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Date: 21 August 2018

Dear Sir/Madam

You are invited to the following meeting:

Development Committee
Council Chamber, Town Hall, Lerwick
Monday 27 August 2018 at 11.30am

Apologies for absence should be notified to Louise Adamson at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: Alastair Cooper
Vice-Chair: Stephen Leask

AGENDA

- (a) Hold the 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 11 June 2018 (enclosed)

ITEM

1. Development Services Directorate Performance Report –
3 Month/1st Quarter 2018/19
DV-27-18
2. Management Accounts for Development Committee:
2018/19 – Projected Outturn at Quarter 1
F-67-18

The following Item contains Exempt Information

3. Progress Report for Inshore Fisheries Management Support –
Shetland Islands Regulated Fishery (Scotland) Order
DV-28-18



MINUTE

A&B - Public

**Development Committee
Council Chamber, Town Hall, Lerwick
Monday 11 June 2018 at 2.00pm**

Present:

P Campbell	S Coutts
A Cooper	A Duncan
J Fraser	A Priest
T Smith	

Apologies

M Burgess	S Leask
A Manson	

In Attendance (Officers):

N Grant, Director of Development Services
J Belford, Executive Manager – Finance
D Irvine, Executive Manager – Economic Development
A Jamieson, Executive Manager - Housing
L Malcolmson, Committee Officer

Chair:

Mr A Cooper, Chair of the Committee, presided.

Circular:

The circular calling the meeting was held as read.

Declarations of Interest

Mr Duncan declared an interest in any discussion regarding the Agriculture Industry.

The following Members declared an interest in item 2 “Allocation Policy Annual Performance Report”: Mr T Smith as a Member on the Board of Hjaltland Housing Association; Mr Fraser as a tenant of the Hjaltland Housing Association and a representative on the Tenants Forum and shareholder. Mr Campbell as a £1 shareholder in Hjaltland Housing Association.

Minutes

The Committee approved the minutes of the meeting held on 23 April 2018 on the motion of Mr Duncan, seconded by Mr Fraser.

The Committee approved the minutes of the meeting held on 21 May 2018 on the motion of Mr Fraser, seconded by Mr Duncan.

19/18 **Economic Development Strategy 2018-2022**

The Committee considered a report by the Executive Manager – Economic Development (DV-24-18-F), which presented the overall aims and objectives of the Economic Development Service for the period 2018-2022.

The Executive Manager – Economic Development introduced the report and in responding to a question he confirmed that the Council would not support any business not paying the national living wage. In regard to the graduate placement scheme that the Council used to run, the Director of Development Services advised that under the business transformation programme the Council is considering how it can ensure it maintains a workforce going forward and how it recruits staff, which will include graduate placements and modern apprenticeships.

During discussion Members considered the importance of aquaculture, fisheries and processing and it was noted that the Strategy was about adding value where possible and the availability of labour was an essential element. The Executive Manager – Economic Development advised that the capital funding was being considered as part of the Islands Deal but there was no detail at this stage. The Voluntary Sector was also seen as essential to keeping businesses running.

Reference was made to page 41 and the Districts in Shetland. The point was made that although there is some grant aid, these funds have to be sparingly shared out. The Executive Manager – Economic Development added that the service now targets funding at priority areas.

During further discussion a request was made that within the final version of the strategy there be a better description of the infrastructure requirements and the links between the Economic Development Service and other areas of the Council.

The issue of staff shortages on the Yell Sound ferry was raised and the impact on Isles businesses that were now pulling out of the Isles as a result of the unpredictability of the ferry service. The need for stability into the future was stressed.

The Leader commented that there was a need to extend the Strategy to the wider Shetland Partnership.

In response to a question the Executive Manager – Economic Development advised that the consultation would be carried out in the normal way by issuing the document to industry stakeholders with a list of questions to answer. The Development Committee unanimously approved the recommendations contained in the report.

Decision:

The Committee APPROVED the Economic Development Strategy 2018-2022 for consultation with industry, community stakeholders and public sector stakeholders.

20/18 **Allocation Policy Annual Performance Report**

The Committee considered a report by the Executive Manager – Housing (HS-01-18-F), which presented the annual performance review information on the housing allocation quota targets contained in the Shetland Islands Council's Allocation Policy for the year 2017/18 and recommendations for the year 2018/19.

The Executive Manager – Housing summarised the main terms of the report.

In referring to the reasons cited by young people when seeking a tenancy it was stated that there is anecdotal evidence that these reasons may not be accurate but used to secure a tenancy. The Executive Manager – Housing advised that there had recently been a significant decrease in applications from 16-18 years age group. She said that this was down to the information provided by the Housing Service and also through family mediation the Housing Service seeks to resolve family issues rather than assume that homelessness is the only outcome. She stated that homelessness was not an easy route for anyone. The Executive Manager – Housing said that the service investigate applications through a robust assessment process and each case is treated on a case by case basis. She confirmed that there were now fewer people trying to manipulate the system.

