Shetland Islands Council

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Leisel Malcolmson
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Date: 20 August 2018

Dear Sir/Madam

You are invited to the following meeting:

Environment and Transport Committee
Council Chamber, Town Hall, Lerwick
Monday 27 August 2018 at 2pm

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

Yours faithfully

Executive Manager – Governance and Law

Chair: R Thomson
Vice Chair: R McGregor

AGENDA

(a) Hold circular calling the meeting as read.

(b) Apologies for absence, if any.

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

d) Confirm the minutes of the meeting held on 14 June 2018 (enclosed).

1. Infrastructure Directorate Performance Report – Quarter 1 2018/19
ISD-09

2. Development Services Directorate Performance Report – 3 Month/1st Quarter 2018/19
DV-27

3. Management Accounts for Environment and Transport Committee – 2018/19 - Projected Outturn at Quarter 1
F-059

4. Environment and Transport Committee – Business Programme 2018/19
ISD-08

Agenda Item

d

Shetland
Islands Council

MINUTE A&B - PUBLIC

Environment and Transport Committee
Council Chamber, Town Hall, Lerwick
Thursday 14 June 2018 at 10.30am

Present:

P Campbell	R McGregor
A Priest	D Sandison
G Smith	R Thomson

Apologies:

S Coutts	S Leask
A Manson	

In Attendance (Officers):
J Smith, Director of Infrastructure Services
D Coupe, Executive Manager - Roads
W Spence, Executive Manager – Environmental Services
C Symons, Executive Manager – Estate Operations
S Thompson, Executive Manager – Schools Service
C Bragg, Team Leader – Waste Management
S Brunton, Team Leader – Legal
B Robb, Management Accountant
C Gair, Traffic Engineer
E Park, Transport Contracts and Operations Officer
J Irvine, Administration Assistant - Finance
P Nicolson, Clerical Officer
L Adamson, Committee Officer

Also in Attendance:
T Smith, SIC

Chair:
Mr Thomson, Chair of the Committee, presided.

Circular:
The circular calling the meeting was held as read.

Declarations of Interests
None

Minutes
The Committee confirmed the minutes of the meeting held on 24 April 2018 on the motion of Mr Campbell, seconded by Mr G Smith.

The Committee confirmed the minutes of the meeting held on 21 May 2018 on the motion of Mr G Smith, seconded by Mr Sandison.

15/18 **Shetland Transport Strategy Refresh Consultative Draft – Stakeholder Consultation Report**

The Committee considered a report by the Transport Policy and Projects Officer (TP-04-18-F) that presented an update on the Shetland Transport Strategy Refresh stakeholder consultation.

The Transport Contracts and Operations Officer introduced the report, and the stakeholder consultation report at Appendix 1.

The Committee was advised of discussions with residents in Fair Isle on the significant cost for their family to travel to Shetland, who then have the additional air fare for travel to Fair Isle. It was highlighted that whilst residents in Fair Isle can take advantage of a reduced rate for travel, the additional cost is detrimental to family and friends of Fair Isle residents, and to tourists who wish to visit Fair Isle. During the discussion, comment was made on the significant costs of travel to and from Shetland, however the recent increase in air fares to and from Fair Isle had been in line with inflation, and fares had been kept as low as possible being the lifeline service for Fair Isle residents to get to mainland Shetland. Reference was made to the outline business cases to be developed for each of the inter-island routes, and that Fair Isle would be one of the first to be undertaken, with the expectation for reporting in March 2019. During further discussion, it was suggested that consideration be given to extending the Fair Isle Island Resident air fare to include resident's close family.

During the discussion on the Smart Ticketing project it was noted that there was potential for different ticket types and methods of payment for transport on buses and ferries to be expanded to include card and contactless, and it was questioned whether the system could be developed to incorporate friends and family fares. It was noted that Smart Ticketing allows bookings and cancellations to be made on-line, being of particular benefit to encourage cancellations on the busier sailings.

In referring to Page 14 of the Strategy document, the Chair advised of his intention to suggest to the Executive Manager – Transport Planning to rephrase the "Lifeline Transport" statement to also refer to internal lifeline links.

During debate, comment was made that given that internal and external transport links were of significant importance to everybody living within Shetland, and that future developments in those areas depends on the relationship with Government in terms of fair funding, it was vital that lobbying continues in that regard. The Chair advised that the detailed Strategy was a credit to all involved in bringing it to this stage. In terms of lobbying, the Committee noted that the Transport Minister would be visiting Shetland in August, where discussions on transport issues would continue.

Decision:

The Committee NOTED the Shetland Transport Strategy Refresh Consultative Draft Stakeholder Consultation Report.

16/18 **Review of School Transport Policy 2018**

The Committee considered a report by the Executive Manager – Schools (CS-17-18-F) that provided information on the reviewed and updated School Transport Policy.

In introducing the report, the Executive Manager – Schools advised on the proposed changes to Policy and the Council's legal responsibility. She reported from the recent discussion at Education and Families Committee, and to the decision not to consider charging for vacant seats at this time, as had been proposed in Section 1.2 of the report. The Executive Manager – Schools then outlined the recommendation from Education and Families Committee, namely "to approve the proposed updated School Transport Policy, and the request to phase out the provision of free school transport for pupils attending a school other than their designated school through a Placing Request, with free school transport being continued for those already in receipt of it under the terms of the current policy".

In noting that all Members present, with the exception of Mr Priest, had extensively discussed the proposals in the report at Education and Families Committee, Mr Campbell said that unless Mr Priest had any points to raise, he would move that the Committee approve the recommendation from Education and Families Committee.

Mr Priest confirmed that he did not require any further information.

Mr G Smith provided clarity to the Committee on the recommendation from Education and Families Committee, and Mr Thomson seconded Mr Campbell's motion.

Decision:

The Committee RECOMMENDED that the Policy and Resources Committee recommends that the Council approves the proposed updated School Transport Policy, and the request to phase out the provision of free school transport for pupils attending a school other than their designated school through a Placing Request, with free school transport being continued for those already in receipt of it under the terms of the current policy.

(*Mr G Smith left the meeting*)

17/18 **Exception from Contract Standing Orders - Purchase of Excavator for Scord Quarry**

The Committee considered a report by the Executive Manager – Roads Service (RD-02-18-F) detailing a contract award and the works carried out as an exception to the Council's Contract Standing Orders by the Roads Service for the purchase of an excavator for Scord Quarry.

The Executive Manager – Roads Service introduced the report.

In responding to a question, the Executive Manager – Roads advised that the second hand excavator was three years old, and was in exceptionally good condition.

The Chair noted the £51K savings against budget, which he said was very welcomed news.

Decision:
The Committee NOTED the exception applied.

18/18 **Exceptions from Contract Standing Orders - Voith Propulsion Unit Overhaul, Replacement Radars B600's and Tingwall Airport - Hangar Door**

The Committee considered a report by the Executive Manager, Ferry & Airport Operations (FO-01-18-F) detailing three exceptions to the Council's Contract Standing Orders for a Voith Propulsion Unit Overhaul, Replacement radars B600's and Tingwall Airport - Hangar Door.

The Director of Infrastructure Services introduced the report.

In responding to comments on the need to report all Exceptions to Committee, for example, when second hand goods or materials can be purchased, and where only one manufacturer produce the goods or materials required, the Director of Infrastructure Services commented that while reporting on Exceptions to Committee updated Members on the purchases made, he undertook to liaise with the Executive Managers of Finance and Capital Programme on any changes to the Council's Contract Standing Orders in that regard.

Decision:
The Committee NOTED the three exceptions to Shetland Islands Council Standing Orders.

19/18 **Exceptions from Contract Standing Orders - Mechanical & Electrical and Fabric Maintenance Services to Anderson Halls of Residence, Lerwick**

The Committee considered a report by the Executive Manager – Estate Operations (EO-02-18-F) detailing works carried out under an exception to the Council's Contract Standing Orders by Estate Operations for mechanical and electrical and fabric maintenance services to Anderson Halls of Residence.

The Executive Manager – Estate Operations summarised the main terms of the report.

In response to a question, the Executive Manager – Estate Operations advised on proposals to meet the timescale of 30 September to award the contract.

Decision:
The Committee NOTED the exceptions applied.

20/18 **Charter for Household Recycling for Scotland - Associated Policies**

The Committee considered a report by the Team Leader – Waste Management (ES-01-18-F) that sought approval for the implementation of four policies associated with kerbside recycling collections for every household in Shetland.

The Team Leader – Waste Management summarised the main terms of the report, and provided an overview on the four Policy documents, namely the Additional Capacity Policy, Assisted Uplift Policy, Excess Waste Policy and the Recycling Contamination Policy, which were appended to the report.

Reference was made to Section 4.1 of the report, where the current recycling rate in Shetland was reported as being 8%, and it was questioned whether there had been any increase in recycling as a result of the new recycling service pilot in Brae and Muckle Roe from March this year. The Team Leader – Waste Management reported that while tonnage at this time looks to be encouraging, a longer period would be required to be able to confirm the increase. He advised however that lessons have been learned during the pilot and that the information leaflet is being updated to clarity and alleviate any issues.

In response to a comment regarding contamination of recycling, the Team Leader – Waste Management advised on the "3 strikes" response as set out in the Recycling Contamination Policy. He said however with the level of promotion and encouragement on the new scheme he questioned whether contamination would be a significant issue.

The Director of Infrastructure Services referred to the amount of work undertaken by the Team Leader – Waste Management and staff to develop and promote the new scheme, which involved changes in recycling for all households in Shetland. He advised on opportunities for Council Members and staff to positively promote the Scheme, which will contribute to increase recycling in Shetland.

In response to a question regarding the Assisted Uplift Policy, the Team Leader – Waste Management reported on the flexible approach that would be taken to assess properties requesting an assisted uplift where the distance from the usual collection point was over thirty metres. He added that risk and feasibility assessments would be undertaken to determine what would be operationally feasible to help and encourage people to recycle.

In response to a question, the Team Leader – Waste Management confirmed that the statement in Section 1.4 of the Assisted Uplift Policy, that as of September 2017 almost 5100 wheeled bins have been sold from the Council's Landfill office.

During debate, comment was made on the significant progress on the recycling scheme, which has been successfully trialled and well publicised and promoted. The Team Leader– Waste Management was commended on his knowledge, quality of the presentation and level of engagement with

communities. The Chair referred to the amount of work within the short timescale to meet the deadline for roll-out of the scheme during the Summer. He added that he had been aware of individuals opposed to the new scheme, however having attended the presentation and being informed of the proposals, they were now fully supportive of the scheme from both an environment and financial perspective.

On the motion of Mr McGregor, seconded by Mr Thomson, the Committee approved the recommendation in the report.

Decision:
The Committee considered the implementation of the four policies in Shetland, set out in Section 4, and approved their implementation in accordance with the Charter for Household Recycling - Code of Practice (CoP) and the dates as agreed with Zero Waste Scotland (ZWS).

The meeting concluded at 11.20am

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Chair

Shetland Islands Council

Agenda Item

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Meeting(s):	**Environment & Transport Committee**	**27 August 2018**
Report Title:	**Infrastructure Directorate Performance Report Quarter 1 – 2018/19**	
Reference Number:	**ISD-09-18-F**	
Author / Job Title:	**John Smith / Director of Infrastructure Services**	

1.0 Decisions / Action required:

1.1 The Environment and Transport Committee should discuss the contents of this report and make any relevant comments on the achievements of the Directorate during the first quarter of 2018/19, note progress against priorities, and contribute to the service planning process for the Infrastructure Directorate for future years.

2.0 High Level Summary:

2.1 This report summarises the activity and performance of the Infrastructure Directorate in 2018/19 Quarter 1, up to the 30 June 2018, enabling Members to analyse its performance against service objectives and Corporate Plan and Shetland Partnership Plan outcomes.

3.0 Corporate Priorities and Joint Working:

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

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

3.2 Performance is also now being reported against the headings developed as part of the Shetland Partnership Plan 2018-2028, see Appendix A

4.0 Key Issues:

Progress on Corporate Plan Outcomes

4.1 The Directorate is leading on the Corporate Plan Commitment to Clarify ***the Council's future role in the Port of Sullom Voe***. This is business, which is reported to the Harbour Board.

4.2 The Directorate are also contributing substantially to the Transport Planning projects to ***understand the options and investment required to create a sustainable internal transport system over the next 50 years*** and ***People booking and paying for journeys on our ferries using efficient and effective systems.***

Directorate Achievements in 2018/19

4.3 Appendix A shows progress on the key projects and actions the Directorate has set out to complete or substantially progress in 2018/19.

4.4 Appendix B shows the Council wide indicators and the Key Directorate Indicators to enable the Committee to monitor service delivery against our performance targets.

4.5 Infrastructure Services, Estate Operations takes the corporate lead in supporting the change required to deliver the actions in the council's Carbon Management Plan in order to reduce the Council's energy consumption and carbon emissions. Savings in energy usage can reduce the cost of service delivery and protects against rising energy costs. Appendix D sets out a progress statement.

Risk and Service Challenges

4.6 Performance monitoring and performance reporting must also consider the areas of risk arising from our operations, the service challenges the Directorate faces, actions and projects which have not progressed as planned and where we don't meet Performance Indicator Benchmarks:

- Failure to respond to Scottish Government's target for recycling 70% of waste by 2025- we achieve 13% recycling currently **Corrective Action-** New recycling service is being rolled out.

- There is an increasing risk of operating ferry services with aging vessels, which has resulted in increased significant remedial works, required to maintain vessels in service, which has driven up drydocking costs. The additional work requires increased time in drydock, resulting in service disruptions and creates an ongoing budget pressure on the service and directorate budgets. **Corrective Action-** the Council is pursuing capital funding for a vessel replacement programme from Scottish Government.

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

4.7 The Directorate Risk Register in Appendix E sets out the strategic risks which might prevent the Directorate from achieving its objectives. The Committee should

	consider whether additional control measures could be applied to reduce the risk of circumstances giving rise to a negative impact on Directorate Performance.
5.0 Exempt and/or confidential information:	
5.1	None

6.0 Implications :	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement.
6.2 Human Resources and Organisational Development:	There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through periods of challenge and change is a key consideration for the Directorate Management team.
6.3 Equality, Diversity and Human Rights:	The Directorate uses Equalities Impact assessment to ensure its services are supporting those most in need and not making inequalities worse;
6.4 Legal:	The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.
6.5 Finance:	The financial implications of the actions, measures and risk management described in this report are fully described in the Management Accounts for Environment and Transport Committee 2018/19: Projected Outturn at Quarter 1 report which is also being presented to this meeting.
6.6 Assets and Property:	A number of the actions in the Directorate Plan relate to maintenance and replacement of Infrastructure and Council assets to maintain delivery of services to the people of Shetland. The aging infrastructure, skills shortage and pressure on capacity in the private sector are creating challenges to maintain service delivery within budget.
6.7 ICT and new technologies:	The Ferry Service is continuing to develop and implement electronic ticketing and customer communications technology to make booking ferries quicker and easier and keep users up to date with any service issues. Fleet management have implemented a comprehensive telematics system to monitor and report on Council vehicle usage.

