

Shetland Islands Council



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Date: 8 March 2024

Dear Sir/Madam

You are invited to the following meeting:

Development Committee
Council Chamber, Lower Hillhead, Lerwick
Wednesday 13 March 2024 at 10.00am

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

(Please note that this meeting will be webcast live, recorded and published online for public access after the meeting.)

Yours faithfully

Executive Manager – Governance and Law

Chair: Dennis Leask
Vice-Chair: Robert Thomson

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 declaration of interest should be sufficient for those at the meeting to understand why you consider you have a clear and substantial interest. If you are in any doubt about whether you have a declarable interest that would prevent you from participating in discussion or a decision, you should seek the advice of the Monitoring Officer, or the Council's legal officers on his behalf, in advance of the meeting.
- (d) Confirm the minutes of the meeting held on 29 November 2023 (attached).

ITEMS

- 1. Development Directorate Performance Report – Q3 2023/24
DV-09-24
- 2. Development Services Directorate Plan – 2024-27
DV-08-24
- 3. Infrastructure Performance Report - Q3 2023/24 – Development Committee Remit
ISD-03-24
- 4. Infrastructure Directorate Plan – 2024-27
ISD-04-24
- 5. 2024/25 Budget and Charging Proposals – Development Committee
F-08-24
- 6. 2024/25 Budget & Charging Proposals – Housing Revenue Account
F-09-24
- 7. Local Development Plan – Development Plans Scheme 2024
DV-14-24
- 8. Tall Ships Races Lerwick 2023 – Impact Assessment and Legacy Funding
DV-02-24
- 9. Development Committee Business Programme 2023/24 and 2024/25
DV-04-24

The following item contains EXEMPT Information

10. Support for Inshore Fisheries Management – Shetland Islands Regulated Fishery (Scotland) Order 2024/25
DV-06-24



MINUTES

B - Public

Development Committee
Council Chamber, Lower Hillhead, Lerwick
Wednesday 29 November 2023 at 10.00am

Present:

A Duncan	D Leask
S Leask	E Macdonald
L Peterson	G Robinson
D Sandison	C Smith
R W Thomson	

Also:

A Wenger

Apologies:

T Morton
R Thomson

In Attendance (Officers):

N Grant, Director of Development Services
J Smith, Director of Infrastructure Services
T Coutts, Executive Manager – Economic Development
P Fraser, Executive Manager - Finance
D Irvine, Executive Manager – Future Energy
A Jamieson, Executive Manager – Housing
I McDiarmid, Executive Manager – Planning
M Forrester, Management Accountant
M Hodgson, Solicitor
B Kerr, Communications Officer
L Polson, Trainee Senior Assistant Accountant
L Geddes, Committee Officer
L Adamson, Committee Officer

Also in attendance

J Birnie, Shetland Museum and Archives
T Hawkins, Shetland Museum and Archives

Chair:

Mr D Leask, Chair of the Committee, presided.

The Chair ruled that in accordance with Section 43(2) of the Local Government in Scotland Act 2003, remote attendance and participation by Committee Members during the meeting was permitted.

Circular:

The circular calling the meeting was held as read.

Declarations of Interest

None

Minutes

The Committee approved the minutes of the meeting held on 13 September 2023 on the motion of Ms Peterson, seconded by Mr Robinson.

22/23

Development Directorate Performance Report Q2 2023/24

The Committee considered a report by the Director of Development Services (DV-39-23) that outlined the activity and performance of Development Services during Quarter 2, 2023/24.

In introducing the report, the Director of Development Services advised on the progress with the Shetland Partnership Delivery Plan that would be presented to Council on 13 December 2023. He also provided updates on the Strategic Housing Investment Plan (SHIP), the Knab Site Masterplan, including early proposals to develop the Janet Courtney Hostel into housing units, the award of grants through the Coastal Community Fund and on the review of the Community Council Scheme.

The Director of Development Services also reported on the budget position at Quarter 2, that was predicting an underspend, and advised that vacancies are at 20% across the departmental services.

In response to questions regarding the vacancy situation, the Director of Development Services advised on the issues being created particularly in areas where statutory services are to be provided, for example, in the Housing Repairs teams. He advised on the proposals to recruit to posts, including the need to be able to take on trainee posts. He said that managers are very agile in dealing with these situations, constantly having to readjust teams to try to cover vacancies, which he acknowledged is a challenge at this time. He stated that all efforts are being made to mitigate the challenges where there is a need for flexibility to focus on key priorities.

Referring to the Housing Revenue Account Projected Outturn Position at Appendix 2, clarity was sought regarding the narrative given at Section 1.1, "Repairs and Maintenance". The Executive Manager – Housing confirmed the overspend projected, referring to the data entry error and also to the increased costs of materials and contractors.

In responding to a question, the Director of Development Services provided an update on Project "GT01 Inter-Island Transport Connectivity Network", advising that the proposed completion date of December 2024 was a valid target date at this time.

During the discussion, concern was expressed on the time being taken for the Scottish Government to approve the Shetland Islands Regional Marine Plan (SIRMP). While acknowledging the delay, the Director of

Development Services advised on the progress being made in that regard and said that he would provide a briefing note to Members to give an update from recent meetings held to advance the SIRMP for adoption by Scottish Ministers.

The Director of Development Services advised that while the Sullom Voe Masterplan has been signed off, there is some question as to whether the Crown Estate Pilot Project in terms of the leasing arrangements is of any real benefit to the Council, and if not, whether the Council should come out of the pilot. He further advised that there would still be a need to look at a leasing system for the area.

In response to a question, an update was provided on the review of Shetland Telecom. Members noted that following discussion to take place with the Chair and Vice-Chair of Committee on the second report received, proposals would be presented to Committee.

During debate, concern was expressed that staffing and recruitment issues were getting worse and on the challenges in that regard and also for the Committee to understand that some projects will not be delivered. Particular concern was relayed regarding the number of vacancies within the Housing Service and on the impact that the vacancies will be having on the repairs and maintenance and upgrade efforts. It was stated this was an issue that should have a high priority.

In referring to the vacancies across the Directorate being at 20%, comment was made on the need to recognise the pressure on existing staff within the Services in terms of their workloads. It was noted from the report that many projects will take up a significant amount of time, and that the Committee need to be thankful for the work that is being delivered.

Decision:

The Committee NOTED the updates on activity in Quarter 2, 2023/24 and DISCUSSED and COMMENTED on forward plans and priorities to help inform the prioritisation of activity and associated Business Programming.

23/23

Infrastructure Performance Report – Q2 2023/24 Development Committee Remit

The Committee considered a report by the Director of Infrastructure Services and the Executive Manager – Future Energy (ISD-18-23) that summarised the performance of the Infrastructure Directorate relating to the Development Committee during Quarter 2, 2023/24. (An updated Appendix 1 had been circulated prior to the meeting).

In introducing the report, the Executive Manager – Future Energy provided a summary of progress on the projects and actions listed in the updated Appendix 1 and advised on the work going forward.

During the discussion, it was noted that while the Hydrogen Fuel Vehicles project was showing progress at 50%, the project to Transition from Fossil Fuels to Electric Operation was reporting progress at 11%, and concern

was expressed at the lack of progress on the “Greening the Fleet Programme” project. The Director of Infrastructure Services explained that the progress achieved on the Hydrogen project was as a consequence of the limited scope of work relating to the hydrogen ready refuse vehicles. The work and activity on electric vehicles was much more wide, being dealt with more effectively through the market and, in Shetland, capacity is appearing through the public sector.

In responding to questions regarding the hydrogen initiative, it was advised that the refuse vehicles had been procured with the option to run on hydrogen, but to operate as normal fuelled vehicles at this time until the alternative fuel is available to move on to.

In terms of what type of fuel is used for vehicles, the Director of Infrastructure advised on the need to determine the technical implications and the costs to run the vehicles. He said it would be easier for low demand short commuter journeys to go into electricity, but what had not been so well proven was longer distances and heavy plant that had to run all day.

Concern was expressed regarding the route taken to have hydrogen ready vehicles, which was a technology that had been explored in other areas, but that the conclusion was to move to electric vehicles. In response to a request, the Director of Infrastructure Services advised that a briefing note would be circulated to Members providing a cost benefit analysis between diesel, hydrogen ready and electric vehicles.

In responding to a question, it was advised that the hydrogen initiatives being looked into included proposals for e-methanol and ammonia to be exported from Shetland.

In responding to questions, the Executive Manager – Future Energy advised on the industry representation at the Floating Offshore Wind Exhibition. In terms of budget requirements, he explained that most costs are shared among the industry representatives in terms of setting up at the events. The Council resources would include officer time when organising an event and attendance when issues are of importance to the Council.

In response to a question, the Executive Manager – Future Energy advised on the proposals for public consultation on the Shetland Energy Strategy and suggested he would circulate the programme of engagement to Members.

There was no debate, and the Committee noted the report.

Decision:

The Committee NOTED the updates on activity in Quarter 2, 2023/24 described in this report and its appendices and DISCUSSED and COMMENTED on forward plans and priorities to help inform activity and associated Business Programming.

Strategic Housing Investment Plan (SHIP) 2024/25 - 2028/29

The Committee considered a report by the Executive Manager - Housing (DV-46-23) that sought approval of the Strategic Housing Investment Programme (SHIP) 2024/25 – 2028/29, at Appendix 1.

In introducing the SHIP, the Director of Development Services said that increasing the supply of housing across all tenures is a key priority in the Council's Corporate Plan. He advised on the close working relationship between the Council and Hjaltsland Housing Association (HHA), who collectively, over the last 2 years, have completed 62 new builds, with a further 28 on site, and plans to deliver 232 new properties over the next 5 years. He advised that homelessness, and the time spent in temporary accommodation is a major issue for Shetland. He referred also to the Scottish Government commitment to fund community led housing, which he said would be an area of focus moving ahead.

The Executive Manager - Housing provided an overview of the SHIP, advising on the Scottish Government's Rural and Islands Housing commitment, their resource planning assumptions and on the funding through the Housing Infrastructure Fund. She reported on the delivery and the delivery constraints of the SHIP, referring to the homelessness issue and on the need to work with the construction industry to ensure there is capacity to deliver the plans in the SHIP.

During questions, reference was made to Section 5.2 of the SHIP, namely "from the evidence it is clear that the greatest housing need and demand pressure in Shetland is in the central mainland area and is particularly concentrated in Lerwick". The Executive Manager – Housing was asked on the source of that evidence, where it was suggested there was a level of demand for housing in all areas of Shetland at this time. In responding, the Executive Manager – Housing advised that the findings had been based on evidence from the Housing Needs and Demand Assessment (HNDA). She went on to say that while there is demand for housing across Shetland, that level of demand varies and there are different ways to address the demand through taking a longer-term view and to look at the wider housing market areas.

In referring to the level of demand for housing in the rural areas, it was suggested that the figures are not being captured accurately at this time for each community area. The Director of Development Services stated that while there is housing need and housing demand in all areas of Shetland, the profound need is in Lerwick and the central areas, which needs to be addressed. In responding to a request from the Chair, the Director of Development Services advised that information on the demand and need for housing in rural areas of Shetland would be presented at a Members Seminar. The Seminar could also cover the prescriptive processes to be followed by housing management and the framework and mechanisms that have to be adhered to, to attract funding from the Scottish Government. The Executive Manager – Housing suggested that it could be useful to delay the Seminar until such time as the guidance is available on community led housing, where there will be recognition within the guidance to the rural factor.

During the discussion, concern was raised as to whether the SHIP could meet the housing needs throughout Shetland, where it was noted in Appendix 2, that of the 232 houses to be built during the next 5 years, 220 were in Lerwick and 12 in Brae. In responding, the Executive Manager – Housing advised that over the past two years most delivery has been outwith Lerwick. She said that at this time the two main projects in the SHIP, which are based in Lerwick, have been a long time in development, having been heavily impacted by a range of factors. She advised however that there is scope within the SHIP for additional projects, which could be in areas outwith Lerwick, particularly in later years. She referred however to the statutory need for the Council to meet the needs of people facing homelessness rather than developing aspirational needs and to tailor the available resources to deliver the SHIP.

In referring to the comment made by the Executive Manager – Housing in terms of there being scope within the SHIP for additionality, a suggestion was made to build 12 new houses in each Ward area. Should there be any issues in terms of capacity, it was further suggested to reduce the equivalent number of new house builds in Lerwick. The Director of Development Services however stated that the Council could not commit to that approach, referring to the requirement to work within the framework and to address strategic need. He added that should there be scope within later years, projects would need to be worked up.

In commenting on the requirement to work within the framework, the Chair confirmed the need for further understanding on the demand and need for housing in rural areas of Shetland to be presented at a Members Seminar.

Reference was made to Section 4.2 of the report, and assurance was sought in terms of delivery of 232 units of accommodation across Shetland over the next 5 years. The Executive Manager - Housing advised on the need to have ambition to meet the housing demand and to deliver for the wider strategic plans. She said that this will involve working with the Scottish Government and with contractors to take the projects forward.

In responding to a question relating to Section 4.11 of the SHIP, the Executive Manager – Housing advised that she would raise with the Communities Housing Trust, as to whether there would be any possibility of increasing the limit of the bridging loan finance to encourage uptake of the Self Build Bridging Scheme, but advised that this is a Scottish Government scheme which is managed by the Communities Housing Trust on their behalf.

In response to a question, the Executive Manager – Housing advised on the early plans to develop the Janet Courtney Hostel for housing, with proposals for 20 units, being a combination of 1-2 bed flats.

