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Date: 27 February 2018

Dear Sir/Madam

You are invited to the following meeting:

**Environment and Transport Committee
Council Chamber, Town Hall, Lerwick
Monday 5 March 2018 at 2pm**

Apologies for absence should be notified to Leisel Malcolmson, at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: R Thomson
Vice Chair: R McGregor

AGENDA

- (a) Hold circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest - Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.

1. Infrastructure Directorate Performance Report – Quarter 3 2017/18
ISD-01
2. Development Services Directorate Performance Report – 9 Month/3rd
Quarter 2017/18
DV-02
3. Management Accounts for Environment and Transport Committee –
Projected Outturn at Quarter 3 (DRAFT)
F-026
4. Infrastructure Services Directorate Plan 2018-2021
ISD-02
5. Development Services Directorate Plan 2018-2021
DV-04



Meeting(s):	Environment & Transport Committee	5 March 2018
Report Title:	Infrastructure Directorate Performance Report Quarter 3 – 2017/18	
Reference Number:	ISD-01-18-F	
Author / Job Title:	Maggie Sandison / Director of Infrastructure Services	

1.0 Decisions / Action required:

- 1.1 The Environment and Transport Committee should discuss the contents of this report and make any relevant comments on the achievements of the Directorate during the third quarter of 2017/18, note the progress against the priorities set out in the Directorate Plan, and contribute to the service planning process for the Infrastructure Directorate for future years.

2.0 High Level Summary:

- 2.1 This report summarises the activity and performance of the Infrastructure Directorate in 2017/18 quarter 3 up to the 31 December 2017, enabling Members to analyse its performance against the Directorate's Service objectives and the Corporate Plan outcomes.

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.

4.0 Key Issues:

- 4.1 The Directorate's objectives as detailed in the Directorate Plan are the outcomes the Directorate aims to deliver in the year. We said "**what we must do in 2017/18**" was:
- reliably and safely deliver our day to day services that meet the needs of our customers;
 - meet our statutory requirements and deliver compliant services;

- deliver our objectives to ensure the Corporate Plan commitments are met;
- maintain our existing assets;
- protect the environment and reduce the environmental impact of our activities;
- address inequality- supporting those most in need and not making inequalities worse;
- provide best value for the public funds invested in our services and infrastructure;

Progress on Corporate Plan Outcomes

- 4.2 The Directorate is leading on the Corporate Plan Commitment to Clarify ***the Council's future role in the Port of Sullom Voe***. This is business which is reported to the Harbour Board.
- 4.3 The Directorate are also contributing substantially to the Transport Planning projects to ***understand the options and investment required to create a sustainable internal transport system over the next 50 years and People booking and paying for journeys on our ferries using efficient and effective systems.***

Directorate Achievements in 2017/18

- 4.4 Appendix A shows progress on the key projects and actions the Directorate set out to complete or substantially progress in 2017/18. The progress on these actions are largely on track. However, members of the Committee will be aware that there is a significant risk that, unless capital funding is secured from Transport Scotland, the ability to plan a Ferry Replacement Programme that is affordable within the Council's Capital Programme is unrealistic.
- 4.5 Appendix B shows the Council wide indicators and the Key Directorate Indicators split where relevant into seasonal and non-seasonal, to enable the Committee to monitor service delivery against our performance targets and our Directorate Objectives in 4.1. The performance indicator for ferry services has been adversely effected by particularly severe weather events:
- Ex Hurricane Ophelia - 16-17 October 2017
 - Brian - 21-22 October 2017
 - Caroline - 7-9 December 2017
 - Dylan - 30-31 December 2017
- 4.6 Appendix C shows a summary of the number of complaints received and responded to.
- 4.7 Appendix D is the Audit report from the Food Standards Agency Scotland (FSAS). The principal aim of the audit was to assess the effectiveness of the Food Law enforcement undertaken by Environmental Health Service to ensure that consumers are protected. The audit particularly explored the capacity and capability of Shetland Islands Council in delivering its statutory duties. There is an action plan, which identified areas that must be improved. The Service has provided a proposed response to each action and are awaiting confirmation that it is an acceptable solution to the FSAS to remedy the items.

- 4.8 The audit states that “based on the Local Authority’s intervention programme and allocated staff numbers provided prior to audit, together with discussions and reviews of documentation and records, the capacity to deliver the intervention programme was considered unsatisfactory at the time of audit. Any delay or failure to redress the numbers of FTE’s would potentially lead to further non-compliance with the Food Law Code of Practice”. Members of this Committee will be aware of the challenges the Council has experienced in recruiting EHOs due to a national shortage of qualified officers and the steps that have been taken to plan for future retirements by developing career grades to support the training of existing staff to become EHOs in future. Members will also be aware that the performance indicator for delivery of the Food Hygiene inspection programme does not achieve the 100% statutory target each quarter so this statement in the audit report is not unexpected or unjustified. The report also highlights the pressure that reactive work such as animal health and welfare complaints, Shellfish toxins, Public health outbreaks and prosecutions can place on a small team’s ability to deliver its planned workload.
- 4.9 All services have been considering their capacity to support apprenticeships as a way of rebalancing their aging workforce and planning for future skills gaps. The Council can provide well-supported and varied development opportunities. One of the apprentices in Estate Operations has been shortlisted for APSE “Apprentice of the Year”, which is part of a set of UK wide performance awards open to all local authorities.
- 4.10 The Viewpoint Survey was run again in December 2017 to help to understand staff engagement levels across the Council. Overall Infrastructure Services has seen a substantial improvement in staff engagement levels compared to the 2015 survey results. Managers across the Directorate responded to the survey by trying to be more visible, communicate more effectively with their teams and address issues that were causing staff to feel undervalued or that were impacting on staff loyalty and commitment. The results of the survey are attached at Appendix E.

Risk and Service Challenges

- 4.11 Performance monitoring and performance reporting must also consider the areas of risk arising from our operations, the service challenges the Directorate faces, actions and projects which have not progressed as planned and where we don’t meet Performance Indicator Benchmarks:
- Failure to respond to Scottish Government’s target for recycling 70% of waste by 2025- we achieve 13% recycling currently **Corrective Action-** New recycling service being developed with a pilot in Muckle Roe and Brae from March 2018, with the Shetland wide roll out planned for June 2018.
 - There is an increasing risk of operating ferry services with aging vessels, which has resulted in increased significant remedial works, required to maintain vessels in service, which has driven up dry-docking costs. The additional work requires increased time in dry-dock, resulting in service disruptions and creates an ongoing budget pressure on the service and directorate budgets. **Corrective Action-** the Council is pursuing capital funding for a vessel replacement programme from Scottish Government via Transport Scotland.
 - Skills Shortage- the Directorate has identified a number of areas where there is a turnover of staff with critical skills where there is a challenge to recruit to

vacant posts- Marine posts, EHOs, HGV Drivers, Engineers, Electricians.
Corrective Action- Services are developing Apprenticeships and Career Grades to respond to the skills gap, which is anticipated due to the demographic profile of the workforce. Work has been tendered to external contractors to address skills gaps however there is also a capacity issue within the private sector so some programmes of planned maintenance work are delayed due to staff vacancies combined with the lack of capacity of contractors to complete planned maintenance programmes on time. Outsourcing work, which has previously been delivered in house, can create additional budget pressures although this is offset against the saving in staffing costs due to the vacancy.

- 4.12 The Directorate Risk Register in Appendix F sets out the strategic risks, which might prevent the Directorate from achieving its objectives in 4.1. The Committee should consider whether additional control measures could be applied to reduce the risk of circumstances giving rise to a negative impact on Directorate Performance.

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications :	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement.
6.2 Human Resources and Organisational Development:	There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through periods of challenge and change is a key consideration for the Directorate Management team.
6.3 Equality, Diversity and Human Rights:	The Directorate uses Equalities Impact assessment to ensure its services are supporting those most in need and not making inequalities worse;
6.4 Legal:	The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.
6.5 Finance:	The actions, measures and risk management described in this report within the remit of Environment & Transport Committee are projected to be achieved within existing approved budgets.
6.6 Assets and Property:	A number of the actions in the Directorate Plan relate to maintenance and replacement of Infrastructure and Council assets to maintain delivery of services to the people of Shetland. The aging infrastructure, skills shortage and pressure on capacity in the private sector are creating challenges to maintain service delivery within budget.
6.7 ICT and new technologies:	None
6.8 Environmental:	The Directorate leads the delivery of the Council's Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets. A progress statement is included in the report and the appendices.
6.9 Risk Management:	Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.

	Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.	
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place and to monitor the relevant Planning and Performance Management Framework.</p> <p>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”</p>	
6.11 Previously considered by:	None	

Contact Details:

Maggie Sandison, Director of Infrastructure Services,
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 21 February 2018

Appendices:

Appendix A – Progress on the Directorate Projects and Actions
 Appendix B - Key Directorate Indicators and Council Wide Indicators
 Appendix C – Complaints Summary
 Appendix D – Food Standards Agency Audit
 Appendix E – Viewpoint Survey Results by Directorate and Service
 Appendix F- Risk Register

Background Documents:

[Infrastructure Services Directorate Plan 2017/18](#)

Appendix A - Projects and Actions for PPMF reports - Infrastructure Directorate


Generated on: 21 February 2018


OUR PLAN 2016-2020

A) YOUNG PEOPLE

2) Vulnerable Children and young people's opportunities


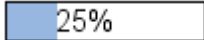

Children and young people, particularly those from vulnerable backgrounds, will be accessing the learning and development opportunities that allow them to best fulfil their potential.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP137 Promote Apprenticeships through Procurement	Review Infrastructure procurement contracts to promote modern apprenticeships	Support the Shetland Learning Partnership to provide opportunities - young people need to get jobs.	Planned Start	01-Apr-2017		New Contracts which are issued with Apprentice conditions. Work ongoing with several initiatives currently being reviewed.	Infrastructure Services Directorate
			Actual Start	03-Aug-2017	<div><div>75%</div></div>		
			Original Due Date	31-Dec-2019	Expected success		
			Due Date	31-Dec-2019			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP211 Promote apprenticeships through employment.	Provide apprenticeships, vocational training and work experience placements to support the Shetland Learning Partnership in providing opportunities for young people to get jobs	Younger workforce, reduced problems with succession planning, retaining more local talent	Planned Start	01-Apr-2017		The Directorate aims to increase apprentice placements to fill vacancies and skills gaps identified through workforce planning. This is the first cycle and provides a baseline to assess progress. Currently we have 11 apprentices across the department with two having successfully completed in 17/18.	Infrastructure Services Directorate
			Actual Start	01-Apr-2017	<div><div>25%</div></div>		
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet target		

6) Physical and cultural activities


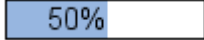

More children will be taking part in physical and cultural activities – developing healthy lifestyles for playing a full and active part in Shetland community life.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP212 Expand Safe Cycle Routes	Secure external funding to expand safe cycle routes and walking routes to schools to encourage children to take part in healthy lifestyles to help them play a full and active part in Shetland community life.	Increased activity throughout life, lower carbon emissions.	Planned Start	01-Apr-2017		A group has been formed from interested parties to action schemes via Participatory Budgeting. Initial meetings held and currently collating ideas of potential schemes. Likely that due to time constraints that a full PB exercise will not be undertaken until 2018/19 but schemes will be actioned by the group this year to make best use of the Cycling, Walking Safer Streets grant. <u>19 Oct 2017</u> Continuing to collate further potential schemes. <u>Feb 2018</u> List has been formed to go out to a PB exercise during 2018/19	Infrastructure Services Directorate
			Actual Start	17-Apr-2017			
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet target		

C) ECONOMY & HOUSING

2) Diverse businesses










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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
PH-17-20 Scalloway Fishmarket Redevelopment	Agree redevelopment option, obtain permissions, procure works, implement and commission	Determine and implement the preferred option for the future of Scalloway Fishmarket	Planned Start	01-Apr-2017		New Market works being tendered, tender return due June 2018. Transitional facility being developed, target availability July 2018. Target completion end 2019.	Harbour Master & Port Operations
			Actual Start	30-May-2017			
			Original Due Date	31-Oct-2019	Expected success		
			Due Date	31-Dec-2019			
			Completed Date		Likely to meet target		

E) CONNECTION & ACCESS

5) Sustainable transport arrangements

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP089 Ferry Replacement	Develop a Ferry Replacement Programme	Ongoing discussions with the Scottish Government. It is anticipated that a decision will be made in the coming weeks rather than months	Planned Start	10-Jan-2016		Ferry assets and terminal assets assessed as part of Inter Island Project. The draft report is due to go to public consultation on the 22nd August 2016. Capital options from SIITS report to be presented to Council by Transport Planning. Discussions are still ongoing with Transport Scotland on the provision of funding	Infrastructure Services Directorate
			Actual Start	31-Dec-2017			
			Original Due Date	30-Jun-2016	Expected success		
			Due Date	31-Jan-2018			
			Completed Date		Significant issues, likely failure to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP098 Secure external funding for ferry terminals	Secure external funding to deliver the accessibility improvements to ferry terminals	Sufficient funds are available to maintain, repair and develop Ferry Terminal Infrastructure	Planned Start	01-Feb-2016		Funding secured for DDA improvements to Terminals. Overall funding by Ferry Operations. Laxo & Bressay ferry terminal completed to a high standard. Roll out of remainder to be scheduled. Additional funding secured from Transport Scotland	Infrastructure Services Directorate
			Actual Start	17-Feb-2016			
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP605 Leirna life extension	Inspect / repair steelwork, improvements to vessel, equipment, navigation equipment and lighting; to increase life expectancy of vessel.	Maximum life from existing assets	Planned Start	29-May-2017		Completed works to date - Renew forward and aft ballast tanks, hull plating and frames. Shot blast and paint out both both ballast tanks. Passenger saloon seating renewed. Passenger saloon floor covering renewal, upper, lower and stairway. Vehicle loading ramps to be removed and main hinges renewed. External ladders to passenger saloon x 2 and bridge x 3, steps under non slip to renew. Hydraulic ram replacement - part complete. No more life extension works will take place on the Leirna until June 2018	Ferry Operations
			Actual Start	03-Mar-2017			
			Original Due Date	31-Dec-2018	Expected success		
			Due Date	31-Dec-2018			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP606 Geira life extension	Inspect / repair steelwork, improvements to vessel, equipment, navigation equipment and lighting; to increase life expectancy of vessel.	Maximum life from existing assets	Planned Start	01-Nov-2018		Planned start date is 1 November 2018. Planning works are underway.	Ferry Operations
			Actual Start	13-Feb-2018	<div><div>5%</div></div>		
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet target		

6) Internal transport investment

We will have a clearer understanding of the options and the investment needed to create a sustainable internal transport system over the next 50 years.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP350 Progress the Business case for the complete replacement of the current street lighting with LED	Reduce the running costs and carbon footprint from the street lighting asset whilst improving the asset	Ensure Shetland's public road network is maintained and improve. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term." Also 20 by 20 "We will have reduced the effect we have on the local environment, particularly reducing carbon emissions from our work and buildings."	Planned Start	01-Apr-2016		Column assessment took longer than expected as it was undertaken in house to reduce costs due to high tender prices but is now complete. Business case now in draft and will be submitted to CPS in November 2017. Feb 2018 Business case now submitted to Capital Programme Services.	Roads
			Actual Start	04-Apr-2016	<div><div>90%</div></div>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP662 Promote New 20mph Limits	Promote the new 20mph speed limits at the new AHS and Lerwick's north crescents.	Safer routes to school for pupils and improved environment for residents and other members of the public.	Planned Start	01-Apr-2016		AHS 20mph order has been made. Works to install on site underway. Lerwick crescents to follow depending on Private Member bill.	Roads
			Actual Start	26-May-2017	<div><div>90%</div></div>		
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet target		

F) OUR "20 BY '20"

02) Staff value & motivation

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP103 Employee review & development	Undertake 100% of the employee review development plans	All staff to receive ERD to improve staff engagement and enable training analysis.	Planned Start	01-Jan-2017		The new policy was rolled out in June 2017 and therefore the due date for this has been extended to June 2018 and review meetings with staff are underway.	Infrastructure Services Directorate
			Actual Start	01-Jan-2017			
			Original Due Date	31-Dec-2017	Expected success		
			Due Date	30-Jun-2018			
			Completed Date		Likely to meet target		
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP210 "Making a Difference" Staff Training	Training programme for Infrastructure staff on "Making a Difference" to address loneliness and stigma"	Employees recognise their role in addressing inequalities and supporting the most vulnerable.	Planned Start	01-Jun-2017		3% of staff have booked on this course to date - managers have been asked to organise area based training for their teams.	Infrastructure Services Directorate
			Actual Start	16-Aug-2017			
			Original Due Date	31-Dec-2019	Expected success		
			Due Date	31-Dec-2019			
			Completed Date		Significant issues, likely failure to meet target		


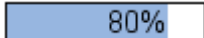

05) Standards of governance

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP104 Regulators	Positive audits from our regulators with no serious non-conformances identified	Continued adherence to all current standards applicable to our operations.	Planned Start	01-Apr-2017		Target met year to date.	Infrastructure Services Directorate
			Actual Start	01-Apr-2017			
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet target		



06) Financial management

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP213 New Financial Restrictions	Develop 18-19 sustainable budget to assist in meeting £20m by 2020 target	Long-term financial stability.	Planned Start	01-Apr-2017		Budget for 18/19 to be approved by Environment & Transport Committee.	Infrastructure Services Directorate
			Actual Start	01-Apr-2017			
			Original Due Date	31-Dec-2017	Expected success		
			Due Date	31-Dec-2017			
			Completed Date		Likely to meet target		

07) Procurement

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP213.4 Fleet Replacement Programme 2017/18	Put in place a fit for purpose vehicle and plant fleet which is correctly sized to meet current operational needs.	Reduce the average age of the fleet and revenue running costs associated with the age and obsolescence of a significant portion of the current vehicle fleet while minimising disruption and downtime due to an increased incidence of breakdown.	Planned Start	01-Apr-2017		See Appendix D - Replacement Schedule 2017/18 of the Service Need Case – Vehicle and Plant Replacement Programme. Budget expended with vehicles coming into service. The 2017/18 programme is complete.	Estate Operations
			Actual Start	03-Aug-2017			
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2018			
			Completed Date	12-Feb-2018	Likely to meet target		

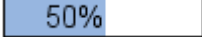

15) Assets

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP215.6 Building Maintenance Capital Works Programme 2017/18	Deliver the projects set out on Service Need Case "Building Maintenance Capital Works" itemised in Appendix 1 of the report.	Customers happy, programme delivered on time, on budget and to a high quality.	Planned Start	01-Apr-2017		Works delivered as part of normal maintenance delivery. On site and on programme to deliver. Slippage for Building Maintenance Capital Works due to resourcing issues with plans for slippage works to be done in 2018/19 £184k	Estate Operations
			Actual Start	01-Mar-2016			
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet target		




16) Prioritise spending


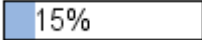

We will have prioritised spending on building and maintaining assets and be clear on the whole-of-life costs of those activities, to make sure funding is being targeted in the best way to help achieve the outcomes set out in this plan and the community plan.