In response to a request the Executive Manager – Housing agreed to issue briefing paper to all Members providing further explanation on the 25% new Council tenants who are not satisfied with their new home.

The Executive Manager – Housing responded to a concern and in providing an explanation of the allocations process that would be followed she reassured that advertising of tenancies would continue. In response to a further specific question regarding 12 one bed houses to be built by Hjaltsland Housing Association the Executive Manager – Housing advised how the allocations process would be carried out.

During the discussion, reference was made to the private rental properties now available across Shetland as a result of the post oil and gas activity. The Executive Manager – Housing agreed that having more balance in the private market where rents had previously been too expensive, could now be a reason for the reduction in housing applications.

In regard to medical assessments the Executive Manager – Housing explained that a holistic view is taken around medical need rather than driven by points, adding that GP's do not have direct contact with all applicants. She said that the assessment is about what the housing need is and how a change of housing would impact on the medical need. She said that adaptations to existing properties may be better for the individual than moving house. She said that the Housing Service would make contact with the Director of Public Health and others such as the Mental Health service to seek a view on need and it may be that the medical assessment is one small part of the overall assessment. Concern was expressed that the GP role had changed and the view was put across that the GP role should be maintained. Following further discussion on this point, the Executive Manager – Housing said that the decision required sought delegated authority to undertake the review but if it was the view of Members that a

report be brought back with input from the organisations involved to provide reassurance to the Committee that could be done. She added however that this was a tried and tested process in every other local authority in Scotland.

During debate, the Leader commented that this was a positive change and a holistic approach. Mr Coutts moved that the Committee approve the recommendation in the report stating that there was no need for a further report to Members and he encouraged all organisations to fully engage with the process. Mr Fraser seconded.

Decision:

The Committee RESOLVED to approve:

- the performance reporting targets for 2018/19;
- operational change in the nomination agreement with Hjaltsland Housing Association to nominate preferred prospective tenants in the line with the Council's own list positions; and
- review of medical assessment model, with delegated authority to migrate to new assessment system, following full applicant and partner consultation.

The meeting concluded at 2.55pm.

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Chair



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:

PARTICIPATION

- 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;

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

Contact Details:

Neil Grant, Director of Development Services,

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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)


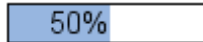

Background Documents:



[Directorate Plan 2018-2021](#)

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

Generated on: 20 August 2018

Shetland Partnership Plan 2018-2028


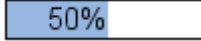

. Participation							
People participate and influence decisions on services and use of resources							
Code & Title	Description	Desired Outcome	Dates		Progress	Progress Statement	Lead
SP568 Shetland Partnership	Development of Shetland's Partnership Plan and associated delivery plans and establishment of new governance arrangements	Community Strength: People in Shetland will be feeling more empowered, listened to and supported to take decisions on things that affect them, and to make positive changes in their lives and their communities.	Planned Start	01-Apr-2017		Consultation carried out on draft plan, partner and community engagement reports published. Revisions made to the Plan based on feedback before being issued for formal sign-off by all 14 statutory partners. This completion of sign-off process was completed in July 2018. Governance discussions are ongoing, along with work on locality planning. Focus shifting to Delivery Planning with a project plan being drafted to include both development of delivery plans for each priority outcome area as well as the development of a Partnership Framework, including detailed governance arrangements. Proposals are being developed for publication and launch of the Shetland Partnership Plan, which will include an ongoing communication plan.	Community Planning & Development
			Actual Start	17-Aug-2017			
			Original Due Date	31-Mar-2018	Expected success		
			Due Date	31-Mar-2019			
			Completed Date		Likely to meet target		
. Place							
Shetland is an attractive place to live, work, study and invest							