In referring to the Scottish Government's allocation of funding of £18.5m over the 5 years, it was questioned whether there would be the option to carry forward funding should the plan for house building not be achieved within the 5 year timescale. The Executive Manager – Housing referred

to the figures at Section 4.2 of the SHIP, which she said were the minimum resource planning levels, and advised there would be some year-end flexibility to work within the regional total.

In response to a question, the Executive Manager – Housing provided explanation on the complexities of the housing waiting list. She also referred to the tools prescribed by the Scottish Government that have to be adhered to in terms of allocations.

During the discussion, an update was sought on the refurbishment of the Harlsdale scheme in Whalsay. The Executive Manager – Housing advised that the proposals to link the contracts for the Harlsdale scheme with Kalliness in Weisdale had been unsuccessful. The projects have since been separated and the Harlsdale project is moving through the tender process with a view to start early in the 2024/25 financial year.

Positive comment was made regarding the recent appointment of consultants for the Park Lane/Pitt Lane redevelopment. In response to a question, the Executive Manager – Housing said she would circulate the project Engagement Plan to Members when it was finalised early in 2024. It was noted from Appendix 2, the proposal that the Park Lane/Pitt Lane project would include 10 housing units, when it was commented that previously there had been 19 units on the site. The Executive Manager – Housing however confirmed that redevelopment proposals in the SHIP were only indicative at this time and would be reviewed as part of the redevelopment plan.

In response to a comment, the Executive Manager – Housing advised that further work would be undertaken to identify groups within communities who may benefit from the guidance and information on funding sources that could be explored to support local housing solutions.

Comment was made regarding the impact on the private rental sector since the Scottish Government brought in the Scottish assured tenancy, which shifted the balance of power more to the tenant. In that regard, it was questioned whether there was another way of rejuvenating the rental market, with representation to the Scottish Government for options such as gateway housing or a different type of housing, that could allow landlords back into private rental. It was noted that there had been a move into tourist accommodation, such as Airbnb, removing housing from the rental market. The Executive Manager – Housing said that from a housing perspective the reasoning around the legislation was to ensure tenancies of the private rental sector could be seen as a longer term housing solution and focused on improving standards for tenant's rights and quality of accommodation. She went on to suggest that there was little chance for any change to the legislation, and in particular no scope for change through the SHIP.

A comment was made regarding the update given at Section 5.27 of the SHIP, namely that local Empty Homes Initiatives have not been a priority to date. The Executive Manager – Housing commented that empty homes can be a difficult area to identify, referring to the lack of staff resources,

and to get empty properties up to the required standards can cost more than a new build. She confirmed however that this would continue to be looked at as part of the Local Housing Strategy.

During the discussion, the Director of Development Services advised on the need for early discussion with representatives of major development projects, coming to Shetland, for them to provide their own accommodation solutions for their workforce.

In responding to further questions, the Executive Manager – Housing advised on the challenges associated with compliance of the new Energy Efficiency Standard for Social Housing 2 (ESSH2), and on the extent of the work to ensure the housing stock meets the standards. She said that ESSH2 is now being changed to Net Zero Heating of Social Housing and a consultation document had just been published. She added that achieving net zero heating will require extensive work to be done to properties which will need major investment and will take time.

During debate, comment was made regarding the ambitious SHIP programme designed to meet the housing needs of the communities of Shetland, however with the current constraints it was questioned whether the plan to build 232 houses could be delivered over the next 5 years.

Concern was expressed regarding the two larger projects within the SHIP that are being developed in Lerwick, where it was suggested instead to progress with smaller projects over all areas of Shetland.

In referring to the tables on page 9 of the SHIP, it was noted that over the past two years more properties had been built outwith Lerwick, compared to in Lerwick. It was also commented that historically, there had been a belief that anyone wanting a Council/HHA property in Lerwick would not get an allocation in the town, but instead applicants would have to request a property anywhere outwith Lerwick, which it was suggested has compounded the demand for properties outside Lerwick. In referring to the suggestion made for smaller projects around Shetland, rather than developing the larger projects in Lerwick, reference was made to the economies of scale when developing the larger projects. Positive comment was then made regarding the proposal to develop the former Janet Courtney hostel into flats. In commenting on the excellent report, Mr Robinson moved that the Committee approve the recommendation contained therein. Mr S Leask seconded.

During further debate, comment was made on the need to be realistic on the framework that has to be worked within and on the need for the community to understand the complexities around all elements of house building. Reference was made to the forthcoming guidance on the Rural and Island Housing fund which could be transformational for communities to develop their desire to find their own solutions.

Comment was made regarding issues around land ownership that have to be considered when building housings, and reference was made to the land that has been zoned for housing that is owned by the Council. In that

regard, it was suggested that Council owned land should be released and sold to allow communities and developers to build on the land. The Chair commented that part of the reason for Council land being zoned within communities is for potential community projects coming forward.

In referring to the discussion and comments made, the Chair said that housing is a primary issue for everybody in Shetland. While acknowledging the difficulties to deliver housing in the current environment, he said that the Seminar to be arranged would discuss initiatives on how to expedite the delivery of new house builds.

Decision:

The Committee:

- APPROVED the Strategic Housing Investment Programme (SHIP) 2024/25 – 2028/29 as set out in Appendix 1 (a) and (b) for submission to Scottish Government; and
- GRANTED delegated authority to the Director of Development Services (or his nominee) to assign projects within the SHIP to meet programme variations eg to pull forward an approved project or project phase from later years if additional funding becomes available, subject to all other necessary approvals being in place.

(Mr C Smith left the meeting).

(There was a short break and the meeting reconvened at 11.55am).

25/23

Shetland Museum Service Collections Policy 2023-2028

The Committee considered a report by the Executive Manager – Economic Development (DV-34-23) that presented the Collections Policy for the Shetland Museum Service for the period 2023-2028, at Appendix 1.

The Executive Manager – Economic Development summarised the main terms of the report. He explained that while the Collections Policy regulates the Shetland Museum collection, the adoption of the Policy and the delivery of services is the responsibility of the Council. He advised also that the Shetland Amenity Trust have expressed a desire for further consultation with Members, and in that regard he suggested that arrangements would be made for a visit to the museum.

In responding to a question, the Executive Manager – Economic Development advised that there was an existing Collections Policy and the Policy, at Appendix 1, brings that document up to date.

The Executive Manager – Economic Development advised that the Shetland Museum and Archives (SMAA) have a small budget to purchase artefacts. He went on to advise that the purchase of new artefacts are rare, with additions to the collection mainly being through other routes, for example, from donations.

It was noted from the Policy that 98% of the collection is held in the Museum Store and that there is also a desire to increase some collection and acquisition areas. Concern was expressed that the Museum Store is at capacity and that only a very limited proportion of the collection is actually on display. In that regard, comment was made on the need for decisions to be taken on the extent of the collection that needs to be retained and not to allow uncontrolled growth of artefacts that will require additional storage capacity. In responding, the Executive Manager – Economic Development advised that the Policy includes proposals for rationalisation and disposal of items. He also referred to the recommendation at Section 1.1.2 of the report, which he said would ensure oversight of any new acquisition to the collection.

Responding to questions during the discussion, the representatives of the SMAA advised on the accessibility of the artefacts in the store for research purposes and on the rotation of the displays at the museum each year. It was explained that the Council owns the collection, which is valued and insured annually. It was however noted that a large amount of the collection owned is from donations or loans from individuals and many have no financial value, but instead have a very important historical value to Shetland. It was also advised that the Policy outlines how items would be accessioned should they no longer be valid for storage, being an ongoing part of the collection process.

During debate, it was noted at the 'Aquaculture' section of the Policy, that fish and shellfish farming are not represented within the collection and comment was made on the historical importance of that industry to Shetland. It was however acknowledged that work was to be undertaken to collect key objects associated with that sector.

Comment was made that the Policy was welcomed in terms of what is to be retained as part of the collection and what will be disposed of. Some concern was however expressed on the need for the collection not to outgrow its premises in the future. Mr Robinson moved that the Committee approve the recommendation in the report. Mr S Leask seconded.

In referring to the smaller and niche museums around Shetland, a suggestion was made for some of the collection to be displayed in those museums, which would allow presentation of other parts of Shetland's history that is not currently on display in the Shetland Museum and attract more visitors to the smaller museums. Reference was also made to the instances when closed church buildings are available for sale, where it was suggested that communities could purchase and renovate the buildings into smaller museums.

Comment was made that museums tend to concentrate on the historical, and it was suggested that allocating more space to technology and new sciences would make the visit more relevant to the younger generation and encourage footfall.

Decision:

The Committee RECOMMENDED to the Policy and Resources Committee that it RECOMMENDS that the Council:

- RESOLVES to APPROVE the draft Shetland Museum Service Collections Policy 2023-2028; and
- In respect of section 10.3 of the Collections Policy, DELEGATES authority to the Director of Development Services, or his nominee, to approve any acquisitions which have specific storage requirements or are of a value exceeding £5k, in consultation with Shetland Amenity Trust and the Executive Manager – Assets Commissioning & Procurement, or his nominee.

26/23

Development Committee Business Programme 2023/24

The Committee considered a report by the Director of Development Services (DV-40-23) that presented the business planned for Development Committee for the financial year 2023/24.

The Director of Development Services introduced the report and the Business Programme at Appendix 1.

There were no questions or debate, and the Committee noted the report.

Decision:

The Committee CONSIDERED the business planned for Development Committee for the remainder of the financial year 2023/24.

Mr D Leask moved that in order to avoid the disclosure of exempt information, the Committee resolve to exclude the public in terms of the relevant legislation during consideration of the following item of business. Mrs Macdonald seconded.

27/23

Economic Development – Financial Support Update

The Committee considered a report by the Executive Manager – Economic Development that provided a summary of financial assistance provided via grant schemes and on commercial lending for the period 01 October 2022 to 30 September 2023.

In introducing the report, the Executive Manager – Economic Development provided a summary of the delegated approvals made under the Economic Development Grant Scheme, the Council investments in local businesses, the funding to the network of Visitor Information Points and the awards to local businesses under the Shetland Business Transition Fund.

Following a number of questions, and debate, the Committee noted the report.

Decision:

The Committee:

- NOTED the delegated approvals made under the Economic Development Grant Scheme for the period 01 October 2022 to 30 September 2023;
- NOTED the Investment Activity report providing updates on commercial investments for the period 01 October 2022 to 30 September 2023;
- NOTED the funding to Visitor Information Points for the period 01 April 2022 to 31 March 2023; and
- NOTED the funding distributed to local businesses and organisations via the Shetland Business Transition Fund.

The meeting concluded at 12.30pm.

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Chair

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Meeting(s):	Development Committee	13 March 2024
Report Title:	Development Directorate Performance Report Q3 2023/24	
Reference Number:	DV-09-24-F	
Author / Job Title:	Neil Grant - Director of Development Services	

1.0 Decisions / Action Required:

- 1.1 That the Development Committee **NOTE** the updates on activity in Quarter 3, 2023/24 and **DISCUSS** and **COMMENT** on forward plans and priorities to help inform the prioritisation of activity and associated Business Programming.

2.0 High Level Summary:

- 2.1 This report presents:-

- information regarding the activity and performance of Development Services during Quarter 3 of 2023-2024 (Appendices A - D);
- the Development Services Risk Register (Appendix E); and
- the revenue and capital outturn for 2023-2024 (Appendices 1 and 2).

- 2.2 The report provides an evaluation of progress on key objectives and outcomes for Development Services in Quarter 3; considers current risks and service challenges; and sets out the key priorities Development Services are leading on in 2023-2024, which will contribute to the outcomes in “Our Ambition 2021-26”.

3.0 Corporate Priorities and Joint Working:

- 3.1 Effective Planning and Performance Management are key aspects of Best Value and features of the Council’s Corporate Plan “Our Ambition” 2021-2026.

4.0 Key Issues:

Progress on Key Objectives and Outcomes

- 4.1 The Development Directorate Services Plan 2023-2026 identifies the priorities for Development Services to deliver on ‘Our Ambition’ and Shetland’s Partnership Plan objectives and outcomes. This progress is recorded against the four priorities of the Shetland Partnership Plan; PARTICIPATION, PEOPLE, PLACE, and MONEY, the main focus of the Development Directorate’s activity being in the PLACE priority.
- 4.2 During Q3 2023/24, the Development Directorate achieved the following progress against its priorities.

PLACE

4.2.1 Enablement of a 10 year Plan to attract people to live, work, study and invest in Shetland

- **Local Development Plan, LDP2:** A report is being presented to today's meeting which provides a plan for the development of LDP2.
- **Shetland Partnership, Delivery Plan:** The Shetland Partnership Delivery Plan 2023-28, was approved by Policy and Resources Committee on 4 December 2023 (Min Ref 70/23), and is going through process for approval by all community planning partner organisations.
- **Locality Profiles/Locality Planning:** 13 Profiles have been produced: for Shetland's seven localities, Shetland's five Islands with Small Populations, and Shetland as a whole. These have been reviewed by communities, at community meetings, during November, and are now published on the Shetland Partnership website. These profiles are a key tool available to support place-based working; providing an opportunity to discuss the data, and what it means for our localities and communities. The next steps for this work will be planned, following feedback from the community meetings.

