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If calling please ask for
Lynne Geddes
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Date: 23 April 2018

Dear Sir/Madam

You are invited to the following meeting:

Policy and Resources Committee
Council Chamber, Town Hall, Lerwick
Monday 30 April 2018 at 10am

Apologies for absence should be notified to Lynne Geddes at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: Steven Coutts
Vice-Chair:

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.

(d) Confirm minutes of the meeting held on 6 March 2018 (enclosed)

Items

1.	Asset Investment Plan – Business Cases *CPS-03-18*
2.	Local Government Benchmarking Framework *IA-12-18*
3.	Access for Wheelchair Users to Taxis and Private Hire Cars *DV-18-18*
4.	Sullom Voe Harbour Area – Development Planning *PH-08-18*
5.	Approval of Local Fire and Rescue Plan 2018 *DV-19-18*
6.	Policy and Resources Committee Business Programme 2018/19 *CRP-06-18*
The following item contains Exempt Information	
7.	Restructuring of Building Standards Business Support *DV-15-18*

Shetland Islands Council

Agenda Item

1

Meeting(s):	**Policy and Resources Committee Shetland Islands Council**	**30 April 2018 9 May 2018**
Report Title:	**Asset Investment Plan – Business Cases**	
Reference Number:	**CPS-03-18-F**	
Author/ Job Title:	**Robert Sinclair, Executive Manager – Capital Programme**	

1.0 Decisions / Action required:

1.1 That the Policy and Resources Committee RECOMMENDS that the Council RESOLVES to;

1.1.1 Approve the proposals as described in Section 4.3 of this report for implementation with immediate effect.

2.0 High Level Summary:

2.1 This report presents two asset investment proposals for approval, which have been considered by the Council's Asset Investment Group (AIG) based on the submission of business case documentation. One is a Business Justification Case, and the other is a Full Business Case. The AIG has assessed the submissions for completeness and confirmed that a sound business case has been made in each instance.

2.2 These proposals are provisionally funded within the Council's Asset Investment Plan (AIP) 2018-23, which was approved by the Council on 14 February 2018 (Min Ref: 4/18).

2.3 The business cases are provided as appendices to this report.

3.0 Corporate Priorities and Joint Working:

3.1 The Gateway Process for the Management of Capital Projects supports our Financial Strategy, Reserves Policy and Budget Strategy. 'Our Plan 2016 to 2020' states that "Excellent financial-management arrangements will make sure we are continuing to keep to a balanced and sustainable budget, and are living within our means" and that "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".

4.0 Key Issues:

4.1 On 29 June 2016 the Council adopted a new Gateway Process for the Management of Capital Projects, drawing on national and best practice guidance, to ensure the robustness of all capital projects.

4.2 This revised process is based on the process developed by the Office of Government Commerce (OGC) and is in common use throughout the public sector. It applies 'Prince 2' principles to the process and is aligned with the '5-Case Model' that has been promoted to both Officers and Members through recent 'Building Better Business Case' training. A key principle in that procedure is that the Council's AIP is re-prioritised on an annual basis, however business cases can be processed at any time. By approving a Full Business Case or Business Justification Case, Members are agreeing that the project should progress to the implementation stage, subject to being prioritised and included in the Council's Asset Investment Plan.

4.3 A summary of the business case documents referred to are set out below, along with recommendations from the AIG:

4.3.1 Appendix A - Business Justification Case – Replacement Hangar Door – Tingwall Airport

- Replacement of hangar door to different design;
- Project driven by Health & Safety risks as well as the need to maintain service;
- Capital costs estimated at £100k in 2018/19;
- AIG recommended approval.

4.3.2 Appendix B – Full Business Case – LED Upgrade of Shetland's Streetlighting Network

- Replacement of failed lighting columns and all non-LED lanterns;
- Would incorporate dimming of streetlights between midnight and 6.00 a.m.;
- Total project cost estimated at £2.8 million;
- 3-year implementation programme from 2018/19 to 2020/21;
- Although the initial financial appraisal included an element of borrowing in the Strategic Outline Case, it is anticipated, in the 5 Year Asset Investment Plan 2018-23, that the project will be fully funded by the General Capital Grant and the Spend to Save reserve.
- AIG recommended approval.

5.0 Exempt and/or confidential information:	
5.1 None.	
6.0 Implications:	
6.1 Service Users, Patients and Communities:	Upon completion, the proposals described in the appendices to this report will either enhance the quality and/or condition of the assets used by the Council in its delivery of services.
6.2 Human Resources and Organisational Development:	No implications arising directly from this report.
6.3 Equality, Diversity and Human Rights:	No implications arising directly from this report.
6.4 Legal:	Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those included in this report.

6.5 Finance:	The capital project proposals in this report have been budgeted in the 2018-23 Asset Investment Plan pending approval of the attached business cases. The capital cost and ongoing revenue implications of the projects are: 6.5.1 Replacement Hangar Door – Tingwall Airport Capital - This project represents capital maintenance of an existing asset and is projected to cost £100k. Revenue - The ongoing revenue maintenance is included in the approved maintenance budgets for Tingwall Airstrip in the Council's 2018/19 Budget Book (Min Ref: SIC 5/18). 6.5.2 LED Upgrade of Shetland's Streetlighting Network Capital - This upgrade project is estimated to cost £2.8m over the three year period 2018/19 to 2020/21. Revenue - The ongoing revenue costs for the Streetlighting network have been approved in the 2018/19 Budget Book (Min Ref: SIC 5/18). Once the project is fully implemented it is projected that there will be revenue savings for energy, maintenance and carbon tax of approximately £190k per year.
6.6 Assets and Property:	On completion, the proposals described in the appendices to this report will either enhance the quality of the Council's existing asset base or improve the efficiency and cost of operation.
6.7 ICT and new technologies:	No implications arising directly from this report.
6.8 Environmental:	All maintenance and new-build projects seek to address climate change and carbon management for example by embedding energy saving measures and environmentally friendly materials in their design. The projects described in the appendices to this report contribute directly to that objective.
6.9 Risk Management:	Failure to include these business case proposals in the AIP may result in unnecessary additional expenditure in the future.
6.10 Policy and Delegated Authority:	Approval of the financial strategy and budget framework is a matter reserved for the Council having taken advice from Policy and Resources Committee.
6.11 Previously considered by:	N/A

Contact Details:
Robert Sinclair, Executive Manager – Capital Programme
robert.sinclair@shetland.gov.uk
16 April 2018

Appendices:
Appendix A – Business Justification Case – Replacement Hangar Door – Tingwall Airport
Appendix B – Full Business Case – LED Upgrade of Shetland's Streetlighting Network

Background Documents: None
END

Project Title:

Replacement Hangar Door – Tingwall Airport

Business Justification Case

Version no: Draft 1.0

Issue date: 11/03/2018

VERSION HISTORY

Version	Date Issued	Brief Summary of Change	Owner's Name
Draft	11.03.2018	First draft version	C. Robertson
Draft	16.03.2018	Second draft version	C. Robertson
Final	12.04.2018	Asset Investment Reference	C. Robertson

CONTENTS – BUSINESS JUSTIFICATION CASE

1. Purpose
2. Strategic context
3. Case for change
4. Available options
5. Preferred option
6. Procurement route
7. Funding and affordability
8. Management arrangements

Appendix

BUSINESS JUSTIFICATION CASE

1. Purpose

The purpose of this business case is to seek approval of Capital Funding for £100,000 (one hundred thousand pounds) to allow the replacement of the problematic hangar door at Tingwall Airport operated by Shetland Islands Council.

2. Strategic Context

Tingwall Airport, also known as Lerwick/Tingwall Airport, is located in the Tingwall valley, near the village of Gott -7.4 km; 4.6 ml northwest of Lerwick.

Tingwall Aerodrome has a Civil Aviation Authority Ordinary Licence (Number P614) that allows flights for the public transport of passengers or for flying instruction as authorised by the licensee (Shetland Islands Council).

The current operation in a combination of inter-island flights to Fair Isle, Papa Stour, Foula, Skerries (flights are currently suspended) and emergency flights undertaken by the Maritime Coastguard Agency and Gama Aviation

Currently, there is a Health and Safety issue in relation to the potential failure hydraulic rams supporting the hangar door at Tingwall Airport following a recent external inspection report.

3. Case for Change

A. Business needs

The objective is to maintain continuity and minimise disruption of air services to the outer-islands.

This development would also meet the objectives of the Corporate Plan:

"Provide quality transport services within Shetland"

"The transport services we provide are the lifeblood of these islands. They allow us all to go about our daily business and take part in community life."

"Lack of access contributes to people in remote areas feeling excluded from Shetland society."

Statutory Requirements -

The Health and Safety at Work Act 1974, places a duty on all employers "to ensure, so far as in reasonably practicable, the health, safety and welfare at work "of all their employees.

Civil Aviation Authority (CAP 168) - the grant of an aerodrome licence is governed by the Air Navigation Order, which requires the CAA to grant a licence in respect of any aerodrome in the United Kingdom if it is satisfied that the aerodrome is **safe** for use by aircraft, having regard in particular to the physical characteristics of the aerodrome and of its surroundings on the basis that it meets aerodrome licensing criteria.

Civil Aviation Authority (CAP 791) - The certification of an aerodrome is governed by Commission Regulation (EU) No 139/2014 (Aerodromes) 'the Aerodrome Regulation'. When an aerodrome receives its certificate, it is granted on the basis that it meets aerodrome certification criteria including the establishment of a Certification Basis (CB) and a management system.

The aerodrome regulation requires that all changes to aerodrome facilities and those procedures and policies that have the potential to affect the aerodromes continuing basis for certification need to be notified to the CAA.

- Health and Safety at Work Act 1974
- Civil Aviation Authority – CAP 168
- Civil Aviation Authority - CAP 791

B. Benefits

The benefits of this work would be that this work can be planned in a controlled, cost effective manner, minimising the operational impact of the service provided at Tingwall Airport.

The proposed new door has a life expectancy of 20 -25 years, with the prospect of reduced servicing and maintenance costs – supported by an extended warranty.

C. Risks

If this work is not planned and completed in a timely manner, there are significant risks to the daily operation of Tingwall Airport to the Islands of Shetland or prolonged suspension of service due to concerns that might be raised to the CAA on behalf of the current operator of the air service.

The costs and delays to service, associated with "Emergency" procurement, would far outweigh the costs of properly planned replacement and procured "goods"

4. Available Options

Option 1 - Do Nothing

Let the doors rams continue to operate until they fail – we do not have any replacement rams in stock. There are currently no technical drawings available in relation to the previous installation of the doors – external technical expertise would need to be sought for any replacement rams

Option 2 - Do Minimum

This is the same as the 'Do Nothing' option – with the additional consideration of procuring new replacement rams at a cost in excess of £30,000 (thirty thousand pounds)

Option 3 - Planned Equipment Replacement

Replace the existing door with a traditional concertina type construction in a planned manner, allowing the uninterrupted operation of the airport and its service in liaison with the CAA and the operator of the inter-island air service.

5. Preferred Option

Option 3 - Planned Equipment Replacement

Preference of this option allows for minimal disruption at Tingwall Airport and the inter-island air service.

6. Procurement Route

The work will be tendered as per the Councils contract standing orders with respect of The Public Contracts (Scotland) Regulations 2015 and Procurement Reform (Scotland) Act 2014.

7. Funding and Affordability

The total estimated funding required is £100,000 (one hundred thousand pounds) in financial year 2018/19. This project funding has been approved as part of the Council's 5 Year Asset Investment Plan 2018-23 (Min Ref: SIC 4/18) pending receipt and approval of this business case.

8. Management Arrangements

The project will be project managed by Estate Operations
All work done will be considered to minimise disruptions to the air services.
Risk assessments and method statements will be required by contractors and accepted by Shetland Islands Council before work commences.

FULL BUSINESS CASE

Project Title: The LED Upgrade of Shetland's Streetlighting Network

Version no:
Issue date:

VERSION HISTORY

Version	Date Issued	Brief Summary of Change	Owner's Name
Draft	8.11.17	First Draft Version	Neil Hutcheson

CONTENTS – FULL BUSINESS CASE (FBC)

1. Executive summary
2. Strategic case
3. Economic case
4. Commercial case
5. Financial case
6. Management case

APPENDICES

Preferred Option 4a - NPV Calculation

1. Executive summary

1.1 Introduction

This FBC seeks approval to invest an estimated £2.8 million in the upgrading of the streetlighting associated with Shetland's public road network. The existing conventional lanterns would be replaced with more energy efficient Light Emitting Diode (LED) technology. The main benefits are significantly reduced energy use with the resulting long term cost savings and reduction in the Council's carbon footprint. An important additional benefit is the opportunity to replace a large proportion of streetlight columns that are no longer fit for purpose.

1.2 Strategic case

1.2.1 Strategic Context and Alignment with Corporate Priorities

The strategic drivers for this investment and associated strategies, programmes and plans are as follows:

- compliance with the Council's statutory duty to maintain the public road network;
- a significant reduction in energy use and costs;
- an associated reduction in the Council's carbon footprint;
- a reduction in annual maintenance costs; and
- compliance with the Council's statutory duty to achieve best value by reducing whole-life costs.

1.2.2 The case for change

The Council's streetlighting network consists of lanterns, lighting columns, cabling, ducts, feeder pillars, illuminated signs and illuminated bollards. There are 3,989 streetlights on the roads inventory spread throughout Shetland.

The relatively poor condition of the existing asset would indicate that over the years there has been an under investment in streetlight maintenance. The majority of columns were installed 25 or more years ago and are now showing the wear and tear to be expected from long-term exposure to Shetland's climate. A recent inspection has identified that there are now 1,292 columns in the worst condition category and a significant number of these have had to be cut down for safety reasons.

The existing "conventional" lanterns use at least 100% more energy than their LED equivalent so their replacement, in addition to reducing costs, would assist with meeting the Council's emission reduction targets.

The related business needs are as follows:

- to ensure that the streetlighting network is safe, fit for purpose, well maintained and reliable;
- to maximise a reduction in energy use and costs, thereby maximising the reduction in emissions;

- to maximise the reduction in the whole-life cost of the streetlighting when energy, maintenance and future column replacements are considered.

On the basis of this analysis, the potential scope for the project ranges from the replacement of lanterns with their LED equivalent only to the replacement of lanterns, failed columns and the introduction of a Central Management System (CMS) that would allow the streetlights to be dimmed.

1.3 Economic case

1.3.1 The SOC long list of options

Within this potential scope, the following options were considered using the options framework as the long list:

- Option 1 – the status quo;

- Option 2 - the 'minimum' scope – the replacement of all the "failed" lighting columns and the replacement of their conventional lanterns with the LED equivalent.

- Option 3 - the 'intermediate' scope – the replacement of all the "failed" lighting columns and the replacement of conventional lanterns with their LED equivalent over the entire network.

- Option 4 – 'maximum' scope – as per option 3 but with addition of the installation of part-night dimming of the streetlighting network between midnight and 6am to realise further energy and carbon savings.

1.3.2 Long List Options - Indicative economic costs

The indicative costs for the construction and 20-year lifespan of the streetlighting network for the long list options are as follows:

	Option 2 Failed columns only £000	**Option 3** Failed columns all Non LEDs £000	**Option 4a** Failed columns all Non LEDs Dimmer Timing £000	**Option 4b** Failed columns all Non LEDs CMS £000
Capital Project Expenditure	**2,039**	**2,721**	**2,756**	**2,929**
Current Annual Revenue Ex-penditure- 20 year period:				
Energy	6,003	6,003	6,003	6,003
Maintenance	3,132	3,132	3,132	3,132
Carbon Reduction	848	848	848	848
Administrative Charges	575	575	575	575
Cash releasing benefit - 20 year period:				
Electricity Savings	(1,656)	(3,604)	(3,695)	(3,695)
CRC Saving	(244)	(539)	(552)	(552)
Maintenance Saving	(232)	(629)	(649)	(649)
Net Revenue Expenditure	**8,426**	**5,786**	**5,661**	**5,661**
Overall Net Total	**10,465**	**8,508**	**8,417**	**8,590**
Overall Net Total at Present Value	7,853	6,731	6,684	6,851

1.3.3 The preferred way forward

Based on the above analysis, the preferred way forward was to discount the options that did not allow the part night dimming of the streetlighting network. These were Options 1-3.

The main benefits of Option 4 as the way forward are that the dimming of the streetlights would maximise the reduction in the Council's energy use, costs and carbon emissions that can be achieved. This is in addition to the life extension and improvement in condition of the existing asset.

1.3.4 The short list

On the basis that the preferred way forward was agreed, we recommend the following options for further, more detailed evaluation:

- Option 4a – Replacement of All Failed Columns and Non-LED Lanterns with Photocell or Timer Dimming

- Option 4b – Replacement of All Failed Columns and Non-LED Lanterns with Central Management System Dimming

1.3.5 The preferred option

Following further investigation it has been identified that the preferred option for dimming our streetlighting is the use of timers or photocells rather than a Central Management System. The latter gives greater control of the streetlighting network but this benefit is not worth the additional cost and risks associated with this more complex technology. Therefore, the preferred option is Option 4a above.

1.4 Commercial case

1.4.1 Procurement strategy

The procurement of this project would be in accordance with the Government Procurement Agreement (WTO) and the EU Consolidated Public Sector Procurement Directive (2004).

1.4.2 Required products and services

The required products and services in relation to the preferred way forward are briefly as follows:

Products

- LED lanterns of various wattage;
- Hot dipped galvanised lighting columns of various heights;
- Streetlighting brackets;
- Ignitors, ballast resistors, capacitors, cable and other streetlighting electrical apparatus; and
- Ready mix concrete.

Services

- Roads Service staff time to prepare contract documents on approval of project;
- Civil works for the installation of replacement lighting columns;
- Electrical works for the installation of replacement LED lanterns; and
- The design of streetlighting electrical networks lighting spread/footprints (in-house).

1.4.3 Potential for risk transfer and potential payment mechanisms

The main risks associated with the scheme are as follows:

Supply
The failure of a main supplier causing a lack of resources, materials or equipment for the project.

Staff Numbers/Skill Shortage
Should the approved project require the replacement of a significant number of lighting columns then there would be a need for relatively large number of operatives to ensure that the work is completed on schedule.

Delays Due to Complaints from Public/Stakeholders
There is a possibility that works during the winter months and disruption to the provision of streetlighting could result in complaints from the public and resulting in delays in the programme as their concerns are addressed.

Weather Conditions
Inclement weather, especially, in the winter months could result in delays to electrical and concrete works with associated additional costs.

These could potentially be tied down contractually within the deal and associated payment mechanisms as follows:

Supply
Ensure that alternative suppliers have been identified so that materials or services can be sourced elsewhere at the earliest opportunity.

Staff Numbers/Skill Shortage
The works will have to be tendered as there are insufficient resources “in-house” to undertake the project and continue with the “day to day” road maintenance that the Roads Service is required to provide.

Delays Due to Complaints from Public/Stakeholders
The works programme must take account of the likelihood of complaints resulting from lengthy disruptions to lighting provision. The more time consuming works such as column replacements must be scheduled out with the long winter nights. Communication with the affected road users and stakeholders would be required at an early stage.

Weather Conditions
The works programme must also consider the timing of the most weather sensitive works and schedule them to the summer months.

1.4.4 Accountancy Treatment

The agreed accountancy treatment is that the preferred option would result in the completed asset being held on the Council’s balance sheet as a non-current asset under International Accounting Standard (IAS) 16 - Property Plant & Equipment and International Public Section Accounting Standards Board (IPSAS) 17 - Property Plant & Equipment.

1.5 Financial case

The financial implications of the preferred option 4a - replacement of all failed columns and non-LED lanterns with photocell or timer dimming, are as follows:

1.5.1 Summary of financial appraisal - impact on Expenditure & Income Account

	2018/19 £000	2019/20 £000	2020/21 £000	Ongoing Per year from 2021/22 £000
Capital Expenditure	853	1,037	866	0
Net Revenue Cost	423	326	252	233
Total Expenditure	**1,276**	**1,363**	**1,118**	**233**
Funded by:				
General Capital Grant	(527)	(635)	(596)	0
Spend to Save Reserve	(326)	(402)	(270)	0
Total Funding	**(853)**	**(1,037)**	**(866)**	**0**
Overall Net Total	**423**	**326**	**252**	**233**

1.5.2 Overall affordability and Balance Sheet implications

The proposed capital cost of the project is £2.8m over the 3-year construction period. The approved Asset Investment Plan 2018-2023 includes a potential project budget for Streetlighting LED Upgrade of £2.8m for this project subject to approval of the Full Business Case.

The funding of this project is proposed to be £1.1m from the Council's Spend to Save Scheme Reserve and £1.7m from the General Capital Grant from the Scottish Government.

Once the capital project is complete, the impact on the Income & Expenditure Account will be a reduction in revenue costs for Roads Service of approximately £190k per annum.

There will be an increase in the value of Long Term Assets on the Balance Sheet of approximately £2.8m.

1.6 Management case

1.6.1 Project management arrangements

Roads Service staff time, with costs met from existing streetlighting budgets, will be allocated to ensure the successful development of the scheme.

1.7 Recommendation

The recommendation of this Full Business Case is that Option 4a - Replacement of all failed columns and all non-LED lanterns plus dimmer timing, is approved to proceed to delivery during the period 2018/19 to 2020/21.

Signed:
Date:

Senior Responsible Owner
Project team

2. The Strategic Case

2.0 Introduction

This Full Business Case (FBC) is for upgrading of the streetlighting associated with Shetland's public road network. The existing conventional lanterns would be replaced with more energy efficient Light Emitting Diode (LED) technology.

The main benefits are significantly reduced energy use with the resulting long term cost savings and reduction in the Council's "carbon footprint." An important additional benefit is the opportunity to replace a large proportion of our streetlight columns that are no longer fit for purpose.

This FBC has been prepared using the agreed standards and format for business cases which is the Five Case Model, which comprises the following key components:

- the **strategic case** section. This sets out the strategic context and the case for change, together with the supporting investment objectives for the scheme

- the **economic case** section. This demonstrates that the organisation has selected a preferred way forward, which best meets the existing and future needs of the service and is likely to optimise value for money (VFM)

- the **commercial case** section. This outlines what any potential deal might look like

- the **financial case** section. This highlights likely funding and affordability issues and the potential balance sheet treatment of the scheme

- the **management case** section. This demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

With reference to the Strategic Outline Case (SOC) which was previously presented for approval, the main changes which are now incorporated into the Full Business Case are that the figures are updated for the passage of time and it is no longer proposed that the project will be part funded from borrowing. It is now proposed that the project will be funded partly from the Spend to Save Reserve and the rest from the General Capital Grant from Scottish Government. This affects the cashflow figures and affordability.

2.1 Organisational overview

This provides an updated overview of the Council and makes the case for investment in the Streetlighting project, with particular reference to purpose, structure, and operational environment.

2.2 Business strategies

Council's Corporate Plan – "Our Plan"
The priorities listed in the Council's "Our Plan" include:

- "Provide quality transport services within Shetland;"

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

The condition of the streetlighting network has direct implications for these priorities and failure to maintain it will mean that these objectives are not met.

"Our Plan" also lists 20 things the Council "aims to achieve by 2020." These include:

- "to prioritise 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;"
- "we will have reduced the effect we have on the local environment, particularly reducing carbon emissions from our work and buildings;"
- "more money will be going towards "spend to save" initiatives, providing resources to fund innovative ways of working that save money but help us achieve our desired outcomes."

Local Outcome Improvement Plan (LOIP)
Development of a sustainable public road and streetlighting network contributes to the "Shetland has sustainable economic growth and all our people have the chance to be part of island life" and "Make the best use of existing assets, infrastructure and human capital for sustainable socio-Economic development" sections of the Local Outcome Improvement Plan. It also contributes to the Corporate aim to use resources sustainably.

The outcomes from the LOIP also include "Shetland stays a safe place to live, and we have strong, resilient and supportive communities." Improvements to the reliability of the streetlighting network would, in certain areas, have direct implications for road safety.
The LED upgrade would also contribute to the "Resource and Energy" priority of the "We deliver all our services in an environmentally sustainable manner to safeguard and enhance our outstanding environment which underpins all our actions and our economic and social well-being" outcome.

National Strategy
The Council has a statutory duty under the "Roads (Scotland) Act 1984" to "provide and maintain lighting for roads, or proposed roads, which are, or will, be maintainable by them and which in their opinion ought to be lit." Unfortunately, the streetlighting maintenance budgets are insufficient to allow the immediate replacement of all of the removed columns and compliance with this duty.

The "Climate Change (Scotland) Act 2009"" imposes ongoing duties on the Council. In exercising its functions the Council must act (a) in the way best calculated to contribute to the delivery of emissions reduction targets, as specified in the Act, (b) in the way best calculated to help deliver any programme setting out Scottish Ministerial objectives in relation to adaptation to climate change and associated matters and (c) in a way that it considers is most sustainable.

The "Local Government in Scotland Act 2003" places a duty on local authorities to secure best value." The Act goes on to state, "the local authority shall discharge its duties under this section in a way which contributes to the achievement of sustainable development."

The Government has designated energy efficiency as a National Priority. Streetlighting is a high-energy user. Our current steetlighting requires frequent maintenance and is not of the most energy efficient type. The proposed improvements would reduce our energy usage and reduce our carbon footprint in terms of Council policy to support the Council's Carbon Management Plan. The replacement of conventional lanterns with the more energy efficient LED's is an "easy hit" in delivering the national carbon reduction agenda. Implementing these changes locally means the Council will be supporting the national and local carbon reduction agenda and would also be seen to be delivering the national energy efficiency priority agenda.

2.3. Other organisational strategies

The Roads Service no longer uses conventional lanterns when undertaking repairs to or replacements of existing streetlighting infrastructure. This is funded in part by revenue maintenance budgets but mainly by funding through the Council's Asset Investment Plan.

2.4 Investment objectives

The investment objectives for this project are as follows:

- investment objective 1: the replacement of failed streetlighting columns to ensure that the Council is meeting its statutory duties to maintain the public road network and to provide streetlighting where it considers it to be necessary.

- investment objective 2: the replacement of conventional lanterns with LED technology to reduce the Council's streetlighting energy use by over 50%.

- investment objective 3: the replacement of conventional lanterns with LED technology to reduce the carbon emissions resulting from the Council's streetlighting, and associated Carbon Reduction Commitment (CRC), costs by over 50%.

- investment objective 4: to minimise the "whole life cost" of the project so that the Council meets its duty to secure "best value."

2.5 Existing arrangements

This section describes the existing situation with regard to the investment – the status quo.

The existing arrangements are as follows:

- Streetlighting lanterns and columns replacements are allocated a place on a 5-year programme with capital funding through the Council's "Asset Investment Plan (AIP)." The locations where streetlighting needs to be replaced are identified by the Roads Services' Lighting Engineer/Technician with the works undertaken "in-house." A recent condition inspection of the columns has shown that 1,292 of the 3,989 columns on the streetlighting inventory are in the poorest condition categories with a further 600 in the second category.

- The civils works are undertaken by Roads Service roadworkers and the electric installations by Estate Operations electricians.

- The majority of the lanterns currently used in Shetland's streetlighting network use either sodium, metal halide or mercury lamps (bulbs) otherwise known as conventional lanterns.

- Conventional lanterns are also less reliable than LED technology, not least because lamps (bulbs) have to be replaced every 3 to 5 years as they fail. This means that the inspection and maintenance costs, funded from revenue, are significantly greater for conventional lanterns.

Table 1: existing costs - Streetlighting

2018-19 Budget	Energy	Maintenance	Renewals & Replacements	Carbon Tax & Admin	Total
Revenue	£268,200	£95,000	£18,000	£41,166	£422,366
Capital	-	-	£200,000		£200,000
Duration of contract	in-house	in-house	in house & annually tendered	n/a	

2.6 Business needs

This section provides a detailed account of the problems, difficulties and service gaps associated with the existing arrangements in relation to future needs.

- In recent years the available funds and staff resources have not been sufficient to meet the level of column replacements required. The reason being that the majority of these columns were installed in a short period approximately 25 years ago and are now, at the same time, showing the level of wear and tear to be expected from long term exposure to Shetland's climate. The consequence is that a large number of columns have had to be removed for safety reasons.

- The conventional lanterns are significantly less energy efficient than their LED equivalent with the result that the energy budget for streetlighting is £268,200 for 2018/19 compared to a predicted £85,000 following an LED upgrade.

- The resources currently available for the maintenance of our streetlighting network are insufficient, primarily due to the poor condition of the columns. There are insufficient funds to meet the cost of all the replacements. However, if the money was available there are insufficient roadworkers or electricians to undertake the required work, especially if this is to be done in a short period to ensure that the Council meets its statutory duties.

- The Scottish Futures Trust (SFT) recently published a report that assesses the potential investment need and benefits of a pan Scotland implementation of LED lighting. The

report forecast, “an investment in LED streetlighting of £298m could generate potential savings in the region of £1.3bn over a 20 year operational period before allowing for financing costs. These savings decrease to £900m if funded through Public Work Loans Board (PWLB) and £780m if funded through private finance.” The savings are generated from energy savings (62%) and maintenance savings (36%). The investment would result in a 67% reduction in energy consumption and 1.35m tonnes of carbon saved over the 20-year analysis period.

2.7 Potential business scope and key service requirements

This section describes the potential business scope and key service requirements for the project in relation to the above business needs.

Minimum Scope
The replacement of all the streetlighting columns that have failed or are no longer fit for purpose in order to ensure the safety of road users.

Intermediate Scope
This would be as per the minimum scope but with the replacement of conventional lanterns with LED’s in order to reduce the Council’s energy use, energy costs and carbon emissions.

Maximum Scope
This would be as per the intermediate scope but with additional measures used to maximise the reduction in energy use, energy costs, carbon emissions and maintenance/inspection costs.

The options within these ranges are considered within the economic case.

2.8 Main benefits criteria

This section describes the main outcomes and benefits associated with the implementation of the potential scope in relation to business needs.

Satisfying the potential scope for this investment will deliver the following high-level strategic and operational benefits. By investment objectives these are as follows:

Table 2: investment objectives and benefits criteria

Investment objectives	**Main benefits criteria by stakeholder group**
Investment objective 1	A safe and reliable public road network for road users.
Investment objective 2	A more energy efficient streetlighting network allowing the Council to make cost savings.
Investment objective 3	A reduction in the Council’s carbon emissions and associated CRC costs as required by local and national policy.
Investment objective 4	To minimise the “whole life costs” costs of the project thereby ensuring “best value” for the Council and road users.

There are no dis-benefits applicable.

2.9 Main risks

The main business and service risks associated with the potential scope for this project are shown below, together with their counter measures.

Table 3: risks and counter measures

Main Risk	Counter Measures
Design: insufficient resources	The design required is minimal as for most of the streetlighting circuits the new LED lanterns would be a like for like replacement for the existing lanterns when considering the lighting spread/footprints.
Development • supplier • timescale	The development of the project including the preparation of tender documents would be done "in-house." The required staff with relevant knowledge and experience would be available, similar contracts have been tendered recently.
Operational risks • supplier • availability • performance • operating cost • project management	The market for LED technology is increasing with manufacturers producing a greater range and ever more efficient lighting. Therefore, the maintenance and/or renewal of LED lanterns should not be an issue in future. The new LED's will be more reliable, more efficient and give improved performance over the conventional lanterns. The unit cost of electricity may not increase as predicted. Since the cost savings resulting from reduced energy use are required to make the repayments on the "loan" required for the project this would affect the net cost of the project. However, the energy inflation figure used in the calculations is the median from the energy cost projection figures published by the government's Department for Energy and Climate Change. The streetlighting on completion of the project will continue to be managed by the Roads Service. Since it would be in a better condition than ever before this will be less onerous than previously.
Termination risks	Ensure that interested contractors are properly vetted.

2.10 Constraints

The project is subject to the following constraints:

- the works must be done over a 3 year period to ensure that the Council is meeting its statutory duty to maintain the road network;

- the project must be tendered as there is insufficient staff resources “in-house” to undertake this level of work;

- the contract shall not include the supply of the main materials (lanterns and columns) so that the Council can utilise the Scotland Excel procurement framework;

- the work will be done year round so weather may be a constraint during the winter but this is to be addressed with careful programming of the more weather dependent tasks.

2.11 Dependencies

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme:

- the general public’s and residents awareness of the project achieved through good communication;

- the supply of columns and lanterns that must be ordered timeously and held in stock prior to commencement of the works;

- the performance of the contractor, which will be monitored on a daily basis by the lighting engineer/technician and roads inspectors.

3. The Economic Case

3.1 Introduction

In accordance with the Capital Investment Manual and requirements of HM Treasury's Green Book (A Guide to Investment Appraisal in the Public Sector), this section of the FBC documents the wide range of options that have been considered in response to the potential scope identified within the strategic case.

3.2 Critical success factors (CSFs)

The following key CSFs for the "LED Upgrade of Shetland's Streetlighting Network" project were agreed by staff from the Council's Road Service and Carbon Management Section. The attendees included the Asset and Network – Team Leader, the Carbon Management – Team Leader, the Streetlighting Engineer and the Council's Energy Manager. These CSFs have been used alongside the investment objectives for the project to evaluate the long list of possible options.

- CSF1: business needs – how well the option satisfies the existing and future business needs of the organisation.
- CSF2: strategic fit – how well the option provides holistic fit and synergy with other key elements of national, regional and local strategies.
- CSF3: benefits optimisation – how well the option optimises the potential return on expenditure – business outcomes and benefits (qualitative and quantitative, direct and indirect to the organisation) – and assists in improving overall VFM (economy, efficiency and effectiveness).
- CSF4: potential achievability – the organisation's ability to innovate, adapt, introduce, support and manage the required level of change, including the management of associated risks and the need for supporting skills (capacity and capability). Also the organisation's ability to engender acceptance by staff.
- CSF5: supply side capacity and capability – the ability of the market place and potential suppliers to deliver the required services and deliverables.
- CSF6: potential affordability – the organisation's ability to fund the required level of expenditure – namely, the capital and revenue consequences associated with the proposed investment.

3.3 The long-listed options

The evaluation of the long-listed options was undertaken in accordance with how well each option met the investment objectives and CSFs.

The long list of options for this investment was generated by the Roads and Carbon Management staff using the options framework. This generated options within the following key categories of choice:

Scoping options – choices in terms of coverage (the what)
The choices for potential scope are driven by business needs and the strategic objectives at both national and local levels. In practice, these may range from business functionality to geographical, customer and organisational coverage. Key considerations at this stage are 'what's in?' 'what's out?' and service needs. **See 3.4 below**.

Service solution options – choices in terms of solution (the how)
The choices for potential solution are driven by new technologies, new services, new approaches, and new ways of working, including business process re-engineering. In practice, these will range from services to how the estate of an organisation might be configured. Key considerations range from 'what ways are there to do it?' to 'what processes could we use?' **See 3.5 below**.

Service delivery options – choices in terms of delivery (the who)
The choices for service delivery are driven by the availability of service providers. In practice, these will range from within the organisation (in-house), to outsourcing, to use of the public sector as opposed to the private sector, or some combination of each category. The use of some form of public private sector partnership (PPP) is also relevant here. **See 3.6 below**.

Implementation options – choices in terms of the delivery timescale
The choices for implementation are driven by the ability of the supply side to produce the required products and services, VFM, affordability and service need. In practice, these will range from the phasing of the solution over time, to the modular, incremental introduction of services. **See 3.7 below**.

Funding options – choices in terms of financing and funding
The choices for financing the scheme (public versus private) and funding (central versus local) will be driven by the availability of capital and revenue, potential VFM, and the effectiveness or relevance/ appropriateness of funding sources. **See 3.8 below**.

3.4 Scoping options

3.4.1 Introduction

In accordance with the Treasury Green Book and Capital Investment Manual, the status quo has been considered as a benchmark for potential VFM.

A large number of options and permutations are possible; however, within the broad scope outlined in the strategic case, the following main options have been considered:

- Option 1 – the status quo

- Option 2 – the 'minimum' scope – the replacement of all the "failed" lighting columns and the replacement of their conventional lanterns with the LED equivalent.

- Option 3 – the 'intermediate' scope – the replacement of all the "failed" lighting columns and the replacement of conventional lanterns with their LED equivalent over the entire network.

- Option 4 – 'maximum' scope – as per option 3 but with addition of the installation of dimming of the streetlighting network between midnight and 6am to realise further energy and carbon savings.

3.4.2 Long List Options - Indicative economic costs

The indicative costs for the construction and 20 year lifespan of the streetlighting network for the long list options are as follows:

	Option 2 Failed columns only £000	**Option 3** Failed columns all Non LEDs £000	**Option 4a** Failed columns all Non LEDs Dimmer Timing £000	**Option 4b** Failed columns all Non LEDs CMS £000
Capital Project Expenditure	**2,039**	**2,721**	**2,756**	**2,929**
Current Annual Revenue Ex-penditure- 20 year period:				
Energy	6,003	6,003	6,003	6,003
Maintenance	3,132	3,132	3,132	3,132
Carbon Reduction	848	848	848	848
Administrative Charges	575	575	575	575
Cash releasing benefit - 20 year period:				
Electricity Savings	(1,656)	(3,604)	(3,695)	(3,695)
CRC Saving	(244)	(539)	(552)	(552)
Maintenance Saving	(232)	(629)	(649)	(649)
Net Revenue Expenditure	**8,426**	**5,786**	**5,661**	**5,661**
Overall Net Total	**10,465**	**8,508**	**8,417**	**8,590**
Overall Net Total at Present Value	7,853	6,731	6,684	6,851

Option 1: the status quo

Continued Use of the Asset Investment Plan (AIP)

This option would see the continued use of capital funding from the "Asset Investment Plan" to replace conventional lanterns and failed columns.

Advantages

Relative to the other listed options this does not have any advantages.

Disadvantages

The main disadvantages are that:

- the Asset Investment Plan historically included approximately £200k of funding allocated to streetlighting replacement and renewals each year. This has on average allowed the replacement of 90 columns and lanterns per year with funds also allocated to other works such as new cabling. This means it would take 14 years to replace the 1,292 columns in the worst condition categories. A number of columns in category 2 will, of course, deteriorate during this period to the point where they also need to be replaced. Therefore, it would be many years before the Council was meeting its duty to maintain the road and streetlighting network unless additional funding is provided over and above that allocated from the AIP;

- there would be a continued requirement of at least £200k annually from the AIP for many years increasing with inflation as required by construction inflation;

- the potential energy savings and related cost reductions that could be achieved by using more energy efficient lighting will not be realised for many years;

- the slow delivery of column replacements would be reflected in the slow delivery of lantern upgrades and a failure to meet local and national policy on the reduction of carbon emissions;

- the reduction in maintenance and inspection costs that could be realised with the installation of new streetlighting apparatus would not be achieved in the near future meaning that together with the failure to reduce energy costs the “whole life cost” of the streetlighting network would not be minimised;

- since this option is the status quo the supply capacity and capability is in place at the moment although difficulties in recruiting staff may make this more difficult in future.

Conclusion

This option would not meet any of the investment objectives for a number of years resulting in a failure to meet priorities and aims listed in the Council’s Corporate Plan. Local and national policies on carbon reduction would not be met and parts of the network may even deteriorate to a point where the lack of lighting becomes a safety issue meaning we fail to meet our statutory duty to maintain lighting where assess it to be necessary.

Option 2: do minimum

Replacement of “Failed” Lighting Columns and Their Lanterns Only

This option would see the replacement of the 1,292 columns that are currently in the worst condition category. The opportunity would be taken to replace the conventional lanterns on these columns with their LED equivalent. This would mean there would be a total of 1,787 LED lanterns in the streetlighting network, equating to nearly 45% of the total.

Advantages

The main advantages are that:

- the project would reduce energy costs by £1.7m over a 20-year period so would go some way to achieving “best value” for the Council. However, options 3 and 4 would result in a greater reduction in energy use.

- LED lanterns are more reliable than their conventional equivalent and do not require the replacement of lamps (bulbs) so there would be a projected maintenance saving of £232K over a 20 year period.

- the project would reduce carbon emissions by 5,162 tonnes over a 20 year period but not by as much as options 3 and 4, meaning that it only partly meets the “Climate Change (Scotland) Act 2009” and its requirement that the Council must act “in the way best calculated to contribute to the delivery of emissions reduction targets.”

- the “in-house” staff have experience of project managing contracts for the supply of similar streetlighting repairs and replacements.

- the project would be achievable as a number of local contractors have expressed an interest in contracts for similar works that have been tendered in the past 2 years.

- “spend to save” funding which is allocated to projects of this type, that will result in long-term cost savings may be available for the replacement of lanterns only.

Disadvantages

The main disadvantages are that:

- the project cost, at £2m has the lowest capital requirement of the options but would still leave lanterns in need of upgrading.

- following the 3-year construction period there would still be 2,202 lanterns in need of upgrading. The £200,000 per year capital funding through the “Asset Investment Plan” would allow approximately 400 new lanterns to be installed per year meaning that it would take another 5 ½ years for the LED upgrading to be completed. (This takes account of the costs of replacing the 40 to 50 columns per year that would continue to deteriorate from a category 2 condition). The full cost savings from the reduction in energy use will not be realised until the end of this period.

- the decision to replace only a percentage of the lanterns would mean that the carbon emission reductions achievable from the LED replacements would not be maximised. A further 5,467 tonnes of carbon savings could be achieved by replacing all the lanterns in a 3 year period.

- the reduction in maintenance and inspection costs that could be realised with the installation of all the new lanterns would not be achieved in the near future meaning that together with the failure to fully reduce energy costs the best possible “whole life cost” of the streetlighting network would not be realised.

- the capital funding required for lighting apparatus renewals and replacements would not be reduced until financial year 2026/27 when all the LED lanterns are in place.

Thereafter, only £100,000 per year would be needed to replace the 40 to 50 columns that deteriorate each year.

Conclusion

This option would be beneficial in that it would replace all of the "failed" columns and would upgrade a significant percentage of the lanterns for relatively little initial capital cost. However, it would not replace all the lanterns until 2026 and a significant level of funding would still be required from the "Asset Investment Plan." This is unacceptable as it would mean that the Council is not meeting a number of its statutory duties, not least the need to reduce its carbon footprint. Therefore, this option has been discounted.

Option 3: intermediate

Replacement of All "Failed" Columns and All Non-LED Lanterns

This option would replace the 1,292 columns that are currently in the worst condition category. The entire streetlighting network, that currently has conventional lanterns, would also have these replaced with their LED equivalent. This would mean a requirement to replace 3,494 lanterns, a further 2,202 than option 2.

Advantages

The main advantages are that:

- this option would allow the installation of all new lanterns in a 3-year period meaning that the Council would be reducing its maintenance and inspection liability, so meeting its statutory duty to maintain the road network.

- all of the new lanterns would be the more energy efficient LED type so the Council would be meeting its duty to achieve "best value" and to reduce carbon emissions.

- the project cost, at £2.7m has the lowest initial capital requirement of the options that achieve full lantern replacement.

- the project would reduce energy costs by £3.6m over a 20 year period so would achieve a significant reduction in the "whole-life-cost" of the streetlighting network and "best value" for the Council. However, option 4 would result in a greater reduction in energy use depending on the outcome of a consultation exercise on the dimming of the streetlights.

- LED lanterns are more reliable than their conventional equivalent and do not require the replacement of lamps (bulbs) so there would be a projected maintenance saving of £629K over a 20 year period.

- the project would reduce carbon emissions by 10,629 tonnes over a 20-year period yielding a further £539k reduction in CRC costs.

- the "in-house" staff have experience of project managing contracts for the supply of similar streetlighting repairs and replacements.

- the project would be achievable as a number of local contractors have expressed an interest in contracts for similar works that have been tendered in the past 2 years.

- the capital funding required for lighting apparatus renewals and replacements would also be reduced by 50% to £100,000 per annum following the 3-year construction period. The remaining capital funding would be required to replace the 40 to 50 columns per year that are expected to deteriorate from a category 2 condition in the years following the project.

Disadvantages

The main disadvantages are that:

- this option does not include the dimming of streetlighting so does not maximise the energy savings and carbon emission reductions that could be achieved.

- the failure to maximise energy use also means that the "whole life cost" of the streetlighting network is not minimised and therefore "best value" for the Council is not fully realised.

Conclusion

This option completely meets three of the four investment objectives and partly meets the fourth in that it significantly reduces the "whole-life-cost" of the streetlighting network but not by as much as is achievable. It satisfies the duty to maintain the road network and the strategic aims of the Council to reduce costs and carbon emissions. The project is achievable as there is sufficient experience "in-house" and in contracting in Shetland. The project is affordable as the loan repayments would be funded from the cost savings resulting from less energy use. Therefore, this remains a possible option.

Option 4: maximum

Replacement of All "Failed" Columns and All Non-LED Lanterns plus Dimming

This option is the same as option 3 but with the addition of dimming the streetlights between midnight and 6am. There would be an increase in "construction" costs but the energy, carbon and long-term cost savings would be greater.

Advantages

The main advantages are that:

- this option would allow the installation of all new lanterns in a 3-year period meaning that the Council would be reducing its maintenance and inspection liability, so meeting its statutory duty to maintain the road network.

- all of the new lanterns would be the more energy efficient LED type so the Council would be meeting its duty to achieve "best value" and to reduce carbon emissions.

- the concerns of the public regarding the “burning” of streetlights throughout the night all year round would be addressed.

- the project would reduce energy costs by £3.7m over a 20-year period so would achieve the greatest reduction in the “whole-life-cost” of the streetlighting network, of any of the projects, and “best value” for the Council would be fully realised.

- LED lanterns are more reliable than their conventional equivalent and do not require the replacement of lamps (bulbs) so there would be a projected maintenance saving of £649K over a 20 year period.

- the project would reduce carbon emissions by 10,911 tonnes over a 20-year period yielding a further £552k reduction in CRC costs.

- the “in-house” staff have experience of project managing contracts for the supply of similar streetlighting repairs and replacements.

- the project would be achievable as a number of local contractors have expressed an interest in contracts for similar works that have been tendered in the past 2 years.

- the capital funding required for lighting apparatus renewals and replacements would also be reduced by 50% to £100,000 per annum following the 3-year construction period. The remaining capital funding would be required to replace the 30 to 40 columns per year that are expected to deteriorate from a category 2 condition in the years following the project.

Disadvantages

The main disadvantages are that:

- the project cost, at £2.8m has the highest initial capital requirement of the options that achieve full column replacement.

- a political decision is required to approve the dimming of streetlights between midnight and 6am.

Conclusion

This option completely meets all four of the investment objectives. It satisfies the duty to maintain the road network and the strategic aims of the Council to reduce costs and carbon emissions. The project is achievable as there is sufficient experience “in-house” and in contracting in Shetland. The project is affordable as the loan repayments would be funded from the cost savings resulting from less energy use. Since it achieves the greatest cost savings and carbon emission reductions it is the preferred option.

3.4.2 Overall conclusion: scoping options

The table below summarises the assessment of each option against the investment objectives and CSFs.

Table 5: summary assessment of scoping options

Reference to:	Option 1	Option 2	Option 3	Option 4
Description of option:	the status quo	Minimum – replace "failed" columns and their lanterns only	Intermediate – replace "failed" columns and all lanterns	Maximum – replace "failed" columns and all lanterns with dimming
Investment objectives				
1 – Maintain Network	*x*	*?*	✓	✓
2 – Reduce energy use	*x*	*?*	✓	✓
3 – Reduce CO_2 emissions	*x*	*?*	✓	✓
4 – Minimise "whole life cost"	*x*	*x*	?	✓
Critical success factors				
Business need	*x*	?	✓	✓
Strategic fit	*x*	*x*	✓	✓
Benefits optimisation	*x*	?	?	✓
Potential achievability	✓	✓	✓	✓
Supply-side capacity and capability	✓	✓	✓	✓
Potential affordability	✓	✓	✓	✓
Summary	**Discounted**	**Discounted**	**Possible**	**Preferred**

Option 1: the status quo
This option has been discounted because it does not satisfy the Council's duty to maintain the road network.

Option 2: do minimum
This option has been discounted because it does not meet the Council's duty to achieve "best value" and "to exercise its functions in the way best calculated to contribute to the delivery of emissions reduction targets" for at least 5 ½ years.

Option 3: intermediate
This option would deliver the replacement of all "failed" columns, significant energy use reductions, carbon emission reductions and thereby "best value" for the Council.
This is not the preferred option because it does not achieve the full cost and emission reductions that are achievable.

Option 4: maximum
This option is preferred because it achieves the full cost and emission reductions that are possible.

3.5 Service solution options

3.5.1 Introduction

This range of options considers potential solutions in relation to, option 4, the preferred scope.

The range of options that have been considered are:

- Option 4a – the use of photocells/timers to part-night dim the streetlighting between midnight and 6am.

- Option 4b – the use of a Central Management System (CMS) to enable variable dimming or the switching-off of any streetlight or combination of streetlights as and when required via wireless or radio communication.

Option 4a

Photocell/Timer Part-Night Dimming

This option is for the part night dimming of streetlighting between midnight and 6am with timers or photocells that have factory set timings but also measure the change in night length and automatically transition between Greenwich Mean Time and British Summer Time.

Advantages

The main advantages are that:

- the ongoing maintenance costs of the photocells/timers would be less than for the CMS controlled dimming as there would be no issues with radio links, wireless or software and no need for the "specialists" required to maintain the CMS apparatus.

- the photocell/timer option would be more reliable for the reasons given above.

- the unit cost of purchasing the photocell/timer and its installation at £10 per lantern is considerably less than that required for a CMS so this option would secure "best value" for the Council and minimise "whole life cost" of the network.

- the installation and maintenance of photocells is already done by the Council's electricians as part of the maintenance of the streetlighting network.

- there are a number of manufacturers and suppliers that have been supplying this type of photocell to other larger local authorities for a number of years.

- no services other than the supply of the photocell/timer are required from a contractor and/or consultant.

Disadvantages

The main disadvantages are that:

- the photocell/timer control means that the timing of the dimming is factory set and cannot be altered at a later date without replacing the photocell.

- the photocell/timer option, unlike CMS, does not have the additional benefit of remotely monitoring the network and automatically reporting faults thereby enabling savings to be made in the inspection regime.

Conclusion

This option meets all the business objectives not least because it will be relatively easy to maintain and as a result should be reliable. This should ensure that the network can be maintained to the required standard. It does lack the flexibility and additional benefits of the CMS alternative but with lower purchase and installation costs it is the preferred option.

Option 4b

Central Management System Dimming

This option is for the part night dimming of streetlighting between midnight and 6am using a Central Management System. This system would remotely manage and control the output of individual streetlights, using a combination of wireless communication service (GPRS) and radio frequency. Each streetlight could be dimmed to match the specific requirements of the surrounding area throughout the night. At the user's instruction, such as in the event of an emergency, lighting points can be brought back up to full brightness from either a computer, laptop, tablet or smartphone. Every streetlight within the network can also be remotely monitored, with any faults being reported to the specified user via e-mail.

Advantages

The main advantages are that:

- it is proven technology and has been used in many streetlighting networks in this country and around the world.

- there is the potential to reduce energy use and carbon emissions even further as each individual light could be dimmed or even switched-off as and when required. Therefore, in the summer months advantage could be taken of the simmer dim with lights in certain areas being switched-off completely rather than burning through the night.

- the ability to monitor each streetlight would reduce the time taken to do inspections and inspection costs. This would be beneficial as it would free our limited staff resources to undertake other duties.

Disadvantages

The main disadvantages are that:

- the fact it uses a radio link and wireless technology makes it more complex and perhaps more susceptible to faults than the photocell/timer alternative so it is likely to be less reliable.

- the initial and maintenance costs are more than for the photocell/timer alternative.

- the additional benefits do not outweigh the additional costs of the CMS so this option would not minimise the “whole-life-cost” of the project.

Conclusion

This option meets all the business objectives and has a number of additional benefits. However, there are concerns regarding its complexity and reliability. Therefore, on balance the benefits do not warrant the additional costs and increased complexity of the installation and maintenance of the CMS.

3.5.2 Overall conclusion: service solutions options

The table and narrative below summarises the assessment of each option against the investment objectives and CSFs.

Table 6: summary assessment of service solutions options

Reference to:	Option 4a	Option 4b
Description of option:	Photocell/Timer Dimming	Central Management System Dimming
Investment objectives		
1 – Maintain Network	✓	?
2 – Reduce energy use	✓	✓
3 – Reduce CO_2 emissions	✓	✓
4 – Minimise “whole life cost”	✓	?
Critical success factors		
Business need	✓	✓
Strategic fit	✓	✓
Benefits optimisation	✓	✓
Potential achievability	✓	?
Supply-side capacity and capability	✓	✓
Potential affordability	✓	?
Summary	**Preferred**	**Possible**

Option 4a
This option is preferred because it would achieve all of the objectives and success factors and realise almost all the savings that could be made.

Option 4b
This option is possible rather than preferred because of concerns regarding its reliance on a radio link and wireless technology that will be more complex to install and maintain.

3.6 Service delivery options

3.6.1 Introduction

This range of options considers the options for service delivery in relation to the preferred scope and potential solution.

The ranges of options that have been examined are:

- In-house
- Outsource
- Strategic partnership.

In-house

In-house Delivery by Roads and Building Services Staff

This option is for the "in-house" design and civil works by Roads Service staff and electrical work by Building Services electricians.

Advantages

Relative to the other listed option this does not have any advantages.

Disadvantages

The main disadvantages are that:

- there are currently insufficient roadworkers employed by the Council to undertake these additional works and continue the day to day maintenance requirements.

- this option is not practicable or achievable so cannot meet the Council's strategic objectives or make a return on expenditure.

- there is insufficient capacity within the Council to undertake the civil works required for this project.

- this option may not be affordable due to the potential cost implications of delaying more routine maintenance works.

Conclusion

This option would not be achievable due to a lack of staff resources.

Outsource

In-house Design and Electrical Works with Civil Works by Contractor

This option is for the "in-house" design by Roads Service staff and electrical works by Building Services with the civil works being tendered.

Advantages

The main advantages are that:

- this option would source additional workforce to undertake the project while allowing the Council's roadworkers continue with the more routine but essential maintenance.

- it would enable the project to be completed within 3 years thereby ensuring that the Council was meeting its statutory duty to maintain the road network.

- it would allow the Council to achieve its strategic goals of cost and carbon emission reductions in a relatively short 3 year period.

- it ensures that the project is achievable.

- there is sufficient capacity in Shetland to undertake this type of work as shown by the expressions of interest in contracts for similar works tendered in the past 2 years.

- the cost estimates for the project were based on the rates that were submitted with the tenders referred to above.

Disadvantages

Relative to the other listed option this does not have any disadvantages.

Conclusion

This is the only viable option as the necessary staff are not available "in-house."

Strategic partnership

Not applicable.

3.6.2 Overall conclusion: service delivery options

The table below summarises the assessment of each option against the investment objectives and CSFs.

Table 7: summary assessment of service delivery options

Reference to:	Option	Option	Option
Description of options:	*In-house*	*Outsource*	*Strategic partnership*
Investment objectives			
1 – Maintain Network	*x*	✓	n/a
2 – Reduce energy use	*x*	✓	n/a
3 – Reduce CO_2 emissions	*x*	✓	n/a
4 – Minimise "whole life cost"	*x*	✓	n/a
Critical success factors			
Business need	*x*	✓	n/a

Strategic fit	*?*	✓	n/a
Benefits optimisation	*x*	✓	n/a
Potential achievability	*x*	✓	n/a
Supply-side capacity and capability	*x*	✓	n/a
Potential affordability	?	✓	n/a
Summary	**Discounted**	**Preferred**	n/a

In-house

This option has been discounted because the required roadworkers are not available "in-house."

Outsource

This option is preferred because it is the best way to source the staff required to undertake the civils works.

Strategic partnership

Not applicable.

3.7 Implementation options

3.7.1 Introduction

This range of options considers the choices for implementation in relation to the preferred scope, solution and method of service delivery.

- 3 Year Contract
- Phased over a Longer Term Contract

3 Year Contract

Civil and Electrical Works Phased Over a 3-Year Period

This option assumes that all the column and lantern replacements and upgrades would be delivered within 3 years. The works would be programmed so that less expensive and less time consuming lantern replacements are done early to maximise savings. The programme would also take account of disruption in the winter and avoid scheduling column replacements at this time.

Advantages

The main advantages were detailed in option 4 above.

Disadvantages

The main disadvantages are that:

- the works because they are done in a relatively short time will be more disruptive.

- undertaking the works in a short period means that the further advances in technology, and even more efficient lanterns that are likely to be manufactured, in the near to mid-term will not be available to this project.

Conclusion

This option is preferred because it realises the benefits of energy and carbon savings etc. more quickly meaning greater cost savings and better value for the Council.

Phased over a Longer Term Contract

Civil and Electrical Works Phased Over a Longer Period

This option assumes that the implementation of the column and lantern replacements would be phased over a longer period in what would effectively be a “term maintenance contract.”

Advantages

The main advantages are that:

- the works would be less disruptive because there is more scope to programme replacements out with the winter months.

- in the latter years of the contract it is likely that there will be improved, even more energy efficient, lanterns available to the project.

Disadvantages

The main disadvantages are that:

- it would take a considerable period of time for the Council to meet its statutory duty to maintain the road network.

- it would also take some time for the Council to meet its duty to achieve “best value” and to reduce carbon emissions.

- it would take a number of years for the concerns of the public regarding the “burning” of streetlights throughout the night and all year round to be addressed.

- the project may not be achievable as there is uncertainty as to whether local contractors would be interested in a “longer term” contract.

- beneficial funding options may not be available for longer term contracts.

Conclusion

This option is discounted because the benefits of the project would be reduced and only achieved at a much later date.

3.7.2 Overall conclusion: implementation options

The table below summarises the assessment of each option against the investment objectives and critical success factors.

Table 8: summary assessment of implementation options

Reference to:	Option	Option
Description of options:	"3-Year Contract"	Phased Over a Longer Period
Investment objectives		
1 – Maintain Network	✓	*x*
2 – Reduce energy use	✓	?
3 – Reduce CO_2 emissions	✓	?
4 – Minimise "whole life cost"	✓	*x*
Critical success factors		
Business need	✓	*x*
Strategic fit	✓	?
Benefits optimisation	✓	*x*
Potential achievability	✓	✓
Supply-side capacity and capability	✓	✓
Potential affordability	✓	✓
Summary	**Preferred**	**Discounted**

3 Year Contract

This option is preferred because it maximises the benefits of the project by realising cost and carbon savings at an earlier date.

Phased Over a Longer Period

This option is discounted because the Council's statutory duty to maintain the road network would not be met for a lengthy period.

3.8 The long list: inclusions and exclusions

The long list has appraised a wide range of possible options.

Table 10: summary of inclusions, exclusions and possible options

Options	Finding
1.0 Scope	

1 the status quo	Discounted - because it does not satisfy the Council's duty to maintain the road network.
2 Minimum - replace "failed" columns and their lanterns only	Discounted – because it does not meet the Council's duty to achieve "best value" and "to exercise its functions in the way best calculated to contribute to the delivery of emissions reduction targets" until 5 ½ years have passed.
3 Intermediate - replace "failed" columns and all lanterns	Possible - because it would deliver the replacement of all "failed" columns, significant energy use reductions, carbon emission reductions and thereby "best value" for the Council.
4 Maximum - replace "failed" columns and all lanterns with dimming	Preferred – because it achieves the full cost and emission reductions that are achievable.
2.0 Service solutions	
4a Photocell Part-Night Dimming	Preferred – because it would achieve all of the objectives and success factors and realise almost all the savings that could be made.
4b Central Management System Dimming	Discounted - because of concerns regarding its reliance on a radio link and wireless technology that will be more complex to install and maintain.
3.0 Service delivery	
In-house	Discounted – because the required roadworkers are not available "in-house."
Outsource - tendered	Preferred – because it is the best way to source the staff required to undertake the civils works.
Strategic partnership	Not applicable.
4.0 Implementation	
"3 Year Contract"	Preferred – because it maximises the benefits of the project by realising the cost and carbon savings at an earlier date.
Phased Over a Longer Period	Discounted - because the Council's statutory duty to maintain the road network would not be met for a lengthy period.
5.0 Funding	
Private Funding	Not applicable
Public Funding	Preferred.

3.9 Short-listed options

3.9.1 Overview

The 'preferred' and 'possible' options identified in table 6 were carried forward into the short list for further appraisal and evaluation. All the options that were discounted as impracticable were excluded at this stage.

Based on this analysis, the recommended short list for further appraisal were as follows:

- Option 4a – Replacement of All Failed Columns and Non-LED Lanterns with Photocell Dimming

- Option 4b – Replacement of All Failed Columns and Non-LED Lanterns with Central Management System Dimming

3.10 Summary of Preferred Option

The following summarises the preferred option scope, service solution, delivery, implementation and funding source:

Scope	Maximum - Replacement of all the “failed” lighting columns and the replacement of conventional lanterns with their LED equivalent over the entire network with addition of the installation of dimming of the streetlighting network between midnight and 6am to realise further energy and carbon savings.
Service Solution	The use of photocells/timers to part-night dim the streetlighting between midnight and 6am.
Delivery	Outsource - In-house design with civil works by contractor.
Implementation	Civil and electrical works phased over a 3-year period
Funding Source	Public funding

4. The Commercial Case

4.1 Introduction

This section of the FBC outlines the proposed deal in relation to the preferred option outlined in the economic case.

This is for the "LED Upgrade of Shetland's Streetlighting Network" over a 3-year period under an "Infrastructure Conditions of Contract (Minor Works Version)."

4.2 Required services

These are as follows:

Products

- LED lanterns of various wattage;
- Hot dipped galvanised lighting columns of various heights;
- Streetlighting brackets;
- Ignitors, ballast resistors, capacitors, cable and other streetlighting electrical apparatus;
- Photocells or Central Management System; and
- Ready mix concrete.

Services

- Roads Service staff time to prepare contract documents on approval of project;
- Civil works for the installation of replacement lighting columns;
- Electrical works for the installation of replacement LED lanterns;
- Installation of a Central Management System; and
- The design of streetlighting electrical networks lighting spread/footprints (in-house).

