeholders across Shetland. It is only by working in partnership that we can act to make Shetland an even better place to live, work, study and invest.

The response to the consultation has been outstanding but its true success will lie in how its findings are applied. The Council, partners and communities will monitor and evaluate the process over the coming months.

## How to find out more

Further information and the results for Shetland's seven localities can be found at:

[www.shetland.gov.uk/placestandard.asp](http://www.shetland.gov.uk/placestandard.asp)





<b>Meeting(s):</b>	Development Committee	6 March 2017
<b>Report Title:</b>	Economic Development Policy Statement 2013-17 – Review 2015-17	
<b>Reference Number:</b>	DV-21-17-F	
<b>Author / Job Title:</b>	Executive Manager, Economic Development	

### 1.0 Decisions / Action Required:

- 1.1 That the Development Committee RESOLVE to note the contents of the Outcomes/Targets Review 2015-17, which is attached as Appendix 1.

### 2.0 High Level Summary:

- 2.1 The Economic Development Policy Statement 2013-17 was produced following work by the Council's Economic Policy Working Group and Economic Development staff to develop a set of policy actions to guide the work of the Economic Development Service for the period of the current Council.
- 2.2 The Economic Development Policy Statement 2013-17 was amended at the time of the last review in January 2015, in order to reflect updated service priorities and to inform service planning.
- 2.3 The Outcomes/Targets Review 2015-17, attached as Appendix 1, has been compiled to provide information and updates on service activity in the past two financial years.

### 3.0 Corporate Priorities and Joint Working:

- 3.1 Delivery on Corporate Priorities – The Economic Development Policy Statement 2013-17 provides the framework that enables the Economic Development Service to support the economic aspects of the Economy and Housing objectives stated in the Corporate Plan.

### 4.0 Key Issues:

- 4.1 The Economic Development Policy Statement 2013-17 formed an integral part of Shetland Islands Council's Corporate Plan for that period. It acted as the policy framework for the Development Committee and, specifically, the Economic Development Service.
- 4.2 An effort was made to link the Council's economic development work with other local and national strategies. Foremost amongst those were the Scottish Government's Economic Strategy, and the Single Outcome Agreement.

- 4.3 The past four years have, at an international and national economic level, continued to be turbulent, marked by a slowly recovering economy following the global financial crisis of 2008 and, of particular note from a Shetland perspective, remarkably high and low oil prices. Within Shetland the stand-out capital project of the decade, the TOTAL Shetland Gas Plant build, has been completed and fully commissioned, while the fisheries (aquaculture, processing and catching) sector has continued to perform strongly.
- 4.4 Developments in the renewable energy sector have been modest, though the groundwork for exploiting Shetland's considerable renewable resources continues to be laid. Shetland Telecom have helped to address the market failure with regard access to broadband in rural areas, while Business Gateway has provided business advice, access to training, and a portal to the Council's Economic Development Grant Scheme. Of particular note is the establishment of a Shetland Investment Fund of £15m and a lending service to provide commercial finance to businesses. The lending service aims to support the creation, development and growth of businesses in Shetland and to ensure that good, commercially viable proposals do not fail from the lack of access to finance.

## **5.0 Exempt and/or Confidential Information:**

5.1 None.

## **6.0 Implications :**

<b>6.1 Service Users, Patients and Communities:</b>	Consultations are carried out with delivery partners and local industry as required.
<b>6.2 Human Resources and Organisational Development:</b>	The implementation of the review of the Economic development Service has been delayed by the uncertainties surrounding Brexit
<b>6.3 Equality, Diversity and Human Rights:</b>	Wealth creation should have a positive impact on equality, diversity and human rights
<b>6.4 Legal:</b>	None.
<b>6.5 Finance:</b>	The activities have been carried out within approved budgets.
<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and New Technologies:</b>	Enabling the use of high speed broadband and related projects help to promote new technologies.

<b>6.8 Environmental:</b>	The service promotes sustainable development.	
<b>6.9 Risk Management:</b>	All concerns about risk are recorded in the Council's Risk Management System.	
<b>6.10 Policy and Delegated Authority:</b>	<p>This report has been prepared with regard to the aims of the Council's Economic Development Policy Statement 2013-17.</p> <p>The Development Committee has delegated authority to implement decisions within its remit, in accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations.</p>	
<b>6.11 Previously Considered by:</b>	n/a	

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Date: 24 February 2017

**Appendices:**

Appendix 1: Economic Development Policy Statement Outcomes/Targets Review 2015-17

**Background Documents:**

None





Outcomes/Targets Review 2015-17

<b>1.1 Improve and develop engagement of the service with local industry</b>	
Provide support to 20 new start-ups through the Business Gateway	Support provided to 20 new start ups through Business Gateway in 2015/16
Provide advice to 65 businesses or social enterprises looking to expand or develop	Advice provided to 83 existing businesses or social enterprises in 2015/16
Provide 50 clients with access to Business Gateway training courses	28 Business Gateway workshops delivered in 2015/16 with 185 attendees
Produce annual report on Business Gateway incorporating client feedback and service review	Data now fed into national Business Gateway report, which also incorporates client feedback and service review
<b>1.2 Provide up-to-date monitoring of the Shetland economy through survey and research work</b>	
Complete the Shetland Employment Survey	Next survey to be conducted in summer 2017
Conduct targeted research to establish visitor trends/impact of visitors to Shetland	STEAM economic impact reports completed annually. 2017 visitor survey currently underway
Complete Shetland in Statistics	<ul style="list-style-type: none"> <li>Shetland in Statistics (SiS) 2014 published July 2015</li> <li>SiS concept currently undergoing review, revised double (2015&amp;2016) issue due 2017</li> </ul>
Commission, manage and review socio-economic studies to inform Schools Reconfiguration Project	Completed 2015-16
<b>1.3 Support a high quality marine research and training facility</b>	
9 research and development projects with commercial applications undertaken	<b>2016/17</b> <ul style="list-style-type: none"> <li>Research work undertaken in support of the Shetland Regulated Fisheries Order by NAFC</li> <li>Ongoing maintenance and development of the Shetland Marine Spatial Plan</li> <li>5 research projects approved grant assistance totalling £142,010, bringing in £83,316 external funding</li> </ul>