4.2.2 Increase the Supply of Housing Across all Tenures

- **Strategic Housing Investment Plan (SHIP):** the SHIP was approved by Development Committee on 29 November 2023 (Min Ref: 24/23). Updates on projects are noted below. Responsibility for the projects are listed as Shetland Islands Council (SIC) or Hjaltland Housing Association (HHA):
 - Sandveien (SIC) - works on site progressing well and on programme for completion. Estimating 100% complete by July 2024.
 - Lanes Masterplan (SIC) - stage 1 and 2 consultations complete. Estimating 100% complete and report presented to committee at next cycle.
 - Old North Road (SIC) - ongoing work with Scottish Futures Trust (SFT) to establish tenure and financial modelling
 - Harlsdale, Whalsay (SIC) - project out to tender with return date of 18 March 2024.
 - Berryview, Scalloway (HHA) - 8 houses due for completion in March 2024.
 - Ladies Mire, Brae (HHA) - 2 houses now complete.
 - Walls (HHA) - works just commenced on site (4 houses)
 - Staneyhill (HHA) - infrastructure enabling works commenced on site
- **Knab Site Masterplan:** the Full Business Case (FBC) was approved by Council on 22 February 2024 (Min Ref 08/24) and will be submitted to the Scottish Government. This includes a request to drawdown Islands Deal funding to cover the housing design fees. Subject to Council approval on budget and consents in March 2024, tendering and approval of the Infrastructure works and the procurement of the Housing Design Team will commence late April 2024.

4.2.3 Support for Local Businesses and Entrepreneurs

- **Islands Growth Deal:** The Islands Growth Deal was signed by both UK and Scottish Governments in January 2023. The 10-year investment programme sees Shetland projects receiving approximately £33.3m investment across that period.

Full Business Cases will be developed as projects progress towards their delivery phase.

- **Shetland Business Start Up Grant:** in Q3 the Council approved one new business start-up grant, with a grant commitment of £4,000.
- **Business Gateway:** there were 41 Business Gateway enquiries logged in Q3. In November 2023 the Business Gateway service hosted a Networking Lunch for local businesses and entrepreneurs – the event followed on from a previous session held earlier in the year and aimed to provide networking opportunities between local businesses, Business Gateway staff and advisers, elected Members and others. The Federation of Small Businesses presented an update on their activity at the event, at which there were 32 attendees.
- **Economic Development Grant Scheme:** in Q3 the Council approved four grants under the Economic Development Grant Scheme, with a total grant commitment of £50,881. Grants were awarded to Community Development Company of Nesting, Foula Electricity Trust, Shetland Food and Drink and RL Marine Ltd.
- **Shetland Space Centre Project:** SaxaVord Space Port was awarded their spaceport launch licence from CAA in December. First launch is scheduled for autumn 2024.

4.2.4 Resilient Rural Communities

- **Islands with Small Populations:** a second Locality Plan for Shetland's Islands with Small Populations has been developed, in collaboration with the five island communities and services. This Plan was approved by Policy and Resources Committee on 4 December 2023 (Min Ref 69/23) and is going through process for approval by all community planning partner organisations.
- **Cost of Living Supports:** Community Development is again delivering on Shetland Islands Council's 'We Shine Brighter Together' campaign in response to the cost of living crisis. The campaign aims to provide practical support to individuals and families, including offering fuel vouchers, benefit support and a warm space in which people can socialise, combat loneliness and isolation and bring communities together to discuss these issues. Our 2023/24 Winter Campaign delivered 29 sessions from 6 November 2023 to 31 January 2024, reaching 311 Shetland residents. A further 57 pop-ins will be delivered in community halls throughout Shetland before the end of March 2024. Sessions provide cost of living information, adult learning opportunities, support and signposting, free period products, clothes and essential items, access to fuel vouchers and assistance with the completion of benefit check forms, and are being delivered in partnership with other Council services and partner organisations. Key outcomes for individuals and communities include: increased social connections; more able to speak freely about cost-of-living challenges and seek support; feel less lonely and isolated; maximised household income through initiating a benefit check/fuel vouchers. So far this winter 8 supermarket vouchers and 17 fuel bank vouchers have been issued, 2 participants have registered with the Priority Services Register with SSEN and 7 Citizen's Advice Bureau benefit check forms have been given out with the offer of support.

Community Work has been working alongside Shetland Foodbank and the Church of Scotland to deliver social/warm space events at the Staney Hill Hall in Lerwick,

in response to both the cost of living crisis, and an identified need to address social isolation in the community. The 'Take Time Out' sessions have grown in popularity over the winter, with up to 20 people attending. Local services have attended to offer taster sessions, for example Ability Shetland and NHS Health Improvement. Community Work is able to provide information and support for participants on a variety of issues, including completion of benefit check forms and signposting to other Council services, for example Community Work were able to signpost an individual to access services from the Independent Living Centre.

- **Rural Retail Services Scheme:** in 2023 the Council launched the Shetland Rural Retail Services Scheme, which provides grant funding to improve the facilities and amenities of local shops, in order to improve their sustainability and ensure they continue to provide a vital local retail service to their community. The Scheme is financed from funds made available through the UK Government's Shared Prosperity Fund. To date, five grants have been awarded under this scheme, with a total grant commitment of £28,315.
- **Support to Build Community Capacity** – a total of 87 community groups received capacity building support from the Community Development Team between October and December 2023. During this same period 48 community facilities were supported with a combination of operational, developmental or funding applications. 306 adults and young people were reached and engaged with through one off promotional events, drop-ins or community events.
- **Teatime Tuesdays** – Mossbank School. Building on the work delivered during the summer months, Community Development is working in partnership with Mossbank School, Active Schools, Anchor for Families to encourage families to deliver Tea Time Tuesdays in the Mossbank School, to provide a safe learning space where parents can engage with their children's learning and strengthen relationships between the school, parents and the wider community. During quarter 3, we delivered four after school sessions for families and the wider community. Each session was themed and had a sporting and craft activity. Children and adults were invited to help prepare a meal for everyone to enjoy at the end of the session. This has facilitated increased community participation, new social connections, informal peer support networks to be established, and the promotion of health and wellbeing, aligned to the school's principles of nurture. The feedback received from participants has been really positive with 25-30 individuals coming along each week. This work is continuing into 2024 to continue to strengthen the relationship between the community and school and support actions in the school improvement plan.
- **Support for Adult Learners** - Multiply 'Fun with Numbers' Family Learning Sessions. Funded by the UK Government's Shared Prosperity Fund, Adult Learning are delivering a programme of workshops and activity across Shetland which aims to increase adults' confidence and skills with numbers. We joined up with Bigton Collective staff and volunteers to deliver three sessions at Hymhus during the October Holidays. Shetland Library, SIC Sport and Leisure and Anchor for Families joined us to deliver activities which supported the development of everyday numeracy skills and confidence. Over 60 adults, children and young people took part. Key immediate outcomes included – signposting to cost of living support, appointments made for follow up one to one adult literacy support, and new connections made between families in the community.

- **Association of Shetland Community Councils (ASCC) meeting** - ASCC meeting facilitated by Community Planning and Development staff. Topics on the agenda and discussed during the meeting included the Community Council Scheme Review, Lerwick Lanes Masterplan, and discussion about the resilience of the scheduled analogue to digital switchover by December 2025.
- **Coastal Communities Fund:** following a meeting of the Coastal Communities Fund Panel on 30 November 2023, the Council approved nine grants to community projects across Shetland, with a total grant commitment of £360,384. Grants were awarded to:
 - Burra Public Hall - Upgrade Toilet Facilities
 - Fetlar Community Association - Upgrade of Fetlar Community Hall Roof
 - Ability Shetland - Sports Development Support Worker
 - North Yell Development Council - Yell Resilience Hub Network
 - Dunrossness Central Public Hall - Installation of Kitchen
 - Trondra Community Hall - Disabled Access Upgrade
 - Shetland Livestock Marketing Group - Wind Turbines and Heating System
 - Hillswick Wildlife Sanctuary - Disabled Access to Hillswick Wildlife Sanctuary
 - Lerwick Boating Club - Rescue Boat and Updates to Dinghies and Club Facilities
- **Community Led Local Development 2023/24:** the Council acts as the Accountable Body in Shetland for the Community Led Local Development (CLLD) Programme, on behalf of the Shetland Local Action Group (LAG). The LAG was allocated a budget of £130,000 in capital funding and £134,708 in revenue funding, to support projects and initiatives which deliver on the Shetland Community Led Vision, specifically projects which address the transition to net zero and the cost of living. To date, the LAG have approved funding to 13 projects, with total grant commitments of £130,000 (capital) and £99,779 (revenue).

Financial Performance – 2023/24 Quarter 3

4.3 Projected Revenue Outturn

The projected outturn for the Development Services Directorate, as it relates to the remit of the Development Committee is £9.781m, this is an underspend of £0.136m compared to the Directorate's approved revenue budget of £9.917m.

The projected underspend includes savings budgets, which are projected to be overachieved at Quarter 3, as follows:

Description/Service Area	Revised Budget £000	Projected Savings £000	Projected Variance £000
Vacancy Savings:	(528)	(770)	242
1% Savings:	(102)	(67)	(35)
Savings Review - Shetland Telecom	(100)	0	(100)
Total:	(730)	(837)	107

- 4.4 A key variance is employee costs. The projected full-time equivalent (FTE) vacancies for the Development Directorate, under the remit of the Development Committee, are as follows:

Service Area	Original Budgeted FTE	Revised Budgeted FTE	Projected Vacancy FTE	% of Total Budgeted FTEs
Director of Development	2.0	2.6	0.0	0.0%
Community Planning & Development	11.1	11.1	2.0	18.0%
Economic Development	13.8	13.8	2.3	16.7%
Housing	46.8	46.8	10.4	22.2%
Planning	36.5	36.5	6.2	17.0%
Total	110.2	110.8	20.9	18.9%

This has resulted in projected savings of (£770k). Unsuccessful recruitment exercises, post redesign delays and reduction in working hours has contributed to the significant underspend.

As at 1 March 2024, the number of vacant posts across the Directorate (excluding HRA) is 13.6 FTE.

4.5 Projected Capital Outturn

At Quarter 3 there is no projected capital outturn to report.

Appendix 1 provides detailed information on the projected revenue and capital outturn positions. Appendix 2 provides the projected outturn position for the Housing Revenue Account (HRA).

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 do not meet Performance Indicator Benchmarks:

- Risk: Cost and availability of supplies in the construction industry is continuing to create issues particularly when tendering works and contracts.
- Risk: There is an acute shortage of skilled labour reported from the building and construction sector:

Mitigation: Dialogue with construction industry, first event planned for w/c 22 April 2024.

- Risk: The demands on some front line services, including housing services have increased, and staff turnover and difficulties recruiting is exacerbating this problem.

Mitigation: Identify where job profiles can be redesigned, and resourcing plan.

Looking Ahead to Remainder of 2023/24 and to Future Years

4.7 A number of Development Services key projects and actions will continue in 2023/24, and into future years, as they require sustained activity to deliver their objectives. Most significantly amongst those are:

- Coordinating delivery of Shetland's Partnership Plan 2023-2028, which will help prioritise projects and actions required to deliver agreed high level outcomes.
- Increasing housing supply and promoting place making:
 - Deliver Strategic Housing Investment Plan Projects
 - Support Community Led Housing Projects
- Improving house condition, energy efficiency and tackling poverty
- Knab site redevelopment.
- Digital Connectivity, agree and implement network governance and management plan.
- Digital Connectivity, continue working with Government to find ways to increase network connectivity in Shetland, beyond R100 programme.
- National Planning Framework 4, and Local Development Plan, LDP2.
- Inter-Island Transport Connectivity Programme, to prepare a Network Strategy Strategic Business Case, Outline Business Case and Implementation Route Map.

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.
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:	This report demonstrates that the services under the remit of the Development Committee, are at Quarter 3 projecting to spend less than their Council approved revenue budget by £0.136m.

	This revenue underspend forms part of the Council's overall projected revenue outturn which at Quarter 3 is projecting to overspend by (£1.696m) against the approved budget.
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:	<p>The Directorate works closely with Infrastructure and other Directorates to reduce energy usage and carbon emissions.</p> <p>The Council is required to produce a 3 year Biodiversity Duty report. A report will be provided for the period 2021-23 updating on all actions taken to meet the Biodiversity Duty.</p>
6.9 Risk Management:	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p>
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2) <i>et seq</i>) that they:</p> <p>"Monitor and review achievement of key outcomes in the Directorate Plans within the functional areas noted below by ensuring -</p> <ul style="list-style-type: none"> (a) appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework, including risk management; and (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>Development</p> <p>The relevant functional areas relate to strategic regeneration, development, economy and business, energy, telecommunications, agriculture, fisheries, arts, culture, and tourism, housing, poverty, community regeneration / community development, community safety and voluntary sector."</p>
6.11 Previously Considered by:	None.

Contact Details:

Neil Grant, Director of Development Services,
nrj.grant@shetland.gov.uk
Date Cleared: 7 March 2024

Appendices:

Appendices A – D - Projects and Actions – Development
Appendix E – Development Services Risk Register
Appendix 1 – Development Directorate Revenue and Capital Management Accounts to
Quarter 3 (under Development Committee remit)
Appendix 2 – HRA Revenue and Capital Management Accounts to Quarter 3

Background Documents:

[Our Ambition 2021-2026](#)

Appendix A - Projects and Actions - Development



Generated on: 07 March 2024 14:54

OUR AMBITION

1.01 Shetland's Population Balance

Our shared aim is for more young people to remain in, or relocate to, Shetland to live, work, study and raise families, while our older people live active, independent and healthy lives for as long as possible.

1 Shetland Partnership's 10 Year Development Plan

We will support and promote the Shetland Partnership's 10 Year Development Plan to **attract people to live, work, study and invest in Shetland** and regularly refresh the actions to match what the evidence tells us.