6.8 Environmental:	The Directorate leads the delivery of the Council's Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets. A progress statement is included in the report and the appendices.
6.9 Risk Management:	Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny. Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.
6.10 Policy and Delegated Authority:	The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they; "Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring – (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework. *(b)* Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."
6.11 Previously considered by:	*None*

Contact Details:
John Smith, Director of Infrastructure Services, director.infrastructure@shetland.gov.uk
13 August 2018

Appendices:
Appendix A – Progress on Projects and Actions
Appendix B - Key Indicators
Appendix C – Complaints Summary
Appendix D – Carbon Management Plan Progress Statement
Appendix E – Risk Register

Background Documents:

Infrastructure Directorate - Service Plans 2018/19

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

Shetland Islands Council

Generated on: 16 August 2018

Shetland Partnership Plan 2018-2028

. Participation — People participate and influence decisions on services and use of resources

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP215 Financial Restrictions	Develop 18-19 Business Case sustainable budget to assist in meeting £21m by 2020 target	Long-term financial stability.	Planned Start	01-Apr-2018		
			Actual Start	13-Feb-2018	50%	
			Original Due Date	01-Jul-2018	Expected success	
Lead			Due Date	30-Nov-2018		
Infrastructure Services Directorate			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP179 Fleet Review	Following the successful implementation of vehicle telematics a fleet review will be carried out which looks into the distribution, operation and utilisation of the Council's entire vehicle fleet.	A flexible, fit for purpose and appropriately sized Council vehicle fleet.	Planned Start	01-Oct-2018		Telematics Policy under development following recent requests for guidance on how we use telematic data.
			Actual Start	15-Aug-2018	30%	
			Original Due Date	31-Mar-2019	Expected success	
Lead			Due Date	31-Mar-2019		
Estate Operations			Completed Date		Likely to meet target	

. People — Individuals and families thrive and reach their full potential

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP103 Employee review & development	Undertake 100% of the employee review development plans	All staff to receive ERD to improve staff engagement and enable training analysis.	Planned Start	01-Jan-2017		The new policy was rolled out in June 2017 and therefore the due date for this has been extended to June 2018 and review meetings with staff are underway.
			Actual Start	01-Jan-2017	31%	
			Original Due Date	31-Dec-2017	Expected success	
Lead			Due Date	30-Jun-2018		
Infrastructure Services Directorate			Completed Date		Significant issues, likely failure to meet target	

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

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP211 Promote apprenticeships through employment	Provide apprenticeships, vocational training and work experience placements to support the Shetland Learning Partnership in providing opportunities for young people to get jobs	Younger workforce, reduced problems with succession planning, retaining more local talent	Planned Start	01-Apr-2017		Two new Airport Operations Trainees will join Tingwall Airport in the 3rd Week of June 2018
			Actual Start	01-Apr-2017	75%	
			Original Due Date	31-Mar-2020	Expected success	
Lead			Due Date	31-Mar-2020		
Infrastructure Services Directorate			Completed Date		Likely to meet target	

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

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP089 Ferry Replacement	Develop a Ferry Replacement Programme	Appropriate and sustainable ferry services.	Planned Start	10-Jan-2016	30%	Discussions still ongoing with the Scottish Government - re capital funding
			Actual Start	31-Dec-2017		
			Original Due Date	30-Jun-2016	Expected success	
Lead			Due Date	31-Dec-2018	Significant issues, likely failure to meet target	
Infrastructure Services Directorate			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP109 Local climate impacts report	Local climate impacts report to assess the impact and risk of extreme weather events and develop a climate change adaption plan	Help protect Shetland's natural environment while embedding climate change mitigation into all relevant Council policies and procedures.	Planned Start	18-Jan-2016	35%	Collaborative leadership project to capture climate change impacts is being facilitated. Part of this work has been included in the SEEP2 project (See SP217.04D) and the collaborative leadership programme. The original due date was too ambitious given the scope and scale of the overall Carbon Management Plan and the training needs which have become apparent during rollout. SEEP2 rollout ongoing. Both SEEP1 and SEEP2 outputs will substantially inform this project. Update Feb 2018: SEEP1 is now complete with SEEP2 entering the site roll out phase.
			Actual Start	15-Aug-2016		
			Original Due Date	31-Mar-2018	Expected success	
Lead			Due Date	31-Mar-2019	Experiencing issues, risk of failure to meet target	
Infrastructure Services Directorate			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP111 Waste Strategy & Recycling Collection	Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes	Establishment of affordable long-term waste solutions, maximising recycling and minimising waste.	Planned Start	01-Apr-2015	15%	Committee approval for adoption of Waste Charter received on 3 October 2016.Funding has been provided by ZWS to provide recycling containers for all households in Shetland along with funding for funding for efficiency studies and the provision of a contractor to assist with delivery of a communications strategy. Communication engagement officers have carried out a door knocking exercise in Brae and Muckle Roe to give householders a brief overview of the new service. Brae and Muckle Roe have been the first area to have the new service provided in March 2018. Further roll out planned for June.
			Actual Start	14-Nov-2016		
			Original Due Date	31-Mar-2016	Expected success	
Lead			Due Date	31-Mar-2019	Likely to meet target	
Infrastructure Services Directorate			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP212 Expand Safe Cycle Routes	Secure external funding to expand safe cycle routes and walking routes to schools to encourage children to take part in healthy lifestyles to help them play a full and active part in Shetland community life.	Increased activity throughout life, lower carbon emissions.	Planned Start	01-Apr-2017		A group has been formed from interested parties to action schemes via Participatory Budgeting. Initial meetings held and currently collating ideas of potential schemes. Likely that due to time constraints that a full PB exercise will not be undertaken until 2018/19 but schemes will be actioned by the group this year to make best use of the Cycling, Walking Safer Streets grant. List has been formed to go out to a PB exercise during 2018/19
			Actual Start	17-Apr-2017	25%	
			Original Due Date	31-Mar-2020	Expected success	
Lead			Due Date	31-Mar-2020		
Infrastructure Services Directorate			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP175 Stonganess Bridge Replacement - Capital Programme	Replace life expired structure to maintain access to the area.	To replace the life expired structure at Stonganess. This will support the Council's Aim under Connection and Access to "Provide quality transport services within Shetland," and "There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term."	Planned Start	01-Aug-2018		Redesign complete to enable land acquisition to proceed. Land acquisition plans sent to Legal Services to progress,
			Actual Start	02-Aug-2018	5%	
			Original Due Date	31-Mar-2019	Expected success	
Lead			Due Date	31-Mar-2019		
Roads			Completed Date		Experiencing issues, risk of failure to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP176 Winter Service Review	Review of the Winter Service in light of experiences and lessons learned with the current policy and investigate any further saving potential.	This review follows experience of the review undertaken in 2012 to assess the current policies ability to deliver the expected level of service and to explore any further saving potential. This will support the Council's Aim of "Living within our means" and "The transport services we need most" "including roads which are maintained properly "	Planned Start	01-May-2018		Planned to start in May, this will now be be undertaken prior to the start of the winter season
			Actual Start		0%	
			Original Due Date	31-Mar-2019	Expected success	
Lead			Due Date	31-Mar-2019		
Roads			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP177 Implementation of "Well-Managed Highway Infrastructure" Guidance	A new code of practice published by the Department of Transport designed to promote the adoption of an integrated asset management approach to road infrastructure in accordance with local needs, priorities and affordability.	This is the new code of practice published by the Department of Transport. It is designed to promote the adoption of an integrated asset management approach to road infrastructure in accordance with local needs, priorities and affordability. This will support the Council's Aim of "The transport services we need most" "including roads which are maintained properly	Planned Start	02-Apr-2018		Report written ready for circulation for E&T Committee in October
			Actual Start	02-Aug-2018	50%	
			Original Due Date	30-Sep-2018	Expected success	
Lead			Due Date	31-Oct-2018	Likely to meet target	
Roads			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP180 Year of Young People Mural at Viking Bus Station	Working in collaboration with Youth Services this project supports the Year of Young People 2018. We hope to help celebrate the amazing young personalities, talents, and achievers that make up Scotland.	Completed artwork in place.	Planned Start	24-Sep-2018		
			Actual Start		0%	
			Original Due Date	31-Mar-2019	Expected success	
Lead			Due Date	31-Mar-2019		
Estate Operations			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP217 Carbon Management Plan – Implementation	To implement the actions, programmes and projects set out in the Carbon Management Plan	To work in partnership with Community Planning partners to reduce costs and share best practice in carbon and climate change management, specifically - Efficiencies - Better use of resources - Legislative compliance.	Planned Start	01-Apr-2015		The CMP update and emissions reports are appended to this action for information.
			Actual Start	04-May-2015	92%	
			Original Due Date	31-Mar-2016	Expected success	
Lead			Due Date	31-Mar-2020	Likely to meet target	
Estate Operations			Completed Date			

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP654 Replacement of conventional lantern with LED lanterns for our entire streetlighting network.	Best value for the Council and improved streetlighting network for drivers and the general public.	Reduced energy use and reduced annual revenue costs as a result.	Planned Start	01-Apr-2017		Tenders for year 1 of 3 out for pricing - Awaiting their return
			Actual Start	19-Oct-2017	20%	
			Original Due Date	31-Mar-2018	Expected success	
Lead			Due Date	31-Dec-2021		
Roads			Completed Date		Likely to meet target	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP662 Promote New 20mph Limits	Promote the new 20mph speed limits at the new AHS and Lerwick's north crescents.	Safer routes to school for pupils and improved environment for residents and other members of the public.	Planned Start	01-Apr-2016		Still awaiting results of Private Member Bill
			Actual Start	26-May-2017	90%	
			Original Due Date	31-Mar-2018	Expected success	
Lead			Due Date	31-Mar-2020		
Roads			Completed Date		Likely to meet target	

Money

All households can afford to have a good standard of living

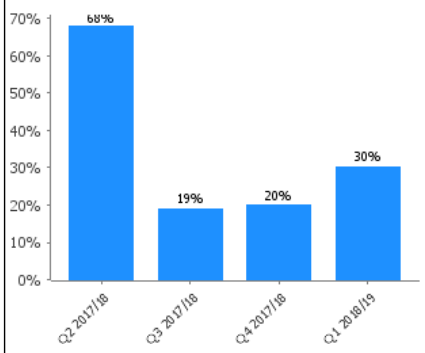
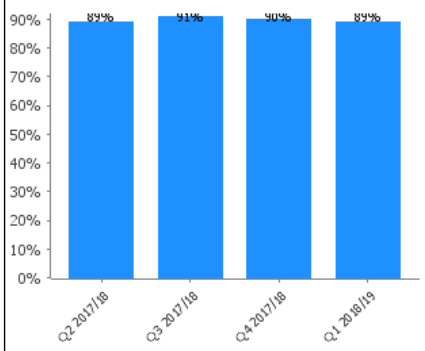
Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP138 Increase Contactor's Energy Efficiency capacity	Increase capacity of certified contractors able to deliver energy efficiency works	Maximise draw down of grant schemes and retrofit works to address poverty.	Planned Start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

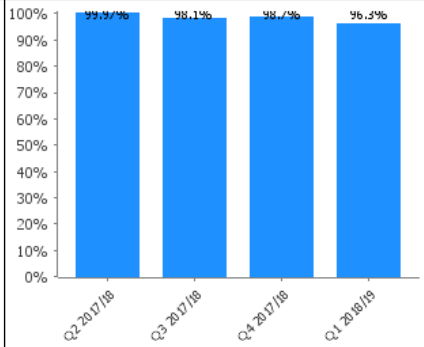
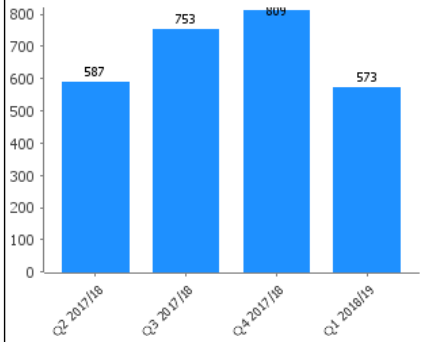
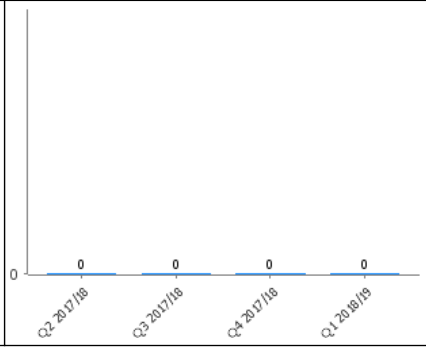
Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
SP219 FM Review - Phase 1	Phase 1 will analyse current Facilities Management operations and option appraise choices for the future. The primary aim is to avoid duplication of both effort and resources (management & supervision) while identifying both financial and operational efficiency savings. Phase 2 would see the implementation of the recommended option.	Revised Facilities Management arrangements that meet Best Value objectives and the needs of both customers and employees.	Planned Start	03-Apr-2017		Budget now in place following successful Business Justification Case bid and Council report. Moving to implementation in January 2018. Scope as appended to this action item. Update Feb 2018: APSE were appointed to deliver the project with the first series of meetings held late January to gauge scope, scale and membership. Workshops are due to be held mid Feb with an output report on track for delivery in March. Feedback from Consultants to Project Board will take place on 16 May 2018 and a Members Seminar will be held to discuss the next steps.
			Actual Start	12-Jan-2018	100%	
			Original Due Date	31-Mar-2018	Expected success	
Lead			Due Date	31-Mar-2021		
Estate Operations			Completed Date	14-Aug-2018	Cancelled	

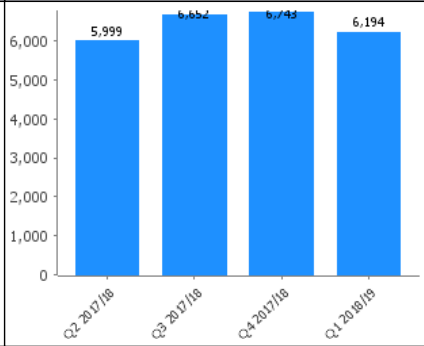
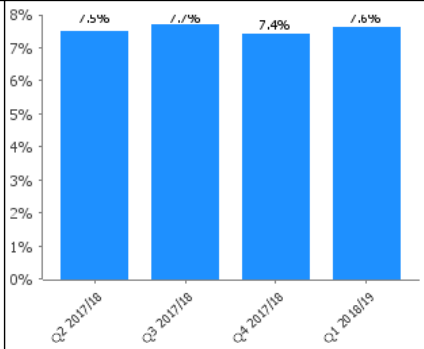
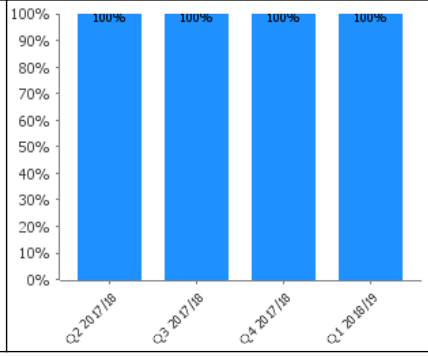
Appendix B Performance Indicators (Non-seasonal - Quarterly)- Infrastructure Services Directorate

Shetland Islands Council

Generated on: 16 August 2018

Code & Short Name	Previous Years		Quarters					Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19		
	Value	Value	Value	Value	Value	Value	Target		
HN02 Food Hygiene Inspection Programme completed	90%	53%	68%	19%	20%	30%	100%		**Performance**: The figures show that we have not achieved our target, which was anticipated due to the increase in demand for the service, increase in statutory functions and staff illness. **Improvement**: The increase in demand for other areas of the service mean that improvement will be a challenge. Two staff are now in different stages of study towards an MSc in Environmental Health via distance learning to qualify as EHO's. The overall process takes approximately four years each not including professional examinations. This adds a further load to our small team in terms of study time and appropriate training.
HN03 Premises achieving PASS standard in Food Hygiene Information Scheme	88%	90%	89%	91%	90%	89%	95%		**Performance**: The figures show that we have not achieved our target, which was anticipated due to the increase in demand for the service, increase in statutory functions and staff illness. **Improvement**: The increase in demand for other areas of the service mean that improvement will be a challenge. Two staff are now in different stages of study towards an MSc in Environmental Health via distance learning to qualify as EHO's. The overall process takes approximately four years each not including professional examinations. This adds a further load to our small team in terms of study time and appropriate training.