Outcomes/Targets Review 2015-17

650 enrolled students	<b>2015/16</b> <ul style="list-style-type: none"><li>FE – Full-time heads – 17; part time heads – 1155</li><li>HE – Full-time heads - 23; part time heads - 13</li></ul>
45 training courses delivered	48 courses provided for industry
50 jobs maintained	39 FTE full time & 7 FTE project jobs maintained
<b>1.4 Improve and develop engagement of the service with local industry</b>	
Support efforts within the local commercial sector towards establishing integrated working, such as a Chamber of Commerce	<ul style="list-style-type: none"> <li>Chamber of Commerce model investigated, concluded not workable for Shetland</li> <li>Support for quarterly SFA meetings to improve engagement between Council and fishing industry</li> <li>Establishment of Shetland Food group, with ongoing officer engagement. 34 food related businesses now on the group</li> </ul>
Coordinate and report on Fisheries and Aquaculture Working Group	<ul style="list-style-type: none"> <li>2015/16 - 2 meetings held to gain industry and Council's view on such items as Smith Commission Submission, Consultation on Scottish Fish Quota, Update on Landing Obligations and Review of Tertiary Education</li> <li>2016/17 – 1 meeting held to gain industry and Council views on Brexit, Community Impact Study, Seafood Strategy, SIC interaction with industry i.e. funding and internal ferry transport</li> </ul>
Support development, implementation and monitoring of Shetland Seafood Plan	2016/17 – Shetland Seafood Strategy renewed and statistics updated. Industry to take the lead in the development of a new plan for the seafood sector
Identify two research projects with commercial potential	Electronic Auction Company – fish grading system to improve quality and prices at Scalloway fishmarket

Outcomes/Targets Review 2015-17

<b>1.5 Develop a greater understanding of skills gaps and shortages in the Shetland labour market, and assess the future skills requirements of local industry</b>	
Reduce the skills deficit by 30% by 2017 (baseline to be established by the Shetland Employment Survey)	Any changes to the skills deficit will be known after the 2017 Shetland Employment Survey is complete
Contribute to implementation of recommendations from Review of Tertiary Education, Training and Research in Shetland	One officer seconded to Shetland College to help implement the finding of the Review
<b>2.1 Encourage sustainable growth in the local economy through support for business development and social enterprises</b>	
12 projects in target sectors supported under the Economic Development Grant Scheme	<b>2015/16</b> <ul style="list-style-type: none"> <li>12 projects approved grants totalling £155,763 – cumulative projected outcomes 9.5 FTE jobs created, and annual sales generated: £484,913 (year 1), £482,039 (year 2), £503,969 (year 3)</li> </ul>
Implement timetable and procedures for business review process	<b>2016/17</b> <ul style="list-style-type: none"> <li>6 projects (ytd) approved grants totalling £54,854 – cumulative projected outcomes 3.5 FTE jobs created, and annual sales generated: £49,345 (year 1), £223,700 (year 2), £316,700 (year 3)</li> </ul> <p>Lending Service and Promote Shetland reviews complete; Shetland Telecom review in progress Full service review completed – implementation delayed due to Brexit</p>
Produce regular business monitoring reviews of grant aided projects and commercial investments	Completed
Manage and regularly report on the existing portfolio of 70+ commercial investments	<b>2015/16</b> <ul style="list-style-type: none"> <li>Managed portfolio of 56 investments totalling £5.02m as at 1/4/15</li> <li>10 investments repaid in full - projects completed and security released, where relevant</li> <li>3 investments rescheduled</li> <li>1 sale of asset</li> <li>Income from SIC's Community Quota Scheme, holding of 143,448 FQAS of mixed whitefish species £0.84m after deduction of admin fee</li> </ul>

Outcomes/Targets Review 2015-17

<p>Provide new and manage existing commercial investments which support economic development objectives</p>	<p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Managed portfolio of 44 investments totalling £6.45m as at 1/4/16</li> <li>• 14 investments repaid in full - projects completed and security released, where relevant</li> <li>• 2 investments rescheduled</li> <li>• 2 sale of assets</li> <li>• Income from SIC's Community Quota Scheme, holding of 143,448 FQAS of mixed whitefish species £1.02m to 31/12/16 after deduction of admin fee</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• 13 commercial investment enquiries received, of which 1 approved, 6 provided support through other Economic Development interventions, 2 received funding elsewhere, and 4 decided not to proceed at this time</li> <li>• Measurable benefits from existing portfolio: £0.82m increase in turnover (including multiplier); £0.52m increased exports; 11 direct jobs created; 112 jobs maintained</li> </ul>
<p>Investigate potential for local textile business development hub</p>	<p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• 17 commercial investment enquiries received, of which 1 approved, 3 ongoing due diligence cases, 6 provided support through other Economic Development interventions, 2 received funding elsewhere, and 5 decided not to proceed</li> <li>• Measurable benefits from existing portfolio: £1.05 increase in turnover (including multiplier); £0.67m increased exports; 14 direct jobs created; 143 jobs maintained</li> </ul> <p>Potential for textile hub explored, but considered impractical at this stage due to failure to locate suitable premises. However, officer engagement in the textiles sector has continued to look at other requirements of skills and training required to grow the sector</p>

Outcomes/Targets Review 2015-17

Engage with investigations into potential commercial or community uses for vacant or to-be-vacated properties within the Council's school estate	3 active engagements: 1 confidential & Speldiburn Cafe (former Bressay School) and development of former Mid Yell High School (cafe & accommodation)
<b>2.2 Support communities and individuals to engage in economic activity and/or reduce the effects of peripherality and disadvantage</b>	
<p>3 community projects generating economic activity in local communities supported under the Economic Development Grant Scheme</p> <p>3 business projects mitigating against the effects of peripherality and improving access to economic opportunities supported under the Economic Development Grant Scheme</p> <p>Provide £200,000 core funding to COPE Ltd</p>	<ul style="list-style-type: none"> <li>• Fetlar Developments</li> <li>• Business Investment District (BIDS) / Living Lerwick</li> <li>• Scalloway Preschool development</li> <li>• Fair Isle Electricity</li> <li>• Foula Electricity</li> <li>• North Yell Development Council</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Provided £200,000 in core funding to COPE Ltd for 2015/16 to continue to support individuals with complex needs within the business environment</li> <li>• Measurable benefits include: turnover&gt;£1m; 27.3 FTE jobs; &gt;100 placements per week, minimum of 3.5 hours; &gt;20 participants; support 5 business enterprises; awarded Scottish Enterprise of the Year 2015; awarded H&amp;I Business Award for Best Social Enterprise 2015</li> </ul> <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Provided £200,000 in core funding to COPE Ltd for 2015/16 to continue to support individuals with complex needs within the business environment</li> <li>• Measurable benefits include: turnover&gt;£1m; 27.3 FTE jobs; &gt;100 placements per week, minimum of 3.5 hours; &gt;20 participants; support 5 business enterprises</li> </ul> <p>Business plan assessed against quarterly reports from COPE Ltd</p>
Monitor ongoing business operations, including business plan and action plan	