Code & Title	Description	Dates		Progress	Progress Statement
G002 Ten Year Plan - Phase 2	Refresh the Ten Year Plan to attract people to live, study and invest in Shetland. Conduct a Place Based Review of Shetland	Planned Start	01-Aug-2022		The second delivery plan for Shetland's Partnership Plan 2018-28 - the Delivery Plan 2023-28 - was approved by Policy & Resources on 4 December 2023, and is going through process for approval by all community planning
		Actual Start	01-Aug-2022		
Managed by & Assigned to		Original Due Date	30-Jun-2023	Expected success	
Neil Grant		Due Date	31-Mar-2024		
Neil Grant		Completed Date		Likely to meet target	

4 Local Housing Strategy

We will continue to deliver on the key themes of the Local Housing Strategy, **aiming to increase future affordable housing supply** across all tenures by making maximum use of funding streams and working with partner agencies to design and deliver energy efficient, modern homes. We will also meet the needs of people who are facing homelessness and those who need support to maintain their tenancies

Improving housing condition, energy efficiency & tackling poverty

Code & Title	Description	Dates		Progress	Progress Statement
GH01 HRA Business Plan	Refresh 3 year HRA Business Plan	Planned Start	01-Apr-2024		
		Actual Start			
Managed by & Assigned to		Original Due Date	31-Mar-2025	Expected success	
Anita Jamieson		Due Date	31-Mar-2025		
Anita Jamieson		Completed Date		Likely to meet target	

Increasing housing supply & promoting place making

Code & Title	Description	Dates		Progress	Progress Statement
GH01 Strategic Housing Investment Plan	Delivery of new build housing and refurbishment projects in the 2024-29 SHIP, year 1	Planned Start	01-Apr-2024		
		Actual Start		<div>0%</div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Anita Jamieson					
Craig Nicolson					

Code & Title	Description	Dates		Progress	Progress Statement
GH02 Knab Redevelopment Programme	Progress Knab site redevelopment: complete enabling infrastructure build, and complete housing design for Janet Courtney and Phase A housing.	Planned Start	01-Apr-2024		
		Actual Start		<div>0%</div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	21-Oct-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Anita Jamieson					

1.04 Climate Change

Our Climate Change Strategic Outline Programme commits to a proactive approach to tackling climate change in Shetland and proposes a range of immediate actions and priority areas. It emphasises that it is essential to act in partnership with agencies, industries and communities to be successful.

8 Partnership Working

We will work with our partners to achieve a more **sustainable, ecologically diverse and resilient natural environment** as it is Shetland's most valued and distinctive asset. We will connect people with the natural world, for their health and well-being as we work to improve, manage and promote accessible open space to deliver health, social and economic benefits to our community.

Code & Title	Description	Dates		Progress	Progress Statement
NPF4 New Local Development Plan	Development of a New Local Development Plan	Planned Start	01-May-2023		The Local Development Plan, Development Scheme, which details the work plans and timelines for the development of the new Local Development Plan will be presented to the March Development Committee.
		Actual Start	01-May-2023	<div>10%</div>	
		Original Due Date	30-Jun-2028	Expected success	
		Due Date	30-Jun-2028		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Iain McDiarmid					
Suzanne Shearer					

Code & Title	Description	Dates		Progress	Progress Statement
OA027 New Shetland Islands Regional Marine Plan	Implement a new Shetland Islands Regional Marine Plan.	Planned Start	01-Apr-2021		The Shetland Islands Regional Marine Plan was submitted to the Scottish Government in May 2021. As of March 2024, it remains to be adopted by Scottish Ministers. The Shetland Islands Marine Planning Partnership are now meeting on a fortnightly basis with the Scottish Government's Marine Directorate in order to progress the plan towards adoption. A briefing note on the SIMRP was provided to members in December 2023 and it is anticipated that the plan should be ready for adoption around summer 2024.
		Actual Start	08-Nov-2021	<div><div>90%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2022	Expected success	
Iain McDiarmid		Due Date	31-Mar-2024		
Simon Pallant		Completed Date		Failed to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA271 Sullom Voe Master Plan and Crown Estate Pilot	To create a Master Plan to guide sustainable development and enhance local involvement in the management of seabed in the Sullom Voe Harbour Area, and commence leasing round.	Planned Start	01-Apr-2021		The Sullom Voe Harbour Master was approved in March 2022. A report will be presented to P&R Committee in March cycle, which addresses the pilot leasing arrangements with Crown Estate Scotland.
		Actual Start	01-Apr-2021	<div><div>80%</div></div>	
Managed by & Assigned to		Original Due Date	31-Dec-2022	Expected success	
Neil Grant		Due Date	30-Jun-2024		
Neil Grant		Completed Date		Likely to meet target	

1.05 Sustaining current jobs and creating new ones

"Meeting user needs and promoting further economic activity around our coastline"

1 We will agree the Islands Deal

We will **agree the Islands Deal** with both UK and Scottish Governments, with Shetland's projects reaching full business case stage and significant investment flowing in from both Governments.

Code & Title	Description	Dates		Progress	Progress Statement
G01 Islands Deal Shetland portfolio	Programme manage the Islands Deal Shetland portfolio	Planned Start			
		Actual Start		<div><div>0%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2027	Expected success	
Neil Grant		Due Date	31-Mar-2027		
Louise Shearer		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA029 Progress the Islands Deal Projects to Full Business Case Stage:	Agree Islands Deal with both Scottish and UK Governments, and deliver Shetland based projects including Knab Site Redevelopment, Dales Voe Ultra Deep Water Quay, Shetland Campus Redevelopment, Shell-volution, and Shetland Clean Energy Project.	Planned Start	01-Apr-2021		The Islands Growth Deal was signed by both UK and Scottish Governments in January 2023. The 10-year investment programme sees Shetland projects receiving approximately £33.3m investment across that period. Full Business Cases will be developed as projects progress towards their delivery phase
		Actual Start	01-Apr-2021		
		Original Due Date	31-Dec-2022	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Neil Grant					

3 Provide support to businesses and entrepreneurs

We will **provide support to businesses and entrepreneurs** that will help sustain jobs in core sectors of Shetland's economy and create new ones.

Code & Title	Description	Dates		Progress	Progress Statement
OA037 Space Economy Programme	Work with the developer and stakeholders to establish a Space Port in Unst, and maximise supply chain opportunities for Shetland	Planned Start	01-Apr-2021		SaxaVord Space port was awarded their spaceport launch licence from CAA in December. First launch is scheduled for autumn 2024
		Actual Start			
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Neil Grant					

7 Build the principles of community wealth building

We will **build the principles of community wealth building** into the way we support the local community.

Code & Title	Description	Dates		Progress	Progress Statement
GE07 Shetland Community Benefit Policy	Develop a Shetland Community Benefit Policy	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024		
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Tommy Coutts					



Code & Title	Description	Dates		Progress	Progress Statement
GE08 Develop a Shetland Inclusive Growth Strategy	Develop a Shetland Inclusive Growth Strategy, Including Community Wealth Building principles	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<input type="text" value="0%"/>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Tommy Coutts					



1.07 Digital connectivity


This is an issue that, as a council, we cannot fix on our own, so we will work with others with the strategic aim of achieving high-speed broadband and full mobile coverage to all settlements across Shetland.

1 Commission work to carry out network planning and engagement Governments and Industry

We will **commission a piece of work to carry out network planning and engagement with both UK and Scottish Governments, industry and national programmes** in order to assess the gaps in provision in local superfast connectivity and inform a strategic plan regarding the future of connectivity in Shetland.

Code & Title	Description	Dates		Progress	Progress Statement
GE05 Shetland Telecom Operational Plan	Develop a sustainable operational and governance plan for Shetland Telecom assets	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<input type="text" value="0%"/>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Tommy Coutts					
Tommy Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
GE06 S100 Project	Engage Scottish and UK Governments to develop a plan to extend the public sector network beyond the R100 scope	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<input type="text" value="0%"/>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Tommy Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
OA234 Councils Fibre Network	Agree future plans for network development	Planned Start	01-Jan-2022		Second stage review of Shetland Telecom complete with actions to follow.
		Actual Start	10-May-2022	<div><div>50%</div></div>	Currently engaged in discussions with UK and Scottish Governments on possibility of future funding for fibre rollout.
Managed by & Assigned to		Original Due Date	30-Sep-2022	Expected success	
Tommy Coutts		Due Date	30-Jun-2024		
Tommy Coutts		Completed Date		Experiencing issues, risk of failure to meet target	

1.09 Fairer Shetland

"We will support children and young people to help them thrive and reach their full potential"

04 Progress the Fair Food Project

We will **progress the Fair Food Project** with an aim of making Shetland an equitable food community.

Code & Title	Description	Dates		Progress	Progress Statement
OA082 Fair Food Policy and Food Growing Strategy	Implement the approved Fair Food Policy and the Food Growing Strategy.	Planned Start	01-Apr-2021		Transition Turriehill have started an evaluation of the Grow Shetland project, this includes an online form that was disseminated to gather data from individuals, community groups, statutory organisations and schools. Follow-up interviews were then conducted in person, or via video conference to gather more detailed feedback.
		Actual Start	08-Nov-2021	<div><div>85%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2023	Expected success	
Vaila Simpson		Due Date	30-Sep-2024		The planned review of the Fair Food Policy and Strategy is on hold until certain of the remaining provisions of the Good Food Nation (Scotland) Act 2022 are commenced.
Emma Perring		Completed Date		Likely to meet target	

1.10 Transport

We will engage in the development of a new Shetland Transport Strategy that sets a clear strategic and policy framework in response to the drivers for change.



4 Support delivery of an affordable and sustainable system of public transport




We will **continue to support delivery of an affordable and sustainable system of public transport services to meet the needs of Shetland.** We will support the development of alternative solutions such as active travel and mobility as a service that encourage positive travel choices. These will evolve with the availability of alternative fuels and technologies and will complement other transport modes to form part of an integrated transport network. The network will support our community outcomes of achieving climate change targets, reducing inequality, improving public health and enabling access to essential goods and services, employment, education and health care, as well as other opportunities to ensure inclusive economic growth and healthy communities.

Code & Title	Description	Dates		Progress	Progress Statement
GT01 Inter-Island Transport Connectivity Network Strategy	Development of an Inter-island Transport Connectivity Network Strategy, Strategic Business Case and Outline Business Case. This Programme will deliver a robust network strategy Strategic Business Case and Outline Business Case, upon which decisions can be taken on the future of inter-island connectivity options to Shetland's islands.	Planned Start	16-Mar-2023		Programme Board, Partnership Sounding Board and Community Stakeholder/User Group are meeting Tender to procure consultancy support is live with appointment expected Easter 2024 Appointed consultant will lead on the development of the business case and implementation route map, as well as associated stakeholder engagement
		Actual Start	07-Jun-2023	<div><div>10%</div></div>	
		Original Due Date	31-Dec-2024	Expected success	
		Due Date	31-Dec-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Louise Shearer					

Code & Title	Description	Dates		Progress	Progress Statement
GT02 Fair Isle Ferry and Infrastructure Replacement	Deliver the Fair isle Ferry and Infrastructure replacement project	Planned Start	01-Apr-2024		
		Actual Start		<div><div>10%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Michael Craigie					
Lee Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
GT03 Public and School Bus Network	Undertake review of Public Transport and School Bus Network	Planned Start	01-Apr-2024		
		Actual Start		<div><div>10%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Michael Craigie					
Elaine Park					

Code & Title	Description	Dates		Progress	Progress Statement
OA101 Implement the Active Travel Strategy	Active Travel Strategy 2020-25, Implementation plan	Planned Start	01-Apr-2021		The Active Travel Delivery Plan will be presented to the Environment and Transport Committee at its meeting on 27 May 2024
		Actual Start	08-Nov-2021	<div><div>35%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Experiencing issues, risk of failure to meet target	
Managed by & Assigned to					
Michael Craigie					
Robina Barton					

Code & Title	Description	Dates		Progress	Progress Statement
OA272 Fair Isle Ferry and Infrastructure replacement Managed by & Assigned to Michael Craigie Lee Coutts	Achieve funding package for new Fair Isle Ferry and associated infrastructure.	Planned Start	01-Apr-2021		following a bid to Round 2 of the UK Government's Levelling Up Fund (LUF), it was announced on 18 January 2023 that Shetland Islands Council's bid for the Fair Isle Ferry Infrastructure Project is provisionally successful, with an award of £26,762,313. Progress is being made as follows: > Naval Architects have been appointed > Tender documentation for supply of a vessel was developed with the contract notice published on 12 October 2023 > Pre-Construction engagement with Main Contractor underway > Planning Consent and Marine License determination for Grutness complete > Planning Consent and Marine License determination for Fair Isle complete > Ongoing Monthly meeting with Department for Transport (DfT) > Project timeline under revision in line with Council decision to move from Roll on/Roll off to Lift on/Lift off > Updated detailed design of Infrastructure due for completion February 2024 > Updated Draft Full Business Case Strategic and Economic dimensions due to be shared with DfT in March 2024, for early review/feedback The funding award of £26,762,313 from the UK Government's Levelling Up Fund, is subject to Full Business Case approval. The project team are working towards achieving Full Business Case approval from the Council and the DfT to enable commencement of infrastructure construction and vessel construction in 2024. The overall programme to meet the LUF spending deadlines by March 2026 remains very time critical.
		Actual Start	01-Apr-2021		
		Original Due Date	31-Dec-2022	Expected success	
		Due Date	30-Jun-2024		
		Completed Date		Likely to meet target	

2.02 Our Organisational values and culture

"As a council, we are ambitious for our community and are demanding of ourselves as an organisation. We have an unwavering focus on ensuring Shetland and its people thrive. The council's Values and Behaviours Statement underpins everything we do."




02 Deliver excellent services to the public.

We will maintain a **clear focus on delivering excellent services** to the public.