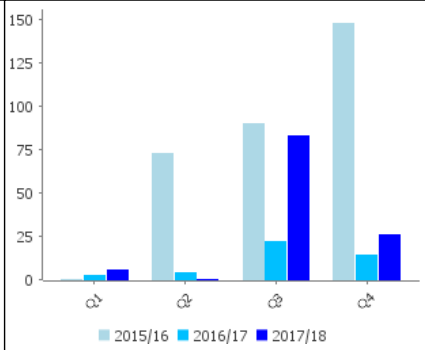
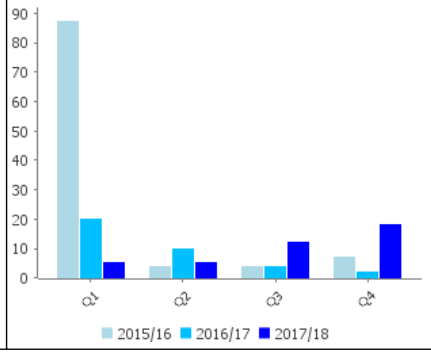
Code & Short Name	Previous Years		Quarters					Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19		
	Value	Value	Value	Value	Value	Value	Target		
HF11 Overall Ferry Availability	99.72%		99.97%	98.1%	98.7%	96.3%	100%		Continue to work with crews & suppliers to identify and rectify any issues that may have an impact on availability
HS01 Reactive jobs completed by Building Services	3,327	2,760	587	753	809	573	870		**Performance**: The number of reactive jobs is following the normal trend and shows an increase over the inclement winter months due to failure of the existing worn infrastructure. **Improvement**: The service is operating with less staff, an ageing infrastructure and reduced budgets so minimising reactive jobs and disruption is an ongoing challenge.
HH04 Non-compliance ("Serious" audit comments) with Audit regimes - CAA, FSA, MCA	0	0	0	0	0	0	0		**Performance:** Achieving no major non-conformities at audit demonstrates good management practice and systems **Improvement**: Management systems are in place to ensure our service meet the compliance standards for our external auditors

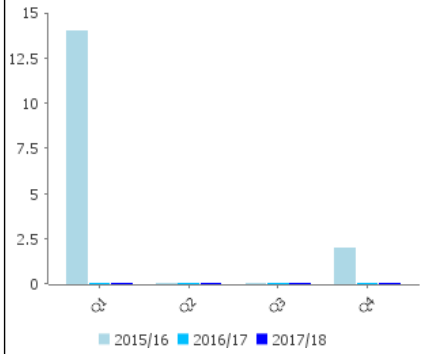
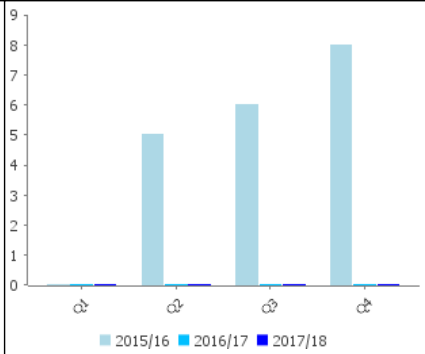
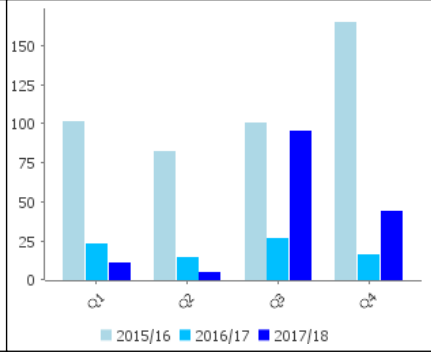
Code & Short Name	Previous Years		Quarters					Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19		
	Value	Value	Value	Value	Value	Value	Target		
SP-HS-022 Tonnes of CO2 from council operations	27,000	25,805	5,999	6,652	6,743	6,194	5,951		**Performance**: The Council has a statutory duty to reduce C02 (Quarterly) **Improvement**: Action plan to reduce CO2 is being developed and implemented
HN05 Percentage of household Waste recycled	10.22%	7.88%	7.5%	7.7%	7.4%	7.6%	10.5%		There is a slight increase this quarter because the first phase of the new recycling collection has started. It is expected the recycling percentage will continue to increase when the collection is rolled out throughout Shetland.
H01 FOISA responded to within 20 day limit - Infrastructure Services	98%	100%	100%	100%	100%	100%	95%		76 out of 76

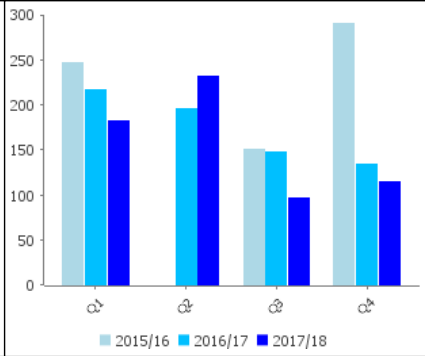
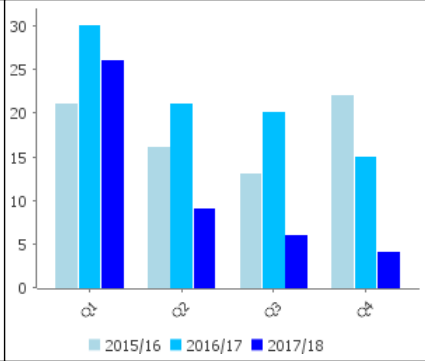
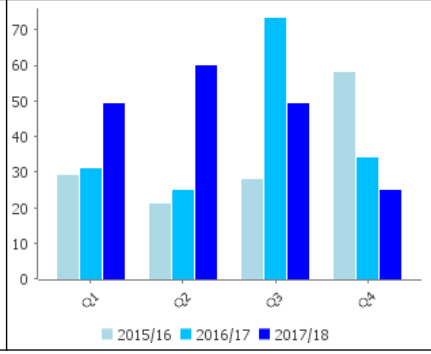
Appendix B Performance Indicators (Seasonal - Quarterly)- Infrastructure Services Directorate

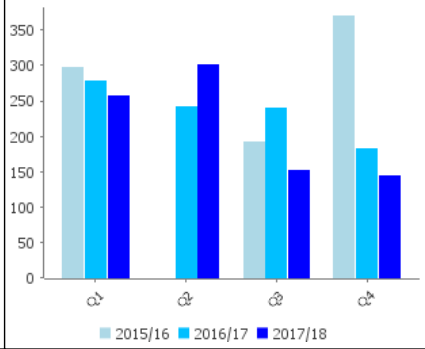
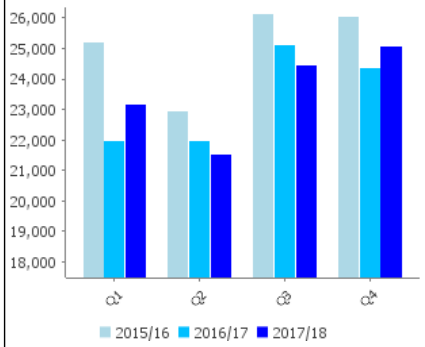
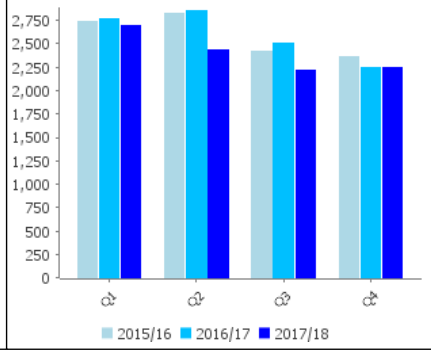
Shetland Islands Council

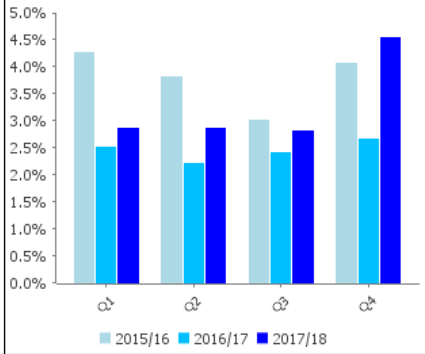
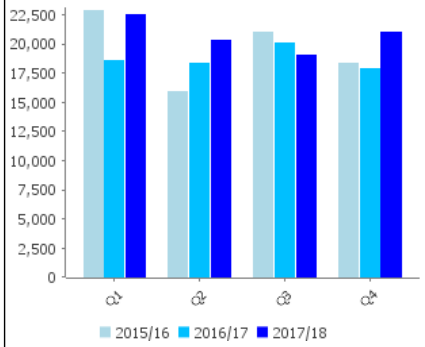
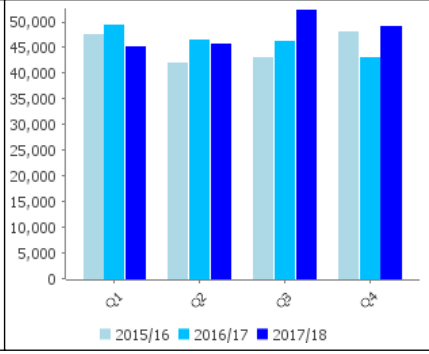
Generated on: 16 August 2018

	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2015/16	2016/17	2017/18	Q1 2016/17	Q1 2017/18	Q1 2018/19		Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
HF10a Lost sailings by cause - Adverse Weather	311	43	115	3	6	14	5		**Performance**: Weather effected cancellation are continuing to reduce **Improvement**: Continue dialogue in relation to contingency planning
HF10b Lost sailings by cause - Breakdown	102	36	40	20	5	22	5		**Performance**: Reduce the number of service related breakdowns **Improvement**: This target is getting harder to achieve due to the age of the fleet and key component parts reaching a "life expired" stage. We will however continue to work with our engineers, supplier and contractor to minimise service disruption

Code & Short Name	Previous Years			2 years ago	1 year ago	This Year		Graphs	Past performance & future improvement Statements
	2015/16	2016/17	2017/18	Q1 2016/17	Q1 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
HF10c Lost sailings by cause - Crew	16	0	0	0	0	117	5		**Performance**: It would be difficult to achieve 100% compliance **Improvement**: continue with a robust approach to absence management and ensure that the relief panel is updated and maintained at an effective level
HF10d Lost sailings by cause - Other	24	0	0	0	0	0	0		**Improvement** : We will continue work closely with our crews, contractors and suppliers
HF10T Lost sailings - TOTAL	453	79	155	23	11	153	15		**Improvement** Continue to monitor reasons for lost sailing and identify trends where possible. Additional focus on key systems and components due to the age profile of the fleet

Code & Short Name	Previous Years			2 years ago	1 year ago	This Year		Graphs	Past performance & future improvement Statements
	2015/16	2016/17	2017/18	Q1 2016/17	Q1 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
HF21a Tingwall Airport Landings - Islanders	688	694	624	217	182	196			**Performance**: Scheduled delivery of service unless weather disruption. Data only no target. **Improvement**: Continued dialogue with operators to keep them appraised of the airport's services and availability.
HF21b Tingwall Airport Landings - Air Ambulance	72	86	45	30	26	12			**Performance**: Improved dialogue with operators highlighting the range and quality of the services available at the airport and about the airport's flexible working arrangements. Data only no target **Improvement**: Continued dialogue with operators to keep them appraised of the airport's services and availability.
HF21c Tingwall Airport Landings - Other	136	163	183	31	49	27			**Performance**: Improved dialogue with both commercial operators and the General Aviation community highlighting the range and quality of the services available at the airport. Data only no target. **Improvement**: Continue to improve the dialogue with all parties and keep them appraised of the airport's services and availability.

Code & Short Name	Previous Years			2 years ago	1 year ago	This Year		Graphs	Past performance & future improvement Statements
	2015/16	2016/17	2017/18	Q1 2016/17	Q1 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
HF21T Tingwall Airport Landings - TOTAL	896	943	852	278	257	235			**Performance**: A number of factors outwith the control of the airport, i.e. weather conditions - impacts o landings overall. Data only no target **Improvement**: The airport will use new and established means to promote the services available to increase landings.
HH02 Council Energy Consumption (MWh)	100,242	93,340	94,086	21,937	23,123	23,526	19,528		**Performance**: Reducing energy usage saves Council budgets and reduces CO2 (Quarterly). Cold winter impact compared to mild winter. **Improvement**: Action plan to reduce energy usage is being implemented using spend to save funding and green loans.
HN04 Amount of household waste collected (tonnes)	10,326	10,378	9,591	2,760	2,700	2,733	2,700		This is a seasonal increase mainly due to an increase in the waste collected at the Civic Amenity Site. Tonnage in this quarter is comparable to the same quarter last year.

Code & Short Name	Previous Years			2 years ago	1 year ago	This Year		Graphs	Past performance & future improvement Statements
	2015/16	2016/17	2017/18	Q1 2016/17	Q1 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
OPI-4C-H Sick %age - Infrastructure Directorate	3.8%	2.4%	3.3%	2.5%	2.9%	3.6%	4.0%		**Performance**: Some specific areas have shown a recent increase in sickness rates, these have all been investigated as legitimate absences **Improvement**: The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised.
OPI-4E-H Overtime Hours - Infrastructure Directorate	77,950	74,814	82,640	18,599	22,446	19,880			**Performance:** Overtime remains within budget but recruitment problems in some areas have resulted in reliance on overtime to deliver core services **Improv**ement: Overtime is always done as a best-value option after consideration of alternatives, the workforce planning exercise will help minimise reliance on overtime in the future. due to the nature of work in the department, where sickness increases there can be an associated rise in overtime to maintain service delivery.
OPI-4G-H Employee Miles Claimed - Infrastructure Directorate	180,162	184,812	191,766	49,258	45,011	45,864			**Performance**:As work can be seasonal and responsive variation in miles claimed is to be expected. **Improvement**: The Council's carbon management plan is promoting green transport, reducing travel and using electric vehicles to reduce the impact of services on the environment.

Appendix B (cont) - Sickness Absences - All Directorates (for comparison)

NOTE: Sickness absences are seasonal, therefore quarters are compared to the same quarters in previous years

Generated on: 16 August 2018

	Years				2 years ago	Last year	This year
Short Name	2014/15	2015/16	2016/17	2017/18	Q1 2016/17	Q1 2017/18	Q1 2018/19
	Value	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	4.2%	3.7%	3.1%	4.0%	2.6%	4.0%	3.7%
Sick %age - Chief Executive's "Directorate"	2.4%	3.5%	1.2%	2.9%	0.5%	1.1%	3.3%
Sick %age - Children's Services Directorate	3.7%	2.9%	2.5%	3.5%	2.3%	3.2%	3.8%
Sick %age - Community Health & Social Care Directorate	6.0%	5.6%	5.2%	6.3%	4.1%	7.6%	4.9%
Sick %age - Corporate Services Directorate	2.4%	1.8%	1.9%	2.6%	0.8%	2.3%	1.4%
Sick %age - Development Directorate	4.2%	3.5%	2.9%	2.8%	2.2%	2.1%	2.6%
Sick %age - Infrastructure Directorate	4.0%	3.8%	2.4%	3.3%	2.5%	2.9%	3.6%

Appendix C - Complaints - Infrastructure Directorate

Shetland Islands Council

This shows all complaints that were open during the Quarter.
Frontline complaints should be closed within 5 working days
Investigations should be closed within 20 working days

Generated on: 16 August 2018

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-792	Investigation	11-Jun-2018	Closed	09-Jul-2018	Ferry and Air Operations	20	Not Upheld

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-785	Frontline	12-May-2018	Closed	16-May-2018	Environmental Services	2	Upheld

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-742	Frontline	18-Apr-2018	Closed	16-May-2018	Environmental Services	20	Partially Upheld

APPENDIX D

PROJECT DOCUMENTATION

HIGHLIGHT REPORT

Project:	**Carbon Management Plan 2015-2020**
Release:	**5**
Issue Date:	**1 June 2018**
Period Covered:	**June 2017 – June 2018**
Author:	**Mary Lisk**
Owner:	**Carbon Management Board**
Document Ref:	**Update Report 5**
Version Number:	**Issue 1**

1 Highlight Report History

1.1 Document Location

This document is only valid on the day it was printed.

The source of the document will be found at this location – \\bs-scan

1.2 Revision History

Date of this revision: 29 May 2018

Date of next revision: 31 October 2017

2 Status Summary

Since "go live" the Carbon Management Plan and its associated actions have, in the main, progressed steadily. Overall Plan actions are captured on the Council's Covalent System under SP217 Carbon Management Plan – Implementation.

Following the adoption of the Energy Efficiency Action Plan by Council in October 2015 a number of energy related actions have been identified and progressed. These are reported on later. Many of these will attract some external funding in grant or loan form.

Work is currently ongoing to tackle Shetland's high level of fuel poverty (53% of all homes are fuel poor) through the HEEPSABS grant programme. Council has received further grant funding from the Scottish Government to deliver this work in 2017/18 (£1,006,761) with an award imminent for 2018/19. This will be used to provide energy efficiency grants to private houses to improve their energy efficiency.