Code & Title	Description	Desired Outcome	Dates		Progress	Progress Statement	Lead
DP200 Increase supply of housing across all tenures	Deliver refreshed Local Housing Strategy and Local Development Plan Main Issues Report in 2018, and increase confidence and engagement of developers to build in Shetland a) Local Development Plan 2 b) Knab site Master Plan c) Local Housing Strategy Refresh d) Strategic Housing Investment Plan	Housing supply is facilitating an increased population	Planned Start	01-Apr-2017		a) LDP2 Call for sites is being progressed. b) Staney Hill master plan complete and signed off as planning policy. Knab master plan progressing and will be reported to October cycle. c) Scalloway Place Making Project d) Housing Needs and Demand evidence has been compiled and submitted to Government. e) SHIP update is being progressed, to maximise number of Social Rented new build properties. f) Working with builders and agents to discuss opportunities to increase public and private sector new build in Shetland. Work force and skills meeting held in June. Follow up meeting on Procurement issues is being planned for October	Development Services Directorate
			Actual Start	17-Aug-2017	<div><div>50%</div></div>		
			Original Due Date	01-Apr-2020	Expected success		
			Due Date	01-Apr-2020			
			Completed Date		Likely to meet target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress Statement	Lead
DP204 Digital and mobile connectivity	Work with Scottish Government to influence rollout of broadband and mobile services in Shetland under the Government R100 plan, and identify where there are business cases for council engagement in provision of services and infrastructure. a) Find means to develop fibre network in Yell Unst and Fetlar. b) Develop a Digital Strategy for the Council	Achieve 100% high speed broadband and mobile coverage throughout Shetland	Planned Start	01-Apr-2017		UK Government Fibre challenge fund bid for fibre network to Yell and Unst was unsuccessful but we are revising the bid for resubmission.	Development Services Directorate
			Actual Start	17-Aug-2017	<div><div>50%</div></div>		
			Original Due Date	01-Apr-2021	Expected success		
			Due Date	01-Apr-2021			
			Completed Date		Experiencing issues, risk of failure to meet target		

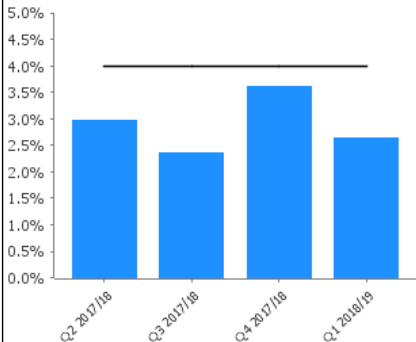
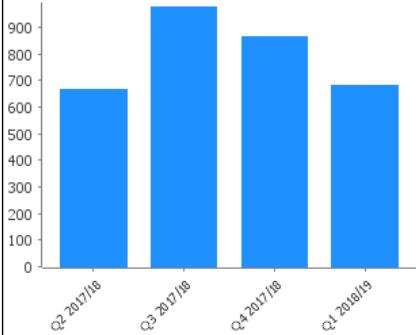
Code & Title	Description	Desired Outcome	Dates		Progress	Progress Statement	Lead		
DP208 The Council's future role in the port of Sullom Voe	Work with the Sullom Voe Terminal owners, Shetland gas Plant, and Oil & Gas Authority to develop future plans for the terminal	Maximise the economic life of the Terminal and the port of Sullom Voe.	Planned Start	31-Mar-2018		Early discussions held with Oil & Gas Authority.	Development Services Directorate		
			Actual Start	31-Mar-2018	<div><div></div></div> 10%	Work package to engage industry expert advice in appraisal of the future options for the terminal, is being progressed.			
			Original Due Date	01-Sep-2020	Expected success				
			Due Date	01-Sep-2020				Likely to meet target	Oil and Gas, Shetland Industry Showcase planned for 10 and 11 September.
			Completed Date						

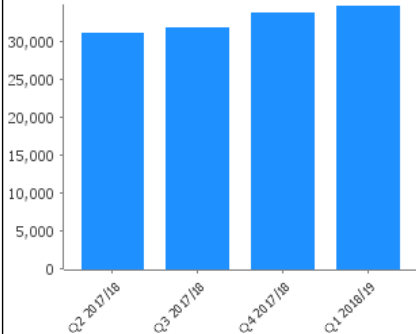
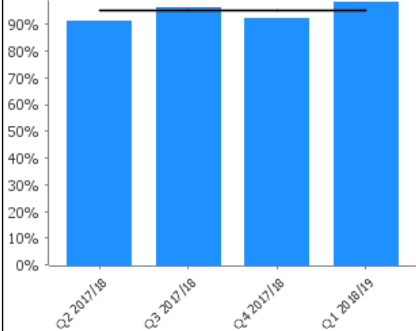
Money All households can afford to have a good standard of living