Outcomes/Targets Review 2015-17

<b>3.1 Provide high speed Digital Broadband in Shetland</b>	
85% of Shetland households able to access superfast broadband (20 MB/s)	20MB/s no longer considered superfast – it's barely considered acceptable on a national scale nowadays. 33% of Shetland's households cannot even get 15MB/s
Develop technical and service needs cases for extensions of the Council broadband network to Unst & Fetlar	Business Case to be developed following review of Shetland Telecom
Achieve net income of £140,000 in sales	Surplus made for 2015/16 - £177,277.28; estimated surplus for 2016/17 - £169,800
Promotional campaign developed and implemented	Not advanced due to uncertainty of Shetland Telecom project status
<b>3.2 Support research and development projects which encourage innovation and growth in the private sector</b>	
2 industry-led research and development projects supported	4 industry-led R&D projects supported <ul style="list-style-type: none"> <li>• Whitefish Discard Exemption Species research</li> <li>• Saithe Discard Ban research</li> <li>• Pelagic Lifecycle Assessments research</li> <li>• Onshore Aquaculture Facilities scoping study</li> </ul>
<b>4.1 Contribute to national, regional and local policies on renewable energy development</b>	
Provide support and guidance to the Strategic Energy Development Group	Officers continued to provide support to Group when meetings convened
<b>4.2 Support research and development projects in renewable energy across the isles, in homes, businesses and community organisations</b>	
2 renewable energy projects in the marine environment supported	No marine renewable projects came forward for support in the time period
4 terrestrial renewable energy projects supported	4 terrestrial renewable energy projects received support: Fair Isle, Fetlar, Foula and North Yell
Work with utility companies to increase capacity and storage in the Shetland grid	Worked with 2 individual network consultations: <ul style="list-style-type: none"> <li>• SSE meeting to discuss possibility of fibre optic cable and electricity cables between islands + NINES update and new energy solution update – October 2016</li> </ul>

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Support local efforts to establish an interconnector between Shetland and the UK mainland	<ul style="list-style-type: none"> <li>• SSE submarine cables consultation 8 October 2015</li> </ul> <p>Worked with 4 interconnector project engagements:</p> <ul style="list-style-type: none"> <li>• Contracts for Difference: Consultation on treatment of non-mainland GB onshore wind projects. (Department of Business, Energy and Industrial Strategy – January 2017)</li> <li>• European Network of Transmission System Operators for Electricity, Ten Year Network Development Plan 2016 – Projects of Common Interest, Maali - October 2016</li> <li>• SSE public consultation on Interconnector to National Grid – October 2016</li> <li>• National Grid visit regarding a possible interconnector option to a new energy solution for Shetland – May 2016</li> </ul>
<b>4.3 Maintain and improve quality and sustainability management systems in key sectors through partnership arrangements with key delivery partners</b>	
Maintain seafood sector quality control measures	<p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Core funding of £120,000 provided to SSQC, funding non-commercial elements of their activity: The Inspectorate Service; Analytical Service; and Socio-economic and Environmental Services</li> <li>• 14.4 FTE impact (12 jobs retained plus multiplier effect)</li> <li>• Total economic impact (output) = £744,000</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Core funding of £120,000 provided to SSQC, funding non-commercial elements of their activity: The Inspectorate Service; Analytical Service; and Socio-economic and Environmental Services</li> <li>• 15.6 FTE impact (13 jobs retained plus multiplier effect)</li> <li>• Total economic impact (output) = £799,080</li> </ul>

Outcomes/Targets Review 2015-17

Ensure sustainability and management of inshore shellfish stocks	<p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Grant funding of £44,086 provided to SSMO to: <ul style="list-style-type: none"> <li>○ Manage and regulate the fisheries for shellfish within Shetland's 6 mile limit, through the issuing of licences and the implementation of regulations and other measures, to ensure long term sustainability of these fisheries;</li> <li>○ Promote the recovery of shellfish stocks through stock enhancement and other management measures</li> <li>○ Promote the environmental sustainability of Shetland's shellfish</li> <li>○ Carry out 5 research and data collection projects</li> </ul> </li> <li>• Measurable benefits include: 0.6 FTE impact (SSMO), (0.8 FTE jobs plus multiplier); 90 FTE impact (whole fishery), (120 FTE jobs plus multiplier)</li> <li>• Total economic impact (output) = £78,000 (SSMO), (£104,700 with multiplier); £3.5m (whole fishery), (£4.7m with multiplier)</li> <li>• SIC officer representation on the SSMO Advisory Panel to provide advice and recommendations to the SSMO board, 8 meetings attended</li> </ul> <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Grant funding of £45,000 provided to SSMO to: <ul style="list-style-type: none"> <li>○ Manage and regulate the fisheries for shellfish within Shetland's 6 mile limit, through the issuing of licences and the implementation of regulations and other measures, to ensure long term sustainability of these fisheries;</li> <li>○ Promote the recovery of shellfish stocks through stock enhancement and other management measures</li> <li>○ Promote the environmental sustainability of Shetland's shellfish</li> <li>○ Carry out 6 research and data collection projects</li> </ul> </li> <li>• Measurable benefits include: 0.6 FTE impact (SSMO), (0.8 FTE jobs plus multiplier); 90 FTE impact (whole fishery), (120 FTE jobs plus multiplier)</li> <li>• Total economic impact (output) = £78,000 (SSMO), (£104,700 with</li> </ul>
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Outcomes/Targets Review 2015-17