3 This Reporting Period

3.1 Ongoing Works/Projects

The following works packages/projects are currently ongoing:

- **Energy Efficiency**
  - Street lighting – various LED upgrades,
  - Street lighting successful bid for internal funding to allow upgrade of all street lighting to LED
  - Successful Spend to Save bid for audits of heating and building distribution system
  - Successful Spend to Save bid for storage heating upgrades in a number of Council buildings
  - SERS funding bids - ongoing lighting and other energy efficiency projects at schools, offices, depots, care homes, piers and ferry terminals
  - Boiler replacement works ongoing at Whalsay High and Fernlea Care Centre
  - Surveys planned of energy efficiency of various building heating/hot water distribution systems

- Review of potential term service for maintenance of Building Management System (BMS) to include identification of efficiencies
- Ongoing review of building performance using the BMS, and Energy Manager software
- Combined contract with NHS for update Energy Performance Certificates (Council buildings over 1000m2 are due at the end of the calendar year)
- Ongoing server virtualisation project through ICT
- Asset – vacating buildings procedure

- **Renewables**

  - Development of in house renewable strategy for Council estate – initial planning
  - New Scalloway Fish Market – initial design work (to include photovoltaic panels)
  - Successful Spend to Save bid for wind turbines at 2 ferry terminals
  - Successful Spend to Save bid for installation of solar panels at Aith JHS and Windybrae
  - Spend to Save bids to be submitted for wind turbines at 4no. sites

- **Domestic**

  - HEEPSABS funding bids successfully completed and submitted
  - HEEPSABS surveys and energy efficiency installs for domestic energy efficiency works
  - Warm Homes Fund – surveys for domestic energy efficiency works
  - Energy Efficiency Standard for Social Housing (EESSH) (social housing energy efficiency works)
  - Fair Isle energy efficiency programme developed in partnership with National Trust for Scotland
  - Attended meetings of Shetland Fuel Poverty Working Group - ongoing
  - Workshop held and meetings ongoing with EST, Energy Skills Partnership, local CITP, Shetland College/UHI to support upskilling of local trades to PAS2030
  - Statement of Intent for flexible ECO - ongoing
  - Discussion with installers regarding flexible ECO

- **Transport:**

  - Installation of 2 non-public EV charge points in progress at Sellaness
  - Further electric vehicle charge points to be installed
  - Booking system to be expanded to include electric cars
  - Current review of potential for 'Car Club' for Council grey fleet

- **SEEP/LHEES/Community:**

  - Development of a LHEES (Local Heat Energy Efficiency Strategy) – development
  - Successful SEEP 2 bid for funding for energy efficiency strategy for Yell. Officer appointed to the post and works ongoing.

- Further discussions held about hydrogen production possibilities – more detailed figures produced to help quantify potential. LCITP bid being drafted and Note of Interest submitted
- Support given to Delting Community Council for design of COBEN bid for local energy efficiency strategy
- Supporting local small/medium scale renewable developments
- Throughout the isles giving advice in energy efficiency and other matters
- Meeting attended with SSE with regards to new cable costings and delivery within Shetland

- **Information**

  - Service web pages under review to make them more user friendly
  - Mandatory Climate Change reporting data being collated
  - Discussions ongoing with Schools Service on ECO Schools
  - Public Information Stands designed and mounted at all major summer events

- **Procurement**

  - Further discussions held with Procurement with a view to supporting them in including Whole Life Costings as a mandatory section in all procurement

- **Other**

  - Discussions ongoing with Amenity Trust on peatland restorations
  - Briefing papers produced for Chief Executive and Councillors on Climate Change and carbon issues to support their attendance at CoSLA meetings
  - Meetings with company looking to develop innovative solution for thermal storage to support district heating system

3.2 Completed Works

The following works packages/projects have been delivered:

- **Energy Efficiency**

  - Bells Brae Primary School – external fabric works & service upgrades
  - Boiler replacement works completed at Aith Junior High and Happyhansel Primary
  - Lighting projects completed at various schools, care homes, offices and ferry terminals / piers
  - SEEP1 project covering energy efficiency works in public Council buildings on the district heating scheme. Works included:

    I. Replacement of hot water storage with heat exchangers
    II. Upgrade of radiator controls
    III. Upgrade and expansion of Building Management System

IV. Inverter drives on ventilation
V. LED lighting

- Foula Schoolhouse upgraded including new roof

- **Renewables**

  - Innovative project by Fetlar Development Trust supported – wind turbine/thermal store providing energy to local users and the School
  - Solar PV installation at Aith JHS, Spend to Save
  - Solar PV installation at ET House, SEEP 1

- **Domestic**

  - ABC Macmillan grant for white goods and energy efficiency works in client's homes
  - Energy Efficiency Standard for Social Housing (EESSH) (social housing energy efficiency works)
  - SEEP1 project covering energy efficiency works in 30 domestic houses on the district heating scheme

- **Transport**

  - 2 more EV charge points installed at Whalsay and Scalloway Primary
  - 2 electric cars leased through funding from Transport Scotland
  - Further non-public charge point installed at Tingwall Airport

- **SEEP/LHEES/Community**

  - Heat mapping data updated and is now current

- **Information**

  - Energy dashboard software roll out ongoing
  - Climate Week (Earth Hour) press release issued. Earth Hour event was supported by Mareel, Charitable Trust, Town Hall, Clickimin Broch and Shetland Amenity Trust

- **Other**

  - Meeting set up and supported for evidence gathering on Scotland's energy future by Royal Society of Edinburgh

3.3 Corrective Action

- None.

4 Next Reporting Period

4.1 Scheduled Planned Works/Projects to be carried out in the next period:

- **Energy Efficiency**

  - Lighting upgrades at various schools, care homes, offices and ferry terminals/piers
  - Further ferry terminal upgrades (including pier/street lighting)
  - Street lighting upgrade to LEDs – phased action plan developed – £2.8 million of works over 3 years
  - Further Education energy efficiency projects delivered - closure of surplus temporary classrooms/huts etc
  - Plant room upgrades at Whalsay High School and Fernlea Care Centre
  - Storage heating upgrades
  - Trial of 'Energy Valve' as a potential plant room solution for controlling flows through distribution pipe work

- **Renewables**

  - Installation of wind turbines at Ulsta and Hamarsness ferry terminals subject to planning approval
  - Installation of 4no. Kingspan turbines at Mid Yell JHS, Laxo ferry terminal, Sandwick JHS and Fernlea Care Centre subject to planning approval
  - Installation of solar PV at Windybrae

- **Domestic**

  - HEEPSABS – ongoing
  - Warm Homes Fund – ongoing
  - Further development of Shetland Fuel Poverty Action Plan

- **Transport:**

  - Continued monitoring programme for Telematics installations

- **SEEP/LHEES/Community:**

  - SEEP (Scottish Energy Efficiency Programme) works – various including project plan and monitoring programme
  - SEEP Transition Programme covering 'Able to Pay' domestic (HES loans) and SME's with RES loans
  - Partnership development with RES to support businesses in Shetland access loan funding for energy efficiency improvements, renewable generation and waste management. Workshops to be held.

- **Information**
  - Webpage upgrade to better inform the public
  - Workshop to be held on small scale renewables and electricity supplier switching
  - 'Energy Manager' roll out of dashboard to buildings to enhance their ability to manage their own energy

4.2 Scheduled Corrective Action

No issues to report

5 Project and Stage Tolerance Status

5.1 Progress Statement

See SP217: Carbon Management Plan

5.2 Requests for Change

None

6 Key issues and Risks

6.1 Financial Savings

At a time of financial constraint, carbon and energy savings can be of great value in obtaining a balanced budget across all areas of the Council. However, obtaining funding for projects is currently time consuming and a gamble (applications to external funders cannot be guaranteed to be successful). Internal Council funding would be welcome for necessary works.

Following discussion with Procurement, the Carbon Management Team will offer Procurement support in including Whole Life Costings as a mandatory section in all future procurement. Further development of Whole Life Costings needs to be reviewed.

The use of this tool will be critical in driving down costs and over specification – particularly of heating plant. To date a number of heating systems have been identified for which the retrofitting of alternative controls to effectively downsize them will save the Council considerable monies. The traditional view that energy saving measures can be left off as a cost saving is one which has cost us considerable funds to redress by retrofit. There has also been a tendency in the past to over-specify with negative operational and maintenance costs.

6.2 Priorities and Government Drivers

Energy efficiency is considered a National Infrastructure Priority for the Scottish Government.

The Scottish Energy Strategy, published in December 2017 sets out the Scottish Government's vision for the future energy system in Scotland.

The Strategy describes the ways in which the Scottish Government will strengthen the development of local energy, protect and empower consumers, and support Scotland's climate change ambitions while tackling poor energy provision.

Built around the following six energy priorities, the Strategy will guide the decisions that the Scottish Government, working with partner organisations, needs to make over the coming decades:

- Promote consumer engagement and protect consumers from excessive costs
- Champion Scotland's renewable energy potential, creating new jobs and supply chain opportunities
- Improve the energy efficiency of Scotland's homes, buildings, industrial processes and manufacturing
- Continue to support investment and innovation across our oil and gas sector, including exploration, innovation, subsea engineering, decommissioning and carbon capture and storage
- Ensure homes and businesses can continue to depend on secure, resilient and flexible energy supplies
- Empower communities by supporting innovative local energy systems and networks

Our Carbon Reduction Plan has proposals for action under the majority of these headings. However, bearing in mind this needed upgrade in action at a local level it is suggested that the Corporate Risk Register be enhanced to reflect these developments.

On 28 February 2018, Cabinet Secretary for Environment, Climate Change and Land Reform published The Climate Change Plan: Third Report on Policies and Proposals which details how the Scottish Government will achieve its current emissions reduction target of 80% by 2032

This increase in emphasis on carbon emissions by Scottish and local government will undoubtedly result in mandatory targets for local authorities. When mandatory targets are defined it is hoped that funding will also be found by Government to fund local authorities in this increasingly high profile work area.

Action: to include climate change and carbon reduction risks in the Corporate Risk Register.

A recent Audit Scotland report has also identified the need for local authorities to implement the Resource Efficient Scotland CCAT (Climate Change Assessment) tool - (the national standard assessment tool) - for all their services to ascertain whether a Climate Change Action Plan requires to be developed for their operations.

Action: Services to be advised of CCAT toolkit availability and asked to assess their Services against it by 31 December 2017.

6.3 Fuel Poverty retrofit works - accredited installers

Although there has been an increase in local installers that are now PAS2030 accredited there is still a lack of local installers accredited to carry our grant funded works on fuel poor homes. An issue seems to lie with the level of paperwork involved in gaining the accreditation.

A solution would be for the Council's Estate Operations to be able to "subcontract" this work under their own PAS 2030 accreditation. This may require some in depth discussions with Legal and Insurance. However, without such intervention we will be unable to carry out woks in the time constraints upon us.

It is likely that Government will find extra funding for those rural authorities with high levels of fuel poverty – such as Shetland. However, we will not be in a position to receive this money without an increased number of accredited installers. As stated, local installers are slow to become accredited. To subcontract via the Council – similar to our framework of term service contractors already used – would offer a solution and ensure the community can receive the benefit of extra monies identified in the appropriate time frame.

Action: to follow up possibility of using Council's PAS2030 as umbrella for Shetland contractors.

6.4 Absence of process to ensure savings delivered

It has been noted that there is no agreed policy for services vacating premises to ensure that the basic checks are made before leaving the building. This was recently highlighted when our Energy Manager arranged for a meter reading to be taken of a building vacated for some time in a remote area. It was found that every heater in the building had been wracked up to maximum and left switched on. This has lead to a high extra cost to the vacating service to nobody's advantage.

On inquiring of various services if they had a check sheet to be completed and signed off by the last person leaving when they vacated a building for the final time it appears that this simple mechanism does not exist and that no checks are carried out to ensure that the building is left in a safe and energy appropriate way immediately on its being left empty.

It has also been pointed out that often members of the community have keys for Council buildings and that costs may be incurred by unofficial use of the buildings following vacation by Council services. It has been asked if locks should also be changed as a standard practice when buildings are vacated – particularly in remote areas.

Action: Devise a "building vacating procedure" and check list to be accepted by CMT as standard practice for all assets within the Council estate. This check list would be a mandatory completion document by all services when leaving buildings.

This would ensure that any damage, costs or loss incurred in relation to the building following vacation till newly tenanted would remain with the vacating service or Asset Services themselves as a charge. Any heating cost would then be paid for by the last service in unless otherwise agreed.

7 Lessons Report

The Carbon Management Team continues to spend much time drawing in external funding to deliver the necessary works. Some increased funding and staffing in this area would be welcome as the extent of carbon supported projects expands.

It is encouraging, however, that a number of other services are now investing time and effort in delivering carbon related projects e.g. Roads, Ferries, Education, ICT and HR and that the work is no longer confined to being seen as purely an energy (in the sense of electricity and heating) matter.

It is considered that the next big area for development of carbon projects is in relation to staff and other travel options. As these will affect a large number of people throughout Shetland it is hoped that these actions will move Shetland's community to consider its own actions and to begin to move to a low carbon economy as a whole.

8 Distribution

This stage highlight report will be distributed to the following:

- Environment & Transport Committee
- All Directors
- All Executive Managers
- All Team Leaders

CMP Energy / Emissions Report

1. Introduction

This report provides an update on the Council's position in terms of energy and carbon reduction.

The report provides an update of the data presented in the Carbon Management Plan 2015-2020.

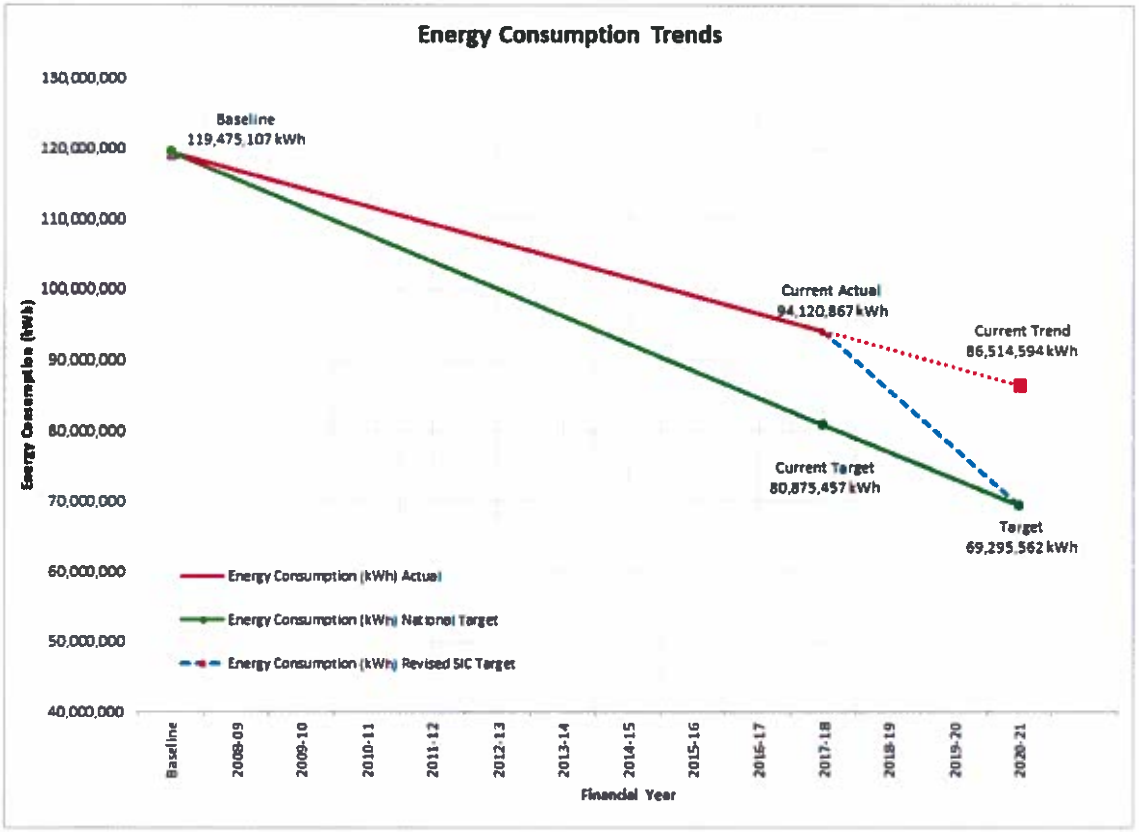
The separate highlights report outlines the achievements in 2017/18 as well as the ongoing work.

A correction on the previous years report. The baseline figure provided was incorrect and reported savings for energy should have been 22% not 23%.