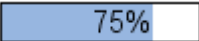

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP219 FM Review - Phase 1	Phase 1 will analyse current Facilities Management operations and option appraise choices for the future. The primary aim is to avoid duplication of both effort and resources (management & supervision) while identifying both financial and operational efficiency savings. Phase 2 would see the implementation of the recommended option.	Revised Facilities Management arrangements that meet Best Value objectives and the needs of both customers and employees.	Planned Start	03-Apr-2017		Budget now in place following successful BJC bid and Council report. Moving to implementation in January 2018. Scope as appended to this action item. Update Feb 2018: APSE were appointed to deliver the project with the first series of meetings held late January to gauge scope, scale and membership. Workshops are due to be held mid Feb with an output report on track for delivery in March.	Estate Operations
			Actual Start	12-Jan-2018			
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2021			
			Completed Date		Likely to meet target		



17) Carbon reduction

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

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP109 Local climate impacts report	Local climate impacts report to assess the impact and risk of extreme weather events and develop a climate change adaption plan	Help protect Shetland's natural environment while embedding climate change mitigation into all relevant Council policies and procedures.	Planned Start	18-Jan-2016		Collaborative leadership project to capture climate change impacts is being facilitated. Part of this work has been included in the SEEP2 project (See SP217.04D) and the collaborative leadership programme. The original due date was too ambitious given the scope and scale of the overall Carbon Management Plan and the training needs which have become apparent during rollout. SEEP2 rollout ongoing. Both SEEP1 and SEEP2 outputs will substantially inform this project. Update Feb 2018: SEEP1 is now complete with SEEP2 entering the site roll out phase.	Infrastructure Services Directorate
			Actual Start	15-Aug-2016			
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Experiencing issues, risk of failure to meet target		

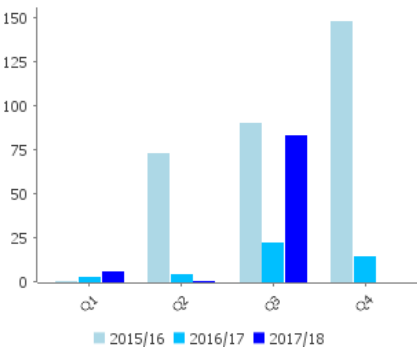
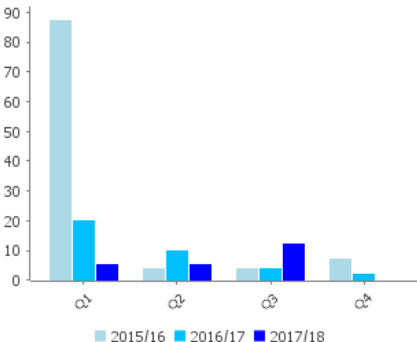
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP111 Waste Strategy & Recycling Collection	Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes	Establishment of affordable long-term waste solutions, maximising recycling and minimising waste.	Planned Start	01-Apr-2015		Committee approval for adoption of Waste Charter received on 3 October 2016. Funding has been provided by ZWS to provide recycling containers for all households in Shetland along with funding for efficiency studies and the provision of a contractor to assist with delivery of a communications strategy. Communication engagement officers have carried out a door knocking exercise in Brae and Muckle Roe to give householders a brief overview of the new service. Brae and Muckle Roe will be the first area to have the new service provided in March 2018.	Infrastructure Services Directorate
			Actual Start	14-Nov-2016			
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP138 Increase Contactor's Energy Efficiency capacity	Increase capacity of certified contractors able to deliver energy efficiency works	Maximise draw down of grant schemes and retrofit works to address poverty.	Planned Start	01-May-2017		Training course being developed to increase skill base within Shetland. A meeting of small contractors revealed that the inherent bureaucracy of the grant funding system was the single greatest barrier to certification. Additionally, changes to Scottish Government funding and their decision to make HES:ABS and Warm Works funding mutually exclusive are compounding this issue. It is envisioned that some form of overarching ALEO who can manage the bureaucracy is the preferred local delivery model. A report was submitted to the Risk Management Board outlining the potential for lost funding. A locally agreed scheme was put into place to increase the capacity of contractors available using a combination of PAS2030 accredited installers as the main contractor.	Estate Operations
			Actual Start	03-Aug-2017			
			Original Due Date	31-Dec-2019	Expected success		
			Due Date	31-Dec-2019			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
SP217 Carbon Management Plan – Implementation	To implement the actions, programmes and projects set out in the Carbon Management Plan	To work in partnership with Community Planning partners to reduce costs and share best practice in carbon and climate change management, specifically - Efficiencies - Better use of resources - Legislative compliance.	Planned Start	01-Apr-2015		The items listed on the action plan are in the process of being put in place. The Project Board met in August and agreed action plan priorities. Various projects under the CMP heading have been initiated and are ongoing. The 2017 CMP Update and Highlight Reports are now available which show progress to date. Our funding bid submissions have been particularly successful, hence the high completion rate. However, this hasn't fully translated to significant carbon savings at this point in time. The next tranche of projects in support of the CMP2015-20 need to be developed and resourced.	Estate Operations
			Actual Start	04-May-2015	<div><div>89%</div></div>		
			Original Due Date	31-Mar-2016	Expected success		
			Due Date	31-Mar-2020	 Likely to meet target		
			Completed Date				

Appendix B Performance Indicators (Seasonal - Quarterly)- Infrastructure Services Directorate

Generated on: 21 February 2018

	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q3 2016/17	Q3 2017/18		Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
HF10a Lost sailings by cause - Adverse Weather	313	311	43	90	22	83	5		Performance: Weather effected cancellation are continuing to reduce Improvement: Continue dialogue in relation to contingency planning
HF10b Lost sailings by cause - Breakdown	106	102	36	4	4	12	5		Performance: Reduce the number of service related breakdowns Improvement: This target is getting harder to achieve due to the age of the fleet and key component parts reaching a "life expired" stage. We will however continue to work with our engineers, supplier and contractor to minimise service disruption

	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q3 2016/17	Q3 2017/18		Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
HF10c Lost sailings by cause - Crew	22	16	0	0	0	0	5	 ■ 2015/16 ■ 2016/17 ■ 2017/18	Performance: It would be difficult to achieve 100% compliance Improvement: continue with a robust approach to absence management and ensure that the relief panel is updated and maintained at an effective level
HF10d Lost sailings by cause - Other	145	24	0	6	0	0	0	 ■ 2015/16 ■ 2016/17 ■ 2017/18	Improvement : We will continue work closely with our crews, contractors and suppliers
HF10T Lost sailings - TOTAL	586	453	79	100	26	95		 ■ 2015/16 ■ 2016/17 ■ 2017/18	Improvement Continue to monitor reasons for lost sailing and identify trends where possible. Additional focus on key systems and components due to the age profile of the fleet

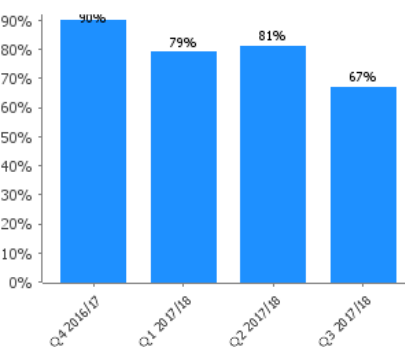
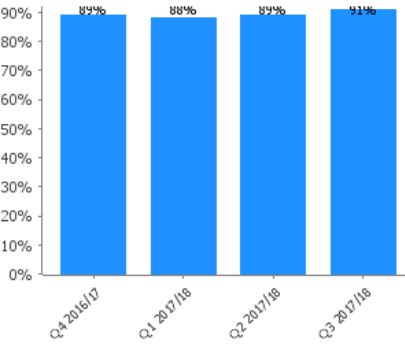
	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q3 2016/17	Q3 2017/18		Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
HH01a Tingwall Airport Landings - Islanders	649	905	694	151	147	96		<p>2015/16 2016/17 2017/18</p>	<p>Performance: Scheduled delivery of service unless weather disruption. Data only no target.</p> <p>Improvement: Continued dialogue with operators to keep them appraised of the airport's services and availability.</p>
HH01b Tingwall Airport Landings - Air Ambulance	40	72	86	13	20	6		<p>2015/16 2016/17 2017/18</p>	<p>Performance: Improved dialogue with operators highlighting the range and quality of the services available at the airport and about the airport's flexible working arrangements. Data only no target</p> <p>Improvement: Continued dialogue with operators to keep them appraised of the airport's services and availability.</p>
HH01c Tingwall Airport Landings - Other	105	136	163	28	73	49		<p>2015/16 2016/17 2017/18</p>	<p>Performance: Improved dialogue with both commercial operators and the General Aviation community highlighting the range and quality of the services available at the airport. Data only no target.</p> <p>Improvement: Continue to improve the dialogue with all parties and keep them appraised of the airport's services and availability.</p>

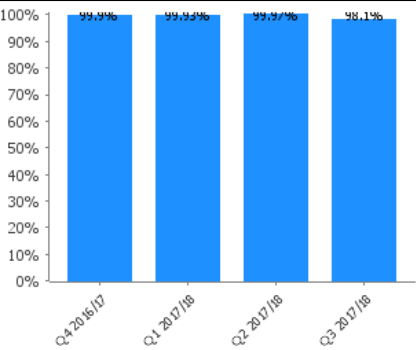
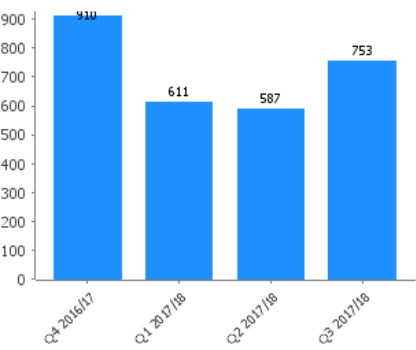
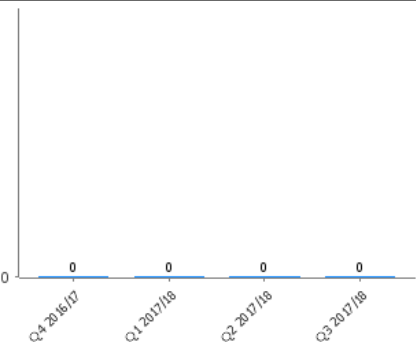
	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q3 2016/17	Q3 2017/18		Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
HH01T Tingwall Airport Landings - TOTAL	794	1,113	943	192	240	151		<p>2015/16 2016/17 2017/18</p>	Performance: A number of factors outwith the control of the airport, i.e. weather conditions - impacts o landings overall. Data only no target Improvement: The airport will use new and established means to promote the services available to increase landings.
HH02 Council Energy Consumption (MWh)	98,514	100,242	93,340	26,117	25,097	24,510	20,866	<p>2015/16 2016/17 2017/18</p>	Performance: Reducing energy usage saves Council budgets and reduces CO2 (Quarterly). Cold winter impact compared to mild winter. Improvement: Action plan to reduce energy usage is being implemented using spend to save funding and green loans.
HN04 Amount of household waste collected (tonnes)	10,027	10,326	10,378	2,413	2,508	2,215	2,508	<p>2015/16 2016/17 2017/18</p>	Performance: Reduced workforce at Gas Plant reducing waste collected. Improvement: New vehicles have reduced breakdown down time making service more efficient

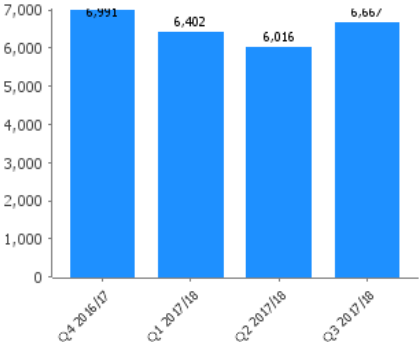
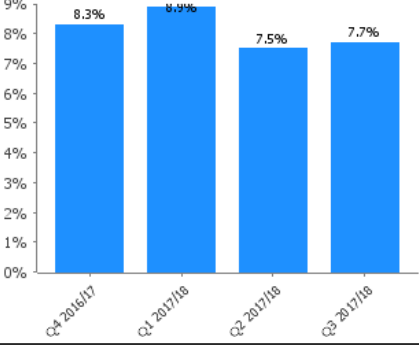
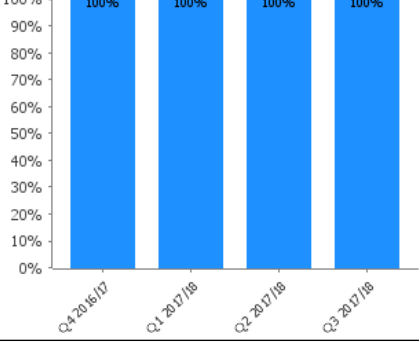
	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2014/15	2015/16	2016/17	Q3 2015/16	Q3 2016/17	Q3 2017/18		Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.8%	2.4%	3.0%	2.4%	2.8%	4.0%	 2015/16 2016/17 2017/18	Performance: Infrastructure Services absence levels are lower than Council percentage showing management attention to absence and return to work discussions. Improvement: The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised. Annual trend shows reduction year on year.
OPI-4E-H Overtime Hours - Infrastructure Directorate	67,440	77,950	74,814	20,937	20,089	18,964		 2015/16 2016/17 2017/18	Performance: Overtime levels support seasonal nature of work and there is also a reliance on overtime to deliver core services, due to recruitment problems in some areas. Improvement: Overtime is always done as a best-value option after consideration of alternatives, the workforce planning exercise will help minimise reliance on overtime in the future.
OPI-4G-H Employee Miles Claimed - Infrastructure Directorate	185,738	180,162	184,812	42,923	46,142	52,126		 2015/16 2016/17 2017/18	Performance: As work can be seasonal and responsive variation in miles claimed is to be expected. Improvement: The Council's carbon management plan is promoting green transport, reducing travel and using electric vehicles to reduce the impact of services on the environment.

Appendix B Performance Indicators (Non-seasonal - Quarterly)- Infrastructure Services Directorate

Generated on: 21 February 2018

Code & Short Name	Previous Years		Quarters				Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value	Target		
HN02 Food Hygiene Inspection Programme completed	88%	90%	90%	79%	81%	67%	100%		<p>Performance: The figures show that we have not achieved our target, which was anticipated due to the increase in demand for the service, increase in statutory functions and staff illness.</p> <p>Improvement: The increase in demand for other areas of the service mean that improvement will be a challenge. Two staff are now in different stages of study towards an MSc in Environmental Health via distance learning to qualify as EHO's. The overall process takes approximately four years each not including professional examinations. This adds a further load to our small team in terms of study time and appropriate training.</p>
HN03 Premises achieving PASS standard in Food Hygiene Information Scheme	82%	88%	89%	88%	89%	91%	95%		<p>Performance</p> <p>Performance: The figures show that we have not achieved our target, which was anticipated due to the increase in demand for the service, increase in statutory functions and staff illness.</p> <p>Improvement: The increase in demand for other areas of the service mean that improvement will be a challenge. Two staff are now in different stages of study towards an MSc in Environmental Health via distance learning to qualify as EHO's. The overall process takes approximately four years each not including professional examinations. This adds a further load to our small team in terms of study time and appropriate training.</p>

Code & Short Name	Previous Years		Quarters				Q3 2017/18 Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value			
HF11 Overall Ferry Availability	99.32%	99.72%	99.9%	99.93%	99.97%	98.1%	100%		Continue to work with crews & suppliers to identify and rectify any issues that may have an impact on availability
HS01 Reactive jobs completed by Building Services	3,389	3,327	910	611	587	753	870		Performance: Our planned maintenance budget has reduced and this is an indicator of whether this is resulting in more reactive workload due to less planned maintenance (Quarterly) Improvement: This indicator is helping us to establish a trend in reactive maintenance as the budget provision for proactive and planned work reduces to reduce revenue expenditure in services. A higher proportion of planned works with correspondingly lower number of reactive works is the target.
HH04 Non-compliance ("Serious" audit comments) with Audit regimes - CAA, FSA, MCA	0	0	0	0	0	0	0		Performance: Achieving no major non-conformities at audit demonstrates good management practice and systems Improvement: Management systems are in place to ensure our service meet the compliance standards for our external auditors

Code & Short Name	Previous Years		Quarters				Q3 2017/18 Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value			
SP-HS-022 Tonnes of CO2 from council operations	29,404	26,961	6,991	6,402	6,016	6,667	6,358		Performance: The Council has a statutory duty to reduce CO2 (Quarterly) Improvement: Action plan to reduce CO2 is being developed and implemented
HN05 Percentage of household Waste recycled	9.7%	10.22%	8.3%	8.9%	7.5%	7.7%	10.5%		Performance: A decrease in percentage recycled due to materials being stockpiled before shipping in bulk and also slightly less being collected from bring sites during the quarter. Improvement: Continue to encourage public to make better use of bring sites.
H01 FOISA responded to within 20 day limit - Infrastructure Services	96.25%	98%	100%	100%	100%	100%	95%		Performance: FOISA response rate within Directorate is excellent and above Council average. Improvement: Aim to have more information made public so there is less need for the public to make FOI requests.

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).

Generated on: 21 February 2018

Short Name	Previous Years				Last year	This year
	2013/14	2014/15	2015/16	2016/17	Q3 2016/17	Q3 2017/18
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	3.6%	4.2%	3.7%	3.1%	3.3%	3.3%
Sick %age - Chief Executive's "Directorate"	1.4%	2.4%	3.5%	1.2%	1.0%	2.1%
Sick %age - Children's Services Directorate	2.8%	3.7%	2.9%	2.5%	2.6%	3.3%
Sick %age - Community Health & Social Care Directorate	6.0%	6.0%	5.6%	5.2%	5.2%	4.6%
Sick %age - Corporate Services Directorate	1.6%	2.4%	1.8%	1.9%	2.5%	2.3%
Sick %age - Development Directorate	2.7%	4.2%	3.5%	2.9%	3.4%	2.3%
Sick %age - Infrastructure Directorate	3.4%	4.0%	3.8%	2.4%	2.4%	2.8%

Appendix C - Complaints - Infrastructure Directorate

This shows all complaints that were open during the Quarter.

Frontline complaints should be closed within 5 working days

Investigations should be closed within 20 working days

Generated on: 21 February 2018

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-691	Frontline	02-Nov-2017	Closed	03-Nov-2017	Infrastructure Services Directorate	1	Upheld

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-688	Frontline	03-Nov-2017	Closed	10-Nov-2017	Harbour Master & Port Operations	5	Not Upheld

Dissatisfaction with Council policy

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-686	Frontline	30-Oct-2017	Closed	02-Nov-2017	Infrastructure Services Directorate	3	Not Upheld

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-693	Frontline	03-Nov-2017	Closed	03-Nov-2017	Harbour Master & Port Operations	0	Not Upheld



Food Standards Scotland

Shetland Islands Council

Food Law Enforcement Services

Capacity and Capability Audit

Report

11 – 13 December 2017



Foreword

Audits of Local Authorities food law enforcement services are part of Food Standards Scotland arrangements to improve consumer protection and confidence in relation to food and feed. These arrangements recognise that the enforcement of UK food law relating to food safety, hygiene, composition, labelling, imported food and feeding stuffs is largely the responsibility of Local Authorities. These Local Authority regulatory functions are principally delivered through Environmental Health and Trading Standards Services.

UK Local Authority Food Law Enforcement data is collected via the Local Authority Enforcement Monitoring System (LAEMS) and is published on the Food Standards Agency website. FSA continue to collect this data for Food Standards Scotland.
<https://www.food.gov.uk/enforcement/monitoring/laems/mondatabyyear>

The audit scope is detailed in the audit brief and plan issued to all Local Authorities under reference FSS/ENF/16/014 on 12 October 2016. The main aim of the audit scheme is to maintain and improve consumer protection and confidence by ensuring that Local Authorities are providing an effective food law enforcement service. This audit was developed to assess Local Authority capacity and capability to deliver the food service.

The Audit scheme also provides the opportunity to identify and disseminate good practice and provide information to inform Food Standards Scotland policy on food safety, standards and feeding stuffs.

Specifically, this audit aimed to establish:

- An evaluation of the organisational, management and information systems in place to ensure they are effective and suitable to achieve the objectives of the relevant food law;
- Assessment of the capacity and capability of the Local Authority to deliver the food service;
- The provision of a means to identify under performance in Local Authority food law enforcement systems;
- The assistance in the identification and dissemination of good practice to aid consistency;
- The provision of information to aid the formulation of Food Standards Scotland policy.

Food Standards Scotland audits assess Local Authorities' conformance against Regulation (EC) No 882/2004¹ on official controls performed to ensure the verification of compliance with feed or food law and the Food Law Code of Practice (Scotland) 2015'

¹ [\(EC\) No 882/2004](#)

It should be acknowledged that there will be considerable diversity in the way and manner in which Local Authorities may provide their food enforcement services reflecting local needs and priorities.

Following the audit it is expected that for any recommended points for action the Local Authority will prepare and implement an action plan which will incorporate a root cause analysis of any non-compliance. A template for this is provided at the end of this report.