<p>Detailed State Aid guidance relating to Fisheries Block Exemption Regulation</p>	<p>multiplier); £3.5m (whole fishery), (£4.7m with multiplier)</p> <ul style="list-style-type: none"> <li>• SIC officer representation on the SSMO Advisory Panel to provide advice and recommendations to the SSMO board, 9 meetings attended including 1 licensing round</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Establishment of notified schemes under the EU Fisheries Block Exemption Regulation to ensure State Aid compliance: <ul style="list-style-type: none"> <li>○ Shetland Seafood Quality Control Grant Scheme</li> <li>○ The Shetland Islands Regulated Fishery (Scotland) Order</li> </ul> </li> </ul> <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Continuance of notified schemes under the EU Fisheries Block Exemption Regulation to ensure State Aid compliance: <ul style="list-style-type: none"> <li>○ Shetland Seafood Quality Control Grant Scheme</li> <li>○ The Shetland Islands Regulated Fishery (Scotland) Order</li> </ul> </li> </ul>
<p><b>4.4 Maximise benefit to Shetland from Council EU engagement</b></p>	
<p>Continued engagement at officer and political level on national and EU networks. In particular:</p> <ul style="list-style-type: none"> <li>• Conference for Peripheral Maritime Regions</li> <li>• Convention of Scottish Local Authorities</li> <li>• Committee of the Regions / Council of European Municipal Regions</li> <li>• Highlands &amp; Islands Conveners Group</li> <li>• Highlands &amp; Islands European Partnership</li> <li>• Highlands &amp; Islands European Partnership Board</li> <li>• European Maritime and Fisheries Fund</li> <li>• Committees which influence disbursement of EU funds within H&amp;I's region – i.e. H&amp;I's Territorial Committee; Joint Programme Monitoring Committee</li> <li>• Highlands and Islands Agricultural Support Group</li> </ul>	<ul style="list-style-type: none"> <li>• Via CPMR, participation has highlighted discard ban issue, regional State aid status, cohesion indicators, grid connections and promotion of Shetland's Marine Spatial Plan. Via COSLA, regular officer and political engagement on issues of significance to rural areas, notably lately Brexit</li> <li>• Via HIEP, regular officer and political engagement, achieving best possible outcome for islands from 2014-2020 Structural Funds programmes, for example attending Rural Development Operational Committee (structural fund governance) meetings twice yearly</li> <li>• Provide SIC representation on the Project Assessment Committee for the European Maritime and Fisheries Fund <ul style="list-style-type: none"> <li>○ 3 meetings during 2016</li> </ul> </li> <li>• Highlands and Islands Agricultural Support Group has helped to achieve a fairer EU outcome for crofters and farmers operating in the Vulnerable Farming Areas in Scotland</li> </ul>

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<b>4.5 Support community and commercial projects through local delivery of regional, national and EU funding programmes</b>	
Deliver £2.3m of LEADER funding and £0.3m of Axis 4 support as match funding for local development projects	<ul style="list-style-type: none"> <li>• The final project claims for LEADER 2007-2013 were paid in June 2015 bringing the programme to a close with support of almost £2million going to 58 local projects (some with multiple applicants) over the programme period</li> <li>• Axis 4 programme delivered in 2013-15, disbursing total of £283,491.89 funding to 8 projects throughout Shetland, supported by £94,497.31 of SIC match funding</li> </ul>
Complete Strategy and Business Plan for LEADER programme 2014-20 accepted by Scottish Government	The Local Development Strategy for Shetland 2014-2020 and accompanying Business Plan was accepted by the Scottish Government in July 2015 with an indicative allocation for Shetland of £2,467,085.
Service Level Agreement between Council and Scottish Government / Marine Scotland finalised	Framework Agreement in place in 2015-16 between Council and Marine Scotland for local delivery of EMFF
LEADER & EMFF delivery and monitoring procedures developed and implemented, and programmes publicised	<ul style="list-style-type: none"> <li>• Due to problems and delays in the development and roll out of a new national IT system for LEADER no projects could be approved before 2016. The IT system is only expected to be fully functional in 2017/18</li> <li>• By the end of January 2017 41 Expressions of Interest had been received and 31 of those had been invited to submit an application. Around 20 applicants are currently at various stages in the application process and</li> <li>• £172,668 of LEADER funds has been formally committed to 3 local projects</li> <li>• During 2015/16 LEADER staff were involved in setting up the new programme and in 2016/17 have attended training on the new IT system which will be used by applicants and Local Action Group members as well as by staff and the Scottish Government</li> <li>• Shetland LEADER launched a new website <a href="http://www.shetlandleader.org">www.shetlandleader.org</a> and a Facebook page in 2015/16 and attended various events in 2016, including all the country shows and the Shetland Food Fair, to promote and publicise the new programme. Staff have also actively engaged with</li> </ul>

Outcomes/Targets Review 2015-17

<p>Range of measures / projects suitable for support under key Structural Fund themes</p> <p>Investigate potential regional, national, and EU funding sources for relevant projects</p> <p>Ensure delivery of European Maritime and Fisheries Fund (EMFF) in regional context provides opportunities and benefits for local industry</p>	<p>LEADER staff in other areas of Scotland and discussed opportunities for future co-operation projects</p> <ul style="list-style-type: none"> <li>Local EMFF programme launched in autumn 2016, £485,000 budget allocation. High level of response to first call for projects with 10 funding applications currently under consideration</li> </ul> <p>ESF funding approvals for Employability and Poverty &amp; Social Inclusion projects (led by CP&amp;D)</p> <p>Ongoing</p> <p>22 Shetland projects, totalling £5.94m, awarded £2.23m of EMFF grant plus £1.34m of external grant funds, during the first three rounds of awards.</p>
<b>4.6 Develop policies and plans, and contribute to national strategies, to maximise local control and management of resources</b>	
<p>Engage with development of strategy to deliver and implement 'islands deal' between unitary island authorities and UK/Scottish governments</p> <p>Rural Development Plan completed and approved</p> <p>Completed marine policies and guidance in place</p>	<p>Islands Deal research stage completed, detailed planning phase in progress</p> <p>Contributions made to SRDP, now operational. The Executive Manager – Economic Development sits on the national Rural Development Operations Committee</p> <p>NAFC Marine Centre's Marine Spatial Planning team carries out the development and maintenance of the Shetland Marine Spatial Plan. In addition to writing policy documents and producing the local marine atlas the Marine Spatial Planning team fulfil Shetland's legal requirements under the National Marine Plan by jointly forming with SIC one of the partners in the Marine Planning Partnership; and they fulfil the ongoing legislative requirements of the local plan itself.</p>

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State aid advice and referrals procedures in place	Economic Development officers refer, where applicable, clients to Scottish Government State Aid Unit
<b>4.7 Increase local benefit from current developments in energy sector, and develop workforce and infrastructure for future developments</b>	
Up-to-date reports from Shetland Gas Plant project management on employment and recruitment issues	Gas Plant now fully commissioned, and TOTAL now report to Sullom Voe Association in twice annual SVA meetings
Develop and conduct 'exit meetings' where companies are concluding large-scale developments to discuss supply chain and other relevant issues	<ul style="list-style-type: none"> <li>• Not progressed – commencement of Anderson High School build coincided with completion of Shetland Gas Plant</li> <li>• Officers engage with companies examining future Shetland engagement, e.g. Vestas – Shetland visit to investigate the supply chain options available in Shetland for the construction and operation of a large wind farm – September 2015</li> </ul>
Contribute to master plans for Scalloway and Sullom Voe to introduce new business to the harbour areas and increase benefits from existing usage	Staff have been involved in the development meetings, in particular advice has been provided on the development of the new fish market in Scalloway
Engage with projects to develop quayside infrastructure and supply chain for decommissioning projects	HIE continue to lead with regard local development of Shetland's decommissioning capacity
Work with partners to establish and promote Shetland as a Centre of Excellence for decommissioning	Officers worked with HIE and Promote Shetland to create promotional films for Shetland decommissioning (and oil & gas, and renewable energy) to be used locally and outwith Shetland
Engage TOTAL as a partner in the Sullom Voe Association	TOTAL brought into SVA in 2016