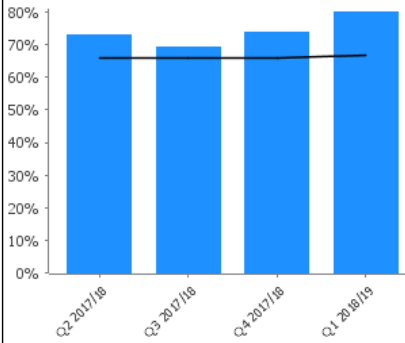
Code & Title	Description	Desired Outcome	Dates		Progress	Progress Statement	Lead
DP203 Support for local businesses and entrepreneurs	Promote Enterprise and provide support for local businesses. a) Develop an Islands Deal along with Orkney and Western Isles. The deal will have a key focus on increasing Shetland's economically active population. b) Work with Community Planning Partners to Develop a 10 year plan to attract people to Shetland to live, work, study, invest c) Develop a plan to manage opportunities and risks created by Brexit. d) Develop a plan for the Council's engagement in Satellite launch and ground tracking centre in Shetland	Sustainable economy with access to skilled workforce	Planned Start	01-Apr-2017		a) The Islands Deal project is being progressed along with Orkney and Western Isles. Target timing for consideration in Government spring budget 2019 b) Various work streams are being progressed regarding talent attraction. Progress with Promote Shetland activities will be reported during September. c) Meeting of Brexit Sounding Board arranged during September. d) Investigations are underway to see what the Council's role can be in this project.	Development Services Directorate
			Actual Start	17-Aug-2017			
			Original Due Date	01-Apr-2019	Expected success		
			Due Date	01-Apr-2019	 Experiencing issues, risk of failure to meet target		
			Completed Date				

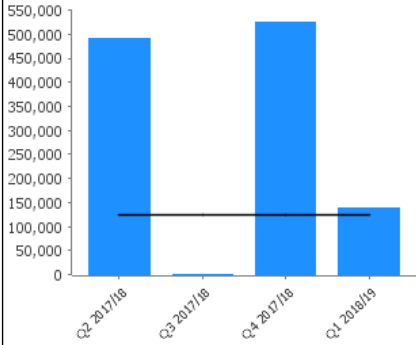
Appendix B Performance Indicators (Quarterly)- Development Directorate -> Development Committee

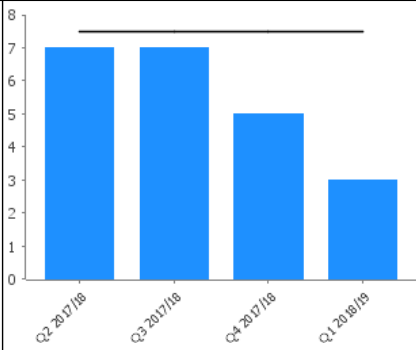
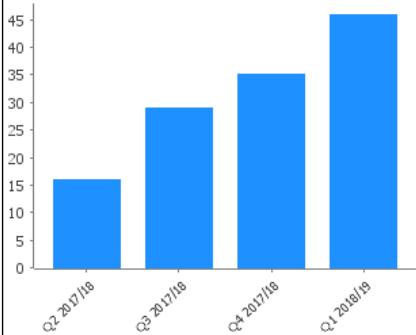
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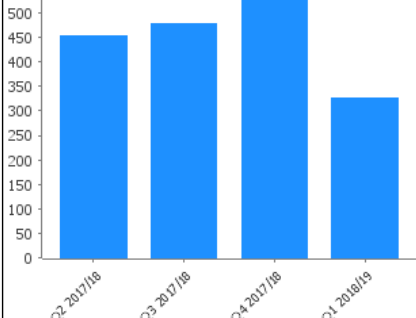
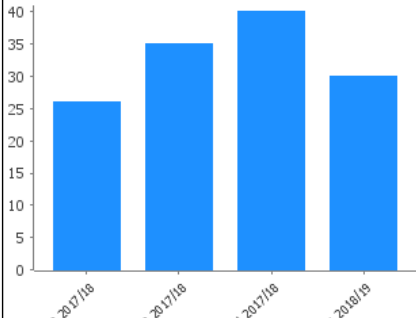
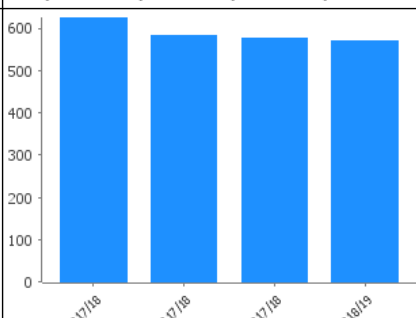
Code & Short Name	Previous Years		Quarters				Q1 2018/19	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
OPI-4C-G Sick %age - Development Directorate	2.9%	2.8%	3.0%	2.4%	3.6%	2.6%	4.0%		The sickness level for the Development Directorate has decreased and continues to be below the target of 4%.
OPI-4E-G Overtime Hours - Development Directorate	3,366	3,204	666	978	867	682			The Development Directorate overtime hours have decreased. Overtime continues to be managed on a pre-authorisation basis.