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1.0 Introduction

- 1.1 This report records the results of the audit at Shetland Islands Council with regard to their capacity and capability to deliver food enforcement, under relevant sections of Regulation (EC) No 882/2004 on official controls performed to ensure the verification of compliance with feed or food law. The audit focused on the Authority's arrangements for meeting certain operational criteria, particularly on staffing related issues, registration and approval of food business operators, enforcement actions, interventions, procedures for carrying out official controls and transparency about their enforcement activities.
- 1.2 The report has been made available on the Food Standards Scotland website at:
www.foodstandards.gov.scot/food-safety-standards/regulation-and-enforcement-food-laws-scotland/audit-and-monitoring#la

Reason for the Audit

- 1.3 The power to set standards, monitor and audit Local Authority food law enforcement services was conferred on Food Standards Scotland by Sections 3 and 25 of the Food (Scotland) Act 2015 and Regulation 7 of The Official Feed and Food Controls (Scotland) Regulations 2009. This audit of Shetland Islands Council was undertaken under section 25 (1-3) of the Act, and Regulation 7(4) of the Regulations as part of the Food Standards Scotland audit programme.
- 1.4 As a designated competent authority as defined within Schedule 5 of the Official Feed and Food Control (Scotland) Regulations 2009 local authorities are required to comply with Article 4(6) of Regulation (EC) No 882/2004. In order to help local authorities fulfil this requirement, (as part of its central role under the Food (Scotland) Act 2015 and Official Feed and Food Control (Scotland) Regulations 2009) Food Standards Scotland will continue to deliver external audit arrangements (as done previously under Food Standards Agency). This however, does not preclude Local Authorities (LA's) from implementing their own audit regimes and in fact this will be encouraged. Food Standards Scotland's audit role therefore fulfils two different requirements.
- 1.5 The last audit of Shetland Islands Council's Food Service was undertaken by the Food Standards Agency (Scotland) in December 2013.

Scope for the Audit

- 1) Does the Local Authority meet certain operational criteria – such as:
- having a sufficient number of staff who are suitably:
 - qualified
 - experienced
 - competent
 - authorised
 - ensuring that staff are free from conflict of interest

- having contingency plans for emergencies
 - having appropriate legal powers
 - having suitable facilities and equipment
- 2) ensure that staff receive appropriate and on-going training
 - 3) ensure effective and efficient co-ordination with other competent authorities and between different units of a single authority, as applicable
 - 4) have procedures in place for the registration/approval of establishments
 - 5) take appropriate action where businesses do not comply with the law
 - 6) carry out internal audits or have external audits undertaken
 - 7) be transparent about its monitoring and enforcement activity
 - 8) prepare reports of individual controls and provide copies to businesses
 - 9) have, use and update as necessary, documented procedures for carrying out controls
- 1.6 The audit examined Shetland Islands Council's arrangements for official controls in relation to Regulation (EC) No 882/2004 on the verification of compliance with feed and food law. The audit included a verification visit to one local food businesses to assess the capacity and capability of the official controls implemented by the Local Authority at the food business premises and, more specifically, the relationship between Regulation (EC) no 882/2004, the Local Authority Policies and Procedures and the Authorised Officers ability to deliver official controls. The Port Health element of the Council's duties was not within the scope of this audit.
- 1.7 The on-site element of the audit took place at the Authority's offices in Lerwick.

Local Authority Background

- 1.8 Shetland Islands Council is a unitary authority which provides all local services for the Shetland Islands Council area which is an island archipelago consisting of over 100 islands and islets, of which 15 are inhabited. A number of these smaller islands are linked to the main island by ferry and/or air services, or by fixed links.

Shetland Islands is linked to the UK mainland by ferry and air services. Scotland's Census 2011 estimated that Shetland has a population of 23,167, with the main population and administrative centre of Lerwick home to roughly 7,000 inhabitants.

Between 2010 and 2013 the service had 3 Full Time Equivalent (FTE) Food Competent Officers. Due to staff leaving and a departmental re-organisation, the FTE figures given in previous service plans are considered an overestimate.

The Team Leader with overall responsibility for food safety enforcement is based in Lerwick. The Council discharges its operational responsibilities as a food authority in relation to food hygiene and food standards enforcement

through Environmental Health and Trading Standards Services, reporting through a Director to the Senior Management team and Chief Executive.

- 1.9 Shetland Islands Council has a Food Regulatory Service Plan for 2017/2018 which was approved by the Executive Manager, Environmental Services in July 2017. The plan is generally satisfactory as it contains references to strategic planning contained within the "Shetland Partnership – Community Plan 2012 – 2020", comprehensive details on sampling, the staff development plan, and the quality assessment process.
- 1.10 Regulatory Services delivers Shetland Islands Council's statutory food safety law enforcement role in a team which provides the range of services within Environmental Health, Animal Health, Trading Standards and Licensing Standards. The Authority explained that they have experienced difficulties in attracting and recruiting suitably qualified staff, and have also had operational issues recently resulting in resources being deployed to non-food service priorities.
- 1.11 The food regulatory service is provided by the Environmental Health and Trading Standards Services within the Infrastructure Service Department. Environmental Health is managed at a fourth tier level through the team leader as Head of Food Safety with the day to day operational lead for food safety delegated to the Environmental Health Officer (Food).
- 1.12 The Environmental Health food team comprises a mix of staff that includes a Team Leader – Environmental Health (also an operational EHO), Lead Environmental Health Officer (Food) and an Environmental Health Officer (EHO) (currently vacant) and a Food Safety Officer (all whom have a role in food regulation). The three qualified EHOs and Assistant EHOs are also responsible for the full remit of Environmental Health functions including: Civic Government Licensing, Licensing Standards, (Alcohol), Health and Safety, Public Health, Abandoned vehicles and so on. The Food Safety Officer is principally engaged in Food related activities, but very occasionally, as service demands, may assist Officers in other areas of work.

Together these arrangements and associated duties satisfy the requirement of the Food Law Code of Practice for the Authority to appoint a Lead Officer for food.

- 1.13 The Director of Infrastructure Services is an EHO and has also previously been the Team Manager and so has a great working knowledge and rapport with all members of the food team. The Team Leader has been in post since May 2014 and whilst responsible for all EH functions also has a regular involvement with both practical and management aspects of official controls. Environmental Health staff are multi-functional covering all aspects of Environmental Health duties.
- 1.14 Authorised Officers for Official Controls have varying levels of authorisations in the area of formal enforcement procedures relating to the service of notices. As a result, there is an efficient use of resources in an Authority which covers such a large geographical area including island communities.

- 1.15 The Food Regulatory Service Plan 2017-2018 states at 4.1 that the budget for delivery of the Food Service in 2016/17 was £122,144. In discussions with both the Director and the Executive Manager it was indicated that the Authority would be looking for significant savings in future years.

Separately from the audit documentation the Authority returned a completed "Information Gathering Questionnaire for Local Authorities (June 2017)" The total expenditure was detailed and also came to £122,144.

2.0 **Executive Summary**

Capacity

- 2.1 The Team Leader has been in post since May 2014 and the Director since October 2013, this provides the basis for a well-managed small team. The audit team were informed there are currently an approximate 2.21 FTE authorised officers responsible for Food Hygiene and 1 FTE for administration. There is also a recently vacated post and the Team Manager is planning to reduce working hours in the near future. The current level of FTEs are meeting the service requirements in the short term however this is unlikely to be sustainable to ensure satisfactory completion of all official controls for Environmental Health workload in the areas of food work in the longer term.
- 2.2 The Lead Officer for Food post is a generalist EHO with an approximate 0.55 FTE spent on food safety. There is a 0.56 FTE Food Safety Officer working entirely on food safety. The remaining posts are either vacant or frozen.
- 2.3 Discussions took place on the full time equivalent staff (FTE's) allocated to food safety and it was established that reactive work is not always recorded, measured or quantified. At times this does have an adverse bearing on the capacity to deliver the food service as there are periods when sufficient staff required to deliver the service are unable to be absent from the office.
- 2.4 Based on the Local Authority's intervention programme and allocated staff numbers provided prior to audit, together with discussions and reviews of documentation and records, the capacity to deliver the intervention programme was considered unsatisfactory at the time of audit. Any delay or failure to redress the numbers of FTE's would potentially lead to further non-compliance with the Food Law Code of Practice.
- 2.5 The audit found that the Authority has an Official Food Controls Service Plan 2016-2017 which satisfactorily follows the template of the 2010 Framework Agreement on Official Feed and Food Controls by Local Authorities. The demands on the Local Authority are documented as are the Service Delivery interventions planned for the year.
- 2.6 The budget information produced by the Authority appeared to show a stable allocation of finance to the service at present, but future reductions were imminent.

- 2.7 The Local Authority Information Gathering Questionnaire for both 2016 and 2017 state that the Authority considered that there were insufficient qualified staff and this had been an issue for a number of years. Alternative solutions are being provided to address the recognised current and future shortage of suitable officers.
- 2.8 A live database report requested by the auditors during the audit showed that the intervention programme was being achieved using the available options from the Food Law Code of Practice. The database also showed that 10 hygiene premises were unrated and 160 were outside the scheme, the latter is not a permitted category in the Code and requires to be addressed.

Capability

- 2.9 Authorisation documents for all officers were readily available and these were detailed in a centrally held file. The system used is clear, simple and considered as effective.
- 2.10 Formal monitoring of the quantity or quality of work allocated or completed is carried out regularly by the team leader by a variety of different methods.
- 2.11 Informal monitoring takes place by officers working closely located within a single office.
- 2.12 For the Approved Establishments within the Authority, Officers are required to have particular knowledge of the processes within these establishments and not just a knowledge of Hazard Analysis Critical Control Point Systems. Evidence of specific training in products of animal origin and any associated specialist or complex processing was demonstrated by a variety of training having been completed.
- 2.13 With the port within the Authority being a regular stop off for commercial shipping there are additional requirements on the competent Authority and these include the provision and delivery of specialist knowledge and procedures on the application of the International Health regulations.
- 2.14 To assist in the appropriate delivery of enforcement there are a series of documented procedures available to all Officers in electronic format on a central directory. The majority of these documents are short, simple and are fit for purpose,
- 2.15 Officers were clear on the Authority's procedure for conducting inspections and adhered to the Authority's Enforcement Policy and inspection procedures. The procedures and documentation provided for inspections were generally being appropriately and consistently followed and completed.

Level of Assurance

- 2.16 As detailed in the Audit of Enforcement Authorities Policy Document of May 2016 (reference FSS/ENF/16/007) the audit has been assigned as below:

- 2.17 The Recommendations within this report detail the weaknesses in the controls that Shetland Islands Council should address.

Limited Assurance Controls are developing but weak	There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.
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3.0 Audit Findings

- 3.1 The findings reported below detail both corrective and preventive actions which are not confined to addressing specific technical requirements but also include system-wide measures.

Article 3 Regulation EC No 882/2004 - General obligations with regard to the organisation of official controls

- 3.2 Shetland Islands Council has a Food Safety Service Plan for 2017/2018 which was approved by the Executive Manager Environmental Services on 7th July 2017. The plan is satisfactory as it links into "Shetland Partnership – Community Plan 2102-2020" and contains references to Strategic Planning priorities such as communities being healthy and caring, safe and vibrant and sustainable.
- 3.3 The Food Service Plan indicates that there are a total of 207 programmed inspections for food safety and 51 for food standards during 2017-18. The 2016-17 Local Authority Enforcement Monitoring System recorded that 188 premises were visited resulting in 344 actions, of which 316 were either inspections or verifications.
- 3.4 The Local Authority Intelligence Gathering Questionnaire (2017) return to Food Standards Scotland indicated that the number of full time equivalent officers required to carry out the food hygiene work in the Food Regulatory Service Plan was not known, and in that plan the allocation of full time equivalent staff to the food service is described as "at best an approximation"
- 3.5 In recognition of this the Team Leader - Environmental Health is involved in the SOCEHS (Society of Chief Environmental Health Scotland) APSE (Association of Public Sector Excellence) Benchmarking Group currently considering Performance Indicator 12 – Total number of inspections (category A to E premises) per FTE.
- 3.6 The 2016 – 2017 LAEMS Report published on 18 September 2017 shows that in Shetland Islands Council Food Hygiene there were 632 establishments in total, with 10 that were recorded as having not yet been rated for an intervention.

There were 1 Category As, 13 Category Bs, 67 Category Cs, 87 Category Ds and 294 Category Es.

There were 112 establishments subject to written warnings and 7 subject to notices.

3.7 A live data report was requested from the food premises database and this was promptly provided. On analysis this showed the following:

- As of the end of October 2017 there were still a considerable number of premises (160) rated for food hygiene as Outside the programme, which is not a permitted category in terms of the Food Law Code of Practice (FLCoP).
- There were also a considerable amount of category E food hygiene interventions considered overdue (70 plus).
- There were 649 premises listed on the Food Premises database, nearly all were rated.
- There appear to be some issues with the reports being provided by the database, e.g. 4 future dates being before current dates, which has now been explained, and the recording of ship inspections as outside the inspection programme.

3.8 The 2016-2017 LAEMS return for FH details 100% completion of the planned intervention programmes for Cat A, B, C and D with only 6 at the lowest risk category E missed.

With over 600 premises there were 442 Interventions (16 A, 60 B, 109 C, 57 D 103 E, 62 Unrated and 35 Outside) including 160 inspections and audits, 156 verification and surveillance and 26 sampling visits achieved, this is considered as satisfactory.

3.9 The authority use an Alternative Enforcement Strategy for category E's, with the permitted variations allowed in the FLCoP being used for low risk C's and D's where the inherent hazards are not significant by virtue of their trading activities or the number of consumers they supply. The Authority advised that food standards interventions were carried out on a programmed basis at the same time as food hygiene.

Recommended Point for Action: Interventions

Food businesses should not be categorised as outside of the intervention programme, all premises are required to be given a category.

Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls)
Section 27 of the Food Law Code of Practice (Scotland) 2015

Articles 4(2) to (6) Regulation EC No 882/2004 – Designation of Competent Authorities

- 3.10 The Authority has a scheme of delegation which appropriately delegates powers to individual officers. The documents are clear, concise and generally appropriate – with the required addition of the Trade in Animal Related Products Regulations being required.
- 3.11 Discussion took place on the scheme of authorisations and the LA has taken the pragmatic approach of defining the legislation where powers are available in one document common to all officers. The individual officer authorisation documents are then specifically and individually detailed by officer, and for example the Food Hygiene Scotland regs list the individual powers appropriately.
- 3.12 The Team Leader post is not the designated Lead Officer for Food, as this is currently being filled by an EHO. The Officers within the team have been in post for a considerable time, and are supported by their managers which has led to a settled and stable team.
- 3.13 At the time of audit discussion took place on the general scheme of authorisation and the method of individual documentation for officers.

Recommended Point for Action: Authorisation

The required authorisation for all legislation should be provided to relevant officer.

Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls)
Section 4 of the Food Law Code of Practice (Scotland) 2015

Article 6 Regulation EC No 882/2004 – Staff performing official controls

- 3.14 Officers have the appropriate qualifications and copies of some are retained on file. Officers have also completed the required 10 hours of continuing professional development as required by the Food Law Code of Practice. The authority has committed to maintaining this required CPD and in addition encourage suitable training as far as possible.
- 3.15 Evidence of appropriate formal training in Hazard Analysis and Critical Control Points (HACCP) principles was provided and 2 officers have very recently successfully completed the Official Control Verification (OCV) course being piloted for the approval of premises under Regulation EC No. 853/2004.
- 3.16 When undertaking interventions in any category A food standards premises, if the business is engaged in the manufacture and processing of foodstuffs with documented quality assurance systems, the Food Law Code of Practice requires an Officer to have been appropriately trained and be able to demonstrate that they are competent to assess quality assurance systems. The authority should ensure that Officers have received suitable training to allow them to carry out the food standards official controls at category A rated premises.

- 3.17 Officers have responsibility for a variety of food business operators, including those approved under Regulation (EC) No 853/2004 - laying down specific hygiene rules for food of animal origin. For Officers carrying out interventions in these establishments the Food Law Code of Practice requires competence in the inspection of specialist or complex manufacturing processes.
- 3.18 Appropriate training in dairy and cheese making has been completed in the past. Multiple online training modules relevant to effective food law enforcement have been completed.
- 3.19 There was a discrepancy in the number of establishments approved under Regulation EC No 853/2004 between the Authority's database and that notified to Food Standards Scotland. The FSS records showed 19 establishments (which included 2 egg premises) the LA database indicated that there were 26 in total. The difference would indicate there could potentially be a database management problem and a failure to satisfactorily record work being done.

Recommended Point for Action: Staff performing official controls

The recording of the status of approved establishments on the database requires to be investigated and an up to date set of records that matches between the Authority and Food Standards Scotland kept.

Article 6 of Regulation (EC) 882/2004
Section 34 of the Food Law Code of Practice (Scotland) 2015

Articles 8 (1) and 8 (3) Regulation EC No 882/2004 – Control and Verification procedure

- 3.20 The Authority have a number of policies and procedures in place containing information and instructions for the official controls and food law that it carries out, with the exception in particular of sampling related documentation. Most of these procedures are simple, short and are based on the text in the FLCoP and so are fit for purpose. Examples of these documents were produced for audit.
- 3.21 The Authority has an ongoing internal monitoring procedure which is delivered in many forms, including monthly minuted team meetings, on-going joint inspections, file reviews by team manager, discussions on all service of notices and single data entries on the database by an administration officer.
- 3.22 The Team Manager was able to produce documentation as evidence that work programmes were being set, monitored and supported by using the database to provide intervention programmes which can be monitored by running a report.
- 3.23 Qualitative assessments such as joint inspections are taking place, and dual visits are taking place where it is expected that there could be potential complications arising or if it is an 853 establishment.
- 3.24 The Authority had previously made use of the Food Standards Scotland issued guidance to all Scottish Local Authorities from March 2017 to assist in this

process. The guidance is available here: [fss-enf-17-010-internal-monitoring-guidance](#)

- 3.25 Time monitoring for the Food Function was initiated in 2017 and is continuing so that a more accurate figure can be produced. This should enable better and more accurate work planning as the format uses the Local Authority Food Safety Regulation Resources Methodology produced by Scottish Food Enforcement Liaison Committee (SFELC) of December 2015.
- 3.26 The Authority generally undertakes food hygiene and food standards interventions at the same time, for food standards the majority of premises are considered low risk. An alternative enforcement strategy is used for these very low risk premises. This consists of questionnaires and verification visits for these businesses.

Recommended Point for Action: Control and Verification.

The required Policies and Procedures were not always available. The sampling policy and procedure when produced should comply with the Food Law Code of Practice

Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls)
Section 39.3 of the Food Law Code of Practice (Scotland) 2015

Article 9 Regulation EC No 882/2004 – Reports

- 3.27 Intervention documentation is created as a letter with an inspection report which is sent to the food business operator following an intervention. From the records checked those relating to Food Hygiene and Food Standards matters generally appear to follow the requirements of the Food Law Code of Practice.
- 3.28 A timescale for achieving compliance with each legislative requirement is provided as required by the Food Law Code of Practice.
- 3.29 These records were available in hard copy and are also stored electronically and linked to the database.

Article 10 Regulation EC No 882/2004 – Control activities, Methods and techniques

- 3.30 The Audit Team undertook a real time un-announced programmed intervention visit with a Local Authority Officer at a medium risk catering premises (Care home) The Officer had previously inspected the premises and was familiar with the layout, food safety management documentation, menu and operations. There was a short preparation for the intervention including reviewing the files and records.
- 3.31 At the intervention the inspecting Officer dealt with the matters arising in a professional, confident and satisfactory manner. The procedure for interventions was appropriately followed. The Officer completed a new aide-memoir during the intervention as required by the procedure.

The result of the intervention visit was the removal of the previous Pass certificate with an "Improvement Required" for a mainly structural issue.

Articles 11 (1) to (3) and (5) to (7) Regulation EC No 882/2004 – methods of Sampling and Analysis

- 3.32 The Authority sends samples for examination and analysis to Edinburgh Scientific Services.
- 3.33 A sampling programme is in place, but there is no comprehensive sampling policy or procedure detailing the ways in which it is to be conducted.
- 3.34 The audit looked at repeat sample failures, the Authority had followed these up appropriately and records were provided to verify this, as well as an officer discussion which clarified that the sampling procedure was being followed.

Article 31 Regulation EC No 882/2004 – Registration/Approval of Feed and Food Business Establishments

- 3.35 The Authority has an electronic database of the food premises within their area. At the time of audit the database appears to show a substantially different number of approved establishment premises from that on the official records held and published by Food Standards Scotland.

The database has been maintained and was able to produce reports and adequate records when these were requested during the audit. It was found that there is no UPRN as listed in the national gazetteer for food premises as the UPRN is made up of codes generated by the system to a specific formula unique to Shetland Islands Council. It was noted that the FBO was not listed routinely on the database reports requested.