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5.1 Raise Shetland's external profile as a place to live, visit, work, study and do business	
Completed Shetland Tourism Plan	<ul style="list-style-type: none"> <li>• Officers supported Shetland Tourism Association to carry out initial research to identify key issues</li> <li>• 300 tourism businesses contacted; 126 businesses responded. Initial research completed and used to inform plan which is in progress</li> </ul> <p><b>Promote Shetland</b></p> <ul style="list-style-type: none"> <li>• Promote Shetland contract 2014 – 2017 reviewed including its contribution to increasing positive media coverage of Shetland; increasing the number of businesses and people visiting and relocating to Shetland; and increases in local inward investment from businesses located out with Shetland</li> <li>• Procurement and full business case completed 2017</li> <li>• Engagement with community planning partners and industry to ensure the service provided from June 2017 is closely aligned with Shetland's Local Outcome Improvement Plan and makes a significant contribution to specific outcomes in Shetland's ten year plan to attract people to Shetland to live, work, study and invest</li> <li>• Research commissioned to improve the monitoring and measurement of our performance indicators relevant to the Promote Shetland service</li> </ul>
Provide information, support and guidance to filmmakers within and outwith the UK looking to use Shetland as a location	<ul style="list-style-type: none"> <li>• The Council Economic Development Service works through Creative Scotland to support island-specific filming requests. A fast, free, confidential and informative service is provided to assist project enquiries, whether a feature film, advertisement, music video or stills shoot. This can involve help with initial research, a location-finding and</li> </ul>

Outcomes/Targets Review 2015-17

	<p>image gathering service or provision of local knowledge and service information. A number of high profile productions have been supported via this means over the past 2 years including:</p> <ul style="list-style-type: none"> <li>○ Coast (BBC)</li> <li>○ Shetland (BBC drama now in third season)</li> <li>○ Fair Isle: Living on the Edge (BBC)</li> <li>○ The One Show (BBC)</li> <li>○ Luxury fashion brand Alexander McQueen's Autumn 2016 fashion shoot</li> </ul> <ul style="list-style-type: none"> <li>● Currently support is being provided to a confirmed production on Shetland's nature which is part of a successful franchise which has realised international coverage and acclaim.</li> </ul>
<b>5.2 Improve services and information available to visitors</b>	
12 Visitor Information Points in strategically selected rural locations	12 Visitor Information Points supported Shetland-wide in 2015-17, providing a cost-effective local information service to visitors; a telephone link to other visitor information services; and monitoring customer demand and service delivery
9 rural visitor attractions open by appointment during April-October	<ul style="list-style-type: none"> <li>● 11 rural visitor attractions open by appointment across Shetland during April-October</li> <li>● 2,912 visits were recorded in April and October 2016, an increase of 33% on same months in 2015</li> </ul>
<b>5.3 Increase the economic impact of the local creative sector through improved coordination between relevant agencies</b>	
Shetland Arts and Culture Strategy and Action Plan, including key milestones and a clear implementation process	HIE lead partner for delivery of Shetland Arts & Culture Strategy and Action Plan. Ongoing, with SIC officer involvement together with Chair of Creative Industries and Shetland Arts

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<p>Manage and monitor contract delivery for Shetland Museum &amp; Archives in line with contract specifications</p>	<ul style="list-style-type: none"> <li>• Project Manager now attending bimonthly Shetland Museum Management meetings ensuring delivery of management accounts, bimonthly activity reports and, annually, financial statements and annual report</li> <li>• Museum continues to attract &gt;80,000 visitors per annum (82,096 in 2015; Crofthouse 4,155 in 2015 also). Museum has a 5-star VisitScotland Quality Assurance Award; has full accreditation status by the Arts Council / Museum Galleries Scotland; and is approved by the Keeper of the Records of Scotland as a repository for documents</li> </ul>
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<b>Meeting(s):</b>	Development Committee	6 March 2017
<b>Report Title:</b>	Local Development Plan 2 – Vision Statement	
<b>Reference Number:</b>	DV-25-17-F	
<b>Author / Job Title:</b>	Suzanne Shearer – Team Leader, Development Plans and Heritage	

## 1.0 Decisions / Action Required:

- 1.1 That the Development Committee COMMENDS the Local Development Plan Vision, attached as Appendix 1 to this report, to an early meeting of the new Council.

## 2.0 High Level Summary:

- 2.1 The Vision statement sets out a realistic aspiration for Shetland over the next 20 years which the plan will be structured to work towards achieving. The Vision statement will inform the Spatial Strategy which is the next stage in the plan development process and guides where development should and should not be located, and the principles behind it. Development proposals will be assessed against the extent to which they contribute to the achievement of the vision.
- 2.2 The Vision for Shetland's new Local Development Plan 2 was developed through analysis of the Scottish Government's sixteen National Outcomes, including their four National Planning Outcomes, and also importantly Key Stakeholder strategies.
- 2.3 To help categorise the goals contained within the various strategies, the Development Plans team developed four key themes. The outcomes table (Appendix 2) demonstrates the key outcomes within national and local strategies by theme.
- 2.4 In order to test the robustness of these 4 themes, and the content of the outcomes table, a workshop was held in January with the key stakeholders in the LDP process. The workshop also went on to discuss key land use related priorities by theme. These discussions informed the development of the vision. The feedback from the workshop sent out to participants is attached as Appendix 3 of this document for information.
- 2.5 Community engagement is an important part of the plan making process throughout all the stages of the LDP process. Community input into the vision was achieved via the Place Standard consultation exercise. The results of the Place Standard have been analysed and the key issues as they relate to the theme have been fed in to the vision statement. Further analysis of the place standard will feed into the spatial strategy and policy making stages of the LDP.