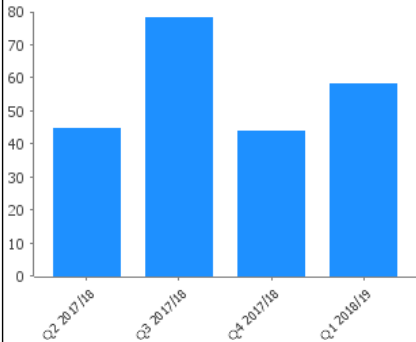
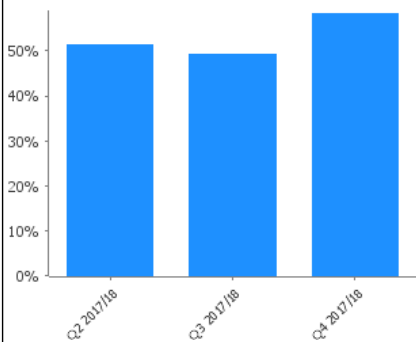
	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
OPI-4G-G Employee Miles Claimed - Development Directorate	112,437	128,880	31,017	31,689	33,784	34,677			Miles claimed has increased slightly and is monitored regularly.
G01 FOISA responded to within 20 day limit - Development Services	92%	93.25%	91%	96%	92%	98%	95%		During Q1, 48 out of 49 FOISAs were completed within the timescale of 20 working days. This continues to be monitored regularly.

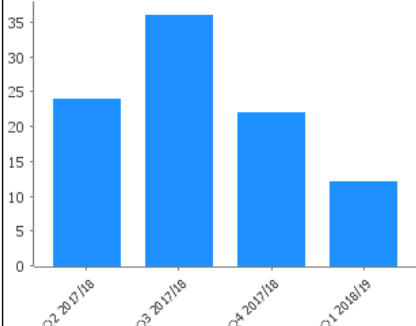
Code & Short Name	Previous Years		Quarters				Q1 2018/19 Target	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value			
GD-02 Success rate - external funding applied for by community groups (%)	65.63%	72.66%	72.73%	69%	73.91%	80%	66.66%	 <p>The bar chart displays the success rates for external funding applied for by community groups across four quarters. The Y-axis represents the success rate percentage, ranging from 0% to 80% in 10% increments. The X-axis lists the quarters: Q2 2017/18, Q3 2017/18, Q4 2017/18, and Q1 2018/19. The success rates are 72.73% for Q2, 69% for Q3, 73.91% for Q4, and 80% for Q1. A horizontal line at 66.66% represents the target success rate.</p>	<p>In Q1, a total of 7 external funding applications have been assisted by CP&D staff. During the quarter one application was rejected, 4 were successful and two are still pending a decision at period end.</p> <p>This results is a success rate of 80% which is significantly over target for the quarter and is a positive result. CP&D staff are working closely with a number of other projects, so anticipate further results to be reported through the year.</p> <p>In Q1, the Grants Unit has been very active liaising with external funding bodies. Officers from Sustrans and Cycling Scotland were in Shetland and met with CP&D staff. These meetings were mutually beneficial and work is underway with colleagues across the SIC and Community Councils to identify eligible projects that can apply for funding. Work ongoing with regards to both.</p> <p>The External Funding Officer also attended a SLOG meeting in June, which provided good learning and networking opportunities. The EFO also met with Big Lottery Fund reps and continuing to build relationships here. BLF expected to visit Shetland later in the year.</p>

Code & Short Name	Previous Years		Quarters				Q1 2018/19 Target	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value			
GD-03 External funding secured by Community Groups	280,486	1,116,110	490,200	500	525,409	138,585	125,000		<p><u>Performance</u></p> <p>7 applications have been submitted during quarter 1, one was rejected with four successful. The other two applications are still pending a decision at the end of the period. Accordingly a total of £138,585 was secured for a range of local community led projects. In Q1, applications have been submitted to a number of different funding bodies including the national lottery, Scottish Government and SSE Resilience Fund.</p> <p>CP&D external funding secured is above target as at Q1.</p> <p><u>Improvement</u></p> <p>During the quarter, the Grants Unit issued a total of 12 updates to its funding mailing list. This mailing list reaches over 200 contacts from a wide range of community groups, partners and SIC officers.</p> <p>In Q1, the External Funding Officer (EFO) had face to face meetings with representatives of the following funding bodies:</p> <ul style="list-style-type: none"> • Big Lottery Fund • Cycling Scotland • Sustrans • Scottish Government, Regeneration Unit <p>Each meeting was very useful and positive with direct contacts made at each funding body by the EFO. It is expected that this could lead to a number of local projects, Council and community led, applying to these funding bodies in due course. Community Work staff also involved with Sustrans & Cycle Scotland meetings.</p>

	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
GD-04 Number of people moving into employment through Employability Pathway	25	27	7	7	5	3	7.5		<p>Only 3 were supported into employment in Q1. And 7 new referrals were registered.</p> <p>Improvement is limited by the current Pathway structure and processes. Change process is underway, which will lead to an improvement in performance.</p>
GE-05 Numbers accessing Business Gateway Start Up Services	69	95	16	29	35	46			<p>Business Gateway is a Scottish Government resource that offers advice and guidance to startup companies and established companies across Scotland, and in Shetland is administered through SIC Economic Development Service.</p> <p>In quarter 1, 46 enquiries relating to start-up services have been dealt with by Business Gateway. This includes individuals registered and undertaking the 2 day start-up course, attendees on other courses (growth, digital boost etc), enquiries received directly at the local office and those dealt with by the national enquiry fulfilment centre relating to Shetland.</p>