4.3 Potential for risk transfer

This section provides an initial assessment of how the associated risks might be apportioned between the Council and the appointed contractor.

The general principle is to ensure that risks should be passed to 'the party best able to manage them', subject to value for money (VFM).

The table below outlines the potential allocation of risk.

Table 11: risk transfer matrix

Risk Category	Potential allocation		
	Public	Private	Shared
1. Design risk	✓		n/a
2. Construction and development risk		✓	n/a
3. Transition and implementation risk		✓	n/a

4. Availability and performance risk		✓	n/a
5. Operating risk	✓		n/a
6. Variability of revenue risks	✓		n/a
7. Termination risks	✓		n/a
8. Technology and obsolescence risks	✓		n/a
9. Control risks	✓		n/a
10. Residual value risks	✓		n/a
11. Financing risks	✓		n/a
12. Legislative risks	✓		n/a
13. Other project risks	✓		n/a

4.4 Proposed contract lengths

There will be three contracts each 1 year in length and running concurrently over a 3 year period.

4.5 Proposed key contractual clauses

The following are the key clauses for this project taken from the Infrastructure Conditions of Contract (ICC):

- Clause 22 – Damage to Persons and Property;
- Clause 63 – Completion of the Works;
- Clause 72 - CDM Regulations;
- Clause 77 – Possession of the Site;
- Special Requirements in Relation to SEPA and Public Utilities.

4.6 Personnel implications (including TUPE)

It is anticipated that the TUPE – Transfer of Undertakings (Protection of Employment) Regulations 1981 – will not apply to this investment as outlined above.

4.7 FRS 5 accountancy treatment

The preferred option 4 detailed above would result in the completed asset being held on the Council's Balance Sheet as a non-current asset under International Accounting Standard (IAS) 16 – Property Plant & Equipment and International Public Sector Accounting Standards Board (IPSAS) 17 – Property Plant & Equipment.

5.0 The Financial Case

5.1 Introduction

The financial implications of the preferred option 4a - replacement of all failed columns and non-LED lanterns with photocell or timer dimming over the 20-year life of the assets, are as follows:

	2018/19 £000	2019/20 £000	2020/21 £000	Ongoing Per year from 2021/22 £000
Capital Expenditure	853	1,037	866	0
Net Revenue Cost	423	326	252	233
Total Expenditure	**1,276**	**1,363**	**1,118**	**233**
Funded by:				
General Capital Grant	(527)	(635)	(596)	0
Spend to Save Reserve	(326)	(402)	(270)	0
Total Funding	**(853)**	**(1,037)**	**(866)**	**0**
Overall Net Total Cost	**423**	**326**	**252**	**233**

5.2.1 Revenue Implications

The revenue savings over the 20-year life of the project are:

- reduced energy costs £3.695m;
- reduced Carbon Reduction Commitment (CRC) costs £0.552m;
- reduced maintenance costs £0.649m;
- additional energy reductions due to dimming £0.091m;
- additional CRC reductions due to dimming £0.014m;
- additional maintenance savings due to dimming £0.020m.

The reduction in energy costs accounts for the predicted increase in electricity costs over the next 20 years. The energy inflation figure used in the calculations is the median from the energy cost projection figures published by the government's Department for Energy and Climate Change. The CRC scheme is mandatory for local authorities. It requires participants to buy allowances for every tonne of carbon they emit relating to electricity. Hence, the significant savings to be made as a result of introducing LED lanterns. The current conventional lanterns are less reliable than LED technology, not least because lamps (bulbs) have to be replaced every 3 to 5 years as they fail. This means that there are significant inspection and maintenance costs, funded from revenue, to be achieved by converting to LED lanterns. This is in addition to the costs currently incurred by the reactive maintenance to old lighting columns that are about to fail. These savings are all increased by the part-night dimming of the lighting. The dimmed lighting uses less energy and therefore requires less carbon allowance payments. It also prolongs the life of the lighting apparatus in the column

such as drivers and ballast resistors. The further reductions are relatively minor but achieve the Council's policy to optimise savings and carbon reductions.

5.3 Capital Implications

The capital implications consist of the following expenditure during the construction phase:

- replacement cost of conventional lanterns with LED's £1.090m;
- replacement cost of "failed" lighting columns £1.606m;
- fitting of timers for part-night dimming £0.060m.

A further implication would be a reduction in the funding allocated from the Asset Investment Plan for the renewal and replacement of lighting apparatus. It is expected that following the 3-year construction period this funding would be reduced by 50% to £100,000 per annum. The remaining £100,000 of AIP funding would be required to replace the 40 to 50 columns per year that are expected to deteriorate from a category 2 condition in the years following the project.

5.4 Cost Breakdown

The works will be done over a 3-year period with £853K, £1,037K and £866 spent in each year. The project costs for the various elements of the project including the works, fees and recharges are listed below:

Works Description	**Year 1 £**	**Year 2 £**	**Year 3 £**
Civil Works – Contracted (Removal and Installation of Columns, New Bases, Cable Runs)	405,500	546,000	441,600
Electrical Works – "In House" by Building Services Recharges (Removal and Fitting of Lanterns, Connections, Disconnections Etc)	77,000	95,000	82,200
Electrical Works - "In House" by Building Services Recharges (Installation of Timers)	5,000	6,200	5,500
Streetlighting Design – "In House" by Roads Service (met from existing budgets)	0	0	0
Supervision of Civil Works – "In House" by Roads Services Recharges	6,800	8,500	7,200
Supervision of Electrical Works – "In House" by Building Services Recharges	5,500	6,800	5,900
Columns Purchase through Scotland Excel (or Alternative if Lower Rate can be Sourced)	64,000	46,300	40,100
Lanterns Purchase through Scotland Excel (or Alternative if Lower Rate can be Sourced)	284,000	322,000	278,000
Timers Purchase through Scotland Excel (or Alternative if Lower Rate can be Sourced)	5,200	6,200	5,500
Overall Totals	**853,000**	**1,037,000**	**866,000**

5.5 Balance Sheet Implications

There will be an increase in the value of Long Term Assets of approximately £2.8m on the Council's Balance Sheet.

5.6 Overall affordability

The proposed capital cost of the project is £2.8m over the 3-year construction period. The approved Asset Investment Plan 2018-2023 includes a potential project budget for Streetlighting LED Upgrade of £2.8m for this project subject to approval of the Full Business Case.

The funding of this project is proposed to be £1.1m from the Council's Spend to Save Scheme Reserve and £1.7m from the General Capital Grant from the Scottish Government over the three years of the project.

Once the capital project is complete, the impact on the Income & Expenditure Account will be an average reduction in revenue costs for Roads Service of approximately £190k per year.

6. The Management Case

6.1 Introduction

This section of the FBC addresses in detail how the project will be delivered successfully.

6.2 Programme management arrangements

The scheme will be managed by the Council's Roads Service as the works are for the upgrading of the Council's streetlighting that is an integral part of the public road network. The project will take 3 years to complete with the civil works undertaken by a contractor with the design, supervision and electrical works undertaken "in-house." The intention is to tender three separate contracts for the civil works, one for each year of the project. The tender documents, based on recent contracts for similar works, would be prepared by the Design Section of the Roads Service. They would be assisted by the Council's Procurement Service with their preparation and the tendering process.

The electrical works will be undertaken by the Council's Building Services under a Service Level Agreement. This will avoid the inevitable duplication of work that would occur with a private contractor who would require assistance from Building Services when locating apparatus and cable locations. The fact that the Building Services electricians are familiar with the network and apparatus also means that costs are likely to be less. The supervision of the electrical works would be done by the Building Services Maintenance Supervisor. The lighting columns, lanterns, timers and other lighting apparatus would be procured directly through Scotland Excel or an alternative supplier if a less expensive rate can be sourced. This would be the most cost effective option for the Council.

6.3 Project management arrangements

Roads staff who are experienced at managing ICE and Infrastructure Conditions of Contract (ICC) contracts will manage the project. These staff also have knowledge of the civil and electrical works required for this project and will be assisted by the Streetlighting Engineer/Technician.

6.3.1 Outline project reporting structure

There shall be a pre-contract meeting at which the successful tenderer shall present all required documentation relating to insurances and tax certificates. He shall present his/her management structure for the contract, identifying responsibility for general management, valuation and safety matters. The agenda will include specification, management, valuation, systems for invoicing and payment, safety and a programme of monthly progress meetings. The Principal Contractor shall, at the progress meetings, provide the Engineer with a report detailing progress made and expected completion date.

6.3.2 Outline project roles and responsibilities

Client:	Dave Coupe, Executive Manager- Roads, Shetland Islands Council
Principal Designer:	Ian Smith, Shetland Islands Council, Roads Service
Principal Contractor:	to be appointed prior to construction phase.
Engineer:	Neil Robertson, Network Engineer, Shetland Islands Council, Roads Service

6.3.3 Programme

The programme for the project is as follows:

Tender Preparation 1	May 2018 (1 month)
Electrical SLA	May 2018 (1 month)
Tender Period 1	June 2018 (1 month)
Contractor Mobilisation 1	July 2018 (2 weeks)
Year 1 Works - Columns	July to October 2018 (12 weeks)
Substantial Completion and Snagging 1	October 2018
Retention Period 1	October 2018 to October 2019 (1 year)
Year 1 Works – Lanterns	July to March 2018 (9 months)
Tender Preparation 2	January 2019 (1 month)
Tender Period 2	February 2019 (1 month)
Contractor Mobilisation 2	March 2019 (2 weeks)
Year 2 Works - Column Replacements	May to September 2019 (6 months)
Substantial Completion and Snagging 2	October 2019
Retention Period 2	October 2019 to October 2020 (1 year)
Year 2 Works – Lantern Replacements	April to March 2019 (12 months)
Tender Preparation 3	January 2020 (1 month)
Tender Period 3	February 2020 (1 month)
Contractor Mobilisation 3	March 2020 (2 weeks)
Year 3 Works - Column Replacements	May to September 2020 (6 months)
Substantial Completion and Snagging 3	October 2020
Retention Period 3	October 2020 to October 2021 (1 year)
Year 3 Works – Lantern Replacements	April 2020 to March 2021 (12 months)
Completion of Works	March 2021

6.4 Use of special advisers

Special advisers have been used in a timely and cost-effective manner in accordance with the Treasury Guidance: Use of Special Advisers**.**
Details are set out in the table below:

Table 13: special advisers

Specialist Area	**Adviser**
Financial	n/a
Technical	Scottish Futures Trust – Streetlighting National Efficiency Programme
Procurement and legal	n/a
Business assurance	n/a
Other	n/a

Signed:

Date:

Senior Responsible Owner
Project Team

Shetland Islands Council

Agenda Item

2

Meeting(s):	Policy & Resources Committee	30 April 2018
Report Title:	Local Government Benchmarking Framework	
Reference Number:	IA-12-18-F	
Author / Job Title:	Crawford McIntyre - Executive Manager - Audit, Risk and Improvement	

1.0 Decisions / Action required:

1.1 That the Policy & Resources Committee discuss the content of this report and highlight any indicators where further attention or explanation is required through this Committee, other Committees or by Council management and RECOMMEND that further reports are presented to service committees with narrative explaining how the information in the Appendices will be considered in future strategies and plans.

2.0 High Level Summary:

2.1 This report presents the recently published set of public results from a national Local Government Benchmarking Framework (LGBF) exercise carried out across all Scottish Councils by a joint project between:

The Improvement Service
Audit Scotland
The Society of Local Authority Chief Executives (SOLACE) and
The Convention of Scottish Local Authorities (COSLA)

2.2 Benchmarking is a way of comparing performance across organisations and can help provide valuable information on cost, quality and satisfaction with services to deliver better local services for local communities.

2.3 The Benchmarking data in Appendices A-G is intended to help identify where there is variation in service delivery; then allow Councils to work together to understand why this occurs and learn from best practice so we can change and improve.

2.4 Benchmarking can be an important contribution to change and improvement, with the potential to help deliver better services for less money and to drive up outcomes for communities and individuals through comparison of best practice across Scotland.

3.0 Corporate Priorities and Joint Working:

3.1 Corporate Plan no 12 of 20: *"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. People who use our services will experience excellent standards of customer care."

3.2 Corporate Plan "Context" – "Money": "*The challenge we set as a community planning partnership is to 'achieve the same or more with fewer resources' and to 'maintain Shetland's high level of performance relative to many national comparisons and indicators'.*

4.0 Key Issues:

4.1 This report provides a suite of benchmarking information that compares Shetland Islands Council's performance with other Scottish Councils and has the potential to help share best practice and generate further positive change and improvement.

5.0 Exempt and/or confidential information:

5.1 None.

6.0 Implications :	
6.1 Service Users, Patients and Communities:	This report, and "My Local Council" website http://scotland.mylocalcouncil.info gives all Service Users the opportunity to compare the Council's performance against time and against other Authorities.
6.2 Human Resources and Organisational Development:	This report contributes to improving the arrangements for Member engagement in monitoring Council performance and contributes to high standards of governance.
6.3 Equality, Diversity and Human Rights:	The Council fulfils its statutory duties in publishing its Equal Pay Gap and Equal Pay Statement. It also monitors equality and diversity through the Equal Pay Audit and subsequent reporting through the Mainstreaming Equalities report. Appendix B - Indicators 2 and 10 highlight the gender balance in senior posts and provides the Council's gender pay gap based on data collected during the 2016 Equal Pay Audit
6.4 Legal:	None
6.5 Finance:	Many of the attached indicators show financial costs against time, and against other Authorities.
6.6 Assets and Property:	The number of operational properties, within the Council, reduced in 2016-17 and there has been a small increase in the proportion of operational buildings now considered suitable for service delivery. The reduction in the number of operational properties is a result of the continued implementation of the Council's Asset Strategy and service reviews following budget cuts.
6.7 ICT and new technologies:	None

6.8 Environmental:	Appendix E – contains a number of indicators highlighting environmental issues.
6.9 Risk Management:	A failure to monitor our progress against time, and against other Authorities, increases the risk of the Council not delivering its statutory duty to deliver Best Value and continuous improvement.
6.10 Policy and Delegated Authority:	As outlined in Section 2.2.1.4 of the Council's Scheme of Administration and Delegations, the Policy & Resources Committee's remit includes *"Ensure the effectiveness of the Council's planning and performance management framework*".
6.11 Previously considered by:	None

Contact Details:
Jim MacLeod
Performance and Improvement Adviser
james.macleod@shetland.gov.uk
12 April 2018

Appendices: Local Government Benchmarking Framework – 2016/17 Indicators

Appendix A – Children's Services
Appendix B – Corporate Services
Appendix C – Adult Social Care
Appendix D – Economic Development
Appendix E – Environmental Services
Appendix F – Culture and Leisure Services
Appendix G – Housing Services

END

Appendix A – Children's Services – Local Government Benchmarking Framework Indicators

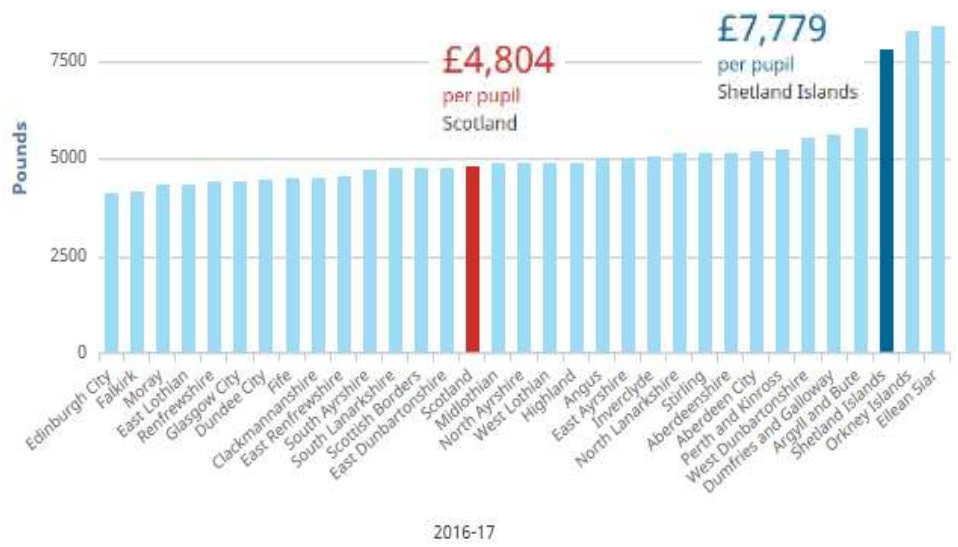
1. How much does my Council spend on primary school (£ per pupil)?
2. How much does my Council spend on secondary school (£ per pupil)?
3. How much does my Council spend on pre-school education (£ per pre-school pupil)?
4. What is the average Tariff Score?
5. What is the average tariff score in SIMD quintile 1?
6. What is the average tariff score in SIMD quintile 2?
7. What is the average tariff score in SIMD quintile 3?
8. What is the average tariff score in SIMD quintile 4?
9. What is the average tariff score in SIMD quintile 5?
10. What percentage of secondary school pupils achieved 5 plus awards at SCQF 5?
11. What percentage of secondary school pupils achieved 5 plus awards at SCQF level 6 at the end of sixth year?
12. What percentage of secondary school pupils from deprived areas achieved 5 plus awards at SCQF level 5 or higher?
13. What percentage of secondary school pupils from deprived areas achieved 5 plus awards at SCQF level 6 or higher?
14. What percentage of pupils enter a positive destination after leaving school?
15. How satisfied are residents with local schools?
16. How much does my council spend on providing residential accommodation for "looked after children" (£ per child per week)
17. How much does my council spend on providing fostering/family placements for "looked after children" (£ per child per week)
18. How many "looked after children" are being-cared for in foster/family placements rather than residential accommodation?
19. What percentage of early years provision funded by my council is rated good or better?
20. What was the attendance rate of children in my council?
21. What was the school exclusion rate for children in my council?
22. What percentage of 16 to 19 years old are participating in learning, training or work?
23. What percentage of child protection registrations were re-registered within 18 months?
24. What percentage of looked after children had more than one placement in the last year?

How much does my Council spend on primary school (£ per pupil)?

Past Performance

We have reduced our secondary staffing considerably since 2012, including 12 full-time equivalents in 2013. We share staff as much as we can, between settings.

Data for all Councils

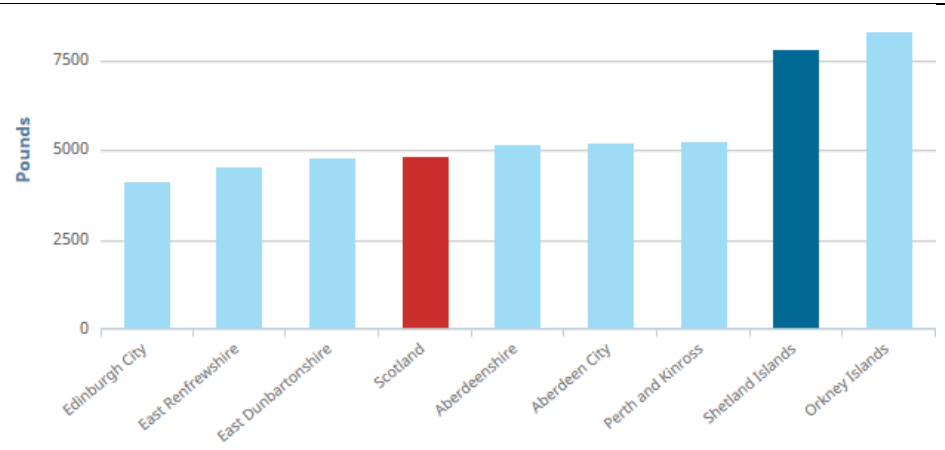


Future Improvement

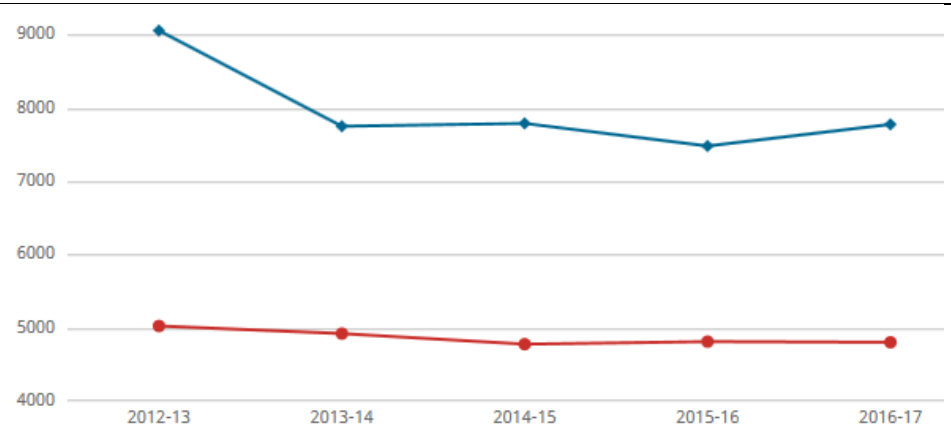
We continue to search for efficiencies in secondary staffing where possible. We will introduce an asymmetric week in all secondary settings from 29 May 2018.

We are also commencing some pilot projects in E-school.

Data for Similar Councils



Data over time

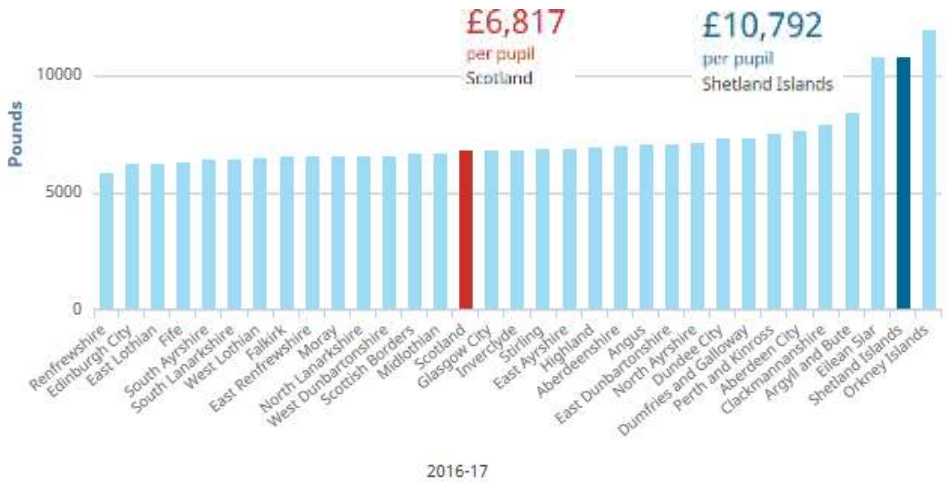


How much does my Council spend on secondary school (£ per pupil)?

Past Performance

Our primary pupil population has increased resulting in the requirement to employ 6 additional teachers in 2017.

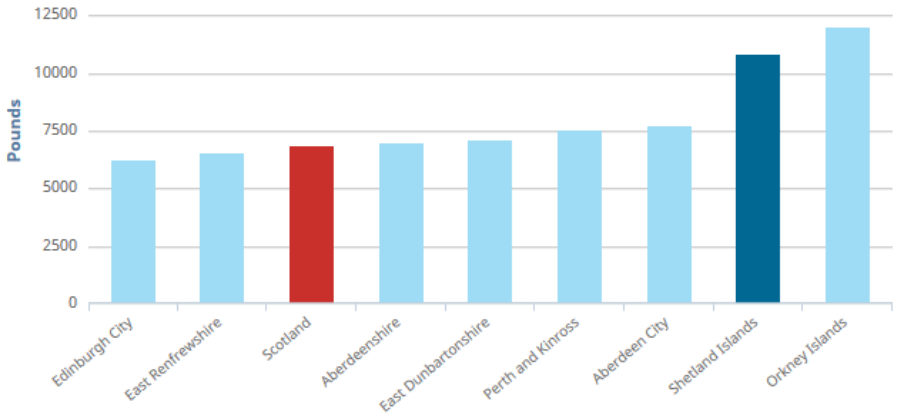
Data for all Councils



Future Improvement

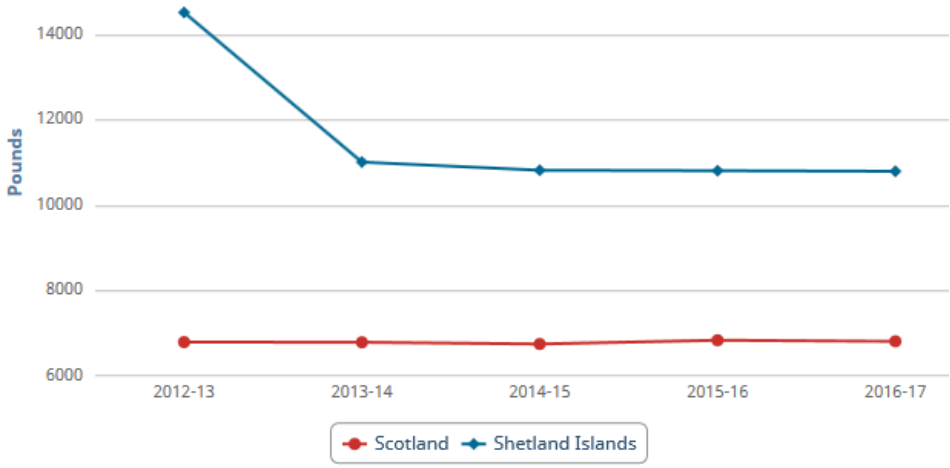
This is challenging as we anticipate further increases in our primary pupil population so may require to further employ additional teachers.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

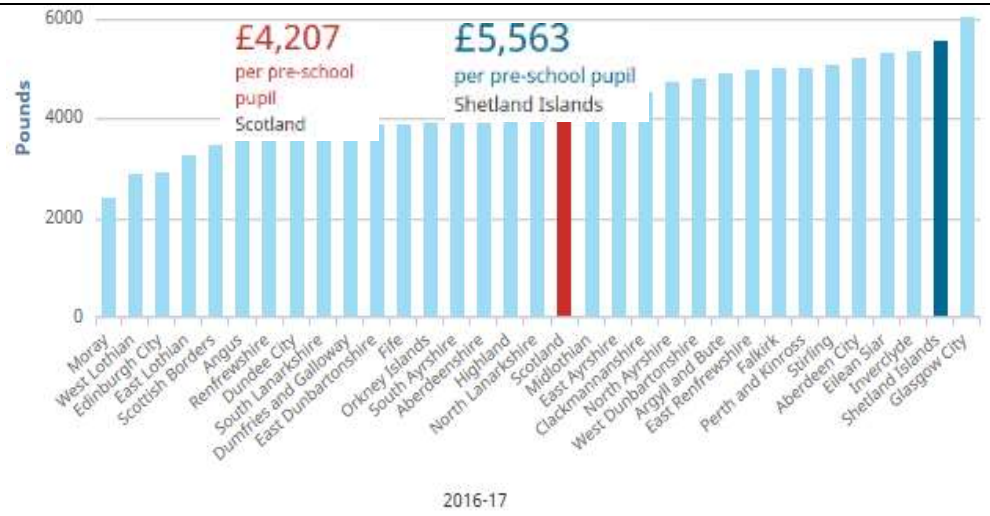


How much does my Council spend on pre-school education (£ per pre-school pupil)?

Past Performance

In August 2014, we increased pre-school education from 475 hours to 600 hours as required. As we had reduced our teacher input in pre-school education in 2013, this expansion, in comparison to other local authorities, did not then increase our costs significantly. This is reflected in the data over time

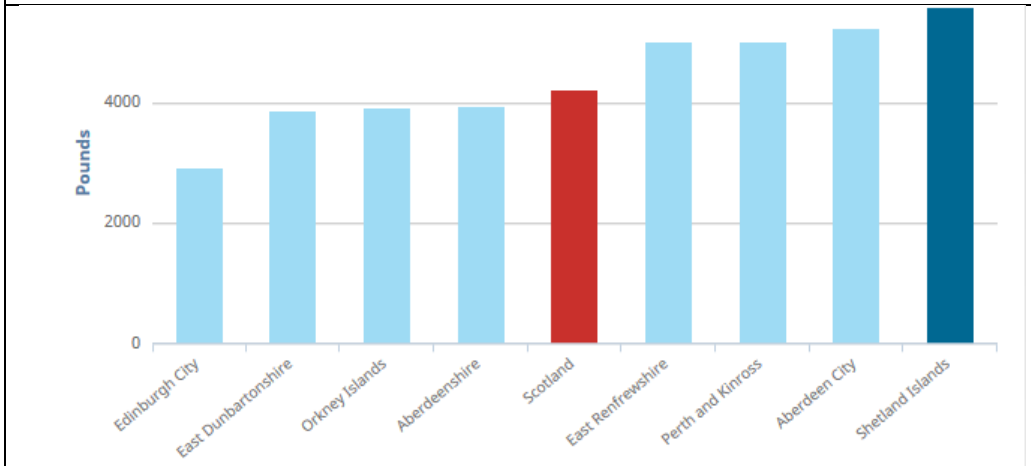
Data for all Councils



Future Improvement

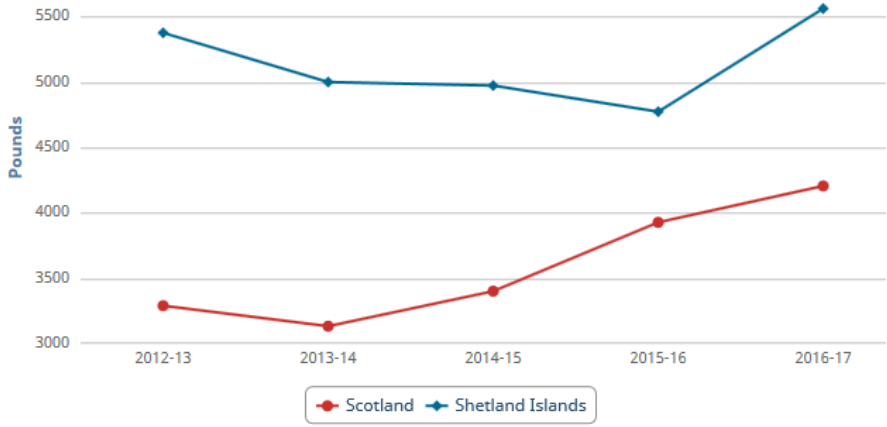
We will be phasing in expansion of Early Learning and Childcare to 1140 hours by 2020. It will be difficult to predict our comparative costs during this period of development.

Data for Similar Councils



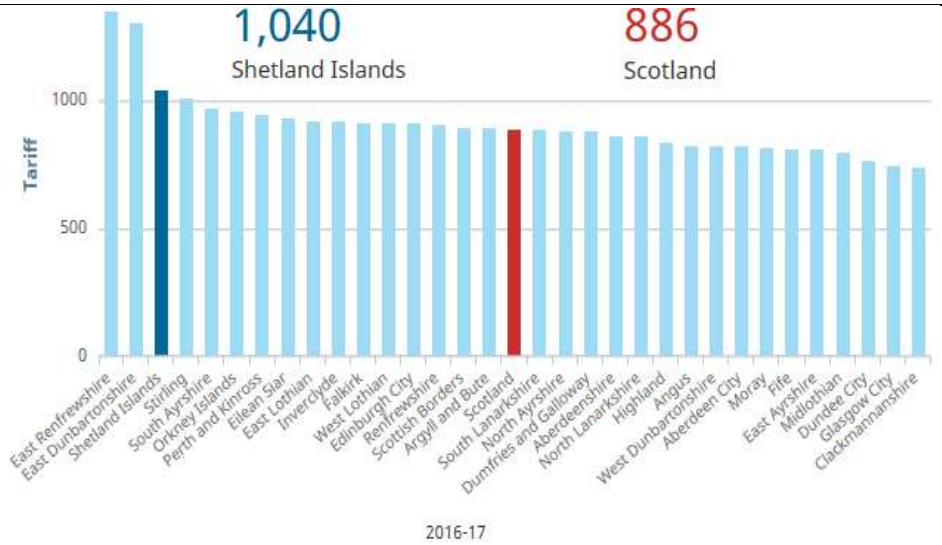
For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

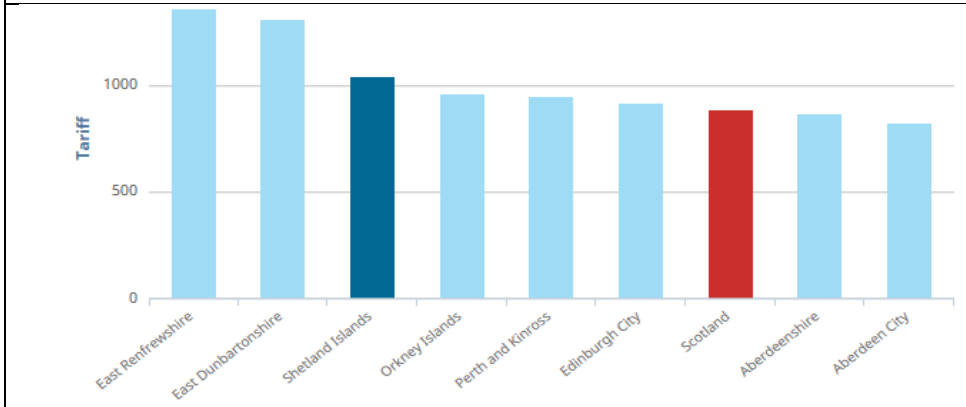
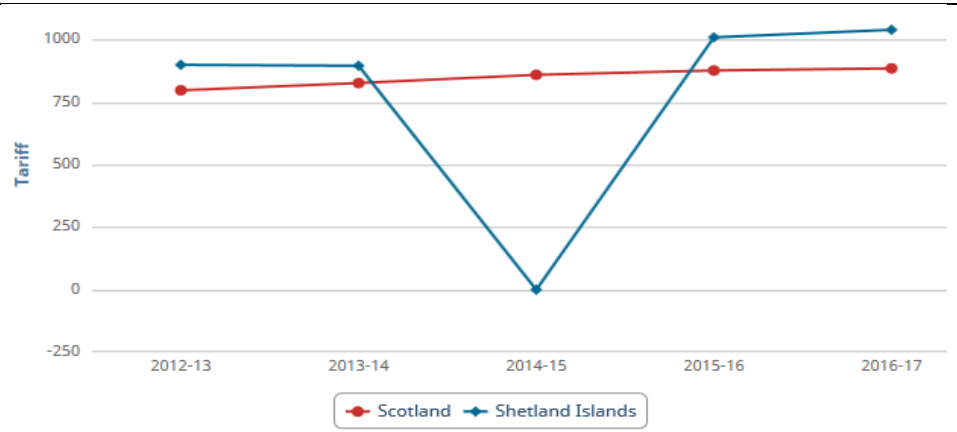
Data over time



What is the average Tariff Score?

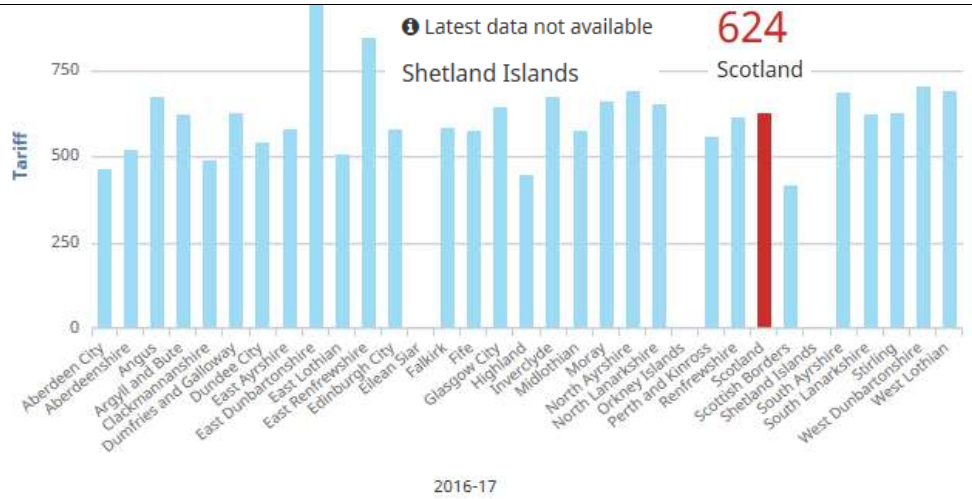
(Tariff points are calculated on the basis of SCQF credit points and a multiplier based on the SCQF level plus a weight for attaining the full course)

Past Performance	Data for all Councils	Future Improvement
As the work of the Quality Improvement Framework Project demonstrated, Shetland performs consistently well in terms of overall attainment compared to other local authorities in Scotland.		We will continue our efforts to raise the attainment of all our pupils. Our annual National Improvement Framework Plan will set out how we intend to close the poverty related attainment gap. In addition two-thirds of our schools have received some Pupil Equity Funding to support raising attainment,

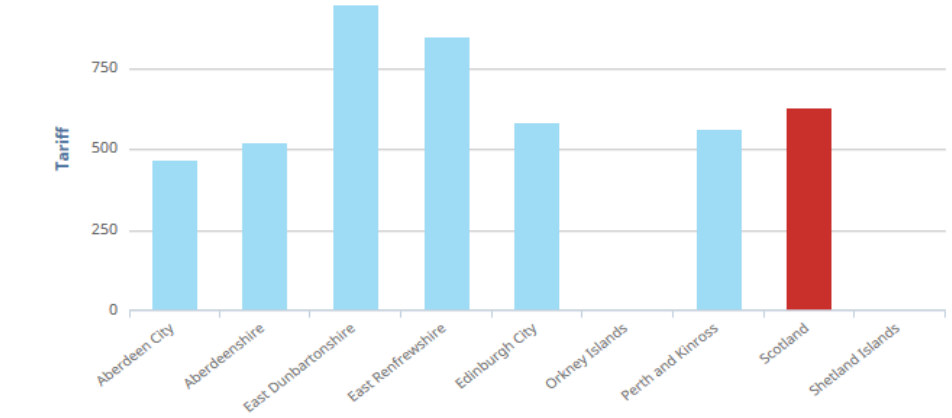
Data for Similar Councils	Data over time
 For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation	

What is the average tariff score in SIMD quintile 1?

(Tariff points are calculated on the basis of SCQF credit points and a multiplier based on the SCQF level plus a weight for attaining the full course)

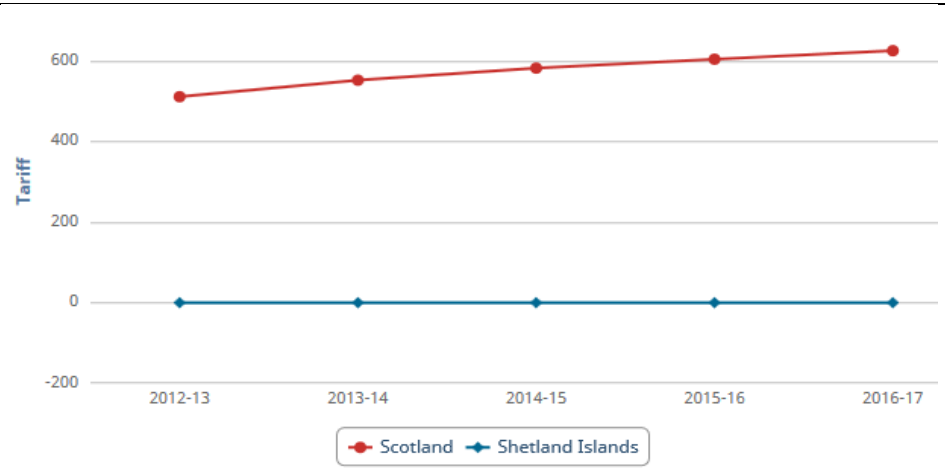
Past Performance	Data for all Councils	Future Improvement
We have no pupils in SIMD quintile 1		Not applicable

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time



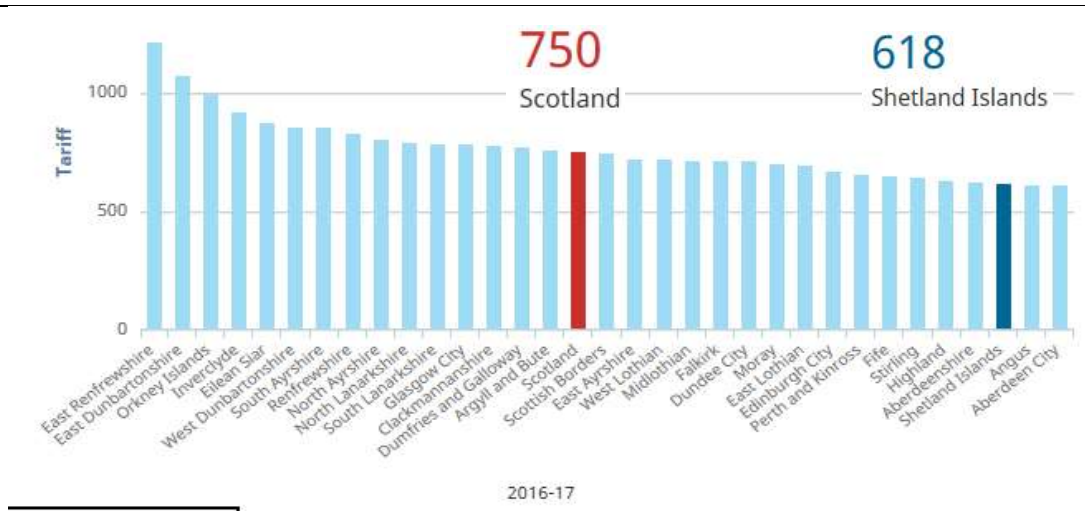
What is the average tariff score in SIMD quintile 2?

(Tariff points are calculated on the basis of SCQF credit points and a multiplier based on the SCQF level plus a weight for attaining the full course)

Past Performance

Around 90% of pupils are in SIMD quintile 3 or 4, therefore this is a very small dataset. Any apparent trends will therefore be very inconsistent.
In 2015-16 the small number represented in the dataset performed better than in or in line with national figures in 15/16 and 16/17

Data for all Councils

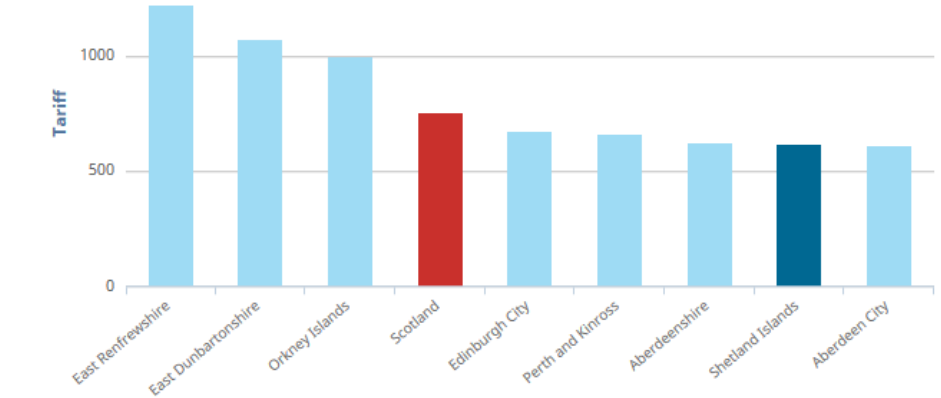


Future Improvement

It will be difficult to accurately predict any improvement in this quintile due to very low pupil numbers within this group.

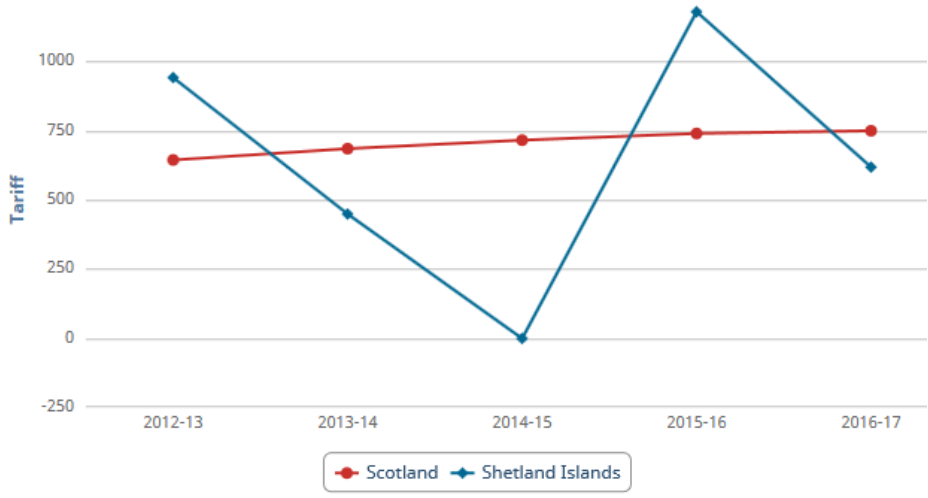
Pupil equity funding most likely will be focussed on improvement in this area/quintile.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time



What is the average tariff score in SIMD quintile 3?

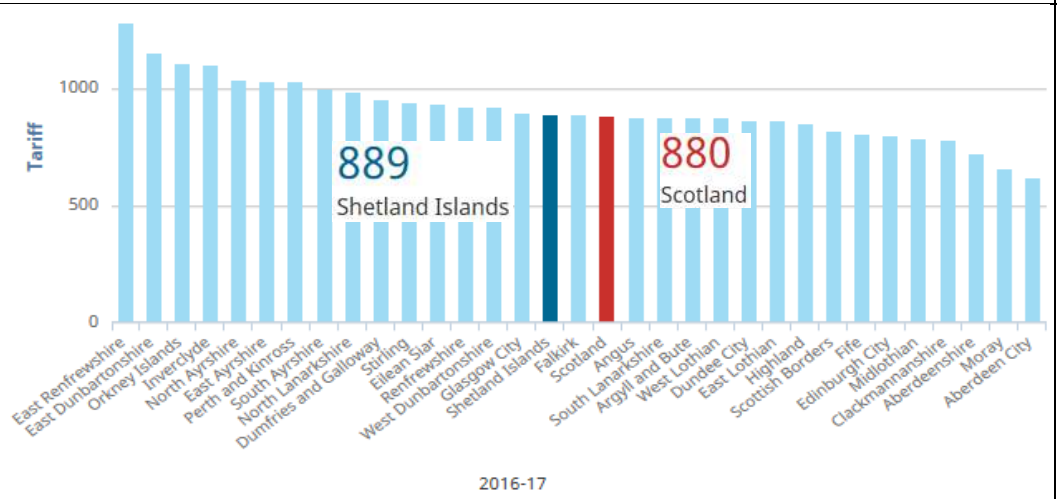
(Tariff points are calculated on the basis of SCQF credit points and a multiplier based on the SCQF level plus a weight for attaining the full course)

Past Performance

The data over time here demonstrates performance in line with the Scottish average.

There is a dip in performance 2016/17. This will also be a very small dataset for us.

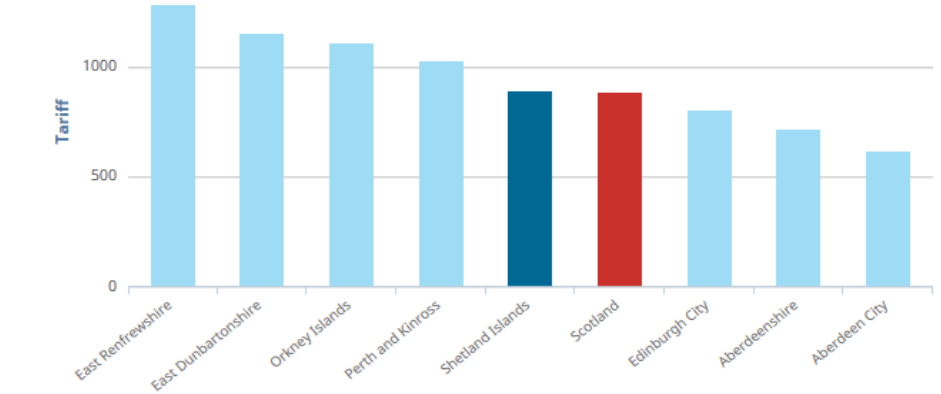
Data for all Councils



Future Improvement

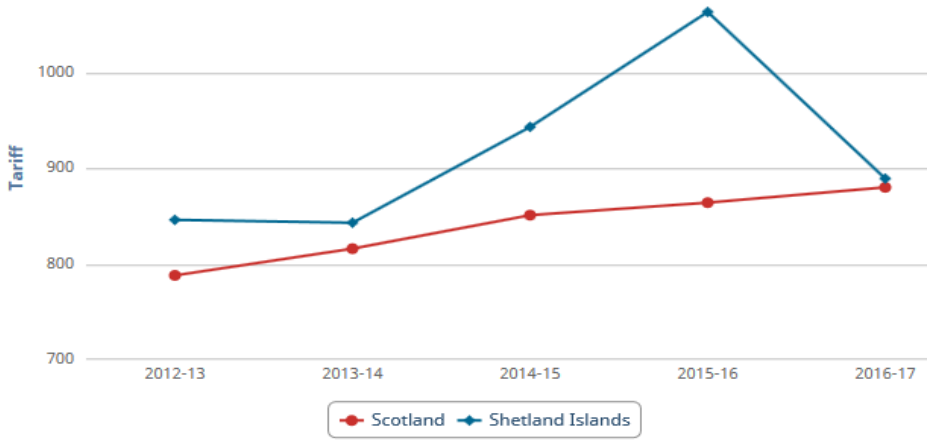
Through our National Improvement Framework Plan, and our Pupil Equity funding, we will be striving to continue to raise the attainment of all our pupils, particularly those experiencing disadvantage.

Data for Similar Councils



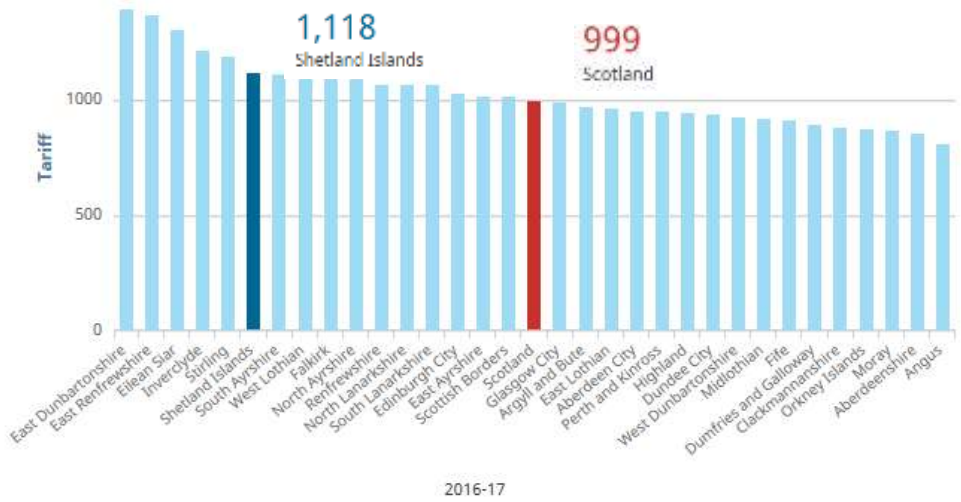
For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

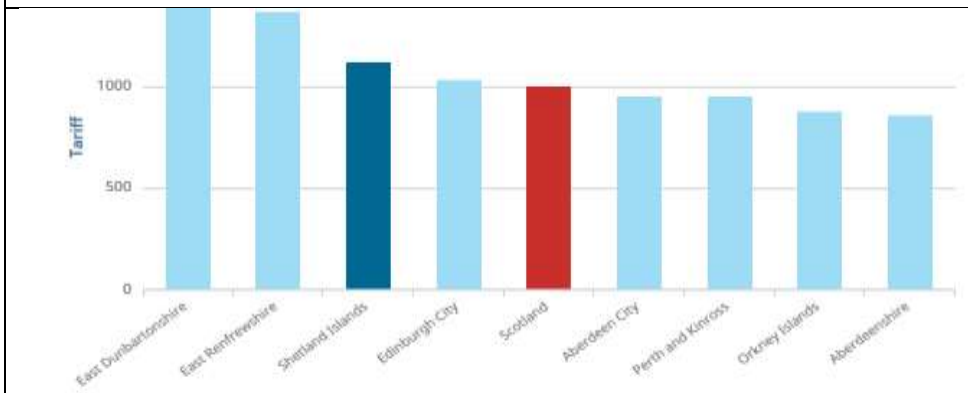
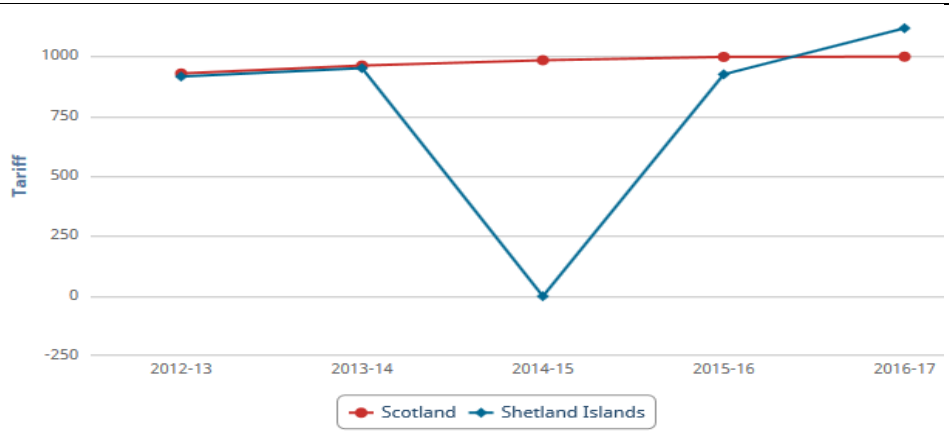
Data over time



What is the average tariff score in SIMD quintile 4?

(Tariff points are calculated on the basis of SCQF credit points and a multiplier based on the SCQF level plus a weight for attaining the full course)

Past Performance	Data for all Councils	Future Improvement
Shetland has shown improvement in this indicator over time		We will continue our efforts to raise the attainment of all our pupils. Our National Improvement Framework Plan sets out how we intend to close the poverty related attainment gap. In addition two-thirds of our schools have received some Pupil Equity Funding to support raising attainment,

Data for Similar Councils	Data over time
 For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation	

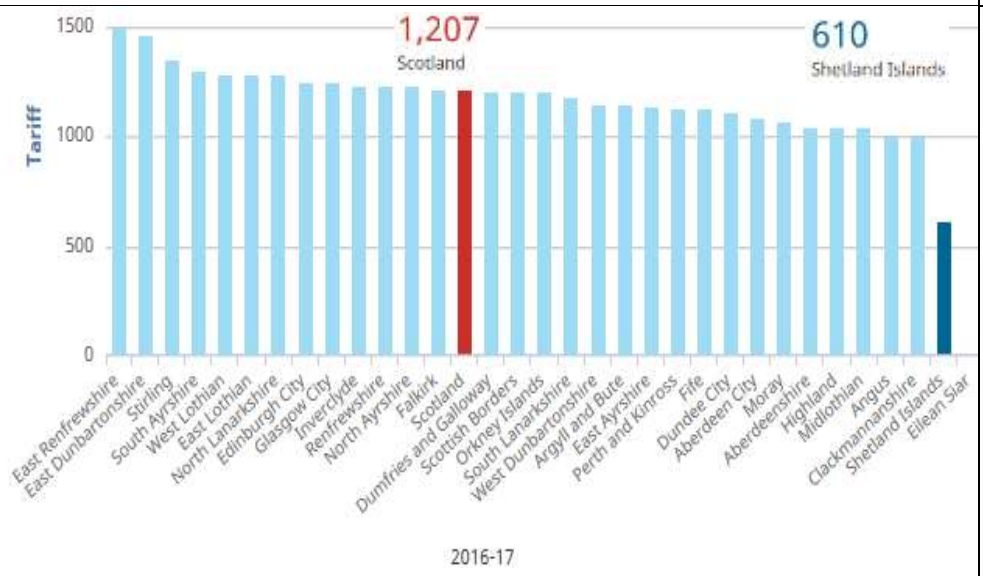
What is the average tariff score in SIMD quintile 5?

(Tariff points are calculated on the basis of SCQF credit points and a multiplier based on the SCQF level plus a weight for attaining the full course)

Past Performance

We are aware of this downward trend in 15/16 in what is a very small data set in Shetland

Data for all Councils



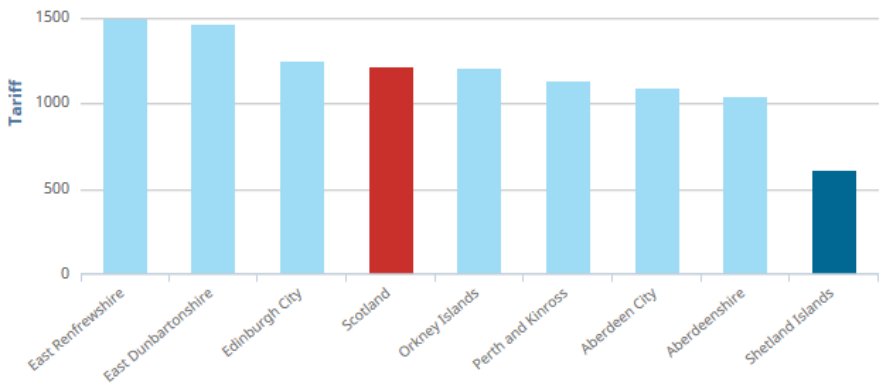
Future Improvement

Further consideration of data is required to explore the reason for this downward trends in 16/17 following improvement in 15/16.

Areas for consideration:

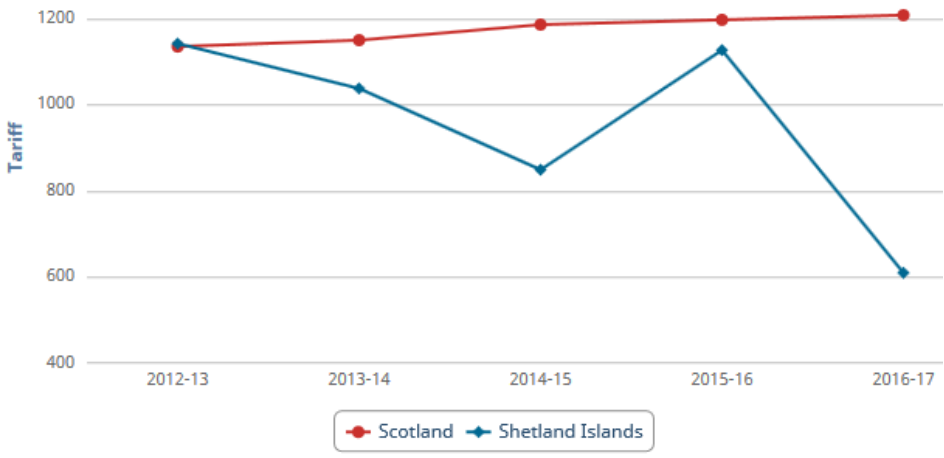
- Students that leave school without sitting exams
- Re-evaluation of SIMD Data zones in 2016, e.g. we won't have any data in this quintile in future.
- Impact of high employment on pupil motivation

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

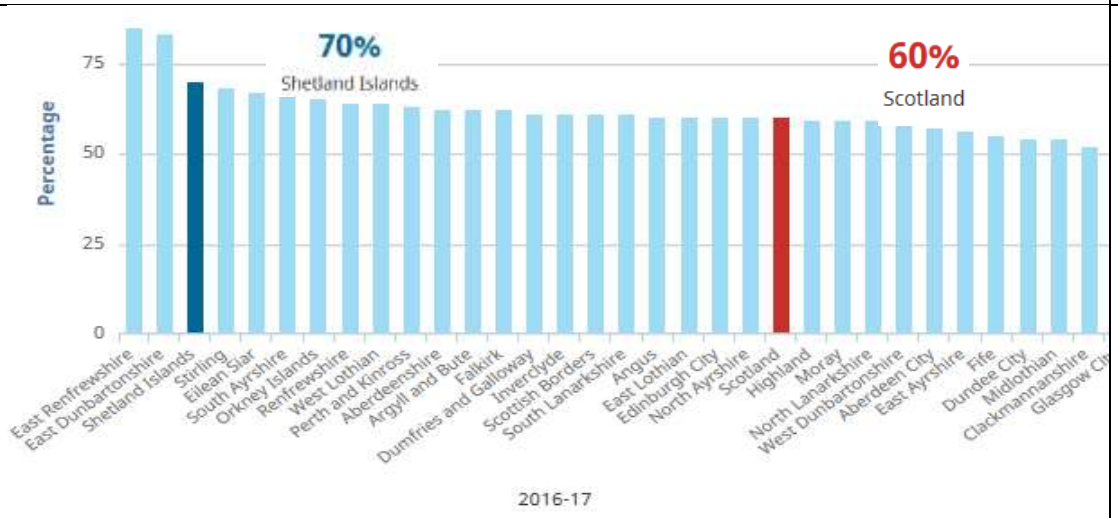


What percentage of secondary school pupils achieved 5 plus awards at SCQF 5?

Past Performance

We remain above the Scottish average for this measure, and have shown continued improvement in this measure over time.