<b>3.0 Corporate Priorities and Joint Working:</b>	
3.1	When complete, the next Shetland LDP will become the strategic tool for the Council's development priorities. In conjunction with other Council Policies (including the Local Housing Strategy), it will contribute to meeting the spatial aims of the community plan and the Corporate Plan.
<b>4.0 Key Issues:</b>	
4.1	Within the four themes of the Local Development Plan Vision Statement, the Key Priorities and Outcomes of the Council's Corporate Plan have been considered. It is very important that these themes and the detail within each have been correctly identified, as the Vision Statement will inform the Spatial Strategy, which will be hugely influential in the development of housing, industry and infrastructure, and providing confidence to developers, and in supporting communities to influence the development of their place and their well-being.
<b>5.0 Exempt and/or Confidential Information:</b>	
5.1	None.
<b>6.0 Implications :</b>	
<b>6.1 Service Users, Patients and Communities:</b>	The Vision Statement should be in line with the land use aspirations of the Council and its partner service providers' strategies.
<b>6.2 Human Resources and Organisational Development:</b>	All workload relating to the Plan making process will be met within the resources of the existing Development Plans & Heritage Team.
<b>6.3 Equality, Diversity and Human Rights:</b>	The Council is obliged to address its obligation to comply with equalities legislation and policies when preparing the LDP, and all policies, guidance and actions are being analysed and assessed in these terms. A full assessment will be completed for submission alongside the LDP.
<b>6.4 Legal:</b>	None.
<b>6.5 Finance:</b>	All work required to enact the proposed Vision Statement will be carried out within approved service budgets.
<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and New Technologies:</b>	None.

<b>6.8 Environmental:</b>	The LDP is subject to strategic environmental assessment with a draft Environmental Report to accompany the Main Issues Report (MIR) and a revised environmental report to accompany the LDP. This will show how environmental implications have been considered and impacts mitigated. The Planning Authority is also subject to the over arching requirement to exercise the function (of preparing development plans) with the objective of contributing to sustainable development imposed by The Planning etc. (Scotland) Act 2006. A Habitats regulations Appraisal must be undertaken (to comply with the Conservation (Natural Habitats) Regulations 1994) in order to determine whether the LDP is likely to have significant effect on any European site.	
<b>6.9 Risk Management:</b>	The lack of an up to date Development Plan could prevent the Council from supporting developments that are in line with its priorities, and result in more challenges to Council decisions. The LDP is formulated to reflect the Council's priorities.	
<b>6.10 Policy and Delegated Authority:</b>	In accordance with Section 2.3.1 of the Council's Scheme of Delegations, the Development Committee has delegated authority to implement decisions within its remit.	
<b>6.11 Previously Considered by:</b>	None	N/A

**Contact Details:**

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Date: 28 February 2017

**Appendices:**

Appendix 1: Vision Statement

Appendix 2: Outcomes table

Appendix 3: Feedback from Visioning Workshop

**Background Documents:** None



## Local Development Plan 2

### VISION STATEMENT

**By 2037 Shetland will have strong, sustainable and resilient communities with a balanced, healthy, well cared for and self sustaining population. We will benefit from: an economically diverse and robust business and industry sector;  
a natural environment that is protected, promoted, appreciated and is easily accessible; and settlements that are physically and digitally well connected.**

#### **What this means in terms in each of our themes:**

We will enable sustainable, healthy communities by:

- Balancing the population structure, by seeking to increase the economically active populations across all communities
- Providing housing land in areas where most need is identified
- Assisting in the provision of housing developments which cater for the specific needs of our ageing population
- Recognising the important role in housing solutions played by Windfall development and promoting this as a solution in areas where that is most appropriate

We will support the Growth and Strengthening of our Economy by:

- Providing land allocations to allow economic development in the areas of recognised need
- By recognising that economic activity is core to the sustainability and viability of our rural settlements and enabling appropriate economic growth where possible

We will seek to Improve Connectivity throughout the isles by:

- Encouraging and promoting delivery of telecommunications networks across all areas of Shetland
- Recognising the importance digital connectivity plays in maintaining sustainable communities and promoting business growth
- Promoting the principles of designing streets in all applications and reducing the dominance of the car
- Promoting active travel plans and the inclusion of green corridors

We will continue to safeguard our Environment by:

- Ensuring the special qualities of Shetlands natural and built heritage are protected and enhanced
- Promoting accessibility to the natural environment
- By ensuring placemaking principles are incorporated in all new developments



Shetland Local Development Plan 2 – Outcomes Table

Outcomes - The 4 outcomes were developed from the 4 national planning outcomes.	Community	Economy	Connectivity	Environment/Heritage
Scottish Government 16 National Outcomes	<ul style="list-style-type: none"><li>• Innovative and sustainable, communities, which are safe and well designed places to live.</li><li>• Strong, resilient and healthy communities for all generations.</li><li>• Investment in education and future training</li></ul>	<ul style="list-style-type: none"><li>• Prosper through growth and business performance</li><li>• Build a society in which everyone can play their part and share the benefits</li><li>• A fairer Scotland for young and old</li><li>• Well-designed places can contribute to sustainable economic growth</li><li>• A healthy society</li></ul>	<ul style="list-style-type: none"><li>• Improving transport and digital connectivity</li><li>• Supporting better access to services</li></ul>	<ul style="list-style-type: none"><li>• Tackling climate change</li><li>• Promoting activity and social interaction both through cultural amenities and green spaces</li></ul>
National Planning Outcomes (NPF3 & SPP)	<ul style="list-style-type: none"><li>• Creating well designed and sustainable places</li></ul>	<ul style="list-style-type: none"><li>• Sustainable economic growth and regeneration</li><li>• creation of well-designed places</li></ul>	<ul style="list-style-type: none"><li>• Supporting better transport networks and digital connectivity</li></ul>	<ul style="list-style-type: none"><li>• Reducing our carbon emissions and adapting to climate change</li><li>• Helping to protect and enhance our natural and cultural assets and facilitating their sustainable use</li></ul>
Local Outcome Improvement Plan	<ul style="list-style-type: none"><li>• Address inequalities</li><li>• make our communities a better and healthier place to live and grow up within</li></ul>	<ul style="list-style-type: none"><li>• maintain strong economic performance</li><li>• target resources where they can most benefit the groups who are currently disadvantaged</li><li>• maximising opportunities</li></ul>	<ul style="list-style-type: none"><li>• Promoting active travel by cycling and walking to work and to school</li></ul>	<ul style="list-style-type: none"><li>• Maximising opportunities for people to access the natural environment in Shetland</li><li>• Protecting the environment and reducing the emissions of carbon dioxide and other pollutants from vehicles</li></ul>
Corporate Plan Top 5	<ul style="list-style-type: none"><li>• Increase the supply of affordable housing</li><li>• Support older people so they can get the services they need to live as independently as possible</li></ul>	<ul style="list-style-type: none"><li>• Increasing the supply of affordable housing</li><li>• Improve high-speed</li></ul>	<ul style="list-style-type: none"><li>• Improve high-speed broadband and mobile connections throughout Shetland</li><li>• Provide quality transport services within Shetland, and push for improvements in services to and from Shetland</li></ul>	
Corporate Plan 20 by 2020	<ul style="list-style-type: none"><li>▪ High standard of governance</li><li>▪ Making Shetland's voice heard</li></ul>	<ul style="list-style-type: none"><li>• Keep a balanced and sustainable budget and live within our means</li><li>• Excellent financial management</li><li>• Prioritised spending on building and maintaining assets</li></ul>	<ul style="list-style-type: none"><li>▪ Modern IT equipment and systems will be supporting new ways of working, helping services run efficiently and effectively.</li></ul>	<ul style="list-style-type: none"><li>▪ We will have reduced the effect we have on the local environment, particularly reducing carbon emissions from our work and buildings.</li></ul>
LDP2 Vision Statement	<p>We will enable sustainable, healthy communities by:</p> <ul style="list-style-type: none"><li>• Balancing the population structure, by seeking to increase the economically active population across all communities</li><li>• Providing housing land in areas where most need is identified</li><li>• Assisting in the provision of housing developments which cater for the specific needs of our ageing population</li><li>• Recognising the important role in housing solutions played by windfall development and promoting this as a solution in areas where that is most appropriate</li></ul>	<p>We will support the Growth and Strengthening of our Economy by:</p> <ul style="list-style-type: none"><li>• Providing land allocations to allow economic development in the areas of recognised need</li><li>• By recognising that economic activity is core to the sustainability and viability of our rural settlements and enabling economic growth where possible</li></ul>	<p>We will seek to Improve Connectivity throughout the isles by:</p> <ul style="list-style-type: none"><li>• Encouraging and promoting delivery of super-fast broadband and telecommunications networks across all areas of Shetland</li><li>• Recognising the importance digital connectivity plays in maintaining sustainable communities and promoting business growth</li><li>• To promoting the principles of designing streets and good placemaking in all applications and reducing the dominance of the car</li><li>• Promote active travel plans and provision of green corridors etc.</li></ul>	<p>We will Continue to safeguard our Environment by:</p> <ul style="list-style-type: none"><li>• Ensuring the special qualities of Shetlands natural and built heritage are protected and enhanced</li><li>• Promoting accessibility to the natural environment</li><li>• By ensuring good placemaking is considered in all new developments</li></ul>