Code & Title	Description	Dates		Progress	Progress Statement
GD09 Cost of Living Support	Provision: • to support households who are experiencing very challenging financial pressures, and • to support organisations and services delivering winter activities and support.	Planned Start	18-Jul-2022		During the winter of 2023/24 the following supports have been put in place and continue to be delivered successfully: - Community Pop-Ins, Youth Activities, St Ringans Hub and Outreach - One off payment to those households eligible for Council Tax Reduction - Breakfasts for all secondary school children - Communications
		Actual Start	18-Jul-2022		
		Original Due Date	22-Feb-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					

08 Deliver our priorities through effective leadership, governance and democratic processes.

We will **work with our partners and our community** to deliver our priorities through effective leadership, governance and democratic processes.

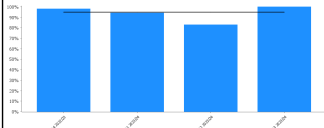
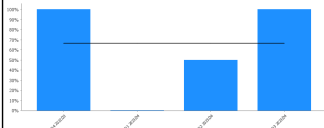

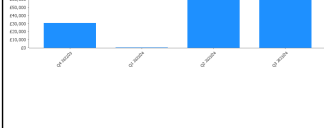
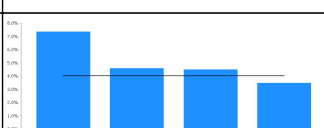
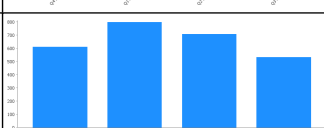
Code & Title	Description	Dates		Progress	Progress Statement
GD01 Shetland Partnership - Support development and co-ordinate delivery of Shetland's Partnership Plan	The aim is to support effective community planning to enable the Partnership – between public agencies and with communities – to deliver improved outcomes for people across the Isles.	Planned Start	01-Apr-2023		The second delivery plan for Shetland's Partnership Plan 2018-28 - the Delivery Plan 2023-28 - was approved by Policy & Resources on 4 December 2023, and is going through process for approval by all community planning partner organisations.
		Actual Start	09-Oct-2023		
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					

Code & Title	Description	Dates		Progress	Progress Statement
GD02 Locality Planning – Developing new ways of working and place-based approaches	To involve partners and communities at a local level in developing plans to tackle inequalities in a way that is relevant to their lives and circumstances.	Planned Start	01-Aug-2022		The Shetland Partnership's second locality plan - the Islands with Small Populations Locality Plan - was approved by Policy & Resources on 4 December 2023, and is going through process for approval by all community planning partner organisations.
		Actual Start	31-Mar-2023		
		Original Due Date	31-Dec-2023	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					

Code & Title	Description	Dates		Progress	Progress Statement
GD06 Community Council Scheme – Review the Council’s Community Council Scheme of Establishment	The aim is to ensure that as a result of the review and the establishment of an updated scheme, community councils will be operating sustainably under new, up to date rules and procedures that will support them to reach their full potential, and meet any statutory obligations	Planned Start	01-Aug-2022		Community Council Scheme Review - Phase One consultation complete, results to be reported to Special Meeting of Shetland Islands Council on 27 March 2024.
		Actual Start	31-Mar-2023	<div><div></div></div>	Currently developing suite of documents for Phase two of the statutory consultation process. Documents scheduled to be presented to Special Meeting of the Shetland Islands Council on 27 March 2024 to seek approval to commence with the next phase of consultation.
		Original Due Date	31-Dec-2024	Expected success	 Likely to meet target
		Due Date	30-Nov-2025		
		Completed Date			

Appendix B Performance Indicators (Quarterly)- Development Directorate

Generated on: 07 March 2024

Code & Short Name	Previous Years			Quarters				Q3 2023/24 Target	Graphs	Past performance & future improvement Statements
	2020/21	2021/22	2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24			
	Value	Value	Value	Value	Value	Value	Value			
G01 FOISA responded to within 20 day limit - Development Services	79%	90.75%	91%	98%	94%	83%	100%	95%		In 23/24, 53 out of 53 responses made in 20 working days - 0 requests responded to over 20 days - 7 requests closed as not responded to (over 60 days wait) - 21 open requests as at 22 January.
GD-02 Success rate - external funding applied for by community groups (%)	96.36%	62.5%	68.75%	100%	0%	50%	100%	66.66%		In Q3, two previously submitted applications were successful making a success rate of 100% for the period. Year to date the grant success rate is 75% which is above the annual target.
GD-03 External funding secured by Community Groups	£612,015	£53,312	£494,826	£30,520	£0	£73,259	£84,955	£125,000		In Q3, two previously submitted funding application bids were successful. This has resulted in a 100% success rate for the period, and equates to a 75% success rate for the year to date. For Q1-3 a total of £158,214 has been secured which is below the targeted cash sum. The main reason for this has been a lack of projects seeking support with funding applications to funding bodies out with Shetland.
OPI-4C-G Sick %age - Development Directorate	1.7%	3.2%	5.1%	7.3%	4.6%	4.5%	3.5%	4.0%		The sickness level for the Development Directorate continues to be monitored.
OPI-4E-G Overtime Hours - Development Directorate	2,504	3,230	3,133	608	796	707	532			The Development Directorate overtime hours have increased slightly. Overtime continues to be managed on a pre-authorisation basis. For information – No fixed target set
OPI-4G-G Employee Miles Claimed - Development Directorate	24,430	38,535	50,091	12,211	12,326	8,896	11,474			Miles claimed is monitored regularly, For information – No fixed target set

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: 07 March 2024

Short Name	Years			2 years ago	Last year	This year
	2020/21	2021/22	2022/23	Q3 2021/22	Q3 2022/23	Q3 2023/24
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	3.2%	4.4%	4.9%	4.3%	4.4%	4.0%
Sick %age - Chief Executive's "Directorate"	0.6%	1.1%	2.1%	0.8%	0.8%	2.4%
Sick %age - Children's Services Directorate	2.5%	4.0%	4.4%	4.1%	4.4%	3.5%
Sick %age - Community Health & Social Care Directorate	6.0%	6.9%	7.5%	6.4%	5.9%	6.1%
Sick %age - Corporate Services Directorate	1.1%	1.3%	3.0%	1.2%	3.0%	1.9%
Sick %age - Development Directorate	1.7%	3.2%	5.1%	3.2%	4.7%	3.5%
Sick %age - Infrastructure Directorate	2.9%	4.0%	4.0%	3.9%	3.1%	3.5%

Appendix C - Outstanding Audit Recommendations - Development Services

Generated on: 07 March 2024 14:54

Rows are sorted by Priority, Original Due Date

Service	Title	Recommendation	Priority 1(high)- 3(low)	Original Due Date	Responsible Officer	Latest Note	Revised Due Date
Development Services Directorate; Housing	21/22 Housing Repairs and Compliance Checks - Recommendation 2	Management should ensure that: . All gaps in mandatory training are addressed as a matter of urgency; . Training records are reviewed periodically to ensure that these are up to date, that all training undertaken has been recorded accurately and refresher training is scheduled timeously; and . The 'new start checklist' is updated to include each mandatory course for operatives.	1	30-Sep-2022	Anita Jamieson	Partially implemented. A revised checklist for new starts has been implemented and includes mandatory training courses required. Work is ongoing to provide and schedule all outstanding mandatory training courses required. A process for monitoring training and ensuring refresher training is still to be fully implemented.	31-Aug-2024
Development Services Directorate; Housing	21/22 Housing Repairs and Compliance Checks - Recommendation 5	Management should: . Ensure that the EICR (Electrical Installation Condition Reports) is retained for each property and that it is held for a duration in line with the documented retention policy. . Investigate the cases identified within the sample testing and identify if other properties are affected, and if so, take the action necessary to resolve. . Ensure that electronic versions of EICRs are held to provide a robust audit trail.	1	31-Mar-2023	Anita Jamieson	Partially implemented. The sample cases have been reviewed and passed to the contractor for testing to be completed. The contractor has not yet completed all the required electrical testing. All previous hard copy EICRs are now also available in electronic format and software to retain future certificates is being introduced.	31-Aug-2024
Development Services Directorate; Housing	21/22 Housing Repairs and Compliance Checks - Recommendation 6	Management should ensure that all remaining properties are upgraded as a matter of urgency and evidence of completion is maintained as this could be requested by Scottish Government to prove compliance with the new regulations. A process should be put in place to manage cases where access is denied by the tenant.	1	31-Mar-2023	Anita Jamieson	The contractor was unable to complete the installations by the end of March 2023 and work is currently ongoing to create a plan for these to be upgraded as soon as possible. These properties are currently protected by traditional (unlinked) smoke alarms.	31-Aug-2024

Service	Title	Recommendation	Priority 1(high)- 3(low)	Original Due Date	Responsible Officer	Latest Note	Revised Due Date
Development Services Directorate; Housing	21/22 Housing Repairs and Compliance Checks - Recommendation 4	<p>As a matter of urgency electrical testing should be completed on properties which have not been tested in the last five years.</p> <p>A policy should be formally established and approved in relation to electrical testing, ensuring compliance with Scottish Government guidance, and this should be documented in the updated Tenant's Handbook (referred to in recommendation 1).</p> <p>The roles and responsibilities in relation to properties where access is denied, and overall progress reporting and monitoring should be agreed and documented. Appropriate contract management should be in place to confirm compliance.</p>	1	31-Mar-2023	Anita Jamieson	<p>Progress has been delayed as the electrical contractor has not been able to complete all the required testing by the deadline given. These are planned to be completed during 2023/24.</p> <p>Work on the other elements of this recommendation are still ongoing and have been delayed due to other priorities.</p>	31-Aug-2024
Development Services Directorate; Economic Development	21/22 Shetland Telecom (Development) - Recommendation 1	<p>Management should compete a review of Shetland Telecom to determine if it remains fit for purpose/appropriate.</p> <p>If Shetland Telecom is to continue as a brand:</p> <ul style="list-style-type: none"> • A formal legal review should be undertaken to ensure that the Council continues to operate within its powers under relevant legislation (i.e., Local Government Act and state aid/subsidy considerations) and determine the appropriate legal status of the venture. • A strategy/plan should be developed, approved and subject to regular review and monitoring. • Suitable risk management arrangements should be put in place, including a risk register which is subject to regular review and monitoring. 	1	30-Jun-2023	Tommy Coutts	<p>Phase two of the legal review of Shetland Telecom is due to be completed by the end of October 2023, with the full review finalised by December 2023 and a report to Development Committee due in March 2024.</p> <p>Once the review outcomes are known and a decision made, the appropriate next steps to address the recommendations from the audit will be agreed and action taken.</p>	30-Jun-2024
Development Services Directorate; Planning	20/21 Planning Application Process - Recommendation 3	<p>Management should ensure that all relevant staff return a completed declaration of interest form on an annual basis to ensure any potential conflicts of interest are known and documented. Copies of these forms should be retained for future reference and referred to by management when allocating work.</p>	2	31-Aug-2021	Iain McDiarmid	<p>Register of Interest forms have been requested from all relevant staff, however, arrangements regarding storage of these forms and management access have not yet been finalised.</p>	31-Aug-2024

Service	Title	Recommendation	Priority 1(high)- 3(low)	Original Due Date	Responsible Officer	Latest Note	Revised Due Date
Development Services Directorate; Housing	21/22 Housing Repairs and Compliance Checks - Recommendation 3	<p>Management should ensure that a 'no access' policy and procedure is developed and approved as soon as practically possible; this should include clear arrangements for the completion of safety compliance work. Once approved the policy and procedures should be communicated to all relevant parties.</p> <p>Management should consider reporting on the volume and cost of 'no access' visits and seek to identify trends and take action to reduce the number of instances.</p>	2	30-Sep-2022	Anita Jamieson	The 'No Access' Policy has been drafted and is currently being tested. Full implementation is expected by the end of August 2023.	31-Aug-2024
Development Services Directorate; Housing	21/22 Housing Repairs and Compliance Checks - Recommendation 1	<p>Management should review and update/supplement the existing suite of procedures relating to both repairs and compliance checks to ensure that all key processes are clearly documented.</p> <p>A suitable officer should be assigned responsibility for ensuring these are kept up-to-date and there is a schedule for regular review. Version control should be added to all documented procedures. Once updated these should be made available to all relevant staff.</p> <p>Management should review and update the Tenants Handbook to ensure it remains fit for purpose and covers all required areas, once completed this should be communicated to all tenants.</p>	2	31-Oct-2022	Anita Jamieson	<p>Substantially implemented.</p> <p>The only element outstanding for this recommendation is to ensure that the no access policy and procedure is finalised and communicated as required. Per 21/22 Housing Repairs and Compliance Checks Recommendation 3 (below) this is expected to be in place by the end of August 2023.</p>	31-Aug-2024
Infrastructure Services Directorate; Transport Planning	22/23 Inter-Island Ferry Service: Asset Management Arrangements - Recommendation 2	Management should ensure that as part of development of the AMS and AMP, the roles and responsibilities of all parties involved are agreed and documented. Management should develop appropriate joint working arrangements for the development of the strategy and the ongoing governance arrangements to be followed, to promote information sharing and effective decision making.	2	31-Mar-2023	Michael Craigie	A draft document has been developed which will address this recommendation, however this requires an update to ensure it reflects current circumstances; it will then be made available to the relevant parties.	31-Aug-2024