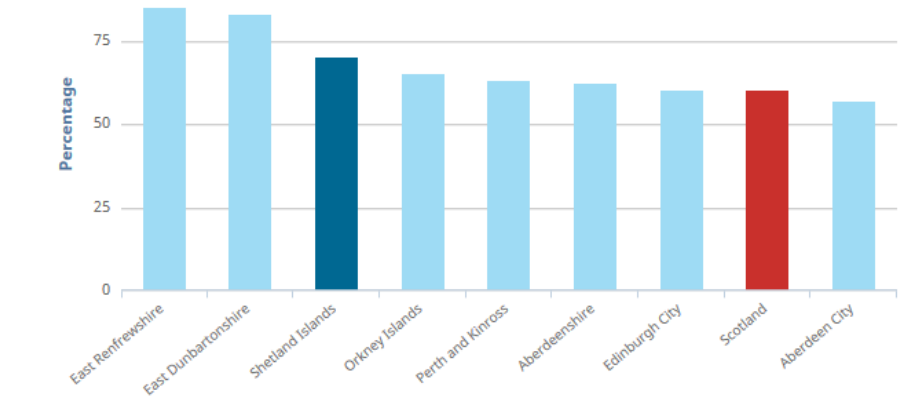
Data for all Councils



Future Improvement

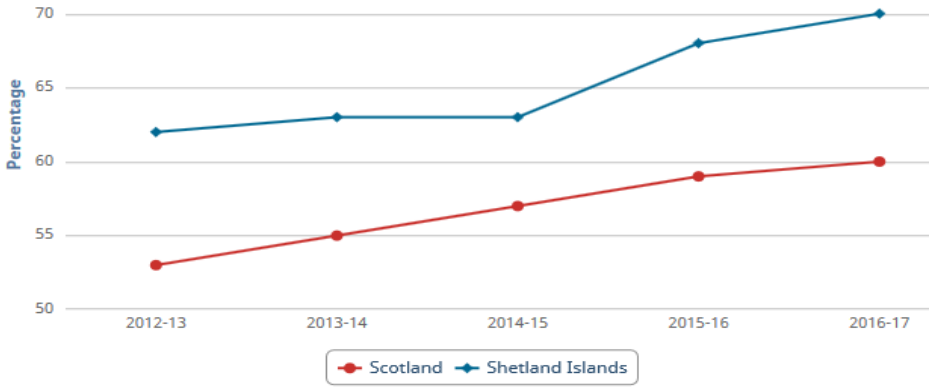
We will continue our efforts to raise the attainment of all our pupils. Our National Improvement Framework Plan sets out how we intend to close the poverty related attainment gap.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

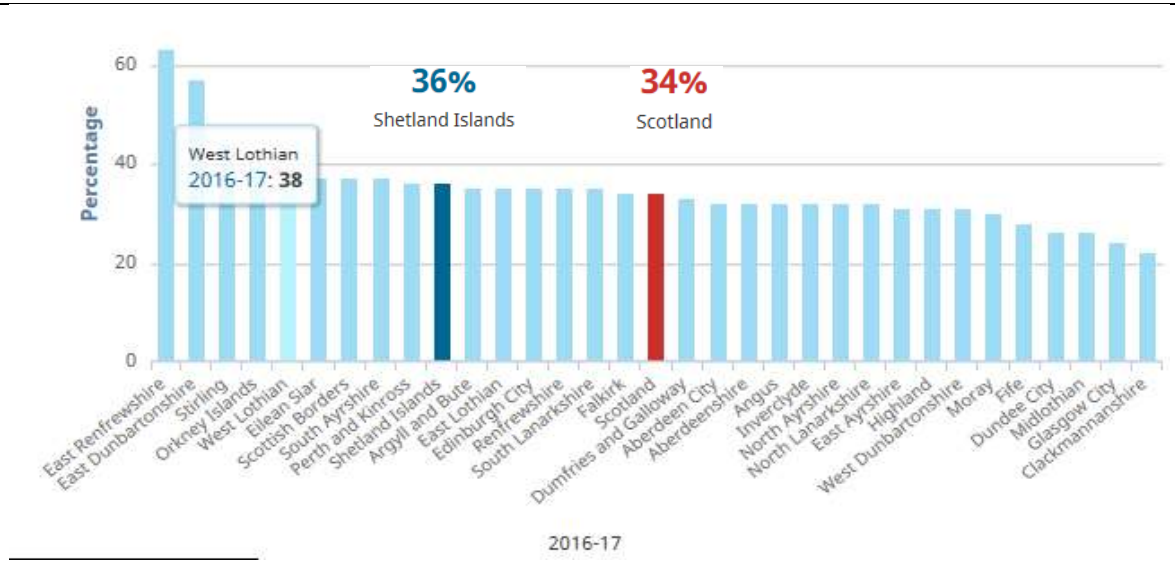


What percentage of secondary school pupils achieved 5 plus awards at SCQF level 6 at the end of sixth year?

Past Performance

We remain above the Scottish average for this measure, and have shown continued improvement in this measure over time.

Data for all Councils

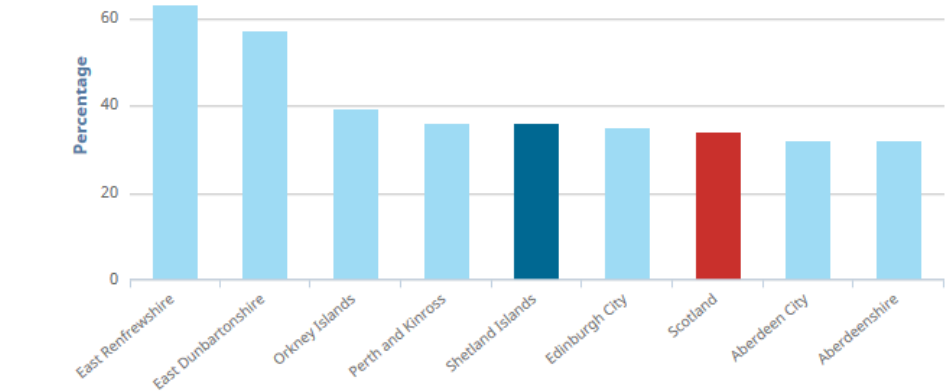


Future Improvement

We will continue our efforts to raise the attainment of all our pupils. Our National Improvement Framework Plan sets out how we intend to close the poverty related attainment gap.

In addition two-thirds of our schools have received some Pupil Equity Funding to support raising attainment.

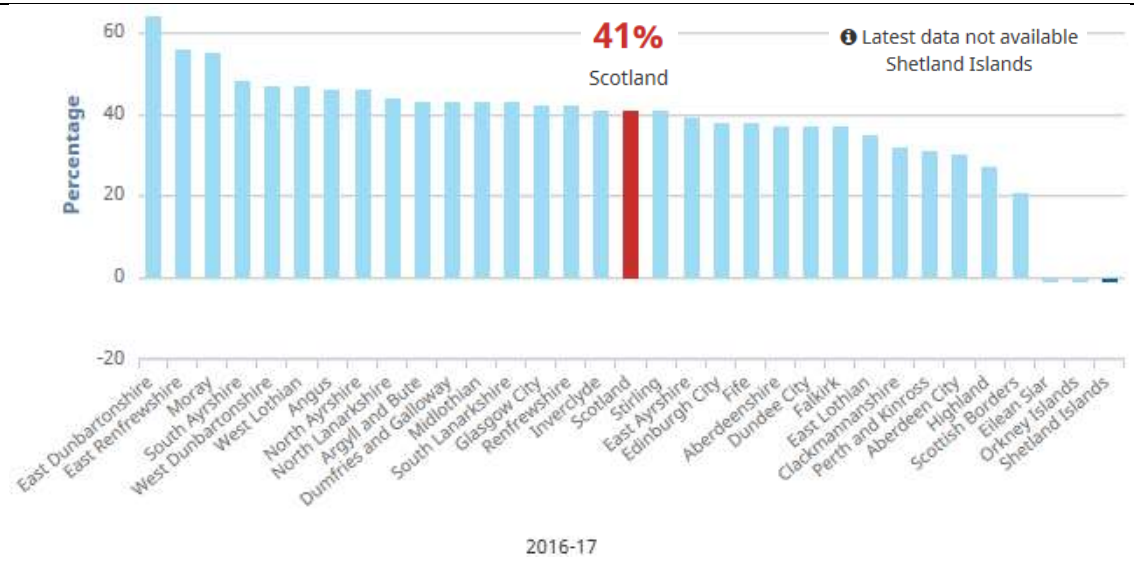
Data for Similar Councils



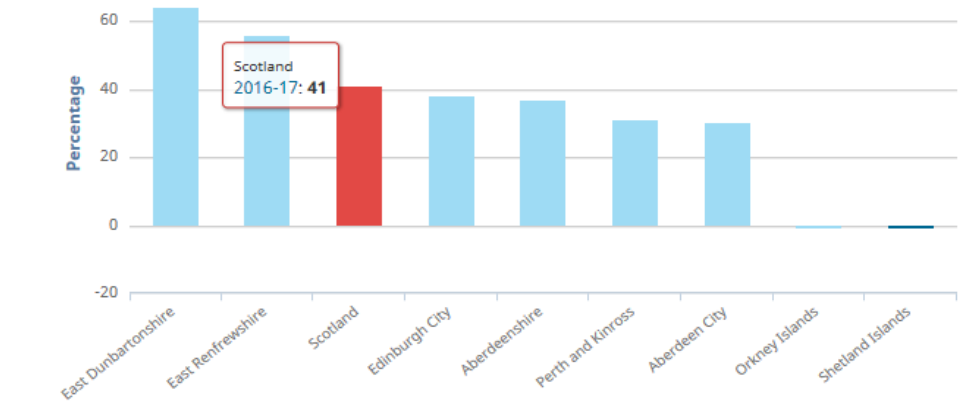
For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

What percentage of secondary school pupils from deprived areas achieved 5 plus awards at SCQF level 5 or higher?

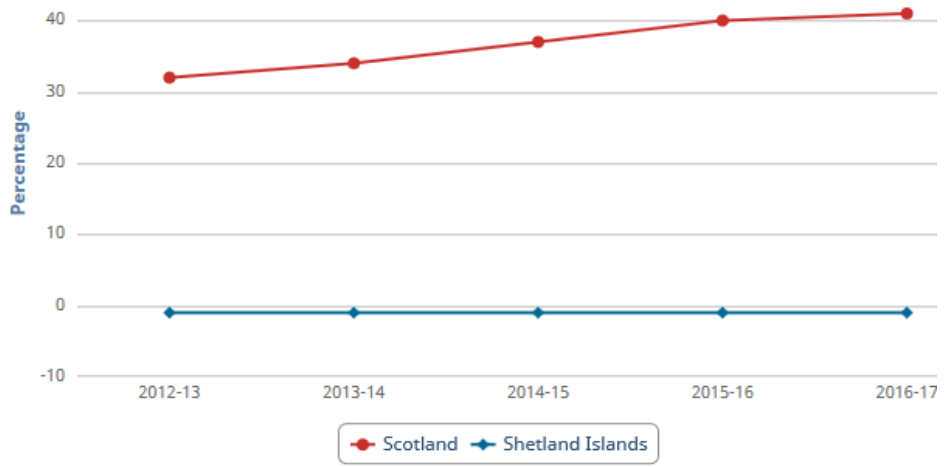
Past Performance	Data for all Councils	Future Improvement
Shetland does not have any pupils that meet the criteria for this measure.		Not applicable

Data for Similar Councils

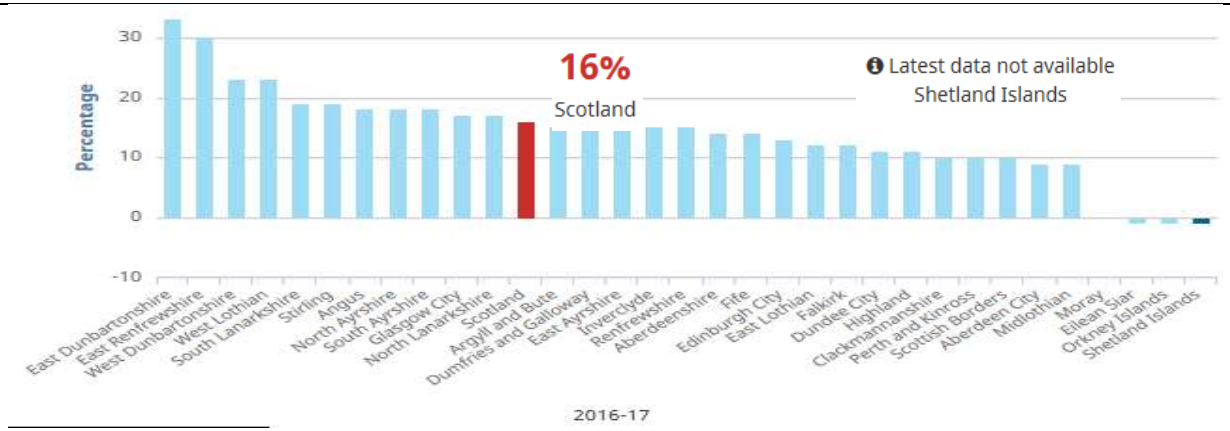


For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

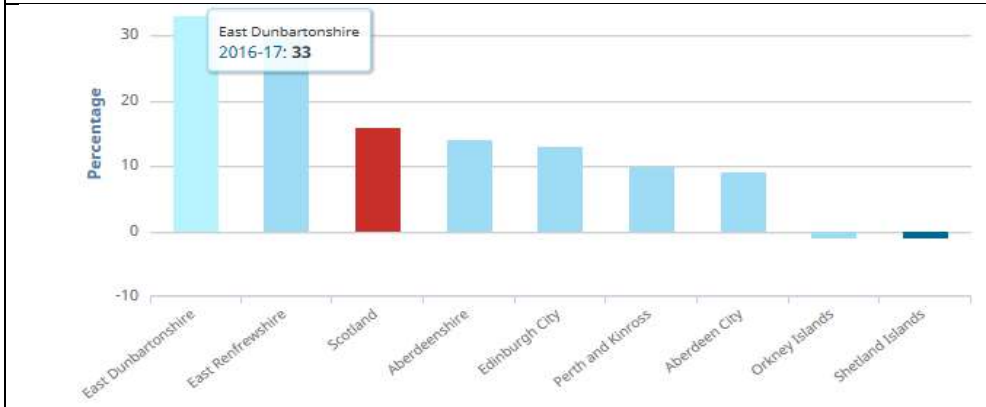
Data over time



What percentage of secondary school pupils from deprived areas achieved 5 plus awards at SCQF level 6 or higher?

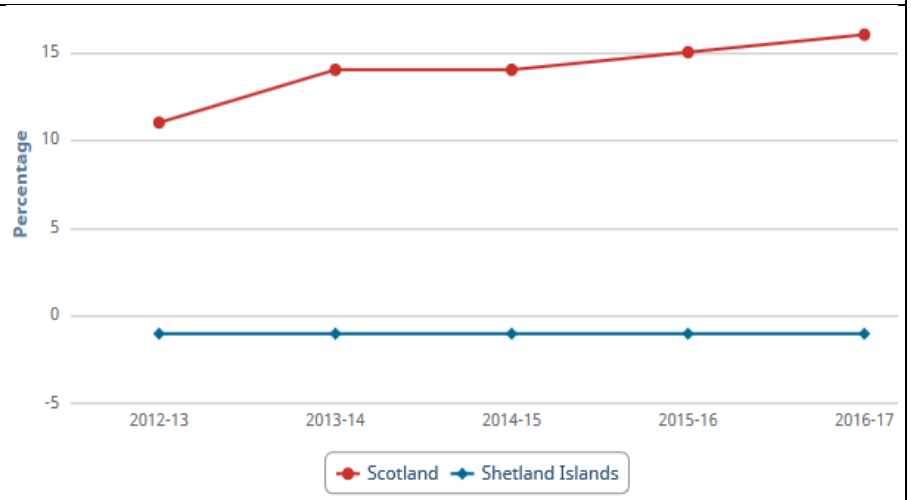
Past Performance	Data for all Councils	Future Improvement
We have no pupils in Shetland who meet the criteria for this measure.		Not applicable

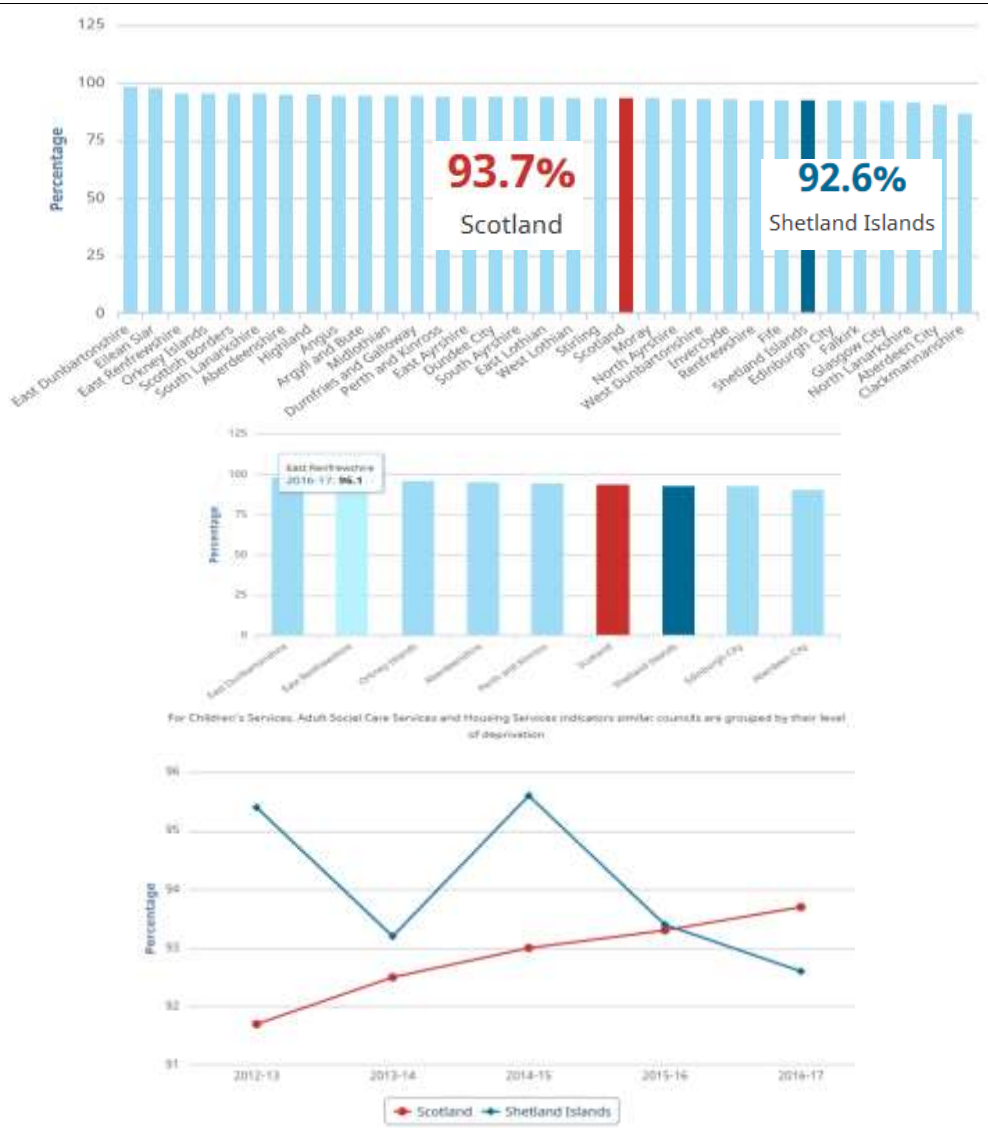
Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time



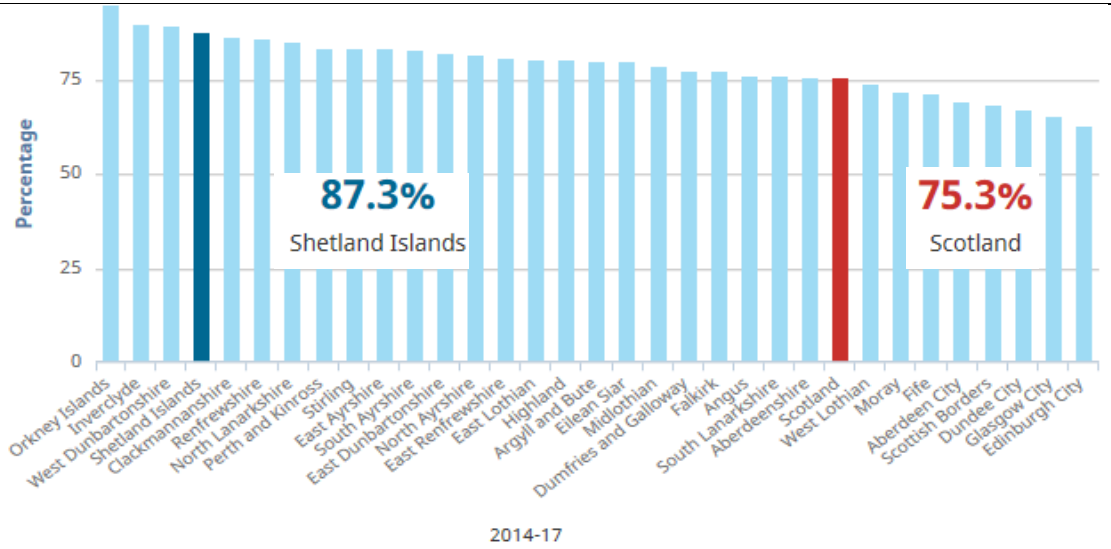
What percentage of pupils enter a positive destination after leaving school?		
Past Performance	Data for all Councils	Future Improvement
We have consistently provide a comparable or higher rate of positive destinations for school leavers than the national average.		The National Improvement Framework requires us to have continued focus on further improvement in this measure. Youth Services continue to work with schools to make sure that all young people are given an offer of education employment or training and help to reduce the number of those who are at risk of not entering a positive destination. Continue 16+ Transition Meetings identifying intending leavers who may need support. Accurate data entered on SEEMIS at appropriate times in the academic year and use of Data Hub Reports for future provision. Attending enhanced Transitions. Earlier engagement with those at risk of NEET. Pre Activity Agreements/Split Programmes. Bridges Early Intervention Programme (12yrs+) Earlier introduction of Shetland Employability Pathway. Support from Youth Workers with schools, linking with post school services to ensure a smooth transition.

How satisfied are residents with local schools?

Past Performance

We know from statutory consultations on proposed school closures, how much our schools are valued by our communities. Parental input to the process of inspection of schools is always positive, published on Education Scotland website.

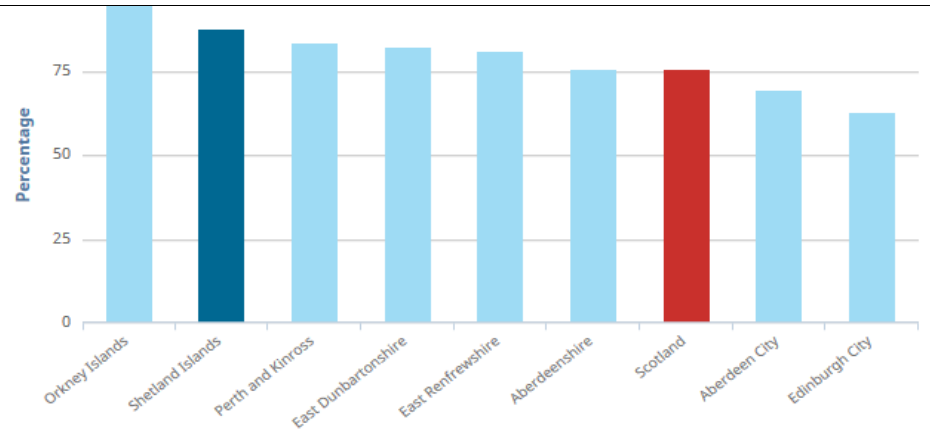
Data for all Councils



Future Improvement

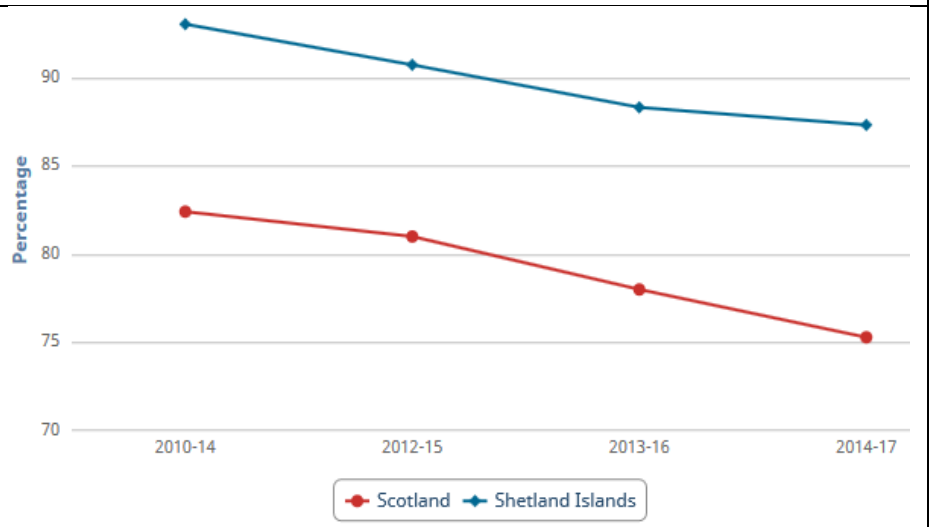
We intend to ensure the quality of school education in Shetland continues to improve.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

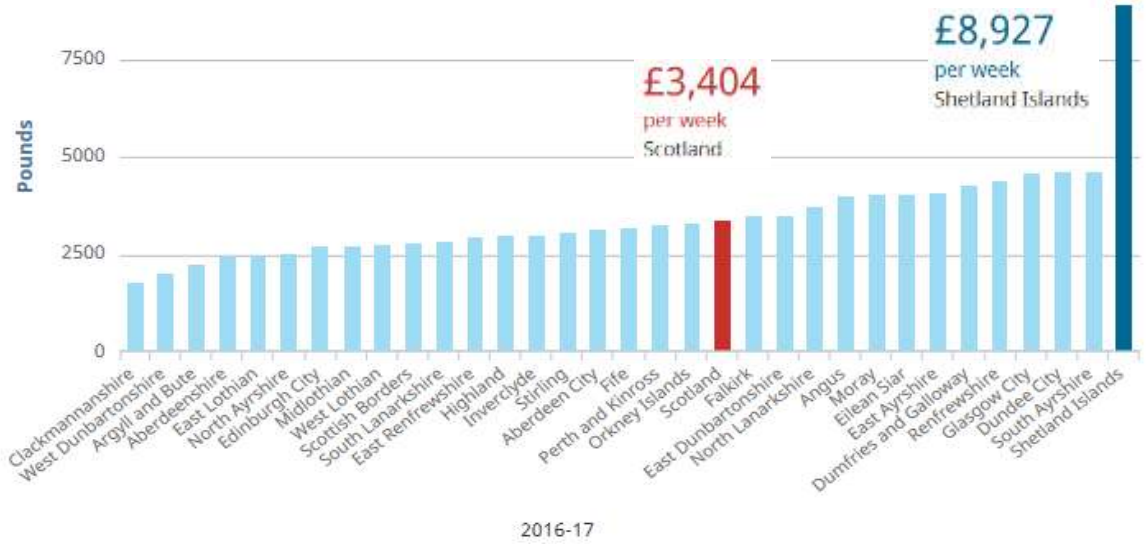


How much does my council spend on providing residential accommodation for "looked after children" (£ per child per week)

Past Performance

The calculation of cost is based on finance returns supplied by the council. It is regarded as an inaccurate method of calculation as it is derived from general budgets rather than service specific budgets. Spend in 15/16 was £3,984 per week

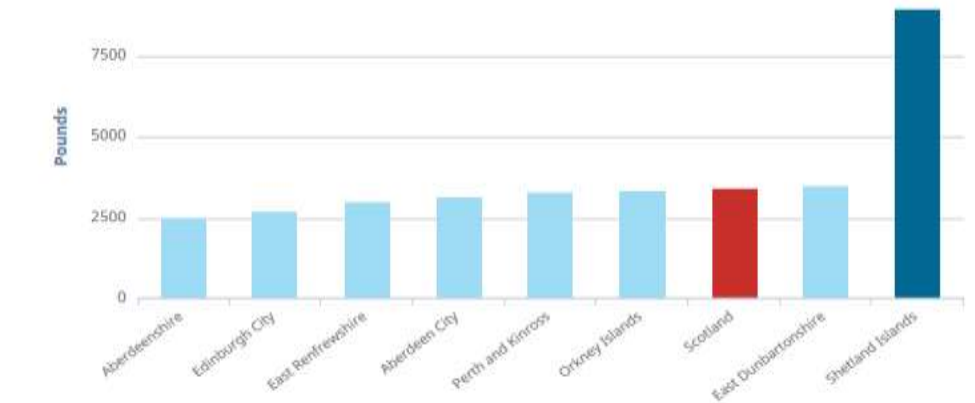
Data for all Councils



Future Improvement

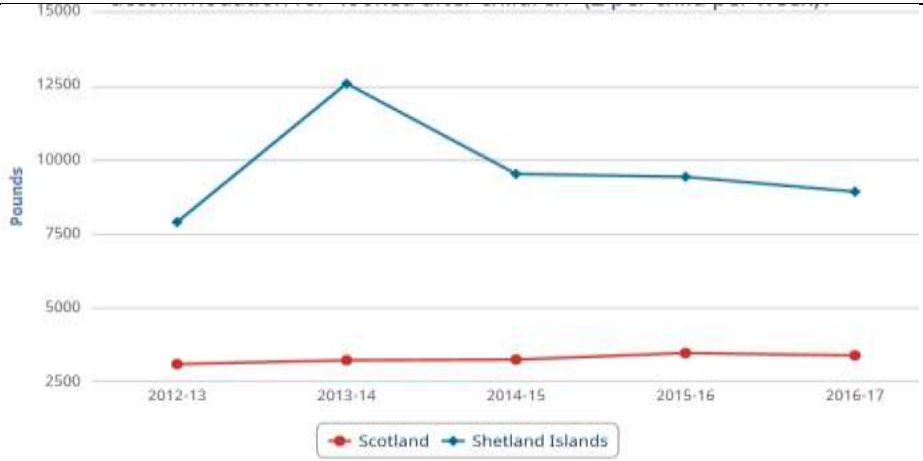
To ensure that we use financial data accurately to give a true picture of spend on placements.

Data for Similar Councils

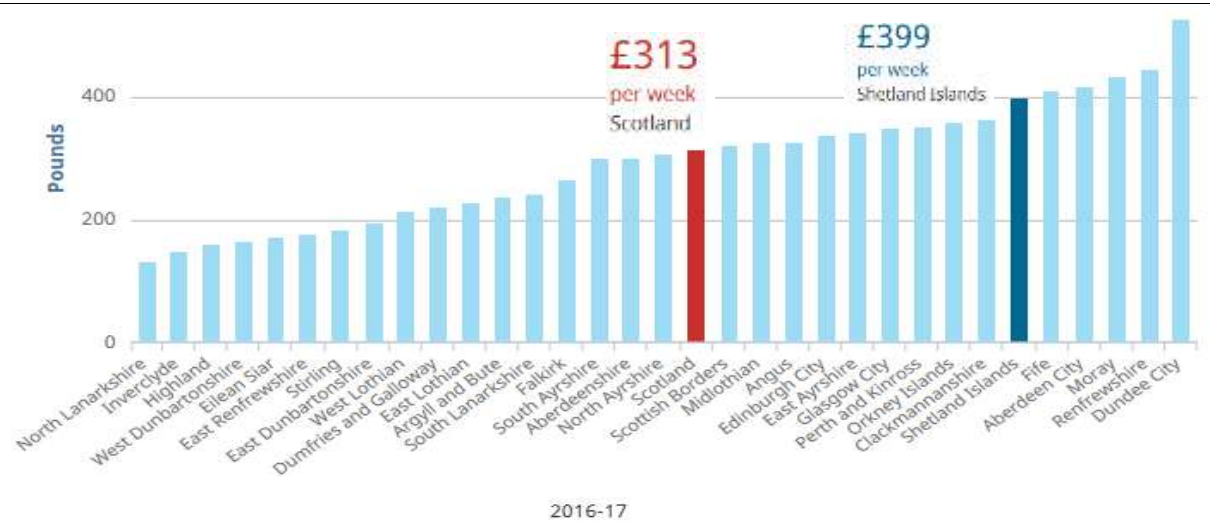


For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

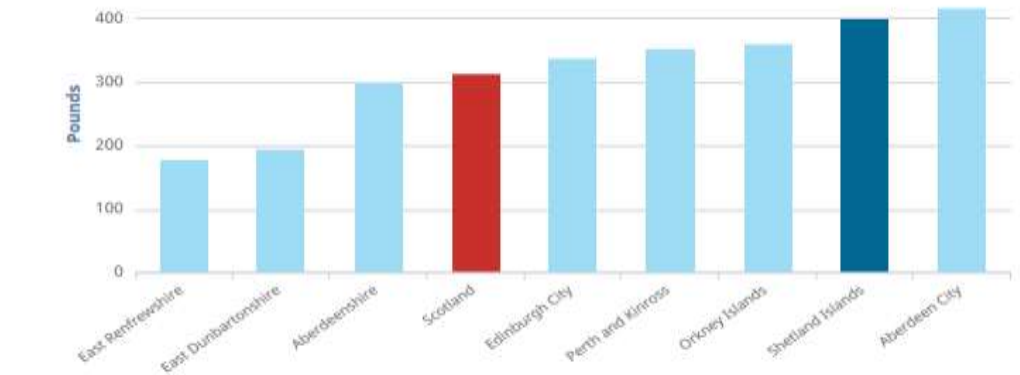
Data over time



How much does my council spend on providing fostering/family placements for "looked after children" (£ per child per week)?

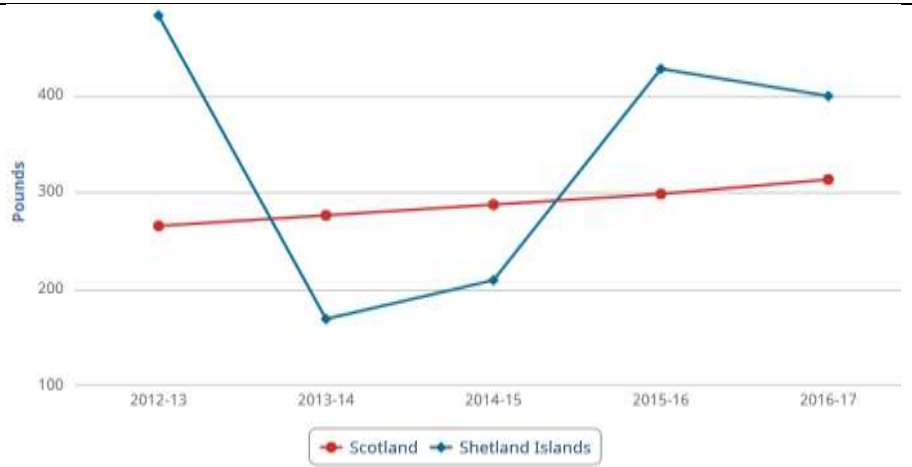
Past Performance	Data for all Councils	Future Improvement
As with CHN8a, costs have high variance due to the low numbers of children involved.		To ensure that we use financial data accurately to give a true picture of spend on placements

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

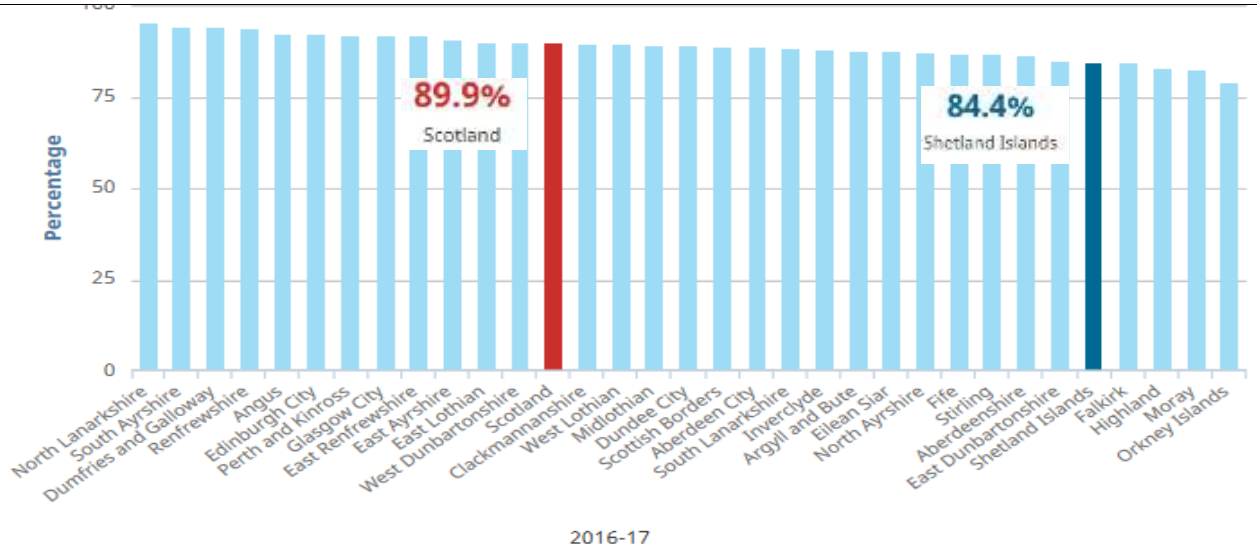


How many "looked after children" are being cared-for in foster/family placements rather than residential accommodation?

Past Performance

We are close to the national average for the percentage of children accommodated in placements rather than in residential settings, again small numbers mean that percentage figures fluctuate greatly.

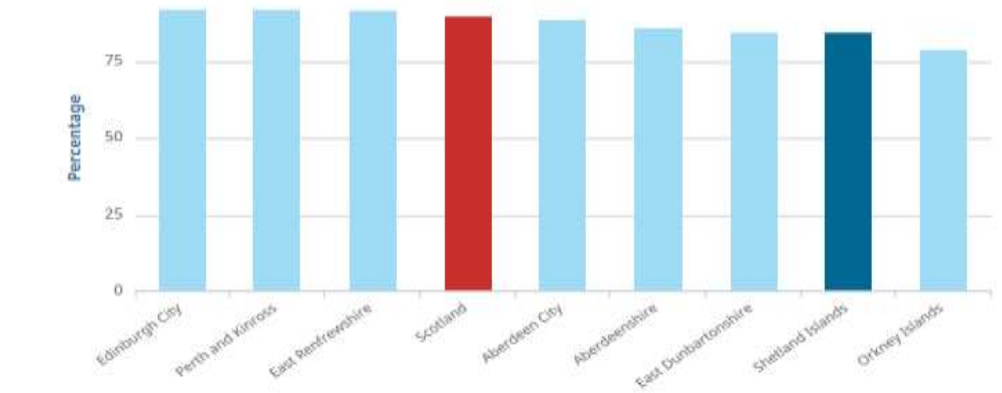
Data for all Councils



Future Improvement

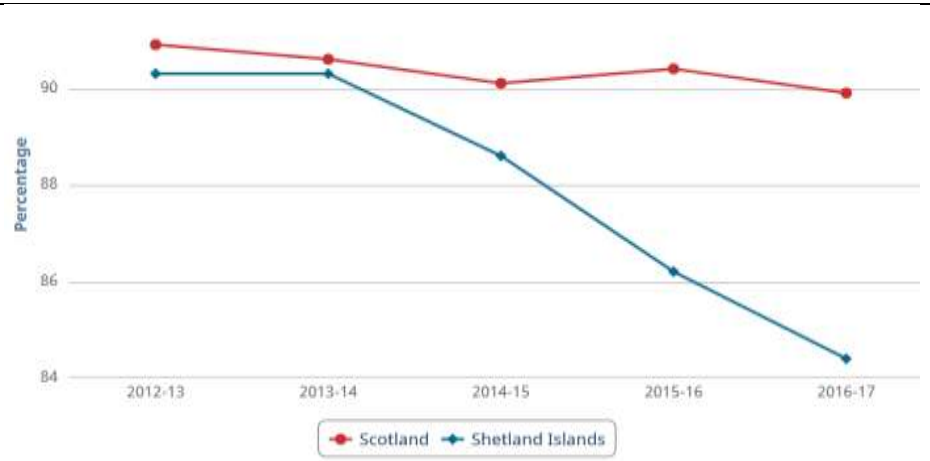
To ensure that there are enough placements available locally to best meet children's assessed needs.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

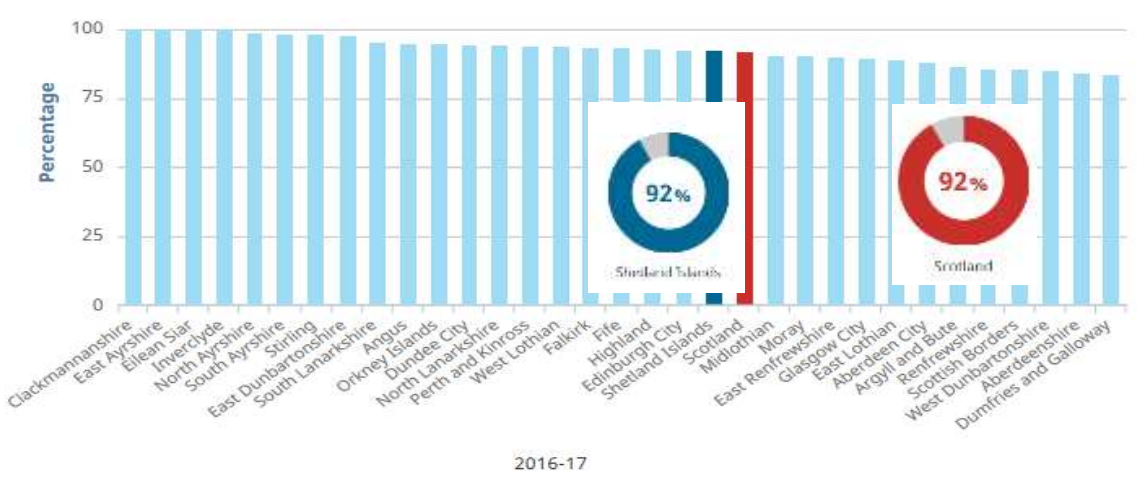


What percentage of early years provision funded by my council is rated good or better?

Past Performance

Consistently positive Care Inspectorate and Education Scotland reports for settings in Shetland.

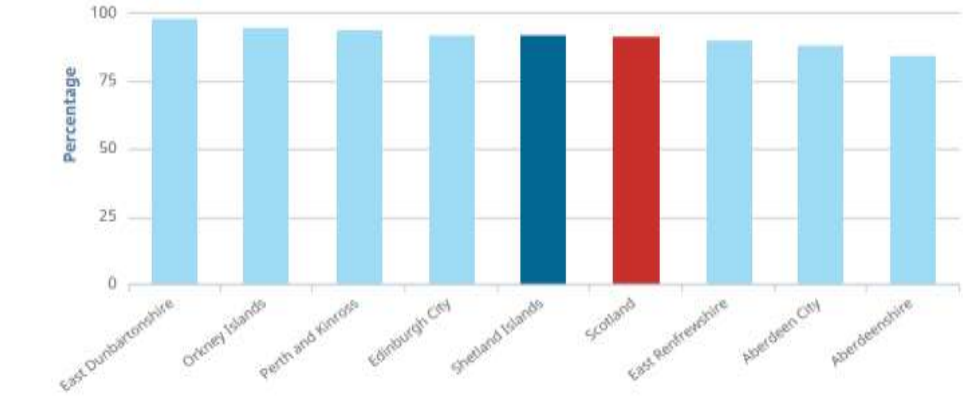
Data for all Councils



Future Improvement

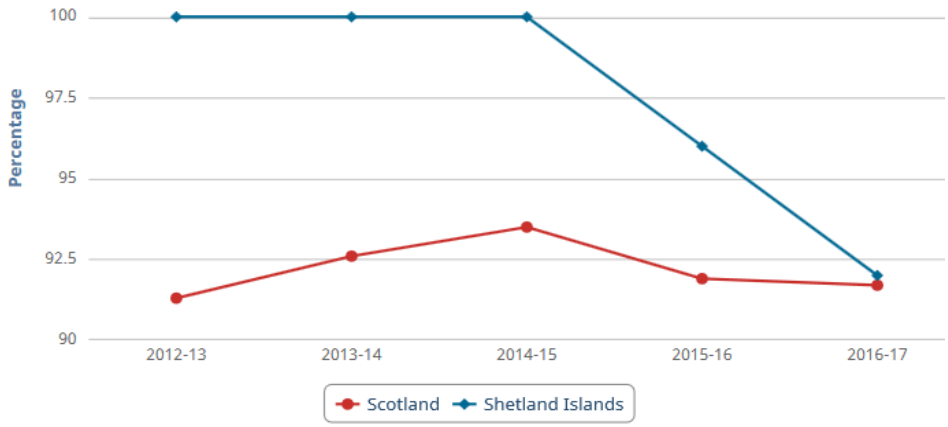
Annual self evaluation to identify areas for improvements in all settings across Shetland.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

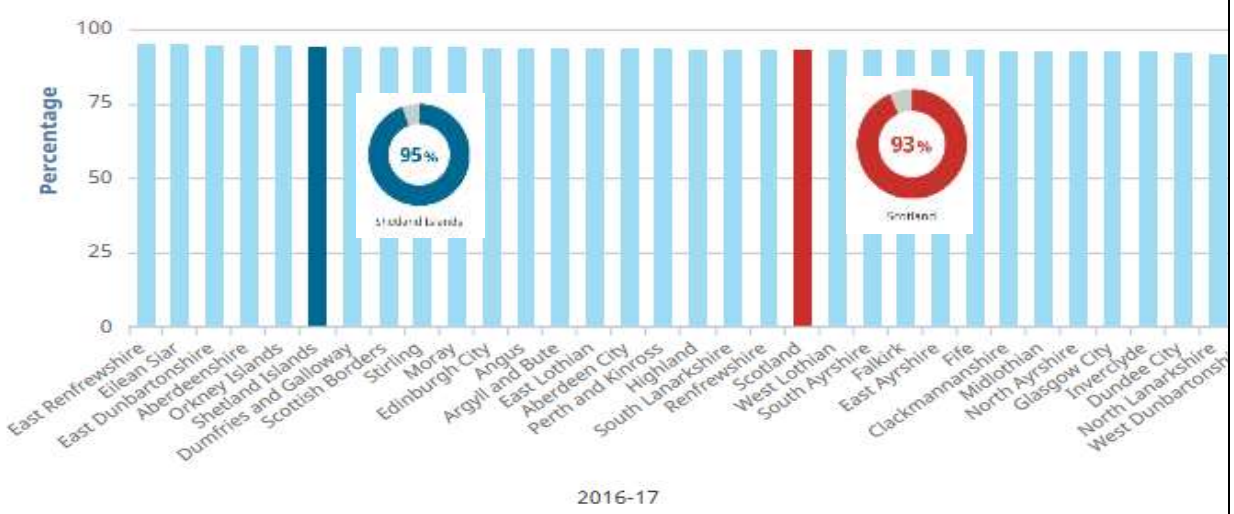


What was the attendance rate of children in my council?

Past Performance

Attendance rates are closely monitored and are constantly higher than the Scottish average.

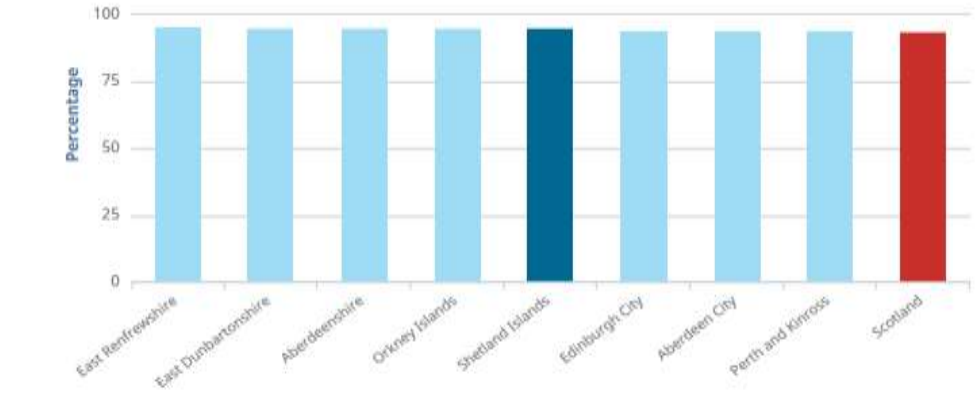
Data for all Councils



Future Improvement

Attendance data is one of the measures used to measure pupil equity funding.

Data for Similar Councils



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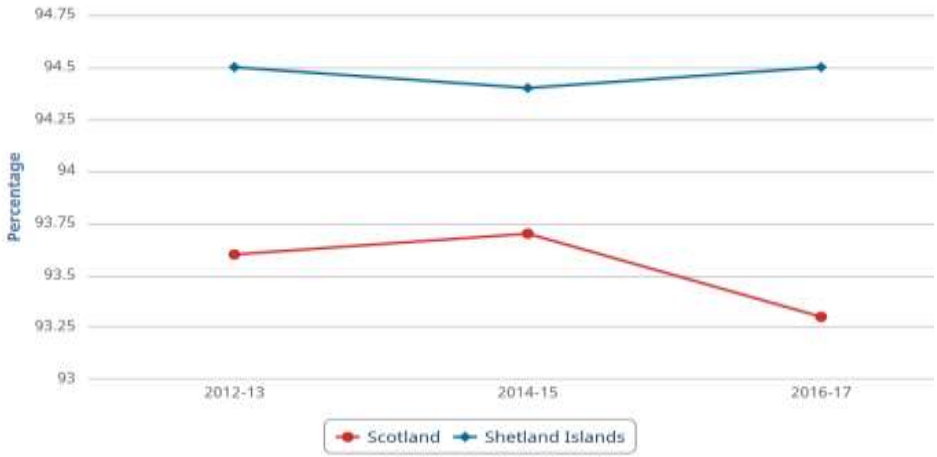
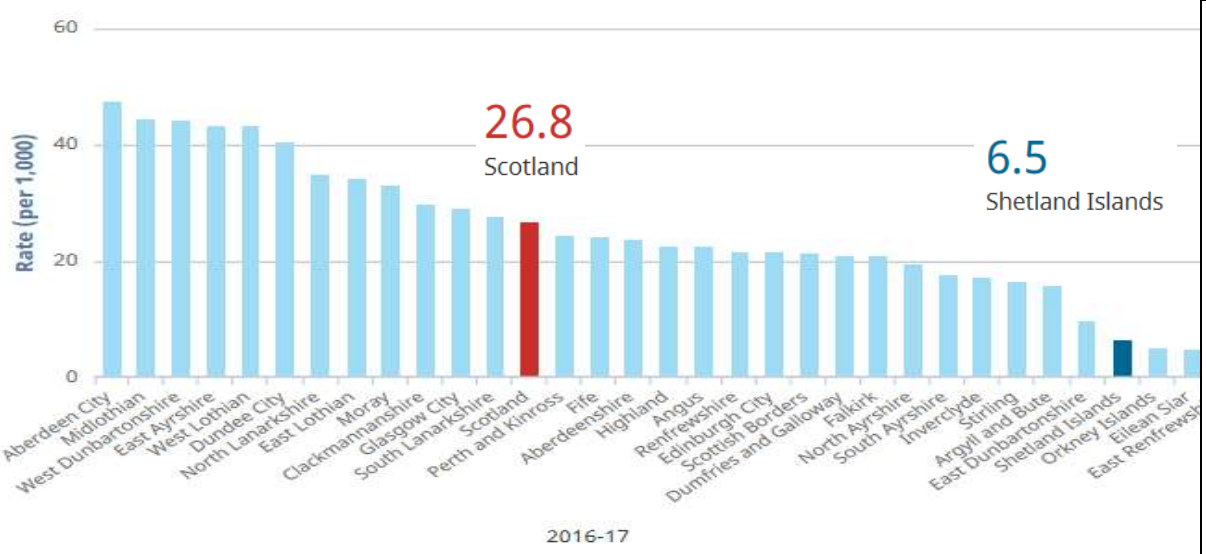


What was the school exclusion rate for children in my council?

Past Performance

Shetland has constantly been lower than the national average for exclusion of pupils from schools

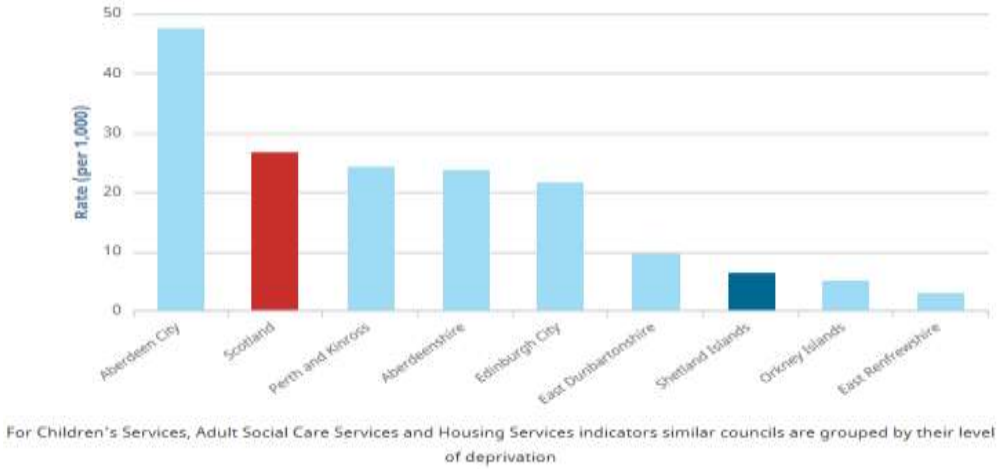
Data for all Councils



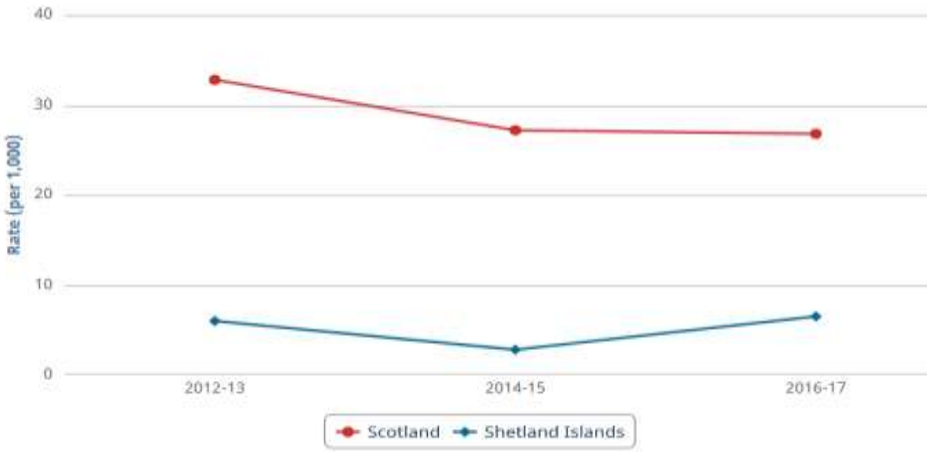
Future Improvement

Current work being undertaken to review and update the current policy on exclusion.

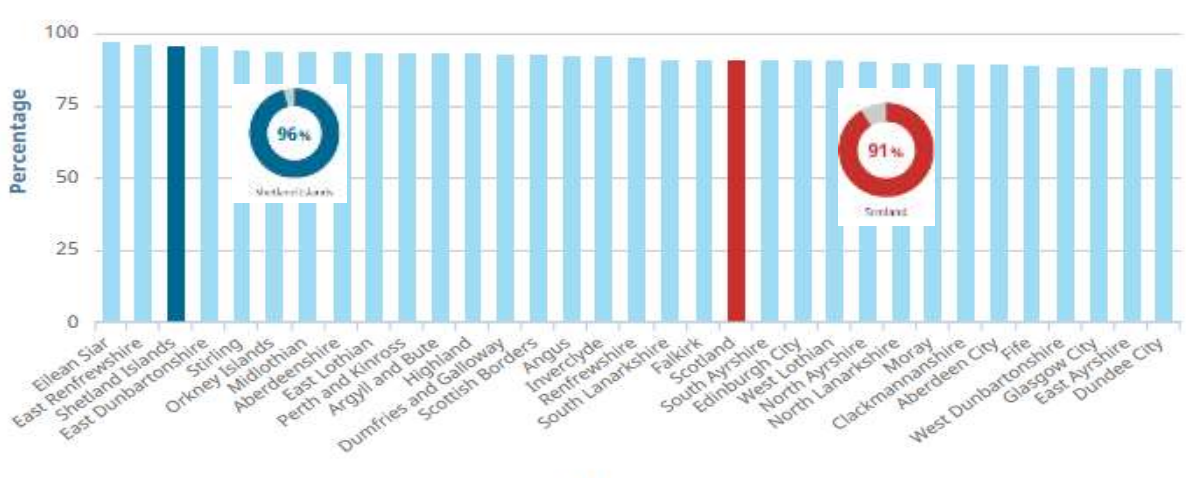
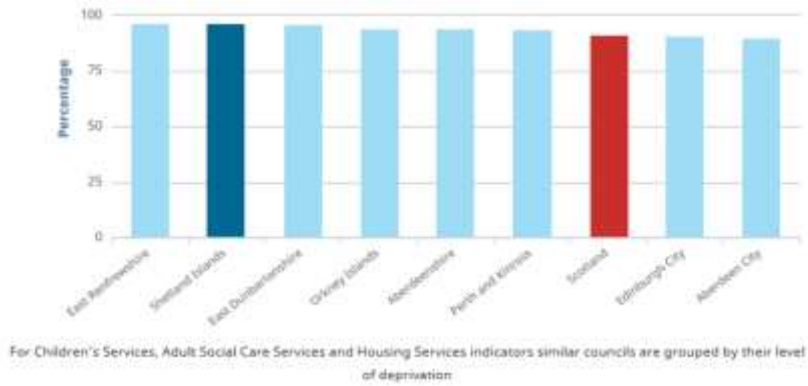
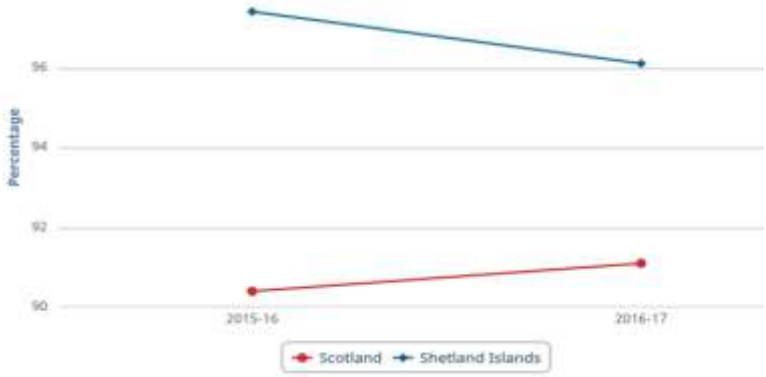
Data for Similar Councils



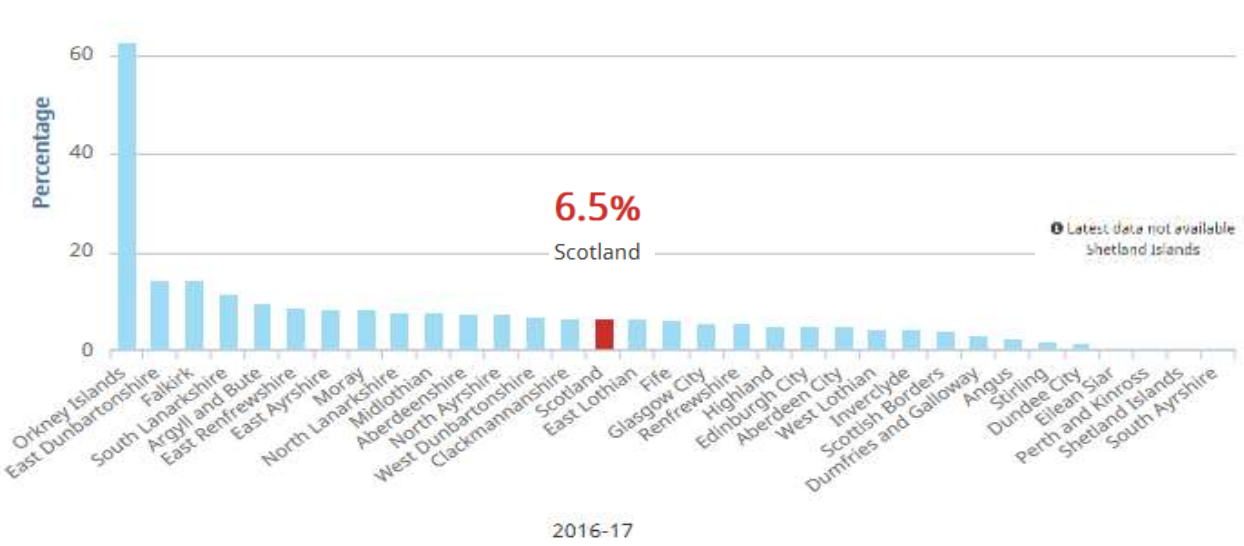
Data over time

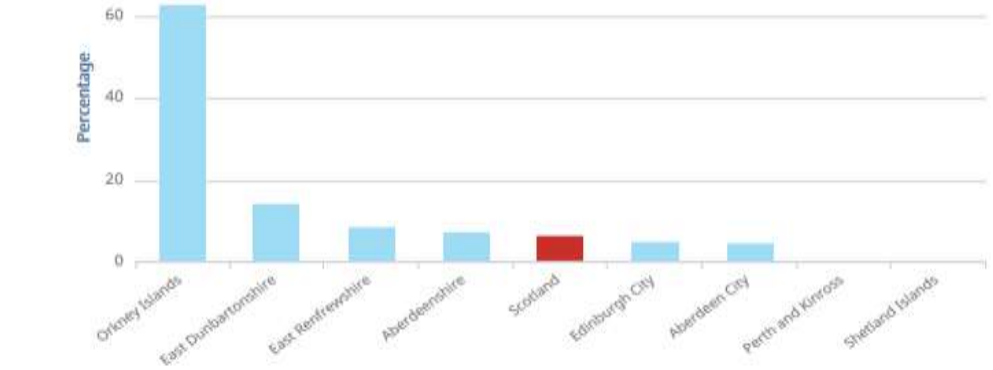
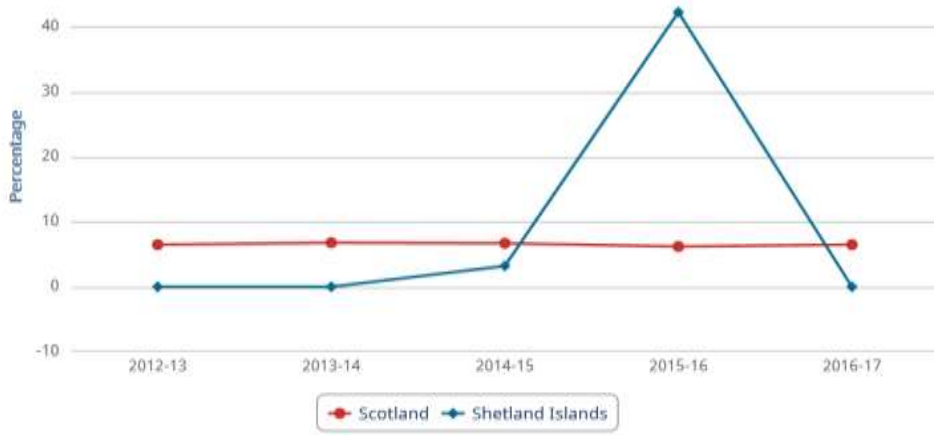


What percentage of 16 to 19 years old are participating in learning, training or work?