Shetland Local Development Plan 2

Shetland Local Development Plan 2 – Action Programme

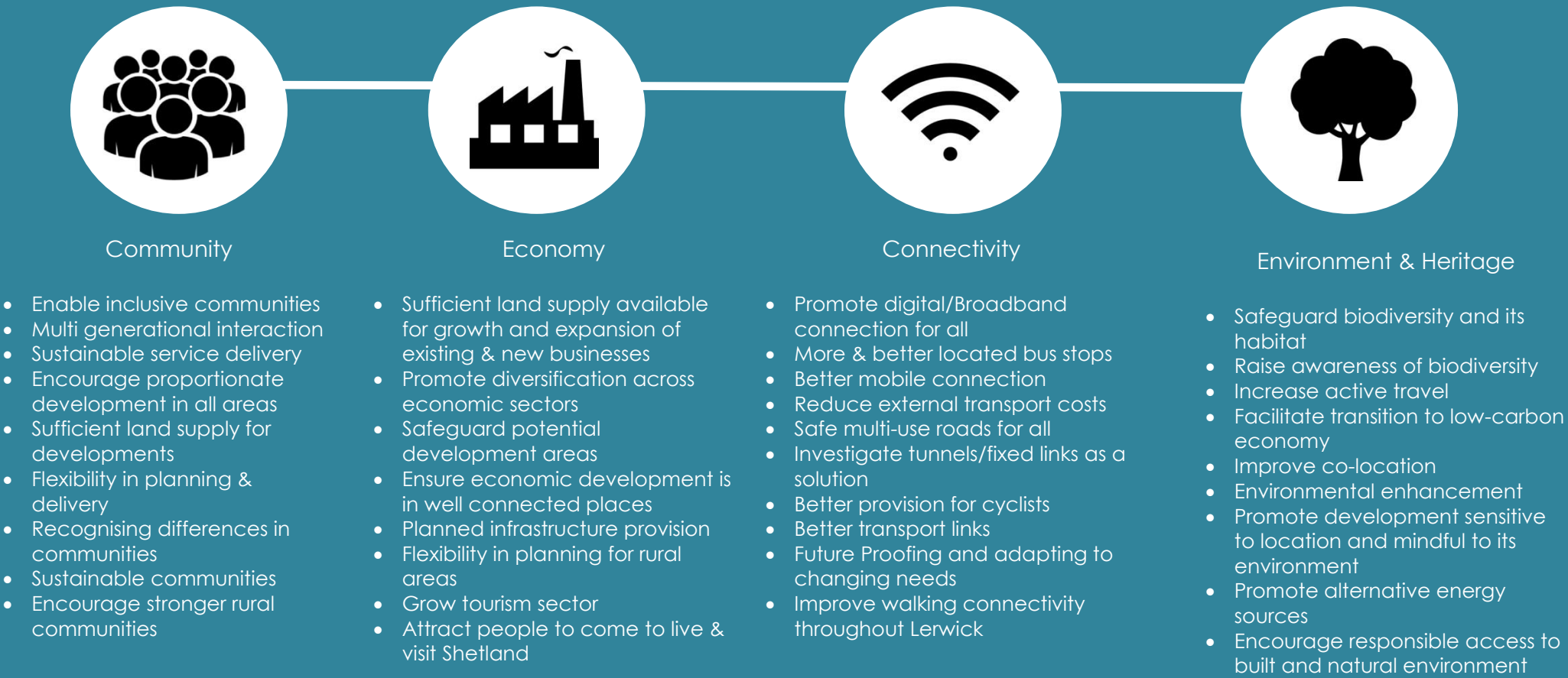
Other Strategy Outcomes – Local Housing Strategy, HIE Operating Plan, Shetland Transport Strategy, Economic Policy Statement, NHS Local Delivery Plan	<ul style="list-style-type: none"><li>• Increase affordable housing supply</li><li>• Improve supply and quality of private housing sector</li><li>• Promote social inclusion</li><li>• Promote an inclusive society that values diversity</li><li>• Improve and protect the health of Shetland</li><li>• Increased community benefit</li><li>• Support and strengthen communities and fragile areas</li><li>• Improve the reputation of Shetland as an attractive place to live, work, study, visit and invest</li></ul>	<ul style="list-style-type: none"><li>• Support businesses, enabling them to grow to their full potential</li><li>• Develop growth sectors, particularly distinctive regional opportunities</li><li>• Link skills and knowledge development to economic need</li><li>• Develop the economic health of local communities, encouraging sustainable development.</li><li>• Support and strengthen communities and fragile areas</li><li>• Improve the reputation of Shetland as an attractive place to live, work, study, visit and invest</li></ul>	<ul style="list-style-type: none"><li>• Research and adoption in to technologies to increase digital connectivity.</li><li>• To provide quality, effective and safe services, delivered in the most appropriate setting for the patients.</li><li>• Ensure everyone has access to services throughout Shetland.</li><li>• Support and strengthen communities and fragile areas</li><li>• Ensure internal and external ferry and air links are affordable for all.</li></ul>	<ul style="list-style-type: none"><li>• Improve household energy efficiency</li><li>• Reduce CO2 emissions and create conditions for competitive and low-carbon region.</li><li>• Reduce impacts of transport services and new transport infrastructure on landscape, the historic environment and biodiversity.</li></ul>
Key Agencies Strategies – SNH, Scottish Water, SEPA, Transport Scotland, Marine Scotland, Crofting Commission, Forestry Commission, Historic Environment Scotland	<ul style="list-style-type: none"><li>• Encouraging and enabling people to enjoy the outdoors</li><li>• Promoting the value of local landscapes, communities and the outdoors and access to networks.</li><li>• Working with other stakeholders to provide green networks.</li><li>• Support Scotland economy and communities</li><li>• maintain population through occupations including crofting</li><li>• Promote Social inclusion</li></ul>	<ul style="list-style-type: none"><li>• Investment in future water services</li><li>• Support Scotland economy and communities</li><li>• Increased production of livestock and food from crofts</li><li>• promote economic growth by building, enhancing managing and maintaining transport services, infrastructure and networks to maximise their efficiency</li><li>• Competitive and innovative businesses contributing to the growth of the Scottish economy. Develop a more efficient and competitive timber supply chain. Facilitate the development of markets for forest products</li><li>• Grow the overall economic value of the marine environment sustainably</li></ul>	<ul style="list-style-type: none"><li>• Working with other stakeholders to provide green networks.</li><li>• promote economic growth by building, enhancing managing and maintaining transport services, infrastructure and networks to maximise their efficiency</li><li>• Promote Social inclusion by connecting remote and disadvantaged communities</li></ul>	<ul style="list-style-type: none"><li>• High quality and resilient nature and landscapes</li><li>• Working with other stakeholders to provide green networks.</li><li>• Protect and enhance the environment</li><li>• protect our environment and improve health by investing in sustainable travel modes</li><li>• Protect and enhance the marine environment</li><li>• Promote the benefits of a good environment</li></ul>
Monitoring Statement Issues	<ul style="list-style-type: none"><li>• Housing Supply Target of 106-144 new homes per year.</li><li>• Completion rate average 82.4 over last 5 years</li><li>• 169 Affordable houses and 243 private houses completed over last 5 years.</li></ul>	<ul style="list-style-type: none"><li>• 11,887 jobs (8,812 FTE) within Shetland as of 2014</li><li>• Estimated 3,160 addition jobs during peak.</li><li>• Continue to grow all economic sectors across Shetland, along with developing new sectors such as decommissioning</li><li>• Demand assessment highlighted demand for small premises, storage and workshops in Lerwick &amp; some demand for Scalloway.</li></ul>	<ul style="list-style-type: none"><li>• 81% of households have at least 1 car in Shetland.</li><li>• Digital connectivity highlighted as an area where growth is required.</li></ul>	<ul style="list-style-type: none"><li>• Promote active travel and green networks</li></ul>
LDP Outcomes – taken from LDP vision	<ul style="list-style-type: none"><li>• Enhance existing communities throughout Shetland by encouraging sustainable economic development to create strong, healthy, vibrant communities where diversity is recognised and celebrated, ensuring they are attractive and inclusive places to live.</li><li>• Protect and enhance areas for recreation.</li></ul>	<ul style="list-style-type: none"><li>• Support new and existing sustainable economic opportunities</li></ul>	<ul style="list-style-type: none"><li>• Support better access across the Islands, in particular supporting sustainable and active transport solutions, such as by foot, cycle and public transport, and enabling people to access services, employment and other opportunities.</li></ul>	<ul style="list-style-type: none"><li>• Promote the efficient and sustainable use of natural resources and material assets</li><li>• Further the conservation of biodiversity and geodiversity throughout Shetland.</li><li>• Encourage new development of good quality that is environmentally sensitive, accessible to all, utilises sustainable design techniques and low carbon or renewable energy technologies.</li><li>• Ensure policies reflect the Council's commitment to the Climate Change (Scotland) Act 2009.</li></ul>
Outcomes	Community	Economy	Connectivity	Environment/Heritage