2. Trends

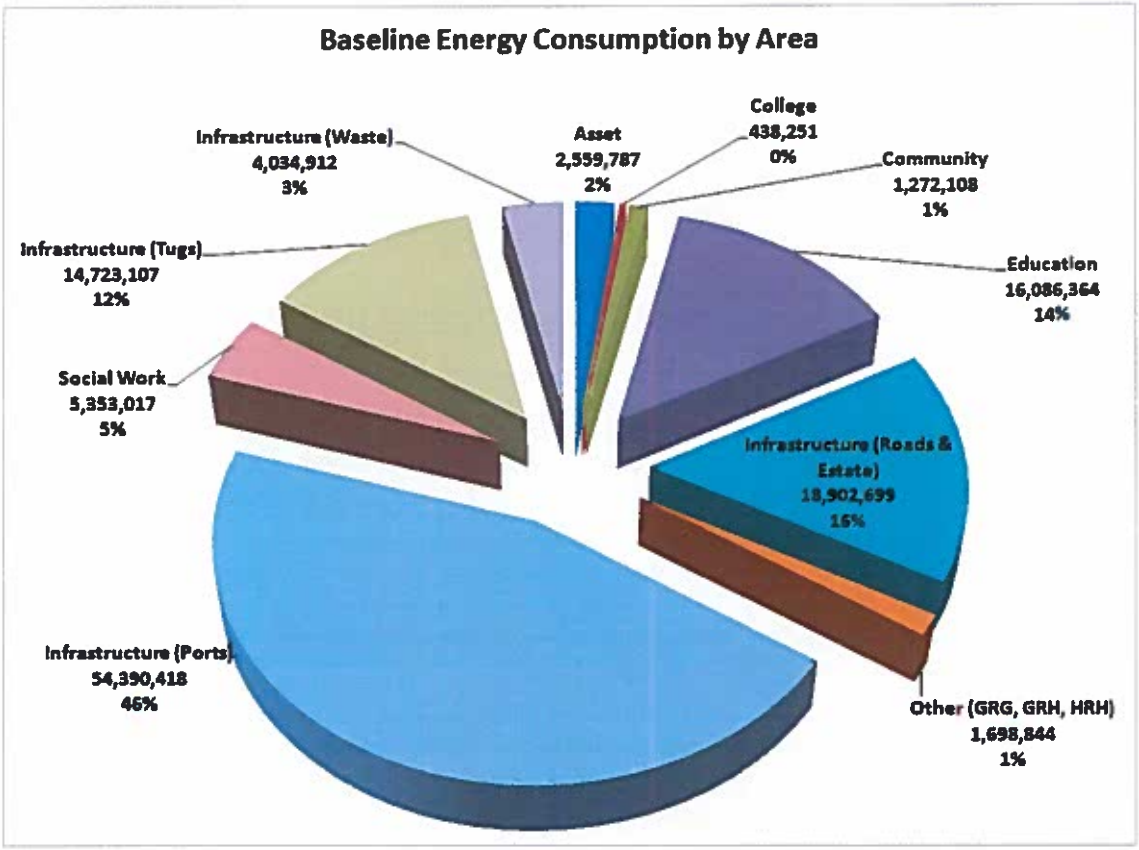
The following graph presents the consumption trend compared with the 42% reduction target (from the baseline) set for 2020/21.

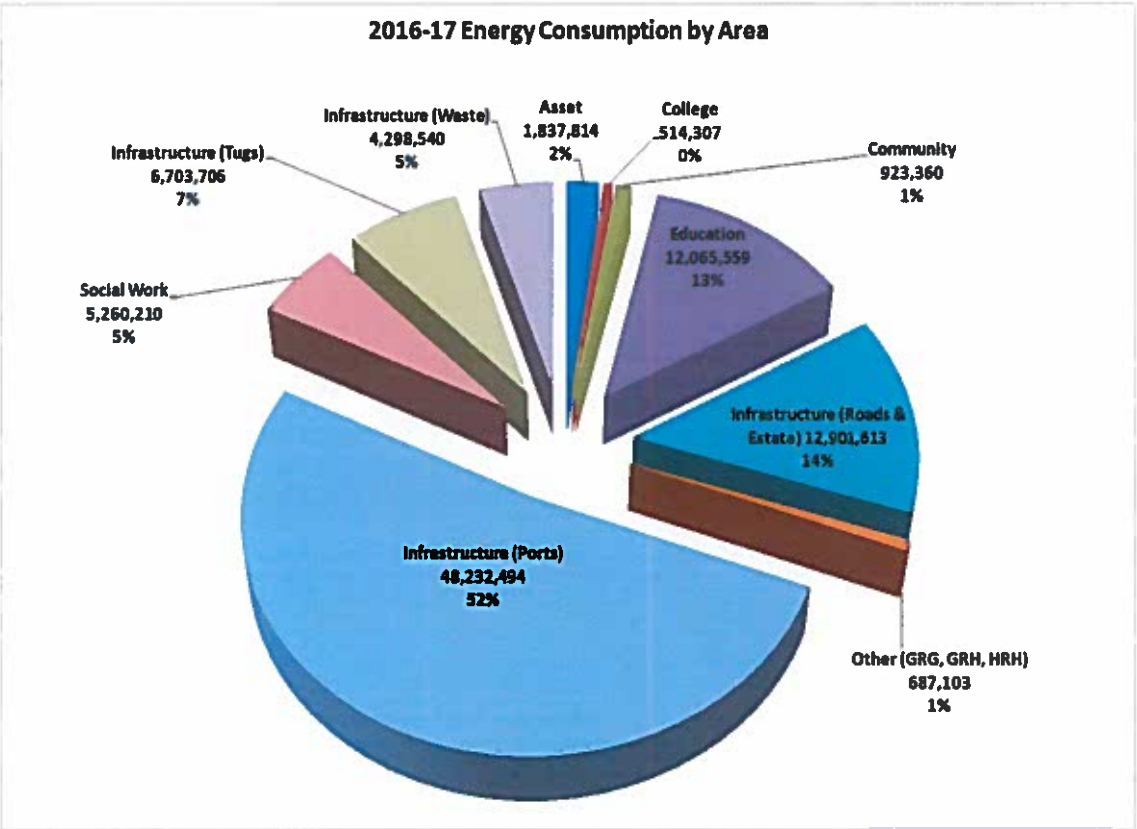
There is still a significant difference between target trend and current trend and the current trend has increased to a 2020/21 consumption of 86,514,594kWh at current projections from the 2015/16 figure of 81,327,497kWh.

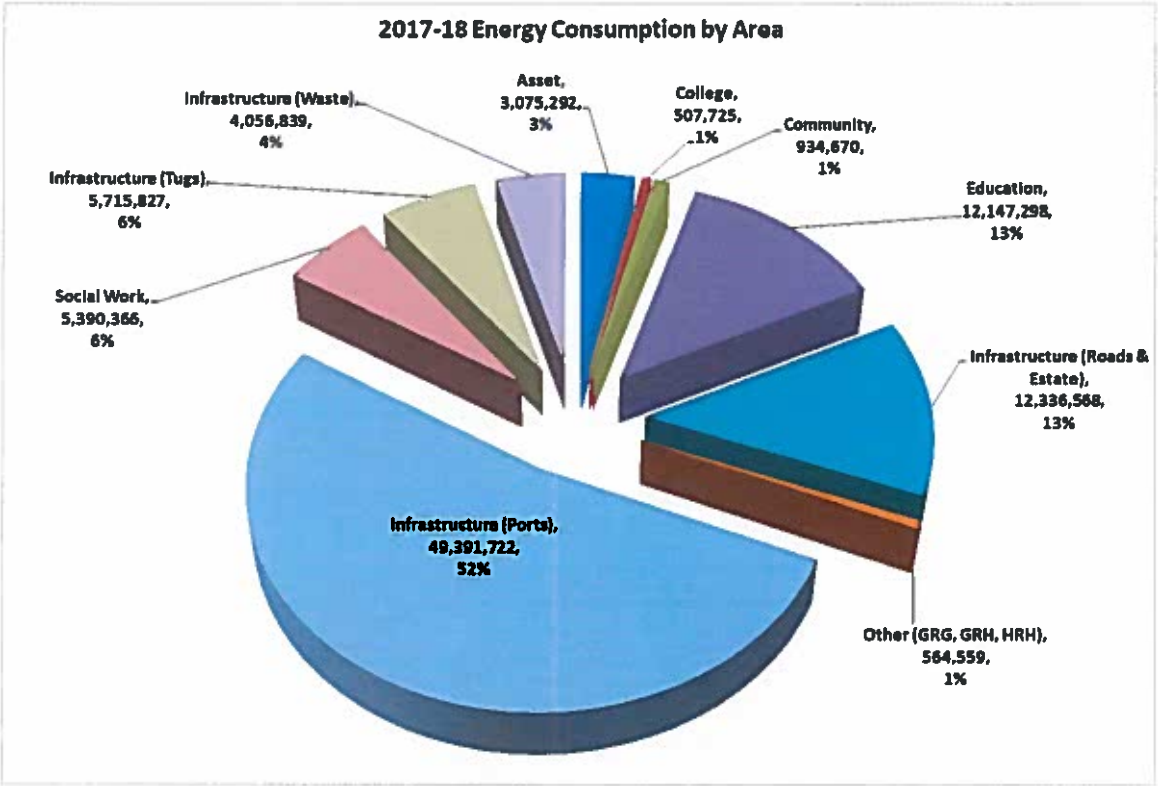


3. Baseline, 2016/17 and 2017/18 Consumption Breakdown

The following graphs provide a comparision of the above three periods.







The following paragraphs outline the main usage in each area:

3.1 **Infrastructure Ports** – this is the largest area of energy use (the majority of which is gas oil use on ferries). Other usage in this area includes piers/ferry terminals and navigation aids as well as the Sellaness site.

3.2 **Social Work** – this is mainly energy consumption in care homes but also includes the Eric Gray Centre, Annsbrae, the Independent Living Centre and the smaller ILP offices.

3.3 **Infrastructure Tugs** – covers both gas oil and electricity use (shore power) for the tugs.

3.4 **Infrastruture Waste** – consists mainly of consumption at the Energy Recovery Plant but includes the Waste Handling Facility and Rova Head.

3.5 **Asset** – this area covers mainly office buildings and also vacant or empty sites.

3.6 **College** – this is purely consumption at the Shetland College

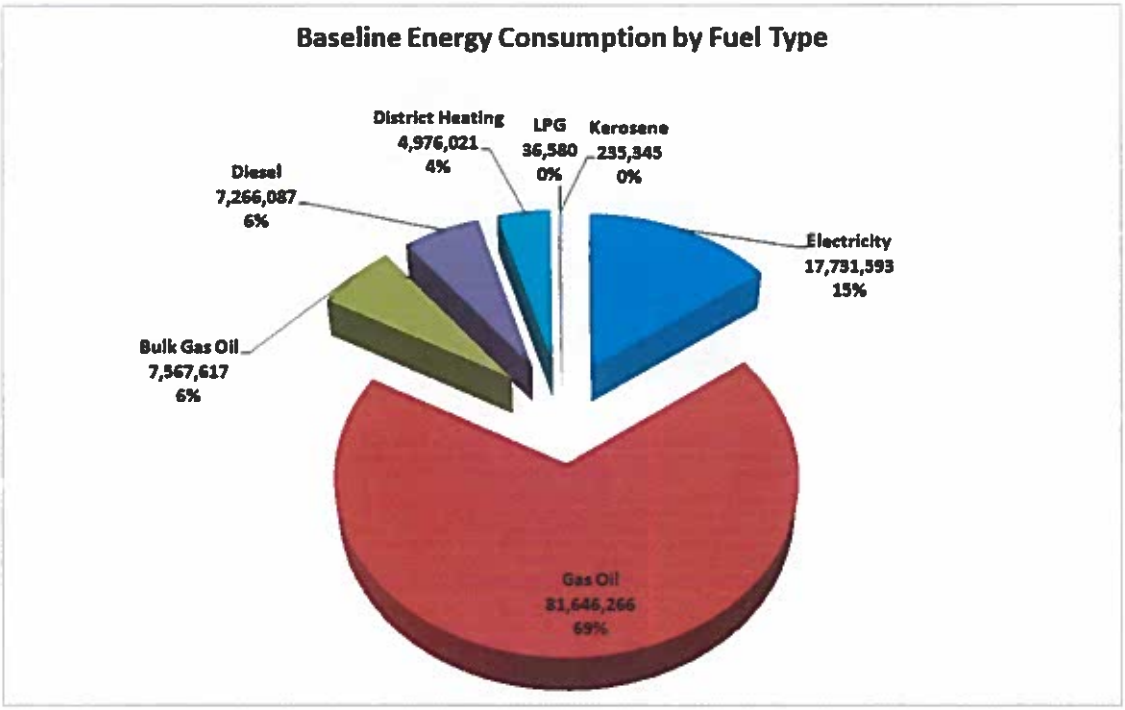
3.7 **Community** – includes the Islesburgh complex, the pavilions and the St Sunniva Street store.

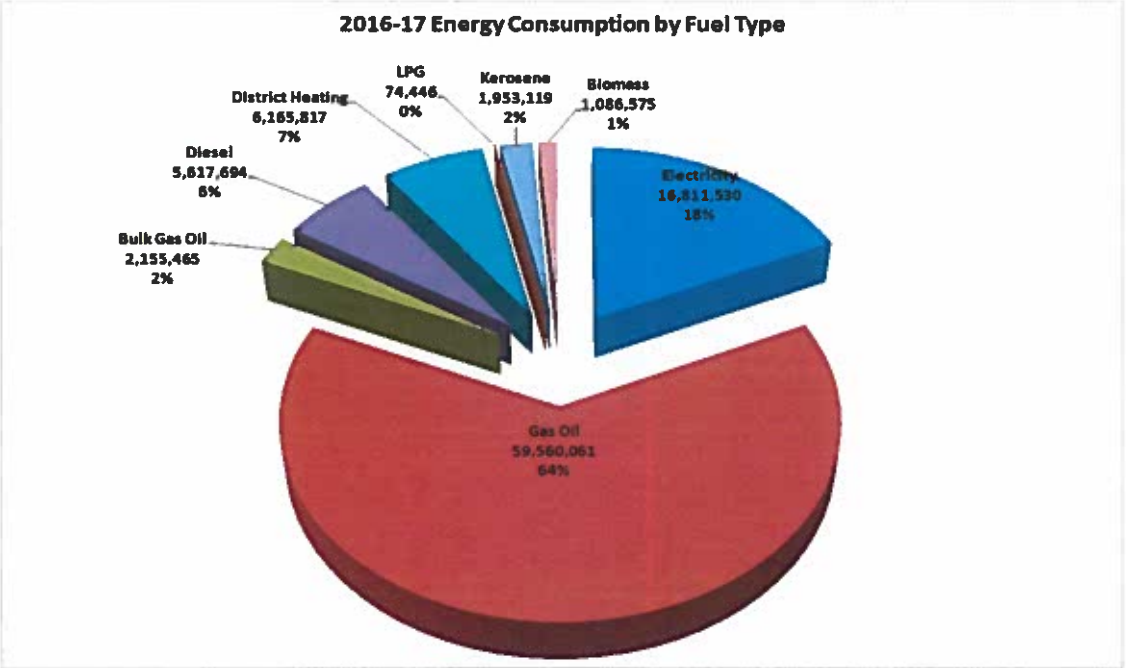
3.8 **Education** – this covers all schools as well as the Library and the Bridges Project.