Past Performance	Data for all Councils	Future Improvement
This is a new indicator so no previous data available.	  	This indicator will replace School Leaver Destinations (SLDR). Youth Employability Officer and SDS are working together to deliver training to Pupil Support Teachers on the benefits of accurate data and how this data can be used effectively. Use data hub reports to identify those NEET and gaps in provision. Referrals to Shetlands Employability Pathway. Continued 16+ Transition meetings and involvement in enhanced transitions to ensure that young people are being supported into appropriate post school programmes.

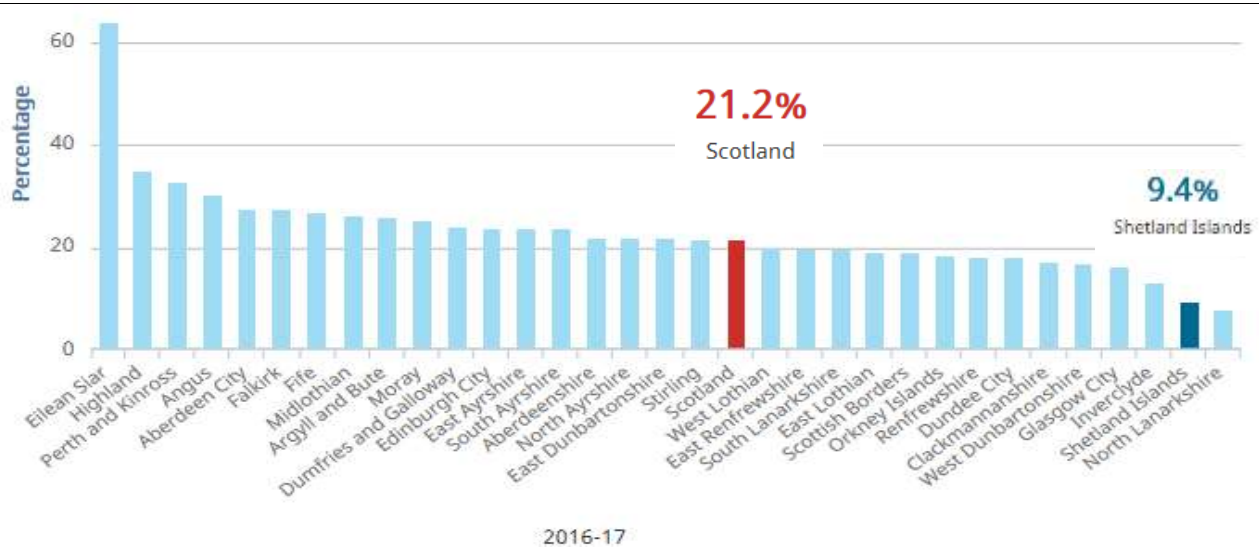
What percentage of child protection registrations were re-registered within 18 months?

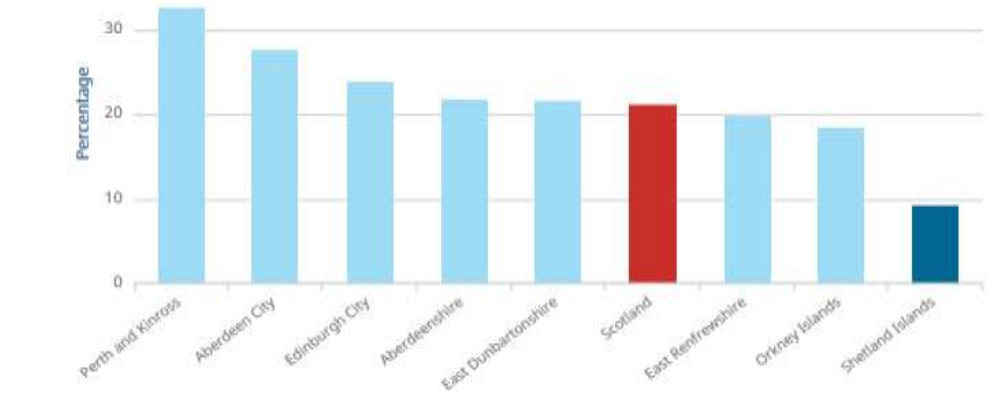
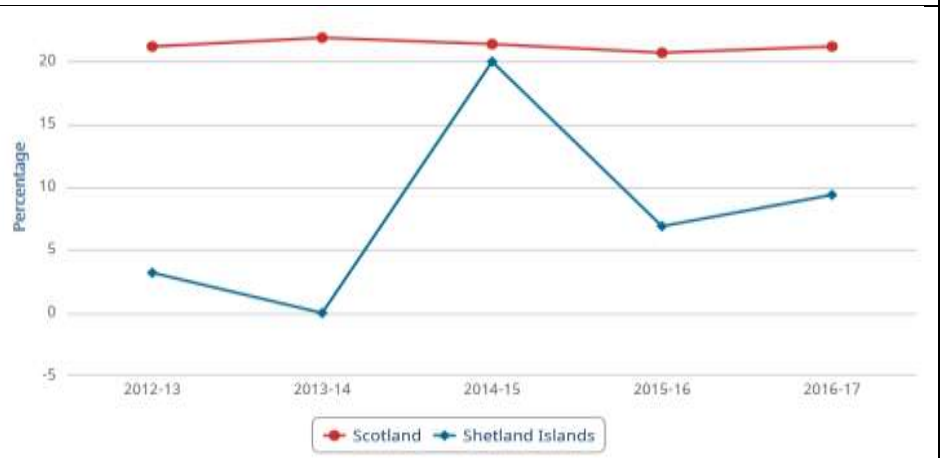
Past Performance	Data for all Councils	Future Improvement
		

Data for Similar Councils	Data over time
	

For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

What percentage of looked after children had more than one placement in the last year?

Past Performance	Data for all Councils	Future Improvement
		

Data for Similar Councils	Data over time
	

Appendix B – Corporate Services – Local Government Benchmarking Framework Indicators

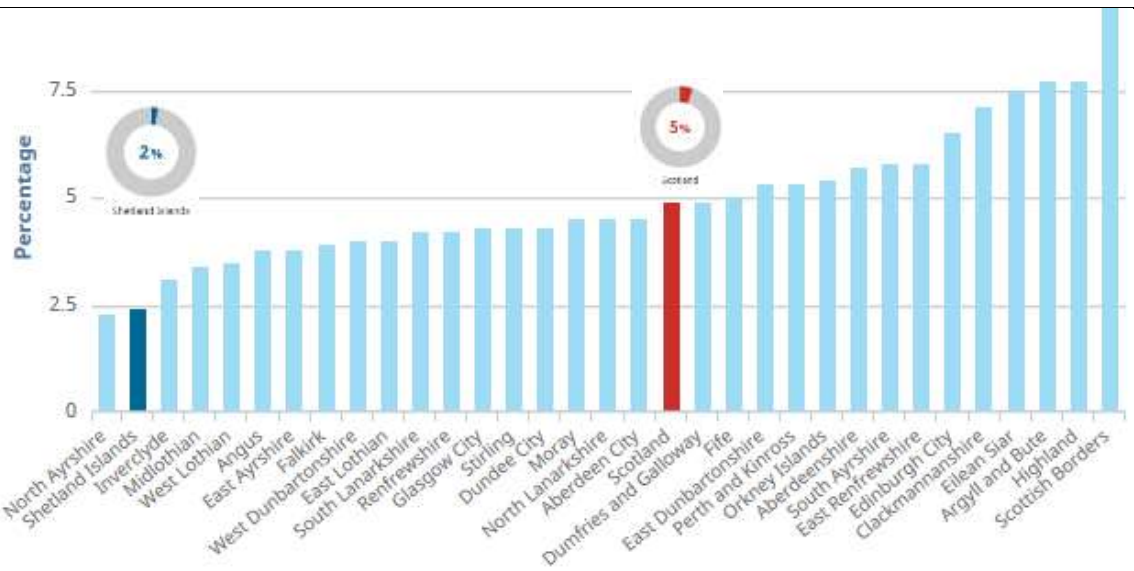
1. How much of my council's total running costs is spent on administrative support services?
2. What is the current gender balance in more senior posts?
3. How much does my council spend on collecting council tax (£ per home)?
4. What is the level of sickness absence for teachers in my council (average number of days per teacher)?
5. What is the level of sickness absence in my Council (average number of days per employee, non-teachers)?
6. How efficient is my council at collecting council tax?
7. How efficient is my council at paying invoices on time?
8. How many council buildings are suitable for their current use?
9. How many Council buildings are in a satisfactory condition?
10. What is the current gender pay gap for staff in my council?

How much of my council's total running costs is spent on administrative support services?

Past Performance

Overall the Council performance in regard to the proportion of expenditure incurred on support activities is lower than the Scotland average, and is the lowest of the other island authorities, to which direct comparison is often made. This is the result of active management of support service activities which remains a priority to achieve the targets for future years.

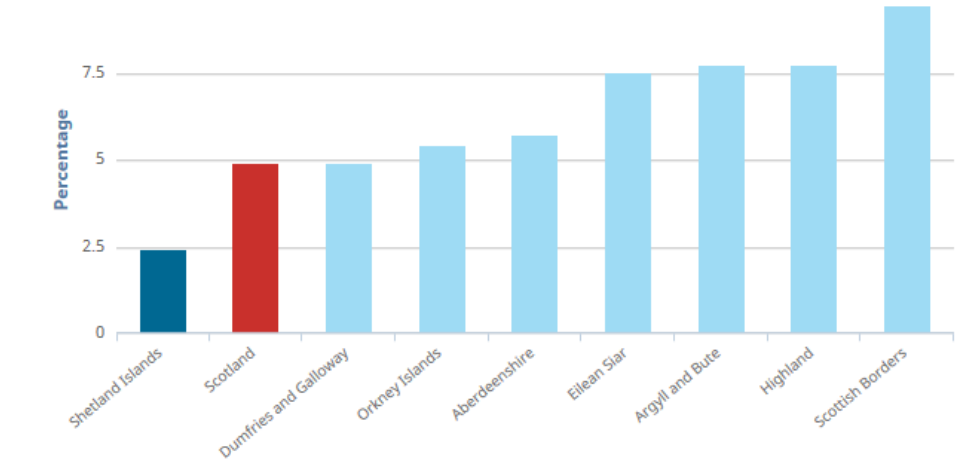
Data for all Councils



Future Improvement

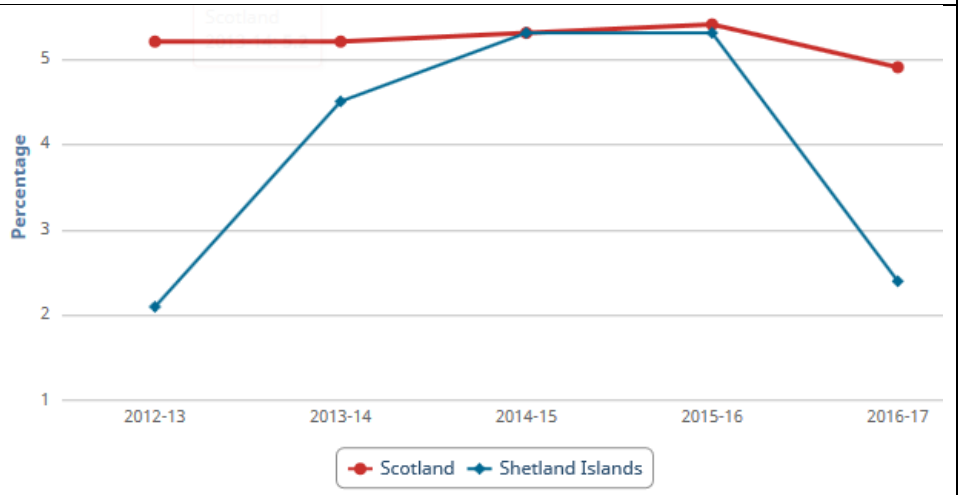
The Council will continue to ensure that it works to provide efficient and effective support services and recognise the strategic direction taken in the Corporate Plan where the priorities are clearly centred on front-line services but considerable focus is given to the need for adequate and effective support functions being critical to the governance and operation of the Council.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

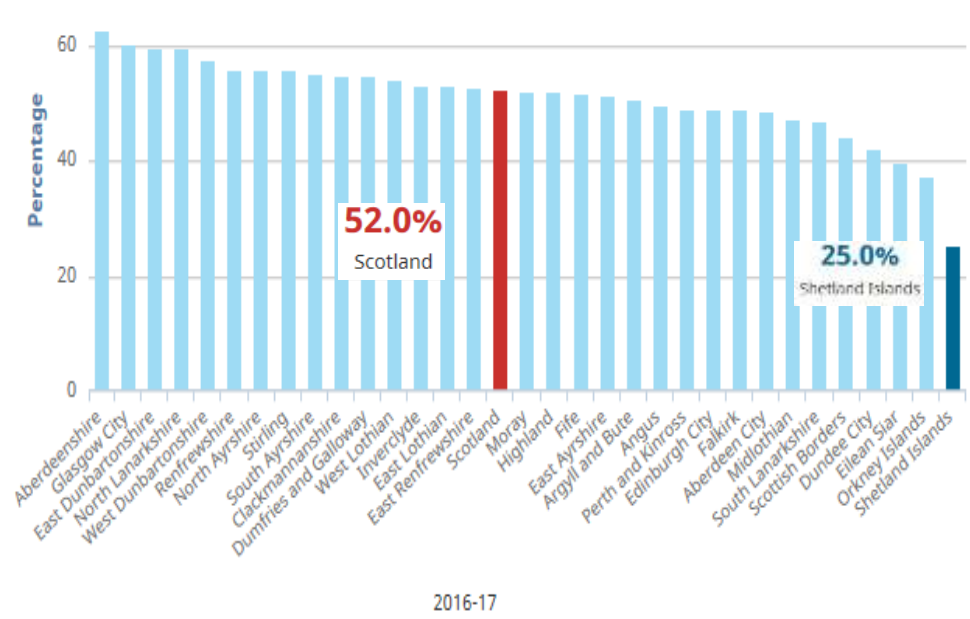


What is the current gender balance in more senior posts?

Past Performance

This indicator actually looks at the % of highest paid 5% employees who are women, rather than "senior" posts in organisational terms. It excludes teachers and Head Teachers. Unlike most other local authorities our makeup of services includes marine, and this sector is significantly represented within this reported group. There has been a very small reduction from 2014/15, given our organisational composition and the current gender balance in the marine sector, such a small change, whilst disappointing does not detract from our plans and overall direction.

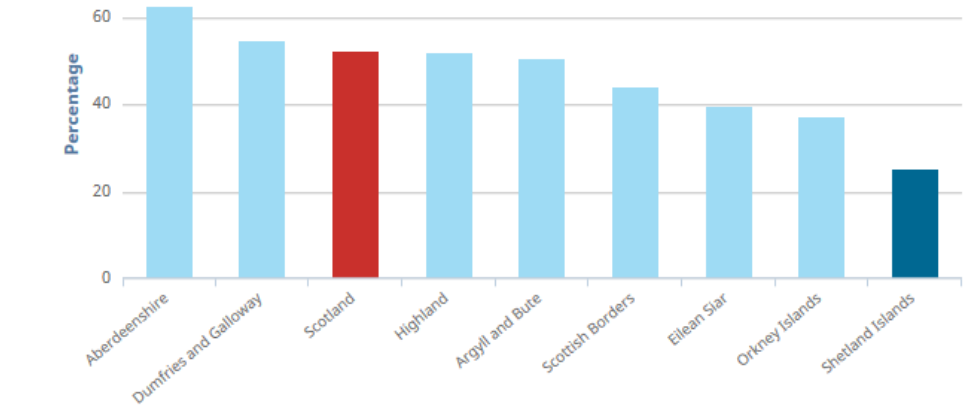
Data for all Councils



Future Improvement

We continue to monitor the profile of our workforce and to carry out Impact Assessments of all policies and reviews to ensure any detrimental impact on any particular group is highlighted and addressed where necessary. We have carried out our 2nd Equal Pay Audit this year which has identified areas for attention or improvement set out in our Equalities Action Plan, particularly around occupational segregation. Our Workforce Strategy Improvement Plan activities address those actions.

Data for Similar Councils



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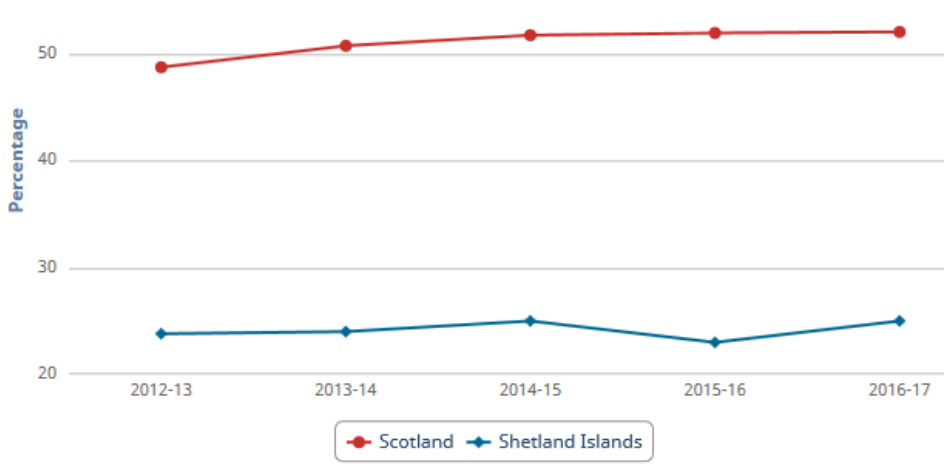
Data over time



How much does my council spend on collecting council tax (£ per home)

Past Performance

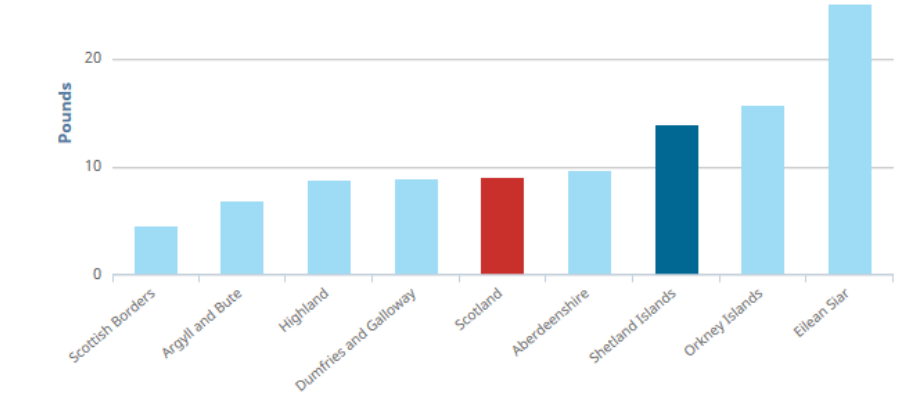
The direct cost of collecting council tax requires an appropriate level of staff resource and as such smaller authorities, with a low council tax base are undoubtedly more expensive when compared in this way. The island authorities' costs as shown in our family group demonstrate this. Shetland does try to manage collection as part of a larger team and make best use of the economies that can be achieved. It is welcome that the Council delivers this service at lower cost than a number of larger authorities.

Data for all Councils

Future Improvement

Continue to monitor collection costs and discuss at monthly Revenues and Benefits team meetings any issues or means of improvement.

Data for Similar Councils



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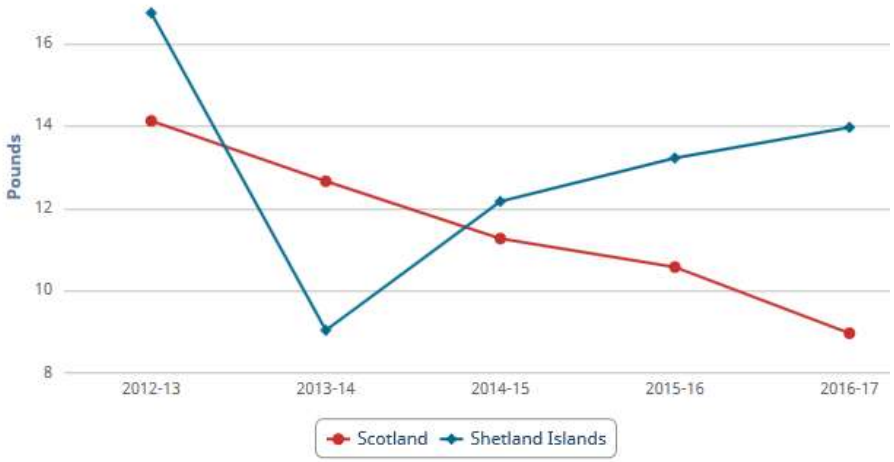


What is the level of sickness absence for teachers in my council (average number of days per teacher)?

Past Performance

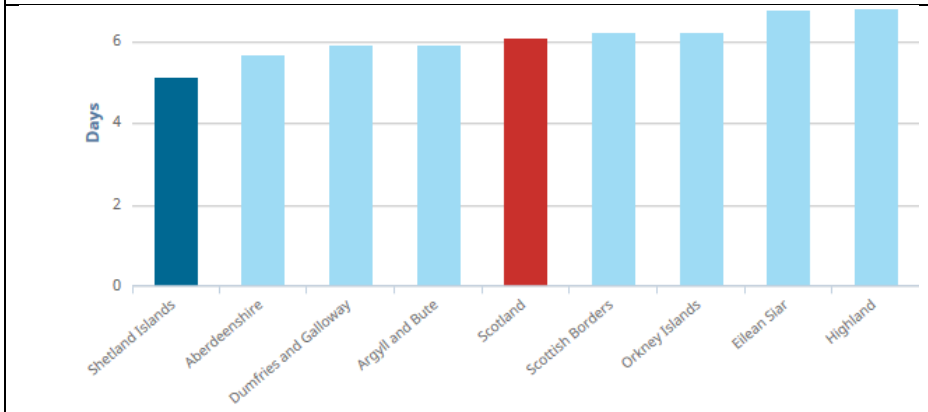
This represents a marked improvement in performance, with a reduction of 1.3 days lost compared to last year. The improvement actions implemented throughout last year placed a greater focus on case management that has made a difference in particular to reducing very long term sickness absence.

Data for all Councils

Future Improvement

This year will see our focus shift to preventive measures in helping to keep our workforce healthy at work whilst services continue to pay close attention to case management.

Data for Similar Councils



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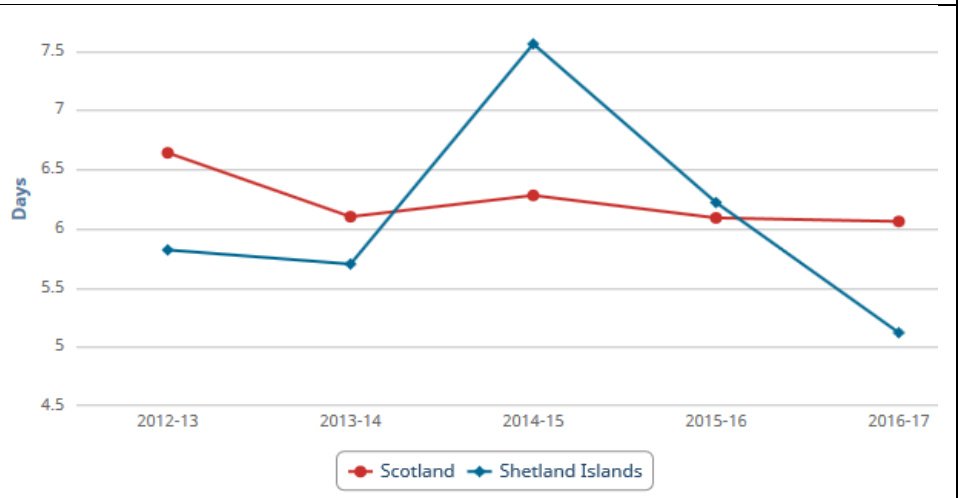
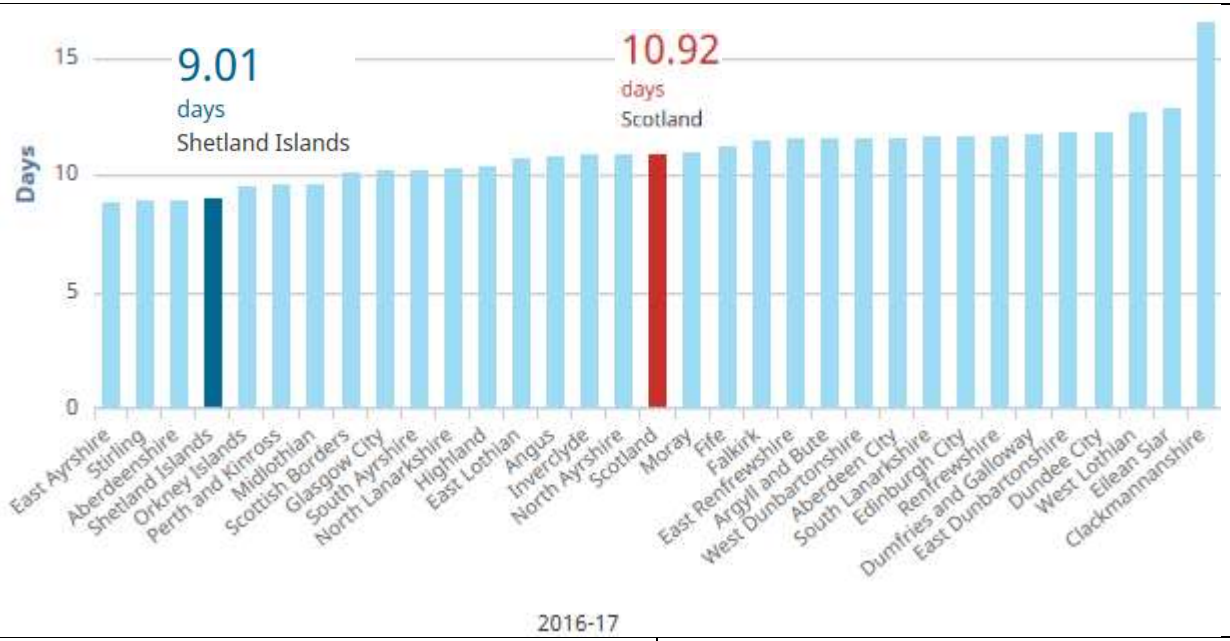


What is the level of sickness absence in my Council (average number of days per employee, non-teachers)?

Past Performance

The average sick days for this group of staff reduced by 1.5 days, this reflects the priority given to addressing very long term sickness absence. In such a small council, just one case can make a marked difference to our overall performance.

Data for all Councils



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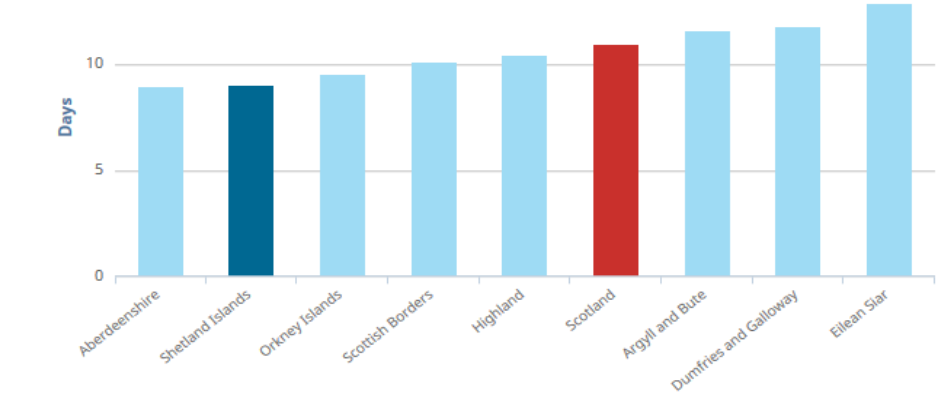
Data for Similar Councils



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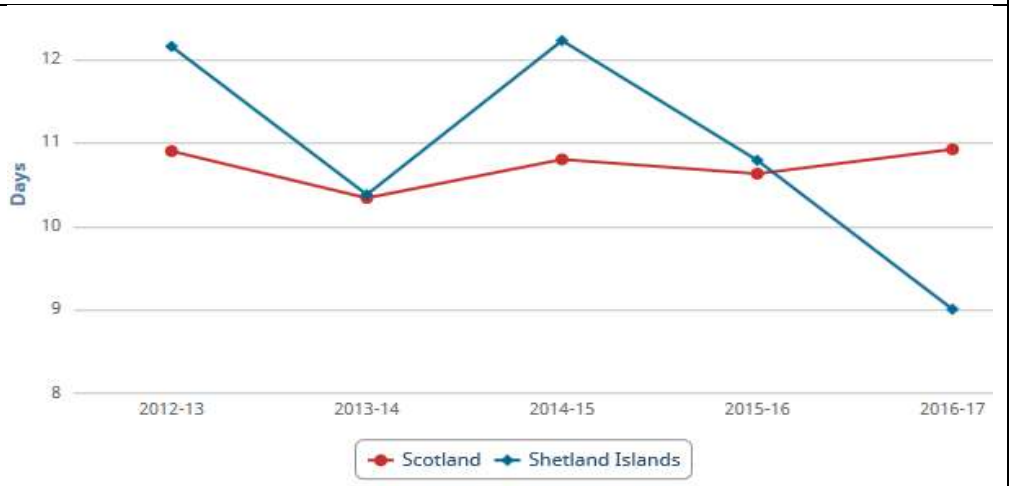
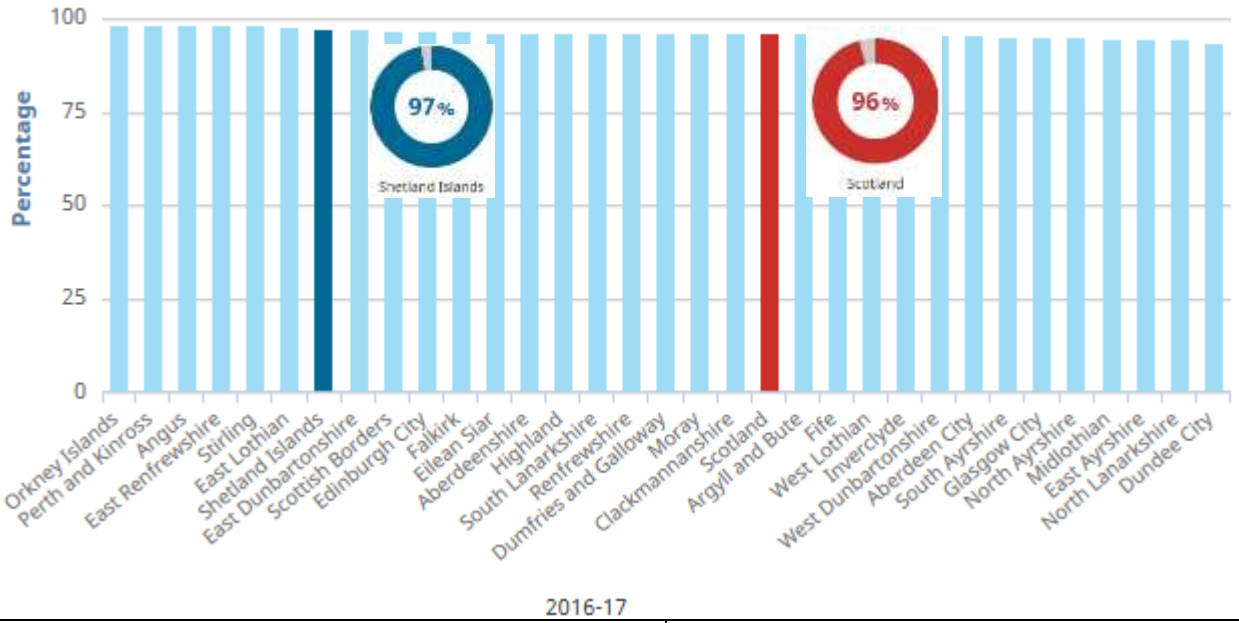


How efficient is my council at collecting council tax?

Past Performance

During 2016/17 there was a further improvement on collection rates, and this resulted in best ever in-year Council Tax collection levels of over 97%.

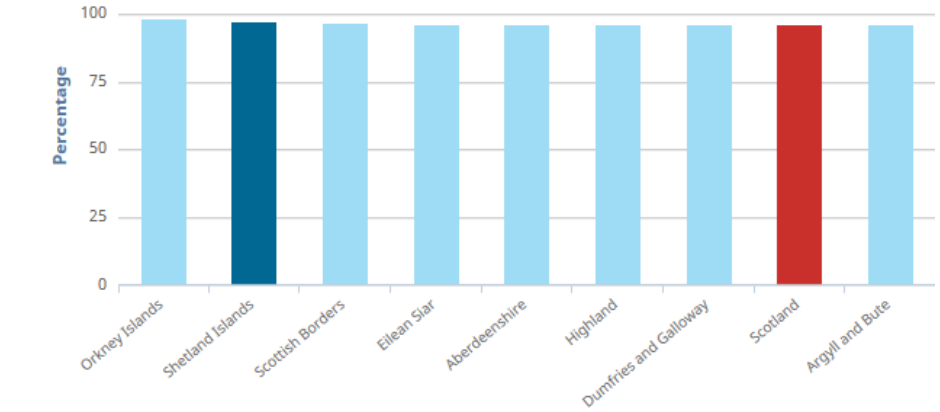
Data for all Councils



Future Improvement

Seek to maintain current high income collection rates through effective income recovery processes. Continue to monitor collection levels on a monthly basis and discuss at monthly Revenues and Benefits team meetings any issues or means of improvement.

Data for Similar Councils



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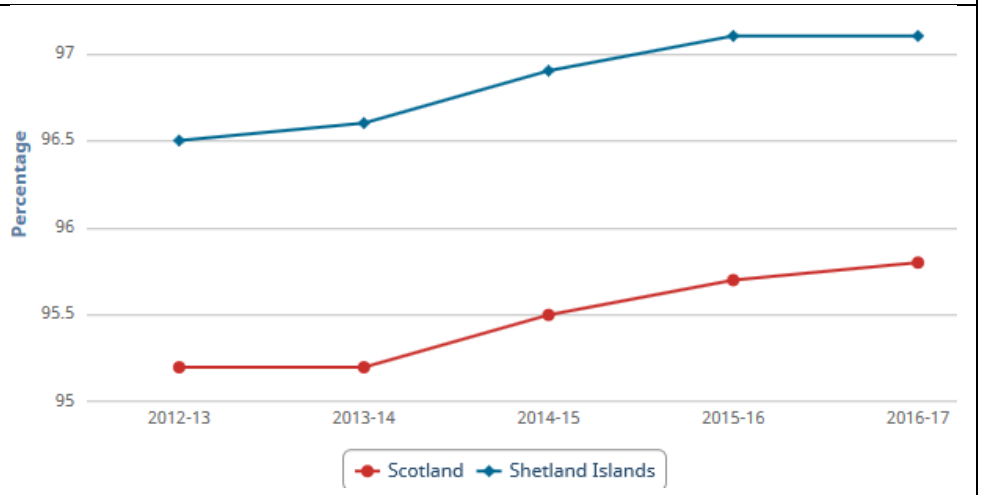
Data over time

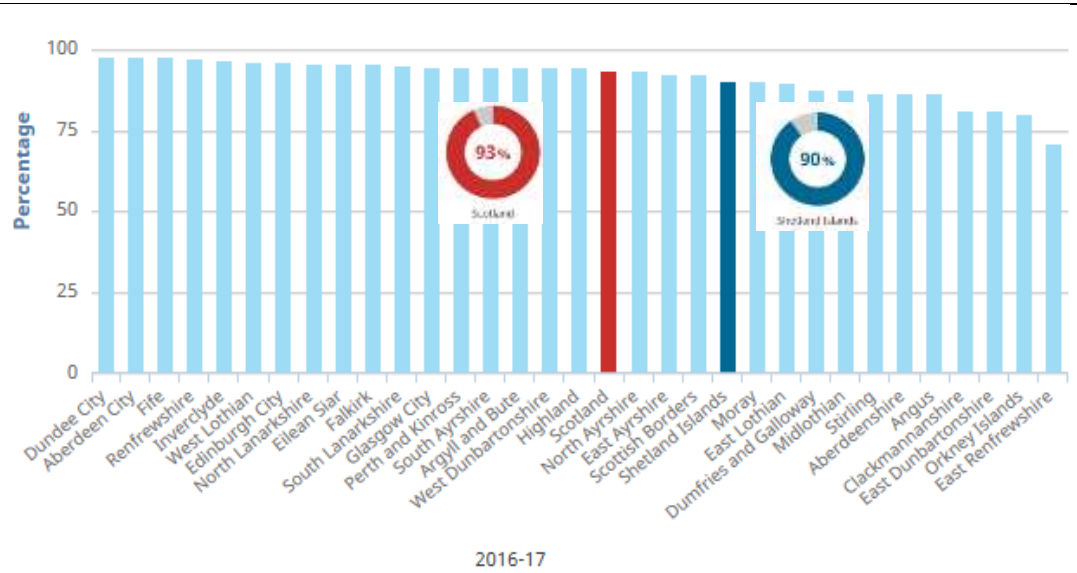


How Efficient is my council at paying invoices on time?

Past Performance

Work has been carried out with Service Areas to identify issues/streamline processes. New software has also been introduced to better manage the flow of invoices from receipt through to authorisation. This has resulted in a significant improvement since 2014/15. However, due to our remote location, many invoices continue to be received several days after the invoice date resulting in a shorted timescale to get them approved and paid.

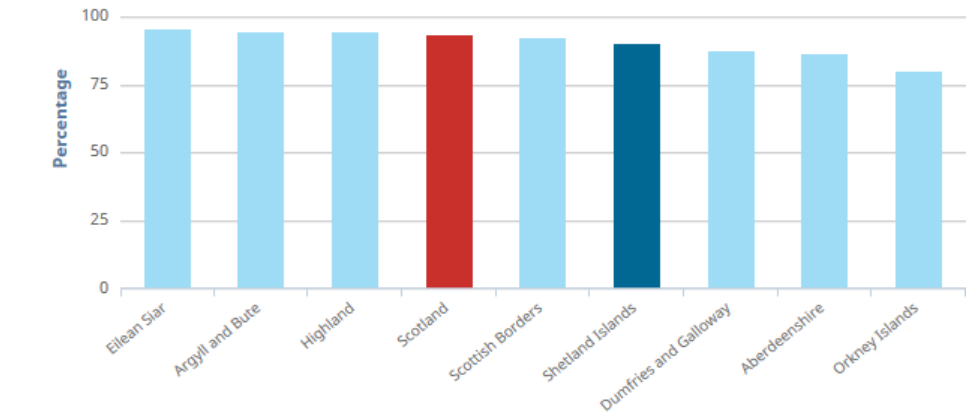
Data for all Councils



Future Improvement

Realistically there will always be invoices which do not get paid within 30 days. Some are held while disputes are resolved or waiting for the approving officer to return form leave and some are delayed reaching us. Maintaining a figure over 90% is therefore our target going forward and we continue to work with Service Areas to look into any processes that could be streamlined.

Data for Similar Councils



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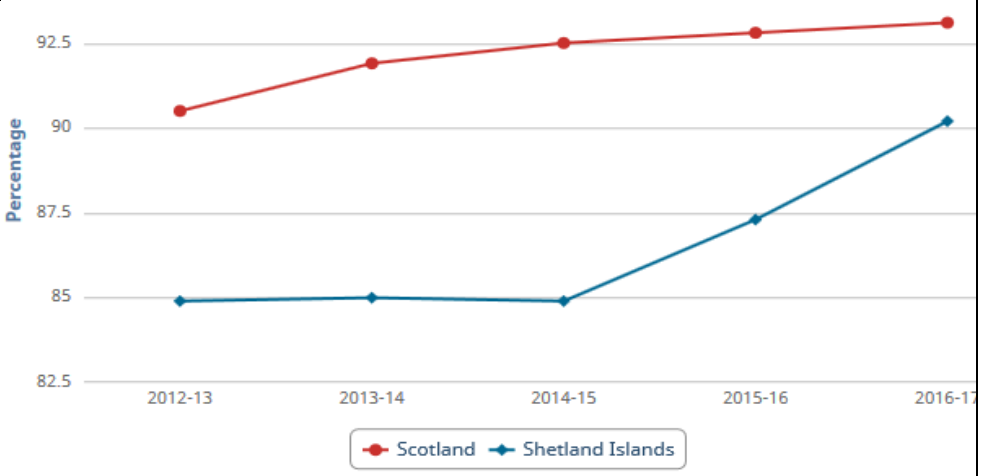
Data over time

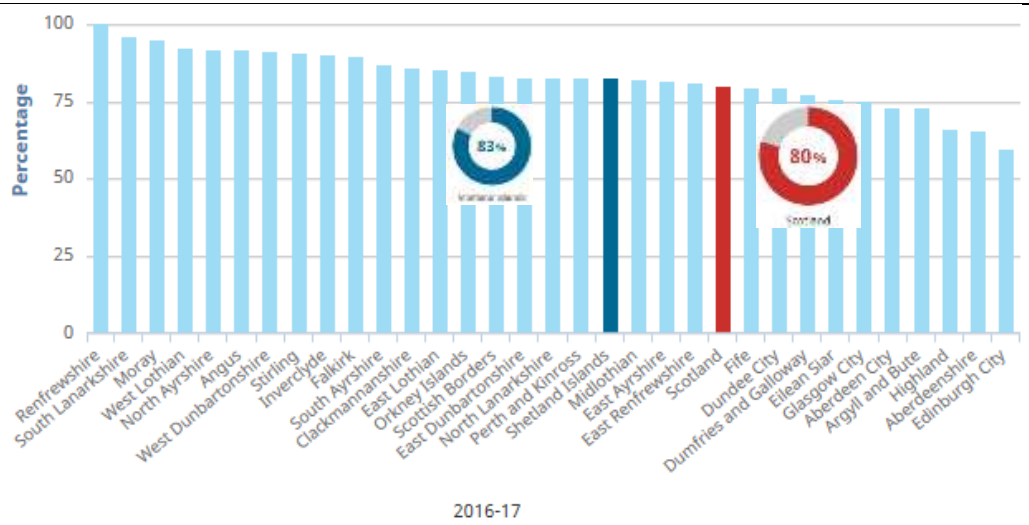


How many council buildings are suitable for their current use?

Past Performance

Over the last year there has been a reduction in the overall floor space of operational properties. Focus has been on making better use of the existing space. Some operational leases have been terminated and existing buildings improved to provide suitable accommodation for service provision. The proportion of operational property considered to be in a suitable condition has therefore improved slightly.

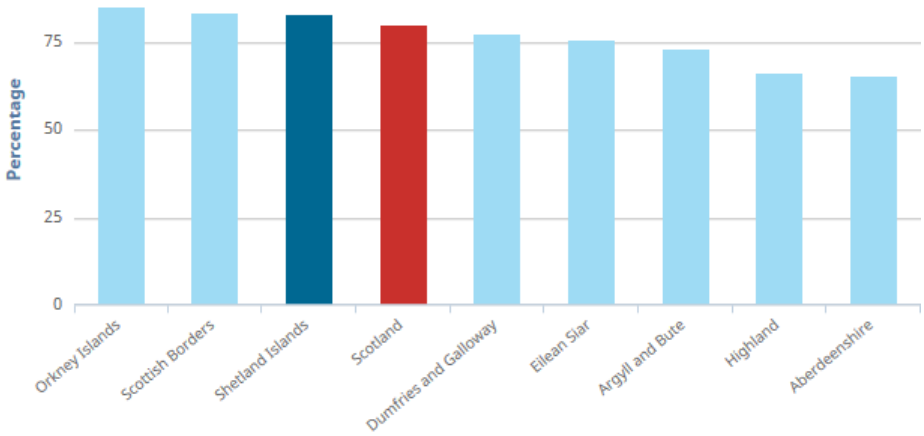
Data for all Councils



Future Improvement

The Council will continue to improve the suitability of its building assets for service delivery wherever practical to do so. This is undertaken through the application of the Corporate Asset Strategy and implementation plan. In March of this year the Council began to re-occupy the property at 8 North Ness as this was previously evacuated for structural inspections. The commissioning in October 2017 of the new Anderson High School and Halls of Residence has resulted is a significant uplift to the suitability scores. There have also been works undertaken to care homes and schools, improving suitability.

Data for Similar Councils



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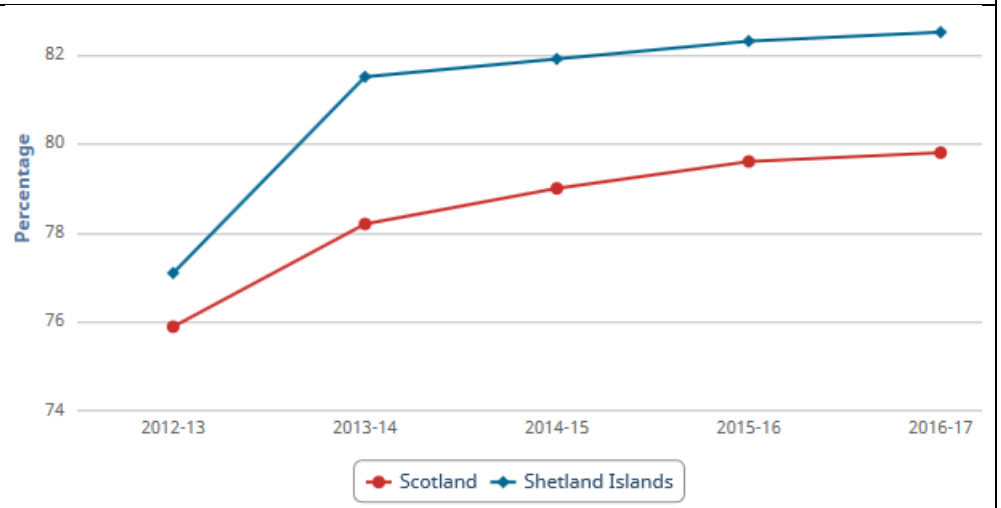
Data over time

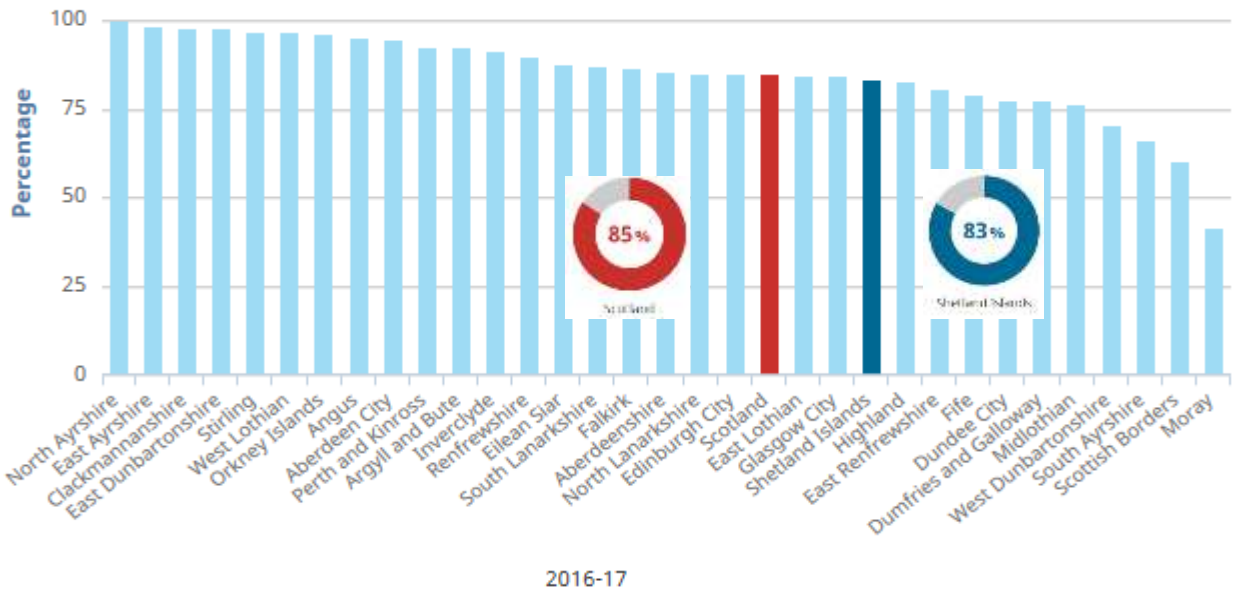


How many Council buildings are in a satisfactory condition?

Past Performance

The number of operational properties has reduced over the past year in line with the Corporate Asset Strategy. This has been through terminating leased-in property and better utilising the existing estate in line with the Corporate Plan. The condition of the stock has improved over the last year with the commissioning of the new Anderson High School and Halls of Residence along with capital works to care homes, schools and civic buildings.

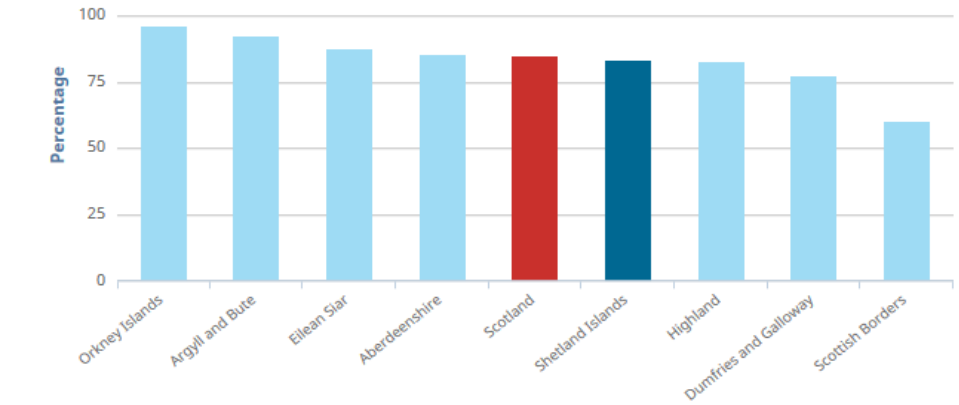
Data for all Councils



Future Improvement

The Council continues to improve the property portfolio by applying the Corporate Asset Strategy and Implementation Plan. There are two assets currently under construction designed to replace poorly compliant or end of life buildings, which will further improve the condition scores in the next year.

Data for Similar Councils



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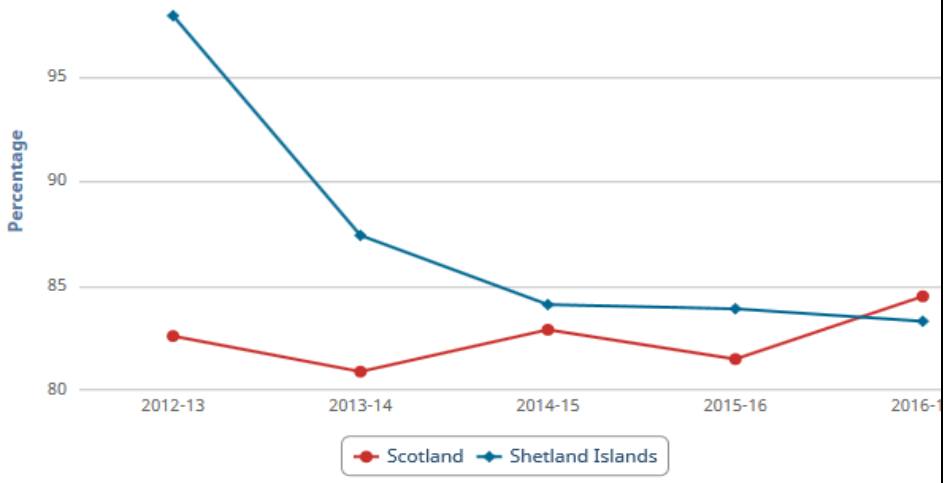
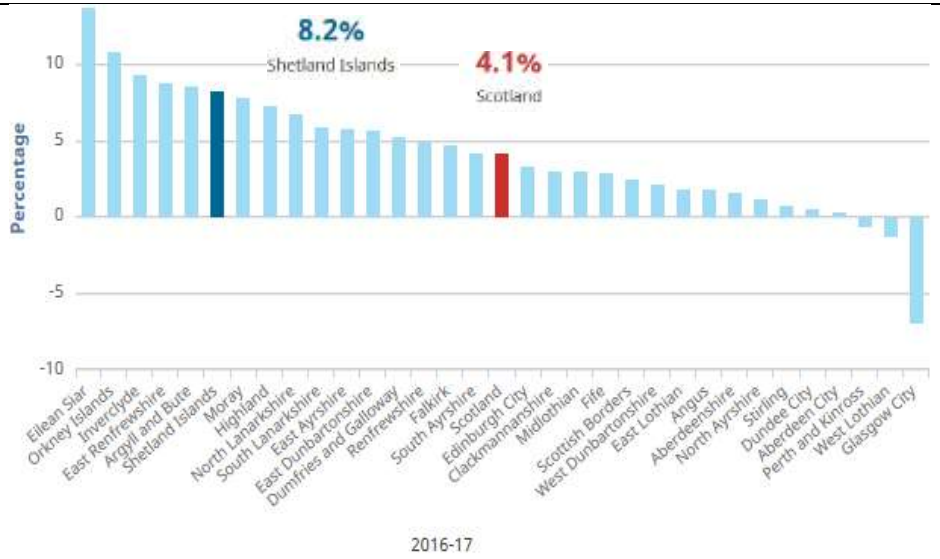


What is the current gender pay gap for staff in my council?

Past Performance

There is limited scope to compare the 2014 and 2016 Equal Pay audits because they are drawn from different data sets.
While the 2016 audit looks at 2015/16 pay and enhanced holiday pay was implemented wef 1/1/2016, it was paid out during 2016/17 and backdated to 1/01/2016. Given the male dominance apparent in pay for additional terms and conditions set out at 4.3 above, the impact of enhanced holiday arrangements will increase the gender pay gap figures, other than on basic pay.
The pattern of occupational segregation revealed in the Equal Pay audit shows that there are roles within the Council that have predominant gender occupancy. It is recognised that this comes about from a number of factors, including attitudes and expectations based on gender norms and stereotyping, availability of flexible working, and unequal primary caring responsibilities.

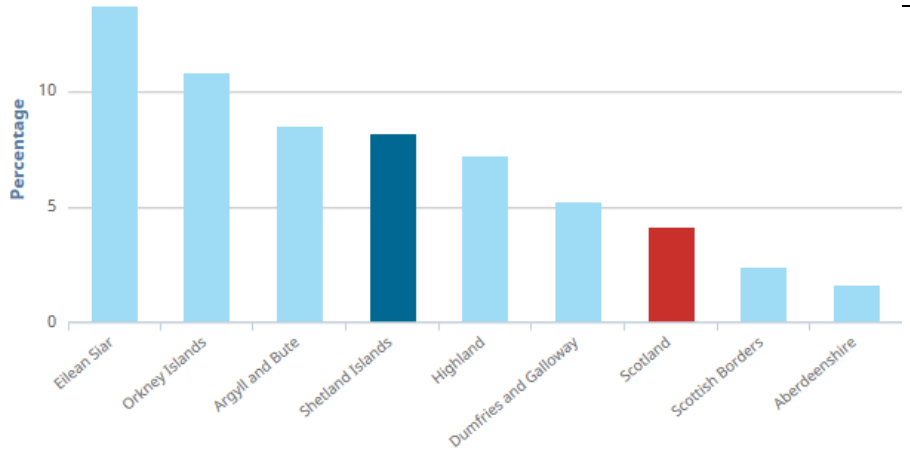
Data for all Councils



Future Improvement

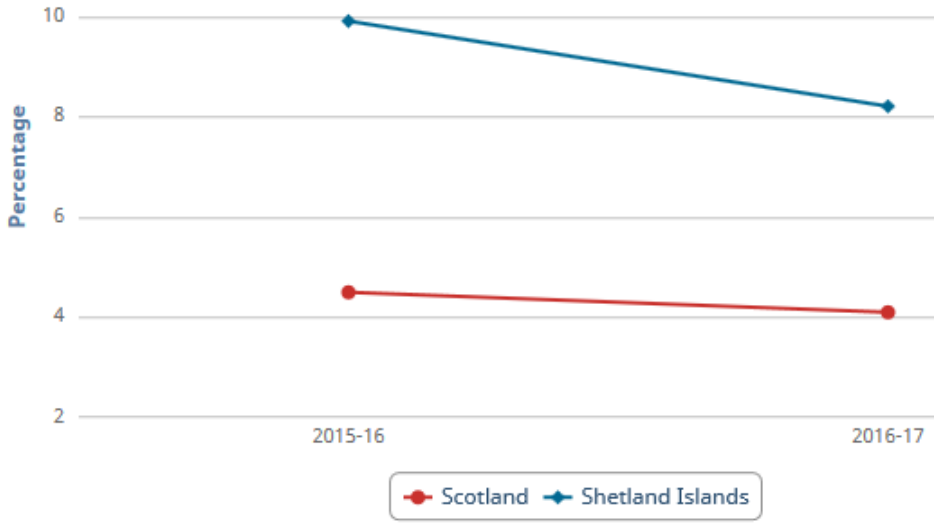
The 2016 Equal Pay Audit Action Plan sets out further planned research and proposals that will address occupational segregation although it is acknowledged that it will take some time for improvements to work through into the gender pay gap. While the published gender pay gap figure looks at basic pay, data is provided in the 2016 Equal Pay audit on the impact of other pay and terms and conditions and shows that further analysis is required on how these terms and conditions impact across council posts.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

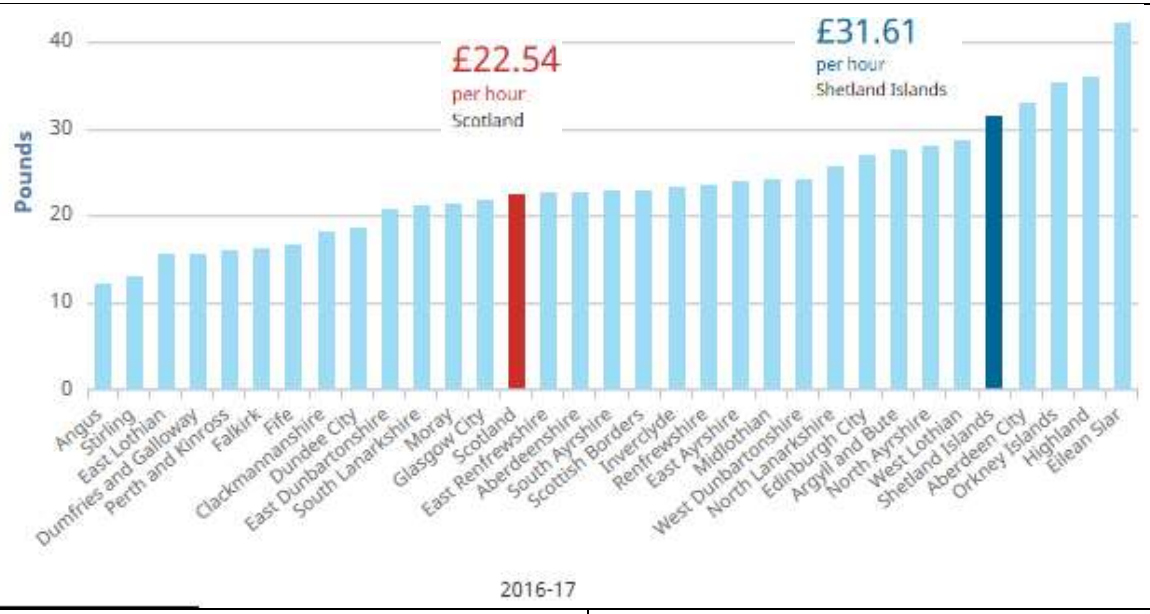
Data over time



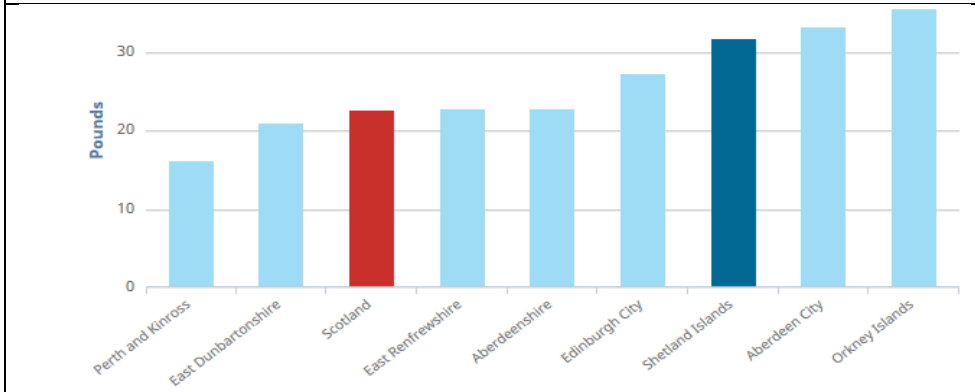
Appendix C – Adult Social Care – Local Government Benchmarking Framework Indicators

1. How much does my council spend on providing care to support older people to live at home (£ per hour)?
2. How many people needing social work support use direct payments or personalised managed budgets to meet their support needs?
3. How many older people with intensive needs are supported by my council so that they can remain at home?
4. How much does my council spend on providing residential care for older people (per person, per week)?