Article 54 Regulation EC No 882/2004 – Action in case of non-compliance (Enforcement)

- 3.36 The Authority has a Food Enforcement Policy in place which is not fully supported by Procedures or Guidance notes. The available options of notices and certificates which could streamline some areas of work have not been included in the current documentation or systems of work. There has been little enforcement culminating in the requirement to serve formal notices, this is not clear if due to the lack of required written guidance.
- 3.37 There were 7 establishments subject to Hygiene Improvement Notices and none for Remedial Action Notices, with 112 establishments subject to written warnings from the 442 premises subject to official control during 2016-17.

Recommended Point for Action: Enforcement

The Authority should produce procedures that allow the full range of enforcement options, including service of notices, to be available.

Article 9 of Regulation (EC) 882/2004 (Official Feed and Food Controls)
Section 28 of the Food Law Code of Practice (Scotland) 2015.

Audit Teams

Graham Forbes
Kevin McMunn
Food Standards Scotland.

DRAFT FSS

Draft Action Plan for Shetland Islands Council

Date of Audit : 11-13 December 2018

Recommended Point for Action	Planned Actions	Agreed Target Date	Action taken	Further Actions Planned
<p>Interventions:</p> <p>Food Businesses should not be categorised as outside of the intervention programme, all premises are required to be given a category.</p> <p>Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls) Section 27 of the Food Law Code of Practice (Scotland) 2015</p>	<p>Most premises outside the intervention programme, such as leisure centres with drinks vending machines, primary producers that sell meat direct via the slaughterhouse, premises with 'Klix' vending machines etc. will be re-categorised and included in the intervention programme as category E premises.</p> <p>Ships subject to sanitation inspections will remain outwith the programme.</p>	31 March 2018		<p><i>RE: <u>Ships subject to sanitation inspections</u></i></p> <p><i>The Authority will contact other Scottish Port Authorities and the Association of Port Health Authorities etc. to ascertain if and how the food aspect of ship sanitation inspections are recorded by them and whether there is a consistent usable method that can be adopted to reflect the work performed in this area.</i></p>

Recommended Point for Action	Planned Actions	Agreed Target Date	Action taken	Further Actions Planned
Authorisations: The required authorisation of all legislation should be provided to relevant officers. Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls) Section 4 of the Food Law Code of Practice (Scotland) 2015	Officers' Authorisations (Schedules of Legislation) carried to accompany ID cards will be updated to include the Trade in Animal Related Products (Scotland) Regulations 2012	31 March 2018	The Schedules of Legislation will be updated for all competent Food Enforcement Officers and signed by the Director of Infrastructure Services	

Recommended Point for Action	Planned Actions	Agreed Target Date	Action taken	Further Actions Planned
<p>Staff performing Official Controls</p> <p>The recording of the status of approved establishments on the database requires to be investigated and an up to date set of records that matches between the Authority and Food Standards Scotland kept</p> <p>Article 6 or Regulation (EC) 882/2004 Section 34 of the Food Law Code of Practice (Scotland) 2015</p>	<p>The anomaly has been rectified and the approved premises database changed to include a column to record the date when Food Standards Scotland (FSS) is notified by e-mail. Copy of e-mails regarding approvals sent to FSS to be saved on the premises computer file.</p>	<p>Completed</p>	<p>FSS had fewer premises (by two) on their approved premises database than should be.</p> <p>A file note was made on Authorities' premises files when officers sent data to FSS to enter into their database. Copies of the e-mail correspondence was not always retained as evidence.</p> <p>Enforcement staff have been reminded via internal e-mail to save all emails to FSS relating to approval on the premises computer file (29/01/2018)</p>	<p><i>None</i></p>

Recommended Point for Action	Planned Actions	Agreed Target Date	Action taken	Further Actions Planned
Control and Verification The required Policies and Procedures were not always available. The sampling policy and procedure when produced should comply with the Food Law Code of Practice Article 6 or Regulation (EC) 882/2001 Section 39.3 of the Food Law Code of Practice (Scotland) 2015	A sampling Policy and procedures will be produced in line with the Food Law Code of Practice (Scotland) 2015	31 March 2018		<i>The document will be reviewed as and when needed and when the new Food Law Code of Practice is published</i>
Enforcement The Authority should produce procedures that allow the full range of enforcement options, including service of notices, to be available. Article 9 or Regulation (EC) 882/2001 Section 28 of the Food Law Code of Practice (Scotland) 2015	Procedures will be created as an addition to the Enforcement Policy to include service of notices and blank copies.	31 July 2018	Consolidation of <u>all</u> statutory notices served by the department is in progress.	<i>The Shetland Islands Council Enforcement Policy, which is agreed via Council Committee, is due to be revised in 2020.</i> <i>A reference to the notice procedure will be included in the revised document.</i>

Viewpoint Survey "At a Glance" Then and Now	Council			Infrastructure			Environmental Services			Estate Operations			Ferry & Air Operations			Port Operations			Roads		
	2015	2017	Trend	2015	2017	Trend	2015	2017	Trend	2015	2017	Trend	2015	2017	Trend	2015	2017	Trend	2015	2017	Trend
1. Place to work	63.6	66.8	↑ 5%	58.1	64.5	↑ 11%	52.1	57.1	↑ 10%	60.0	71.7	↑ 20%	59.7	66.1	↑ 11%	53.0	66.9	↑ 26%	61.8	56.1	↓ -9%
2. Rewarding	64.7	67.8	↑ 5%	56.6	61.3	↑ 8%	54.1	56.2	↑ 4%	63.7	66.4	↑ 4%	50.4	60.6	↑ 20%	50.0	60.5	↑ 21%	62.1	59.6	↓ -4%
3. Service Area Objectives	78.8	79.9	→ 1%	73.8	76.6	↑ 4%	70.7	70.9	→ 0%	75.4	80.0	↑ 6%	73.7	79.2	↑ 7%	70.6	76.9	↑ 9%	76.0	73.5	↓ -3%
4. Ability to do job	75.3	75.7	→ 1%	68.2	69.9	↑ 2%	60.4	61.1	→ 1%	69.6	76.5	↑ 10%	72.5	74.7	↑ 3%	64.8	66.6	↑ 3%	69.9	67.2	↓ -4%
5. Financial reward	66.8	67.1	→ 0%	60.1	62.3	↑ 4%	63.8	61.4	↓ -4%	59.5	66.3	↑ 11%	49.7	55.5	↑ 12%	60.4	64.9	↑ 7%	62.5	58.0	↓ -7%
6. Training & Development	59.1	63.9	↑ 8%	52.4	59.1	↑ 13%	40.6	48.3	↑ 19%	52.5	70.2	↑ 34%	55.7	63.6	↑ 14%	48.0	54.0	↑ 13%	60.0	58.8	↓ -2%
7. Work balance	58.0	60.3	↑ 4%	60.7	64.0	↑ 5%	64.5	62.3	↓ -3%	61.7	68.9	↑ 12%	54.4	62.2	↑ 14%	59.8	61.2	↑ 2%	62.5	61.9	↓ -1%
8. Working with colleagues	70.0	72.3	↑ 3%	64.2	67.4	↑ 5%	65.0	65.6	→ 1%	63.8	71.1	↑ 11%	65.3	71.2	↑ 9%	63.7	66.3	↑ 4%	60.3	61.9	↑ 3%
9. Communication	56.5	58.7	↑ 4%	49.9	53.3	↑ 7%	44.7	46.5	↑ 4%	55.0	61.2	↑ 11%	49.2	56.1	↑ 14%	42.6	52.0	↑ 22%	54.0	48.9	↓ -9%
10. Line Manager	69.2	70.8	↑ 2%	63.0	66.9	↑ 6%	59.8	63.0	↑ 5%	66.8	71.5	↑ 7%	62.7	61.5	↓ -2%	57.1	68.9	↑ 21%	63.8	66.6	↑ 4%
11. Senior Management	42.9	48.6	↑ 13%	36.2	45.6	↑ 26%	32.5	39.4	↑ 21%	42.2	53.5	↑ 27%	35.8	46.2	↑ 29%	29.3	44.4	↑ 52%	37.6	43.1	↑ 15%
12. Working for the Council	64.3	72.3	↑ 12%	54.4	65.4	↑ 20%	54.9	64.0	↑ 17%	62.9	71.2	↑ 13%	48.4	64.5	↑ 33%	43.6	66.4	↑ 52%	59.1	56.9	↓ -4%
13. Outlook	62.2	69.6	↑ 12%	57.9	62.9	↑ 9%	55.3	54.8	↓ -1%	61.9	69.7	↑ 13%	49.7	59.1	↑ 19%	51.6	66.4	↑ 29%	67.3	60.2	↓ -11%
Average Improvement	64.0	67.2	↑ 5%	58.1	63.0	↑ 8%	55.3	57.7	↑ 4%	61.2	69.1	↑ 13%	55.9	63.1	↑ 13%	53.4	62.7	↑ 17%	61.3	59.4	↓ -3%
Survey Responses	1470	1234	↓ -16%	196	200	↑ 2%	38	36	↓ -5%	31	33	↑ 6%	40	41	↑ 3%	41	45	↑ 10%	34	33	↓ -3%

Risk Register - Infrastructure Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Target Impact	Risk Profile	Responsible Officer
Category	Directorate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							
<p>Infra delivers front line services across Shetland, employing 467 FTE delivering a range of heavy engineering and transport services, including ferries.</p> <p>Trigger : Poorly managed systems, staff error, oversight or actions</p> <p>poor training of staff</p> <p>equipment or facilities not maintained</p> <p>lack of budget for maintenance of assets</p> <p>Consequences : injury or death, regulator (e.g. HSE, CAA or MCA) investigation time andf costs, legal action, reputational damage</p> <p>finest, prison- corporate manslaughter</p> <p>Risk type : Accidents /Injuries - Staff/Pupils/ Clients/Others</p> <p>Reference - F0024</p>	Likely	Major	High	<p>• Systems in place e.g. Risk Assessments, staff trained and competent to deliver duties. Managers trained in Health & Safety.PIN forms reviewed regularly. Safety culture to flag concerns.</p>	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
<p>Pollution incident at Port, Landfill/Waste to Energy Plant/ Airport</p> <p>Trigger : Poor staff training and supervision, failure of systems, failure of equipment, poor maintenance of equipment, staff actions,</p> <p>Consequences : Legal action, death/injury to plants/animals/humans, Prosecution</p> <p>Risk type : Escape of pollutant</p>	Possible	Extreme	High	<p>• Management systems in place, regular audit, staff trained and competent, maintenance plans in place.</p>	Unlikely	Extreme	High	Maggie Sandison Infrastructure Services
<p>Failure to deliver a statutory duty or comply with legislation</p> <p>Trigger : Poor training, unqualified staff, poor supervision,</p> <p>Consequences : Prosecution, contracts faile due to failure to follow EU legislation, Legal action, Financial costs, failure to meet requirements for external auditors, reputational damage, political embarrassment,</p> <p>Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc</p> <p>Reference - F0023</p>	Possible	Significant	Medium	<p>• Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures. Staff trainedand suitably experience and competent to fulfill duties.</p>				Maggie Sandison Infrastructure Services

<p>Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries/Roads/Estates) means service cannot continue.</p> <p>Trigger : Recruitment by other industries age profile of staff no workforce planning recruitment and retention issues</p> <p>Consequences : Services stop financial loss at port impact on community reputational damage</p> <p>Risk type : Key staff - loss of</p> <p>Reference - F0024</p>	Likely	Significant	High	<p>• Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed.</p>	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
<p>Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings</p> <p>Trigger : Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer,</p> <p>Consequences : Financial sustainability of Council impacted, reputational and political damage</p> <p>Risk type : Loss of revenue/income</p>	Possible	Significant	Medium	<p>• Contingency Budget built into budget setting for extraordinary, regular budget monitoring to establish and respond to trends. Management trained and regular communications to finance staff.</p>	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
<p>Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance</p> <p>Trigger : Poor financial planning failure to reduce estate Failure to invest in maintenance of roads, transport infrastructure</p> <p>Consequences : Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools</p> <p>Risk type : Policies - effect of</p>	Likely	Significant	High	<p>• Developing maintenance programme, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns.</p>	Possible	Significant	Medium	Maggie Sandison Infrastructure Services
<p>Corporate Plan <i>F3. Our "20 By '20" - Shetlands "Voice"</i></p>								
<p>Changes in legislation for Fuel, waste, Carbon, emissions levels.</p> <p>Trigger : Government legislation or Significant technological change which alters the best practicable means of managing a risk</p> <p>Consequences : Additional costs, services must be changed to comply, new technology or equipment required. If action isn't taken there is a risk of enforcement action or fines for non-compliance with new legislation.</p> <p>Risk type : Legislation changes</p> <p>Reference - F0030</p>	Possible	Significant	Medium	<p>• Contingency plans in place, Island proofing under OUR ISLANDS OUR FUTURE, effective lobbying via COSLA and professional groups</p>	Possible	Significant	Medium	Maggie Sandison Infrastructure Services
<p>Corporate Plan <i>F5. Our "20 by '20" - Standards of Governance</i></p>								

<p>Extreme weather events cause flooding, costal erosion, loss of key infrastructure lost sailings, increased snow conditions, additional repairs</p> <p>Trigger : Severe weather,</p> <p>Consequences : Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage.</p> <p>Risk type : Storm, Flood, other weather related, burst pipes etc</p> <p>Reference - F0026</p>	Likely	Major	High	<ul style="list-style-type: none"> Contingency budget for weather events 	Likely	Significant	High	Maggie Sandison Infrastructure Services
<p>Service has to manage response to Animal or infectious disease outbreak , management of the response fails to prevent further damage to public health or animal health</p> <p>Trigger : Outbreak of disease poorly managed by service</p> <p>Consequences : reputational damage external investigation political scrutiny government/agency sanctions claims and legal action</p> <p>Risk type : Publicity - bad</p>	Unlikely	Extreme	High	<ul style="list-style-type: none"> Emergency plans exercisedstaff well trained and supported by professional groups and agencies. Communication plans in place for emergencies. 	Rare	Significant	Low	Maggie Sandison Infrastructure Services



Meeting(s):	Development Committee Environment and Transport Committee Shetland College Board	5 March 2018 5 March 2018 8 March 2018
Report Title:	Development Services Directorate Performance Report – 9 Month/3rd Quarter 2017/18	
Reference Number:	DV-02-18-F	
Author / Job Title:	Neil Grant - Director of Development Services	

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. 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 detailed in the attached appendices.

4.2	The draft LOIP 'Shetland's Partnership Plan 2018-2028' has been prepared by the Shetland Partnership and is undergoing consultation with target finalisation of the plan in April. A copy of the draft consultation document is available here .
4.3	We are progressing a '10 Year Plan to Attract People to Live, Study, Work and Invest in Shetland' along with other community partners to increase the number of economically active people in Shetland. This also forms the key strand of the developing Islands Deal, which is progressing, with a joint shared Project Manager recently appointed.
4.4	Lack of access to skilled workforce remains one of the biggest issues being experienced by businesses and public sector in Shetland, ref Shetland Employment Survey 2017 . The Promote Shetland project, information here , is currently targeting audiences around the nationally popular 'Islands Medics' and 'Shetland' television programmes.
4.5	The Council has agreed a Strategic Housing Investment Plan with a target of 316 new affordable homes built during the next 5 years. There are currently 27 units underway on site and a further 2 projects totalling 51 units are about to start. Finding means to support more rural communities to develop housing solutions and retain and attract young people, is being piloted in Walls & Sandness and Northmavine supported by resources from the Scottish Government Rural and Islands housing fund.
4.6	Engagement with the Scottish Government and Transport Scotland on Specification and Fair Funding of Inter-Island Transport continues to be a priority for the Council and ZetTrans and structured dialogue is continuing with the Scottish Government. A single year funding award of £5m has been agreed by the Government along with a commitment to future years revenue and capital funding.
4.7	The Council and ZetTrans are engaging with Scottish Government and Transport Scotland on specification, fares and charging and on the procurement of external ferry services for passengers and freight.
4.8	The University of Highlands and Islands (UHI) is leading on the project to evaluate a merger of the local tertiary education and research organisations. An early stage draft Business Case report has been received for comment.
4.9	The Council has submitted a funding bid to the UK Government's 'Full Fibre Network Challenge Fund' to extend a fibre network into Unst and Yell.
5.0 Exempt and/or Confidential Information:	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.

6.2 Human Resources and Organisational Development:	<p>Recruitment of professional staff particularly in the Planning Service remains challenging.</p> <p>Workforce development, attracting people to live work and study in Shetland and skills development plans are noted in the appendices to this report.</p>
6.3 Equality, Diversity and Human Rights:	<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. All projects within the Development Service are monitored and assessed to understand and ensure negative impacts are mitigated and positive impacts are optimised.</p>
6.4 Legal:	<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>
6.5 Finance:	<p>There are no direct financial implications arising from this report. The actions, measures and risk management described in this report are projected to be delivered within existing approved budgets, further details of the projected outturn position are detailed in the Quarter 3 Management Accounts reports for Development Committee, Environment & Transport Committee, Children & Families Committee and Shetland College Board, also presented this cycle.</p>
6.6 Assets and Property:	<p>The Business Case for the Council investing further in broadband infrastructure is noted in this report.</p>
6.7 ICT and New Technologies:	<p>None.</p>
6.8 Environmental:	<p>None.</p>
6.9 Risk Management:	<p>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.</p>
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p>

	<p>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.</p> <p>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”</p>	
6.11 Previously Considered by:	N/A	

Contact Details:

Neil Grant, Director of Development Services
01595 744968, nrj.grant@shetland.gov.uk
23 February 2018

Appendices:

- Appendix A - Progress on the Directorate Projects and Actions (Development Committee, Environment and Transport Committee, Shetland College Board)
- Appendix B - Key Directorate Indicators and Council Wide Indicators (Development Committee, Environment and Transport Committee, Shetland College Board)
- Appendix C - Complaints Summary (Development Committee Only)
- Appendix D - Risk Register (Development Committee Only)
- Appendix E - Investment Update (Development Committee Only)

Background Documents:

[Our Plan 2016-20](#)

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


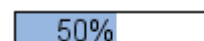

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OUR PLAN 2016-2020

E) CONNECTION & ACCESS

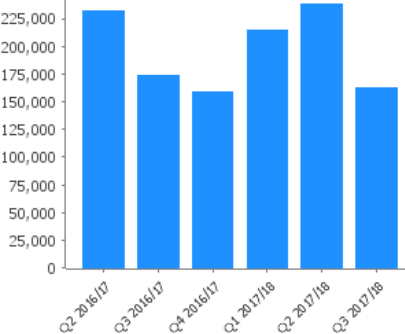
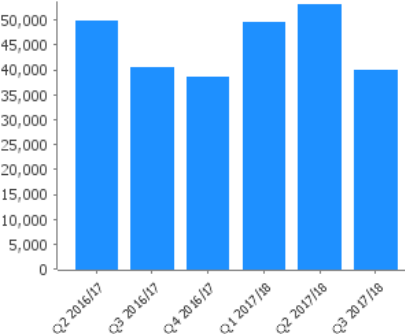
1) Community transport solutions

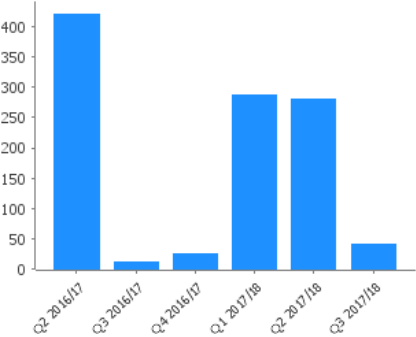
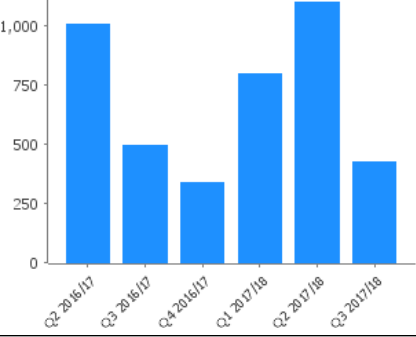
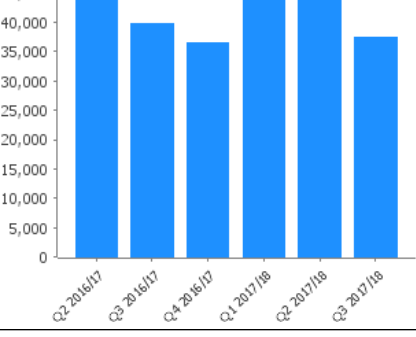
There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term.