# Local Development Plan 2 – Vision Workshop

## Workshop Summary



### Outcomes from the Day

The workshop provided valuable feedback from all participants which will be used throughout the Local Development Plan process. The feedback received has enabled the Development Plans team to identify the key priorities that will help shape the Vision of the Plan.

The workshop allowed the Development Plans team to trial the four themes that had been developed as the key policy areas for the next Plan. The feedback received was positive and acknowledged that there is a crossover between themes.

### Key Priorities Identified

The key priorities were identified through the feedback received at the workshop. The key priorities are the land use aspect of the feedback that will feed into the Vision and Local Development Plan policies.

- Provision of better digital connectivity across all of Shetland
- Accessibility to transport connections
- Flexibility in the planning system for rural communities
- Promoting sustainable, strong and resilient communities
- Supporting sustainable low-carbon developments
- Sufficient effective land supply
- Promoting certainty for all communities
- Protecting and enhancing the natural and built environment

## Local Development Plan 2 Vision

### VISION STATEMENT

By 2037 Shetland will have strong, sustainable and resilient communities with a balanced, healthy, well cared for and self sustaining population.

We will benefit from: an economically diverse and robust business and industry sector; a natural environment that is protected, promoted, appreciated and is easily accessible; and settlements that are physically and digitally well connected.

What this means in terms in each of our themes:

We will enable sustainable, healthy communities by:

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We will Continue to safeguard our Environment by:

- Ensuring the special qualities of Shetlands natural and built heritage are protected and enhanced
- Promoting accessibility to the natural environment
- By ensuring placemaking principles are incorporated in all new developments

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## Next Steps

The Vision workshop is the start of engagement for the next Local Development Plan. The Development Plans team will be continuing to engage with stakeholders and agencies throughout the Local Development Plan Process.

The Development Plans team are due to commence work on the Spatial Strategy in quarter 2 of 2017, during this stage we will undertake further workshops and engagement. The Spatial Strategy is a detailed statement of the planning authority's policies and proposals for the development and use of land. It is important for the Development Plans team to continue engagement with stakeholders, agencies and industries. This will ensure that the Spatial Strategy is robust, credible and inclusive of stakeholder strategic land use aims.

### Contact Details

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