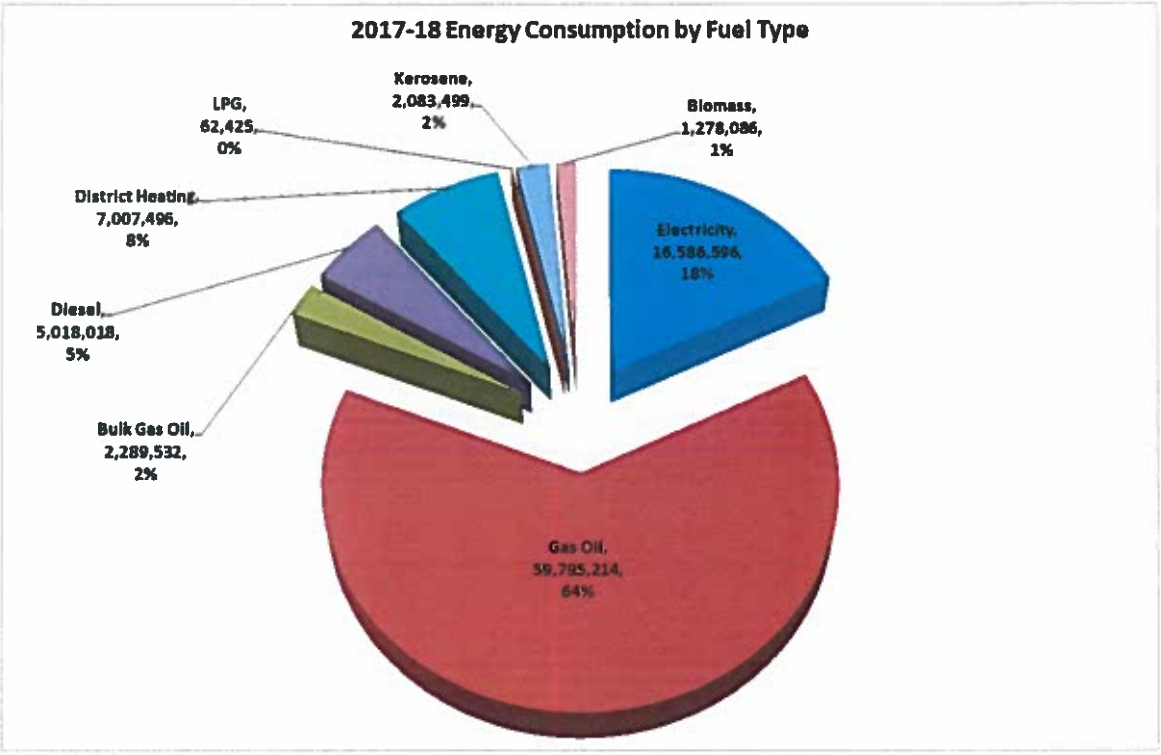
3.9 **Infrastructure (Roads and Estate) –** this covers all bulk gas oil and diesel consumption (although fuel consumption is spread across a number of Services), street lighting, Scord Quarry as well as the various depots and workshops.

3.10 **Other (GRG, GRH, HRH) –** This covers housing facilities, Laburnum and Windybrae and the nursery provision at King Harlad Street

4. Baseline, 2016/17 and 2017/18 Fuel Type Breakdown







Reviewing the fuel types in turn:

4.1 Gas Oil

Baseline to 2016/17 - significant reduction through the following:

- Intruduction of the tug shore power facility
- The sale of two of the tugs
- The reduction generally in buildings through efficiency programmes and conversions to alternative fuels
- Conversion of sheltered housing OPD blocks from centralised boiler plant to houses with individual heating systems
- Asset management.

2016/17 to 2017/18 – increase in consumption through the following:

- Ferry oil consumption
- To a lesser extent oil for heating (weather related).

However, this increase has been offset to a degree by further reduction in use of oil by the tug fleet.

4.2 Bulk Gas Oil

Baseline to 2016/17 - significant reduction through the following:

- The conversion of Scord boiler plant to kerosene

- General reduction in bulk oil use across the depots

2016/17 to 2017/18 – increase in consumption through the following:

- Gremista, Scord and Murrister depots increase

4.3 Kerosene

Baseline to 2016/17 – increase in consumption through the following:

- The conversion of Scord boiler plant to kerosene
- Spot increases due to more productive years e.g. the high output period experienced in 2015/16 as a result of the construction work at Total.

2016/17 to 2017/18 – increase in consumption through the following:

- Increase in production at Scord Quarry
- Increased space heating use due to colder weather, see 4.7.

4.4 Diesel

Baseline to 2016/17 - use has steadily reduced over the period through the following:

- Reduced mileage and efficiency programmes
- The tracking system has led to further efficiency savings; and,
- The 7 new electric vehicles in use (5 vans and 2 cars) now in use.

2016/17 to 2017/18 – significant decrease again through the continued impact of the above measures.

4.5 LPG

Baseline to 2016/17 - use has increased due to the gas boilers installed as part of refurbishment of the Shetland College catering facility.

2016/17 to 2017/18 – decrease in consumption through the following:

- Reduced use of at the new AHS compared with the old site
- Reduced use at the College

4.6 Biomass

Baseline to 2016/17 - increased use through:

- The operation of the Mid Yell scheme (supplying the school and leisure centre)
- The replacement of oil boilers at Sellaness; and
- The operation of the Scalloway scheme (supplying the school and leisure centre)

2016/17 to 2017/18 – increased use through:

- Increased space heating use due to colder weather, see 4.7.

4.7 District Heating

Baseline to 2016/17 - increased use through:

- Decentralisation of the AHS (displacing remaining oil consumption)
- Additional sites e.g. Support Services at Montfield
- Displacement of oil consumption with district heating e.g. Islesburgh House and the Old Library Centre

2016/17 to 2017/18 – significant increase through the following:

- Currently both AHS sites are in use
- Increase at Bells Brae through displacment of storage heating in the ASN
- Increased space heating use due to colder weather, see 4.7.

4.8 Electricity

Baseline to 2016/17 – reduction in consumption through the following:

- The reduction generally in buildings through efficiency programmes (lighting, heating etc)
- ICT server virtualisation project
- Renewable projects including small scale wind turbines and solar PV
- Asset management
- Street lighting upgrades to LED

The rate of reduction has been impacted upon through:

- The introduction of the shore power facility for the tugs (although this same facitlity achieved far higher reductions in oil use)
- External usage e.g. shore power at Scalloway and also the old Rova Head site
- The extension at the College that now connects the two buildings

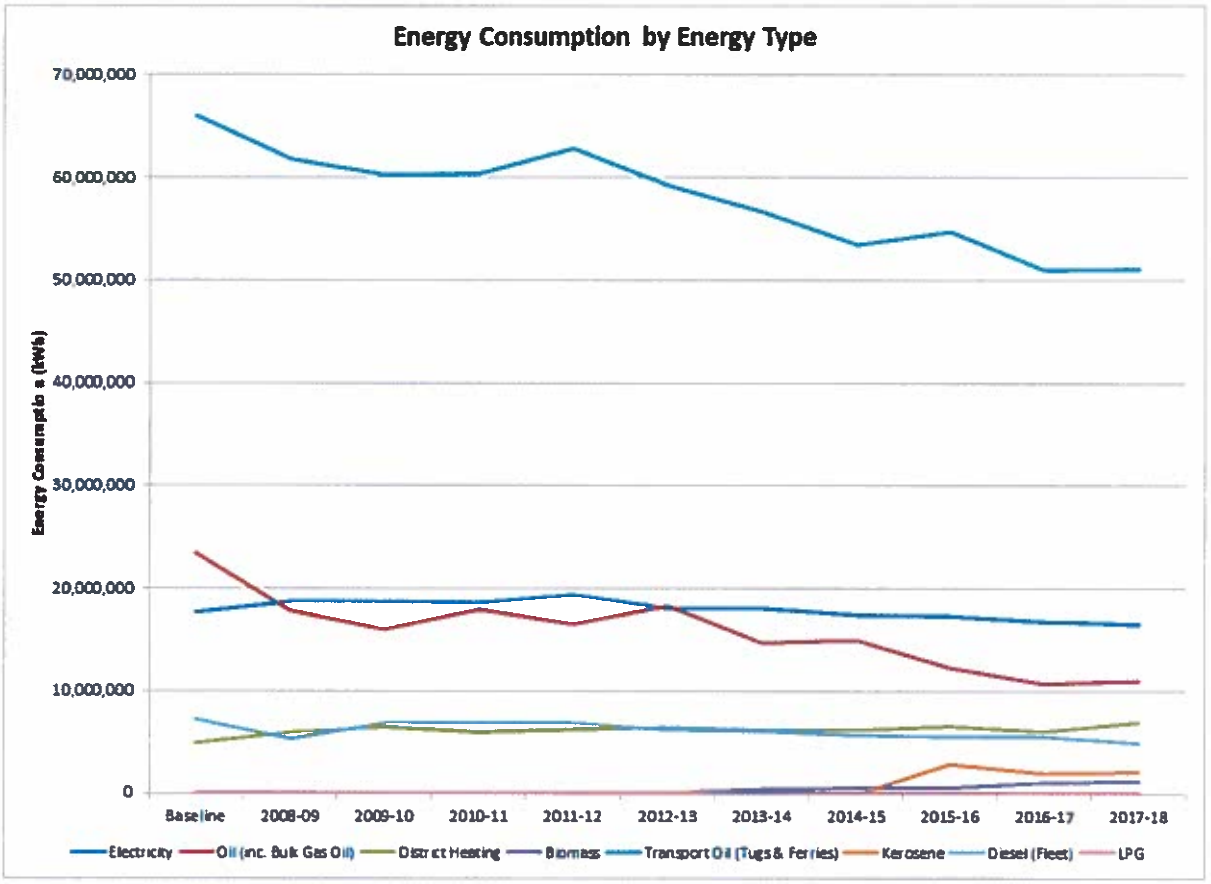
- Other additional buildings e.g. Support Services at Montfield

2016/17 to 2017/18 – There has been a decrease in electricity consumption again through the following:

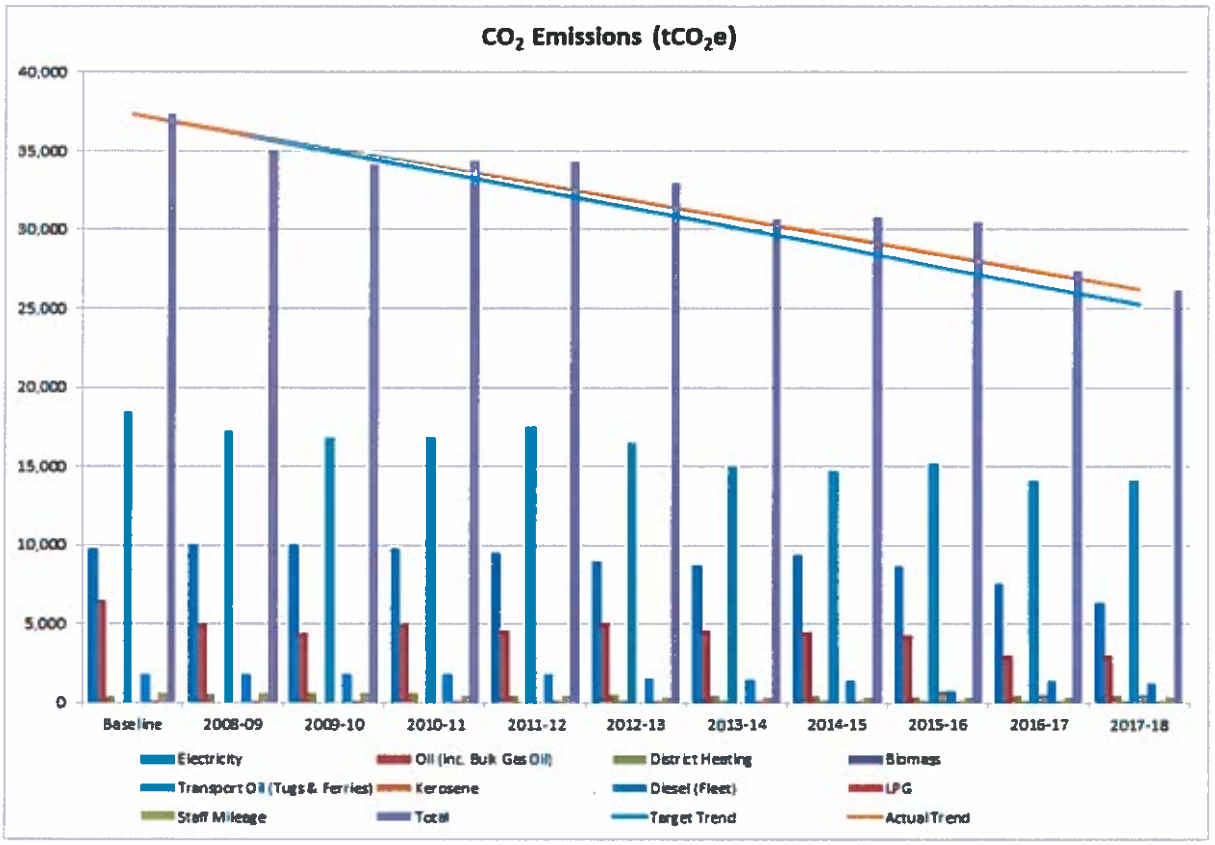
- The reduction generally in buildings through efficiency programmes (lighting, heating etc)
- Conversions to alternative fuels e.g. removal of Bells Brae storage heating
- Renewable projects including small scale wind turbines and solar PV
- Asset management although this has been impacted on by the continued use of the old AHS site

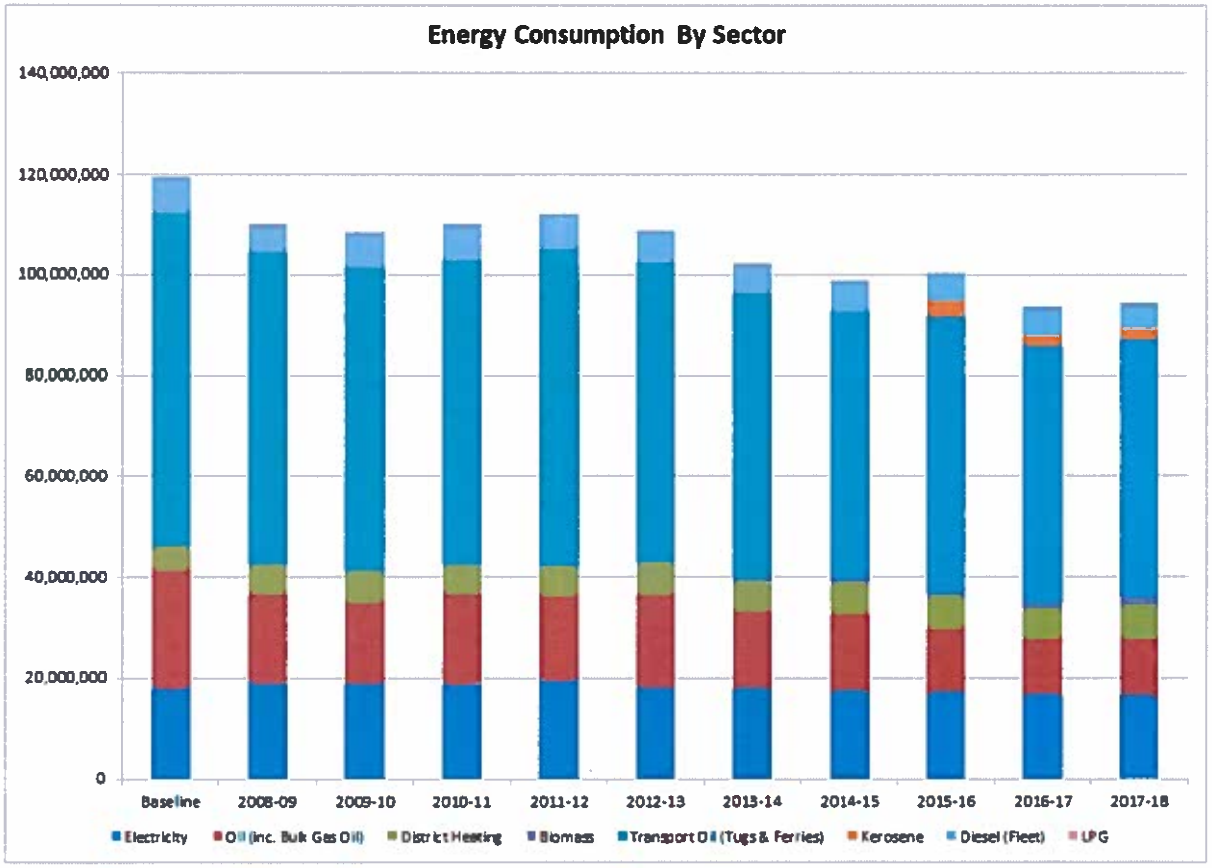
4.9 Temperature Data

From 2016/17 to 2017/18 an increase in energy used for space heating can partly be attributed to the colder year in 2017/18 (measured in degree days) particularly during the winter period which was significantly colder than the previous year.