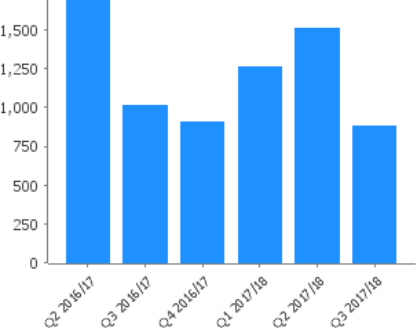
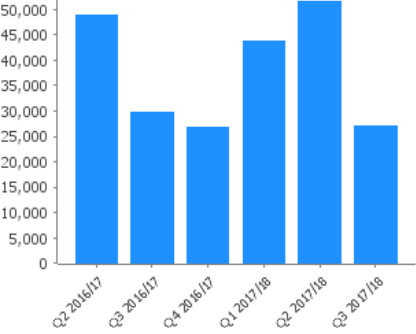
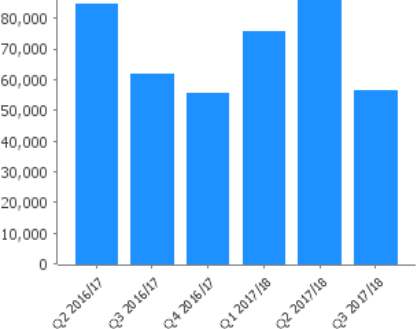
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP205 Achieve sustainable and affordable internal and external transport links	Work with Scottish Government and Transport Scotland to achieve appropriate level of internal and external transport, and achieve fair funding for inter-island transport services, by 2017/2018.	Sustainable and affordable transport services	Planned Start	01-Apr-2017		The ferries fair funding project has been successful in getting a single year settlement of £5m and commitment to fair funding from Scottish Government. Work is progressing on future years and capital funding commitment, with government meetings already set ng of internal ferries has been put to Scottish Government.	Development Services Directorate
			Actual Start	17-Aug-2017			
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020	 Experiencing issues, risk of failure to meet target		
			Completed Date				
					Business case analysis will be undertaken on each of the 9 island routes, commencing with Fair isle and Whalsay.		
					Business case analysis of internal air service options has commenced.		
					Consultation response is being prepared for Scottish Government consultation on procurement of external ferry services. Shetland Transport Strategy, consultation draft has been issued.		

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

Generated on: 21 February 2018

	Previous Year	Quarters						
Code & Short Name	2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value		
HF-TOT-P All Ferries Total - Passengers	773,998	173,440	158,394	214,815	238,441	162,044		<p>Performance There has been a decrease in the number of ferry passengers from Q2 to Q3 which follows the normal trend. The passenger figures for Q1 to Q3 in 2017/2018 and Q1 to Q3 in 2016/2017 are very similar.</p> <p>Improvement Outline Business Cases for each route will be worked through, once Scottish Government fair funding position is resolved.</p>
HF-BRE-P Bressay Service Total - Passengers	175,480	40,561	38,524	49,452	53,041	40,018		

	Previous Year	Quarters																				
Code & Short Name	2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements														
	Value	Value	Value	Value	Value	Value																
HF-FRI-P Fair Isle Service Total - Passengers	703	11	26	287	280	41	 <table><caption>HF-FRI-P Fair Isle Service Total - Passengers</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q2 2016/17</td><td>400</td></tr><tr><td>Q3 2016/17</td><td>11</td></tr><tr><td>Q4 2016/17</td><td>26</td></tr><tr><td>Q1 2017/18</td><td>287</td></tr><tr><td>Q2 2017/18</td><td>280</td></tr><tr><td>Q3 2017/18</td><td>41</td></tr></tbody></table>	Quarter	Value	Q2 2016/17	400	Q3 2016/17	11	Q4 2016/17	26	Q1 2017/18	287	Q2 2017/18	280	Q3 2017/18	41	
Quarter	Value																					
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Q1 2017/18	287																					
Q2 2017/18	280																					
Q3 2017/18	41																					
HF-PAP-P Papa Stour Service Total - Passengers	2,635	492	337	799	1,097	423	 <table><caption>HF-PAP-P Papa Stour Service Total - Passengers</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q2 2016/17</td><td>1,000</td></tr><tr><td>Q3 2016/17</td><td>492</td></tr><tr><td>Q4 2016/17</td><td>337</td></tr><tr><td>Q1 2017/18</td><td>799</td></tr><tr><td>Q2 2017/18</td><td>1,097</td></tr><tr><td>Q3 2017/18</td><td>423</td></tr></tbody></table>	Quarter	Value	Q2 2016/17	1,000	Q3 2016/17	492	Q4 2016/17	337	Q1 2017/18	799	Q2 2017/18	1,097	Q3 2017/18	423	
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Q2 2017/18	1,097																					
Q3 2017/18	423																					
HF-WHA-P Whalsay Service Total - Passengers	167,325	39,691	36,497	43,811	44,984	37,349	 <table><caption>HF-WHA-P Whalsay Service Total - Passengers</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q2 2016/17</td><td>45,000</td></tr><tr><td>Q3 2016/17</td><td>39,691</td></tr><tr><td>Q4 2016/17</td><td>36,497</td></tr><tr><td>Q1 2017/18</td><td>43,811</td></tr><tr><td>Q2 2017/18</td><td>44,984</td></tr><tr><td>Q3 2017/18</td><td>37,349</td></tr></tbody></table>	Quarter	Value	Q2 2016/17	45,000	Q3 2016/17	39,691	Q4 2016/17	36,497	Q1 2017/18	43,811	Q2 2017/18	44,984	Q3 2017/18	37,349	
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	Previous Year	Quarters						
Code & Short Name	2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value		
HF-SWM-P Skerries/Whalsay Skerries/Mainland total - Passengers	4,877	1,010	908	1,262	1,513	879		
HF-UYF-P Unst/Yell/Fetlar triangle Total - Passengers	147,465	29,836	26,656	43,705	51,562	27,102		
HF-YEL-P Yell/Mainland Service Total - Passengers	275,513	61,839	55,446	75,499	85,964	56,232		



Meeting(s):	Environment & Transport Committee	5 March 2018
Report Title:	Management Accounts for Environment & Transport Committee: 2017/18 – Projected Outturn at Quarter 3	
Reference Number:	F-026-F	
Author / Job Title:	Jonathan Belford, Executive Manager - Finance	

1.0 Decisions / Action required:

- 1.1 The Environment & Transport Committee RESOLVES to review the Management Accounts showing the projected outturn position at Quarter 3.

2.0 High Level Summary:

- 2.1 The purpose of this report is to enable the Environment & Transport Committee to monitor the financial performance of services within its remit to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This report shows the projected financial consequence of the service performance detailed in the Infrastructure and Development Directorates' performance reports, 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 On 15 February 2017 (SIC Min Ref: 7/17) the Council approved the 2017/18 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 £12.252m. 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.
- 2.3 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.
- 2.4 Since the approval of the 2017/18 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.

3.0 Corporate Priorities and Joint Working:

- 3.1 There is a specific objective in the Corporate Plan that the Council will have excellent financial management arrangements to ensure that it continues to keep a balanced and sustainable budget, and is living within its means; and that the Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's resources with its priorities and expected outcomes, and maintaining a strong and resilient balance sheet.

4.0 Key Issues:

- 4.1 This report presents the projected outturn position for 2017/18 as at the end of the third quarter for revenue and capital. The forecasts have been determined by Finance Services after consultation with the relevant budget responsible officers.
- 4.2 The projected revenue outturn position for the Environment & Transport Committee is an underspend of £111k, which means the services in this Committee area are collectively projected to spend less than their approved revenue budget. The projected outturn includes £43k of recurring savings.
- 4.3 The projected capital outturn position for the Environment & Transport Committee is an underspend of £1.990m in 2017/18, with a requirement for slippage of £1.942m to 2018/19, resulting in an outturn underspend of £48k, which means the services in this Committee area are collectively projected to spend less than their Council approved capital budget.
- 4.4 The projected revenue outturn position of the collective Council budgets for energy, metered water, building maintenance, grasscutting and fleet maintenance are highlighted in this report for review by the Environment & Transport Committee. Although these budgets are dispersed throughout all service areas of the Council, including the Harbour Account and HRA, they are budgeted, monitored, and the outturn projected by the Estate Operations Service.
- 4.5 See appendices 1 and 2 attached for detailed information on the revenue and capital outturn positions.
- 4.6 Provision was made in the Council's 2017/18 Budget for cost pressures and contingencies. It is held centrally by the Executive Manager - Finance.
- 4.7 Cost pressures are recurring in nature and increase the base cost of the service being delivered, eg pay awards, whereas contingency items are deemed non-recurring and likely to vary year on year, eg ferry breakdown costs.
- 4.8 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.
- 4.9 A budget allocation of £183k has been applied to Ferry Operations to meet ferry vessel fuel costs, and £332k has been applied across Infrastructure Services and Transport Planning Service for pay inflation and pension increase costs from the cost pressure & contingency budget to date.

5.0 Exempt and/or confidential information:

5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.2 Human Resources and Organisational Development:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.3 Equality, Diversity and Human Rights:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.4 Legal:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.5 Finance:	<p>The 2017/18 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 2016/17 budget has been used to balance the General Fund. This is a one-off solution for 2017/18.</p> <p>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>It is therefore vital that the Council delivers its 2017/18 budget. This report demonstrates that the services under the remit of the Environment & Transport Committee are collectively projecting to spend less than their Council approved budget.</p>
6.6 Assets and Property:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.7 ICT and new technologies:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.8 Environmental:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and

	<p>Director of Development Performance Management reports also presented at this meeting.</p>
<p>6.9 Risk Management:</p>	<p>There are numerous risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.</p> <p>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>The most significant financial risk for services reporting to this Committee are ferry vessel and other major plant breakdown, mainly due to ageing infrastructure, resulting in substantial additional costs for remedial works.</p> <p>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>The Council makes provision within its budget for cost pressures and contingencies that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.</p> <p>A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events.</p> <p>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>
<p>6.10 Policy and Delegated Authority:</p>	<p>Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2017/18 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.</p> <p>The Council's Financial Regulations state that the Executive Manager - Finance has a responsibility to ensure that detailed monitoring by Directors and Executive Managers is carried out and that the Council will determine the reporting content, timescale, frequency and receiving committee(s) required for monitoring statements and the Executive Manager - Finance will be responsible for ensuring compliance with this.</p>

6.11 Previously considered by:	<i>n/a</i>	<i>n/a</i>

Contact Details:

Brenda Robb, Management Accountant, brenda.robbs@shetland.gov.uk, 20 February 2018

Appendices:

Appendix 1 – Environment & Transport Committee Projected Revenue Outturn Position 2017/18

Appendix 2 – Environment & Transport Committee Projected Capital Outturn Position 2017/18

Background Documents:

SIC Budget Book 2017/18, SIC 15 February 2017

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=20520>

Environment & Transport Committee

1. Projected Revenue Outturn Position 2017/18

Budget v Projected Outturn Variance Quarter 2 (Adv)/Pos £000	Service	Revised Annual Budget at Quarter 3 £000	Projected Outturn at Quarter 3 £000	Budget v Projected Outturn Variance Quarter 3 (Adv)/Pos £000
3	Director of Infrastructure Services	632	617	15
45	Environmental Services	2,185	2,081	104
(33)	Estate Operations	910	930	(20)
85	Ferry & Air Operations	11,612	11,510	102
(10)	Roads Service	3,522	3,197	325
13	Transport Planning	6,039	6,018	21
	Collective Council Budgets:			
20	Energy	2,838	2,862	(24)
3	Water	324	325	(1)
76	Building Maintenance	2,471	2,479	(8)
0	Grasscutting	174	174	0
36	Fleet Maintenance	776	733	43
(39)	Less: Collective Council Budgets recharged to Harbour Account, HRA, Capital & VJB	(709)	(717)	8
199	Sub-total Controllable Costs	30,774	30,209	565
	Specific Funding carryforwards:			
	Roads Service		339	(339)
	Transport Planning		115	(115)
199	Total Controllable Costs	30,774	30,663	111

The projected outturn variance figures at quarter 2 are included above for reference.

An explanation of the significant projected outturn variances by service at quarter 3 are set out below.

1.1 Environmental Services – projected outturn underspend of £104k (5%)

The main variance in this service area is the reduction in contractor waste to Landfill relating to the downturn in major projects (£115k) offset by minor underspending across the service area.

There is a recurring saving of £25k for the reduction in rates after the Assessor's 2017 valuation review.

1.2 Ferry & Air Operations – projected outturn underspend of £102k (1%)

The outturn position includes a contingency allocation of £183k, which has been added to Ferry Operations' budgets for the increased cost of ferry fuel.

1.3 Roads Service – projected outturn underspend of £325k (9%)

The main reasons for this variance are:

- external funding for remedial works funded by TOTAL unable to be scheduled in 2017/18 due to plant breakdowns and adverse weather impacting on prioritisation of works £330k;
- external funding for road safety workshops funded by TOTAL and Bikeability to be scheduled within the 2018/19 school term £9k;
- underspending on roads maintenance due to adverse weather impacting on the level of works, and resulting in the prioritisation of capital projects £151k;
- adverse weather conditions requiring an increase in the use of salt due to icy road conditions £50k; offset by
- reduction in external income at Scord Quarry due to the downturn in demand (£100k).

The TOTAL and Bikeability funding detailed above are specific grants and will be carried forward to 2018/19.

There is a recurring saving of £18k for the reduction in vehicle fuel costs following the implementation of vehicle telematics to the Roads' fleet.

1.4 Transport Planning - projected outturn underspend £21k (0.3%)

The main reasons for this variance are:

- underspend in grant funding to ZetTrans due to the inflation on contractual operating costs less than anticipated £115k; offset by
- increased service user requirement for school transport (£78k).

The underspend in grant funding to ZetTrans detailed above will be carried forward to 2018/19 to fund one-off costs under approval at Policy & Resources Committee (Min Ref: 20/18).

1.5 All other service areas have no significant variances.

Environment & Transport Committee

2. Projected Capital Outturn Position 2017/18

Overall Budget v Projected Outturn Variance at Quarter 2 (Adv)/Pos £000	Service	Revised Annual Budget at Quarter 3 £000	Projected Outturn at Quarter 3 £000	Budget v Projected Outturn Variance at Quarter 3 (Adv)/ Pos £000	Less: Slippage Required in 2018/19 £000	Overall Budget v Projected Outturn Variance at Quarter 3 (Adv)/Pos £000
(10)	Environmental Services	943	171	772	(769)	3
(18)	Estate Operations	2,517	2,336	181	(184)	(3)
(50)	Ferry & Air Operations	1,224	411	813	(860)	(47)
5	Roads Service	1,955	1,731	224	(129)	95
(73)	Total Controllable Costs	6,640	4,649	1,990	(1,942)	48

The projected outturn variance figures at quarter 2 are included above for reference.

An explanation of the significant projected outturn variances by service at quarter 3 are set out below.

2.1 Environmental Services - projected outturn underspend £3k (<1%)

Slippage

There will be project slippage into 2018/19 for the recycling sorting shed and equipment due to delays in the tendering process £753k. Works to the crane at the Energy Recovery Plant to slip to 2018/19 due to contractor delays £17k.

2.2 Estate Operations - projected outturn overspend (£3k) (<1%)

The main variance in this service is unexpected additional mechanical works required for Bells Brae refurbishment (£70k).

Slippage

There will be project slippage into 2018/19 for the building maintenance capital works programme, due to resourcing issues, of £184k.

2.3 Ferry & Air Operations - projected outturn overspend (£47) (4%)

The main variance in this service area is for unanticipated additional steelworks and replacement capstans on the Fivla life extension project (£50k)

Slippage

There will be project slippage into 2018/19 for Leirna life extension works due to prior year project slippage reducing capacity in 2017/18 of £613k. The ferry replacement programme is not anticipated to start until further detailed work has been done on the requirements, resulting in slippage of £200k. The business case for the Dagalien radar replacement was submitted and work is due to begin in May 2018 requiring slippage of £50k.

2.4 Roads Service - projected outturn underspend £95k (5%)

The main variances in this service area is the Muckle Roe Bridge painting project which used a new method for scaffolding resulting in a saving of £82k.

Slippage

There will be project slippage into 2018/19 for the Phase 3 Old North Road project, Commercial Street project, and the project for drop crossings around Lerwick due to prioritisation of the Sletts footpath project £110k. There is also slippage for a review to be carried out, prior to moving the pelican crossing at Commercial Road, following the opening of the new AHS £19k.



Meeting(s):	Environment & Transport Committee	5 March 2018
Report Title:	Infrastructure Services Directorate Plan 2018-2021	
Reference Number:	ISD-02-18-F	
Author / Job Title:	Maggie Sandison / Director of Infrastructure Services	

1.0 Decisions / Action required:

- 1.1 That Environment & Transport Committee:
- Review and discuss the contents and style of the Infrastructure Directorate Plan and make any suggestions for amendment or further update; and
 - ENDORSE the Directorate Plan, recognising that the Director of Infrastructure Services will make any necessary adjustments to the plan to take on board the views of the Committee.

2.0 High Level Summary:

- 2.1 This report presents the Directorate Plan for Infrastructure Services to set out the strategic action to be taken between 2018-2021 to deliver both the Council's Corporate Plan, the Shetland Partnership Plan strategic priorities and the Directorate's priorities of:
- Reliably delivering our day to day services
 - Delivering all our services safely
 - Meeting our statutory requirements and delivering compliant services
 - Maintaining our existing assets
 - Placing our customer's needs at the forefront of our decision making whilst providing best value for the public funds invested in our services and infrastructure;
 - Delivering long term plans for safe and sustainable transport solutions
 - Reducing the environmental impact of our activities
- 2.2 It should be noted that the Shetland Partnership Plan is a draft plan currently undergoing consultation, and subject to approval by all partners.

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.