How much does my council spend on providing care to support older people to live at home (£ per hour)?

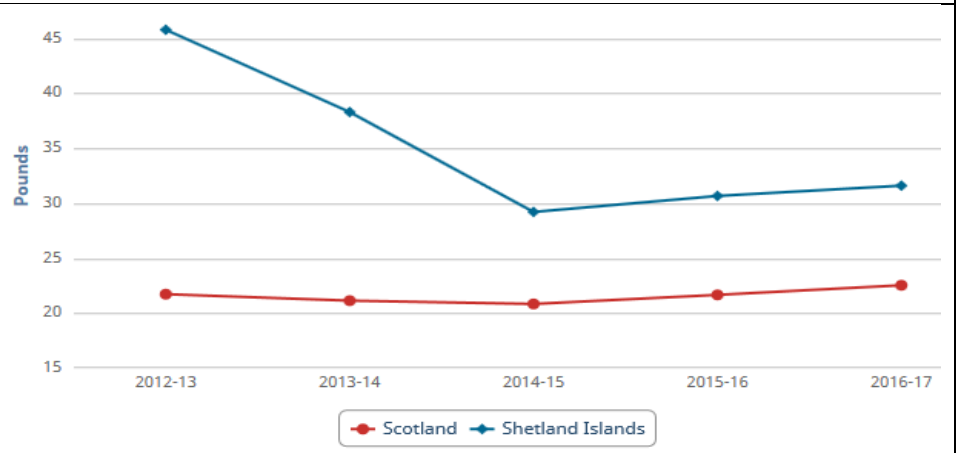
Past Performance	Data for all Councils	Future Improvement
We have been continuing to implement our reablement programme to enable people to live for longer in their own home increasing their independence.		Continue to drive efficiencies and integrate services to reduce costs and while increasing opportunities for people to stay at home for longer.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

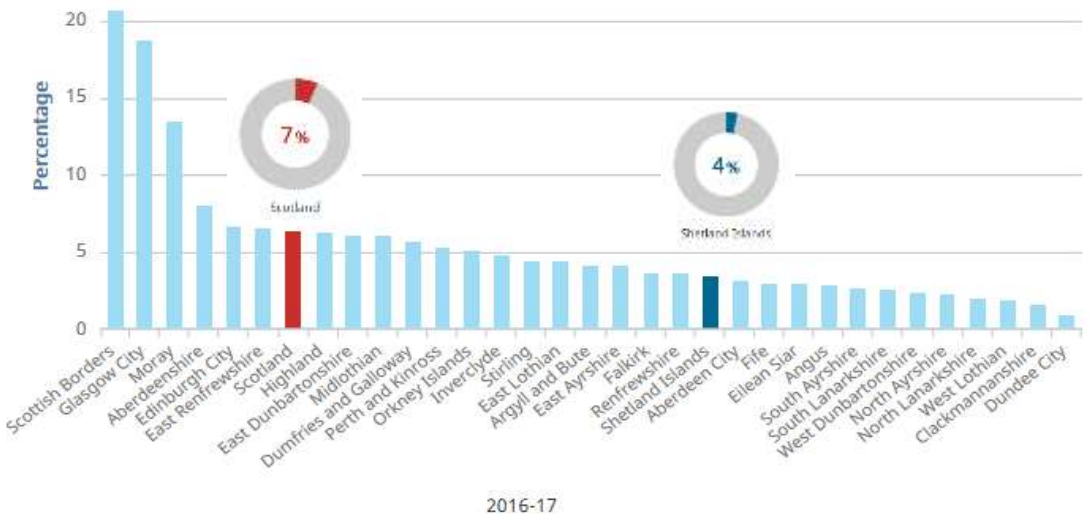


How many people needing social work support use direct payments or personalised managed budgets to meet their support needs?

Past Performance

Use of Direct Payments/personal budgets has almost doubled in Shetland since the SDS Act came into force in 2014, which bucks the Scottish trend of a decline. New assessment training and SDS awareness training with staff started in 2015, where there is noticeable increase in direct payments and personal budgets.

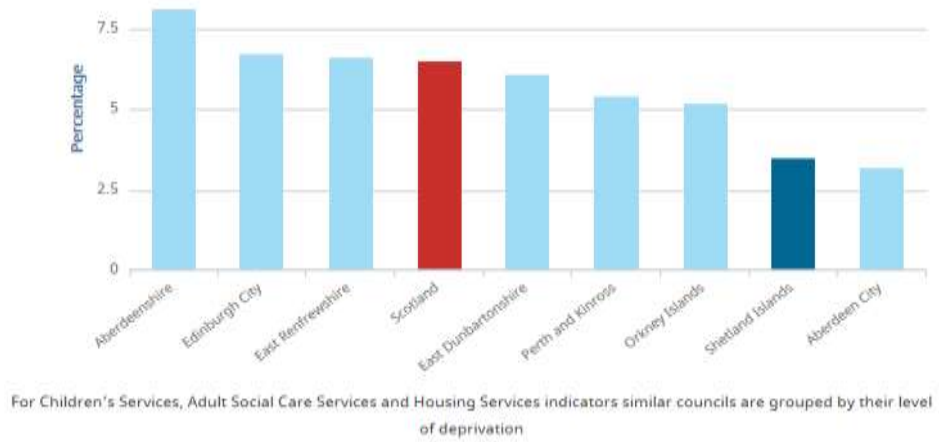
Data for all Councils



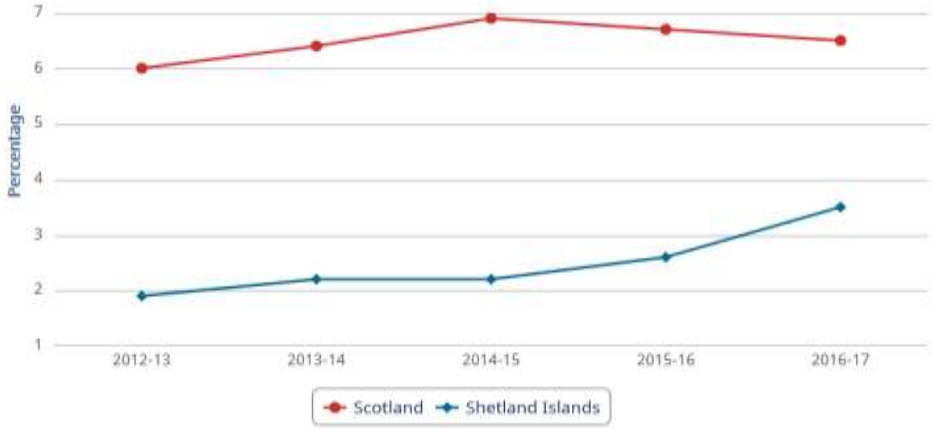
Future Improvement

Continue to raise awareness of the SDS Options at assessment and review with individuals and through training with staff. Promote the development of independent services to support people with personal budgets. Improvements need to be made on how we capture data regarding option choices.

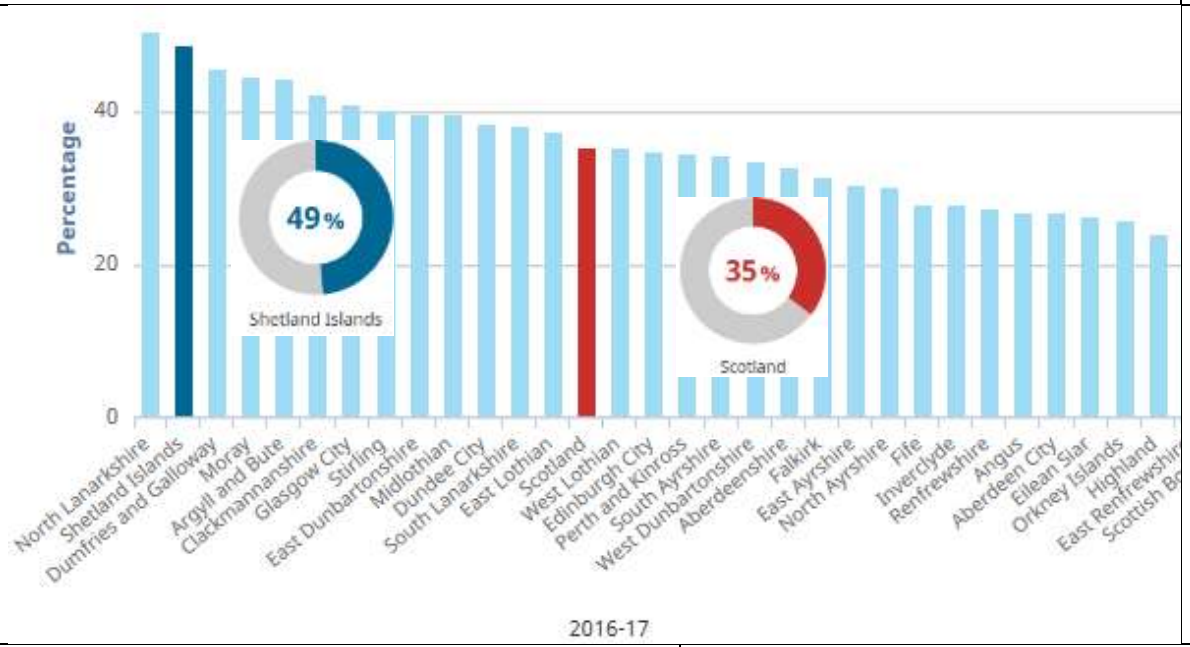
Data for Similar Councils



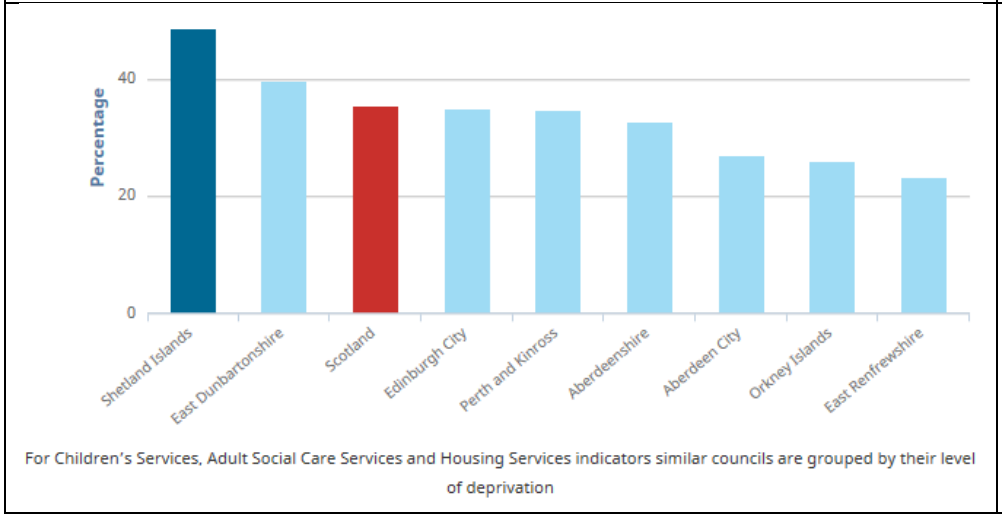
Data over time



How many older people with intensive needs are supported by my council so that they can remain at home?

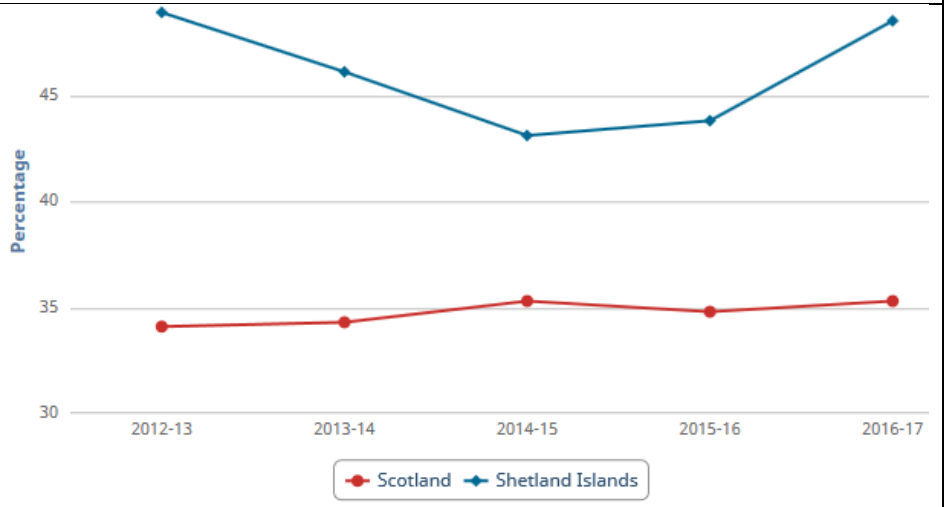
Past Performance	Data for all Councils	Future Improvement
Consistently deliver a high level of care into people's homes as an alternative to receiving residential care services.		Continue to work closely with agencies and integrating services to enable people to stay at home for longer. It should be noted that reablement and telecare services also enable people to stay at home without necessarily delivering an 'intensive care' package.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time

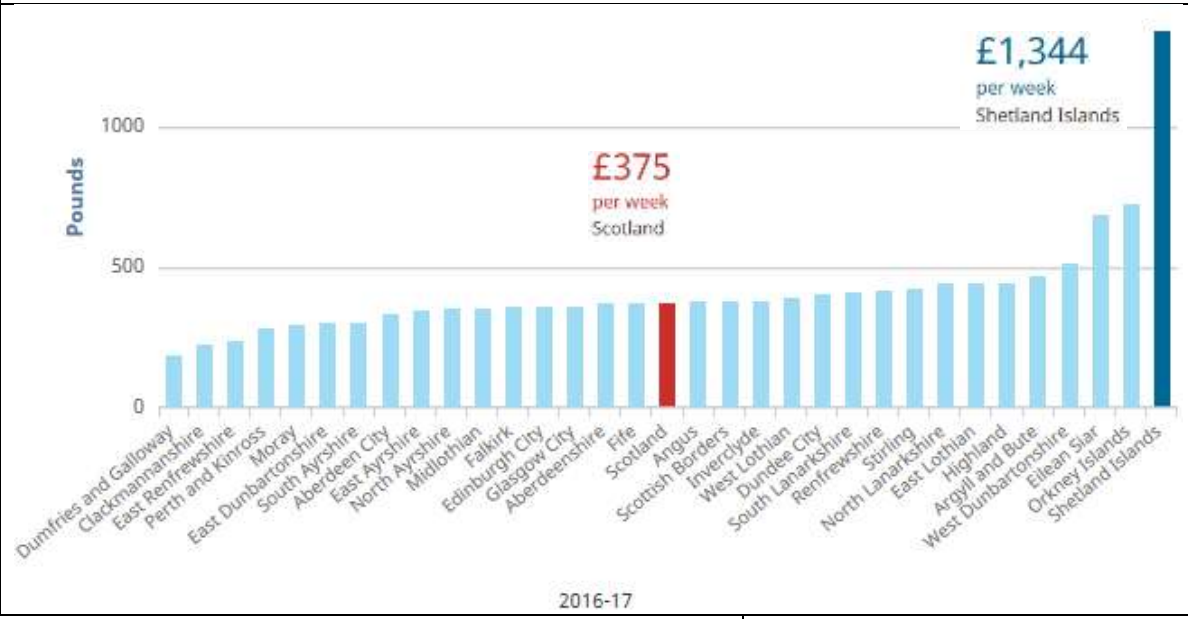


How much does my council spend on providing residential care for older people (per person, per week)?

Past Performance

As with other island authorities, we are one of the most expensive in terms of service provision. Mainland authorities run at a lower cost due to competitive private availability and larger residential units.

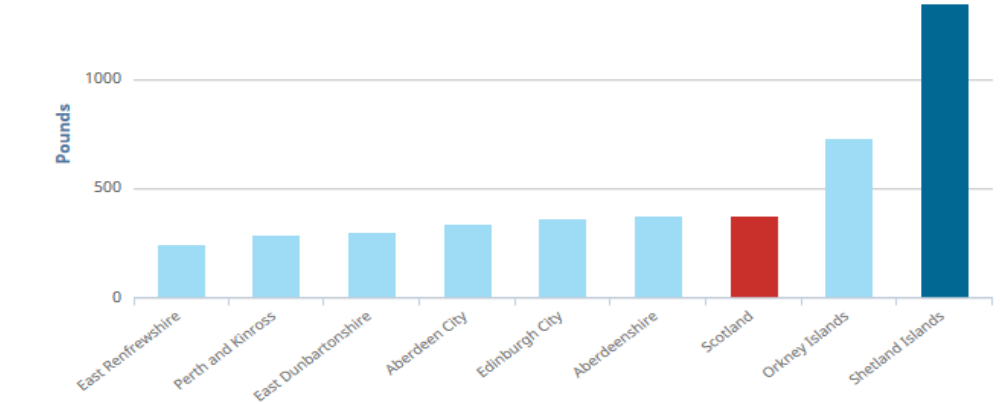
Data for all Councils



Future Improvement

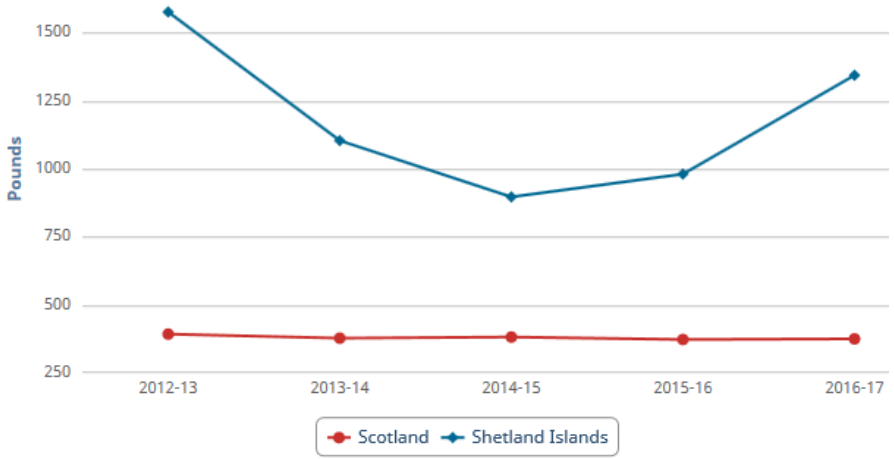
Staffing has not increased, however employee costs have risen, due to pay increase/changes to NI & Pension and also additional holiday pay. As Employee cost represent the largest proportion of cost, it will impact on the figures. Improvement statement from Finance: A significant piece of work has been done on Sustainable Service Models Social Care Business Case, looking at ways in which a more integrated approach to residential care and care at home services can ensure sustainable service delivery in the future.

Data for Similar Councils



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

Data over time



Appendix D – Economic Development – Local Government Benchmarking Framework Indicators

1. How many unemployed people have been assisted into work by my council?

2. How much does it cost for each planning application?

3. How long does it take my council to deliver a commercial planning application decision (on average)?

4. What percentage of my Councils' procurement is spent on local small/medium enterprises?

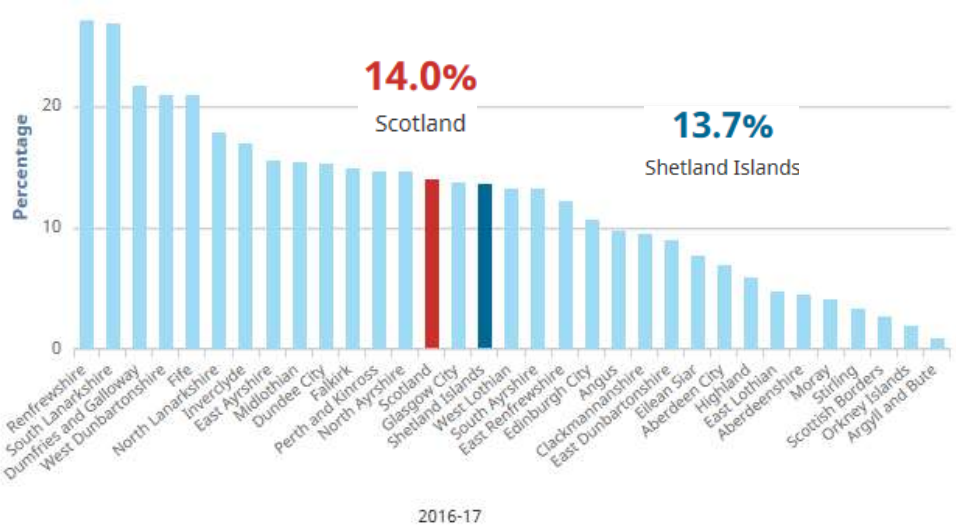
5. How many business gateway supported start-ups are there in my council?

How many unemployed people have been assisted into work by my council?

Past Performance

A lower percentage of people have been assisted in Shetland, compared to the Scottish average; this reflects Shetland's lower unemployment rate and a higher proportion of those receiving support with more complex barriers to employment.
Shetland's performance is favourable, compared to similar Councils, which could be attributable to Shetland's Employability Pathway, established on 1st April 2015.
The improvement in performance between 2014/15 and 2016/17 can, again, be attributed to the Pathway.

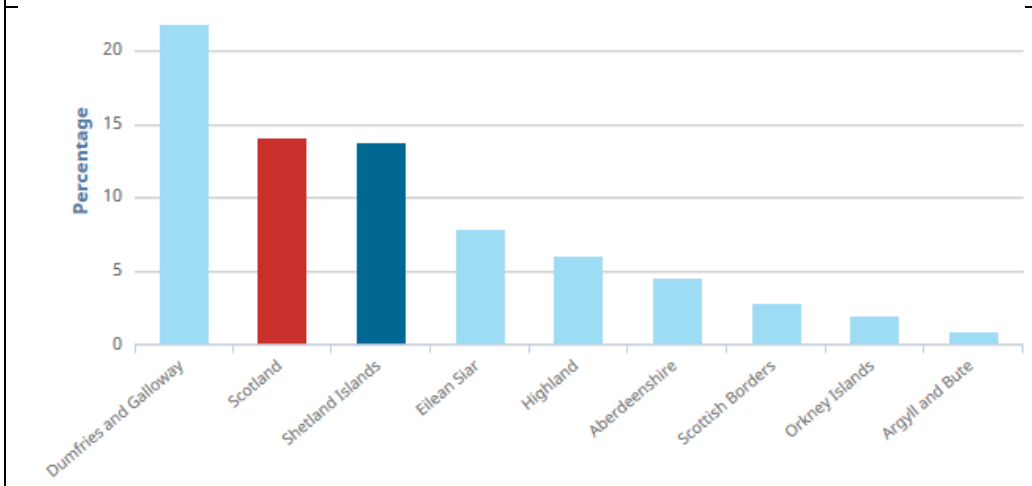
Data for all Councils



Future Improvement

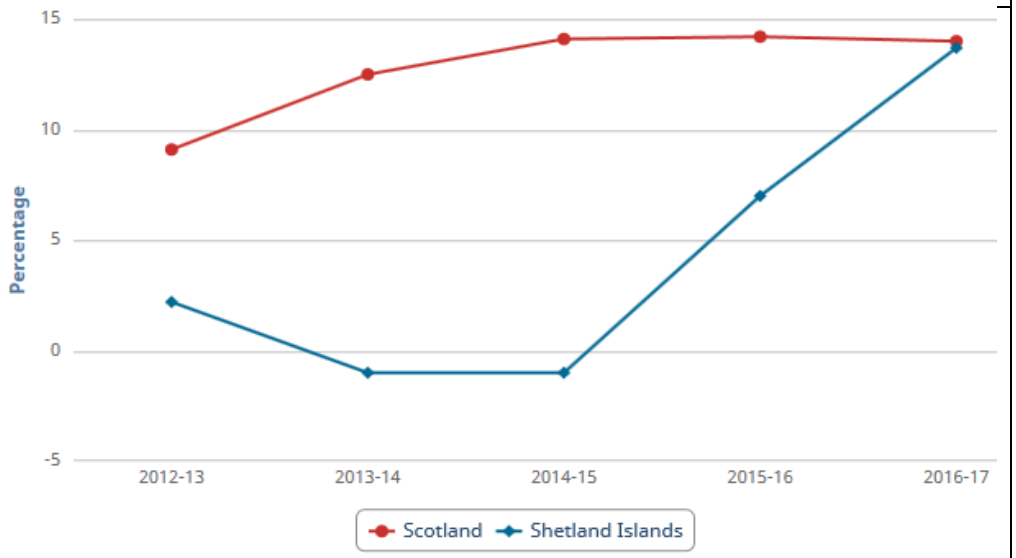
The expectation is that further improvements will be seen, as the Pathway becomes fully embedded as a way of working across partner agencies in Shetland.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

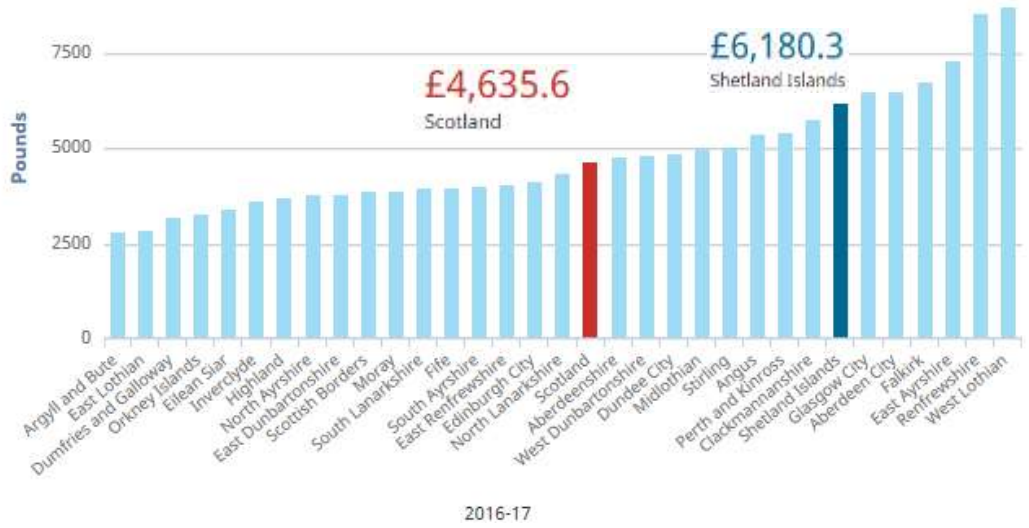


How much does it cost for each planning application?

Past Performance

The cost of a planning application is dependent on the size and nature of development. The fees are set nationally. Staffing Issues have had an impact on this indicator.

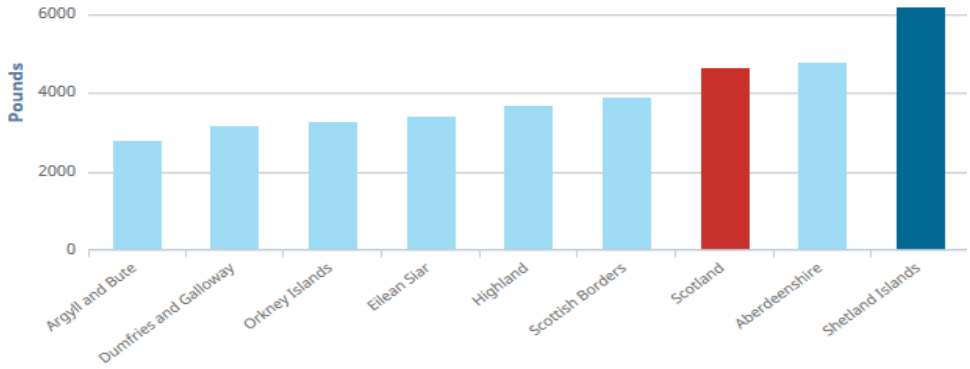
Data for all Councils



Future Improvement

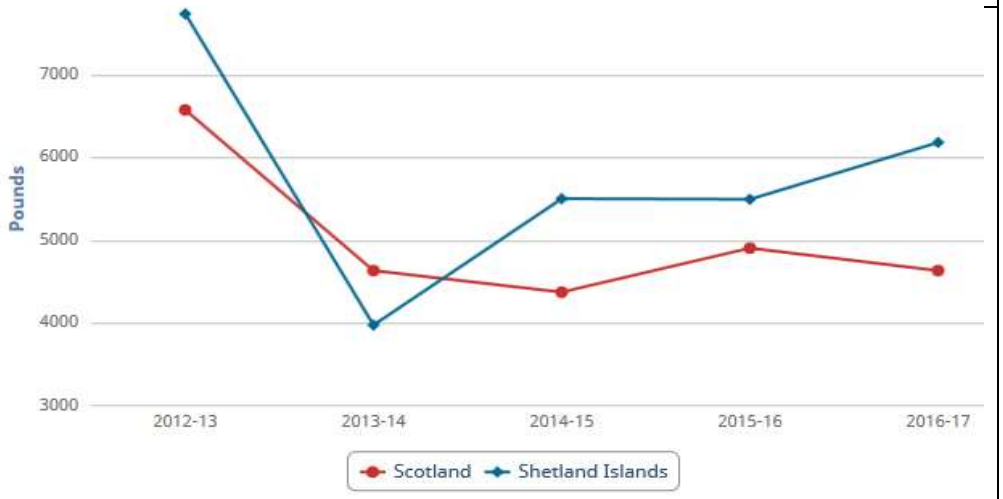
Continue to review and monitor.

Data for Similar Councils

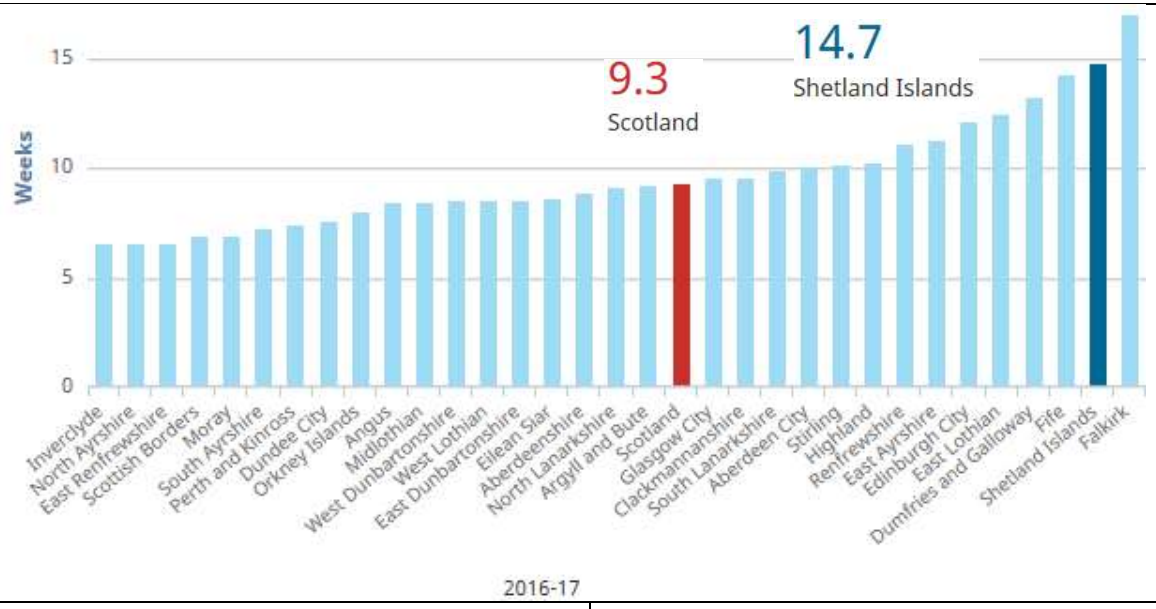


For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

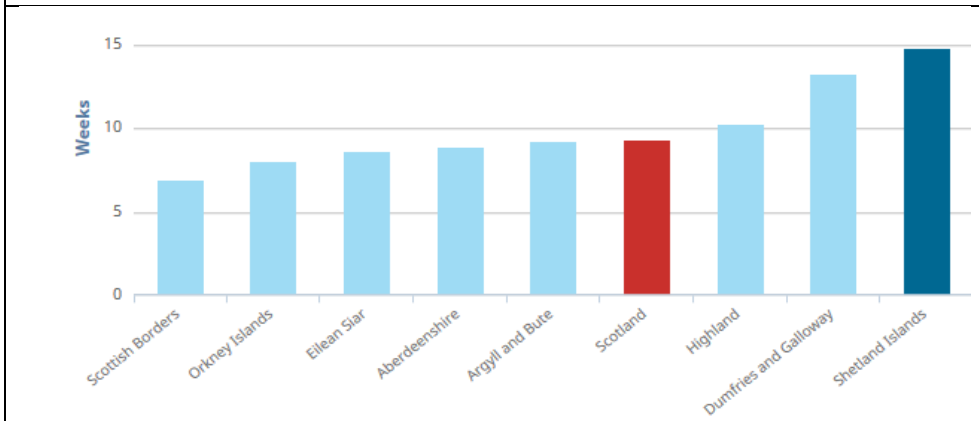
Data over time



How long does it take my council to deliver a commercial planning application decision (on average)?

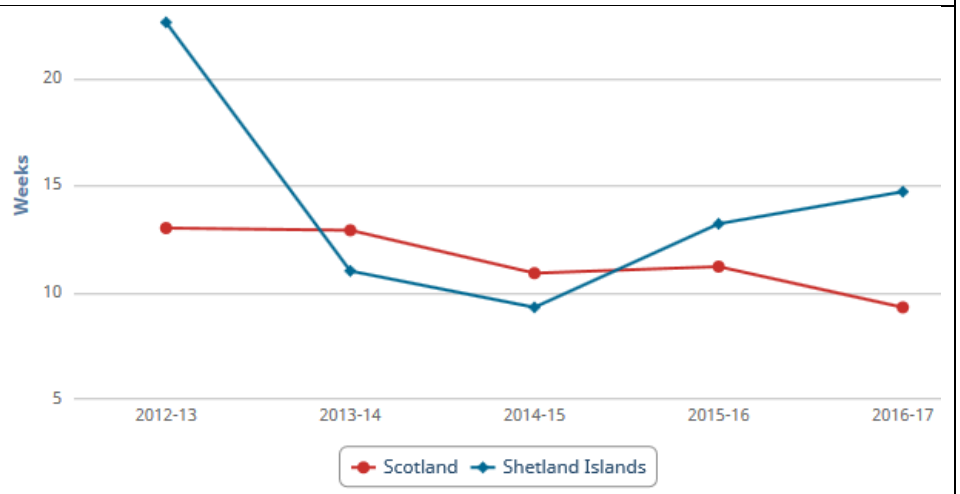
Past Performance	Data for all Councils	Future Improvement
Our performance is slightly improved from the previous period, but remains slower in terms of average timescale than the Scottish average.		Continue to review and revisit promotion to applicants of availability and promotion of pre-application discussions, to help see that applications contain appropriate information at the outset.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

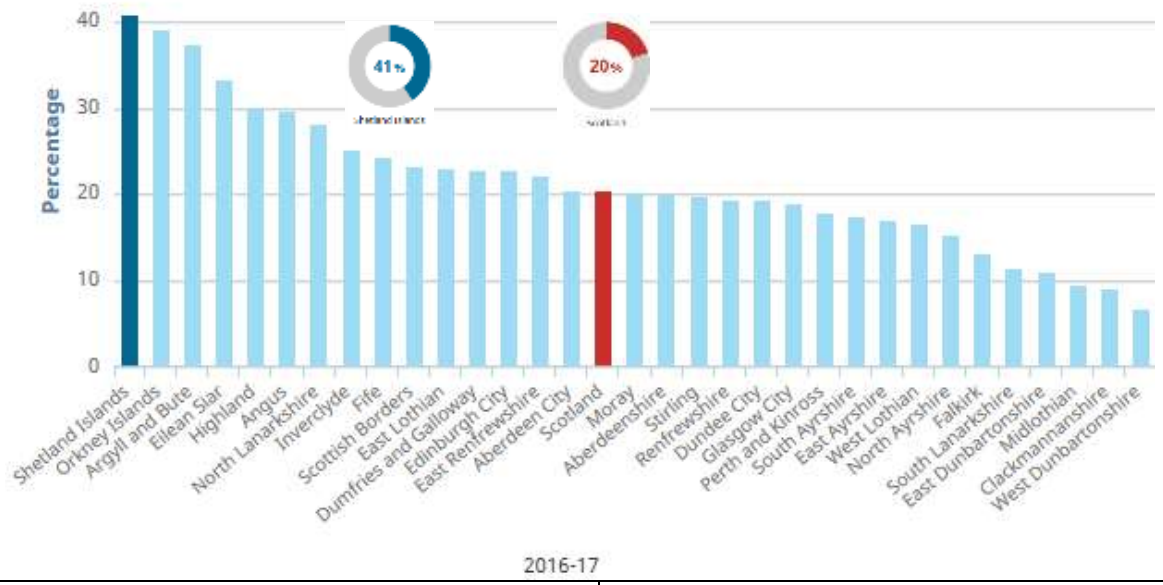


What percentage of my Councils' procurement is spent on local small/medium enterprises?

Past Performance

The figures we currently have for the Council's SME procurement spend for 2016/17 are 83% overall and a local spend of 45%. It is understood that the majority of local suppliers are SME's.

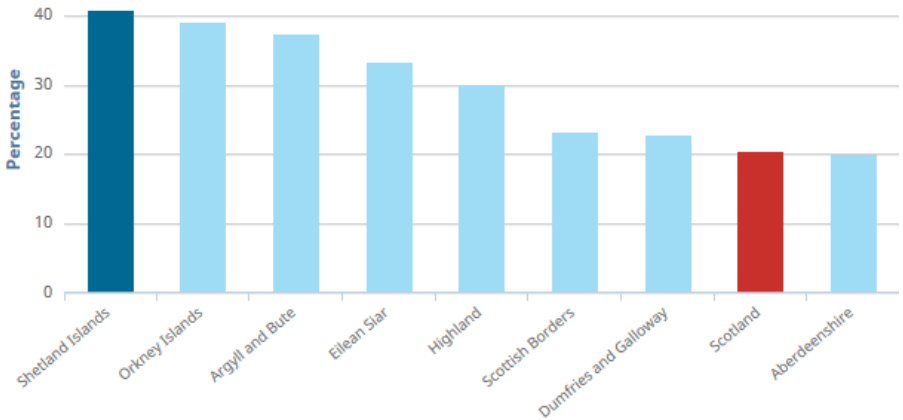
Data for all Councils



Future Improvement

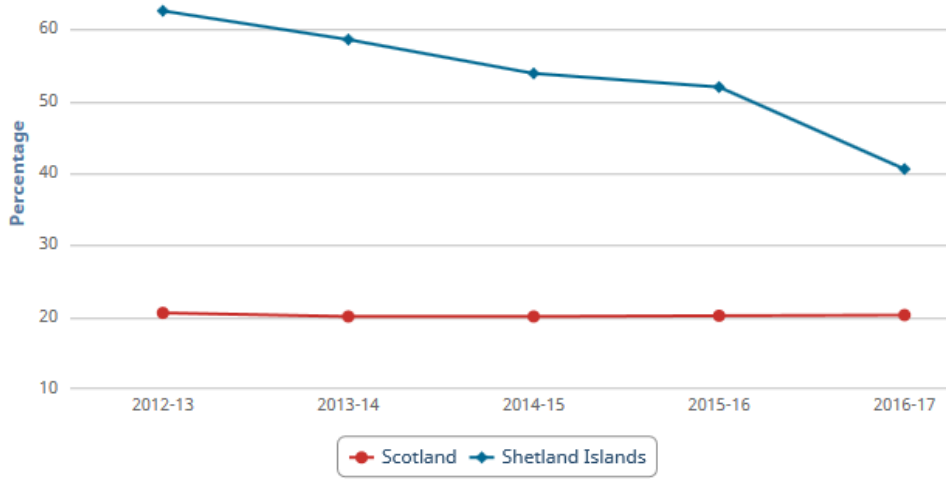
Future improvement is covered through working with local suppliers via telephone and face-to-case communication and supplier events.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

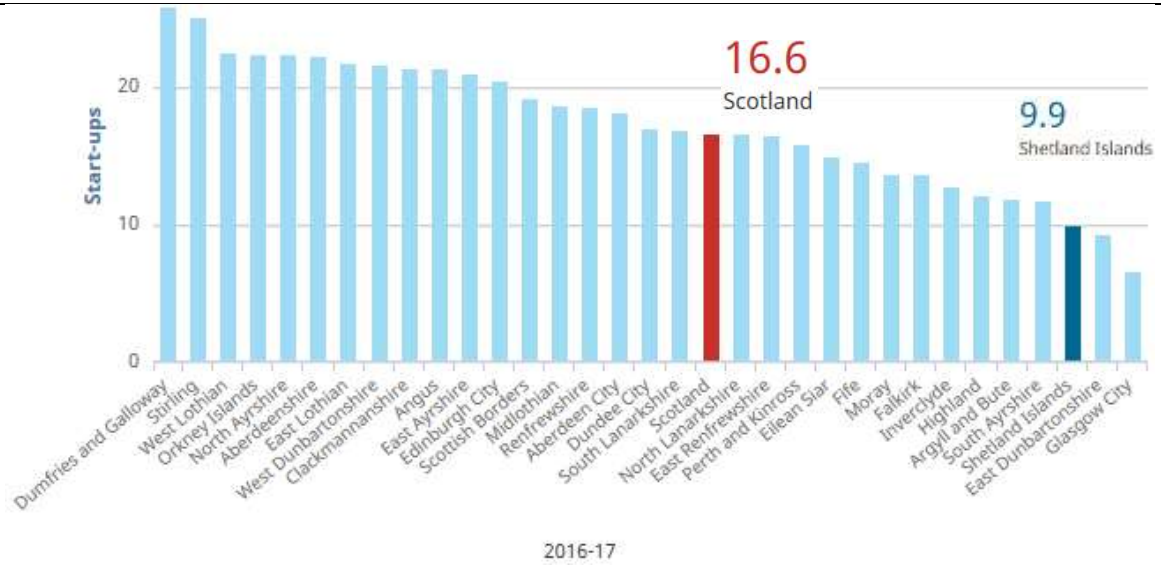


How many business gateway supported start-ups are there in my council?

Past Performance

The low level of unemployment in Shetland impacts on this indicator.

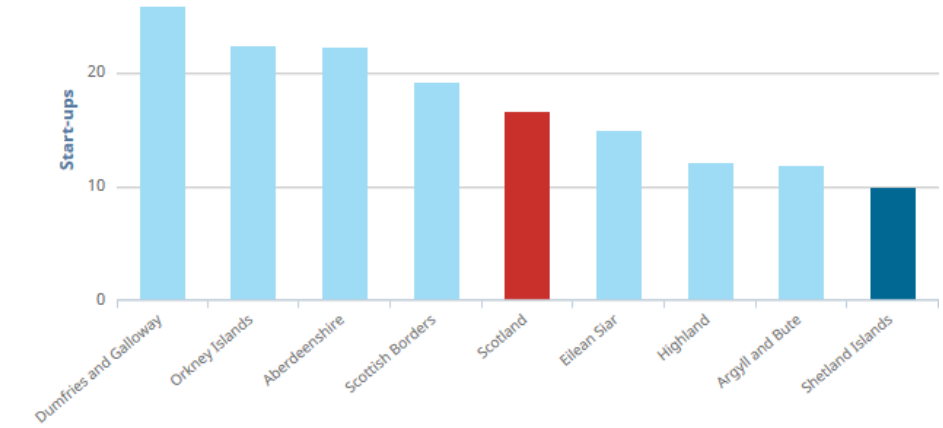
Data for all Councils



Future Improvement

Continue to review and monitor.

Data for Similar Councils



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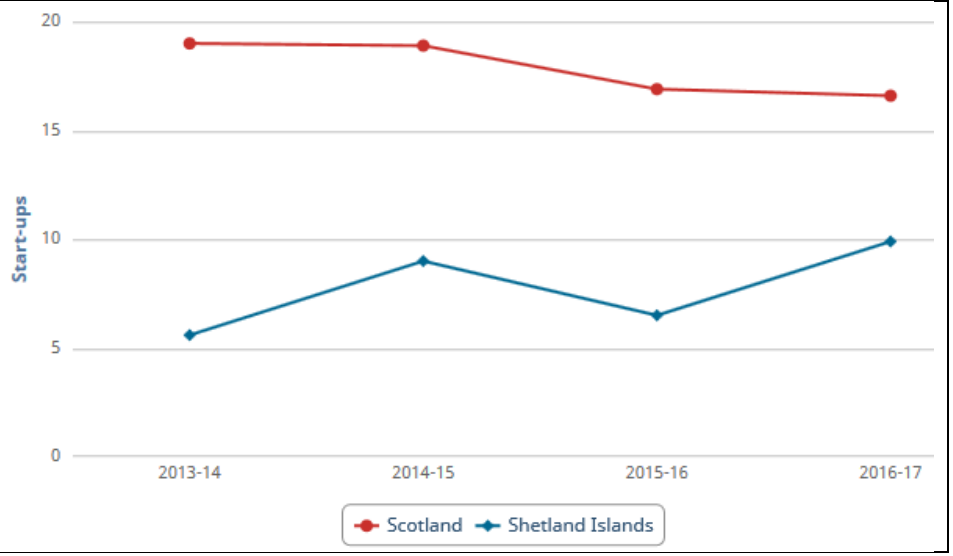
Data over time



Appendix E – Environmental Services – Local Government Benchmarking Framework Indicators

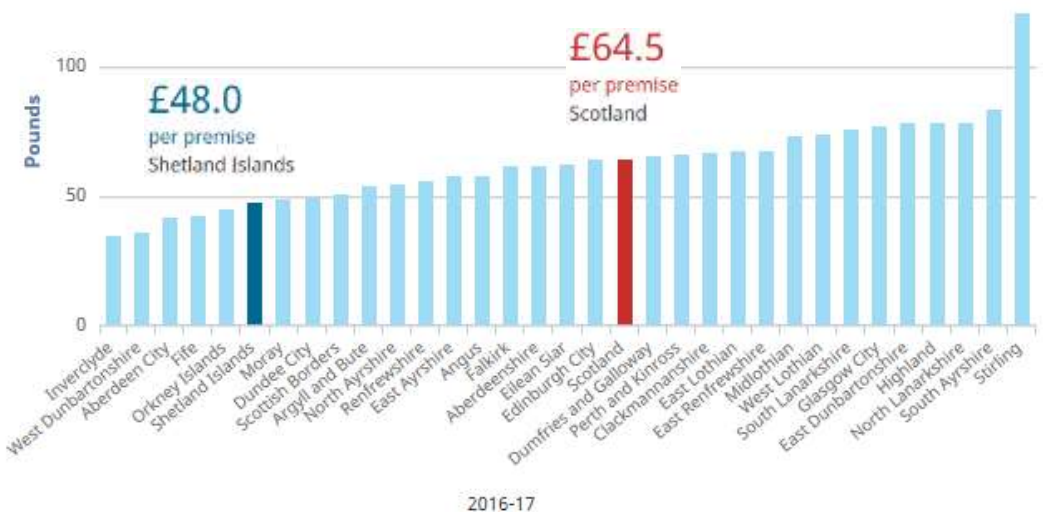
1. How much does my council spend on refuse collection (net) (£ per premise)?
2. How much does much council spend on waste disposal (e.g. recycling and landfill) (net) (£ per premise)?
3. How much does much council spend on street cleaning (£ per 1,000 people)?
4. How clean are my local streets?
5. How much does my council spend on maintaining the condition of my road (£ per kilometre)?
6. How many of my local A class roads are in need of repair?
7. How many of my local B class roads are in need of repair?
8. How many of my local C class roads are in need of repair?
9. How many of my local unclassified roads are in need of repair?
10. How much does my council spend on providing trading standards (£ per 1,000 people)?
11. How much does my council spend on providing environmental health (£ per 1,000 people)?
12. How much household waste is recycled by my council?
13. How satisfied are residents with local refuse collection?
14. How satisfied are residents with local street cleanliness?

How much does my council spend on refuse collection (net) (£ per premise)?

Past Performance

Taking active steps to reduce costs, reduce staff numbers and reduce equipment costs. Cost has gone down because waste disposal charges were included the previous year.

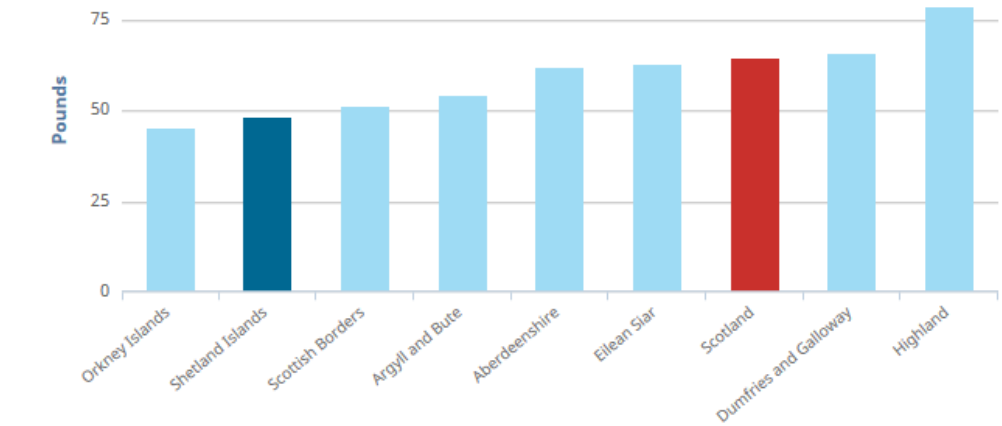
Data for all Councils



Future Improvement

Service is reviewing routes and considering best practice to improve efficiency.

Data for Similar Councils



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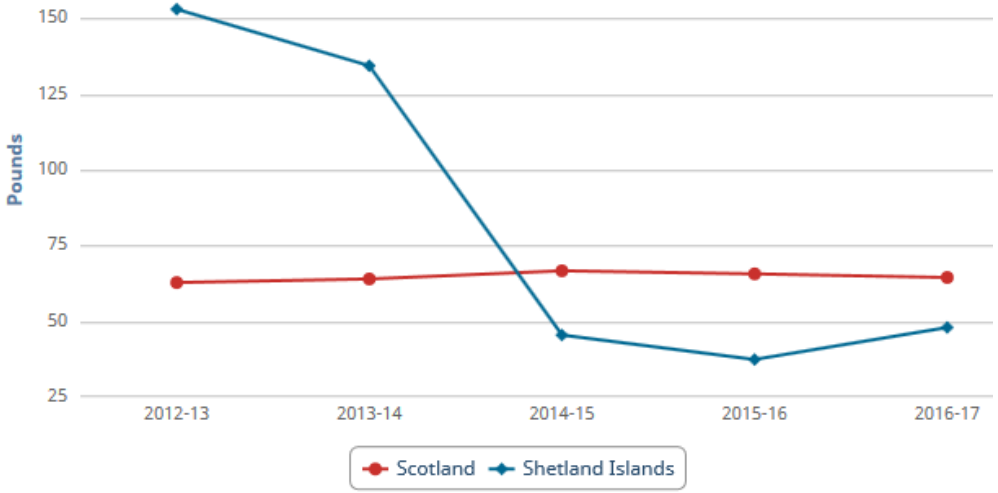
Data over time

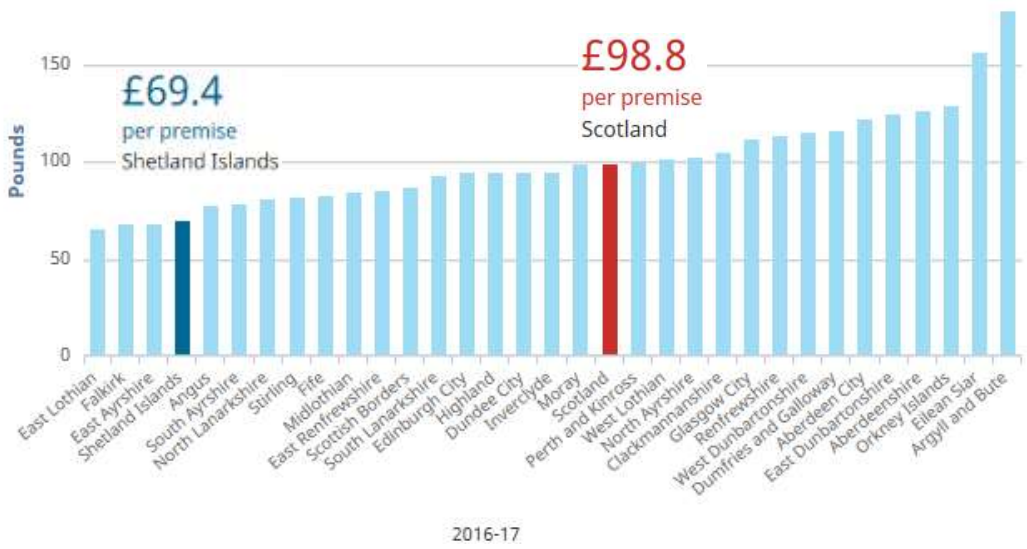


How much does much council spend on waste disposal (e.g. recycling and landfill) (net) (£ per premise)?

Past Performance

Apparent costs have gone up because disposal charges were not included before. Also, the amenity site (which is a disposal facility) was incorrectly charged to collection.

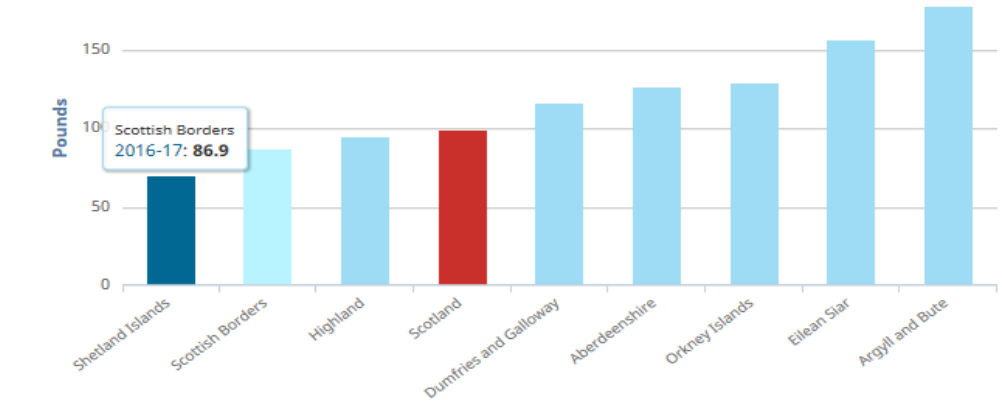
Data for all Councils



Future Improvement

To maintain the service we provide with new vehicles and improvements on collection routes. Work is ongoing to ensure that this indicator is measuring like-for-like between Councils.

Data for Similar Councils



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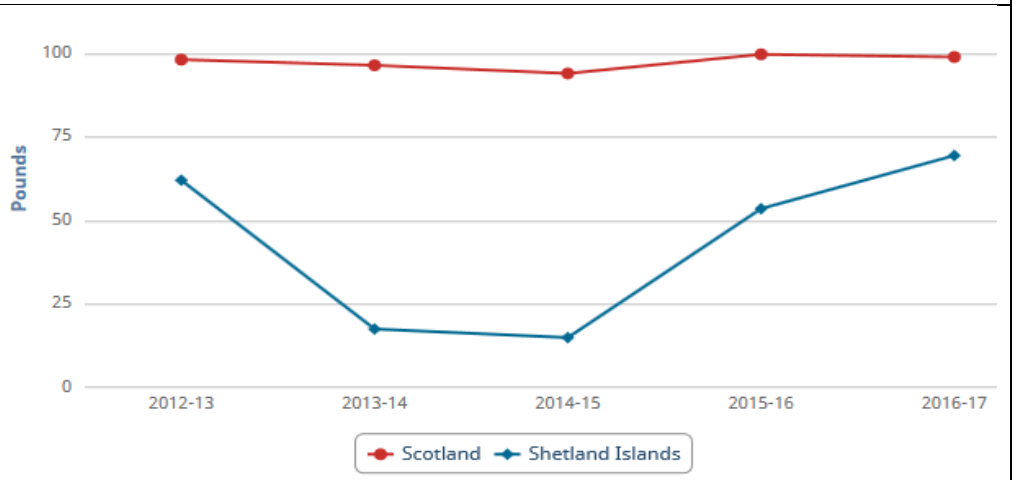
Data over time

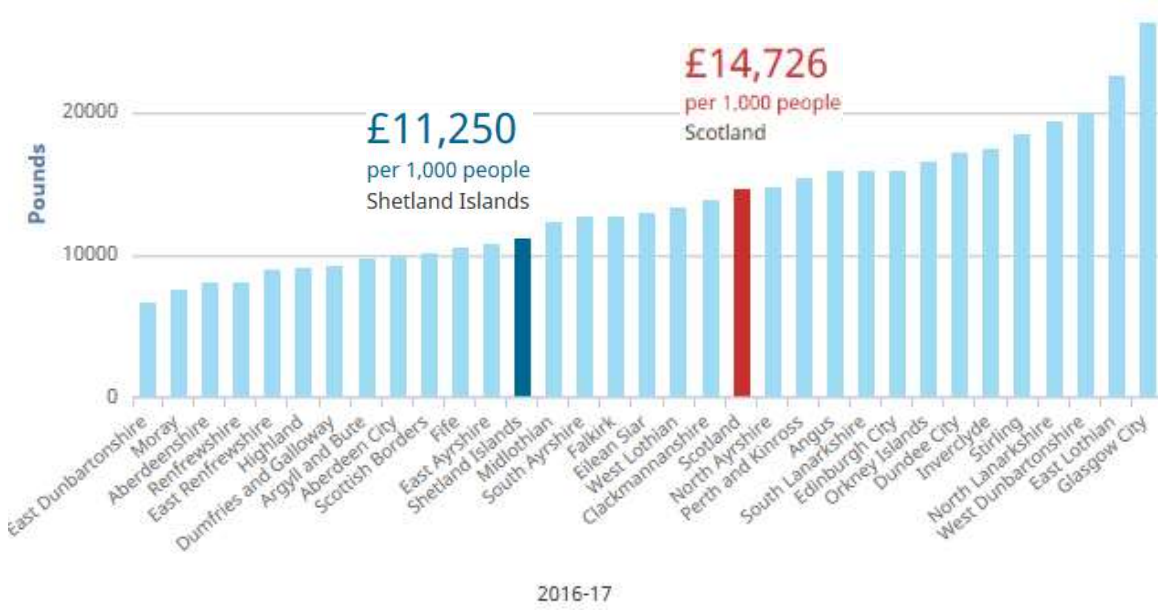


How much does much council spend on street cleaning (£ per 1,000 people)?

Past Performance

The council achieves a high cleanliness score at below average costs

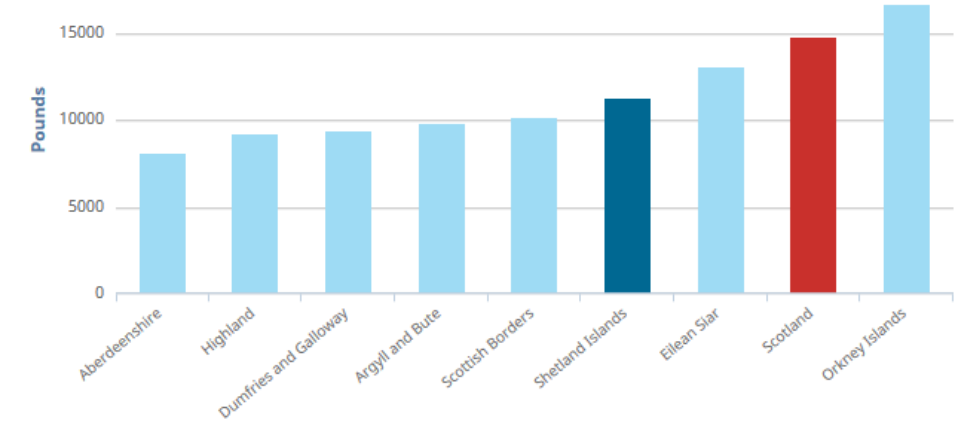
Data for all Councils



Future Improvement

Staff are fully engaged in maintenance to a high cleaning standard. This is actively monitored and reported to maintain performance.