	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
GH-05 Average length of time in temporary or emergency accommodation (Days)	491	500	452	477	529	325			The average time in temporary accommodation has decreased from the overall average in 2017/2018 but still remains high. This demonstrates the pressure on housing stock and demand.
GH-08 Number of Homeless Applications Made	114	127	26	35	40	30			The number of homeless applications remains steady.
GH-09 The number of housing applications on housing register	661	578	623	582	578	571			The number of housing applications continues to reduce but there is still a high demand for social housing.

Code & Short Name	Previous Years		Quarters				Q1 2018/19 Target	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19			
	Value	Value	Value	Value	Value	Value			
GP-01 Average days taken to obtain a building warrant	63.16	54.22	44.74	78.15	44	58			<p>In Q1, 57 warrants were issued with an average time taken of 58 days. The number of warrants granted is comparable to previous reporting periods however the slight increase in the average days taken to issue a warrant is mainly due to 3 projects taking an unusually longer period for the applicant/agent to respond to queries raised. In 2 instances, it had taken 8 months and 9 months for the agent to respond to the first report and in another instance, the application was with the agent for over 12 months. In each case, an extension to the 9 month deemed refusal deadline was required. Excluding these from the statistics would result in an average of 46 days to issue.</p>
GP-02 % planning applications dealt with within 2 months	46.6%	55.1%	51.4%	49.3%	58.1%				<p>The improvement in the percentage of local development applications dealt with within 2 months in Q4 over Q3 occurred at the same time as a 39% fall in the number of decisions taken between the two quarters, and the Service's adoption of the Heads of Planning Scotland guidance note on the national standards for the validation and determination of planning applications. In comparison to the previous year there has been an 8.5% improvement in the percentage of decisions taken within the 2 months timescale, whilst the total number of decisions taken within it between the two years fell from 142 to 134. During 2017/2018 the Service has been carrying 1 no. vacant post.</p>

	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q1 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
GP-10t Housing completions (Private & Affordable)	80	103	24	36	22	12		 <p>There has been a decrease in completions this quarter.</p>	

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: 20 August 2018

Short Name	Years				2 years ago	Last year	This year
	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 - Development Directorate

This shows all complaints that were open during the Quarter.

Frontline complaints should be closed within 5 working days

Investigations should be closed within 20 working days

Generated on: 20 August 2018

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-812	Investigation	06-Apr-2018	Closed	04-May-2018	Housing	20	Not Upheld
COM-18/19-813	Investigation	30-Apr-2018	Closed	15-May-2018	Housing	11	Upheld

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-734	Frontline	23-Mar-2018	Closed	03-Apr-2018	Development Services Directorate	6	Not Upheld
COM-18/19-814	Frontline	26-Apr-2018	Closed	02-May-2018	Housing	4	Upheld

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-791	Investigation	11-Jun-2018	Closed	09-Jul-2018	Planning	20	Partially Upheld
COM-18/19-811	Investigation	06-Apr-2018	Closed	13-Apr-2018	Housing	5	Not Upheld
COM-18/19-815	Investigation	09-May-2018	Closed	14-May-2018	Housing	3	Upheld

Disagreement with decision made

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-738	Frontline	03-Apr-2018	Closed	13-Apr-2018	Planning	8	Upheld
COM-18/19-739	Frontline	16-Apr-2018	Closed	20-Apr-2018	Planning	4	Not Upheld
COM-18/19-746	Frontline	30-Apr-2018	Closed	21-May-2018	Planning	15	Partially Upheld

Failure to follow administrative process

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-17/18-736	Frontline	27-Mar-2018	Closed	25-Jun-2018	Planning	63	Not Upheld
COM-18/19-786	Frontline	11-May-2018	Closed	05-Jul-2018	Planning	39	Not Upheld

Housing Revenue Account

1.0 – Projected Housing Revenue Account Outturn Position 2018/19

Description	2018/19 Revised Annual Budget £000	2018/19 Projected Outturn at Quarter 1 £000	Budget v Projected Outturn Variance at Quarter 1 (Adv)/ Pos £000
Expenditure:			
Supervision & Management	854	831	23
Repair & Maintenance	2,164	2,140	24
Void Rents & Charges	167	178	(11)
Garages	31	31	-
Capital Funded from Current Revenue	-	-	-
Capital Charges - Dwellings	1,330	1,330	-
Total: Expenditure	4,546	4,510	36
Income:			
Interest on Revenue Balances	(1)	(1)	-
Rents - Dwellings	(6,730)	(6,730)	-
Rents - Other ie garages/sites etc	(229)	(231)	2
Total: Income	(6,960)	(6,962)	2
Net HRA Revenue - (Income)/Expenditure	(2,414)	(2,452)	38
HRA Capital Expenditure	3,669	3,669	-
HRA Capital Receipts	(15)	(16)	1
Net HRA Capital - (Income)/Expenditure	3,654	3,653	1
Contribution to/(from) HRA Reserve	(1,240)	(1,201)	(39)
Overall Total	-	-	-