4 Emissions Breakdown by Year





There has been a significant reduction in the UK average emissions factor for electricity which is the reason that although consumption has risen slightly emissions from electricity consumption has dropped impacting significantly on emissions overall.

Refering to the consumption trends graph in section 2 please note that for **emissions** the reduction from the baseline to the 2017/18 is closer to 30% compared with an **energy** consumption reduction of approximately 21% and this difference is due to the emissions factor noted above, cleaner fuels generally (relative to previous years) and the use of alternative fuels.

Risk Register - Infrastructure Services

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

Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries/Roads/Estates/Env Health) means service cannot continue or fails to deliver statutory duties. Trigger : Recruitment by other industries age profile of staffno workforce planningrecruitment and retention issuesConsequences : Services stopfinancial loss at portimpact on community reputational damage failure to meet statutory duties Risk type : Key staff - loss of Reference - F0024	Likely	Significant	High	• Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed.	Likely	Significant	High	John Smith Infrastructure Services
Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings Trigger : Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer, Consequences : Financial sustainability of Council impacted, reputational and political damage Risk type : Loss of revenue/income Reference - F0025	Possible	Significant	Medium	• Contingency Budget built into budget setting for extraodinary, regular budget monitoring to establish and respond to trends.Management trained and regular communications to finance staff.	Possible	Significant	Medium	John Smith Infrastructure Services
Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance Trigger : Poor financial planning failure to reduce estate Failure to invest in maintenance of roads, transport infrastructure Consequences : Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools Risk type : Policies - effect of	Likely	Significant	High	• Developing maintenance programe, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns.	Possible	Significant	Medium	John Smith Infrastructure Services
Corporate Plan	*F3. Our "20 By '20" - Shetlands "Voice"*							

Changes in legislation for Fuel, waste, Carbon, emissions levels. Trigger : Government legislation or Significant technological change which alters the best practicable means of managing a risk Consequences : Additional costs, services must be changed to comply, new technology or equipment required. If action isn't taken there is a risk of enforcement action or fines for non-compliance with new legislation. Risk type : Legislation changes Reference - F0030	Possible	Significant	Medium	• Contingency plans in place, Island proofing under OUR ISLANDS OUR FUTURE, effective lobbying via COSLA and professional groups	Possible	Significant	Medium	John Smith Infrastructure Services
Corporate Plan	*F5. Our "20 by '20" - Standards of Governance*							
Extreme weather events cause flooding, costal erosion, loss of key infrstructure lost sailings, increased snow conditions, additional repairs Trigger : Severe weather, Consequences : Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage. Risk type : Storm, Flood, other weather related, burst pipes etc Reference - F0026	Likely	Major	High	• Contingency budget for weather events	Likely	Significant	High	John Smith Infrastructure Services
Service has to manage response to Animal or infectious disease outbreak , management of the response fails to prevent further damage to public health or animal health Trigger : Outbreak of disease poorly managed by service Consequences : reputational damage, external investigation, political scrutiny, government/agency sanctions, claims and legal action Risk type : Publicity - bad	Unlikely	Extreme	High	• Emergency plans exercisedstaff well trained and supported by professional groups and agencies. Communication plans in place for emergencies.	Rare	Significant	Low	John Smith Infrastructure Services

Shetland Islands Council

Agenda Item

2

Meeting(s):	**Development Committee** **Environment and Transport Committee** **Shetland College Board**	**27 August 2018** **27 August 2018** **29 August 2018**
Report Title:	**Development Services Directorate Performance Report – 3 Month/1st Quarter 2018/19**	
Reference Number:	**DV-27-18-F**	
Author / Job Title:	**Neil Grant - Director of Development Services**	

1.0 Decisions / Action Required:

1.1 The Committee/Board should discuss the contents of this report and make any relevant comments on the achievements of the Directorate during the first quarter of 2018/19, progress against the priorities set out in the Directorate Plan and contribute to the planning process for future years.

2.0 High Level Summary:

2.1 This report summarises the activity and performance of the Development Directorate for the first quarter 2018/19, enabling Members to analyse its performance against the Directorate's Service objectives, the Corporate Plan outcomes, and the Shetland Partnership Plan 2018-28.

3.0 Corporate Priorities and Joint Working:

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

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

4.0 Key Issues:

4.1 The Directorate's objectives as detailed in the Directorate Plan are the outcomes the Directorate aims to deliver over the next 3 years to deliver on the priorities within the Council's Corporate Plan and the Shetland Partnership Plan. We said **"what we must do in 2018 - 21"** was:

<u>PARTICIPATION</u>

- Support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Shetland Partnership Plan (LOIP), Governance, and Delivery Plans.
- Enable a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland
- Develop a shared policy approach and arrangements in relation to resilient rural communities.

- Continue to develop the Council's approach to Community Choices/Participatory Budgeting

PLACE

- Enable development to happen
  - Consider policy implications in response to the National Review of Planning
  - Develop a new Local Development Plan (LDP2)
  - Develop a Master Plan for the Knab site
- Increase the supply of housing across all tenures
  - Develop refreshed Local Housing Strategy
  - Deliver supply target of affordable housing through the Strategic Housing Investment Plan (SHIP)
  - Investigate incentives and initiatives to increase supply of affordable homes
  - Assist communities to develop bespoke housing solutions
  - Encourage appropriate private development
  - Work in partnership with developers, builders and allied trades, and utilities to deliver new build housing targets
- Support for local businesses and entrepreneurs
  - Work with partners to achieve a strong Islands Deal
  - Proactively research Brexit opportunities, risks and scenarios
  - Provide commercial lending and grant support funding to local businesses
- Develop Shetland's Skilled Workforce
  - Deliver a sustainable model for Tertiary Education Training and Research
  - Establish Shetland's unique selling points for attracting students to study in Shetland
  - Provision of Student and Key Accommodation
  - Increase the level of school pupil interest in STEM subjects, and entrepreneurship, to influence career choices and gender balance of Shetland's young workforce.
  - Further increase the number of Modern Apprentices.
  - Access funding programmes and opportunities brought about by the Modern Apprenticeship Levy.
- Achieve High Speed Broadband and mobile coverage throughout Shetland.
  - Influence Scottish Government R100 programme, reaching 100% by 2021.
  - Progress opportunities to extend local networks, using external funding, and where there is a business case justification.
- Achieve sustainable and affordable internal and external transport links
  - Inter-Island transport service provision, including fair funding of Ferries and internal air services.
  - Influence External Transport provision, new North Isles Ferry Contracts, fares and charging structures
  - Develop and promote internal transport networks including new public bus services
  - Work with stakeholders to develop a system of fares within internal transport services which help to address inequalities

At the same time we will continue to:

- reliably and safely deliver our day to day services that meet the needs of our customers;
- meet our statutory requirements and deliver compliant services;
- deliver our objectives to ensure the Corporate Plan commitments are met;
- maintain our existing assets;
- protect the environment and reduce the environmental impact of our activities;
- address inequality- supporting those most in need and not making inequalities worse;
- provide best value for the public funds invested in our services and Development.

Progress on Directorate Plan Outcomes

4.2 A summary of progress on the Directorate Plan key outcomes at Q1 is as follows:

- **Shetland Partnership Plan 2018-28**, has been adopted by all Schedule 1 community planning partners, and Discussion on Governance Structures and Delivery Groups has also commenced.
- **'Building for the future in Shetland'**: structured engagement with housing developers, building companies, and agents to enable new build housing is progressing, with workshops on agreed priorities, Procurement, Skilled Workforce, and Business Development & Support.
- **Local Development Plan** – Call for sites, currently being worked on and adverts for submission of interest being planned for Q3
- **Knab site master plan:** Work is progressing with 7N Architects and Architecture and Design Scotland, to develop the master plan for the site which will be presented to Committee on 1 October 2018.
- **Scalloway Place Making Project** is achieving very good community engagement, and will help to establish the community priorities and how they can be achieved in future place and service plans.
- **Syrian Family Resettlement:** arrangements are now well advanced to receive two families, and final details are being worked through with the Home Office
- **Economic Development Strategy 2018-22** was approved for consultation in June 2018.
- **Islands Deal** proposal is being developed, based on attracting young people to the islands to live, work, study.
- **Shetland Space Centre Project:** Development services are currently engaging with Shetland Space Centre Ltd, HIE, UKSA and other key private sector stakeholders to identify how this very significant opportunity can best be supported and facilitated by the Council.
- **Colleges Merger**: Full business case is being progressed with target reporting date October 2018
- **Employability Services:** service redesign is being progressed with implementation planned for 31 December 2018
- **Fair funding of internal ferry services:** Outline Business Cases are being progressed in partnership with Transport Scotland to properly identify appropriate specifications for the inter island transport network. In the meantime, Shetland's £8m revenue ask for 2019/20 is with Transport Scotland and Scottish Government for their consideration. Work continues on the case for funding to meet the full revenue deficit in providing ferry services in 2019/20. SIC officers have agreed the financial details with Transport Scotland and they have confirmed that these details will be the basis for their budget projections to be

considered by Scottish Ministers. The financial details include capital funding requirements as well as revenue. Procurement of services to support the Outline Business Cases (OBCs) for Fair Isle, Whalsay and the revenue options of inter-island ferry services is underway and it is anticipated that a contract for the services will be awarded in mid-August with the aim of having the OBCs complete by 31 March 2019.

- **Public bus network:** Specification of the new public and school bus network contracts, which are planned to start in August 2019, is being progressed and the Strategic Outline Case for the revised services will be presented this cycle.
- **Northern Isles Ferry Services**: ZetTrans officers have been facilitating consultation with Transport Scotland and local stakeholders on the specification of the new contracts which are planned to start in October 2019.

4.3 Appendix A shows progress on the key projects and actions the Directorate set out to complete or substantially progress in 2018/19. Appendix B shows the Council wide indicators and the Key Directorate Indicators to enable the Committee to monitor service delivery against our performance targets and our Directorate Objectives in 4.1.

Risk and Service Challenges

4.4 Performance monitoring and performance reporting must also consider the areas of risk arising from our operations, the service challenges the directorate faces, actions and projects which have not progressed as planned and where we don't meet Performance Indicator Benchmarks:

- Internal ferries – fair funding by Scottish Government – the implications of not achieving fair funding from the Scottish Government would likely be a significant reduction in service.
- Colleges Integration - plans to agree Full Business Case in October 2018, with implementation of agreed single entity model planned for implementation by start of academic term 2019, are challenging and are being supported by significant internal resources.
- Homelessness and Temporary Accommodation - we continue to experience significant pressure on housing stock particularly in the Lerwick area, leading to long periods in temporary accommodation.
- We continue to experience difficulty in recruiting to posts within the service notably Planning Service posts where there is an acute national shortage of qualified staff.

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

5.0 Exempt and/or Confidential Information:

5.1 None.

6.0 Implications:

6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement.

6.2 **Human Resources and Organisational Development:**	There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through periods of challenge and change is a key consideration for the Directorate Management team. Recruitment continues to be an issue in some services.
6.3 **Equality, Diversity and Human Rights:**	The Directorate carries out Integrated and Equalities Impact Assessments to ensure its services are supporting those most in need and not making inequalities worse. There are some recent examples of best practice within the Service; for example, the ZetTrans pilot which has enabled at least 7 people to move into employment, without cost to any public service.
6.4 **Legal:**	The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.
6.5 **Finance:**	The actions, measures and risk management described in this report have been delivered within existing approved budgets.
6.6 **Assets and Property:**	A number of the actions in the Directorate Plan relate to maintenance and replacement of Development and Council assets to maintain delivery of services to the people of Shetland.
6.7 **ICT and New Technologies:**	Limitations of the Shetland wide Broadband and Mobile networks impact on delivery of services which require remote access to digital networks and databases.
6.8 **Environmental:**	The Directorate works closely with Infrastructure and other Directorates to reduce energy usage and carbon emissions.
6.9 **Risk Management:**	Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny. Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.
6.10 **Policy and Delegated Authority:**	The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

	"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring – (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework. (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."	
6.11 Previously Considered by:	None.	

Contact Details:
Neil Grant, Director of Development Services,
nrj.grant@shetland.gov.uk
20 August 2018

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

Background Documents:
Directorate Plan 2018-2021

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

Shetland Islands Council

Generated on: 17 August 2018

Shetland Partnership Plan 2018-2028

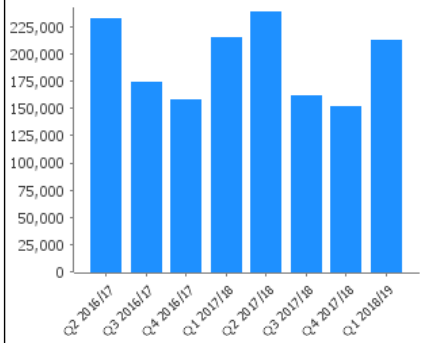
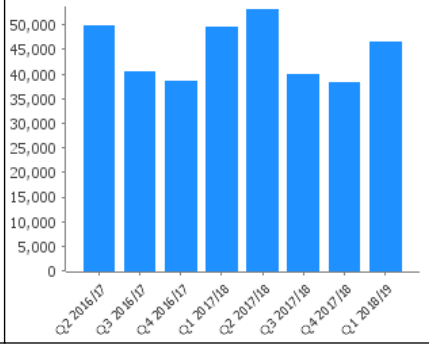
. Place — Shetland is an attractive place to live, work, study and invest

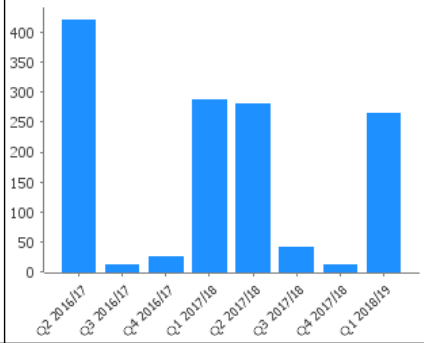
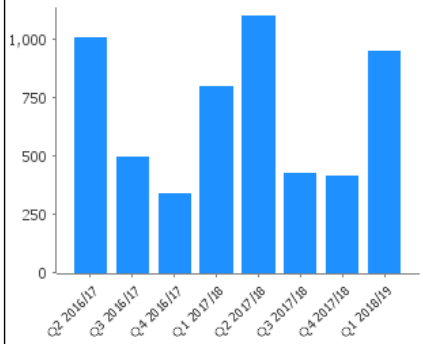
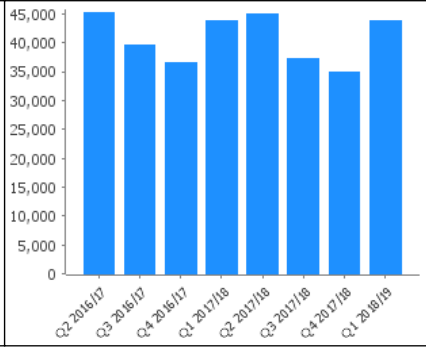
Code & Title	Description	Desired Outcome	Dates		Progress	Progress Statement	Lead
DP205 Achieve sustainable and affordable internal and external transport links	Work with Scottish Government and Transport Scotland to achieve appropriate level of internal and external transport, and achieve fair funding for inter-island transport services.	A fit for purpose , sustainable and affordable internal transport network that supports and enables our community priorities. • Resolve with Scot Gov Revenue and Capital fair funding for internal Ferries. • Review scope of internal air service, and tender air service contract • Review scope of Public and School bus network and tender service. • Work with Transport Scotland to influence scope of next external ferry contract	Planned Start	01-Apr-2017		• Work continues on the case for funding to meet the full revenue deficit in providing ferry services in 2019/20. • The Outline Business Case for inter-island air services is being prepared and further public engagement is planned for August, to be reported for decision in the October Cycle. • The Strategic Outline Case for the Public and school bus network will be presented for decision in August. • Consultation on Scottish Government's Procurement Policy for lifeline ferry services has been submitted as well as a range of consultation responses on the National Transport Strategy. • The Shetland Transport Strategy is now complete and adopted, and officers are working on the detail of the Delivery Plan.	Development Services Directorate
			Actual Start	17-Aug-2017	50%		
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020	Experiencing issues, risk of failure to meet target		
			Completed Date				