Data for Similar Councils



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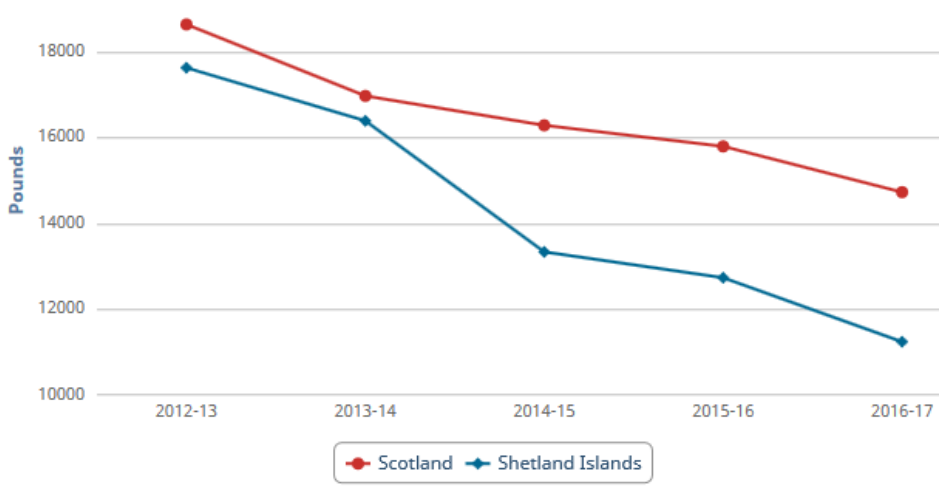
Data over time

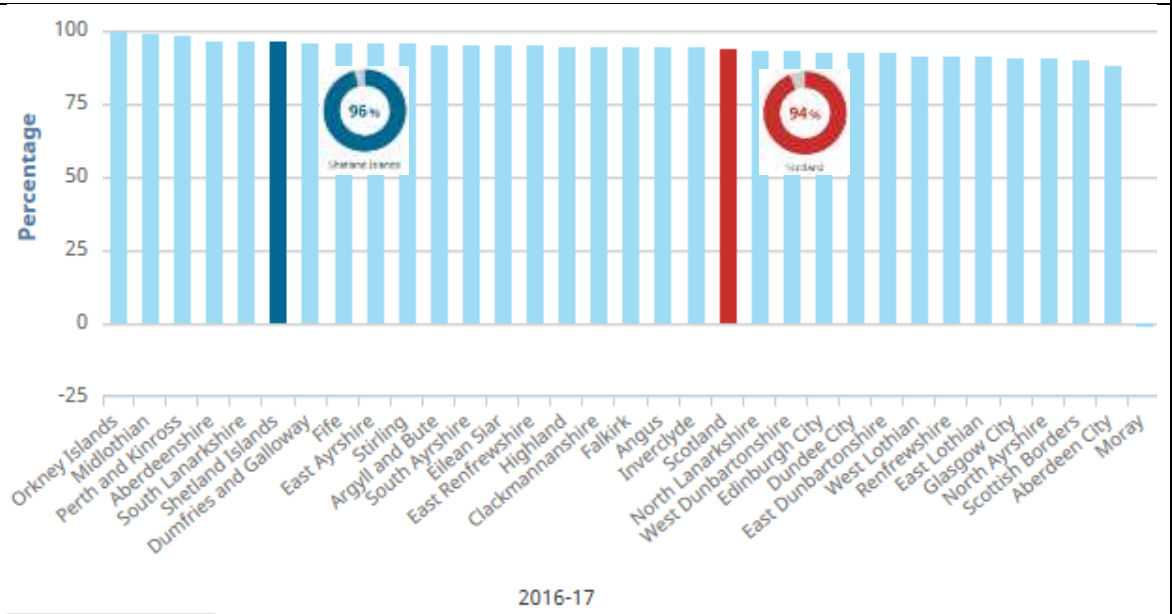


How clean are my local streets?

Past Performance

The council achieves a high clean score at below average costs

Data for all Councils



Future Improvement

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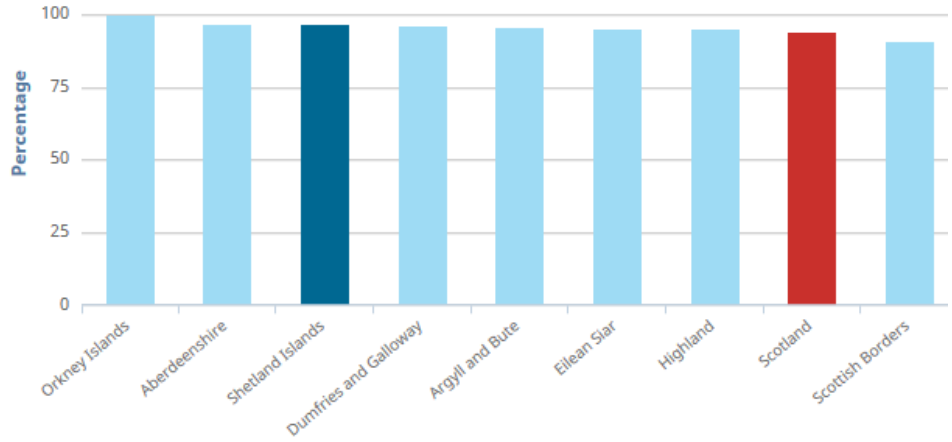
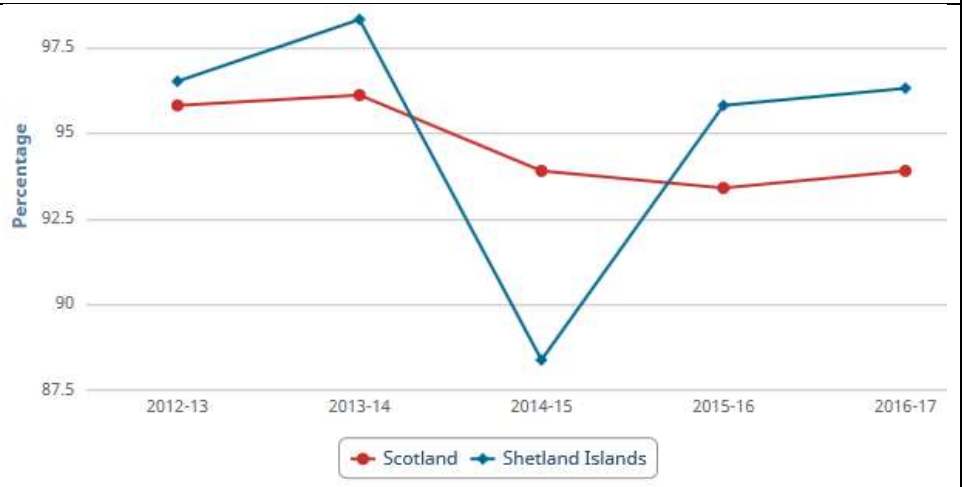
Data for Similar Councils



Data over time

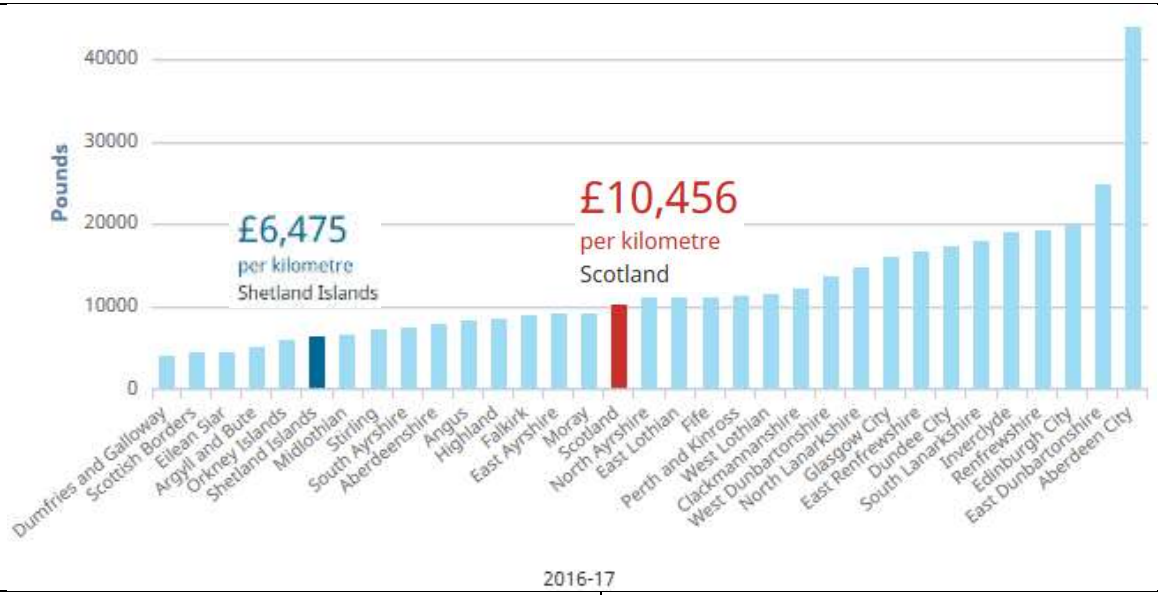


How much does my council spend on maintaining the condition of my road (£ per kilometre)?

Past Performance

The programmed works were completed on budget. Budgets have been reduced in line with the Council's medium term financial plan. This is reflected in our performance in comparison to other authorities with our expenditure per km in the lower third.

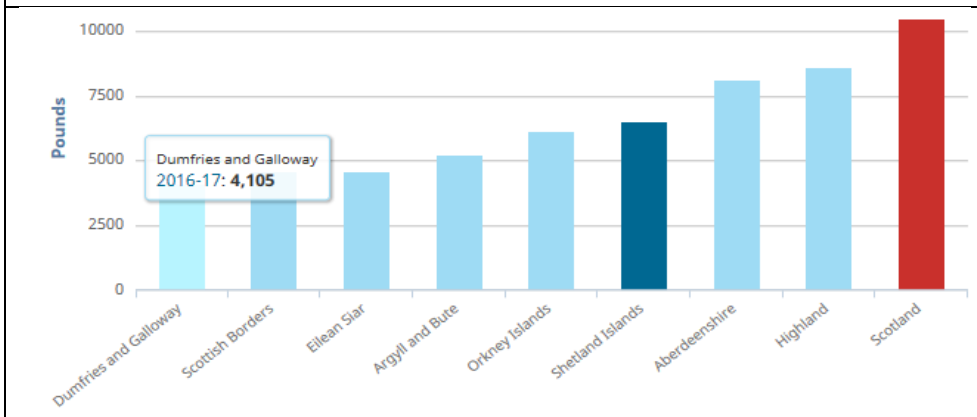
Data for all Councils



Future Improvement

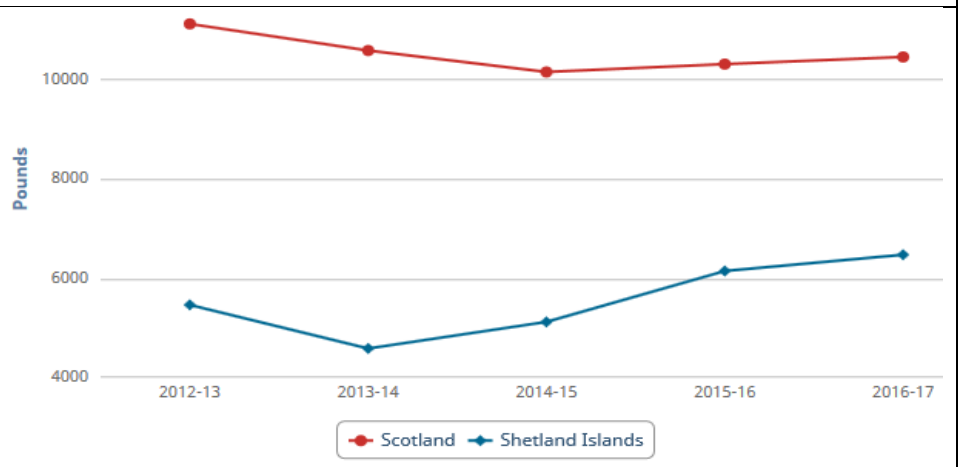
The Council' Financial Plan is that each service make a 2% efficiency saving year on year.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

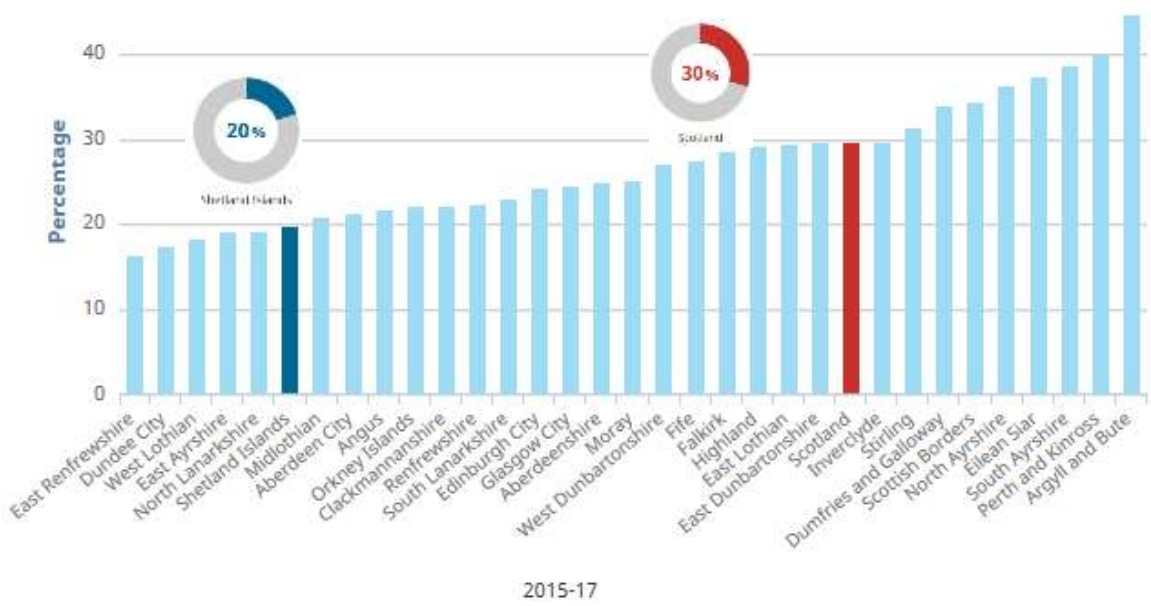


How many of my local A class roads are in need of repair?

Past Performance

The Road Condition Indicator for “A class” roads has improved slightly over the past few years. Therefore we are currently achieving our target of maintaining our “A class” roads in their current condition.

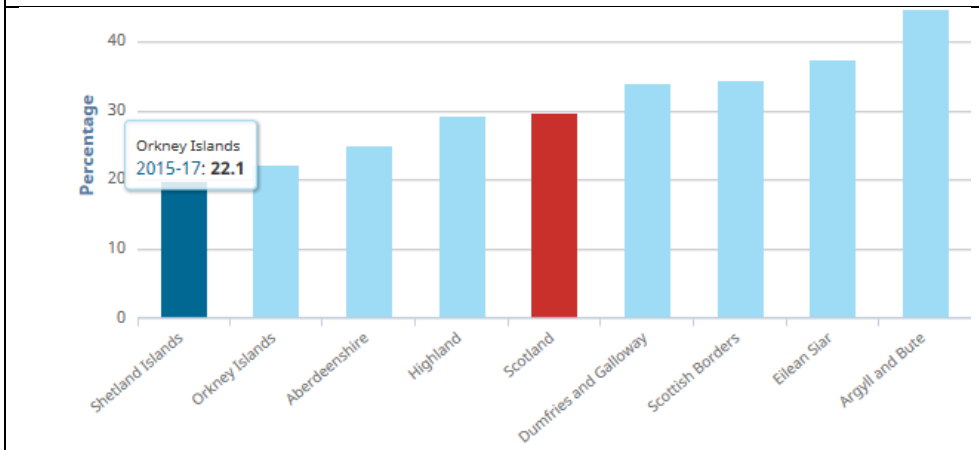
Data for all Councils



Future Improvement

The aim is to maintain Shetland’s carriageways at their current condition. The limited resources available for carriageway maintenance mean that improvement is likely to be restricted.
(Please note the Improvement Service has not updated their figures to the latest data from 2016-17. Shetland’s latest figure of 19.8% is reported to Environment and Transport Committee this cycle).

Data for Similar Councils



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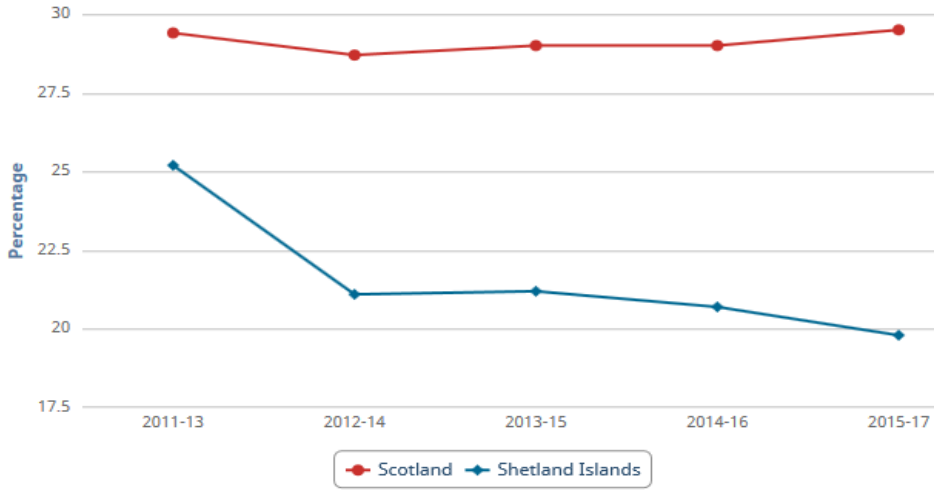
Data over time

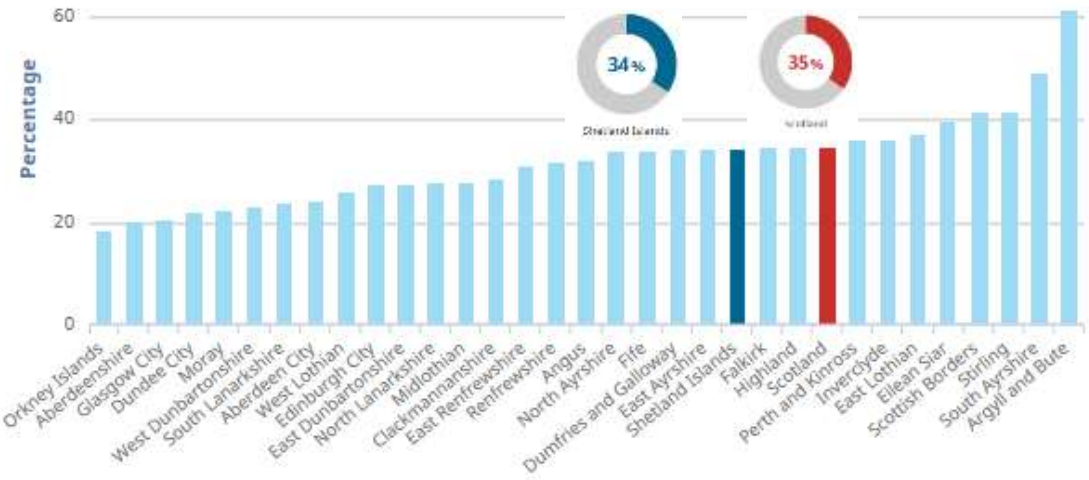


How many of my local B class roads are in need of repair?

Past Performance

The Road Condition Indicator for “B class” roads has recovered to the same percentage that it was 10 years ago after a period of deterioration. This reflects the careful programming of treatment works, mostly surface dressing, using surveyed road condition data.

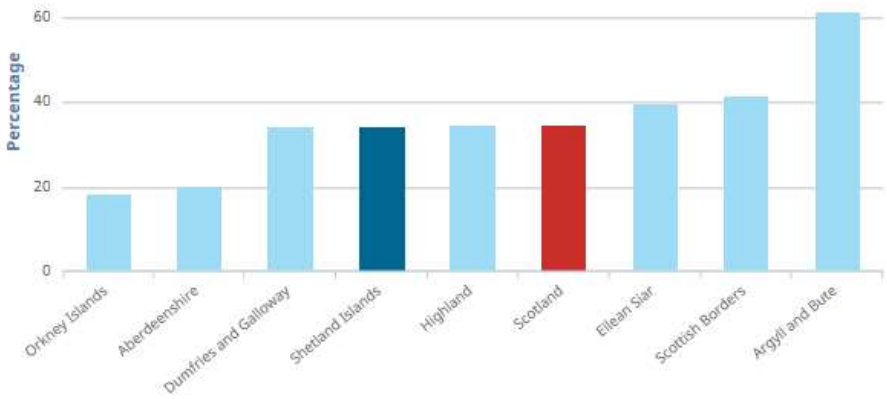
Data for all Councils



Future Improvement

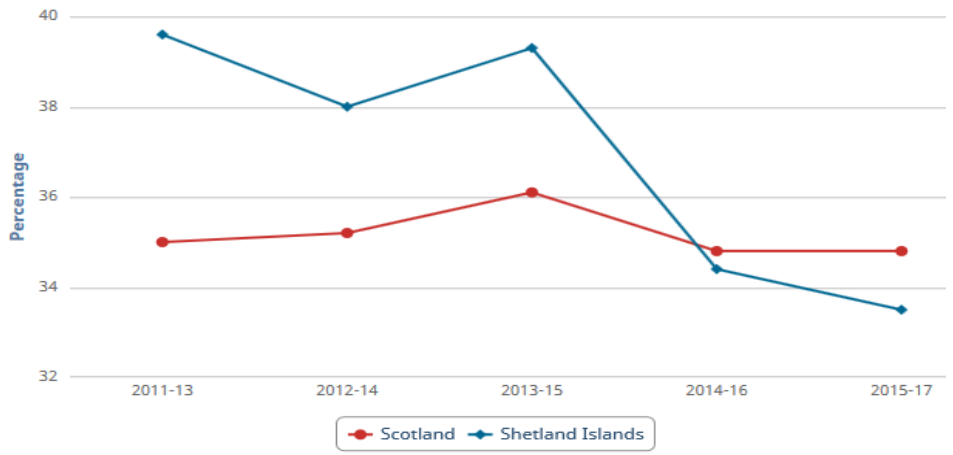
The aim is to maintain Shetland’s carriageways at their current condition. The limited resources currently available for carriageway maintenance mean that improvement is likely to be restricted. (Please note the Improvement Service has not updated their figures to the latest data from 2016-17. Shetland’s latest figure of 19.8% is reported to Environment and Transport Committee this cycle

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

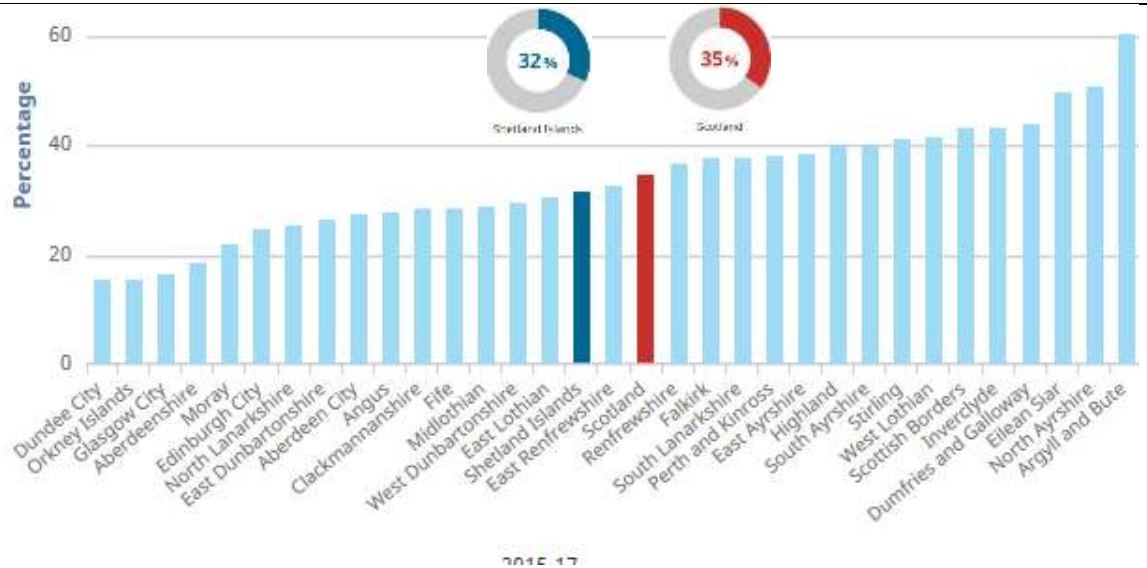


How many of my local C class roads are in need of repair?

Past Performance

The Road Condition Indicator for “C class” roads have improved by approximately 8% in the past 5 years. Therefore we are currently achieving our target of maintaining our “C class” roads in their current condition.

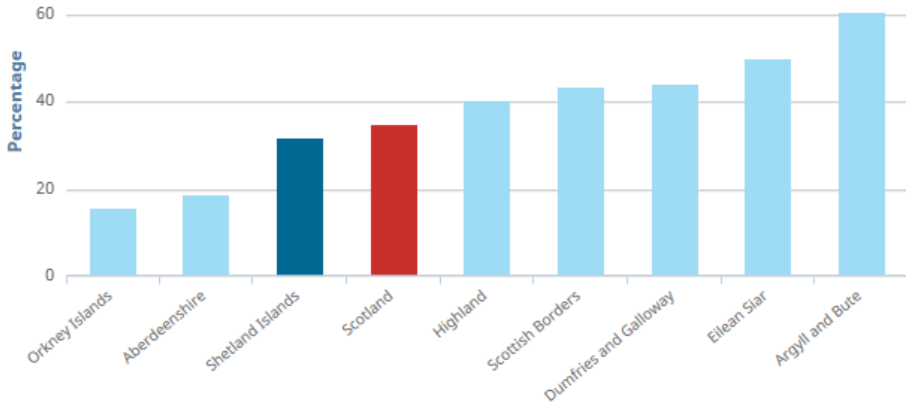
Data for all Councils



Future Improvement

The aim is to maintain Shetland’s carriageways at their current condition. The limited resources currently available for carriageway maintenance mean that improvement is likely to be restricted. (Please note the Improvement Service has not updated their figures to the latest data from 2016-17. Shetland’s latest figure of 19.8% is reported to Environment and Transport Committee this cycle

Data for Similar Councils



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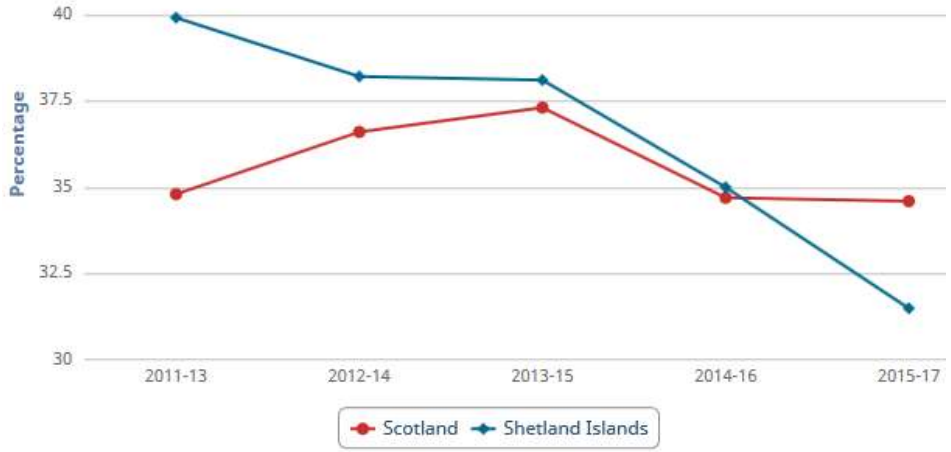
Data over time

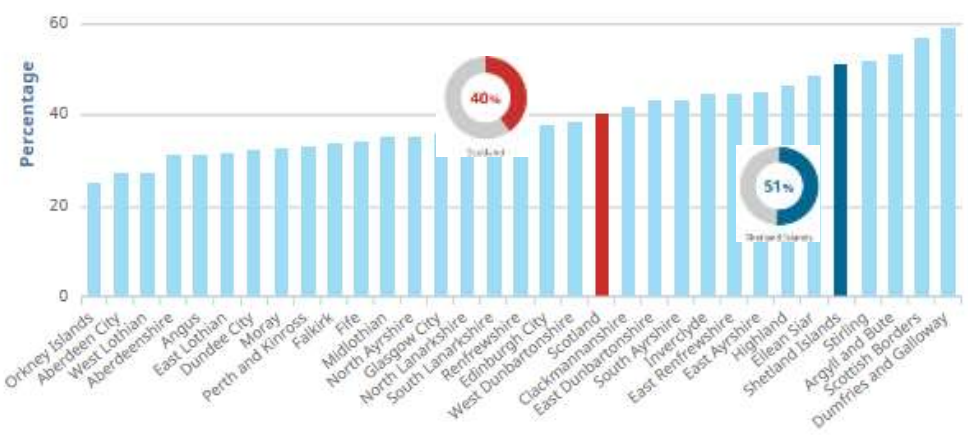


How many of my local unclassified roads are in need of repair?

Past Performance

The Road Condition Indicator for unclassified roads remains high with a large percentage requiring maintenance. We are in the bottom quartile for performance when compared with other Scottish local authorities. This is detrimental to our overall performance indicator for all classifications of road.

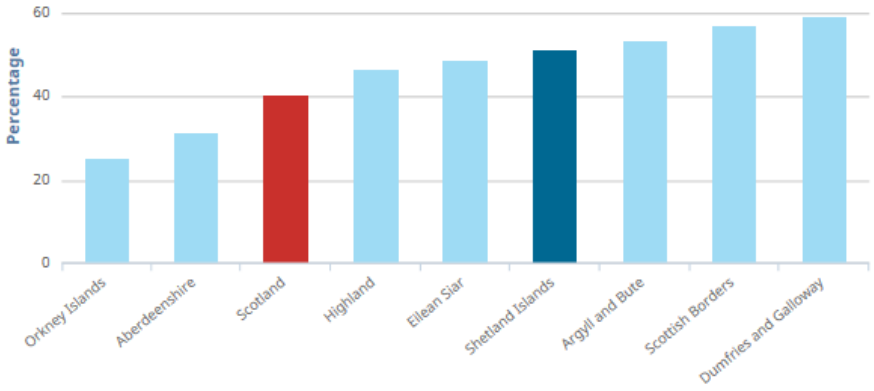
Data for all Councils



Future Improvement

The aim is to maintain Shetland's carriageways at their current condition. The limited resources currently available for carriageway maintenance mean that improvement is likely to be restricted. However, the decision has been taken to address the condition of our unclassified roads by allocating more of our resurfacing and surface dressing budgets to their maintenance. (The 2016-17 figure for Shetland is 50.5%).

Data for Similar Councils



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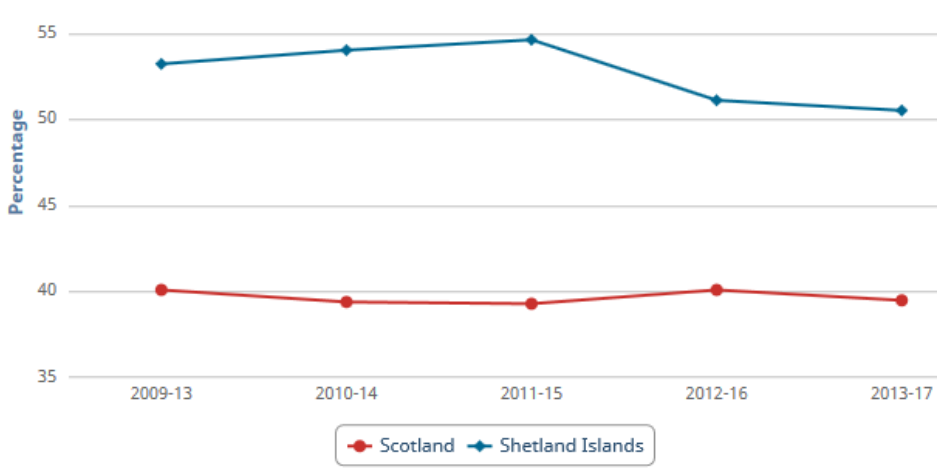
Data over time

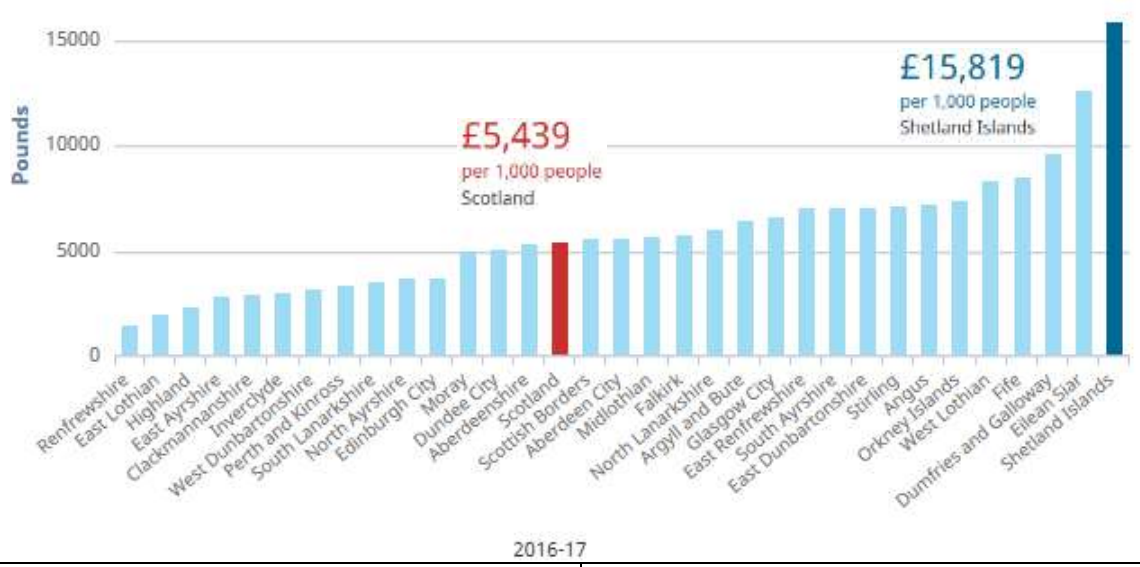


How much does my council spend on providing trading standards (£ per 1,000 people)?

Past Performance

Reduction in staff as part of the council's cuts and restructuring. In addition, Shetland's population has increased over the same period, this also contributed to the reduction in this indicator.

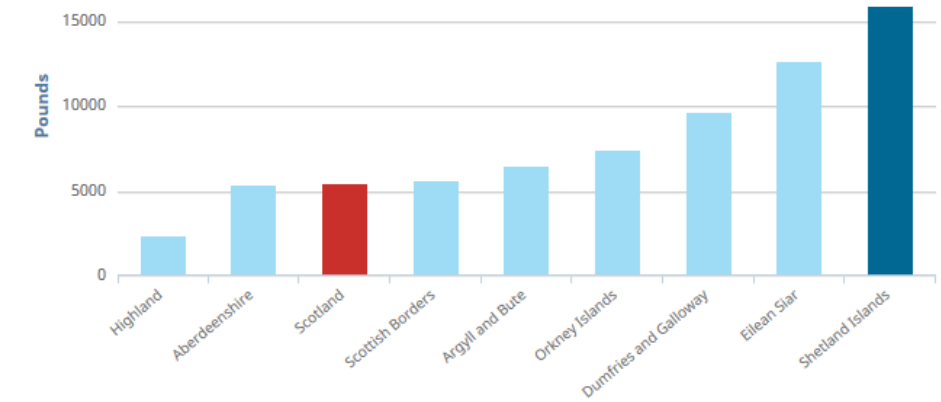
Data for all Councils



Future Improvement

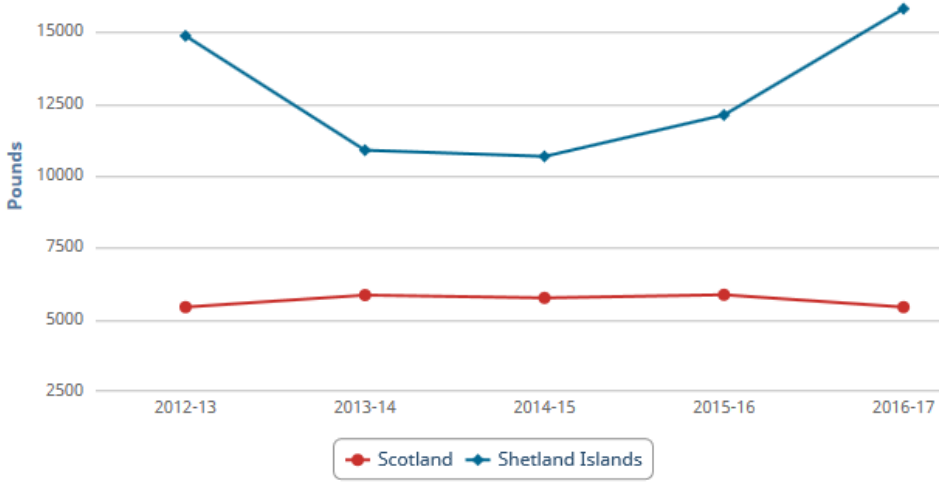
We continue to constrain our costs within the budget set by the Council. This indicator will also be affected by any change in the population figure for Shetland.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

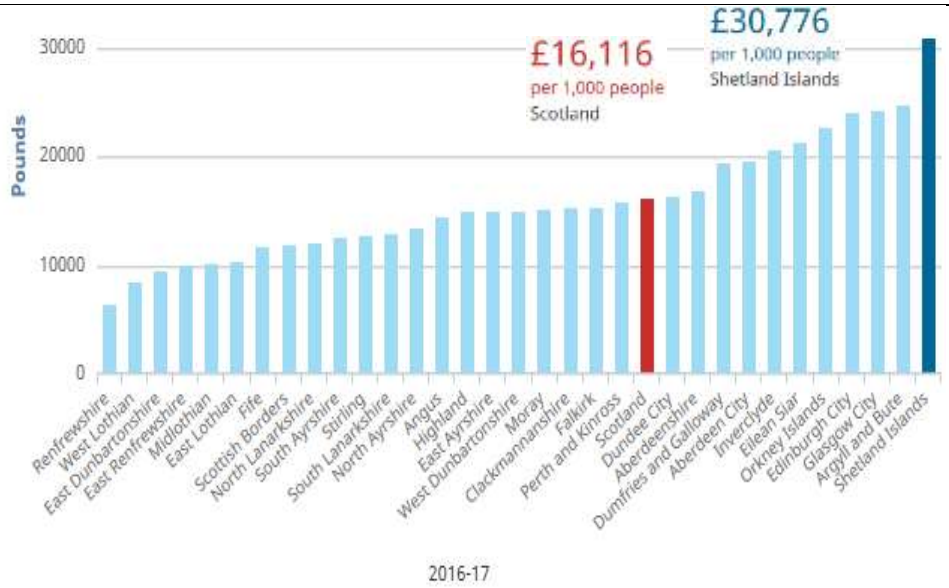


How much does my council spend on providing environmental health (£ per 1,000 people)?

Past Performance

The Environmental Health Service continues to have an increase in demand for the service and is maintaining its budget and service provision with the same staff. Environmental Health function includes licensing, animal health, private sector housing and ASB that sits elsewhere in other Council's so the activities are not like for like. The service participates in the benchmarking exercise facilitated by APSE (Association of Public Sector Excellence) as this is more representative and comparative with other similar councils. Using the APSE criteria the service costs are £11,340 (net including CEC) per 1000 people and is around average for our family group (the highest of which was £19,280 and is less than that of the Western Isles) * no data for Orkney for 2016/17

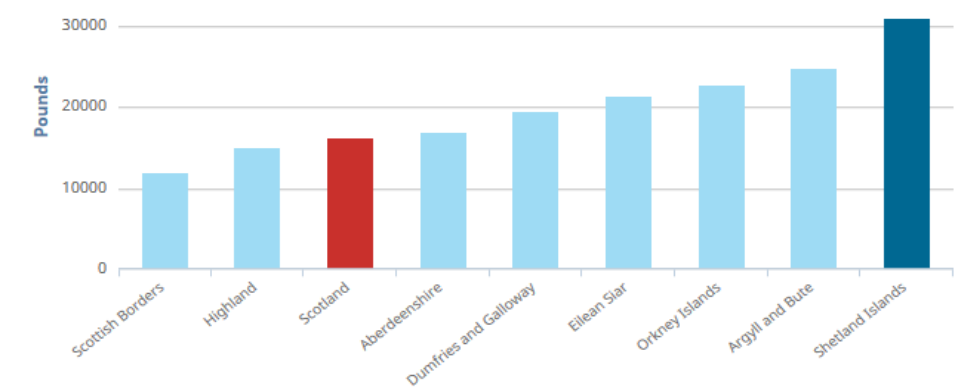
Data for all Councils



Future Improvement

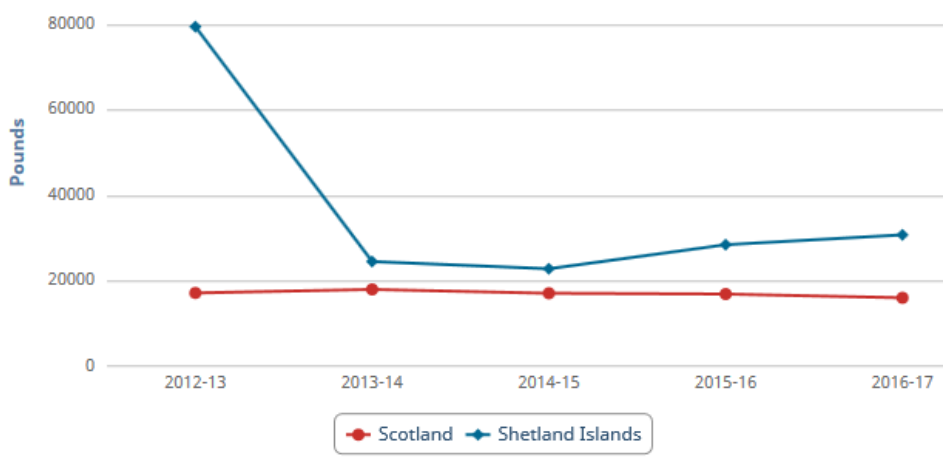
Maintain position and find further efficiencies through more flexible use of staff. In addition due to a workplace planning exercise the service is training 2 existing staff members via distance learning to EHO level. This will increase capacity and build resilience as the age profile of the existing staff increases and staff head for retirement. There remains a UK shortage of suitably qualified officers.

Data for Similar Councils



For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

Data over time

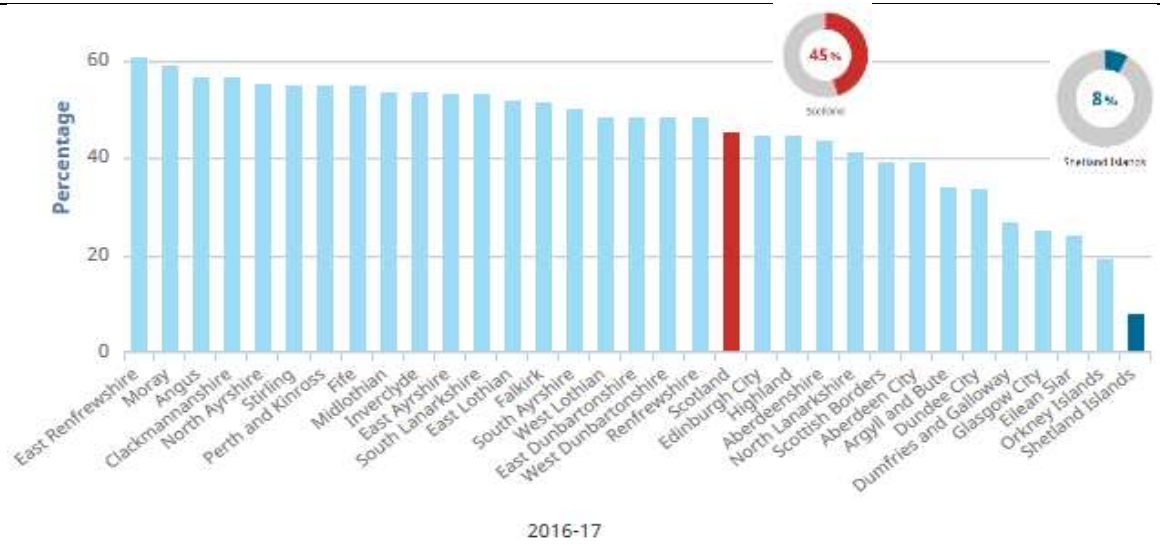


How much household waste is recycled by my council?

Past Performance

Low recycling is due to our geographic location and Best Practical Environmental Option for Shetland is to burn waste to generate heat for a district heating scheme.

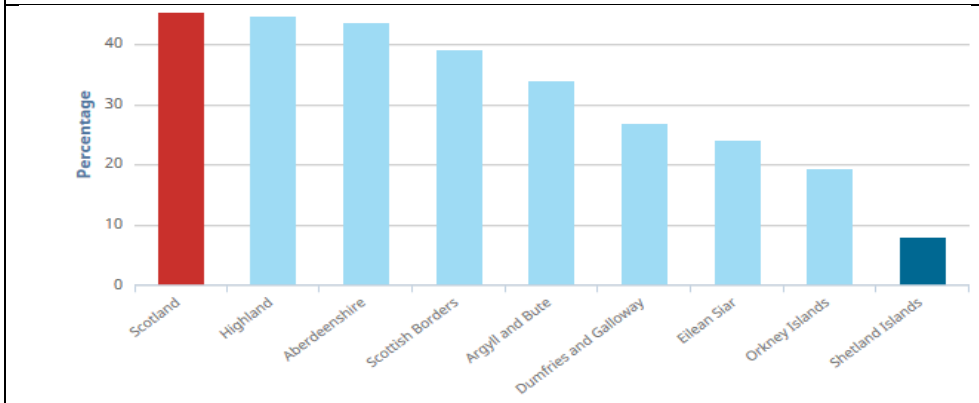
Data for all Councils



Future Improvement

Introduction of kerbside collections to increase recycling amounts from household.

Data for Similar Councils



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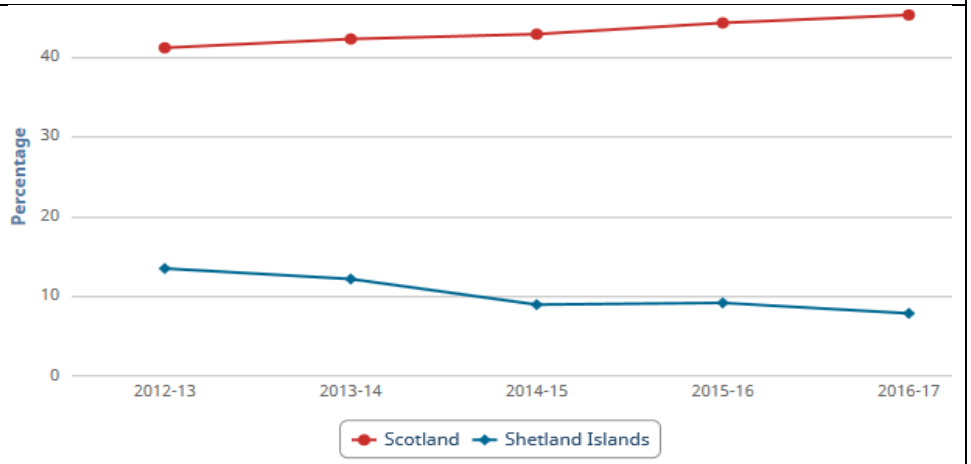
Data over time

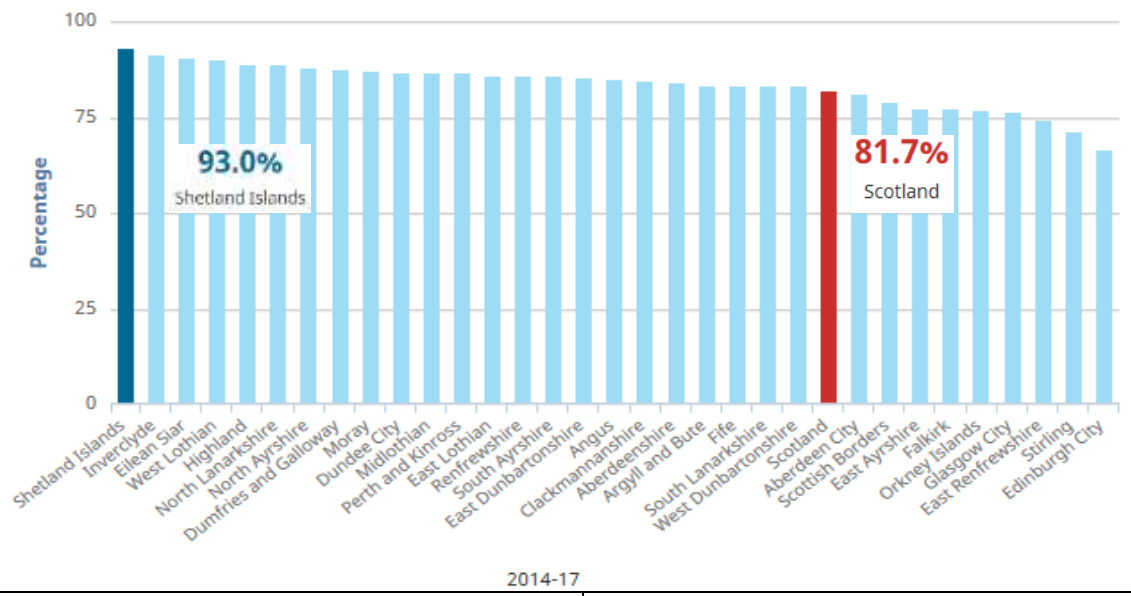


How satisfied are residents with local refuse collection?

Past Performance

Weekly collections and good public cooperation.

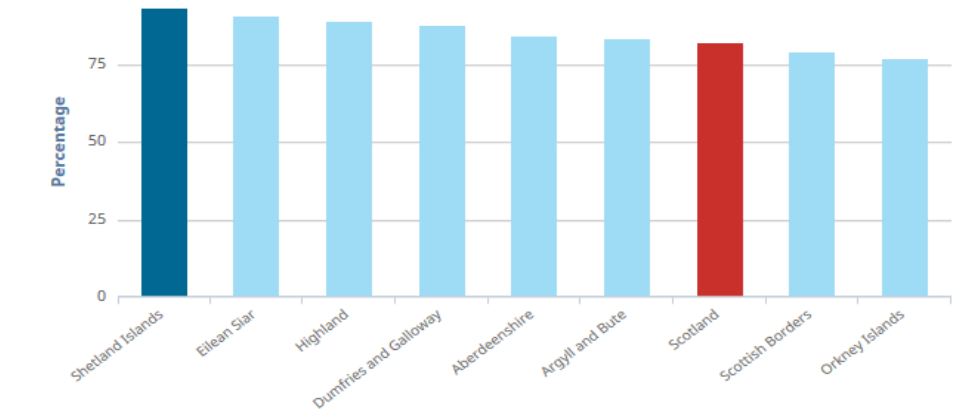
Data for all Councils



Future Improvement

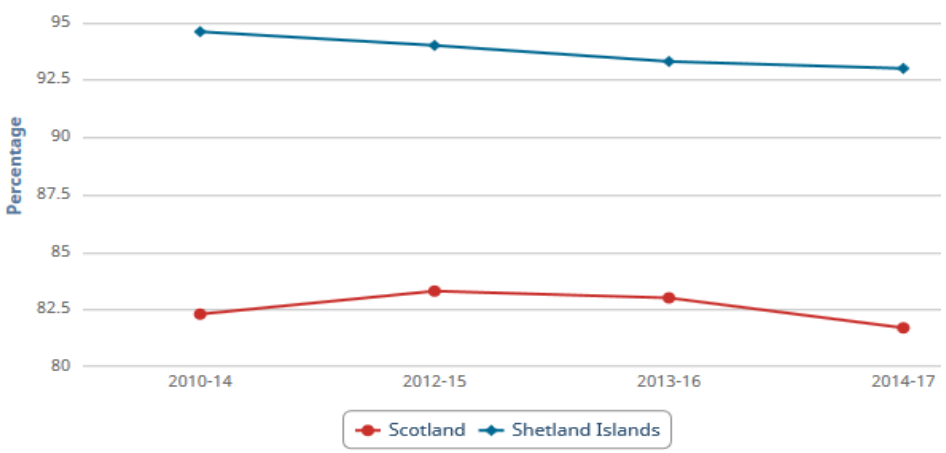
Continue to work with the public and revisit routes to improve service.

Data for Similar Councils

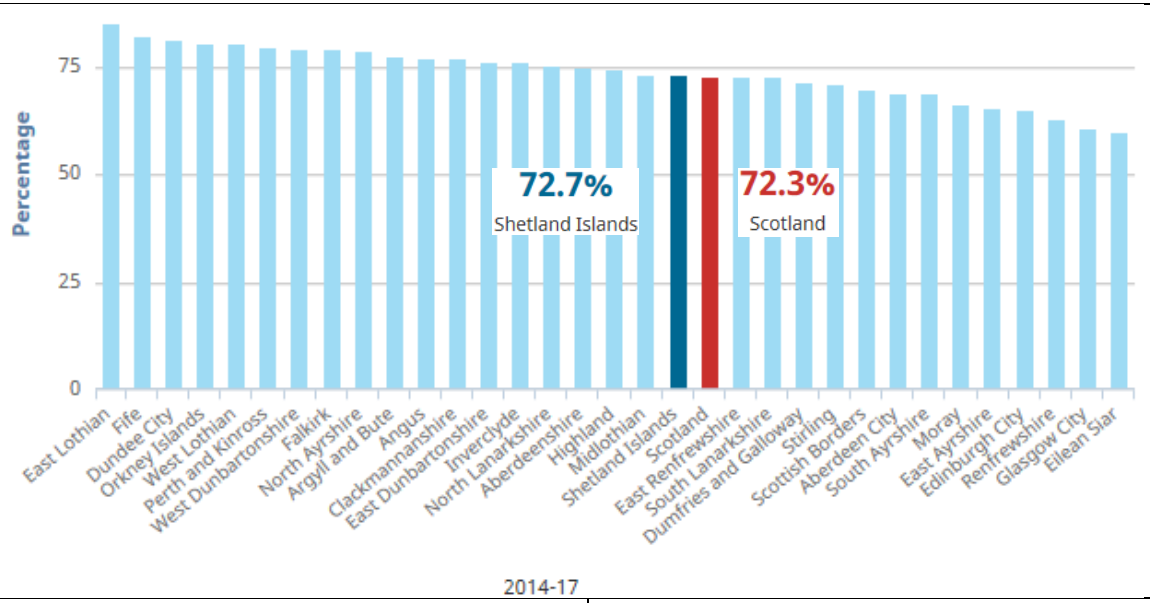


For Corporate Services, Economic Development, Environmental Services and Culture and Leisure Services similar types of councils are grouped by their population density

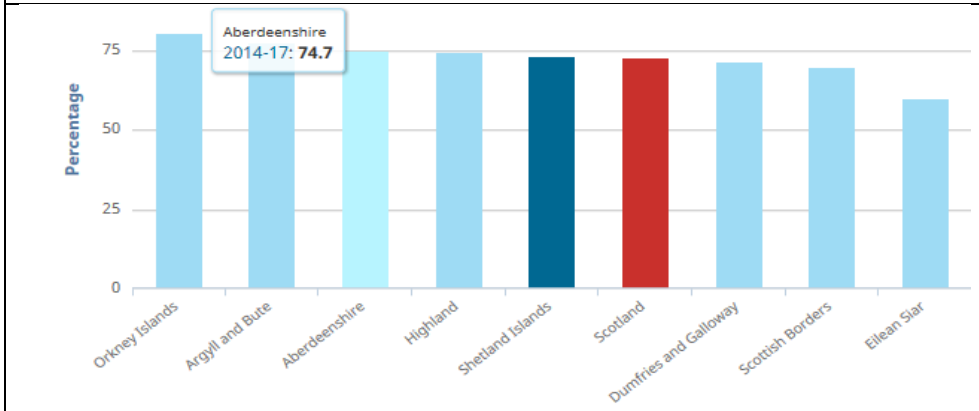
Data over time



How satisfied are residents with local street cleanliness?

Past Performance	Data for all Councils	Future Improvement
Dedicated cleansing staff		Continue and improve town centre areas and promote reduction in litter and fly tipping.

Data for Similar Councils



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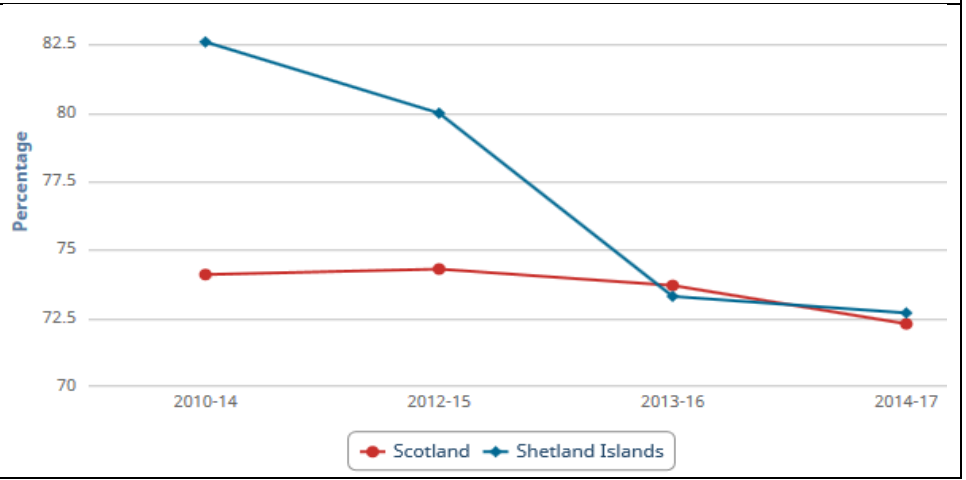
Data over time



Appendix F – Culture & Leisure Services – Local Government Benchmarking Framework Indicators

1. C & L1: How much does my council spend on sport and leisure facilities (£ per visit)?

2. C & L 2: How much does my council spend on libraries (£ per visit)?

3. C & L 3: How much does my council spend on museums and galleries (£ per visit)?

4. C & L 4: How much does my council spend on parks and open spaces (£ per 1,000 people)?

5. C & L 5a: How satisfied are residents with local libraries?

6. C & L 5c: How satisfied are residents with local museums and galleries?

7. C & L 5b: How satisfied are residents with local parks and open spaces?

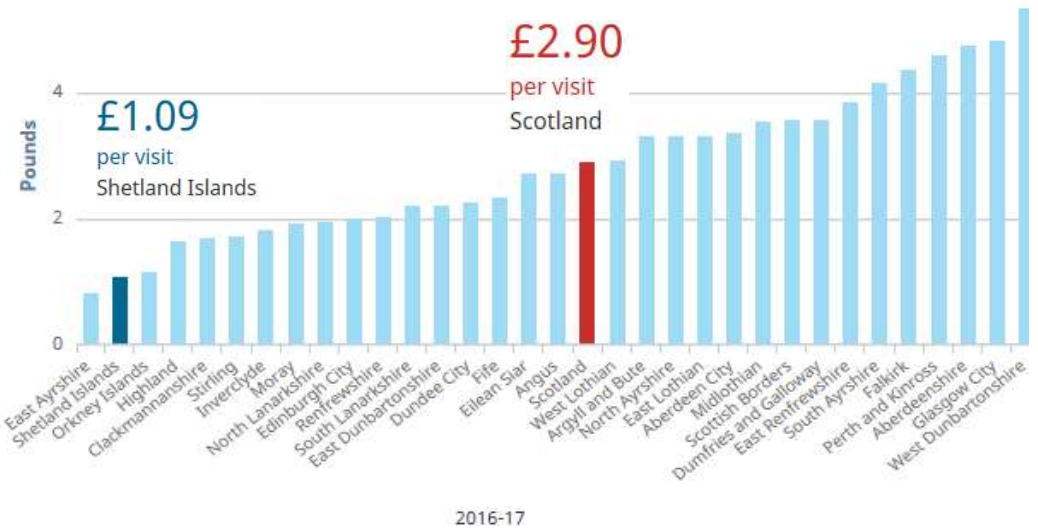
8. C & L 5d: How satisfied are residents with local leisure facilities?

How much does my council spend on sports and leisure facilities (net) (£ per visit)

Past Performance

The net cost per visit to sport and leisure facilities in Shetland has generally decreased over the last 5 years and is significantly below the Scottish average. The figures for Shetland are the second lowest in Scotland in 2016-17.

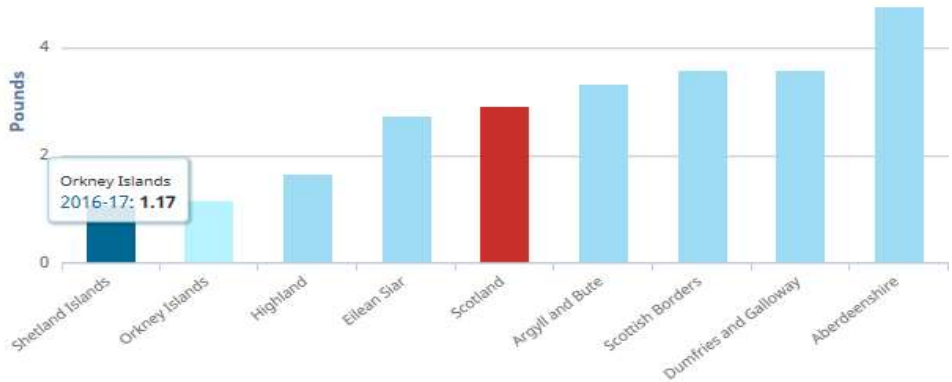
Data for all Councils



Future Improvement

To continue providing a wide range of high quality services and facilities within existing budgets, that encourages and supports the Shetland community to be more physically active.