Service	Title	Recommendation	Priority 1(high)- 3(low)	Original Due Date	Responsible Officer	Latest Note	Revised Due Date
Development Services Directorate; Economic Development	21/22 Shetland Telecom (Development) - Recommendation 3	In conjunction with recommendation one, management should consider if branding, website, and social media accounts for Shetland Telecom are appropriate. If an online presence is to continue then management should ensure that: • More than one officer is an administrator for the website and social media accounts. • All officers with administrator rights have received social media training. • A plan is in place for regular website and social media updates.	2	30-Jun-2023	Tommy Coutts	This recommendation will be addressed in line with recommendation one (above)	30-Jun-2024
Community Planning & Development; Development Services Directorate	22/23 Community Asset Transfers (Development) - Recommendation 1	Management should ensure that both the policy and procedures are reviewed and updated and thereafter, that this is undertaken on a regular basis. Once updated, the policy and procedures should be suitably approved and made available to all relevant parties.	2	31-Mar-2024	Vaila Simpson	The CAT policy and procedures have been reviewed. The updated documents will be made available to all relevant parties by 8 March 2024.	31-Mar-2024
Community Planning & Development; Development Services Directorate	22/23 Community Asset Transfers (Development) - Recommendation 3	Management should ensure that a robust audit trail of eligibility checks is maintained.	2	31-Mar-2024	Vaila Simpson	A checklist for eligibility has been developed and included in the procedures.	31-Mar-2024
Development Services Directorate; Economic Development	21/22 Shetland Telecom - Recommendation 4	The price book should be updated to include effective dates and version control. Once completed this should be made available to all relevant staff.	3	31-Mar-2023	Tommy Coutts	Currently under review as part of 2024/25 budget setting process.	31-Mar-2024
Development Services Directorate; Finance; Planning	20/21 Planning Application Process - Recommendation 1	Management should introduce a reconciliation process to ensure that planning fees received reconcile with the amount banked. Evidence of these reconciliations should be maintained for future reference.		31-Aug-2021	Paul Fraser; Iain McDiarmid	Work is ongoing, in conjunction with the Council's finance team, to address this recommendation but has been delayed by other work commitments and priorities.	31-Aug-2024
Development Services Directorate; Planning	20/21 Planning Application Process - Recommendation 2	Management should finalise the appeals and local review procedures as soon as possible. Thereafter these should be communicated to all relevant staff. Management should ensure that all planning procedures have clear and comprehensive version control.		31-Aug-2021	Iain McDiarmid	Work is ongoing to address this recommendation but has been delayed by other work commitments and priorities.	31-Aug-2024

Service	Title	Recommendation	Priority 1(high)- 3(low)	Original Due Date	Responsible Officer	Latest Note	Revised Due Date
Development Services Directorate; Economic Development	21/22 Shetland Telecom (Development) - Recommendation 2	<p>In conjunction with recommendation one, management should ensure that the roles and responsibilities of key individuals and/or the main areas of the Council involved in Shetland Telecom are agreed, documented, and shared with all relevant parties.</p> <p>Management should determine if SLAs are required between the departments involved in Shetland Telecom activity. If the SLAs are deemed appropriate these should be developed, agreed, and finalised as soon as possible and shared with all relevant parties.</p> <p>Management should consider if the Management and Operational Boards are required for Shetland Telecom activity, if they are then the arrangements for these should be formalised in terms of references, and meetings should be held accordingly.</p>		30-Jun-2023	Tommy Coutts	<p>Parts one and two of this recommendation will be addressed in line with recommendation one (above).</p> <p>Part three of the recommendation has been partially implemented. Shetland Telecom is included in the agenda for the Fibre Optic Asset Management Board which has defined terms of reference and membership. Operational Board meetings are held; however, the terms of reference is still to be documented and the meeting frequency formalised.</p>	30-Jun-2024

Appendix D - 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: 07 March 2024

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1904	Frontline	04-Nov-2023	Closed	09-Nov-2023	Transport Planning	4	Resolved
COM-23/24-1915	Frontline	22-Nov-2023	Closed	04-Dec-2023	Transport Planning	9	Resolved

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-22/23-1505	Frontline	30-Jun-2022	Closed	06-Mar-2024	Planning	429	
COM-23/24-1769	Investigation	03-May-2023	Closed	23-Feb-2024	Housing	210	Resolved
COM-23/24-1813	Investigation	22-Jun-2023	Closed	07-Nov-2023	Transport Planning	99	Resolved
COM-23/24-1869	Frontline	07-Sep-2023	Closed	07-Nov-2023	Transport Planning	44	Resolved
COM-23/24-1895	Investigation	15-Sep-2023	Closed	06-Oct-2023	Housing	27	Upheld
COM-23/24-1907	Frontline	13-Nov-2023	Closed	04-Dec-2023	Transport Planning	16	Resolved

Dissatisfaction with Council policy

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1909	Frontline	14-Nov-2023	Closed	27-Feb-2024	Planning	73	Partially Upheld

Behaviour/Attitude of staff

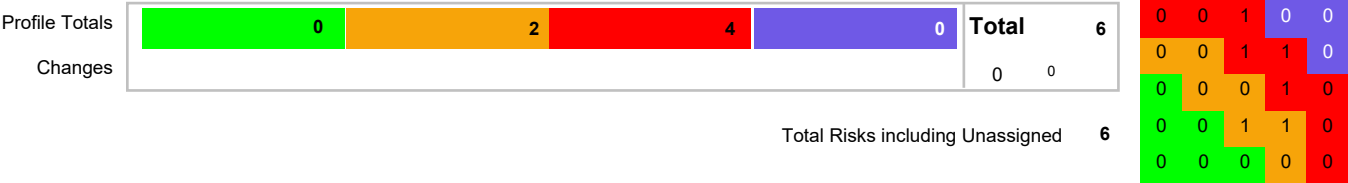
ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1792	Investigation	18-May-2023	Closed	06-Nov-2023	Transport Planning	123	Resolved
COM-23/24-1810	Frontline	15-Jun-2023	Closed	25-Jan-2024	Transport Planning	159	Resolved
COM-23/24-1896	Investigation	25-Sep-2023	Closed	02-Oct-2023	Housing	24	Upheld
COM-23/24-1919	Frontline	27-Nov-2023	Closed	04-Dec-2023	Transport Planning	6	Resolved

Disagreement with decision made

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1852	Investigation	09-Aug-2023	Closed	23-Feb-2024	Transport Planning	140	Resolved
COM-23/24-1918	Investigation	27-Nov-2023	Alert		Planning	71	Partially Upheld

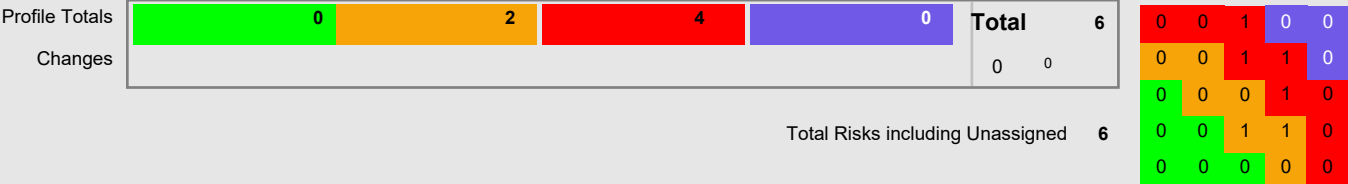
Directorate Details

Directorate



Risk Register - Development Services

Manager Neil Grant



Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Central Govt Funding Issues Provision of Air and Ferry Services, Revenue funding of ferries remains on a year by year basis, and there remains no agreement on capital funding.	Central Govt Funding Issues	Neil Grant	C0027	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Scottish Government decision to support Revenue and funding on a year by year basis and no as yet agreed support for Capital funding.	Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure for ferries and Development for air contract.	<ul style="list-style-type: none">The Council has worked with the Scottish Government using Transport Methodology and Business Case planning to identify specification for inter island transport.The Council continues to make the case for ferry funding through Government focused brochures and campaigns, 'Its all happening in Shetland' Shetland Forwards' and other forum such as Transport Task Force'.Funding request for revenue budget and capital costs is made annually and through on going negotiations.The Fair-isle ferry which was the most urgent capital replacement project has been funded by UKGov Levelling Up Fund Neil Grant	In Progress	High 16 Major Likely	
Review Comments	Reviewed with Dev DMT, updated to recognise increased likelihood and potential impact 09/05/2023				
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Across the department and the organisation as well as partners, the general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition.	Key staff - loss of	Neil Grant	C0017	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Development Services

Resignation, retirement,	There are departmental, organisational and community-wide consequences: Impact on staff and their workload, Impact on service delivery; Deadlines may be missed; Economic impact from delays in, eg house building; Impact on businesses who cannot recruit because of constraints on accommodation; Impact on communities who cannot access services; It falls to services including Community Planning and Development, Economic Development and Housing, among others, to mitigate the impacts of the loss of staff in key sectors.	• A corporate workforce development plan is progressing - HR workforce strategy has been approved. *Management to ensure that exit interviews are always completed, and to track exit interview statistics; *Ten year plan to attract people to live, work, study and invest in Shetland. Refreshed Shetland Partnership Delivery Plan 2023-28 is being presented to Council in December 23 Cycle *Management to look to extending the 'grow your own/' trainee posts; *Careful monitoring of the impact of policy interventions such as market forces; *Consideration to be given to wider use of adjusted posts to 'fill gaps' on a temporary basis, and for temporary '2-way probation' or 'secondments' so that staff can try out an advertised post before committing. *Successful recruitment pilot completed in Planning Service <i>Neil Grant</i>	In Progress	High	15 Significant Almost Certain
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Review Comments Reviewed with Dev DMT, updated to reflect broader impacts of loss of key staff
09/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Council commitment to partnership working. This became a statutory requirement following implementation of the Community Empowerment Act 2015. The number of partnerships and partnership working arrangements within which the council is part, is large and growing.	Partnership working failure	Neil Grant	C0030	20/11/2023	20/05/2024

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Communication breakdown, conflicting priorities, duplication of effort, lack of understanding of activity across sectors and organisations	There is a risk that the outcome of Delivery Plans and Locality Plans are not implemented. Failure to achieve the best outcomes for the community. Censure/action against the Council for failing to comply with legislation.	• Community Planning is supported by the Community Planning and Development Team in the Development Department. Outcome Delivery Plans for participation, place, people and money have senior responsible officers and lead officers allocated. *An interim management and leadership team to progress Shetland's Partnership Plan workstreams and governance. *A refreshed Shetland Partnership Delivery Plan 2023-28 is being presented to Council in December 23 Cycle <i>Neil Grant</i>	In Progress	High	12 Major Possible

Review Comments Reviewed by NG & DMT - updated to reflect current and planned controls
20/11/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service has a number of strategic imperatives that it seeks to deliver while services face reducing resources and constraints including the MTFP	Economic / Financial - Other	Neil Grant	C0021	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Development Services

Constrained resources including reduced and reducing budgets and fewer staff make it challenging to deliver on priorities.	Impact on service, workload has to be managed by fewer staff, stress, Failure to deliver on strategic imperatives - impact on service users & communities	• Prioritisation and review - Development will Ensure a lead is identified for each strand of activity in the directorate plan; Consider resource analysis for each strand of Directorate plan; Prioritisation of tasks in the Directorate 3 year plan. <i>Neil Grant</i>	Implemented	<div>High</div> <div>12</div> <div>Significant</div> <div>Likely</div>	
Review Comments Reviewed with DMT, updated 09/05/2023					
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service / the Council works in a number of areas and necessarily publishes information on its activities	Communications poor	Neil Grant	C0022	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to share information, poor management of communications/ poor communication with service users/ members of the public/ media, or mis-perception by media.	Bad publicity, communities miss opportunities, finite resources spent on rectifying misunderstandings, staff morale impact, service users/ partners lose trust in services.	• Various controls are in place: Quarterly Performance Reporting Shetland's Partnership Plan progress on outcomes reporting Staff monitor funding opportunities and share information via a number of channels to ensure communities and individuals are made aware; Ensure all Directorate level projects have a communications plan/strategy. <i>Neil Grant</i>	In Progress	<div>Medium</div> <div>8</div> <div>Major</div> <div>Unlikely</div>	
Review Comments Reviewed with Dev DMT, risk remains 09/05/2023					
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service operates within a complex legislative environment and is expected to be an exemplar. Current controls include, e.g. ICT security policy, ICT automatic encryption of all laptops and USBs are auto-encrypted before any data can be downloaded.	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Neil Grant	C0018	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc.	Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity	• A range of controls are in place: Given that projects are a priority activity, ensure proper process for identifying and allocating project resources in order that all project work adequately takes account of statutory/ policy/ best practice requirements; Train staff and adhere to standing orders, on going staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with; All staff to make themselves aware of the ICT security policy http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf (Exec summary on page 5). <i>Neil Grant</i>	In Progress	<div>Medium</div> <div>6</div> <div>Significant</div> <div>Unlikely</div>	

Risk Register - Development Services

Review Comments	Reviewed with Dev DMT, likelihood reduced to reflect knowledge and awareness of staff and effective arrangements across all statutory areas.
09/05/2023	0.00 0.00 0.00 0.00

Risk Register - Development Services

0.00	0.00	0.00			
0.00	0.00	0.00	0.00	0.00	0.00

Totals **6**

(Status Flag = "ACTIVE" AND Record Type = 1) and Status Flag=ACTIVE - Business Unit Code=C - ISNULL(Project Code)

Development Directorate**1. Projected Revenue Outturn Position - 2023/24 Financial Year**

Service	Revised Annual Budget at Quarter 3 £000	Projected Outturn at Quarter 3 £000	Projected Outturn Variance at Quarter 3 Fav/(Adv) £000
Director of Development	1,534	1,567	(33)
Community Planning & Development	1,247	1,236	11
Economic Development	3,755	3,533	222
Housing	1,655	1,631	24
Planning	1,624	1,842	(218)
Vacancy Factor*	242	(28)	270
1% Savings*	(40)	0	(40)
Savings Review*	(100)	0	(100)
Development Committee:	9,917	9,781	136
Community Planning & Development**	382	394	(12)
Vacancy Factor	176	0	176
1% savings	0	0	0
Education & Families Committee:	558	394	164
Transport Planning	8,378	8,584	(206)
Vacancy Factor	0	0	0
1% Savings	(86)	0	(86)
Environment & Transport Committee:	8,292	8,584	(292)
Development Directorate Total:	18,768	18,759	8

* See table 2 for further analysis overleaf

** Adult Learning Services

At Quarter 3, the significant projected revenue outturn variances, over £50k by Service, relating only to the remit of the **Development Committee** are set out below.