There are no significant projected outturn variances in the HRA at quarter 1. Further detail of HRA Capital expenditure is provided below at 2.0.

2.0 - Draft Capital Outturn Position 2018/19

	2018/19 Revised Annual Budget	2018/19 Draft Outturn at Qtr 1	Budget v Draft Outturn Variance at Qtr 1 (Adv)/ Pos £000
Capital Projects	£000	£000	£000
Heating Replacement Program	787	787	-
Housing Quality Standard	2,425	2,425	-
Vehicle Replacement Programme	92	91	1
Structural Remedial Works	200	200	-
Assessible Adaptions	150	150	-
			-
Total Controllable Costs	3,654	3,653	1

There are no significant projected outturn variances in the HRA Capital Projects at quarter 1.



Meeting(s):	Development Committee	27 August 2018
Report Title:	Management Accounts for Development Committee: 2018/19 – Projected Outturn at Quarter 1	
Reference Number:	F-067-F	
Author / Job Title:	Jonathan Belford, Executive Manager - Finance	

1.0 Decisions / Action required:

- 1.1 The Development Committee RESOLVES to review the Management Accounts showing the projected outturn position at Quarter 1.

2.0 High Level Summary:

- 2.1 The purpose of this report is to enable the Development Committee to monitor the financial performance of services within its remit, to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This report shows the projected financial consequence of the service performance detailed in the Development Directorates' performance report and allows the Committee the opportunity to provide instruction to officers to address any forecast overspends in order that the budget is delivered by year-end.
- 2.2 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 the Housing Revenue Account. The forecasts have been determined by Finance Services after consultation with the relevant budget responsible officers.
- 4.2 The projected revenue outturn position for the Development Committee is an overspend of £241k, which means the services in this Committee area are collectively projected to spend more than their approved revenue budget. No recurring savings have been identified at this time.
- 4.3 Included within the budget are the following service redesign saving proposals:
- £250k – Tertiary Sector Redesign: Ongoing work to produce the full business case for this proposal anticipates that savings will not be achieved until 2019/20. Actions being taken include prioritising this project to ensure that it can begin to deliver in 2019/20; minimising costs associated with the project by obtaining funding from the Scottish Funding Council; and seeking efficiencies across the Development Directorate over the course of the year to meet the 2018/19 shortfall.
 - £40k – Promote Shetland Contract: this contract has been awarded, and savings of £33k per annum realised. Action to achieve the remaining £7k saving will be taken across all budget heads as the year progresses.
- 4.4 The projected contribution from the Housing Repairs and Renewals Fund is £39k less than the budgeted amount of £1,240k.
- 4.5 Appendices 1 and 2 are attached for detailed information on the revenue and Housing Revenue Account outturn position.
- 4.6 Provision was made in the Council's 2018/19 Budget for cost pressures and contingencies. It is held centrally by the Executive Manager - Finance.
- 4.7 Cost pressures are recurring in nature and increase the base cost of the service being delivered, e.g. apprenticeship levy, whereas contingency items are deemed non-recurring and likely to vary year on year, e.g. ferry breakdown costs.
- 4.8 This approach assists the Council to mitigate any spending risks. However, it is expected that services will endeavour, in the first instance, to meet any additional costs from within existing resources.

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 Development Performance Management report 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 Development Performance Management report 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 Development Performance Management report 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 Development Performance Management report also presented at this meeting.
6.5 Finance:	<p>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.</p> <p>For every £1m of reserves spent in excess of a sustainable level will mean that the Council will have to make additional savings of £73k each year in the future as a result of not being able to invest that £1m with fund managers to make a return. It is therefore vital that the Council delivers its 2018/19 budget.</p> <p>This report demonstrates that the services under the remit of the Development Committee are projecting to spend more than their Council approved budget.</p>
6.6 Assets and Property:	Any implications in relation to the actions and service provision in this report will be included in the Director of Development Performance Management report 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 Development Performance Management report 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 Development Performance Management report 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.