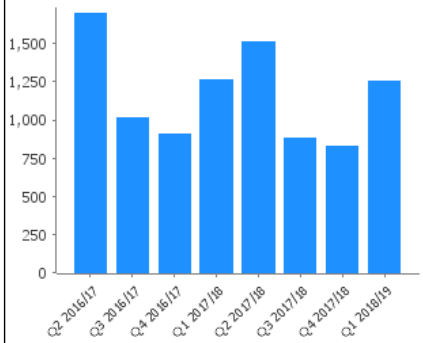
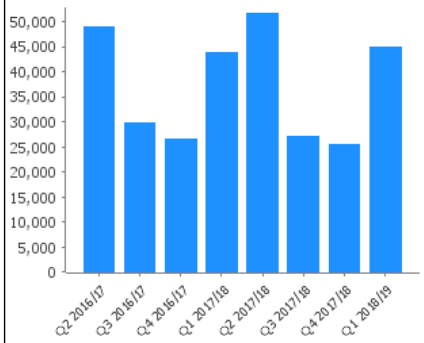
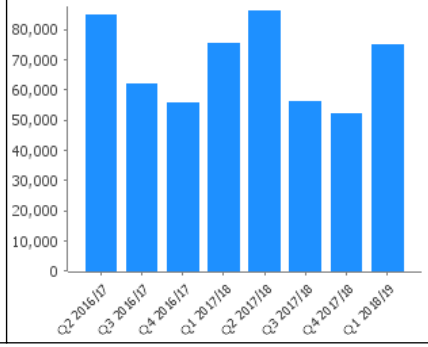
Appendix B Performance Indicators (Quarterly)- Development Directorate -> Environment & Transport Committee

Shetland Islands Council

Generated on: 17 August 2018

Code & Short Name	Previous Year	Quarters					Graphs	Past performance & future improvement Statements
	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19		
	Value	Value	Value	Value	Value	Value		
HF-TOT-P All Ferries Total - Passengers	767,315	214,815	238,441	162,044	152,015	212,208		Council successfully secured £5 million of funding for 2018/19 and work continues to secure further funding for 2019/20 and beyond. To support this a collection of businesses bases are being prepared to support the Council's case.
HF-BRE-P Bressay Service Total - Passengers	180,812	49,452	53,041	40,018	38,301	46,463		

Code & Short Name	Previous Year	Quarters					Graphs	Past performance & future improvement Statements
	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19		
	Value	Value	Value	Value	Value	Value		
HF-FRI-P Fair Isle Service Total - Passengers	619	287	280	41	11	265		
HF-PAP-P Papa Stour Service Total - Passengers	2,731	799	1,097	423	412	947		
HF-WHA-P Whalsay Service Total - Passengers	161,012	43,811	44,984	37,349	34,868	43,692		

Code & Short Name	Previous Year	Quarters					Graphs	Past performance & future improvement Statements
	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19		
	Value	Value	Value	Value	Value	Value		
HF-SWM-P Skerries/Whalsay Skerries/Mainland total - Passengers	4,478	1,262	1,513	879	824	1,257		
HF-UYF-P Unst/Yell/Fetlar triangle Total - Passengers	147,815	43,705	51,562	27,102	25,446	44,772		
HF-YEL-P Yell/Mainland Service Total - Passengers	269,848	75,499	85,964	56,232	52,153	74,812		

Shetland Islands Council

Agenda Item

3

Meeting(s):	Environment & Transport Committee	27 August 2018
Report Title:	Management Accounts for Environment & Transport Committee: 2018/19 – Projected Outturn at Quarter 1	
Reference Number:	F-059-F	
Author / Job Title:	Jonathan Belford, Executive Manager - Finance	

1.0 Decisions / Action required:

1.1 The Environment & Transport Committee RESOLVES to review the Management Accounts showing the projected outturn position at Quarter 1.

2.0 High Level Summary:

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

2.2 On 14 February 2018 (SIC Min Ref: 5/18) the Council approved the 2018/19 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £11.684m. It is vital to the economic wellbeing of the Council that the financial resources are managed effectively and expenditure and income is delivered in line with the budget, as any overspends will result in a further draw on reserves and would be evidence that the Council is living beyond its means.

2.3 This report forms part of the financial governance and stewardship framework which ensures that the financial position of the Council is acknowledged, understood and quantified on a regular basis. It provides assurance to the Corporate Management Team and the Committee that resources are being managed effectively and allows corrective action to be taken where necessary.

2.4 Since the approval of the 2018/19 budget, revisions to the budget have been incorporated for the Council's budget carry-forward scheme. Therefore this report refers to the revised budget that is now in place for each of the services.

3.0 Corporate Priorities and Joint Working:

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

4.0 Key Issues:

4.1 This report presents the projected outturn position for 2018/19 as at the end of the first quarter for revenue and capital. The forecasts have been determined by Finance Services after consultation with the relevant budget responsible officers.

4.2 The revenue outturn position for the Environment & Transport Committee is a projected overspend of £324k, which means the services in this Committee area are collectively projected to spend more than their approved revenue budget.

4.3 The Director of Infrastructure will provide a verbal update to Committee on the actions being undertaken to address the projected overspend position to ensure that the services under the remit of Environment & Transport Committee deliver their revenue budget.

4.4 Included in the budget is the Waste Recycling Service Redesign proposal (£150k) – this saving is not anticipated to be realised during 2018/19 due to delays in the construction of the household waste recycling sorting shed.

4.5 The projected capital outturn position for the Environment & Transport Committee is an underspend of £184k in 2018/19, with a slippage requirement for 2019/20 of £147k, resulting in an overall underspend of £36k. This means the services in this Committee area are collectively projected to spend less than their Council approved capital budget.

4.6 The projected revenue outturn position of the collective Council budgets for energy, metered water, building maintenance, grasscutting and fleet maintenance are highlighted in this report for review by the Environment & Transport Committee. Although these budgets are dispersed throughout all service areas of the Council, including the Harbour Account and HRA, they are budgeted, monitored, and the outturn projected by the Estate Operations Service.

4.7 See appendices 1 and 2 attached for detailed information on the revenue and capital outturn positions.

4.8 Provision was made in the Council's 2018/19 Budget for cost pressures and contingencies. It is held centrally by the Executive Manager - Finance.

4.9 Cost pressures are recurring in nature and increase the base cost of the service being delivered, eg apprenticeship levy, whereas contingency items are deemed non-recurring and likely to vary year on year, eg ferry breakdown costs.

4.10 This approach assists the Council to mitigate any spending risks. However, it is expected that services will endeavour, in the first instance, to meet any additional costs from within existing resources. 4.11 A budget allocation of £264k has been applied to Ferry Operations to meet projected ferry vessel fuel costs from the cost pressure & contingency budget.	
5.0 Exempt and/or confidential information:	
5.1 None.	
6.0 Implications :	
6.1 Service Users, Patients and Communities:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.2 Human Resources and Organisational Development:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.3 Equality, Diversity and Human Rights:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.4 Legal:	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.5 Finance:	The 2018/19 Council Budget does not require a draw on reserves in excess of the returns that the fund managers can make on average in a year, and therefore demonstrates that the Council is living within its means. For every £1m of reserves spent in excess of a sustainable level will mean that the Council will have to make additional savings of £73k each year in the future as a result of not being able to invest that £1m with fund managers to make a return. It is therefore vital that the Council delivers its 2018/19 budget. This report demonstrates that the services under the remit of the Environment & Transport Committee are projecting to spend more than their Council approved budget. The Director of Infrastructure requires to provide a plan of actions to address this to ensure that the budget is delivered by the end of the year.
6.6 Assets and Property:	Any implications in relation to the actions and service provision in this report will be included in the Director of

	Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.7 **ICT and new technologies:**	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.8 **Environmental:**	Any implications in relation to the actions and service provision in this report will be included in the Director of Infrastructure and Director of Development Performance Management reports also presented at this meeting.
6.9 **Risk Management:**	There are numerous risks involved in the delivery of services and the awareness of these risks is critical to successful financial management. From a financial perspective, risks are an integral part of planning for the future, as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact. The most significant financial risk for services reporting to this Committee are ferry vessel and other major plant breakdown, mainly due to ageing infrastructure, resulting in substantial additional costs for remedial works. This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and requires remedial action. The Council makes provision within its budget for cost pressures and contingencies that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances. A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events. Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments. This situation would require to be addressed quickly to ensure no long term erosion of the investments.
6.10 **Policy and Delegated Authority:**	Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2018/19 financial year. This report provides information to enable the Committee to ensure that the

	services within its remit are operating within the approved budgets. The Council's Financial Regulations state that the Executive Manager - Finance has a responsibility to ensure that detailed monitoring by Directors and Executive Managers is carried out and that the Council will determine the reporting content, timescale, frequency and receiving committee(s) required for monitoring statements and the Executive Manager - Finance will be responsible for ensuring compliance with this.	
6.11 Previously considered by:	*n/a*	*n/a*

Contact Details:
Brenda Robb, Management Accountant, brenda.robb@shetland.gov.uk, 20 August 2018

Appendices:
Appendix 1 – Environment & Transport Committee Projected Revenue Outturn Position 2018/19
Appendix 2 – Environment & Transport Committee Projected Capital Outturn Position 2018/19

Background Documents:
SIC Budget Book 2018/19, SIC 14 February 2018
http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=22032

Environment & Transport Committee

1. Projected Revenue Outturn Position 2018/19

Service	Revised Annual Budget at Quarter 1 (Adv)/Pos £000	Projected Outturn at Quarter 1 (Adv)/Pos £000	Budget v Projected Outturn Variance at Quarter 1 (Adv)/Pos £000
Director of Infrastructure Services	345	344	1
Environmental Services	2,147	2,276	(129)
Estate Operations	952	957	(5)
Ferry Operations	7,521	7,669	(149)
Roads Service	3,552	3,582	(30)
Transport Planning	6,247	6,259	(12)
Collective Council Budgets:			
Energy	3,004	3,004	0
Water	371	371	0
Building Maintenance	2,492	2,492	0
Grasscutting	171	171	0
Fleet Maintenance	714	714	0
Less: Collective Council Budgets recharged to Harbour Account, HRA, Capital & VJB	(680)	(680)	0
Total Controllable Costs	**26,833**	**27,157**	**(324)**

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

1.1 Environmental Services – projected outturn overspend of (£129k) (6%)

The projected outturn overspend in this service area relates to the savings from the Waste Recycling Service Redesign project not anticipated to be realised during 2018/19 due to delays in the construction of the household waste recycling sorting shed (£150k).

1.2 Ferry Operations – projected outturn overspend of (£149k) (2%)

The projected overspend is due to underbudgeting of the terminal berthing charge for additional shuttle runs and vessel hires (£103k).

The outturn position includes a contingency allocation of £264k, which has been added to Ferry Operations' budgets for the increased cost of ferry fuel.

Environment & Transport Committee

2. Projected Capital Outturn Position 2018/19

Service	Revised Annual Budget at Quarter 1 (Adv)/Pos £000	Projected Outturn at Quarter 1 (Adv)/Pos £000	Budget v Projected Outturn Variance at Quarter 1 (Adv)/ Pos £000	Projected Slippage required in 2019/20 £000	Overall Budget v Projected Outturn Variance at Quarter 1 (Adv)/Pos £000
Environmental Services	990	842	147	(147)	0
Estate Operations	2,206	2,198	8	0	8
Ferry Operations	4,802	4,776	26	0	26
Roads Service	2,822	2,820	3	0	3
Total Controllable Costs	**10,820**	**10,636**	**184**	**(147)**	**36**

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

2.1 Environmental Services - projected outturn underspend £147k (15%)

The variance in this service area relates to the Landfill Capping Project which will slip to 2019/20 as less waste is required for landfill than anticipated resulting in slower fill rate.

Shetland Islands Council

Agenda Item

4

Meeting(s):	**Environment & Transport Committee**	**27 August 2018**
Report Title:	**Environment and Transport Committee Business Programme – 2018/19**	
Reference Number:	**ISD-08-18-F**	
Author / Job Title:	**John Smith, Director of Infrastructure Services**	

1.0 Decisions / Action required:

That the Environment & Transport Committee:

1.1 CONSIDERS the business planned for Environment & Transport Committee in the financial year 2018/19;

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

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 Environment and Transport 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.

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, 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 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.

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.
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.
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. The Council's Carbon Management Plan is presented annually to Environment and Transport Committee to enable them to track progress with Carbon reduction plans and for approval of future projects to reduce carbon.
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

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August 2018

Appendices:
Appendix 1 – Environment & Transport Committee Meeting Dates and Business Programme 2018/19

Background Documents:
None

Environment & Transport Committee - Meeting Dates and Business Programme 2018/19
as at Thursday, 16 August 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 1 1 April 2018 To 30 June 2018	**24 April 2018 Ordinary 10am**	Sullom Voe Harbour Area – Development Planning	
		Access for Wheelchair Users to Taxis and Private Hire Cars	
	21 May 2018 PPMF 2017/18 Q4 2pm	Infrastructure Services - Performance Overview 2017/18 Quarter 4 / EOY (including HEEPS ABS funding)	
		Environment & Transport Committee – Business Programme 2018/19	
		Management Accounts for Environment & Transport Committee 2017/18 – draft outturn at Quarter 4	
		Development Services – Performance Overview 2017/18 Quarter 4 / EOY	
		Traffic Regulation Orders Etc.. Annual Progress Report	
Quarter 1 1 April 2018 to 30 June 2018	**12 June 2018 Ordinary 10am**	Carbon Plan Management Review	
		Waste Policies – Cap on Residual Waste / Uplift for Elderly & Disabled / Charges at HRWC re specified Waste / Commercial Charges & Halls	P&R
		Exception Report – Excavator for Roads	
		Exception Report – Facilities Management Review	
		Exception Report – Voith Propulsion Unit Overhaul	
		Exception Report – Replacement radars B600's	
		Exception report – Hanger door	
		Shetland Transport Strategy Refresh	
Quarter 2 1 July 2018 to 30 Sept 2018	**27 August 2018 PPMF 2018/19 Q1 2pm**	Infrastructure Services - Performance Overview 2018/19 Quarter 1	
		Environment & Transport Committee – Business Programme 2018/19	
		Management Accounts for Environment & Transport Committee 2018/19 Project Outturn at Quarter 1	
		Carriageway Report	
		Development Services – Performance Overview 2018/19 Quarter 1	

Environment & Transport Committee - Meeting Dates and Business Programme 2018/19
as at Thursday, 16 August 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 3 **1 Oct 2018** **to** **31 Dec 2018r**	**Ordinary** **2 October 2018** **10am**	Gritting Review	
		FM Review	
		Exception Report - Mechanical, Electrical and Fabric Maintenance Services to Anderson Halls of Residence	
		Exception Report – Purchase of second hand Excavator for Scord Quarry	
		Road Safety Inspection & Defect Categorisation Policy	
		Inter-Island Air Services Outline Business Case	
	10 December 2018 **PPMF** **2018/19 Q2** **2pm**	Infrastructure Services - Performance Overview 2018/19 Quarter 2 (Incl CAA Audit)	
		Environment & Transport Committee – Business Programme 2018/19	
		Management Accounts for Environment & Transport Committee 2018/19 – Project Outturn at Quarter 2	
		Development Services – Performance Overview 2018/19 Quarter 2	

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Environment & Transport Committee - Meeting Dates and Business Programme 2018/19
as at Thursday, 16 August 2018

Quarter	Date / Type of Meeting	Agenda Item	Notes
Quarter 4 1 January 2019 to 31 March 2019	**5 February Ordinary 10.30am**	Fleet Review	
	?? February Special 10am	2019/20 Budget & Charging Proposals – Environmental & Transport Committee	
	4 March 2019 PPMF 2018/19 Q3 2pm.	Infrastructure Services - Performance Overview 2018/19 Quarter 3	
		Environment & Transport Committee – Business Programme 2019/20	
		Management Accounts for Environment & Transport Committee 2018/19 – Projected Outturn at Quarter 3	
		Development Services – Performance Overview 2018/19 Quarter 3	

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Planned Committee business still to be scheduled - as at Thursday, 16 August 2018

Road Closures and Charging Regime
Narrow Verges
Shetland Joint Health Protection Plan

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 Thursday, 16 August 2018