1.1 Economic Development – Projected outturn underspend £222k, 5.9%

The projected underspend mainly relates to underspending on Economic Development Projects and Grant Schemes £210k. This projection is based on the existing level of current and future grant commitments, expected timing of claims and their approval for payment. There is a projected underspend on Tall Ships 2023, £75k was estimated at quarter 3 however it is now known that £239k will be unspent. This is due to more sponsorships and ticket income generated than anticipated, along with the initial cost plan including inflation and contingency amounts not being required which meant less grant funding was payable. The underspends are partly reduced by a projected overspend on the Coastal Communities Fund Scheme due to the acceleration in

applications received and approved which means increased claims requiring payment in this financial year (£84k).

1.2 Planning – Projected outturn overspend (£218k), (13.4%)

The projected overspend mainly relates to the use of agency staff (£74K) to alleviate ongoing planning officer recruitment difficulties within Development Management, and a projected underachievement of income on planning applications and building Warrants (£154k), due to a lower volume and value of applications being received.

2. Projected Revenue Savings Position - 2023/24 Financial Year

Description/Service Area	Original Budget at Quarter 3 £000	Revised Budget at Quarter 3 £000	Projected Savings at Quarter 3 £000	Projected Variance at Quarter 3 £000
Vacancy Savings:	(500)	(528)	(770)	242
Director of Development	(500)	(528)	0	(528)
Community Planning & Development	0	0	(99)	99
Economic Development	0	0	(43)	43
Housing	0	0	(364)	364
Planning	0	0	(264)	264
1% Savings:	(102)	(102)	(67)	(35)
Director of Development	(10)	(10)	0	(10)
Community Planning & Development	(11)	(11)	(16)	5
Economic Development	(35)	(35)	(51)	16
Housing	(23)	(23)	0	(23)
Planning	(23)	(23)	0	(23)
Savings Review:	(100)	(100)	0	(100)
Economic Development - Increase income generated by Shetland Telecom	(100)	(100)	0	(100)
Development Committee*:	(702)	(730)	(837)	107
Community Planning & Development**				
Vacancy Savings	0	0	(176)	176
1% Savings	(5)	(5)	0	(5)
Education & Families Committee:	(5)	(5)	(176)	171
Transport Planning				
Vacancy Savings	0	0	0	0
1% Savings	(86)	(86)	0	(86)
Environment & Transport Committee:	(86)	(86)	0	(86)
Vacancy Savings	(500)	(528)	(946)	418
1% Savings	(193)	(193)	(67)	(126)
Savings Review	(100)	(100)	0	(100)
Development Directorate Total:	(793)	(821)	(1,013)	220

* Refer to table/narrative in report

** Adult Learning Services

3. Projected Capital Outturn Position - 2023/24 Financial Year

At Quarter 3, there are **no projected capital outturns** under the remit of the **Development Committee** to report. The table below is included for completeness only.

Development Directorate Projects	Revised Annual Budget at Quarter 3 £000	Projected Outturn at Quarter 3 £000	Projected Outturn Variance at Quarter 3 Fav/(Adv) £000
Transport Planning:			
Fair Isle Ferry and Infrastructure Replacement	4,624	1,746	2,879
Environment & Transport Committee:	4,624	1,746	2,879
Development Directorate Total:	4,624	1,746	2,879

Housing Revenue Account

1. Projected Revenue Outturn - 2023/24 Financial Year

Description	Revised Annual Budget at Quarter 3 £000	Projected Outturn at Quarter 3 £000	Projected Outturn Variance at Quarter 3 Fav/(Adv) £000
Expenditure:			
Supervision & Management	964	935	29
Repair & Maintenance	3,594	4,465	(871)
Void Rents & Charges	253	240	13
Garages	32	32	0
Capital Charges - Dwellings	1,188	1,188	0
Total Expenditure:	6,031	6,860	(829)
Income:			
Rents - dwellings	(7,392)	(7,372)	(20)
Rents - Other i.e. garages/sites etc	(262)	(248)	(14)
Total Income:	(7,654)	(7,620)	(34)
Net HRA Revenue - (Income)/Expenditure	(1,623)	(760)	(863)
HRA Capital Expenditure	9,730	7,076	2,654
HRA Capital Income	(1,861)	(2,011)	150
Net HRA Capital - (Income)/Expenditure	7,869	5,065	2,804
Contribution to/(from) HRA Reserve	6,246	4,305	1,941
Overall Total	0	0	0

At Quarter 3, the significant projected revenue outturn variances, over £50k are set out below:

1.1 Repair & Maintenance – Projected outturn overspend (£871k), (24.2%)

The projected overspend is due to general price increases in materials and labour costs. Issues with the current market is making it hard to secure contracts and get labour at budgeted for rates. The opportunity to carry out more extensive energy efficiency works in void properties has allowed works to be undertaken earlier than planned (£819k). In addition, the amount of underspend is compounded due to the materials budget being understated following a data entry error at budget setting (£182k).

Part of this overspend is offset by projected underspending on employee costs 6.2FTE/£117k. This is due to unsuccessful recruitment exercises to apprentice posts and reduction in hours worked across the Housing Repair Service following flexible retirement applications.

2. Full Time Equivalent (FTE) - 2023/24 Financial Year

Service Area	Original Budgeted FTE	Revised Budgeted FTE	Projected Vacancy FTE	% of Total Budgeted FTEs
Housing HRA	38.4	38.4	6.2	16.2%
Total	38.4	38.4	6.2	16.2%

As at 1 March 2024, the number of vacant posts is 4.0 FTE.

3. Projected Capital Expenditure Outturn - 2023/24 Financial Year

Capital Projects	Revised Annual Budget at Quarter 3 £000	Projected Outturn at Quarter 3 £000	Projected Outturn Variance at Quarter 3 Fav/(Adv) £000
Land & Property Acquisition	125	275	(150)
Accessible Adaptions	75	75	0
Heating Replacement Programme	660	660	0
Housing Quality Standard	4,347	2,358	1,989
Sandveien Component Replacement	1,800	1,100	700
Structural Remedial Works	2,300	2,185	115
Vehicle Replacement Programme	423	423	0
Total Controllable Costs	9,730	7,076	2,654

At Quarter 3, the significant projected capital outturn variances, over £50k are set out below:

1.2 Land & Property Acquisition – Projected outturn overspend (£150k), (120.0%)

These are acquisitions made under the Strategic Acquisitions Policy, which are fully funded by the Scottish Government's Affordable Housing Supply Programme and from the receipts from 2nd Homes Council Tax. The projected overspend only indicates that budget provision for a recent acquisition has not yet been established.

1.3 Housing Quality Standard – Projected outturn underspend £1,989k, 45.7%

The projected underspend is mainly due to procurement delays with difficulties in awarding contracts for major projects. Unsuccessful tendering exercises on the Harlsdale and Kalliness refurbishment works has led to a further tendering exercise for Harlsdale with the delays impacting on slippage into 2024/25. There have also been delays in tendering the planned works at Stendaal in Nesting which will slip into 2024/25.

1.4 Sandveien Component Replacement – Projected outturn underspend £700k, 38.9%

The projected underspend is due to delays in material availability causing some delays to commencement of these contracts. Good progress is being made but there is anticipated to be some slippage into 2024/25.

1.5 Structural Remedial Works – Projected outturn underspend £115k, 5.0%

The projected underspend is mainly due to minor project profiling on the Sandveien rebuild project.



Shetland Islands Council

Agenda Item

2

Meeting(s):	Environment and Transport Committee Development Committee Shetland Islands Council	11 March 2024 13 March 2024 27 March 2024
Report Title:	Development Services Directorate Plan 2024-2027	
Reference Number:	DV-08-24-F	
Author / Job Title:	Neil Grant - Director of Development Services	

1.0 Decisions / Action Required:

- 1.1 That the Development Committee and the Environment and Transport Committee **RECOMMEND** that Shetland Islands Council **APPROVE** the Development Directorate Plan 2024-27, for areas within their remit.
- 1.2 That the Shetland Islands Council **RESOLVES** to approve the Development Services Directorate Plan 2024-27 (Appendix A), subject to any necessary amendments as a result of decisions on the SIC Budget Book 2024/25.

2.0 High Level Summary:

- 2.1 This report presents the Development Services Directorate Plan 2024-27 (Appendix A) for approval. The Directorate Plan contains information on major activities; planned service developments; the corporate support requirements for major projects across the Council; performance measures and risks. All actions and performance indicators (PIs) contained in the Development Services Directorate Plan will be included in Quarterly Performance Reports to Development Committee and Environment and Transport Committee.
- 2.2 The 2024-2027 Directorate Plan has been developed in parallel to the update of the Council's Our Ambition and the agreed Medium Term Financial Plan.
- 2.3 Quarterly Progress Reports will be submitted to the relevant Committee in line with the Council's Planning and Performance Management Framework (PPMF) to allow Members to monitor and scrutinise the delivery and progress of the plan.

3.0 Corporate Priorities and Joint Working:

- 3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Ambition", the Council's Corporate Plan 2021-2026.
 - 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:	
<p>4.1 The Directorate Plan sets out the actions to be taken by the Directorate between 2024-2027. The plan is designed to give strategic focus to the activities that will be required to deliver the Our Ambition outcomes, rather than focusing on the day to day business of the Services in the Directorate. Services operational activities are delivered and monitored through Service Plans.</p>	
5.0 Exempt and/or Confidential Information:	
<p>5.1 None.</p>	
6.0 Implications:	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public
6.2 Human Resources and Organisational Development:	<p>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.</p> <p>Recruitment continues to be an issue in some services.</p>
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.
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:	Funding for the planned activity in 2024/25 described in the Appendix has been included in the 2024/25 Budget Book, which is also presented for approval in this Committee cycle. Any future years' activity proposals will need to be built into the annual budget setting exercises, in line with available funding, and the Council's Medium Term Financial Plan.
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:	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p>	
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>"Monitor and review achievement of key outcomes in the Directorate and Service Plans within their functional area by ensuring –</p> <ul style="list-style-type: none"> (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." <p>The approval of plans which are part of the Council's Planning and Performance Management Framework, are reserved to the Council (Paragraph 2.1.3(4) of the SIC Scheme of Administration and Delegations – Part C).</p> <p>Development The relevant functional areas relate to strategic regeneration, development, economy and business, energy, telecommunications, agriculture, fisheries, arts, culture, and tourism, housing, poverty, community regeneration / community development, community safety and voluntary sector.</p> <p>Environment and Transport The relevant functional areas under the remit of the Environment and Transport Committee relate to the natural environment, roads, transport and ferry services, planning, building services and environmental services.</p> 	
6.11 Previously Considered by:	N/A	

Contact Details:

Neil Grant, Director of Development Services

01595 744968, nri.grant@shetland.gov.uk

Date Cleared: 7 March 2024

Appendices:

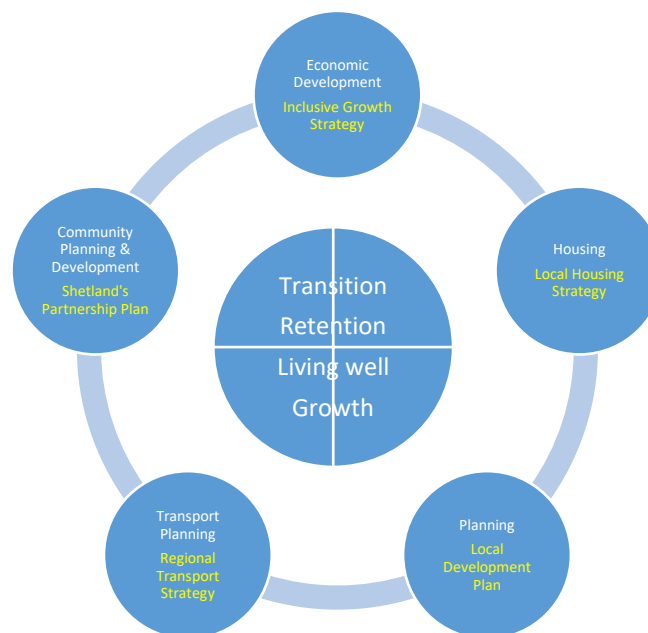
Appendix A - Development Services Directorate Plan 2024-2027

Background Documents:

[Our Ambition 2021-2026](#)

Development Services – Directorate Plan 2024-27

Development Services Directorate Plan 2024-27



Supporting the “Our Ambition” Corporate Plan:

“Working together for a positive, confident and sustainable future for Shetland”

Supporting Development Services vision:

“Enabling our communities to develop their potential”

Introduction

The Council's Performance Management Arrangements require each Director to produce a 3 year Plan, which is refreshed annually. Directorate Plans are considered by the relevant committee(s), approved by the Council as part of the budget setting exercise in February/March each year and published on the Council's website.