Data for Similar Councils



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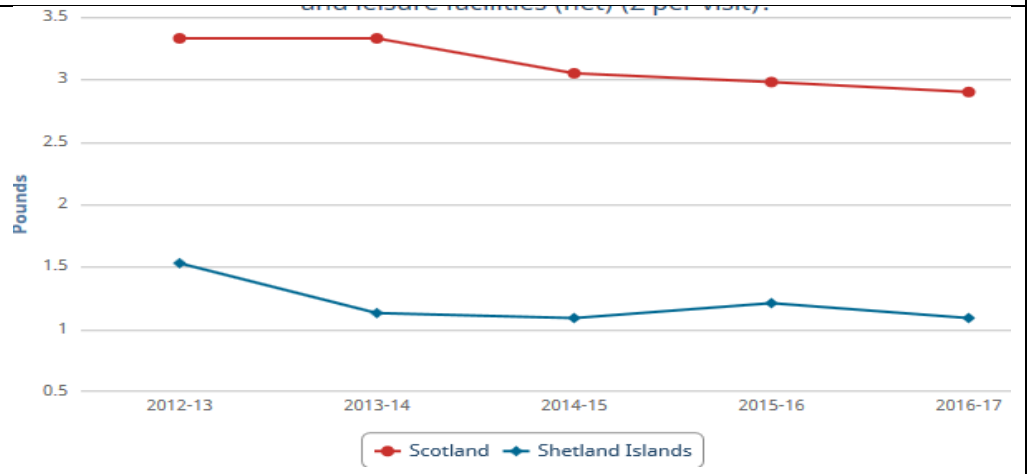
Data over time

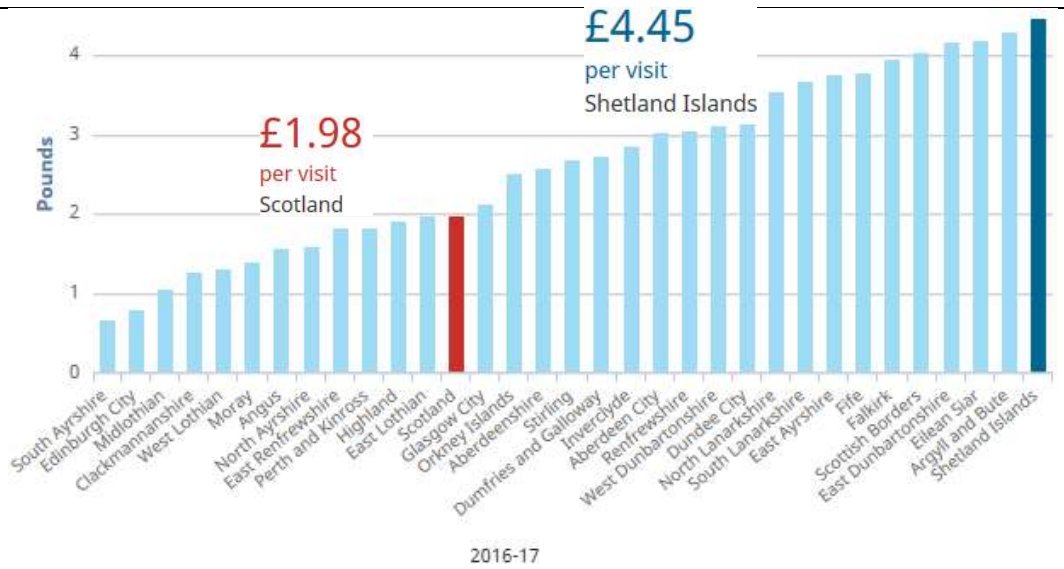


How much does my council spend on libraries (£ per visit)

Past Performance

The cost per visit has gone down from last year, as budgets continue to be reduced and visitor numbers remain healthy.

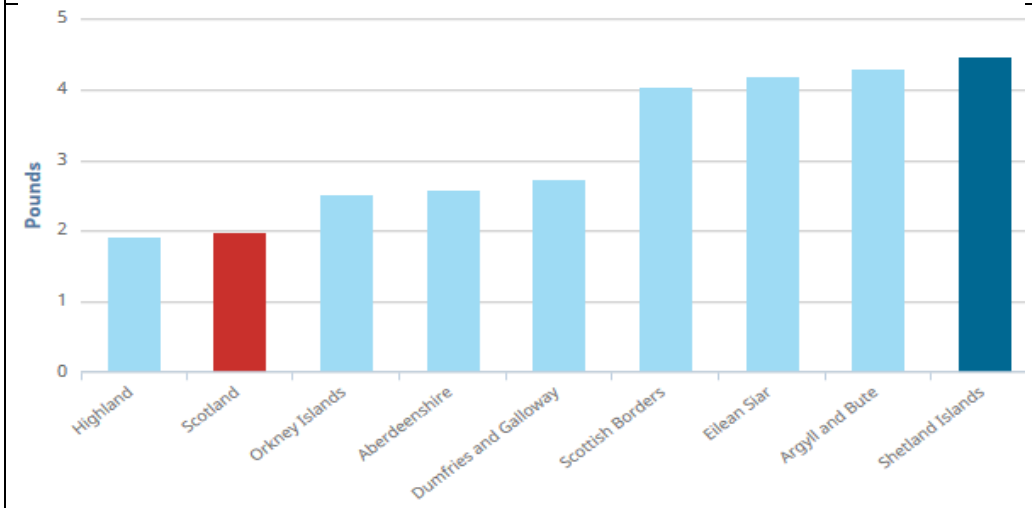
Data for all Councils



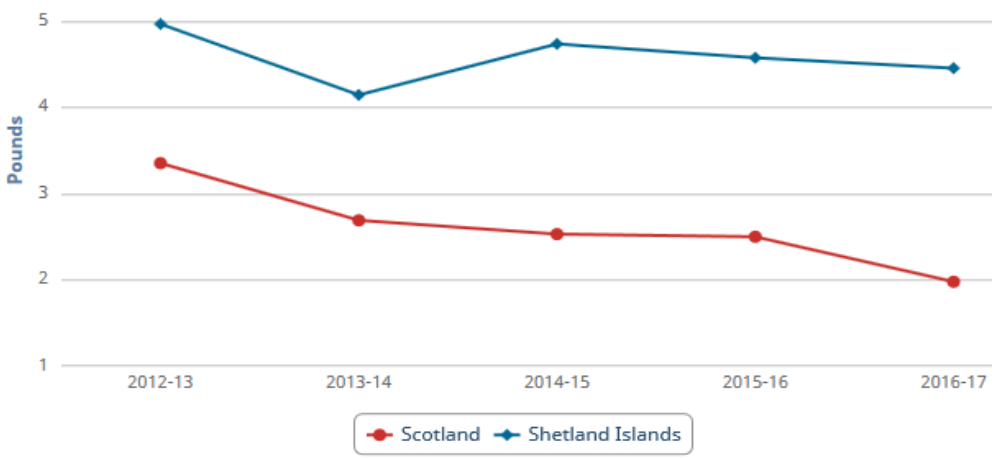
Future Improvement

We will continue to promote library services and make them accessible to those who most need them. We will continue to ensure consistency in our visitor counting and budget reporting.

Data for Similar Councils



Data over time

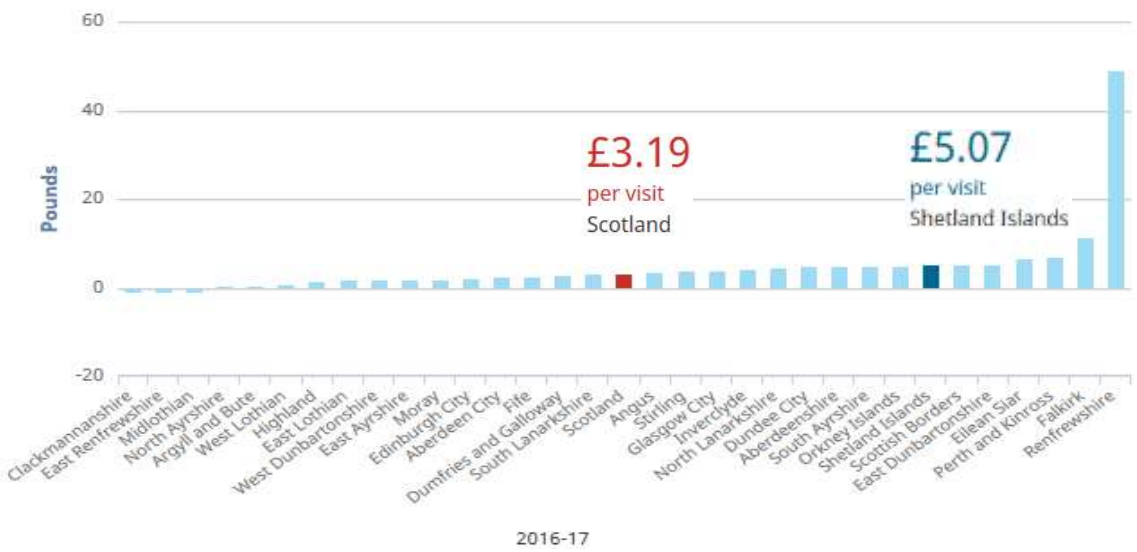


How much does my council spend on museums and galleries (net) (£ per visit)?

Past Performance

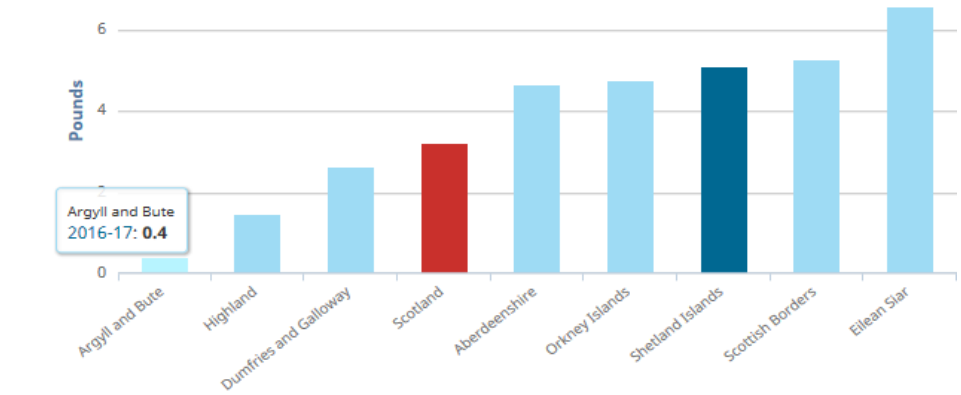
This indicator is for information only, these services are not run by the Council

Data for all Councils



Future Improvement

Data for Similar Councils



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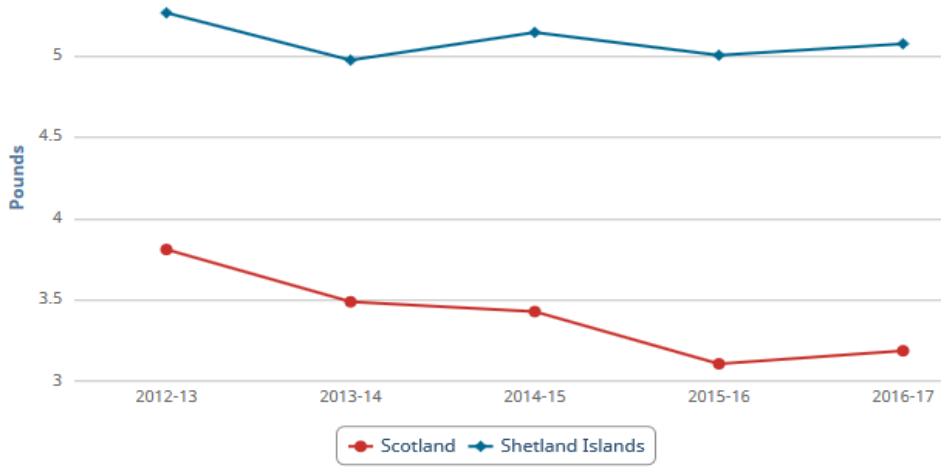
Data over time

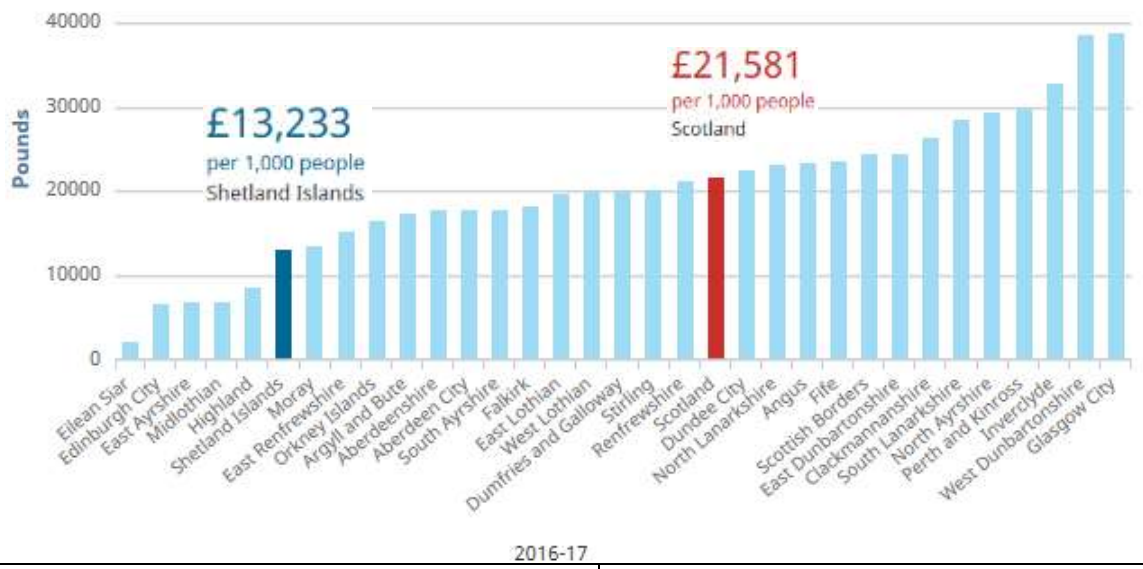


How much does my council spend on parks and open spaces (net) (£ per 1,000 people)?

Past Performance

The cost of parks and open spaces in Shetland has generally decreased over the last 5 years and is significantly below the Scottish average. The slight increase in costs in 2015-16 was caused by the budget for grass cutting of public areas being added to the cost of this service. In 2016-17 the costs for parks and open spaces has reduced further.

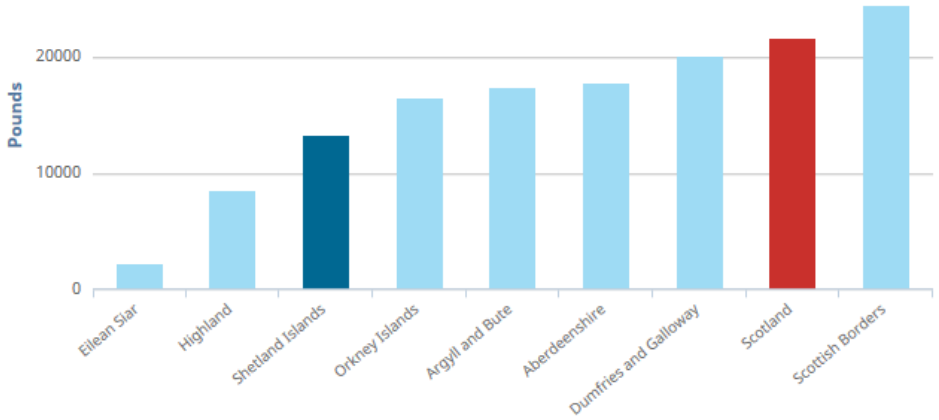
Data for all Councils



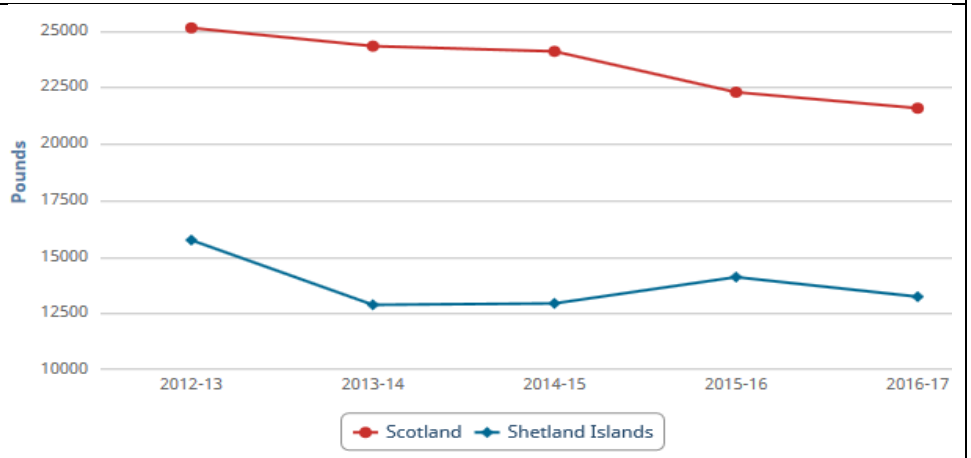
Future Improvement

To continue providing a wide range of high quality services and facilities within existing budgets, that encourages and supports the Shetland community to be more physically active in the outdoors.

Data for Similar Councils



Data over time

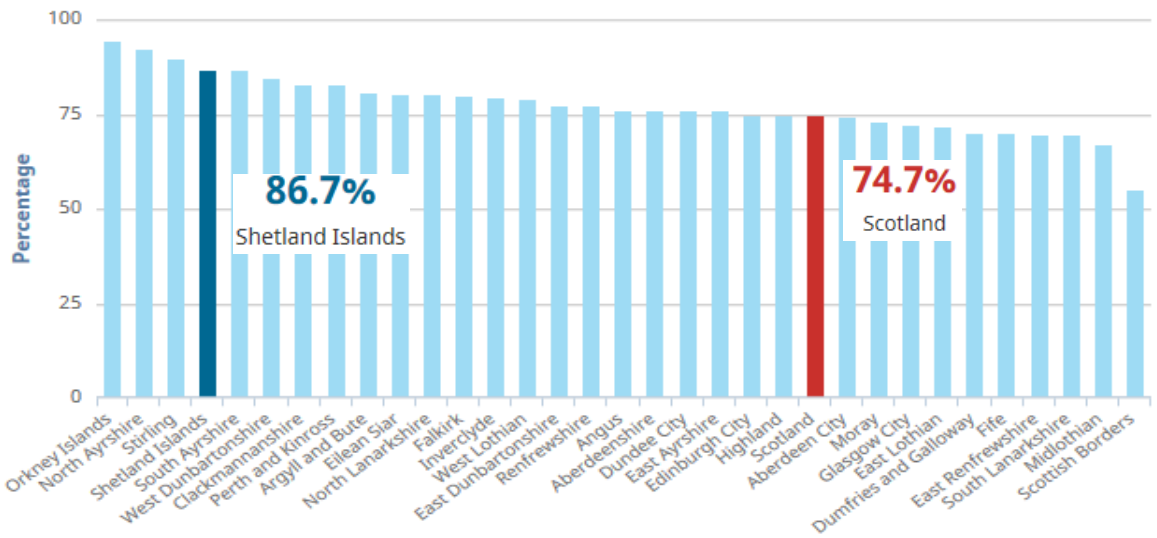


How satisfied are residents with local libraries?

Past Performance

Continued high satisfaction rates. Latest annual in house survey (January 2018) shows a 3% rise to 96% satisfaction.

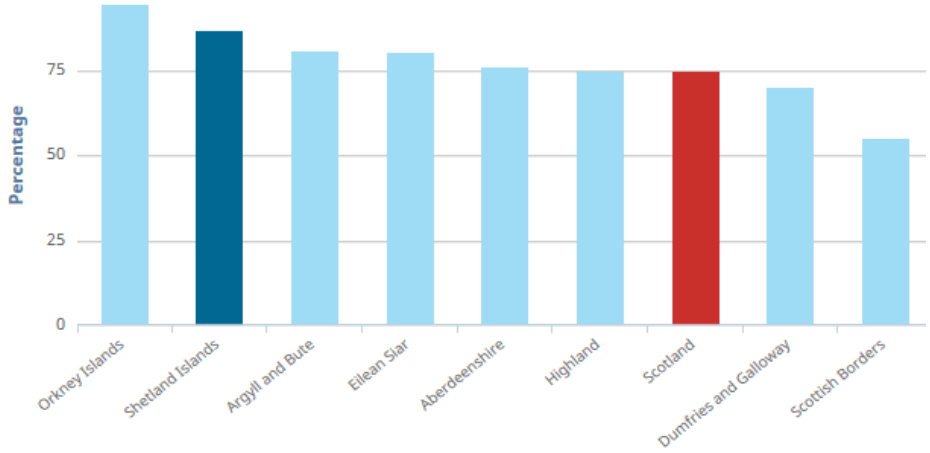
Data for all Councils



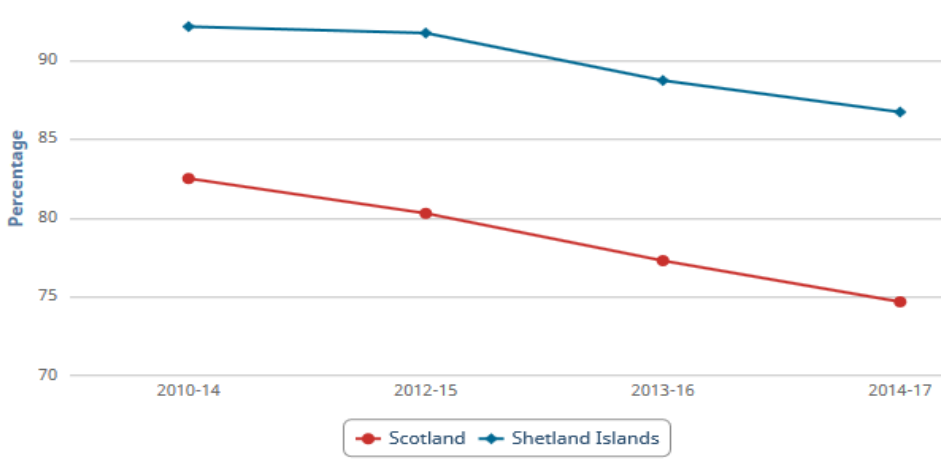
Future Improvement

Customers are very satisfied with every aspect of the service other than 'space and layout' and a refurbishment project is planned to help address this.

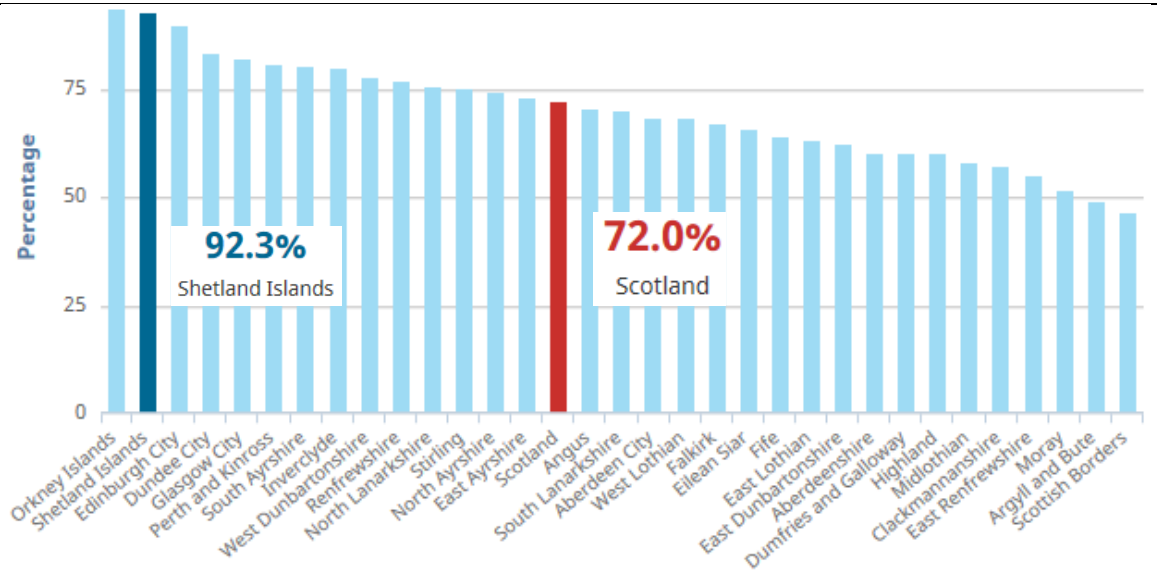
Data for Similar Councils



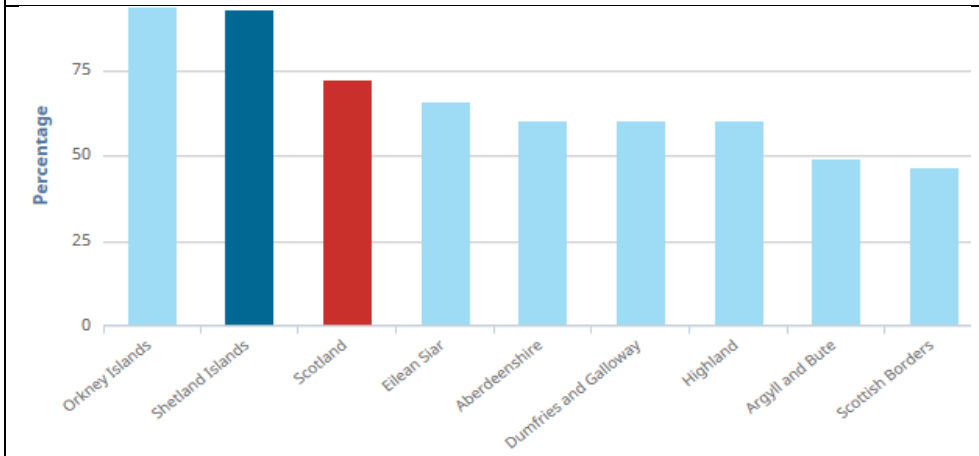
Data over time



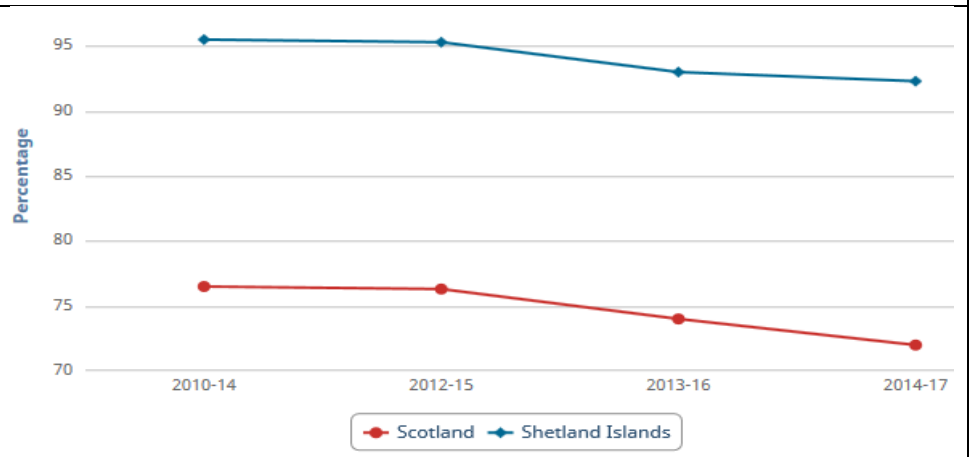
How satisfied are residents with local museums and galleries?

Past Performance	Data for all Councils	Future Improvement
This indicator is for information only; these services are not run by the Council.		

Data for Similar Councils



Data over time

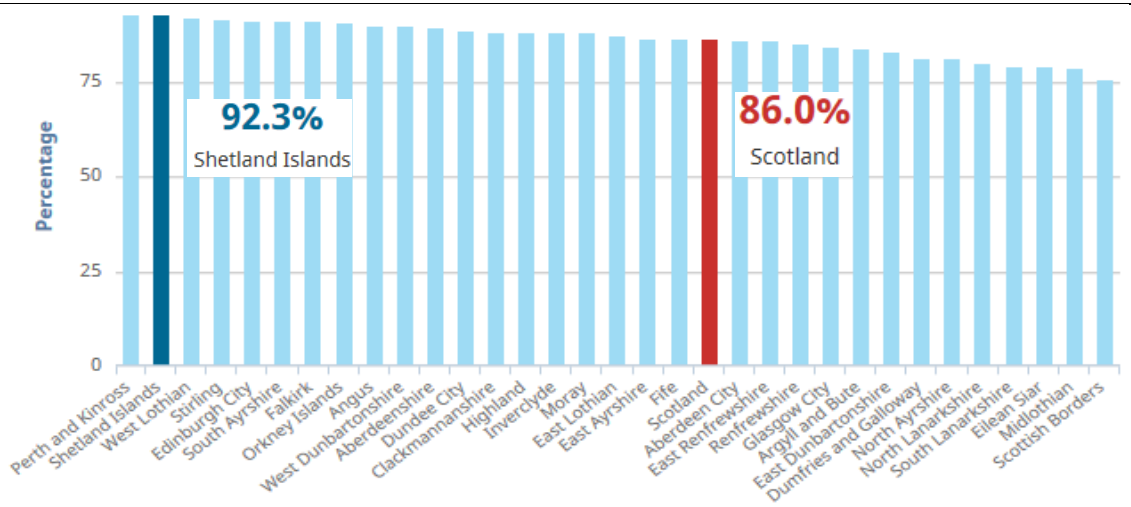


How satisfied are residents with local parks and open spaces?

Past Performance

Over the last 5 years satisfaction rates for local parks and open spaces in Shetland have slightly decreased but are still significantly above the Scottish average and in 2016-17 Shetland has the second highest level of satisfaction in Scotland.

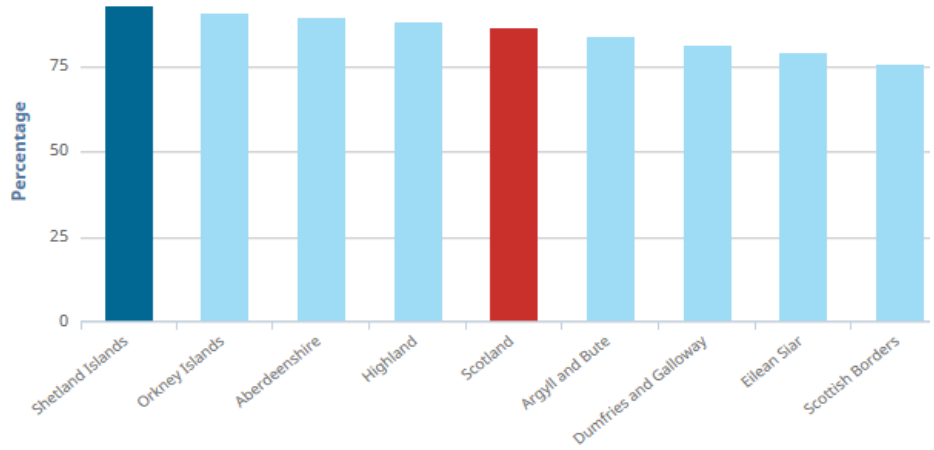
Data for all Councils



Future Improvement

To listen to the views of customers and maintain the high standard of management and maintenance of our local parks and open spaces to retain the high levels of satisfaction with these amenities in Shetland.

Data for Similar Councils



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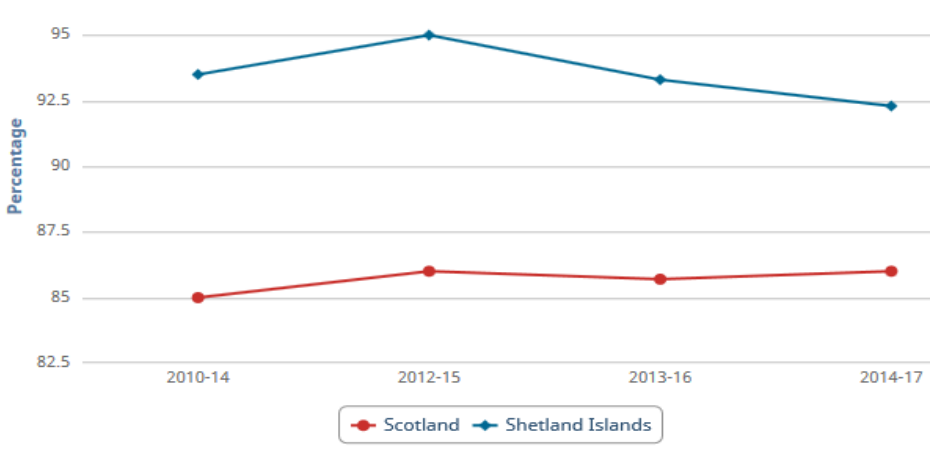
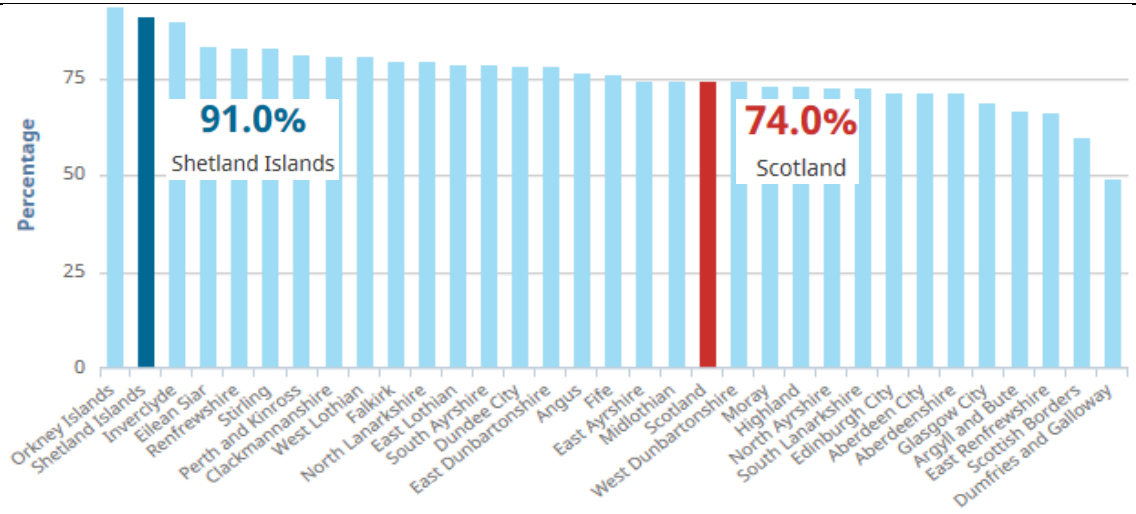


How satisfied are residents with local leisure facilities?

Past Performance

Over the last 5 years satisfaction rates with local leisure facilities has slightly decreased in Shetland and across Scotland, but the satisfaction rate for Shetland's facilities is still significantly higher than the Scottish average. In 2016-17 Shetland had the second highest level of satisfaction in Scotland.

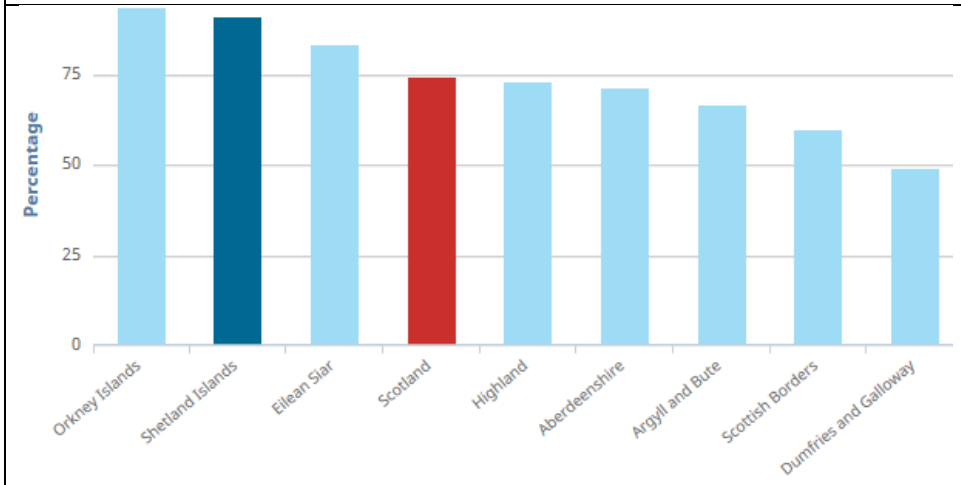
Data for all Councils



Future Improvement

To hear the views of customers and maintain the high level of management, maintenance and programming of our leisure facilities to retain the high levels of satisfaction with these facilities in Shetland.

Data for Similar Councils



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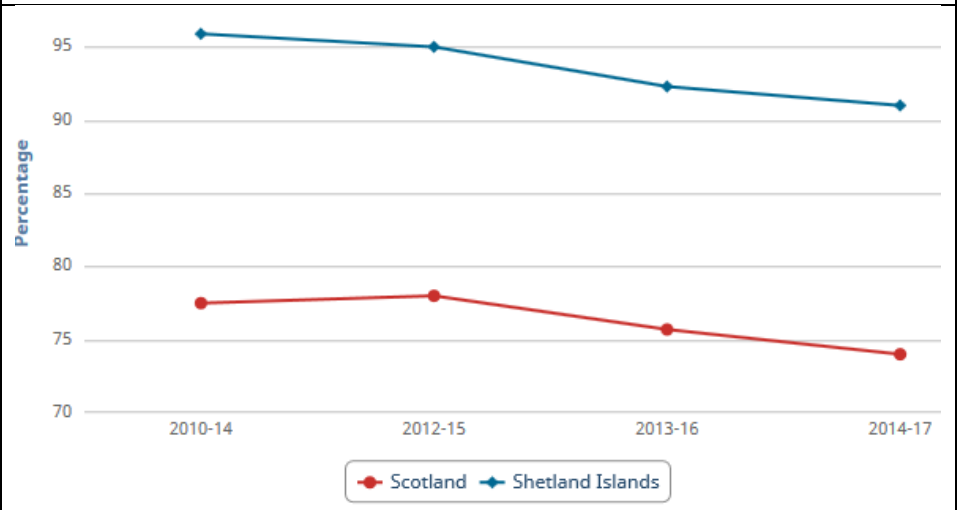


Appendix G – Housing Services – Local Government Benchmarking Framework Indicators

1. How much rent is owed to the council due to arrears (gross)?

2. How much rent was lost due to empty properties?

3. What is the quality and standard of housing provided by my council measured by the Scottish Housing Quality Standard?

4. How long does it take my council to complete non emergency repairs

5. How energy efficient is the housing provided by my council as measured by the Scottish Housing Quality Standard?

How much rent is owed to the council due to arrears (gross)?

Past Performance

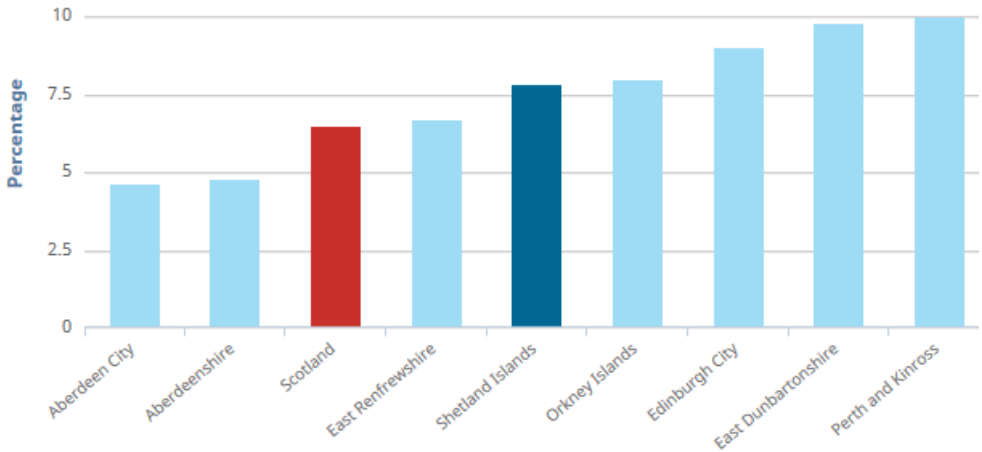
The 2015/2016 performance showed that we are slightly above the Scottish average. The collection of rent arrears remains as a priority for the Housing Service. Joint working between Housing and Finance staff leads to a very low % of tenants with arrears in comparison with other local authorities. Management Team monitor this on a regular basis

Data for all Councils

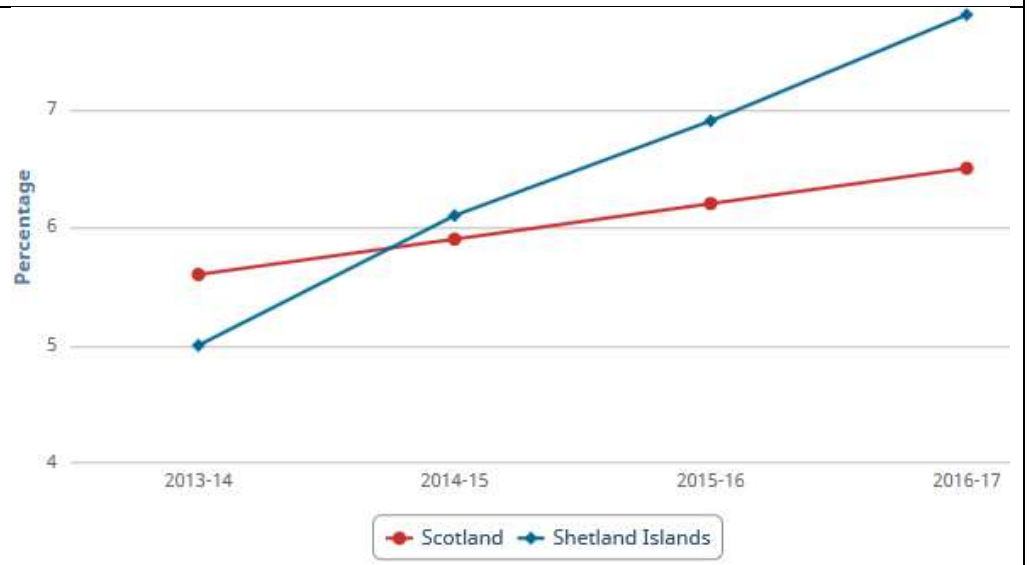
Future Improvement

The joint working and close monitoring will continue to ensure our performance continues to be high. It will be challenging to maintain this performance with the changes to the welfare benefits.

Data for Similar Councils



Data over time



How much rent was lost due to empty properties?

Past Performance

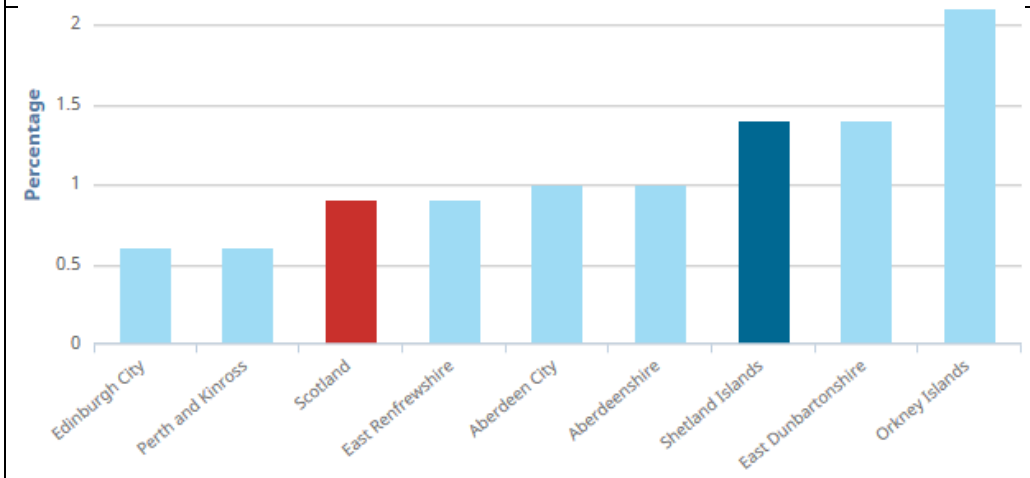
The rent lost due to empty properties is mainly due to the number of void properties in low demand areas, particularly in the North Isles.

Data for all Councils

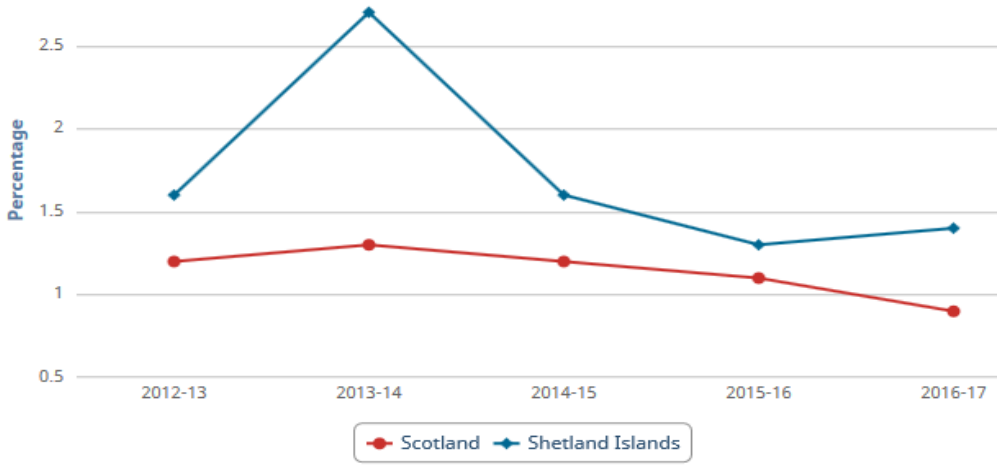
Future Improvement

We are committed to continuing to seek ways of advertising and promoting low demand properties, and will continue to monitor our performance. Our void policy has been updated and close monitoring on this will continue.

Data for Similar Councils



Data over time

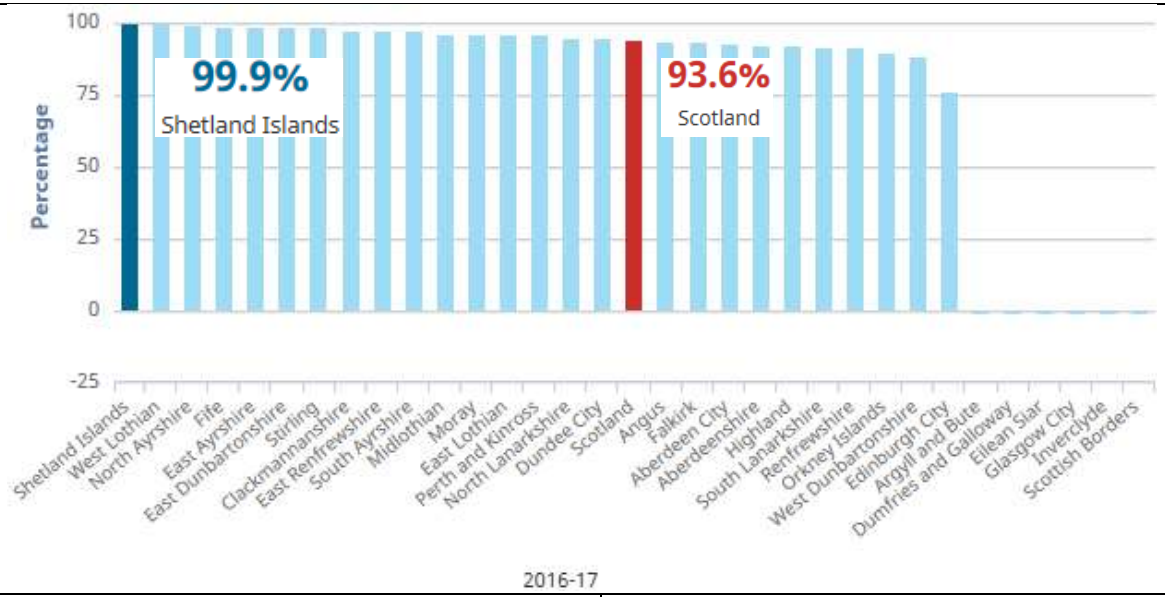


What is the quality and standard of housing provided by my council measured by the Scottish Housing Quality Standard?

Past Performance

The quality and standard of council housing provided by the SIC is in line with the Scottish average. All properties, apart from some exemptions, were compliant by April 2015, as required.

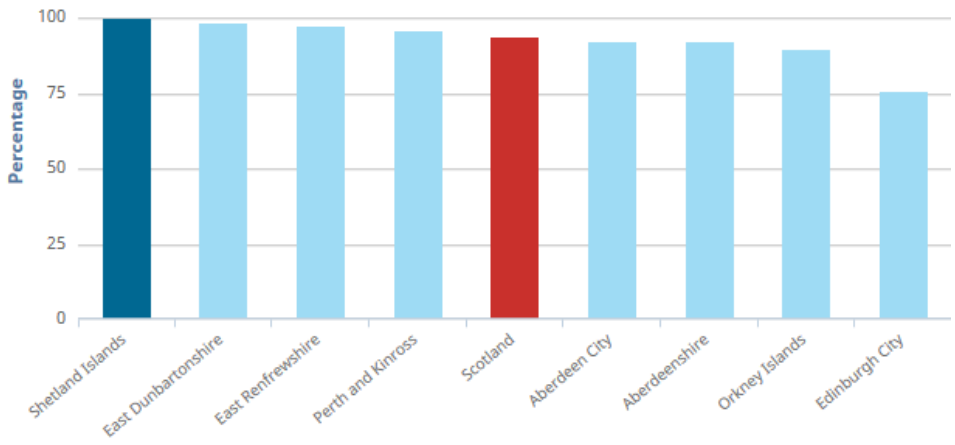
Data for all Councils



Future Improvement

The next legislative requirement we are working towards is EESSH which relates to energy efficiency. All SIC Housing stock is to be compliant by April 2020.

Data for Similar Councils



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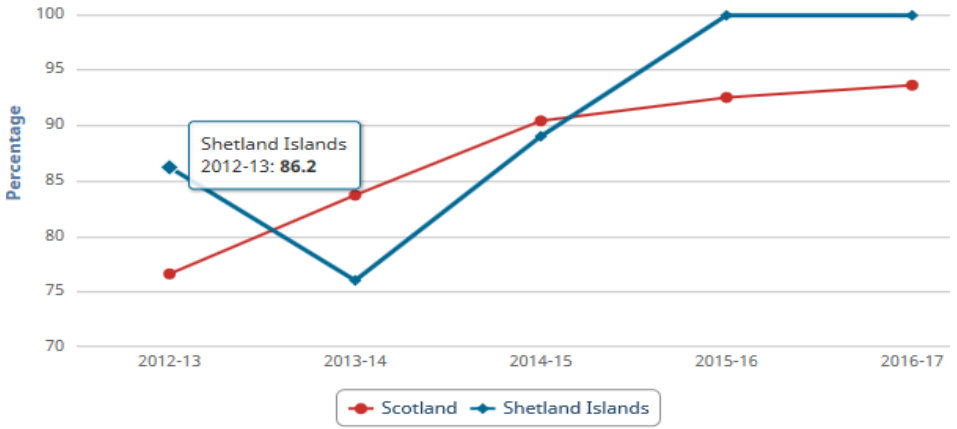

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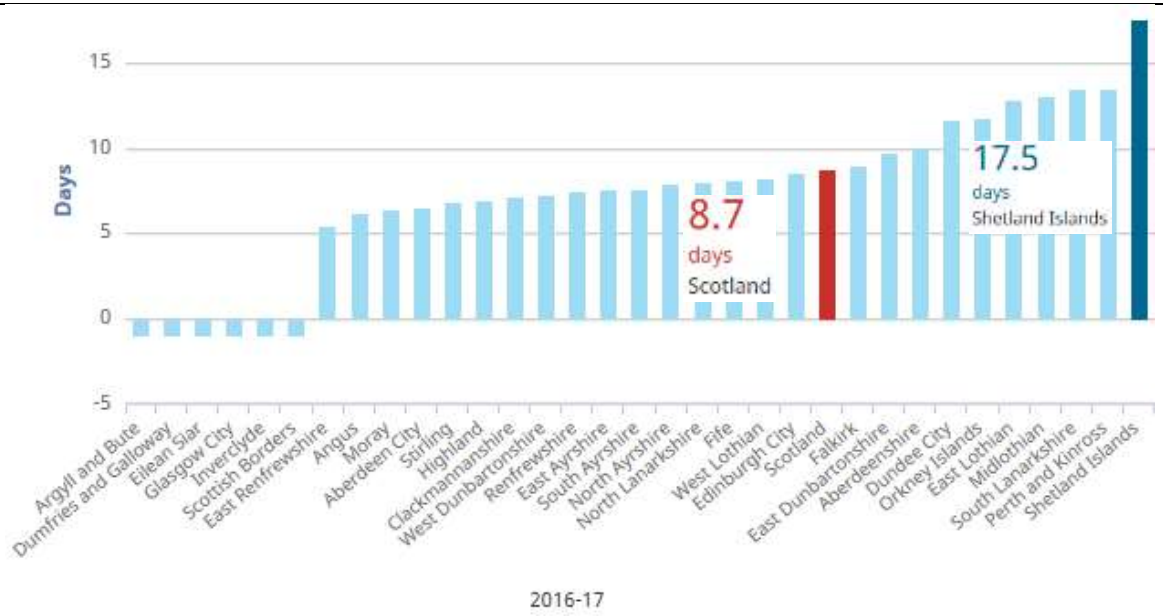
How long does it take my council to complete non emergency repairs (average number of days)?

Past Performance

This indicator includes all work ordered which is not an emergency. This includes those ordered as Urgent, Routine and 3-Month jobs. Priority timescales are set locally so direct comparison with others is difficult.

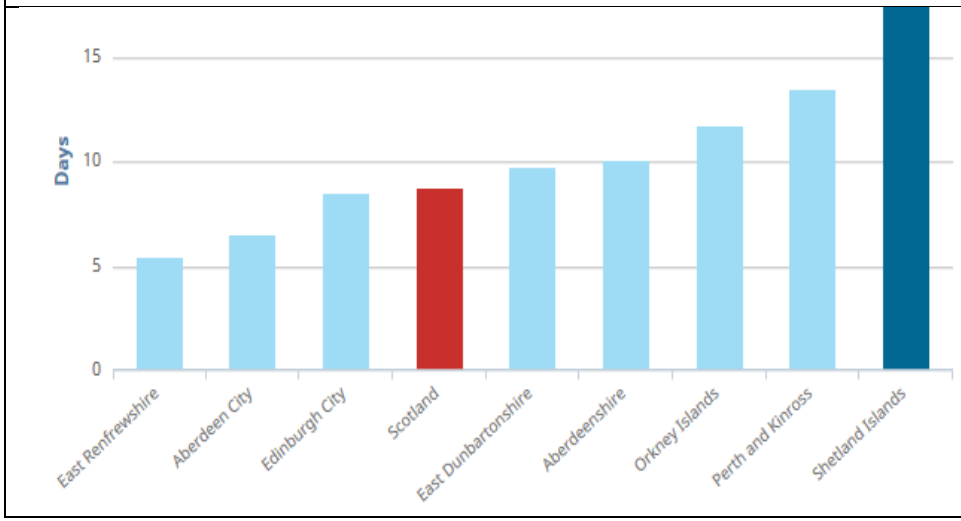
Data for all Councils



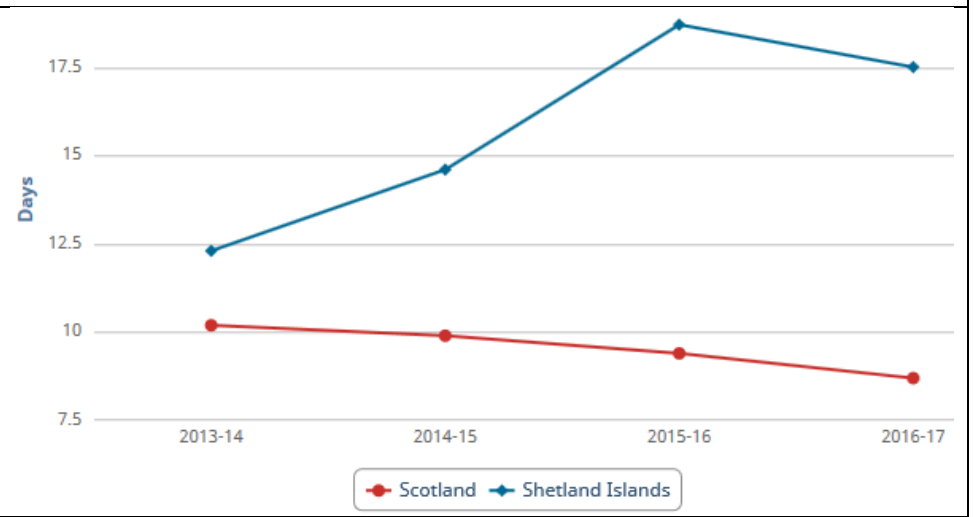
Future Improvement

Continued monitoring by staff and management team.

Data for Similar Councils



Data over time

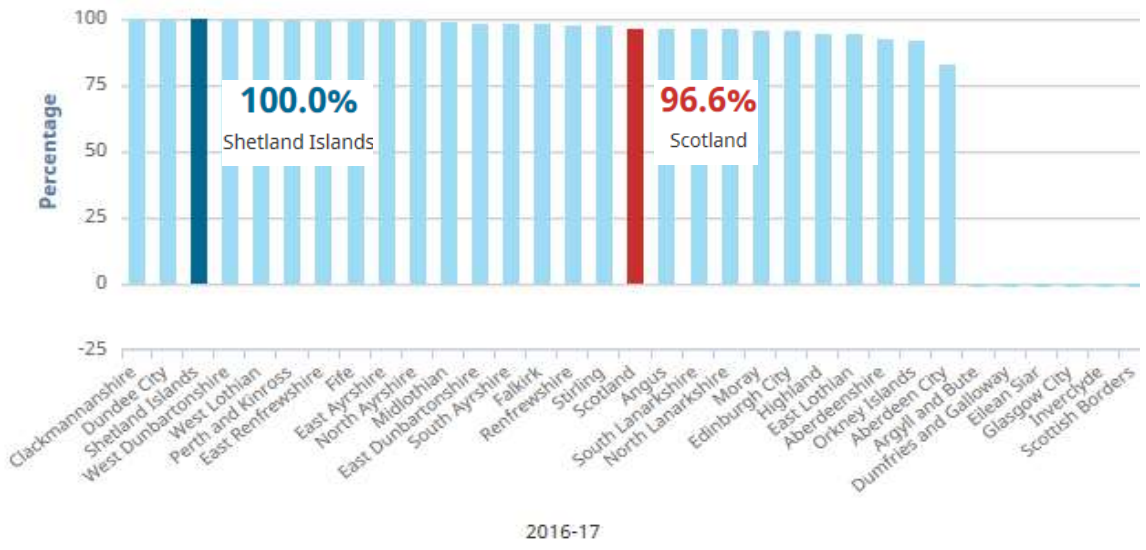


How energy efficient is the housing provided by my council as measured by the Scottish Housing Quality Standard?

Past Performance

The reported figure is based on Charter reporting which does not include exemptions. All properties, apart from some exemptions, were compliant by April 2015, as required.

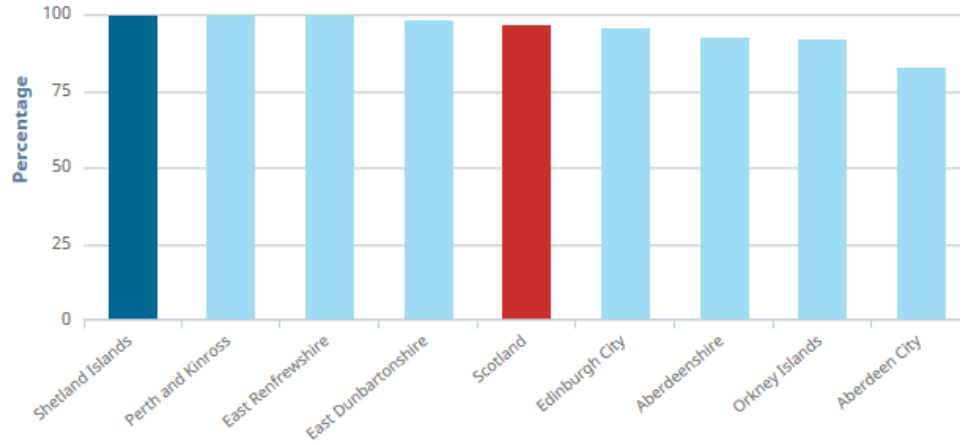
Data for all Councils



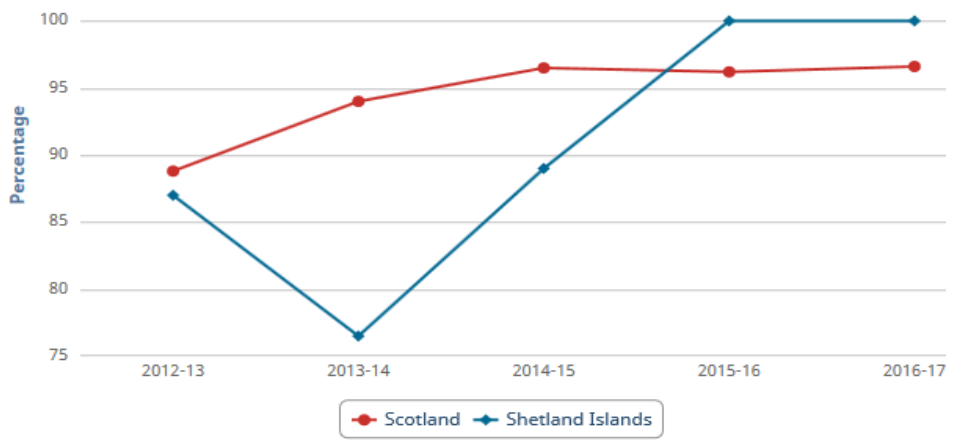
Future Improvement

The next legislative requirement we are working towards is EESSH which relates to energy efficiency. All SIC Housing stock is to be compliant by April 2020.

Data for Similar Councils



Data over time



Shetland Islands Council

Agenda Item

3

Meeting(s):	**Environment and Transport Committee** **Policy and Resources Committee**	**24 April 2018** **30 April 2018**
Report Title:	**Access for Wheelchair Users to Taxis and Private Hire Cars**	
Reference Number:	**DV-18-18-F**	
Author / Job Title:	**Peter Mogridge, Transport Policy and Projects Officer**	

1.0 Decisions/Action Required:

1.1 That the Environment and Transport Committee RESOLVE to recommend that the Policy and Resources Committee:-

1.1.2 agree that the Council should create and maintain a list of designated wheelchair accessible taxis and private hire cars in terms of Section 167 of the Equality Act 2010; and

1.1.2 delegate authority to the Director of Development Services, or his nominee, to put in place the administrative arrangements required to comply with the legislative provisions which apply when such a list is maintained, in accordance with the relevant statutory guidance.