	<p>From a financial perspective, risks are an integral part of planning for the future, as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.</p> <p>There are no significant risks identified within the services reporting to this committee.</p> <p>This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and requires remedial action.</p> <p>The Council makes provision within its budget for cost pressures and contingencies that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.</p> <p>A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events.</p> <p>Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments. This situation would require to be addressed quickly to ensure no long term erosion of the investments.</p>	
6.10 Policy and Delegated Authority:	<p>Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved 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.</p> <p>The Council's Financial Regulations state that the Executive Manager - Finance has a responsibility to ensure that detailed monitoring by Directors and Executive Managers is carried out and that the Council will determine the reporting content, timescale, frequency and receiving committee(s) required for monitoring statements and the Executive Manager - Finance will be responsible for ensuring compliance with this.</p>	
6.11 Previously considered by:	<i>n/a</i>	<i>n/a</i>

Contact Details:

Ivor Johnson, Senior Assistant Accountant, ivor.johnson@shetland.gov.uk,
14 August 2018

Appendices:

Appendix 1 – Development Committee Projected Revenue Outturn Position 2018/19

Appendix 2 – Housing Revenue Account Projected Outturn Position for 2018/19

Background Documents:

SIC Budget Book 2018/19, SIC 14 February 2018

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=22032>

Development Committee

1. Projected Revenue Outturn Position 2018/19

Service	2018/19 Revised Annual Budget £000	2018/19 Projected Outturn at Quarter 1 £000	Budget v Projected Outturn Variance at Quarter 1 (Adv)/ Pos £000
Director of Development	2,289	2,752	(463)
Community Planning & Development	959	937	22
Economic Development	1,616	1,539	77
Housing	1,605	1,558	47
Planning	1,108	1,032	76
Total Controllable Costs	7,577	7,818	(241)

Explanations for the main outturn variances by service at Quarter 1 are set out below:

1.1 Director of Development - Projected outturn overspend (£464k) (20%)

The main reasons for the projected outturn variance are:

- Work is ongoing to produce the Effective and Sustainable Tertiary Education, Research and Training in Shetland Full Business Case, which anticipates savings in 2019/20, therefore the intended savings target in 2018/19 will not be achieved (£250k); and
- Vacancy Factor target for the directorate of (£200k), will be met from vacancies across the department as the year progresses.

No recurring savings have been identified.

1.3 Economic Development - Projected outturn underspend £78k (5%)

The main reason for the projected outturn variance are staffing savings of £89k, due to a member of staff taking a sabbatical and other temporary vacancies. Vacancies will contribute towards the Directorate's vacancy Factor.

No recurring savings have been identified.

1.5 Planning – Projected outturn Underspend £76k (7%)

The main reason for the projected outturn variance are staffing savings of £121k due to a temporarily vacant team leader post, maternity leave which is not being backfilled and other temporary vacancies in professional staff, largely due to a national shortage in the sector. Vacancies will contribute towards the Directorate's vacancy Factor.

No recurring savings have been identified.

Housing Revenue Account

1.0 – Projected Housing Revenue Account Outturn Position 2018/19

Description	2018/19 Revised Annual Budget £000	2018/19 Projected Outturn at Quarter 1 £000	Budget v Projected Outturn Variance at Quarter 1 (Adv)/ Pos £000
Expenditure:			
Supervision & Management	854	831	23
Repair & Maintenance	2,164	2,140	24
Void Rents & Charges	167	178	(11)
Garages	31	31	-
Capital Funded from Current Revenue	-	-	-
Capital Charges - Dwellings	1,330	1,330	-
Total: Expenditure	4,546	4,510	36
Income:			
Interest on Revenue Balances	(1)	(1)	-
Rents - Dwellings	(6,730)	(6,730)	-
Rents - Other ie garages/sites etc	(229)	(231)	2
Total: Income	(6,960)	(6,962)	2
Net HRA Revenue - (Income)/Expenditure	(2,414)	(2,452)	38
HRA Capital Expenditure	3,669	3,669	-
HRA Capital Receipts	(15)	(16)	1
Net HRA Capital - (Income)/Expenditure	3,654	3,653	1
Contribution to/(from) HRA Reserve	(1,240)	(1,201)	(39)
Overall Total	-	-	-

There are no significant projected outturn variances in the HRA at quarter 1. Further detail of HRA Capital expenditure is provided below at 2.0.

2.0 - Draft Capital Outturn Position 2018/19

	2018/19 Revised Annual Budget	2018/19 Draft Outturn at Qtr 1	Budget v Draft Outturn Variance at Qtr 1 (Adv)/ Pos £000
Capital Projects	£000	£000	£000
Heating Replacement Program	787	787	-
Housing Quality Standard	2,425	2,425	-
Vehicle Replacement Programme	92	91	1
Structural Remedial Works	200	200	-
Assessible Adaptions	150	150	-
			-
Total Controllable Costs	3,654	3,653	1

There are no significant projected outturn variances in the HRA Capital Projects at quarter 1.