4.0 Key Issues:

- 4.1 The Directorate Plan sets out the actions to be taken by the Directorate between 2018- 2021. The plan is designed to give strategic focus to the activities that will be required to deliver the Corporate Plan outcomes and the Strategic Priorities in the Shetland Partnership Plan, 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. The plan does however provide the Committee with a suite of performance indicators to demonstrate that services are (or aren't) delivering to target: Road Condition RCI, Reliability of Ferries, Recycling rates, Carbon emissions and energy usage. This should provide Members with the assurance that operational service performance is on target, or that action is being taken to address performance.
- 4.2 The objectives in the Council's Corporate Plan – "Our Plan" that Infrastructure Directorate takes lead responsibility for delivering are:
- "We will have clarified the Council's future role in the port of Sullom Voe and, after having taken a robust business model approach, we will be seeing the best possible returns on our investments". The marketing of Sullom Voe and developing business opportunities working with EnQuest, OGA and other partners to sustain and grow business is reported to Harbour Board rather than this Committee.
 - "We will have a clearer understanding of the options and the investment required to create sustainable internal transport systems over the next 50 years." This activity is led by Transport Planning in Development Services however as Infrastructure Services is the operator of inter island ferries and Tingwall Airport and maintains the port and road infrastructure, the Directorate has a role in future planning for investment.
- 4.3 The Infrastructure Directorate Plan template has been adjusted this year to include the consideration of maximising the Directorate's contribution to delivering the shared priorities in the Shetland Partnership Plan. Infrastructure Services provides the supporting structures for our community which enable other services to work with individuals and communities to ensure everyone can thrive:
- ports, ferries and roads enable movement of people, products, goods and supplies to support economic growth;
 - roads and ferries to ensure people can access to education, work and social opportunities;
 - footpaths and cycle ways to facilitate healthier choices about active travel;
 - Estate Operations maintain the schools, care homes, office buildings, facilities and vehicles that other Services need to deliver quality services to help make Shetland a place where everyone can thrive and ensures that Shetland is an attractive place to live, work, study and invest;
 - Infrastructure Services can provide a positive destination through employment of apprentices and provide opportunities for people furthest from the work place to develop their skills, knowledge and experience.
 - Ferries Services is a significant employer within our remoter island communities where average incomes are at their lowest;
 - The Carbon Management Unit in Estate Operations provide access to grants to tackle fuel poverty and high energy costs helping to reduce the cost of living for householders and to make their homes healthier to live in.
 - Trading Standards provide advice and support to the most vulnerable individuals to prevent them being exposed to financial scams;
 - Environmental Health inspect food premises to ensure there is no imminent risk to health and to support the export of food products outside Shetland;

<ul style="list-style-type: none"> Environmental Services provides infrastructure and services to maintain Shetland free of refuse and litter, promotes recycling and tackles dog fouling to maintain Shetland's attractive environment; 	
<p>4.3 The use of the evidence base that underpins the shared priorities in the Partnership Plan create a focus for the Directorate on the actions it can take to maximise their contribution to these outcomes, it is not supposed to be a process of rebadging existing activity. It also reminds us why the statutory obligations the Directorate must deliver on exist. It enables a leadership focus beyond the statutory and operational business of the Directorate and helps prioritise resource and attention to these outcomes. Members of the Committee are invited to comment on the structure of the report and indicate whether the links to the Shetland Partnership plan are beneficial and should be extended to other Directorate Plans in 2019/20.</p>	
<p>4.4 The risk register sets out the strategic risks within the Directorate that could impact on the Council's performance in meeting these strategic priorities.</p>	
<p>5.0 Exempt and/or confidential information:</p>	
<p>5.1 None</p>	
<p>6.0 Implications :</p>	
<p>6.1 Service Users, Patients and Communities:</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 Directorate uses customer feedback to drive service change and service improvement. The Directorate is committed to engaging communities in household recycling and waste collection service.</p>
<p>6.2 Human Resources and Organisational Development:</p>	<p>There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. The Directorate is committed to ensuring staff feel valued and supported especially through this period of challenge and change.</p>
<p>6.3 Equality, Diversity and Human Rights:</p>	<p>Some of the actions identified in the Directorate Plan have been generated following consideration of the role that Infrastructure Services can play in tackling inequality, addressing loneliness and stigma, and supporting the most vulnerable individuals in the community to thrive and achieve their potential.</p>
<p>6.4 Legal:</p>	<p>The actions identified in the Directorate Plan have been generated following consideration of the legislative drivers for change.</p>
<p>6.5 Finance:</p>	<p>The actions, and risk management described in this report will be delivered within the approved budget for 2018/19 and proposes actions to deliver the transformational change of services by challenging the way we do things, in order to ensure that the Council delivers the projected reduction in Council budgets of £20M by 2021 to achieve a sustainable budget.</p>

6.6 Assets and Property:	A number of the actions in the Directorate Plan relate to maintenance and replacement of Infrastructure and Council assets to maintain delivery of services to the people of Shetland.	
6.7 ICT and new technologies:	None	
6.8 Environmental:	The Directorate leads the delivery of the Council's Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets.	
6.9 Risk Management:	<p>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.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p>	
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.</p> <p>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”</p>	
6.11 Previously considered by:	None	

Contact Details:

Maggie Sandison, Director of Infrastructure Services,
director.infrastructure@shetland.gov.uk
 21 February 2018

Appendices:

Appendix 1 – Infrastructure Services Directorate Plan 2018-2021.
 Appendix 2- Risk Register

Background Documents:

None

Infrastructure
2018-2021 Directorate Plan

“Delivering the Best for Shetland”

Introduction

Every year, each Directorate within the Council produces a Directorate Plan for the following year. This Directorate Plan provides an overview of the Infrastructure Directorate for 2018-19 and identifies strategic actions for the Department to 2021. 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.

Directorate Priorities

The Infrastructure Directorate's priorities are:

- Reliably delivering our day to day services
- Delivering all our services safely
- Meeting our statutory requirements and delivering compliant services
- Maintaining our existing assets
- Placing our customer's needs at the forefront of our decision making whilst providing best value for the public funds invested in our services and infrastructure;
- Delivering long term plans for safe and sustainable transport solutions
- Reducing the environmental impact of our activities

The strategic objectives in the Council's Corporate Plan – "Our Plan" that the Infrastructure Directorate takes lead responsibility for delivering are:

- "We will have clarified the Council's future role in the port of Sullom Voe and, after having taken a robust business model approach, we will be seeing the best possible returns on our investments".
- "We will have a clearer understanding of the options and the investment required to create sustainable internal transport systems over the next 50 years." This activity is led by Transport Planning in Development Services.

Drivers for Change - What we must do in 2018-19 and in the future to 2021:

Shetland Partnership Plan vision

Our vision is for Shetland is Shetland is a place where everyone is able to thrive; living well in strong resilient communities and where people and communities are able to help plan and deliver solutions to future challenges

People – Individuals and families can thrive and reach their potential

Provide apprenticeships, vocational training and work experience placements to support the Shetland Learning Partnership in providing opportunities for young people to get jobs.

Use Infrastructure Services procurement power with our contractors and suppliers to support the development of apprenticeship placements in the private sector and to promote the employment of women in construction and engineering sectors.

Secure external funding to expand safe cycle routes and walking routes to schools to encourage people to take part in healthy lifestyles to help them play a full and active part in Shetland community life.

Develop career pathways as part of the Infrastructure Workforce Review to establish staffing requirements for services from 2020 and develop a workforce plan to meet future skills gaps, considering future retirements, redeployments, extended use of career grades and Modern Apprenticeship placements.

Develop an assisted uplift policy for Refuse and Recycling Collection for older people and people with disabilities or long term conditions to help them to live as independently as possible.

Provide work experience and development opportunities to people from vulnerable backgrounds to allow them to best fulfil their potential

Place – Shetland is an attractive place to live, work, study, and invest

Deliver the Scalloway Fishmarket redevelopment to provide the necessary infrastructure to support the contribution a sustainable fishing industry provides to Shetland's economy.

Develop and implement a solution to overcome the issue of lack of certificated contractors in Shetland able to undertake energy efficiency works and works to remedy Fuel Poverty supporting Shetland's sustainable economic growth, good employment opportunities and a better trained workforce.

Maximise income from Sullom Voe and other Port Infrastructure investments whilst supporting the sustainable contribution these key industries provide to the Shetland economy.

Money – All households can afford a good standard of living

Maximise the interventions delivered to reduce fuel bills and tackle poverty.

Participation – People can participate and influence decisions on the use of services and the use of resources

Develop a Community Choices approach to influence decisions on providing and improving footpaths and cycleways.

Future Challenges

Financial restrictions

The Council's General Revenue Grant has been reduced and it is projected that the Council must save £20M by 2021 to deliver a sustainable budget. It is therefore necessary to undertake a workforce and function review to redesign Infrastructure Services in response to this changing financial settlement. This will require analysis of future affordable service levels, reprioritisation of services and a restructure of the workforce to meet future skills gaps.

Review the current delivery model for Facilities Management across the Council's Estate and identify the most cost effective and efficient model for maintaining the Council's estate.

New Legislation



Achieve a cost effective and efficient delivery of a Service to maximise Household Recycling.

Appendix A - Directorate Plan Actions

Generated on: 16 February 2018



Infrastructure - Local Outcome Improvement Plan


Money	All households can afford a good standard of living
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Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement	
DP138 Increase Contactor's Energy Efficiency capacity	Increase capacity of certified contractors able to deliver energy efficiency works	Maximise draw down of grant schemes and retrofit works to address poverty.	Planned Start	01-May-2017		Training course being developed to increase skill base within Shetland. A meeting of small contractors revealed that the inherent bureaucracy of the grant funding system was the single greatest barrier to certification. Additionally, changes to Scottish Government funding and their decision to make HES:ABS and Warm Works funding mutually exclusive are compounding this issue. It is envisioned that some form of overarching ALEO who can manage the bureaucracy is the preferred local delivery model. A report was submitted to the Risk Management Board outlining the potential for lost funding. A locally agreed scheme was put into place to increase the capacity of contractors available using a combination of PAS2030 accredited installers as the main contractor.	
			Actual Start	03-Aug-2017	<div><div>75%</div></div>		
			Original Due Date	31-Dec-2019	Expected success		
Lead			Due Date	31-Dec-2019			
Estate Operations			Completed Date		Likely to meet target		

Participation	People can participate and influence decisions on the use of services and the use of resources
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Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP103 Employee review & development	Undertake 100% of the employee review development plans	All staff to receive ERD to improve staff engagement and enable training analysis.	Planned Start	01-Jan-2017		The new policy was rolled out in June 2017 and therefore the due date for this has been extended to June 2018 and review meetings with staff are underway.
			Actual Start	01-Jan-2017	<div><div>27%</div></div>	
			Original Due Date	31-Dec-2017	Expected success	
Lead			Due Date	30-Jun-2018		
Infrastructure Services Directorate			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP215 Financial Restrictions	Develop 18-19 Business Case sustainable budget to assist in meeting £21m by 2020 target	Long-term financial stability.	Planned Start	01-Apr-2018		Executive Managers tasked to develop no growth budget and identify changes to deliver efficiency and savings
			Actual Start	13-Feb-2018	<input type="text" value="0%"/>	
			Original Due Date	01-Jul-2018	Expected success	
Lead			Due Date	01-Jul-2018		
Infrastructure Services Directorate			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP179 Fleet Review	Following the successful implementation of vehicle telematics a fleet review will be carried out which looks into the distribution, operation and utilisation of the Council's entire vehicle fleet.	A flexible, fit for purpose and appropriately sized Council vehicle fleet.	Planned Start			The key parameters to be looked at are number of vehicles; types of vehicle; utilisation of vehicles (including time on site and total effort hours); service specific needs and reasons (including standby and on call); vehicle/activity specific load outs and taking vehicles home.
			Actual Start		<div><div>0%</div></div>	
Original Due Date			31-Mar-2019	Expected success		
Lead				Due Date	31-Mar-2019	
Estate Operations		Completed Date				

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP217 Carbon Management Plan – Implementation	To implement the actions, programmes and projects set out in the Carbon Management Plan	To work in partnership with Community Planning partners to reduce costs and share best practice in carbon and climate change management, specifically - Efficiencies - Better use of resources - Legislative compliance.	Planned Start	01-Apr-2015		The items listed on the action plan are in the process of being put in place. The Project Board met in August and agreed action plan priorities. Various projects under the CMP heading have been initiated and are ongoing. The 2017 CMP Update and Highlight Reports are now available which show progress to date.
			Actual Start	04-May-2015		
			Original Due Date	31-Mar-2016	Expected success	
			Due Date	31-Mar-2020		Our funding bid submissions have been particularly successful, hence the high completion rate. However, this hasn't fully translated to significant carbon savings at this point in time. The next tranche of projects in support of the CMP2015-20 need to be developed and resourced.
			Completed Date		Likely to meet target	
Estate Operations						

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP219 FM Review - Phase 1	Phase 1 will analyse current Facilities Management operations and option appraise choices for the future. The primary aim is to avoid duplication of both effort and resources (management & supervision) while identifying both financial and operational efficiency savings. Phase 2 would see the implementation of the recommended option.	Revised Facilities Management arrangements that meet Best Value objectives and the needs of both customers and employees.	Planned Start	03-Apr-2017		Budget now in place following successful BJC bid and Council report. Moving to implementation in January 2018. Scope as appended to this action item. Update Feb 2018: APSE were appointed to deliver the project with the first series of meetings held late January to gauge scope, scale and membership. Workshops are due to be held mid Feb with an output report on track for delivery in March.
			Actual Start	12-Jan-2018		
			Original Due Date	31-Mar-2018	Expected success	
			Due Date	31-Mar-2021		Likely to meet target
			Completed Date			
Estate Operations						

People

Individuals and families can thrive and reach their potential

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP137 Promote Apprenticeships through Procurement	Review Infrastructure procurement contracts to promote modern apprenticeships	Support the Shetland Learning Partnership to provide opportunities - young people need to get jobs.	Planned Start	01-Apr-2017		New Contracts which are issued with Apprentice conditions. Work ongoing with several initiatives currently being reviewed.
			Actual Start	03-Aug-2017		
			Original Due Date	31-Dec-2019	Expected success	
			Due Date	31-Dec-2019		Likely to meet target
			Completed Date			
Infrastructure Services Directorate						







Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP210 "Making a Difference" Staff Training Lead Infrastructure Services Directorate	Training programme for Infrastructure staff on "Making a Difference" to address loneliness and stigma"	Employees recognise their role in addressing inequalities and supporting the most vulnerable.	Planned Start	01-Jun-2017		3% of staff have booked on this course to date - managers have been asked to organise area based training for their teams.
			Actual Start	16-Aug-2017	<div><div>3%</div></div>	
			Original Due Date	31-Dec-2019	Expected success	
			Due Date	31-Dec-2019		
			Completed Date		Significant issues, likely failure to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP211 Promote apprenticeships through employment. Lead Infrastructure Services Directorate	Provide apprenticeships, vocational training and work experience placements to support the Shetland Learning Partnership in providing opportunities for young people to get jobs	Younger workforce, reduced problems with succession planning, retaining more local talent	Planned Start	01-Apr-2017		The Directorate aims to increase apprentice placements to fill vacancies and skills gaps identified through workforce planning. This is the first cycle and provides a baseline to assess progress. Currently we have 11 apprentices across the department with two having successfully completed in 17/18.
			Actual Start	01-Apr-2017	<div><div>25%</div></div>	
			Original Due Date	31-Mar-2020	Expected success	
			Due Date	31-Mar-2020		
			Completed Date		Likely to meet target	

Place

Shetland is an attractive place to live, work, study, and invest


Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP068 Small ports development/maintenance plan Lead Harbour Master & Port Operations	Small ports development/maintenance plan developed to decide future of these assets A small ports condition survey and major maintenance works report was submitted to the Harbour Board on the 18th August 2014	Effective operations and financial planning Small Ports Maintenance / Development plan sufficiently complete to allow individual projects to be timetabled and / or implemented for next year and future years as far as possible.	Planned Start	02-Mar-2015		2016/17 works being carried out. Anticipated expenditure in 2017/18 and future years approved in October 2017 for Capital Programme and Revenue budget development. Action taken: 2016/17 works confirmed in asset investment plan approved by Council on 10th February 2016 and completed. This action has now been superseded by PH-17-17.
			Actual Start	02-Mar-2015	<div><div>100%</div></div>	
			Original Due Date	31-Mar-2016	Expected success	
			Due Date	31-Mar-2017		
			Completed Date	30-May-2017	Experiencing issues, risk of failure to meet target	



Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP089 Ferry Replacement	Develop a Ferry Replacement Programme	Ongoing discussions with the Scottish Government. It is anticipated that a decision will be made in the coming weeks rather than months	Planned Start	10-Jan-2016		Ferry assets and terminal assets assessed as part of Inter Island Project. The draft report is due to go to public consultation on the 22nd August 2016. Capital options from SIITS report to be presented to Council by Transport Planning. Discussions are still ongoing with Transport Scotland on the provision of funding
			Actual Start	31-Dec-2017	<div><div>30%</div></div>	
			Original Due Date	30-Jun-2016	Expected success	
			Due Date	31-Jan-2018		
			Completed Date		Significant issues, likely failure to meet target	
Lead						
Infrastructure Services Directorate						
Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP098 Secure external funding for ferry terminals	Secure external funding to deliver the accessibility improvements to ferry terminals	Sufficient funds are available to maintain, repair and develop Ferry Terminal Infrastructure	Planned Start	01-Feb-2016		Funding secured for DDA improvements to Terminals. Overall funding by Ferry Operations. Laxo & Bressay ferry terminal completed to a high standard. Roll out of remainder to be scheduled. Additional funding secured from Transport Scotland
			Actual Start	17-Feb-2016	<div><div>90%</div></div>	
			Original Due Date	31-Mar-2016	Expected success	
			Due Date	31-Mar-2018		
			Completed Date		Likely to meet target	
Lead						
Infrastructure Services Directorate						
Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP104 Regulators	Positive audits from our regulators with no serious non-conformances identified	Continued adherence to all current standards applicable to our operations.	Planned Start	01-Apr-2017		Target met year to date.
			Actual Start	01-Apr-2017	<div><div>75%</div></div>	
			Original Due Date	31-Mar-2018	Expected success	
			Due Date	31-Mar-2018		
			Completed Date		Likely to meet target	
Lead						
Infrastructure Services Directorate						



Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP109 Local climate impacts report	Local climate impacts report to assess the impact and risk of extreme weather events and develop a climate change adaption plan	Help protect Shetland's natural environment while embedding climate change mitigation into all relevant Council policies and procedures.	Planned Start	18-Jan-2016		Collaborative leadership project to capture climate change impacts is being facilitated. Part of this work has been included in the SEEP2 project (See SP217.04D) and the collaborative leadership programme. The original due date was too ambitious given the scope and scale of the overall Carbon Management Plan and the training needs which have become apparent during rollout. SEEP2 rollout ongoing. Both SEEP1 and SEEP2 outputs will substantially inform this project. Update Feb 2018: SEEP1 is now complete with SEEP2 entering the site roll out phase.
			Actual Start	15-Aug-2016		
			Original Due Date	31-Mar-2018	Expected success	
			Due Date	31-Mar-2019		
Lead			Completed Date		Experiencing issues, risk of failure to meet target	
Infrastructure Services Directorate						

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP111 Waste Strategy & Recycling Collection	Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes	Because of the current waste strategy in Shetland with generating heat from waste burn the recycling waste collection is unlikely to change in the immediate future.	Planned Start	01-Apr-2015		Committee approval for adoption of Waste Charter received on 3 October 2016. Funding has been provided by ZWS to provide recycling containers for all households in Shetland along with funding for funding for efficiency studies and the provision of a contractor to assist with delivery of a communications strategy. Communication engagement officers have carried out a door knocking exercise in Brae and Muckle Roe to give householders a brief overview of the new service. Brae and Muckle Roe will be the first area to have the new service provided in March 2018.
			Actual Start	14-Nov-2016		
			Original Due Date	31-Mar-2016	Expected success	
			Due Date	31-Mar-2019		
Lead			Completed Date		Likely to meet target	
Infrastructure Services Directorate						

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
DP212 Expand Safe Cycle Routes	Secure external funding to expand safe cycle routes and walking routes to schools to encourage children to take part in healthy lifestyles to help them play a full and active part in Shetland community life.	Increased activity throughout life, lower carbon emissions.	Planned Start	01-Apr-2017		A group has been formed from interested parties to action schemes via Participatory Budgeting. Initial meetings held and currently collating ideas of potential schemes. Likely that due to time constraints that a full PB exercise will not be undertaken until 2018/19 but schemes will be actioned by the group this year to make best use of the Cycling, Walking Safer Streets grant. <u>19 Oct 2017</u> Continuing to collate further potential schemes. <u>Feb 2018</u> List has been formed to go out to a PB exercise during 2018/19
			Actual Start	17-Apr-2017		
			Original Due Date	31-Mar-2020	Expected success	
			Due Date	31-Mar-2020		
Lead			Completed Date		Likely to meet target	
Infrastructure Services Directorate						

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
PH-17-20 Scalloway Fishmarket Redevelopment	Agree redevelopment option, obtain permissions, procure works, implement and commission	Determine and implement the preferred option for the future of Scalloway Fishmarket	Planned Start	01-Apr-2017		New Market works being tendered, tender return due June 2018. Transitional facility being developed, target availability July 2018. Target completion end 2019.
			Actual Start	30-May-2017	<div><div>50%</div></div>	
			Original Due Date	31-Oct-2019	Expected success	
Lead			Due Date	31-Dec-2019		
Harbour Master & Port Operations			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP175 Stonganness Bridge Replacement - Capital Programme		To replace the life expired structure at Stonganness. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term."	Planned Start			
			Actual Start		<div><div>0%</div></div>	
			Original Due Date	31-Mar-2019	Expected success	
Lead			Due Date	31-Mar-2019		
Roads	Replace life expired structure to maintain access to the area.		Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP176 Winter Service Review		This review follows experience of the review undertaken in 2012 to assess the current policies ability to deliver the expected level of service and to explore any further saving potential. This will support the Council's Aim of "Living within our means" and "The transport services we need most" "including roads which are maintained properly"	Planned Start			
			Actual Start		<div><div>0%</div></div>	
			Original Due Date	31-Mar-2019	Expected success	
Lead			Due Date	31-Mar-2019		
Roads	Review of the Winter Service in light of experiences and lessons learned with the current policy and investigate any further saving potential.		Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP177 Implementation of "Well-Managed Highway Infrastructure" Guidance Lead Roads	A new code of practice published by the Department of Transport designed to promote the adoption of an integrated asset management approach to road infrastructure in accordance with local needs, priorities and affordability.	This is the new code of practice published by the Department of Transport. It is designed to promote the adoption of an integrated asset management approach to road infrastructure in accordance with local needs, priorities and affordability. This will support the Council's Aim of "The transport services we need most" "including roads which are maintained properly	Planned Start			
			Actual Start		<input type="text" value="0%"/>	
			Original Due Date	30-Sep-2018	Expected success	
			Due Date	31-Oct-2018		
			Completed Date		Likely to meet target	



Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP178 Port of Sullom Voe Marketing and Business Development Lead Harbour Master & Port Operations	-- enter action details here --	Work with Enquest, SVT owners, Total, OGA and other local and national partners to identify both cost management and income generation opportunities around The Shetladn Hub and maximise the sustainability and development of its strategic facilities.	Planned Start			Kep parties engaged and scoping work commenced.
			Actual Start		<input type="text" value="0%"/>	
			Original Due Date	31-Mar-2019	Expected success	
			Due Date	31-Mar-2019		
			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP180 Year of Young People Mural at Viking Bus Station Lead Estate Operations	Working in collaboration with Youth Services this project supports the Year of Young People 2018. We hope to help celebrate the amazing young personalities, talents, and achievers that make up Scotland.	Completed artwork in place.	Planned Start			A local team of young ambassadors has been recruited that would like to create a large scale piece of graffiti street art as a mural at the Viking Bus Station in Lerwick. We hope to create a visual legacy to celebrate young people and their amazing creative talents. Young people will get involved by creating the potential designs through participation at schools and youth clubs. The ambassadors will then use these designs as a bases to work with the artist to create a final vision for the site. The partners in the project are the Shetland Amenity Trust and Shetland Islands Council. Subject to funding being available, Estate Operations have agreed to look at removing the current boards and preparing the wall (including a new render base) for the work to begin.
			Actual Start		<input type="text" value="0%"/>	
			Original Due Date	31-Mar-2019	Expected success	
			Due Date	31-Mar-2019		
			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP350 Progress the Business case for the complete replacement of the current street lighting with LED		Ensure Shetland's public road network is maintained and improve. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term." Also 20 by 20 "We will have reduced the effect we have on the local environment, particularly reducing carbon emissions from our work and buildings."	Planned Start	01-Apr-2016		Column assessment took longer than expected as it was undertaken in house to reduce costs due to high tender prices but is now complete. Business case now in draft and will be submitted to CPS in November 2017. Feb 2018 Business case now submitted to Capital Programme Services.
			Actual Start	04-Apr-2016		
			Original Due Date	31-Mar-2017	Expected success	
			Due Date	31-Mar-2018		
			Completed Date		Likely to meet target	
Lead						
Roads	Reduce the running costs and carbon footprint from the street lighting asset whilst improving the asset					

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP606 Geira life extension	Inspect / repair steelwork, improvements to vessel, equipment, navigation equipment and lighting; to increase life expectancy of vessel.	Maximum life from existing assets	Planned Start	01-Nov-2018		Planned start date is 1 November 2018. Planning works are underway.
			Actual Start	13-Feb-2018		
			Original Due Date	31-Mar-2020	Expected success	
			Due Date	31-Mar-2020		
			Completed Date		Likely to meet target	
Lead						
Ferry Operations						

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP654 Replacement of conventional lantern with LED lanterns for our entire streetlighting network.	Best value for the Council and improved streetlighting network for drivers and the general public.	Reduced energy use and reduced annual revenue costs as a result.	Planned Start	01-Apr-2017		Assessment of existing stock completed. Business case now with Finance.
			Actual Start	19-Oct-2017		
			Original Due Date	31-Mar-2018	Expected success	
			Due Date	31-Dec-2021		
			Completed Date		Likely to meet target	
Lead						
Roads						

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress statement
SP662 Promote the new 20 mph speed limits required at the new AHS and Lerwick's north crescents. Lead Roads	Safe routes to school for pupils and improved environment for residents and other members of the public.	Relevant traffic orders made if Council in agreement.	Planned Start	01-Apr-2016		AHS 20mph order has been made. Works to install on site underway. Lerwick crescents to follow depending on Private Member bill.
			Actual Start	26-May-2017	<div><div>90%</div></div>	
			Original Due Date	31-Mar-2018	Expected success	
			Due Date	31-Mar-2018		
			Completed Date		Likely to meet target	

Risk Register - Infrastructure Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Target Impact	Risk Profile	Responsible Officer
Category	Directorate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							
<p>Infra delivers front line services across Shetland, employing 467 FTE delivering a range of heavy engineering and transport services, including ferries.</p> <p>Trigger : Poorly managed systems, staff error, oversight or actions</p> <p>poor training of staff</p> <p>equipment or facilities not maintained</p> <p>lack of budget for maintenance of assets</p> <p>Consequences : injury or death, regulator (e.g. HSE, CAA or MCA) investigation time andf costs, legal action, reputational damage</p> <p>finer, prison- corporate manslaughter</p> <p>Risk type : Accidents /Injuries - Staff/Pupils/ Clients/Others</p> <p>Reference - F0021</p>	Likely	Major	High	<p>• Systems in place e.g. Risk Assessments, staff trained and competent to deliver duties. Managers trained in Health & Safety.PIN forms reviewed regularly. Safety culture to flag concerns.</p>	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
<p>Pollution incident at Port, Landfill/Waste to Energy Plant/ Airport</p> <p>Trigger : Poor staff training and supervision, failure of systems, failure of equipment, poor maintenance of equipment, staff actions,</p> <p>Consequences : Legal action, death/injury to plants/animals/humans, Prosecution</p> <p>Risk type : Escape of pollutant</p> <p>Reference - F0022</p>	Possible	Extreme	High	<p>• Management systems in place, regular audit, staff trained and competent, maintenance plans in place.</p>	Unlikely	Extreme	High	Maggie Sandison Infrastructure Services
<p>Failure to deliver a statutory duty or comply with legislation</p> <p>Trigger : Poor training, unqualified staff, poor supervision,</p> <p>Consequences : Prosecution, contracts faile due to failure to follow EU legislation, Legal action, Financial costs, failure to meet requirements for external auditors, reputational damage, political embarassment,</p> <p>Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc</p> <p>Reference - F0023</p>	Possible	Significant	Medium	<p>• Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures. Staff trainedand suitably experience and competent to fulfill duties.</p>				Maggie Sandison Infrastructure Services

Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries/Roads/Estates) means service cannot continue. Trigger : Recruitment by other industries age profile of staff no workforce planning recruitment and retention issues Consequences : Services stop financial loss at port impact on community reputational damage Risk type : Key staff - loss of Reference - F0024	Likely	Significant	High	• Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed.	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings Trigger : Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer, Consequences : Financial sustainability of Council impacted, reputational and political damage Risk type : Loss of revenue/income Reference - F0005	Possible	Significant	Medium	• Contingency Budget built into budget setting for extraordinary, regular budget monitoring to establish and respond to trends. Management trained and regular communications to finance staff.	Unlikely	Significant	Medium	Maggie Sandison Infrastructure Services
Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance Trigger : Poor financial planning failure to reduce estate Failure to invest in maintenance of roads, transport infrastructure Consequences : Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools Risk type : Policies - effect of Reference - F0006	Likely	Significant	High	• Developing maintenance programme, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns.	Possible	Significant	Medium	Maggie Sandison Infrastructure Services
Corporate Plan F3. Our "20 By '20" - Shetlands "Voice"								
Changes in legislation for Fuel, waste, Carbon, emissions levels. Trigger : Government legislation or Significant technological change which alters the best practicable means of managing a risk Consequences : Additional costs, services must be changed to comply, new technology or equipment required. If action isn't taken there is a risk of enforcement action or fines for non-compliance with new legislation. Risk type : Legislation changes Reference - F0030	Possible	Significant	Medium	• Contingency plans in place, Island proofing under OUR ISLANDS OUR FUTURE, effective lobbying via COSLA and professional groups	Possible	Significant	Medium	Maggie Sandison Infrastructure Services
Corporate Plan F5. Our "20 by '20" - Standards of Governance								

<p>Extreme weather events cause flooding, coastal erosion, loss of key infrastructure lost sailings, increased snow conditions, additional repairs</p> <p>Trigger : Severe weather,</p> <p>Consequences : Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage.</p> <p>Risk type : Storm, Flood, other weather related, burst pipes etc</p> <p>Reference - F0026</p>	Likely	Major	High	<ul style="list-style-type: none"> Contingency budget for weather events 	Likely	Significant	High	Maggie Sandison Infrastructure Services
<p>Service has to manage response to Animal or infectious disease outbreak , management of the response fails to prevent further damage to public health or animal health</p> <p>Trigger : Outbreak of disease poorly managed by service</p> <p>Consequences : reputational damage external investigation political scrutiny government/agency sanctions claims and legal action</p> <p>Risk type : Publicity - bad</p>	Unlikely	Extreme	High	<ul style="list-style-type: none"> Emergency plans exercisedstaff well trained and supported by professional groups and agencies. Communication plans in place for emergencies. 	Rare	Significant	Low	Maggie Sandison Infrastructure Services



Meeting(s):	Development Committee Environment and Transport Committee Shetland College Board	5 March 2018 5 March 2018 8 March 2018
Report Title:	Development Services Directorate Plan 2018-2021	
Reference Number:	DV-04-18-F	
Author / Job Title:	Neil Grant, Director of Development Services	

1.0 Decisions / Action Required:

1.1 That the Committee/Board:

- 1.1 REVIEW and COMMENT on the contents of the Directorate Plan; and
- 1.2 ENDORSE the Directorate Plan, recognising that the Director of Development Services will make any adjustments required to ensure it is fully aligned to the Council's Corporate Plan.

2.0 High Level Summary:

2.1 This report presents the Development Services Directorate Plan for 2018-21, 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 2021.
- 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.

4.0 Key Issues:

4.1	The Directorate Plan sets out the actions to be taken by the Directorate between 2018-2021. 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 2018/19 performance meeting cycle.
4.4	The Risk Register sets out the strategic risks within the Directorate that could impact on the Council's performance.
5.0 Exempt and/or Confidential Information:	
5.1	None.
6.0 Implications:	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public
6.2 Human Resources and Organisational Development:	Workforce development is key to this plan, to address recruitment and retention of staff, skills and re-skilling requirements, and delivering services with fewer resources.
6.3 Equality, Diversity and Human Rights:	The Council is required to make sure systems are monitored and assessed for any implications in this regard.
6.4 Legal:	None.
6.5 Finance:	There are no direct financial implications arising from this report. The actions, measures and risk management described in this report have been developed within the Target Operating Budgets for 2018/19 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 2021.
6.6 Assets and Property:	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.

6.7 ICT and New Technologies:	The transformational change noted in this report will require ICT and new technologies, which will be identified in a Council wide Digital Strategy.	
6.8 Environmental:	None.	
6.9 Risk Management:	Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.	
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>“Monitor and review achievement of key outcomes in the 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>	
6.11 Previously Considered by:	N/A	

Contact Details:

Neil Grant, Director of Development Services
01595 744968, nrj.grant@shetland.gov.uk
26 February 2018

Appendices:

Appendix 1 - Development Services Directorate Plan 2018-21
Appendix A - Projects and Actions – Development Directorate
Appendix B - Performance Indicators (Quarterly) – Development Directorate
Appendix 2 - Risk Register

Background Documents:

[Our Plan](#)

Medium Term Financial Plan

Development
2018-21 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 2018-21. 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 2018-21:

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:
 - ‘Shetland’s Partnership Plan 2018-28’ (LOIP), including governance arrangements and locality plan agreed by community planning partners.

- Project delivery groups are formed to identify actions and resources required to achieve the high level outcomes and priorities in the plan.
 - 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 in the development of Master Plans for the Staney Hill and Knab sites which, when complete, will form planning policy for these areas.
- 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
 - Assist communities to develop bespoke housing solutions
 - Encourage appropriate private development
 - Work in partnership with developers, builders and allied trades and utilities to deliver new build housing targets

Economy & Skills

- Support for local businesses and entrepreneurs
 - Work with Corporate Services, Government and Our Islands Our Future (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
 - Work with UHI and Scottish Funding Council to 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 effect 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 effect the Roll out of High Speed broadband and Mobile Coverage, under the Reaching 100% by 2021 (R100) Plan, prioritising early delivery in Shetland.
 - Progress opportunities such as the UK Government Full Fibre Network challenge fund to extend high speed networks to augment and expedite the Government's R100 plan.

- 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, fares and charging structures.
 - Develop and promote internal transport networks, including the new public bus services, increasing usage and ticket income, and manage revenue security.
 - Work with stakeholders to identify a system of fares within internal transport services which helps to address inequalities

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' and refreshed Viewpoint staff survey 2017.
- 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 2021 and are as follows:

- Achieve fair funding from Scottish Government for Internal Ferries Services
- Achieve benefits from Colleges Integration and progress external funding and Scottish Funding Council funding opportunities. Also reduce cost of Colleges Estate 2018-2021
- Achieve fair funding for Internal Air Service 2018/19
- Explore opportunities to share service with community partners and other local authorities, 2018-2021
- Review funding of external organisations, 2018-2021

- Workforce Review – establish requirements for level of service by Development Services by 2021 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: 22 February 2018

OUR PLAN 2016-2020

C) ECONOMY & HOUSING


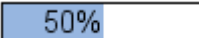

1) Promote enterprise

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		The Islands Deal project is being progressed along with Orkney and Western Isles. The deal will have a key focus on increasing Shetland's economically active population.	Development Services Directorate
			Actual Start	17-Aug-2017			
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date				
					Effective and efficient tertiary education provision: UHI are now leading the project to develop the business case for merger of NAFC, Shetland College and Train Shetland with a target date for implementation of August 2018, subject to business case being presented to Council and Trust board in February 2018. The Council is currently assessing the associated pension and property implications. The implementation date has		

					been revised to January 2019.	
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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.
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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		Housing Needs and Demand Assessment (HNDA), and other evidence bases e.g. Place Standard are close to being finalised. Local Housing Strategy refresh will commence once HNDA evidence base has been confirmed, and will address housing stock across all tenures, looking at capacity in the local building industry, and take account of the additional Government commitment of £14.3m. Five year Strategic Housing Investment Plan, for 250 housing units in next 5 years being delivered Local Development Plan, Vision and Spatial strategy are being worked on and Call for sites is being prepared and will be informed by HNDA evidence. Scottish Government Rural and Island Housing Fund has been accessed for pilots in Northmavine and Sandness & Walls areas. Knab Site and Staney Hill Master Plans are	Development Services Directorate
			Actual Start	17-Aug-2017			
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date		Likely to meet target		

						<p>progressing and undergoing public engagement processes. A meeting with the builders and allied trades is being arranged to discuss housing build plans and local construction capacity. In 2017/18 we have had 25 completions and further 27 on site/under construction. Two projects about to start with combined 51 units. LHS current target is between 53 and 72 units per annum.</p>	
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D) COMMUNITY STRENGTH

1) Community support


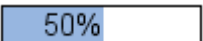

Communities will be supported to find local solutions to issues they face.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP201 Support communities to reach their full potential	Work with the Shetland Partnership to develop policy and support implementation of the Community Empowerment Act, and embed new ways of working.	Communities feel engaged in local decision making	Planned Start	01-Apr-2017		The LOIP (Shetland's Partnership Plan 2018-28) draft is currently out for consultation with partners and stakeholders.	Development Services Directorate
			Actual Start	17-Aug-2017	<div><div>40%</div></div>		
			Original Due Date	01-Apr-2020	Expected success	Timescales for finalisation of the LOIP is by end March 2018.	
			Due Date	01-Apr-2020	 Likely to meet target		
			Completed Date				

E) CONNECTION & ACCESS


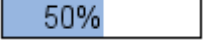

1) Community transport solutions

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		The ferries fair funding project has been successful in getting a single year settlement of £5m and commitment to fair funding from Scottish Government. Work is progressing on future years and capital funding commitment, with government meetings already set ng of internal ferries has been put to Scottish Government. Business case analysis will be undertaken on each of the 9 island routes, commencing with Fair isle and Whalsay. Business case analysis of internal air service options has commenced. Consultation response is being prepared for Scottish Government consultation on procurement of external ferry services. Shetland Transport Strategy, consultation draft has been issued.	Development Services Directorate
			Actual Start	17-Aug-2017			
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date		Experiencing issues, risk of failure to meet target		

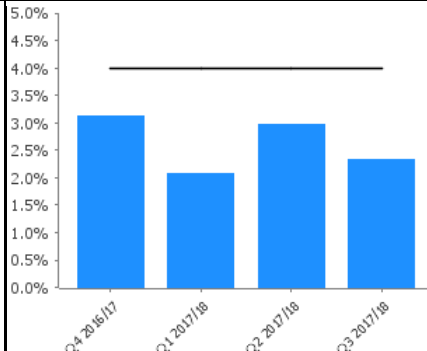
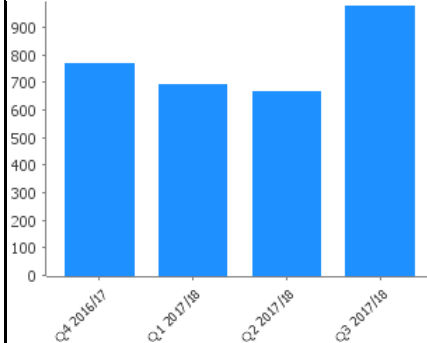
2) Broadband

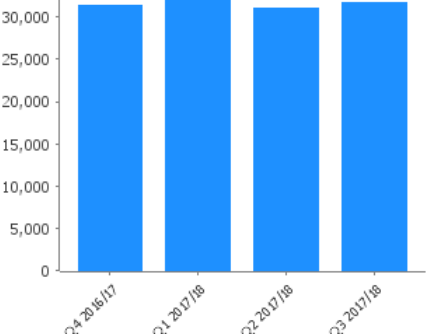
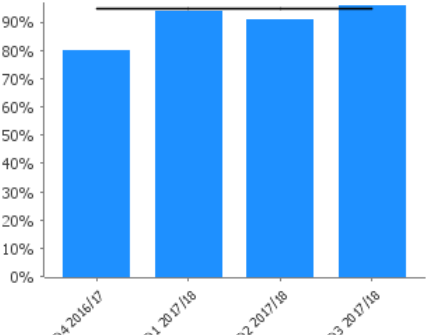
More people will have access to high-speed broadband and reliable mobile connections, helping to connect people, communities and businesses throughout Shetland.