2.0 High Level Summary:

2.1 Section 167 of the Equality Act 2010 permits but does not require Shetland Islands Council, as licensing authority responsible for the issue of taxi and private hire car licences, to create and maintain a list of designated wheelchair accessible taxis and private hire cars (PHCs).

2.2 Where such a list is maintained by the Council, (a) Section 165 of the Act requires drivers of designated vehicles not to discriminate against wheelchair users; and (b) Section 166 of the Act requires the Council to grant such drivers a certificate exempting them from the duties imposed by Section 165 on medical or physical grounds.

3.0 Corporate Priorities and Joint Working:

3.1 As well as being used by the general public, Taxis and Private Hire Cars are frequently used both under contract and on an ad hoc basis by service providers such as the NHS and the Council. They form a vital part of Shetland's transport network.

3.2 Shetland Islands Council is a signatory to Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021 – Shetland's joint equality statement made on behalf of Shetland's Community Planning Partners.

4.0 Key Issues:

4.1 Section 167 of the Equality Act 2010 permits, but does not require, Local Authorities in their capacity as licencing authorities responsible for taxi and private hire vehicle licensing under the Civic Government (Scotland) Act 1982 to maintain a list of designated wheelchair accessible taxis and PHCs.

4.2 Where such a list is maintained, Section 165 of the Act requires drivers of designated vehicles (a) to carry a disabled passenger while in their wheelchair; (b) not to make any additional charge for doing so; (c) if a disabled passenger decides to sit in a passenger seat, to carry the wheelchair; (d) to take such steps as are necessary to ensure that a disabled passenger is carried in safety and reasonable comfort; and (e) to give the disabled passenger such mobility assistance as is reasonably required.

4.3 Section 166 of the Act requires the Council to grant such drivers a certificate exempting them from the duties imposed by Section 165 on medical grounds or if their physical condition makes it impossible or unreasonably difficult to comply with those duties.

4.4 Whilst Local Authorities are under no specific legal obligation to maintain a list under section 167, the Government recommends strongly that they do so. Without such a list the requirements of section 165 of the Act do not apply, and drivers may continue, if they are so minded, to refuse the carriage of wheelchair users, fail to provide them with assistance, or to charge them extra.

4.5 Shetland's Joint Equality Statement commits Shetland's Community Planning Partners to fulfilling the three key elements of the general equality duty as defined in the Equality Act 2010:-

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity between people who share a protected characteristic and those who do not
- Fostering good relations between people who share a protected characteristic and those who do not

4.6 If the recommendation of this Report is approved, consultation will take place with the local taxi and PHC trade before the decision is implemented.

5.0 Exempt and/or Confidential Information:

5.1 None.

6.0 Implications:		
6.1 Service Users, Patients and Communities:	As well as being used by the general public, taxis and private hire cars are frequently used both under contract and on an ad hoc basis by service providers such as the NHS and SIC. They form a vital part of Shetland's transport network. The creation of a designated list of accessible Taxis and Private Hire Cars will help ensure better access for all members of society.	
6.2 Human Resources and Organisational Development:	None.	
6.3 Equality, Diversity and Human Rights:	The creation of a designated list of accessible taxis and private hire cars will create a more inclusive community, prevent discrimination and promote equality.	
6.4 Legal:	Section 167 of the Equality Act 2010 permits, but does not require, Local Authorities to maintain a designated list of wheelchair accessible taxis and PHCs. When such a list is maintained, the Act imposes further duties on the authority.	
6.5 Finance:	Any additional resources required as a result of the decision in this report will be delivered within the services approved revenue budget.	
6.6 Assets and Property:	None.	
6.7 ICT and New Technologies:	None.	
6.8 Environmental:	None.	
6.9 Risk Management:	None.	
6.10 Policy and Delegated Authority:	In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Environment and Transport Committee has responsibility for discharging the powers and duties of the Council within its functional areas. The Policy and Resources Committee had delegated authority to ensure that the Council's strategic policy outcomes are achieved through service delivery, developed in co-operation with the functional committees [Section 2.2.1 (1b) of the Scheme of Administration and Delegations].	
6.11 Previously Considered by:	N/A	

Contact Details:
Peter Mogridge, Transport Policy and Projects Officer

Telephone: 01595 745802
Email: peter.mogridge@shetland.gov.uk
12 April 2018

Appendices: None

Background Documents:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/593350/access-for-wheelchair-users-taxis-and-private-hire-vehicles.pdf

Shetland Islands Council

Agenda Item

4

Meeting(s):	**Development Committee** **Environment & Transport Committee** **Harbour Board** **Policy & Resources Committee**	**23 April 2018** **24 April 2018** **25 April 2018** **30 April 2018**
Report Title:	**Sullom Voe Harbour Area – Development Planning**	
Reference Number:	**PH-08-18F**	
Author / Job Title:	**John Smith, Acting Executive Manager – Ports & Harbours**	

1.0 Decisions / Action required:

1.1 That Development Committee take the necessary strategic decision to authorise development of a Marine Development Masterplan for Sullom Voe Harbour Area;

1.2 That Environment and Transport Committee and Harbour Board consider and comment to Policy and Resources Committee on aspects within their respective remits (see paragraph 6.10 of this report), and,

1.3 That Policy and Resources Committee consider any views from the Committees/Board before deciding to give final approval of the resources required from the Harbour Account to undertaken this planning exercise.

2.0 High Level Summary:

2.1 This report presents proposals on how best to progress the consideration of planning and marine development guidance for the Sullom Voe Harbour Area.

2.2 It provides background on current marine development arrangements, and how they were developed. It then considers the objectives and practicalities of planning future development in the Sullom Voe Harbour Area in a balanced and structured fashion.

3.0 Corporate Priorities and Joint Working:

3.1 Section 3 in the Ports and Harbours Strategic Overview considers overall Council priorities for economic development and transport as they relate to marine activities in some detail.

3.2 'Our Plan 2016 to 2020' states; "We will be an organisation that encourages creativity, expects co-operation between services and supports the development of new ways of working".

3.3 This report recognises the importance of cross Council co-operation in much of the work that Ports & Harbours is involved in and therefore looks to discuss that work with, and be informed by, key committees.

4.0 Key Issues:

4.1 Shetland's participation in the Oil and Gas industry is underpinned by the Port of Sullom Voe. As part of the arrangements for effective port management and conservancy the majority of Yell Sound, from the Point of Fethaland, mainland to Fogla-lee, Yell in the north to the Ness of Copister, Orfasay, Samphrey and Burra Ness at the South East, is designated as the "Sullom Voe Harbour Area" (SVHA). This area also includes the piers and harbours at Collafirth, Toft and Ulsta as well as the waters up to the head of Sullom Voe at Mavis Grind.

4.2 In addition to Oil & Gas support activity there are a range of other users and stakeholders in the area. Fishing, shellfishing, transport and leisure users all utilise Yell Sound frequently, it is also an important environmental location including the Sullom Voe Special Area of Conservation (SAC) designation for the whole inner harbour area and has been the subject of continuous environmental monitoring by the Shetland Oil Terminal Environmental Advisory Group (SOTEAG) since the Sullom Voe Oil Terminal was opened.

4.3 Aquaculture is currently not permitted anywhere in the SVHA by policy contained in the Supplementary Guidance – Aquaculture adopted in April 2017, see appendix 1 for background. There is continued commercial interest from the aquaculture sector in possible future development in the SVHA should arrangements change. Other potential future users of the area include marine renewables as well as further fishing, leisure and oil and gas interests.

4.4 Given the range of potentially competing interests and the changes to technologies and user needs and interests over time it is likely that a comprehensive "Marine Masterplan" that considers the full range of competing uses within the SVHA would be the best method of planning and guiding future development in a balanced, structured and sustainable manner.

4.5 Shetland has had a non-statutory marine spatial plan in place since 2006. The current 4th edition was adopted as supplementary guidance to the Shetland Local Development Plan in 2015 and is due to be replaced in 2019 by Shetland's first Regional Marine Plan (RMP) as required under the Marine (Scotland) Act 2010.

4.6 Public consultation on the scope of the draft RMP for Shetland is due to commence in April 2018, and it is proposed that the following new policy statement will be included in that draft plan:

"DEV4: All proposals for marine-related developments located within or adjacent to a designated harbour area must comply with any harbour plans, policies, directions and by-laws in place within such designated harbour areas."

4.7 The production of a "SVHA Masterplan" would inform the draft RMP for the Sullom Voe designated harbour area. It would clearly be guided by the general principles, objectives and overarching policies of the Shetland RMP, but would go into greater detail within the SVHA. The Masterplan would provide a foundation for future marine development in the SVHA and the arrangements required for that to be most effectively managed. The outcome of any master planning exercise would also inform whether there is a need for a review of the policy prohibiting aquaculture within the SVHA and it may be preferable for both exercises to run concurrently to prevent unnecessary time lag.

4.8 A Shetland Partnership "Locality Planning" exercise for the Yell, Unst and Fetlar, a masterplan for the "Shetland Hub" (the Sullom Voe landward area) and Crown Estate asset management pilots are also being progressed at this time. Any SVHA masterplan would work alongside these exercises with each informing and complementing the other.

4.9 The conduct of any Master Planning exercise would be a joint activity between the Infrastructure and Development Departments drawing on the expertise of the Planning, Economic Development and Community Planning and Development Services in particular.

4.10 Costs of the exercise would be borne by the Harbour Account as the area under consideration is a designated harbour area. It is difficult to be precise about the timetable for the completion of a comprehensive Masterplan but it would be likely to take some 12 to 18 months to conduct the wide range of consultation, data collection, modelling and associated activity.

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications:

6.1 Service Users, Patients and Communities:	The potential for a review has already been the subject of consultation with stakeholders including the Sullom Voe Association, SOTEAG, relevant Council services, fishing, shellfish, salmon and mussel aquaculture interests. The development of any Master Plan would be the subject of further widespread consultation among these stakeholders and local communities.
6.2 Human Resources and Organisational Development:	No implications arising directly from this report.
6.3 Equality, Diversity and Human Rights:	No implications arising directly from this report.
6.4 Legal:	Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those included in this report.
6.5 Finance:	The Council earns income from the services provided at the Port of Sullom Voe, and other piers and harbours within the SVHA. It also bears the costs of providing the infrastructure and those services. Protecting and balancing Council, community and commercial financial interests would be an important factor in any comprehensive Master Planning interest. It is likely that some external costs in specialised economic appraisal and environmental assessment services would be required to produce any Master Plan. It may be possible to access these services as per the arrangements in place for the

	production of the Shetland RMP. Additional costs will be met from the Council's Harbour Account. Any diversion of resource from the Council's Harbour Account for non-operational activity, given the consequential income foregone, requires a decision from Policy and Resources Committee. No detailed cost estimate has been produced at this stage, but other recent Master planning exercises conducted by the Council have cost up to £100,000.
6.6 **Assets and Property:**	While the SVHA is not technically a Council owned asset, the seabed belongs to the Crown Estate, the foreshore and port infrastructure are Council assets. Capital Projects will be consulted with regard to potential impacts on these assets, and as advisors on any engagement with the Crown Estate.
6.7 **ICT and new technologies:**	No implications arising directly from this report.
6.8 **Environmental:**	Protection of the Shetland marine environment is a key priority and would be the prime objective in any marine master planning exercise.
6.9 **Risk Management:**	Structured planning and guidance about long term development is intended to reduce risk associated with unplanned activity and mitigate potential adverse environmental and economic consequences.
6.10 **Policy and Delegated Authority:**	**Development Committee** The relevant functional areas include relate to strategic regeneration, development, economy and business, energy, fisheries, arts, culture, and tourism and community regeneration / community development. **Environment and Transport Committee** The relevant functional areas include the natural environment, roads, transport and ferry services. **Harbour Board** Strategic oversight and direction in all aspects of the operation of the Council's harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code. Act as Duty Holder as required by the Port Marine Safety Code and ensure that the necessary management and operational mechanisms are in place to fulfil that function. Consider all development proposals and changes of service level within the harbour undertaking; including dues and charges, and make appropriate recommendations to the Council.

	Policy & Resources Committee Develop and recommend the corporate plan, the development plan and the overall framework of strategies contained in the Policy Framework. A matter having application across or which affects the terms of reference of more than one body will be referred to the Policy and Resources Committee who may give such advice as may be appropriate or refer the matter to the Council. Secure the co-ordination, control and proper management of the financial affairs of the Council.	
6.11 Previously considered by:	Harbour Board Policy & Resources Committee	7 February 2018 12 February 2018

Contact Details:

John Smith, Acting Executive Manager – Ports & Harbours
jrsmith@shetland.gov.uk
26 March 2018

Appendices:

Appendix 1 – SVHA Planning Policy Development Background

Background Documents:

Ports & Harbours Strategic Overview

END

Aquaculture exclusion in Sullom Voe Harbour Area – Policy History

Zetland County Council Act 1974

Part II/ GENERAL DUTIES AND POWERS/ Sections 5 & 6:

5. –(1) It shall be the duty of the Council, subject to the provisions of this Act, to take all such action as they consider necessary or desirable for or in connection with–

(a) the conservancy of, and the control of development in, the coastal area and in the vicinity of a harbour area;

(b) *the promotion of development and the provision, maintenance, operation and improvement of port and harbour services and facilities in, and in the vicinity of, a harbour area.*

6. The Council shall exercise jurisdiction as a harbour authority and the powers of the harbourmaster shall be exercised within–

(a) the areas the respective limits or which are described in Schedule 1 to this Act; and

(b) any area designated by the Secretary of State under section 33 (Harbour jurisdiction in respect of works) of this Act.

North Mainland Local Plan Report of Survey, June 1985

4.56 The suitability of a site for salmon farming depends on sea conditions (shelter, water depth and water exchange) and on the absence of conflict with existing fishing, navigation, recreation and nature conservation interests. No sites have been identified in Sullom Voe because of the risk of oil pollution and possible navigational hazards.

North Mainland Local Plan (Draft) Summary Leaflet, June 1988

Salmon Farming

Offshore salmon farming, which is the fastest-growing industry in Shetland, is controlled by the Council by means of a system of Works Licences. The Council has detailed policies on the siting of salmon cages which aim, amongst other things, to reduce the likelihood of disease and protect other water uses. Comment would be welcomed on the extent to which scenic quality should be taken into account. Salmon farms will not be allowed in the Sullom Voe Harbour Area for as long as its main purpose is the navigation of vessels using Sullom Voe Terminal.

North Mainland Local Plan Public Participation Report, April 1989

Appendix G – North Mainland Local Plan (Draft) Summary of Written Comments and Action Taken

Shetland Salmon Farmer's Association comments:
Policies E9-E10 – Amend text to allow a rational and balanced consideration of fish farming development within the Sullom Voe Harbour Area before closure of the Terminal.

Response:
Amend Policy E10 to read "Fish farming will not normally be permitted…." to allow for special cases where there would be no conflict with shipping and harbour operations.

North Mainland Local Plan, September 1989

Industrial Strategy/ Salmon Farming/ paragraph 3.29:

Special consideration will need to be given to any proposals for salmon farming in Sullom Voe or in the voes off Yell Sound. Salmon farms will not normally be permitted in the designated Sullom Voe Harbour Area in view of the dangers of oil pollution, the likely conflict with vessels navigating the approaches to Sullom Voe Terminal, and the danger that effluent from the salmon farms will upset the detailed chemical and biological monitoring programmes undertaken by SOTEAG in Sullom Voe and Yell Sound. In order to assess the effects on the environment caused by discharges from the Terminal, SOTEAG has to be able to carry out studies of water quality and sediment composition which could easily be disturbed if pollutants from another source are entering the water. It is proposed that this policy should be reviewed when the oil output from the Terminal has declined to 50% of its peak (1986) level in order to allow the planned introduction of salmon farming into this area when the Terminal eventually closes.

Salmon Farming Policies:

E9 - Fish farming will not normally be permitted anywhere within the Sullom Voe Harbour Area (as defined in the Sullom Voe Harbour Revision Order 1980) for as long as its primary purpose is to accommodate vessels engaged in the carriage of hydrocarbons or other dangerous substances.

E10 – Policy E9 will be reviewed when oil throughput at Sullom Voe Terminal has decreased to 50% of its peak (1986) level in order to allow the planned introduction of fish farming to the Sullom Voe Harbour Area after the closure of the oil terminal.

Works Licence Policy

Policy E9 quoted in Annex 1 (Other relevant Planning Policies and Designations) of the 1999 Works Licence Policy.

Wording of Policy E9 as contained in Annex 1 (Other relevant Planning Policies and Designations) of the 2004 Works Licence Policy changed from previous in that it reads:

Fish farming will not ~~normally~~ <u>as a matter of policy</u> be permitted anywhere within the Sullom Voe Harbour Area (as defined in the Sullom Voe Harbour Revision Order 1980) for as long as its primary purpose is to accommodate vessels engaged in the carriage of hydrocarbons or other dangerous substances.

The above amended wording was also carried over to the 2005 Works Licence Policy.

Aquaculture Planning Policy

Policy M7 of the 2007 Interim Policy for Marine Aquaculture:

Over time, the Council has adopted policies in coastal areas of Shetland where there is a general presumption against aquaculture development. Such policies are as follows:

(a) Fish farming will not as a matter of policy be permitted anywhere within the Sullom Voe Harbour Area (as defined in the Sullom Voe Harbour Revision Order 1980) for as long as its primary purpose is to accommodate vessels engaged in the carriage of hydrocarbons or other dangerous substances;

(b) No aquaculture developments will be permitted in Whiteness Voe north of a line between Usta Ness and Grutwick or the upper part of Weisdale Voe between the Taing of Haggersta and Vedri Geo;

(c) No further new aquaculture developments will be permitted in Busta Voe north of a line drawn between Hevden Ness, Mainland and Green Taing, Muckle Roe as a matter of policy, and variations to existing sites north of this line should not result in either an increase in site size, a change in site location or an increase in environmental or visual impact.

Policy M7 carried over to the 2017 Aquaculture Supplementary Guidance (now Policy G4) which was adopted as statutory supplementary guidance to the Local Development Plan in April 2017.

Challenges to Policy

In 2003, works licence applications were lodged for three salmon farm developments within the limits of Sullom Voe Harbour Area. All three applications were withdrawn prior to determination.

Also in 2003, eight works licence applications were lodged by two competing developers for mussel farm developments within the harbour limits. All eight applications were refused by the Marine Development Sub-Committee as contrary to Policy E9 of the North Mainland Local Plan. Six of the eight decisions were the subject of appeals to Scottish Ministers, all of which were dismissed.

Interpretation of "Fish farming"

Extract from the reports for the eight mussel farm works licence applications:

Part 9.1 of the Council's Works Licence Policy interprets "marine fish farming" to mean "the cultivation of finfish or shellfish in the coastal area". In light of this interpretation, the term "Fish farming" as stated in Policy E9 of the North Mainland Local Plan applies to all forms of aquaculture development, including mussel farming.

The Town and Country Planning (Scotland) Act 1997 defines "fish farming" as the breeding, rearing or keeping of fish or shellfish (which includes any kind of sea urchin, crustacean or mollusc).

Initial mention of policy review (2017)

Extract from minute 06/17 of the Development Committee meeting of 08 February 2017:

During the discussion, the Leader referred to the existing Policy, that aquaculture developments are not permitted within the Sullom Voe Harbour Area, and he suggested the need for a review in that regard.

Mr Robertson moved that the Committee approve the recommendation in the report. In seconding, Mr Robinson proposed that a review be undertaken of the Sullom Voe Harbour Area for aquaculture developments, to be reported in due course. Mr Robertson agreed to this addition to his motion, and the Committee concurred.

Decision:

The Committee RECOMMENDED to the Council that it resolve to adopt the Supplementary Guidance – Aquaculture as statutory guidance to the Local Development Plan.

The Committee requested a review be undertaken of the Sullom Voe Harbour Area for aquaculture developments, to be reported in due course.

Extract from minute 09/17 of the Shetland Islands Council meeting of 22 February 2017:

The Council considered a report by the Chair of Development Committee (SIC-0217-DV-12) which presented the Supplementary Guidance (SG) - Aquaculture.
In introducing the report, Mr Cooper advised from the additional decision at Committee, for a review to be undertaken of the Sullom Voe Harbour Area for aquaculture developments, to be reported in due course. Mr Cooper moved that the Council approve the recommendation in the report. Mr T Smith seconded. Dr Wills asked for his abstention to the decision to be recorded.

Dr Wills advised on his alarm at the request for a review to be undertaken of the status of the Sullom Voe Harbour Area, which at present was free from aquaculture developments. He advised on the tonnage of farmed salmon produced in Shetland during 2013, but he questioned if anybody knew what was the tonnage of salmon faeces released. He said that he did not agree to any increase in aquaculture developments, where it is not a sustainable industry, and there are also the problems with sea lice. He said that despite a large oil terminal at Sullom Voe, the inshore area is relatively pristine, and the Special Area of Conservation status, which had largely contributed to this situation, should never be changed.

During the discussion, Members were advised on the discussion at Development Committee and on the purpose of the review. It was confirmed that there is no assumption that the review would result in any new developments, but that a review of the status of the area was overdue.

Mr Robertson advised on the thorough consultation process, he said that the SG – Aquaculture was an excellent document, and that salmon farming was an important industry to Shetland. In terms of the review, he advised on the need for an extremely cautious approach when considering aquaculture developments in Sullom Voe. Mr Cooper advised on the need for the review to be carried out, which he said would not impact on the SG for the aquaculture industry.

Escalation of possible policy review (2018)

Council Committees (February 2018)

Extract from report title "Ports & Harbours Strategic Overview" presented to Harbour Board on 07 February and Policy & Resources Committee on 12 February:

4.7 The second relates to a review of the blanket exclusion of aquaculture from the whole Sullom Voe Harbour Area which is currently in force. The Harbourmaster and Marine Examination Panel have concluded that this blanket exclusion is no longer required in the outer Sullom Voe Harbour Area for navigational safety reasons, given the substantial reduction in tanker traffic using Sullom Voe.

4.8 It is their recommendation that consultation on a case-by-case basis, in the same way that marine development is managed in other locations, would provide sufficient safeguard for existing and anticipated Oil Tanker traffic management within that area. These processes also allow for other stakeholders and concerned parties to comment on any developments proposed.

4.9 The Sullom Voe Harbour Area blanket exclusion is part of the Councils suite of Planning guidance. It is recommended that any review of that guidance take into account this revised position relating to the outer Sullom Voe Harbour Area. Any review would be co-ordinated by Development Services.

The report can be viewed here:
http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=5526

Extract from minute 2/18 of the Harbour Board meeting of 07 February 2018:

Sullom Voe Harbour Area. The Acting Executive Manager – Ports and Harbours advised of an expression of interest from the aquaculture industry to reconsider the blanket exclusion that currently exists for the Sullom Voe Harbour Area. During discussions it was suggested that if the industry accepts the risk to their aquaculture business in the event of an oil spill, lifting the blanket ban may be an option. However there was still a desire for oil and pipelines coming ashore in the North of the harbour area and allowing aquaculture activities may discourage the oil industry from coming into Sullom Voe. A request was made that more discussion on this matter was required, and in particular with the Sullom Voe Association (SVA) in the first instance. The Director of Infrastructure Services agreed stating that it should be on the SVA agenda in March which would help Officers and Members to understand how Enquest will support West of Shetland development. The Harbourmaster advised that he had looked at a number of areas from a navigational perspective where it would not impinge on navigation in the harbour area.

A suggestion was made that it would be useful to identify certain routes as possible pipeline options to evidence to the Oil industry that there are routes available, making Sullom Voe an attractive option. The Director of Infrastructure Services said that this would spark discussion with the industry were the SVA to identify these routes. She added that the master plan for Sullom Voe fits in well with this suggestion and it would be good to align all this work to see what could be done in terms of works licences, bringing the three strands together.

During discussion around specific areas that could be identified within the harbour area for sea farming, it was recognised that there are a number of assets around Shetland that have been created that provide no benefit to the Council as Harbour Authority for use of the harbour other than landings across piers. It was suggested that the Council could look into being actively involved as a developer owning its own works licence where a salmon farmer would rent the area during the production cycle. The Director of Infrastructure Services agreed that this could be discussed during the master planning stage in terms of how it relates to other activities that are not just oil and gas activities.

In considering the recommendations contained in the report, comment was made that more information was required around paragraph 4.7-4.9 on the harbour area before a decision is made. Members were reassured however that the decision required today was to simply undertake a review to consider whether the blanket ban should remain and that more information would be brought to the Harbour Board to make a decision. In seeking assurance from the Solicitor, Members were advised that Legal Services would look at all areas of consideration during the review process. The Solicitor said that it was prudent to look at the activities of Ports and Harbour and Legal Services will be part any review process.

During debate it was suggested that sight of the original report that approved the blanket ban would be useful and following further discussion, Mr Cooper moved that the Harbour Board approve the recommendation to Policy and Resources Committee that the actions proposed in sections 4.4 to 4.6 of this report relating to: the disposal of ex foot passenger piers; and that the review of blanket exclusion of aquaculture activity from the whole Sullom Voe Harbour Area at sections 4.7, 4.8 and 4.9 be the subject of a further report to the Harbour Board and the Development Committee which will include an initial view from the Sullom Voe Association, on activity in the inner and outer harbour area, and include sight of the original report that resulted in the decision of the Council excluded harbour activity in the Sullom Voe Harbour area. Mr Burgess seconded.

Decision
The Harbour Board;

- *CONSIDERED the information and proposals described in the Ports & Harbours Strategic Overview and;*
- *RECOMMENDED to Policy and Resources Committee…….that the review of blanket exclusion of aquaculture activity from the whole Sullom Voe Harbour Area at sections 4.7, 4.8 and 4.9 be the subject of a further report to the Harbour Board and the Development Committee which will include an initial view from the Sullom Voe Association, on activity in the inner and outer harbour area, and include sight of the original report that resulted in the decision of the Council excluded harbour activity in the Sullom Voe Harbour area. Mr Burgess seconded.*

<u>Extract from minute 17/18 of the Policy & Resources Committee meeting of 12 February 2018:</u>

In introducing the report, the Acting Executive Manager – Ports & Harbours advised from the decision at Harbour Board, to recommend the actions proposed in sections 4.4 to 4.6 of the report relating to the disposal of ex foot passenger piers, but that the review of blanket exclusion of aquaculture activity from the whole Sullom Voe Harbour Area at sections 4.7, 4.8 and 4.9 be the

subject of a further report to the Harbour Board and the Development Committee, which will include an initial view from the Sullom Voe Association, on activity in the inner and outer harbour area, and include sight of the original report that resulted in the decision of the Council excluded harbour activity in the Sullom Voe Harbour area. In that regard, the Acting Executive Manager – Ports and Harbours advised that the further report would be presented during the May cycle of meetings.

In moving the recommendation in the report, Mr Cooper referred to the decision at Harbour Board for consultation to take place with Sullom Voe Association, and he suggested that SOTEAG also be consulted in terms of environmental issues. Mr Coutts seconded.

Decision:
The Committee RESOLVED to approve the actions proposed in sections 4.4 to 4.6 of the report relating to; the disposal of ex foot passenger piers; and
That the review of blanket exclusion of aquaculture activity from the whole Sullom Voe Harbour Area at sections 4.7, 4.8 and 4.9 be the subject of a further report to the Harbour Board and the Development Committee which will include:

- *an initial view from the Sullom Voe Association on activity in the inner and outer harbour area,*
- *consultation with SOTEAG in terms of environmental issues, and*
- *sight of the original report that resulted in the decision of the Council excluded harbour activity in the Sullom Voe Harbour area.*

Aquaculture exclusion in Sullom Voe Harbour Area – Policy Review Procedures

The policy prohibiting aquaculture in the Sullom Voe Harbour Area is presently contained in the Aquaculture Supplementary Guidance (SG) which forms part of the suite of SG to the Shetland Local Development Plan 2014. The relevant part of the policy states:

G4 Over time, the Council has adopted policies in coastal areas of Shetland where there is a general presumption against aquaculture development. Such policies are as follows:

(a) Fish farming will not as a matter of policy be permitted anywhere within the Sullom Voe Harbour Area (as defined in the Sullom Voe Harbour Revision Order 1980) for as long as its primary purpose is to accommodate vessels engaged in the carriage of hydrocarbons or other dangerous substances;

Following public consultation, the draft Aquaculture SG was presented to the Development Committee on 08 February 2017. The Committee recommended to the Council that it resolve to adopt the Aquaculture SG as statutory guidance to the Local Development Plan. The Council, at its meeting of 22 February 2017, adopted the Aquaculture SG as statutory guidance to the Local Development Plan. As required by Regulations, notification to Scottish Ministers of the Council's intention to adopt the Aquaculture SG took place on 16 March 2017. Notice was received on 10 April 2017 that Scottish Ministers did not propose to issue a direction in relation to the Aquaculture SG which resulted in it being adopted by the Council on that date.

Any review of the Aquaculture SG would have to be taken forward by the Planning Service following direction to do so by the Council. Given the statutory status of the document, notification to

Scottish Ministers of the Council's intention to undertake a review would be advised. Public consultation on the scope of the review would be required before adoption of any amended Aquaculture SG by the Council. Finally, notification to Scottish Ministers of the Council's intention to adopt any amended Aquaculture SG would be required.

Should it be the will of the Council for the policy prohibiting aquaculture to be lifted from parts of the Sullom Voe Harbour area, the Planning Service is minded it will be essential to fully masterplan the area taking account of all sectors, stakeholders and constraints. That in itself is a significant piece of work which would require adoption by the Council following full stakeholder engagement, consultation, etc. From past experience, it is estimated that it will take 12-18 months from now until any such masterplan could be adopted.

Links to Marine Spatial Planning

Shetland has had a non-statutory marine spatial plan in place since 2006. The current 4th edition was adopted as SG to the Shetland LDP in 2015 and is due to be replaced in 2019 by Shetland's first Regional Marine Plan (RMP) as required under the Marine (Scotland) Act 2010. Public consultation on the scope of the draft RMP for Shetland is due to commence in April 2018, and it is proposed that the following new policy will be included in that draft plan:

DEV4: All applications for marine-related developments must comply with any harbour plans, policies, directions and by-laws in place within designated harbour areas.

Shetland Islands Council

Agenda Item

5

Meeting(s):	**Policy and Resources Committee**	**30 April 2018**
Report Title:	**Approval of Local Fire and Rescue Plan 2018**	
Reference Number:	**DV-19-18-F**	
Author / Job Title:	**Vaila Simpson / Executive Manager - Community Planning & Development**	

1.0 Decisions / Action Required:

1.1 That the Policy and Resources Committee RESOLVES to approve the Local Fire and Rescue Plan 2018.

2.0 High Level Summary:

2.1 The purpose of this report is to present the Local Fire and Rescue Plan 2018 for approval by Policy and Resources Committee.

2.2. The Local Fire and Rescue Plan 2018 translates the Scottish Fire and Rescue Service (SFRS) strategic vision into a set of priorities, actions and desired outcomes to improve community safety and wellbeing in Shetland. The Plan is attached to this document as Appendix 1.

3.0 Corporate Priorities and Joint Working:

3.1 The Local Fire and Rescue Plan forms part of the remit of the Shetland Community Safety and Resilience Board (SCRSB) which delivers on the SAFER strand of the Community Plan, specifically "Shetland stays a safe place to live, and we have strong, resilient and supportive communities."

3.2 As part of "Our Plan 2017-20" we must also work well with our partners to achieve the things set out in the Community Plan and deliver sustainable services for the people of Shetland.

4.0 Key Issues:

4.1 The Police and Fire Reform (Scotland) Act 2012 empowers Local Authorities to monitor and provide feedback on local service delivery; make recommendations for improvements in the delivery of service and approve the Local Fire and Rescue Plan.

4.2 The Local Fire and Rescue Plan must be reviewed at least every three years.

4.3 The Plan may be modified at any time on the agreement of the Local Senior Officer and the Local Authority.

<u>Local Fire and Rescue Plan 2018</u>

4.4 Under S47 of the Police and Fire Reform (Scotland) Act 2012 a Local Fire and Rescue Plan must be submitted to the Local Authority for approval.

4.5 The Local Fire and Rescue Plan outlines the local priorities and objectives for Shetland for 2018. These are continually evolving but have currently been set as:

- Promoting Personal Safety and Wellbeing
- Non Domestic Fire Safety
- Unwanted Fire Alarm Signals
- Emergency Response Preparedness and Community Resilience

4.6 Shetland Community Safety and Resilience Board (SCSRB) scrutinised the Local Fire and Rescue Plan in November 2017 and approved the Plan for presentation to the Council.

4.7 SFRS present a quarterly report to the SCSRB measuring their performance against the Local Fire and Rescue Plan and informing on the progress made against the objectives outlined in the Plan.

Approval Process

4.8 The SCSRB agreed to the priorities set out in the Local Fire and Rescue Plan.

5.0 Exempt and/or Confidential Information:	
5.1 None.	
6.0 Implications:	
6.1 Service Users, Patients and Communities:	In developing the Plan, SFRS carried out consultation with and listened to communities and partners to ensure it meets the expectations of the community in how it aims to achieve the desired outcomes.
6.2 Human Resources and Organisational Development:	None.
6.3 Equality, Diversity and Human Rights:	The Local Fire and Rescue Plan specifies that prevention activities will be targeted to those who are deemed most vulnerable and at risk of harm.
6.4 Legal:	It is a statutory requirement that Local Fire Plans are submitted to the Local Authority for approval at least every three years from the date of publication of the previous Plan.
6.5 Finance:	None.
6.6 Assets and Property:	None.

6.7 ICT and New Technologies:	None.	
6.8 Environmental:	None.	
6.9 Risk Management:	Failure to have a mechanism for approval of Local Fire and Rescue Plans will result in an inability to maximise the potential for influencing the content of these Plans and ensure local accountability for their delivery.	
6.10 Policy and Delegated Authority:	Policy and Resources Committee has delegated authority from the Council to approve new and modified Local Police and Fire and Rescue Plans (SIC Min. Ref.: 72/14).	
6.11 Previously Considered by:	Shetland Community Safety & Resilience Board	8 November 2017

Contact Details:
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20 April 2018

Appendices:
Appendix 1 - Shetland Local Fire and Rescue Plan 2018

Background Documents: None

SCOTTISH
FIRE AND RESCUE SERVICE
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LOCAL FIRE AND RESCUE PLAN FOR THE SHETLAND ISLANDS 2018

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Introduction

I am delighted to present the Scottish Fire and Rescue Service (SFRS) Local Plan for the Shetland Islands 2018.

The Plan translates the SFRS's strategic vision, as defined within the SFRS Strategic Plan 2016-19 into a set of priorities, actions and desired outcomes to improve community safety and wellbeing on the Shetland Islands.

It considers the changing role of the Fire and Rescue Service to meet significant future challenges such as the changing social demography and climate change while continuing to reduce the incidence of the more traditional emergencies we respond to such as fires and road traffic incidents.

In developing this plan we have listened to communities and partners on the Shetland Islands to ensure it meets the expectations of the people in how it aims to achieve the desired outcomes.

Specifically, along with trusted partners we will seek to exploit every opportunity to identify, support and protect those who are most vulnerable in our communities from harm, while continuing to promote a safe and resilient society. Considering this, one of the main tenets of SFRS is to work with others and this Plan will express how it will continue to work with public, private and third sector partners to improve the safety and wellbeing of all people visiting, working and living on the islands.

The Scottish Fire and Rescue Service considers itself an important part of Local Planning Groups and the Community Justice Partnership on the Shetland Islands and we will continue to develop our understanding of the needs of people on the islands.

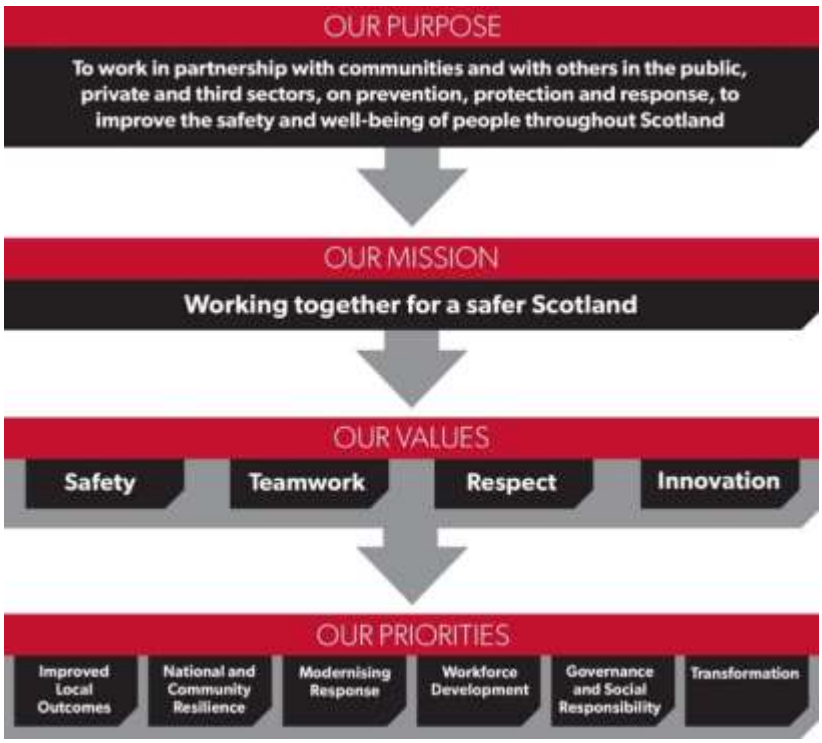
IAIN MacLEOD

LOCAL SENIOR OFFICER

National Context

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service in the Fire and Rescue Framework for Scotland 2016. This provides the outline we should follow to ensure our resources and activities are aligned with the Scottish Government's Purpose and national outcomes.

Our Strategic Plan 2016-19 has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and strategic priorities.



These have been shaped with due regard to the challenges we face and to what we need to achieve to be a highly effective, sustainable public service. Operating within a climate of significant financial uncertainty and public service reform means we need to transform how we operate. This will particularly include how we prepare for and respond to changing societal needs, the impact of climate change and the threat of terrorism.

Strong leadership, supported by sound governance and management arrangements are at the very core of our foundations. These arrangements will direct and provide assurance that we comply with our statutory responsibilities. In addition, they will provide Local Senior Officers with supporting mechanisms to deliver services specifically tailored to local needs.

Local Context

Community Planning Profile

The Shetland Islands form Scotland's most northerly and most isolated Local Authority area. The significant distance between mainland Scotland and Shetland often combines with severe climatic conditions generated by the Atlantic Ocean and North Sea environment to delay the arrival of any external physical support. This necessitates a Shetland based emergency response which is largely self-sufficient.

The population of Shetland is diverse in its make-up and widely geographically spread. Large areas of Shetland are remote, rural and sparsely populated. Some of Shetland's numerous outlying islands are home to the most isolated communities in Scotland. The people living within Shetland's capital, Lerwick, account for approximately 33% of the total population and form the largest concentrated residential life risk. Shetland is a relatively safe place and our emergency incidents are rare.

Thankfully, the number of fires occurring in Shetland is low. Shetland's people are generally living longer and, whilst an increase in age does not in itself increase the risk from fire, other related factors do, such as limited mobility, disability, and mental health issues.

Industries within Shetland make a significant contribution to the local economy and the economy of Scotland. The destructive nature of fire in these industries could have immediate and long-term consequences for businesses and consumers nationally. The two major petrochemical plants, Shetland Gas Plant and Sullom Voe Oil Terminal form a significant industrial risk.

Transport services to the Shetland Islands and within Shetland contribute to the local risk environment. Sumburgh and Scatsta airports facilitate a large number of external aeroplane and helicopter flights. These links support the requirements of Shetland's residents and businesses, but are largely utilised by the expanding offshore petrochemical industry. The port of Lerwick provides the majority of the lifeline and commercial shipping services for Shetland. It supports the offshore petrochemical and fishing industries and hosts a significant number of visiting cruise ships and pleasure craft.

Inter-island transport is provided by a network of vehicle ferry crossings and aeroplanes which operate from small and often isolated airstrips. Shetland's main arterial roads have benefited from a significant historical upgrade programme but there has been a large increase in bus and heavy commercial traffic due to the infrastructure developments of the petrochemical industry.

Shetland is a developing tourist destination with significant numbers of visitors throughout the year, but especially at peak seasonal times. The islands have numerous sites of historical, cultural and natural significance. Shetland also hosts an annual programme of cultural events.

SFRS relies on employing Shetland residents as part time Firefighters. These women and men need to be suitably fit, able and available to crew the Retained Duty System (RDS) Fire and Rescue units located across Mainland Shetland and the outlying islands. In this respect, the front line Fire and Rescue Service is an emergency service provided by the Shetland communities, for the Shetland communities. Modern employment trends, which take people away from their home community during the daytime, create challenges for us in terms of recruiting part time firefighters who can provide an emergency response for the more isolated and rural fire stations during these hours. Prevention of, and response to

emergencies is provided by the crews of 14 RDS stations located throughout the islands led by a local Group Manager and supported by a team of officers and staff.

When the need occurs, additional specialist resources which include, Prevention and Protection (P&P – Fire Safety Enforcement and Community Safety & Engagement), Training and Employee Development (TED), Response & Resilience, Finance, People and Organisational Development, Fleet and Asset Management are directly available to the Local Senior Officer. These national resources are designed to provide support to local function.

The response to, and recovery from major emergencies as defined within the Civil Contingencies Act 2004 will continue through our participation in the Shetland Emergency Planning Forum Executive (SEPFE) which in turn links into the Shetland Community Safety Partnership. In times of severe weather the local co-ordinating group is at the forefront of ensuring the safety of residents of Shetland, in many ways independent of outside assistance; this places SFRS at the very core of response and resilience in Shetland. These arrangements include the emergency plans and agency specific operational orders and procedures and are intended to facilitate an effective joint response to any emergency.

As a statutory partner in The Community Justice (Scotland) Act 2016, The Children and Young People (Scotland) Act 2014 (CYPA) and GIRFEC (Getting it Right for Every Child) provide a unique foundation to support the development of not only youth engagement activities but can also provide SFRS with links to our most vulnerable citizens.

Performance Scrutiny

The Shetland Local Fire and Rescue Plan is scrutinised via the governance arrangements of the Community Safety and Resilience Board. This Board convenes on a quarterly basis to scrutinise the performance of the local Fire and Rescue Service.

To ensure performance monitoring is consistent with our strategy we will work with our managers, staff representatives and wider partners to develop a comprehensive set of performance measures against the outcomes, priorities and objectives outlined in this Local Fire and Rescue Plan.

These measures will form the basis of our future performance reports, which will enable us to continue to provide relevant, accurate, timely and consistent data and information to maintain effective scrutiny and challenge, both at national and local levels.

The Local Senior Officer, or their deputy will attend the Community Safety and Resilience Board and provide an update on progress against this Plan, overall performance, and any other matters deemed relevant to the delivery of Fire and Rescue in Shetland.

Local Priorities

1. Promoting Personal Safety and Wellbeing

Background:

Prevention of unintentional harm is a main tenet of the Scottish Fire and Rescue Service.

In the context of this plan, unintentional harm, or injuries as a result of fires in the home, road traffic collisions, slips, trips and falls all impact on the health and wellbeing of the communities of the Shetland Islands.

The SFRS has a statutory duty to promote fire safety under Part 2 (Section 8) of the Fire (Scotland) Act 2005 (as amended) to include provision of information and publicity aimed at preventing fire and reducing deaths and injuries, restricting fire spread and advising on means of escape from buildings in our communities, therefore this will remain as a central pillar within this priority but will actively consider how it can contribute to other risks in the community.

In particular, with an ageing population and the desire to live longer and independently in your own home, the SFRS will look at how it can contribute to this by looking at 'home safety' in the broader context.

This can only be achieved through effective collaboration with partners and we will do so through the priorities contained within this Plan, aligned to the Local Outcome Improvement Plan (LOIP). The SFRS will work with partners on the Shetland Islands, ensuring that a robust referral process is established in line with the LOIP. This will ensure that the people who are most vulnerable from risk are provided with the necessary support to reduce that risk.

SFRS personnel on the Shetland Islands will continue to promote and conduct safety visits within the home, targeting those deemed to be most vulnerable from harm.

We will achieve it by:

- *Promoting, prioritising and undertaking Home Safety Visits to those who are deemed most vulnerable.*
- *Targeting our prevention activities to those who are deemed most vulnerable and at risk of harm.*
- *Working with partners to establish a robust information sharing and risk assessment methodology that will identify those most at risk.*
- *Supporting the LOIP.*

Performance Indicators:

- *The number of accidental dwelling fires*
- *The number of accidental dwelling fire casualties and fatalities*
- *The number of Home Safety Visits measured against the backdrop of risk*
- *The number of Home Safety Visits referred to SFRS by partners*
- *The number of casualties as a result of Road Traffic Collisions.*

Expected Outcome:

- *The Shetland Islands will be a safe place to live, work and visit.*

2. Non Domestic Fire Safety

Background:

All workplaces and business premises are classed as 'non-domestic' and therefore come within the scope of the Fire (Scotland) Act 2005. This legislation places statutory duties on people responsible for these premises. Subsequently, the SFRS has a statutory duty under Part 2 (section 8) of the above act to enforce fire safety within these premises.

Fires in places of work, businesses and service providers can have a devastating effect on local business, the local economy, employment and the provision of essential services. While there are a relatively small number of fires in premises of this type, due to the associated risks coupled with the statutory duty placed on the service to enforce the fire safety legislation, this priority will continue to focus on maintaining a low number of incidents of this type.

Due to the nature of buildings and their occupancy, those that provide sleeping accommodation are seen as higher risk; such as hospitals, care homes and houses of multiple occupation (HMO). Sleeping risks are seen as a higher fire risk since most fatal fires occur at night when people are less vigilant and at their most vulnerable.

This priority directly contributes to the broader aims of the Shetland Community Planning Partnership (SCPP). As key partners in the Partnership, SFRS will contribute directly to the pursuance of this vision.

We will achieve it by:

- *Delivering the Fire Safety Audit Programme prioritising premises defined as 'high risk'.*
- *Engaging with, and supporting the business community to highlight their duties under the relevant fire safety legislation.*
- *Responding to concerns raised over fire safety compliance in non-domestic premises.*
- *Identifying fire trends in particular building types and conducting thematic audits.*
- *Auditing fire safety measures of non-domestic premises which have had a fire.*

Performance Indicators:

- *The number of non-domestic fires.*
- *The number of completed Fire Safety Audits measured against anticipated targets*
- *The number of Post Fire Audits carried out.*

Expected Outcomes:

- *Businesses and duty holders better understand their responsibilities with regard to fire safety legislation*
- *Non-domestic premises are safer and therefore the people who reside, work and visit them are consequently safer.*

3. Unwanted Fire Alarm Signals

Background:

An Unwanted Fire Alarm Signal (UFAS) is an incident where an automated fire alarm system activates due to something other than a fire and results in the mobilisation of SFRS resources. Incidents of this type, which are entirely avoidable, commonly arise due to incorrect positioning of detectors, poor maintenance or poor management.

Emergency calls initiated by UFAS account for a high percentage of all incidents attended by SFRS. Of these approximately 95% are established UFAS.

Over the five year period of 2012/13 to 2016/17, SFRS attended a total of 1033 emergency calls on the Shetland Islands. Of these incidents 589 were to false alarms, with UFAS accounting for 358 calls. Therefore, it is recognised that UFAS events were accountable for 35% of SFRS mobilisations over this timeframe.

The SFRS aims to reduce the impact of UFAS on service delivery and ensure that our resources are available for genuine emergencies. Additionally, evidence suggests UFAS has a detrimental impact on businesses, economy and our RDS firefighters. Additionally, UFAS can prejudice the safety of occupants, who may not react correctly when the system responds to a real fire, if they have already experienced many false alarms.

As a result of this, the reduction of UFAS has been identified as a priority in this Local Plan.

We will achieve it by:

- *Identifying the cause of all UFAS and engaging with owner / occupiers of the premises to consider how to prevent further events.*
- *Monitoring and identifying premises with high UFAS activity and subsequently applying the SFRS UFAS Policy where appropriate.*

Performance Indicators:

- *Reviewing the number of attendances at non-domestic premises and the type of premises generating Unwanted False Alarm Signals across Shetland.*
- *Evaluating the outcomes of occupier's Demand Reduction Plans to review progress and identify and share good practice.*
- *Reviewing our attendances at UFAS incidents to ensure our attendances are based on an assessment of risk and demand.*

Expected Outcome:

- *Disruption of local businesses and the impact on SFRS as a result of UFAS on the islands will be reduced.*

4. Emergency Response Preparedness and Community Resilience

Background:

The ability to respond to emergencies effectively while promoting community resilience is a key area of work for SFRS. In the rural context, considering the operational service on the islands is provided by Retained Duty System (part-time Firefighters). This means that the service is provided 'by the community, for the community'.

The SFRS will continue to prepare for, and respond to major emergencies. The scope of such preparations may include responding to adverse weather events, natural disasters, chemical incidents or major transport incidents. It is essential that we have enough staff with the right skills in the right place at the right time to deliver our services when communities need them.

To achieve the above it is essential our Firefighters possess the skills, knowledge and expertise to respond to incidents which, by their nature can be varied in both their type and complexity.

A key aim for the service is to develop resilience within our communities and as our role broadens so does the variety of incidents we support. To ensure we are best placed to provide the broadening role, it is essential that the service continues to explore, develop and exploit opportunities to enhance community wellbeing and safety.

We will achieve it by:

- *Ensuring appropriate numbers of staff are recruited, developed and equipped to fulfil the purpose of meeting our current risk profile while being adaptable to changing circumstances.*
- *Ensuring all known local risk information is obtained, communicated and tested*
- *Working locally with partner organisations to ensure effective Emergency Response Plans are developed for identified local risks including local Business Continuity Plans.*
- *Fulfilling our statutory duties in relation to the Civil Contingencies Act 2004 by way of our contribution to Highland Local Resilience Partnership and North of Scotland Regional Resilience Partnership.*
- *Explore and adopt innovative ways of delivering our core services as well as expanding our contribution to the safety of the population.*

Performance Indicators:

- *Monitoring RDS establishment levels.*
- *Attending resilience working groups.*
- *CPR life-saving awareness skills delivered to communities.*
- *Operational Risk Visits completed.*

Expected Outcomes:

- *Keeping our staff and members of the public safe should an incident occur.*
- *Reducing the financial burden and disruption caused to our communities when emergencies occur.*

- *Proactively helping the wider community by contributing to preventing emergencies, planning to mitigate their effects when they occur, and by adding value through focus on prevention and protection.*

Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once every three years. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review the Local Senior Officer may revise the Plan.

Contact Us

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public and our partners.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service. We are proud that the majority of feedback we receive is positive and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of service that we strive to provide for the communities of Scotland.

If you have something you'd like to share with us or you would like more information, you can get in touch in a number of ways:

Write to: Scottish Fire and Rescue Service
Shetland Local Fire and Rescue Plan Consultation
16 Harbour Road
INVERNESS
IV1 1TB

Phone: 01463 227000

Visit our website: www.firescotland.gov.uk

Follow us on Twitter @fire_scot

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Shetland Islands Council

Agenda Item

6

Meeting(s):	**Policy and Resources Committee**	**30 April 2018**
Report Title:	**Policy and Resources Committee Business Programme – 2018/19**	
Reference Number:	**CRP-06-18-D1**	
Author / Job Title:	**Christine Ferguson, Director Corporate Services**	

1.0 Decisions / Action required:

That the Policy and Resources Committee:

1.1 CONSIDERS the business planned for Policy and Resources Committee in the financial year 2018/19;

1.2 ADVISES the Director of Corporate Services of any changes required including new items where the timescale will be confirmed at a later date;

1.3 AGREES that Business Programmes should normally be prepared and presented to each Committee/Board by the relevant Lead Officer following consultation with the Committee/Board Chair and Committee Services.

2.0 High Level Summary:

2.1 The purpose of this report is to facilitate discussion of the Business Programme of the Committee for the financial year 1 April 2018 to 31 March 2019 including items where the date is still to be determined.

2.2 The Business Programme 2018/19 will be presented to Policy and Resources Committee at least quarterly to ensure that it is kept up to date incorporating new items as work programmes across the Council are taken forward. The expectation is that over the next 3 years, reports requiring decisions with regard to the Council's Service Redesign and Business Transformation Programmes will be a regular feature.

3.0 Corporate Priorities and Joint Working:

3.1 Our Plan 2016, in its 20 by 20 states that:-
"*High standards of governance, that is, the rules on how we are governed, will mean that the Council is operating effectively and the decisions we take are based on evidence and supported by effective assessments of options and potential effects*".
Maintaining a Business Programme for each Committee/Board of the Council contributes to an effective governance framework for the Council.

4.0 Key Issues:

4.1 The Council approved the schedule of meetings for 2018/19 at its meeting on 13 December 2017 (Min Ref: 85/17) and it was agreed that the Business Programmes for each Committee/Board would normally be presented to the Planning and Performance Management Framework (PPMF) meetings for discussion and approval.

4.2 The manner in which meetings have been scheduled is described below:

- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within two weeks of the meeting, the meeting will be cancelled;
- Special meetings may be called on specific dates for some items and other agenda items can be added, if time permits;
- PPMF meetings have been called for all Committees and for the Council once per quarter. These meetings are time restricted, with a specific focus on PPMF therefore no other business will be included on those agendas unless under exceptional circumstances;
- Budget setting meetings for Committees, including Policy and Resources Committee, will normally only include those reports required in order to present the budget proposals for recommendation to the Council for final approval. Other agenda items can be added, if time permits, or if required as part of the budget setting process; and
- The date, time, venue and location of any meeting may be changed, or special meetings added if required through consultation with the Chair, relevant Members, the Lead Officer for the Committee and the Chief Executive.

4.3 It is proposed in this report that from 2018/19, the Business Programme for each Committee/Board will normally be prepared by the Lead Officer for the Committee in consultation with the Chair and Committee Services; hitherto, Committee Services prepared and presented the Business Programmes for each committee.

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications :

6.1 Service Users, Patients and Communities:	The Business Plan provides the community and other stakeholders with important information regarding the planned business for the coming year. The Business Programme complements the Council's Corporate and Directorate Plans and the Shetland Partnership Plan.
6.2 Human Resources and Organisational Development:	None arising directly from this report. Any implications for staff arising from individual reports in the Business Programme will be addressed through the work on those reports.

6.3 Equality, Diversity and Human Rights:	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports.	
6.4 Legal:	The Business Programme supports the governance framework of the Council which is underpinned by statute.	
6.5 Finance:	None arising directly from this report. Any financial implications arising from individual reports in the Business Programme will be addressed through the work on those reports. Ensuring the budget setting and PPMF meetings are scheduled well in advance should help Members to keep these dates/times clear in their diaries so that they are able to contribute to financial decision making and quarterly budget monitoring.	
6.6 Assets and Property:	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports. An update on the Asset Investment Programme will be presented to each PPMF meeting.	
6.7 ICT and new technologies:	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports. The Council's ICT Strategy will be presented annually to Policy and Resources Committee for approval.	
6.8 Environmental:	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports.	
6.9 Risk Management:	The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard; aligning the Council's Business Programmes with the objectives and actions contained in its corporate plans could mitigate against those risks.	
6.10 Policy and Delegated Authority:	Maintaining a Business Programme ensures the effectiveness of the Council's PPMF. The Business Programme supports each Committee's role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations.	
Previously considered by:	N/A	

Contact Details:
Christine Ferguson, Director Corporate Services
Tel Ext: 3819
Email: *christine.ferguson@shetland.gov.uk*
11 April 2018

Appendices:
Appendix 1 – Policy and Resources Committee Meeting Dates and Business Programme 2016/17

Background Documents:
None

Policy and Resources Committee - Meeting Dates and Business Programme 2018/19
as at Monday, 23 April 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 1 1 April 2018 To 30 June 2018	**30 April 2018 Ordinary 10am**		
		Asset Investment Plan Business Cases	
		Policy and Resources Committee Business Programme 2018/19	
		Sullom Voe Harbour Area – Development Planning	
		Approval of Local Fire Plan 2018/2019	
		Access for Wheelchair Users to Taxis and Private Hire Cars	
		Local Government Benchmarking Framework	
		Restructuring of Building Standards Business Support	exempt
	22 May 2018 PPMF 2017/18 Q4 10am	Corporate and Chief Executive Services Departments - Performance Overview 2017/18 Quarter 4 / EOY	
		Management Accounts for Policy and Resources Committee 2017/18 – Projected Outturn at Quarter 4 / EOY	
		Management Accounts for Community Health and Social Care Directorate 2017/18 – Projected Outturn at Quarter 4 / EOY	
		Overall SIC Management Accounts 2017/18– Projected Outturn at Quarter 4 / EOY	
		Council Investments Review 2017/18 – Quarter 4 / EOY	
		Asset Investment Plan – Progress Report 20117/18 – Quarter 4	
		Business Transformation Programme – Update Report	
		Service Redesign Programme – Update Report	
		Corporate Risk Register	
		Policy and Resources Committee Business Programme 2018/19	
		EA164 Audit Scotland – Local Government in Scotland: Challenges and performance 2016	
		Confidential Corporate Risk Register	Exempt

Policy and Resources Committee - Meeting Dates and Business Programme 2018/19
as at Monday, 23 April 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 1 **1 April 2018** **to** **30 June 2018**	**18 June 2018** **Ordinary** **10am**	Community Empowerment Act Part 2 - Governance	
		Shetland Partnership Plan 2018 – 2021	
		Irrecoverable Debt	
		Accounts Commission national reports re Financial Overview 16/17	
		Customer First Strategy	
		Disclosure Policy	
		Trade Union Facilities Agreement	
		Occupational Road Risk Policy	
		Mental Health & Well-being Policy	
		EA160 Audit Scotland – 2016/17 audit of Dundee City Council report on a significant fraud	
Quarter 2 **1 July 2018** **to** **30 Sept 2018**	**28 August 2018** **PPMF** **2018/19 Q1** **10am**	Corporate and Chief Executive Services Departments – Performance Overview 2018/19 Quarter 1	
		Management Accounts for Policy and Resources Committee 2018/19 – Projected Outturn at Quarter 1	
		Management Accounts for Community Health and Social Care Directorate 2018/19 – Projected Outturn at Quarter 1	
		Overall SIC Management Accounts 2018/19– Projected Outturn at Quarter 1	
		Council Investments Review 2018/19 – Quarter 1	
		Asset Investment Plan – Progress Report 2018/19 – Quarter 1	
		Business Transformation Programme – Update Report	
		Service Redesign Programme – Update Report	
		Corporate Risk Register	
		Policy and Resources Business Programme 2018/19	
		Performance Management Strategy and Policy	
		Confidential Corporate Risk Register	Exempt

Policy and Resources Committee - Meeting Dates and Business Programme 2018/19
as at Monday, 23 April 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 3 1 Oct 2018 to 31 Dec 2018	**Ordinary 8 October 2018 10am**	Agile Working Policy	
		Equality and Diversity Policy	
		Disciplinary Policy and Procedures	
		Policy for Organisational Restructure	
		Redeployment Policy	
		Annual Report – Complaints 2017/18	
		Colleges Merger OBC	
	11 December 2018 PPMF 2018/19 Q2 10am	Corporate and Chief Executive Services Departments – Performance Overview 2018/19 Quarter 2	
		Management Accounts for Policy and Resources Committee 2018/19 – Projected Outturn at Quarter 2	
		Management Accounts for Community Health and Social Care Directorate 2018/19 – Projected Outturn at Quarter 2	
		Overall SIC Management Accounts 2018/19– Projected Outturn at Quarter 2	
		Council Investments Review 2018/19 – Quarter 2	
		Asset Investment Plan – Progress Report 2018/19 – Quarter 2	
		Business Transformation Programme – Update Report	
		Service Redesign Programme – Update Report	
		Corporate Risk Register	
		Policy and Resources Committee Business Programme 2018/19	
		ECU/Travel at Work update	
		Confidential Corporate risk register	

Policy and Resources Committee - Meeting Dates and Business Programme 2018/19
as at Monday, 23 April 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 4 1 January 2019 to 31 March 2019	**January Ordinary 10am**	Financial Settlement Update	
		Workforce Strategy refresh	
	11 February Budget Setting 10am	2019/20 Budget	
	5 March 2019 PPMF 2018/19 Q3 10 a.m.	Corporate and Chief Executive Services Departments – Performance Overview 2018/19 Quarter 3	
		Management Accounts for Policy and Resources Committee 2018/19 – Projected Outturn at Quarter 3	
		Management Accounts for Community Health and Social Care Directorate 2018/19 – Projected Outturn at Quarter 3	
		Overall SIC Management Accounts 2018/19– Projected Outturn at Quarter 3	
		Council Investments Review 2018/19 – Quarter 3	
		Asset Investment Plan – Progress Report 2018/19 – Quarter 3	
		Business Transformation Programme – Update Report	
		Service Redesign Programme – Update Report	
		Corporate Risk Register	
		Policy and Resources Committee Business Programme 2019/20	
		Annual Investment and Strategy 2019/20	
		Confidential Corporate risk register	

Policy and Resources Committee - Meeting Dates and Business Programme 2018/19 as at Monday, 23 April 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes

Planned Committee business still to be scheduled - as at Monday, 23 April 2018

Essential Car User and Travel at Work
Equal Pay Audit update
ICT Strategy Update 2017 - 2022
A Digital Strategy for Shetland
SIC Accommodation Review
Review of Sullom Voe Aquaculture Exclusion
MTFP Refresh 2018
SIC Investment Review 2018
Special meeting to set 2019/20 Budget

tbc = to be confirmed
PPMF = Planning and Performance Management Framework meetings – no other business to be added
Budget = Budget setting meetings – other items can be added if time permits
Ordinary = Ordinary meetings – other items can be added
Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Monday, 23 April 2018