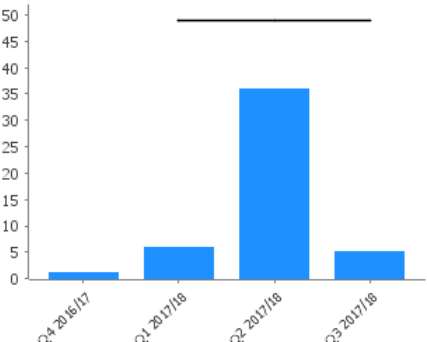
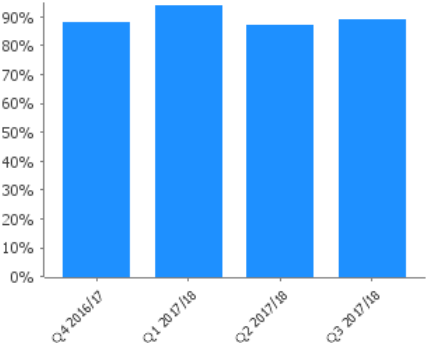
Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP204 Digital and mobile connectivity	Work with Scottish Government to influence rollout of broadband and mobile services in Shetland under the Government R100 plan, and identify where there are business cases for council engagement in provision of services and infrastructure.	Achieve 100% high speed broadband and mobile coverage throughout Shetland	Planned Start	01-Apr-2017		<p>Work on Shetland Islands Council Digital Strategy has commenced with Care and Education services.</p> <p>Broadband and Mobile Coverage: Scottish Government R100 (Reach 100% by 2021) discussions have been held with the R100 project team.</p> <p>A full business case for a fibre network to Unst and Yell has been submitted to the UK Government Fibre challenge fund and we hope to hear whether our bid has been successful in March.</p> <p>The full business case for ICT and Shetland Telecoms Fibre optic assets has been approved and the structure is currently being implemented.</p>	Development Services Directorate
			Actual Start	17-Aug-2017			
			Original Due Date	01-Apr-2021	Expected success		
			Due Date	01-Apr-2021			
			Completed Date		Experiencing issues, risk of failure to meet target		

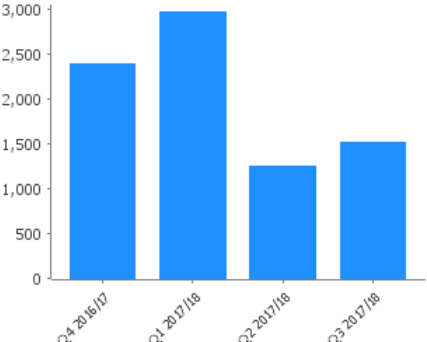
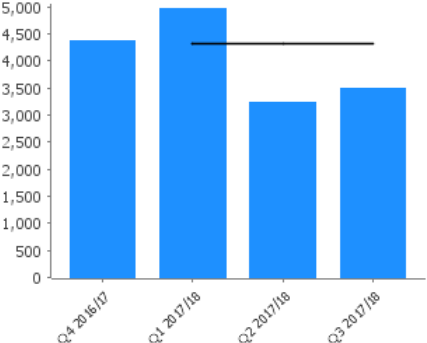
Appendix B Performance Indicators (Quarterly)- Development Directorate

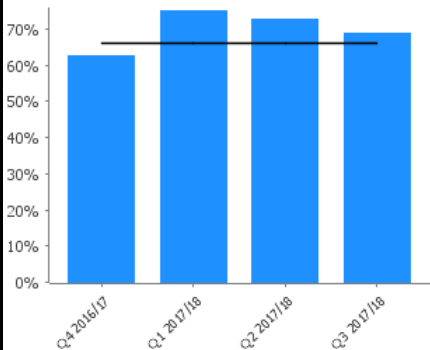
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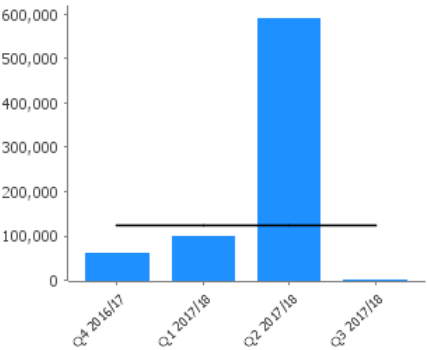
Code & Short Name	Previous Years		Current year (to date)	Quarters				Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18			
	Value	Value	Value	Value	Value	Value	Value	Target		
OPI-4C-G Sick %age - Development Directorate	3.5%	2.9%	2.5%	3.1%	2.1%	3.0%	2.3%	4.0%		<p>Performance The % of sickness across the Development Directorate has decreased and well below the target of 4.0%.</p> <p>Improvement Continued focus on Council's Maximising Attendance Policy.</p>
OPI-4E-G Overtime Hours - Development Directorate	3,886	3,366	2,337	767	693	666	978			<p>Performance The number of overtime hours across the Development Directorate has increased for Q3, but this is similar to the trend in previous years.</p> <p>Improvement Overtime continues to be managed on a pre-authorisation basis.</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
OPI-4G-G Employee Miles Claimed - Development Directorate	111,952	112,437	95,096	31,313	32,390	31,017	31,689			<p>Performance Miles claimed has remained quite steady.</p> <p>Improvement Managed within budget.</p>
G01 FOISA responded to within 20 day limit - Development Services	94%	92%	93.67%	80%	94%	91%	96%	95%		<p>Performance The Development Department achieved an Excellent standard for FOISAs dealt with. Of the 49 FOISAs dealt with during Q3, 47 were completed in line with the 20 working day timescale allowed.</p> <p>Improvement FOISAs are monitored regularly by staff and is a regular agenda item at the Development Management Team meetings.</p>

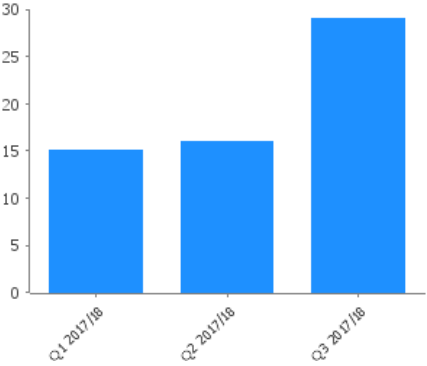
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GC-01 Number of modern apprentices recruited by Train Shetland	49	44	47	1	6	36	5	49		Train Shetland recruited 5 new starts in Q3, bringing the cumulative total of new starts for 2017/18 so far to 47. The total contracted volume of new starts for 2017/18 is 65. As well as this, to date there have also been 9 “progressions” ie MAs who have finished their first qualification and then move up a level and start another qualification.
GC-02 % Achievement rate of Modern Apprentices recorded by Skills Dev Scotland		85.75%	89%	88%	94%	87%	89%			This indicator is based on Skills Development Scotland measurements of MA achievements in Shetland.

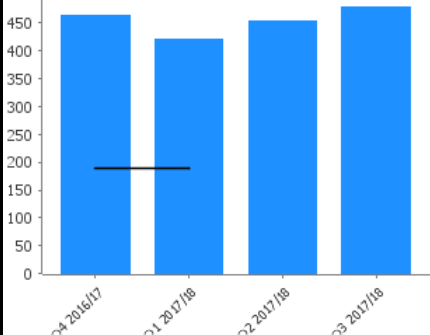
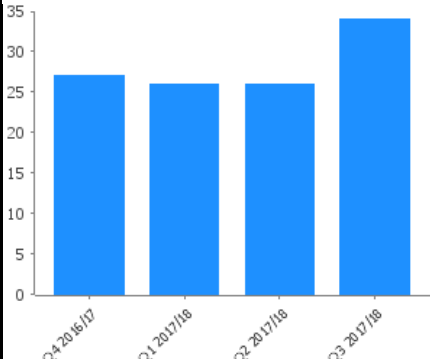
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GC-04 Shetland College Student Enrolments Further & Higher Education Combined	1,820	2,380		2,380	2,964	1,245	1,520			Latest figures show the number of FE Students studying full-time as 63 and part time 498 (including ESOL). HE is 83 full time and 147 part time. These figures are for Shetland College only but the overall Q3 total includes part time FE figures for Train Shetland (short courses). When NAFC is included the total enrolment at this stage of the academic year totals 2070.
GC-05 Total Credits (inc Train Shetland & NAFC)	3,334	4,362		4,362	4,971	3,231	3,488	4,332		The Shetland target for FE credits (the fundable units the SFC pay college for courses that do not make full cost recovery) for 1718 is 4332. The current number of credits still to be achieved stands at 844. We anticipate that this target will be achieved.

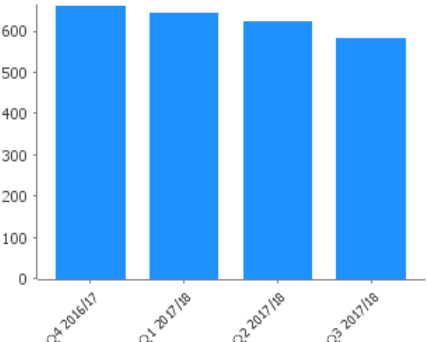
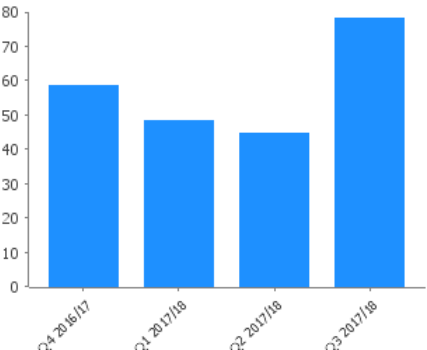
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GD-02 Success rate - external funding applied for by community groups (%)	54%	65.63%	72.24%	62.5%	75%	72.73%	69%	66%		<p><u>Performance</u> CP&D staff have assisted with 9 new external funding applications during the monitoring period which are a combination of community and Council projects. All external funding bids are still pending decisions at the end of the period but decisions should be received in the coming weeks. Two funding decisions were received in Q3 from applications submitted earlier in the year, one was successful and one rejected.</p> <p>Therefore to date in financial year 2017/18 CP&D have assisted with a total of 22 external funding applications, 8 of which have been successful with 5 unsuccessful. A further 9 are pending decisions at this time.</p> <p>CP&D success rate with external funding applications remains above target as at Q3.</p> <p><u>Improvement</u> CP&D staff continue to support community groups and projects with a variety of funding applications. A significant number of enquiries and requests for support continue to be received by CP&D. Staff are actively engaged to help groups plan and develop their projects prior to completing with funding applications.</p>

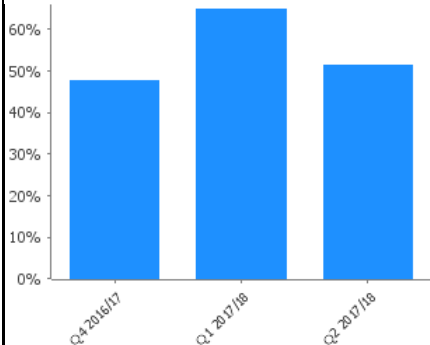
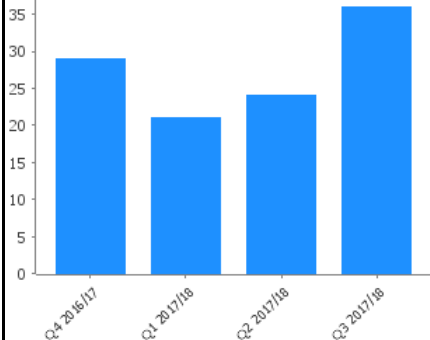
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GD-03 External funding secured by Community Groups	812,502	280,486	690,702	60,858	100,001	590,201	500	125,000		<p><u>Performance</u></p> <p>Two decisions were received during this period, one was successful and one unsuccessful. A total of £500 was secured during Q3. CP&D staff assisted with 8 new funding bids during Q3 for a combination of community and Council projects totalling £629,692. Applications were submitted to a range of funding bodies including Big Lottery Fund, The Robertson Trust, Scottish Government and Bank of Scotland Foundation. Groups seeking funding include community halls, a charity and a local Community Council with decisions expected in the near future.</p> <p>CP&D external funding secured remains above target as at Q3.</p> <p><u>Improvement</u></p> <p>During the period the Grants Unit sent 20 external funding sources through its electronic mailing list bringing the year to date total to 80 funding bulletins issued in 2017/18. This mailing list is circulated to over 200 contacts from a wide range of community groups, partners and SIC departments.</p> <p>The External Funding Officer met with an officer from the Big Lottery Fund in December to explore working closer together in future. The External Funding Officer was also in touch with</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
										The Robertson Trust as a follow up to their Shetland visit in September discuss potential Shetland applicants to their grants programme. CP&D staff have a workshop developed aimed at helping groups applying for external funding and plan to deliver it to community groups & community councils during 2018.
GD-04 Number of people moving into employment through Employability Pathway		25		3	8	7	7			<p>Performance In addition to the 7 moving into employment, 8 new participants were supported within Quarter 3.</p> <p>Improvement Work is underway to review Pathway services, to apply for additional ESF. This has commenced with a consultation exercise with participants, staff and managers.</p>
GD-05 Number of Asset Transfer Requests					0	0	0			<p>Performance CP&D staff are currently supporting 4 pre-application projects, with one of these expected to be validated early in Q4. This includes facilitating dialogue between community groups and other Council services, partner agencies, external support providers and funding bodies.</p> <p>Improvement CP&D staff are using progress with current pre-applications to continue to develop the Council's Procedures and</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
										support for community bodies. Strong relationships are being developed with supporting bodies, including the Scottish Government, the Community Ownership Support Service and external funders.
GE-05 Numbers accessing Business Gateway Start Up Services		69			15	16	29		 <p>Performance Business Gateway is a Scottish Government resource that offers advice and guidance to startup companies and established companies across Scotland, and in Shetland is administered through SIC Economic Development Service. Since April 2017, 60 enquiries relating to start-up services have been dealt with by Business Gateway. This includes individuals registered and undertaking the 2 day start-up course, enquiries received directly at the local office and those dealt with by the national enquiry fulfilment centre relating to Shetland.</p> <p>Improvement This is monitored regularly.</p>	

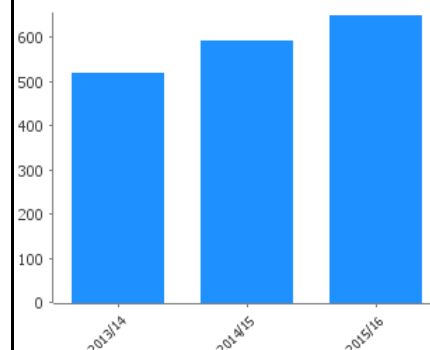
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GH-05 Average length of time in temporary or emergency accommodation (Days)	412	491		464	420	452	477			<p>Performance</p> <p>The average length of time in temporary accommodation for homeless cases closed remains high which demonstrates the pressure on housing stock and demand.</p> <p>Improvement</p> <p>There will be continued regular monitoring in this area.</p>
GH-08 Number of Homeless Applications Made	122	114		27	26	26	34			<p>Performance</p> <p>The number of homeless applications remains steady. A lot of prevention work is carried out with people who are at risk of homelessness and this approach is making a difference.</p> <p>Improvement</p> <p>This will be monitored regularly.</p>

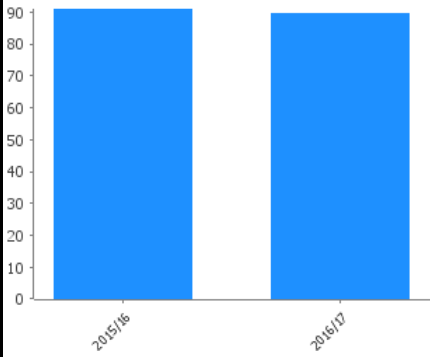
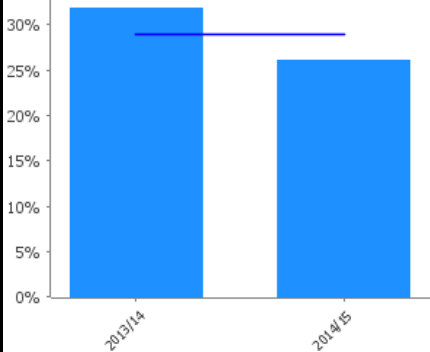
	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GH-09 The number of housing applications on housing register	739	661		661	643	623	582			<p>Performance The number of housing applications has reduced but there is still a high demand for social housing.</p> <p>Improvement Continue to monitor</p>
GP-01 Average days taken to obtain a building warrant	63.48	63.16		58.35	48.4	44.74	78.15			<p>Performance In Q3, 59 building warrants were granted which is comparable to last quarter. However, the average number of days taken has increased significantly rising to 78.15 days. This figure is skewed by 1 application which was awaiting a response from the applicant and took 1409 days to approve. Removing this application brings the average days down to 46.28 days for Domestic applications (54.27 days overall) which is comparable to previous quarters. Additionally, there were a number of complex non-domestic applications including a £multi-million project taking 202 days.</p> <p>Improvement We will continue to monitor this regularly.</p>

	Previous Years		Current year (to date)	Quarters						
Code & Short Name	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q3 2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	Target		
GP-02 % planning applications dealt with within 2 months	47%	46.6%		47.5%	64.9%	51.4%				Performance Staffing levels are linked to the reduction in this performance indicator. Improvement Long standing vacancies filled will make a difference.
GP-10t Housing completions (Private & Affordable)	61	80	81	29	21	24	36			Performance The number of properties built in Shetland is at the same rate in Q3 for 2017/2018 as it was at Q3 for 2016/2017. Improvement Building continues across Shetland.

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

Generated on: 22 February 2018

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
GE-02 Gross Weekly Pay	519.4	592	649.6				<p><u>Performance</u> The gross weekly pay figures are calculated as the median earnings amount for employees, and are calculated from the ONS survey of hours and earnings. 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> <p><u>Improvement</u> We will continue to monitor this information, when available.</p>

	Previous Years				This Year		
Code & Short Name	2013/14	2014/15	2015/16	2016/17	2017/18	Graphs	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Target		
GE-04 % Economically Active			90.6	89.3			<p>Performance Economic activity is a measure of those aged 16-64 either in work (whether employed or self-employed) or actively seeking work. There has been a decrease in the % overall but Shetland still has a higher % of Economically Active people in Shetland than there is in Scotland as a whole.</p> <p>Improvement We will continue to monitor, when information is available.</p>
SOA.SOA.07 Influence Decision Making	31.8%	26%					<p>Measured using responses to Scottish Households Survey question 'Do you agree with the statement "I feel I can influence decision making in my local area"?'. 2014 is the latest result and shows a reduction from a high of 31.8% in 2013. This indicator will continue to be monitored by SIC's Community Planning and Development Service</p>

Risk Register - Development Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Target Impact	Risk Profile	Responsible Officer
Category	Directorate							
Corporate Plan	C1. Economy and Housing - Promote Enterprise							
Service reviews completed, Planning suffers from acute national shortage of qualified staff, 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	<ul style="list-style-type: none"> • Corporate wide Staff Survey (Viewpoint) - progressing Action Plan to address staff views raised in corporate wide 2017 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 has been adopted by the Shetland 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 	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	<ul style="list-style-type: none"> • Ensure projects are a priority activity in achieving the Outcomes identified in the Corporate plan 2016-20, "Our Plan 2016-2020" 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 - http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf (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. Brexit also can affect this risk. Consequences : Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure for ferries and Development for air contract. Risk type : Central Govt Funding Issues	Possible	Minor	Medium	<ul style="list-style-type: none"> • *The Council has worked with the Scottish Government using Transport Methodology and Business Case planning to identify specification for inter island transport. *A joint statement on Fair Funding has been prepared by Shetland and Orkney Islands Councils to clarify funding amounts and timescales with Scottish Government Ministers. *Funding request for 2018/19 revenue budget and capital costs. 	Possible	Extreme	High	Neil Grant Development Services

Corporate Plan		F1. Our "20 by '20" - Leadership & Management							
Council commitment to partnership working. This became a statutory requirement following implementation of the Community Empowerment Act 2015. 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 Partnership 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 *A project board has been set up to progress Community Empowerment (Part 2) workstreams of Governance, Locality Planning and Engagement. *Target date for implementation of new Partnership Plan, Locality Plan and Governance arrangements is April 2018.	Unlikely	Major	Medium	Neil Grant Development Services	
Failure to deliver the College merger would result in an unsustainable tertiary sector. The timeframe and responsibilities for the project have been revised with the UHI tasked with leading the business case development of a merged, single governance organisation for tertiary education, research and training. Business case to be complete by 29 January 2018 with targeted implementation in August 2018. Trigger : Project management failure, partner failure, project resources. Consequences : Failure to deliver a sustainable and affordable model for tertiary education, training and research. Risk type : Professional - Other	Unlikely	Significant	Medium	• UHI has been fundedby SFC to lead the business case development of a merged, single governance organisation for tertiary education, research and training. Business case to be complete by 29 January 2018	Unlikely	Minor	Low	Neil Grant Development Services	
Corporate Plan		F5. Our "20 by '20" - Standards of Governance							
Development Directorate is managing a number of significant projects of strategic importance, including Community Empowerment Act, Part 2, Colleges Review; Internal and External Ferries; Outer Isles 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) 2018-2028 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 Corporate Plan Ensure projects are a priority activity in achieving the Outcomes identified in the Corporate plan 2016-20 and ensure proper process for identifying and allocating project resource.	Unlikely	Significant	Medium	Neil Grant Development Services	

<p>Development Service delivers a service with reducing resources and constraints including the MTFP.</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 & communities</p> <p>Risk type : Economic / Financial - Other</p> <p>Reference - C0021</p>	Likely	Significant	High	<ul style="list-style-type: none"> • Restructure implemented, strategic planning continuing, awareness of issues 	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"> • Link to risk around corporate priorities ☐Adhere to corporate communications policy, Management team are aware of the issues and risks that fall to Dev MT and CMT. 	Rare	Significant	Low	Neil Grant Development Services
<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"> • Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans <p>Progressing 'Islands with small populations' project</p>	Unlikely	Significant	Medium	Neil Grant Development Services