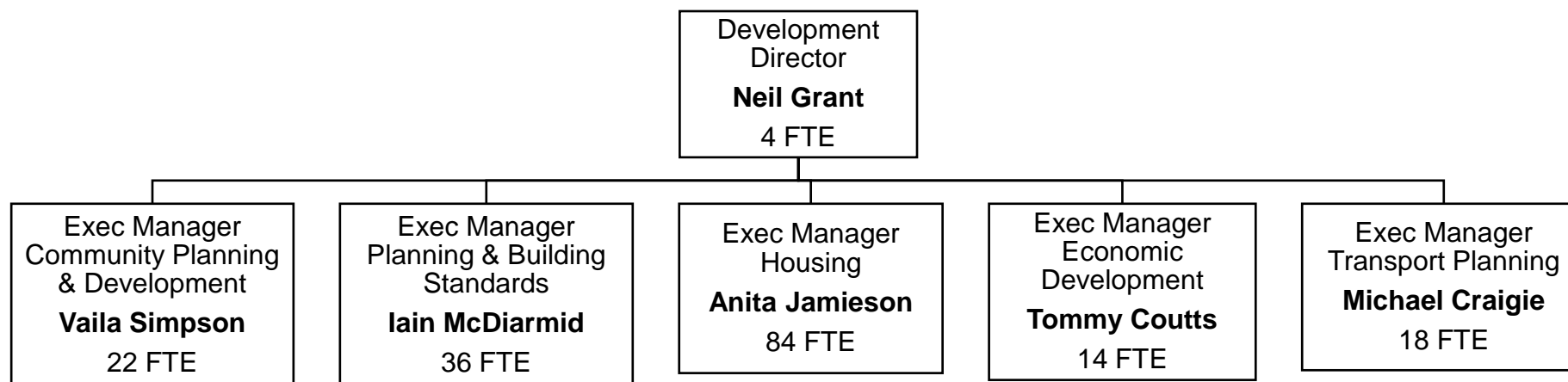
Directorate Plans contain information on major activities, planned service developments, performance measures and risks.

A more detailed description of activities for each of the Development Services are included in their individual Service Plans, available on [the Performance page](#) of Council's website.

Development Services are collectively about 'Place' making and helping to make Shetland an attractive place to live, work, study and invest.

- **Community Planning and Development:** Supporting communities to develop their potential and improving life chances for people of all ages through learning, personal development and active citizenship. Services include: Adult Learning; Community Work; Community Planning; Diversity & Inclusion; Community Grants; External Funding; Community Council Liaison; Community Safety and Community Justice.
- **Economic Development:** Enabling and promoting the ideal conditions for growth and supporting businesses, residents and communities to take advantage of the opportunities this will create. Services include: business and community grant support schemes; commercial investments; access to advice and guidance for local businesses via Business Gateway Service; management of contracts for Promote Shetland and Shetland Museum and Archives, delivery of connectivity services through Shetland Telecom, economic research, co-ordinating business and industry forums, and supporting local development through co-ordinating external grant funding.
- **Housing:** Provision of Affordable Housing, Tenant Support, and Preventing and alleviating homelessness. Services Include: Housing Support Services; Housing Management; Housing Development; Housing Asset Management.
- **Planning:** Land use Planning, Marine Planning and Building Standards, Services Include: Development Plans & Heritage; Development Management; Coastal & Marine Planning; Building Standards; and KIMO (clean seas) Secretariat.
- **Transport Planning:** Services Include: Transport Strategy; Delivery of ZetTrans functions, including Inter-Island transport planning of Ferries and Air services, and provision of Provision of Public bus services; School Bus services; ASN and Adult Social Care Transport; Taxi Licensing and Blue Badge Administration.

Who We Are



Enabling Policies and Plans

The Development Services are about making Shetland a more attractive place to live, work, study and invest. Our key policies and plans are described in the diagram on the front page and are built around the following key drivers:

- **Retention:** Attracting and keeping people who want to live, work, study and invest in Shetland
- **Transition:** Delivering a just transition to Net Zero for people, communities and businesses
- **Growth:** Facilitating sustainable, inclusive economic change for all of Shetland's localities
- **Living Well:** Supporting people of all ages to live healthy, productive lives in every part of Shetland

Resource Implications

In addition to the projects and programmes which the Development Services are lead on, there are a number of Council cross-cutting priorities, which require prioritisation additional resourcing until they become embedded in the way we do things.

- SIC Climate Change Action Plan Delivery
- Reducing Inequalities
- Early Action/shifting the balance of care
- Budget reviews

There are also a number of development programmes that require support from Development Services

- Islands Growth Deal Programme
- Energy Transition Programme
- Shetland Space Innovation Programme

Development Services Directorate will work closely with all other Council Services, and Community Partners and Stakeholders, to achieve the priority outcomes identified in the Shetland Partnership Plan 2018-28 and in 'Our Ambition 2021-26.

A Place Based Approach



Contact Details

<p>Director of Development Services Solarhus 3 North Ness Business Park Lerwick ZE1 0LZ 01595 744968</p>	<p>Community Planning & Development Solarhus 3 North Ness Business Park Lerwick ZE1 0LZ 01595 743888</p>	<p>Economic Development Solarhus 3 North Ness Business Park Lerwick ZE1 0LZ 01595 744940</p>
<p>Housing 8 North Ness Business Park Lerwick ZE1 0LZ 01595 744360</p>	<p>Planning 8 North Ness Business Park Lerwick ZE1 0LZ 01595 744840</p>	<p>Transport Planning 8 North Ness Business Park Lerwick ZE1 0LZ 01595 744868</p>

Development - Projects/Actions



Generated on: 07 March 2024 15:35

OUR AMBITION

1.01 Shetland's Population Balance

Our shared aim is for more young people to remain in, or relocate to, Shetland to live, work, study and raise families, while our older people live active, independent and healthy lives for as long as possible.

4 Local Housing Strategy

We will continue to deliver on the key themes of the Local Housing Strategy, **aiming to increase future affordable housing supply** across all tenures by making maximum use of funding streams and working with partner agencies to design and deliver energy efficient, modern homes. We will also meet the needs of people who are facing homelessness and those who need support to maintain their tenancies

Improving housing condition, energy efficiency & tackling poverty

Code & Title	Description	Dates		Progress	Progress Statement
GH01 HRA Business Plan	Refresh 3 year HRA Business Plan	Planned Start	01-Apr-2024		
		Actual Start		<div>0%</div>	
Managed by & Assigned to		Original Due Date	31-Mar-2025	Expected success	
Anita Jamieson		Due Date	31-Mar-2025		
Anita Jamieson		Completed Date		Likely to meet target	

Increasing housing supply & promoting place making

Code & Title	Description	Dates		Progress	Progress Statement
GH01 Strategic Housing Investment Plan	Delivery of new build housing and refurbishment projects in the 2024-29 SHIP, year 1	Planned Start	01-Apr-2024		
		Actual Start		<div>0%</div>	
Managed by & Assigned to		Original Due Date	31-Mar-2025	Expected success	
Anita Jamieson		Due Date	31-Mar-2025		
Craig Nicolson		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
GH02 Knab Redevelopment Programme	Progress Knab site redevelopment: complete enabling infrastructure build, and complete housing design for Janet Courtney and Phase A housing.	Planned Start	01-Apr-2024		
		Actual Start		<input type="text" value="0%"/>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
Neil Grant		Due Date	21-Oct-2025		
Anita Jamieson		Completed Date		Likely to meet target	

1.04 Climate Change

Our Climate Change Strategic Outline Programme commits to a proactive approach to tackling climate change in Shetland and proposes a range of immediate actions and priority areas. It emphasises that it is essential to act in partnership with agencies, industries and communities to be successful.

8 Partnership Working

We will work with our partners to achieve a more **sustainable, ecologically diverse and resilient natural environment** as it is Shetland's most valued and distinctive asset. We will connect people with the natural world, for their health and well-being as we work to improve, manage and promote accessible open space to deliver health, social and economic benefits to our community.

Code & Title	Description	Dates		Progress	Progress Statement
NPF4 New Local Development Plan	Development of a New Local Development Plan	Planned Start	01-May-2023		The Local Development Plan, Development Scheme, which details the work plans and timelines for the development of the new Local Development Plan will be presented to the March Development Committee.
		Actual Start	01-May-2023	<input type="text" value="10%"/>	
Managed by & Assigned to		Original Due Date	30-Jun-2028	Expected success	
Iain McDiarmid		Due Date	30-Jun-2028		
Suzanne Shearer		Completed Date		Likely to meet target	

1.05 Sustaining current jobs and creating new ones

"Meeting user needs and promoting further economic activity around our coastline"

1 We will agree the Islands Deal

We will **agree the Islands Deal** with both UK and Scottish Governments, with Shetland's projects reaching full business case stage and significant investment flowing in from both Governments.

Code & Title	Description	Dates		Progress	Progress Statement
G01 Islands Deal Shetland portfolio	Programme manage the Islands Deal Shetland portfolio	Planned Start			
		Actual Start		<input type="text" value="0%"/>	
Managed by & Assigned to		Original Due Date	31-Mar-2027	Expected success	
Neil Grant		Due Date	31-Mar-2027		
Louise Shearer		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA029 Progress the Islands Deal Projects to Full Business Case Stage:	Agree Islands Deal with both Scottish and UK Governments, and deliver Shetland based projects including Knab Site Redevelopment, Dales Voe Ultra Deep Water Quay, Shetland Campus Redevelopment, Shell-volution, and Shetland Clean Energy Project.	Planned Start	01-Apr-2021		The Islands Growth Deal was signed by both UK and Scottish Governments in January 2023. The 10-year investment programme sees Shetland projects receiving approximately £33.3m investment across that period. Full Business Cases will be developed as projects progress towards their delivery phase
		Actual Start	01-Apr-2021	<div><div>80%</div></div>	
		Original Due Date	31-Dec-2022	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Neil Grant					

3 Provide support to businesses and entrepreneurs

We will **provide support to businesses and entrepreneurs** that will help sustain jobs in core sectors of Shetland's economy and create new ones.

Code & Title	Description	Dates		Progress	Progress Statement
OA037 Space Economy Programme	Work with the developer and stakeholders to establish a Space Port in Unst, and maximise supply chain opportunities for Shetland	Planned Start	01-Apr-2021		SaxaVord Space port was awarded their spaceport launch licence from CAA in December. First launch is scheduled for autumn 2024
		Actual Start		<div><div>50%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Neil Grant					

7 Build the principles of community wealth building

We will **build the principles of community wealth building** into the way we support the local community.

Code & Title	Description	Dates		Progress	Progress Statement
GE07 Shetland Community Benefit Policy	Develop a Shetland Community Benefit Policy	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<div><div>0%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Tommy Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
GE08 Develop a Shetland Inclusive Growth Strategy	Develop a Shetland Inclusive Growth Strategy, Including Community Wealth Building principles	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<div><div>0%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Tommy Coutts					

1.07 Digital connectivity

This is an issue that, as a council, we cannot fix on our own, so we will work with others with the strategic aim of achieving high-speed broadband and full mobile coverage to all settlements across Shetland.

1 Commission work to carry out network planning and engagement Governments and Industry

We will **commission a piece of work to carry out network planning and engagement with both UK and Scottish Governments, industry and national programmes** in order to assess the gaps in provision in local superfast connectivity and inform a strategic plan regarding the future of connectivity in Shetland.

Code & Title	Description	Dates		Progress	Progress Statement
GE05 Shetland Telecom Operational Plan	Develop a sustainable operational and governance plan for Shetland Telecom assets	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<div><div>0%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Tommy Coutts					
Tommy Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
GE06 S100 Project	Engage Scottish and UK Governments to develop a plan to extend the public sector network beyond the R100 scope	Planned Start	01-Apr-2024		
		Actual Start	01-Apr-2024	<div><div>0%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Neil Grant					
Tommy Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
OA234 Councils Fibre Network	Agree future plans for network development	Planned Start	01-Jan-2022		Second stage review of Shetland Telecom complete with actions to follow.
		Actual Start	10-May-2022	<div><div>50%</div></div>	Currently engaged in discussions with UK and Scottish Governments on possibility of future funding for fibre rollout.
		Original Due Date	30-Sep-2022	Expected success	
		Due Date	30-Jun-2024		
		Completed Date		Experiencing issues, risk of failure to meet target	
Managed by & Assigned to					
Tommy Coutts					
Tommy Coutts					

1.09 Fairer Shetland

"We will support children and young people to help them thrive and reach their full potential"

01 Champion prevention and early intervention

We will **champion prevention and early intervention**, taking the leadership for health improvement by tackling the social determinants of health: supporting local sustainable development, building the economy and developing jobs, tackling inequalities, developing the knowledge and skills of local people, ensuring affordable and appropriate housing, accessing leisure opportunities and helping people to feel safe and well.

Code & Title	Description	Dates		Progress	Progress Statement
GD23 Shetland Community Learning & Development Plan	Development of a New Community Learning & Development Plan 2024-27	Planned Start	01-Mar-2024		An interim evaluation of the 2021–2024 CLD Plan was undertaken in December 2023, to help inform the development of the new plan. Work is now underway to develop a plan and timeline for the development of the new Plan, including community engagement with learners, partners, groups and communities on setting our high level priorities
		Actual Start		<div><div>0%</div></div>	
		Original Due Date	31-Dec-2024	Expected success	
		Due Date	30-Sep-2024		
		Completed Date			
Managed by & Assigned to					
Vaila Simpson					
June Porter					

04 Progress the Fair Food Project

We will **progress the Fair Food Project** with an aim of making Shetland an equitable food community.

Code & Title	Description	Dates		Progress	Progress Statement
OA082 Fair Food Policy and Food Growing Strategy	Implement the approved Fair Food Policy and the Food Growing Strategy.	Planned Start	01-Apr-2021		Transition Turrieffield have started an evaluation of the Grow Shetland project, this includes an online form that was disseminated to gather data from individuals, community groups, statutory organisations and schools. Follow-up interviews were then conducted in person, or via video conference to gather more detailed feedback.
		Actual Start	08-Nov-2021	<div><div>85%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	30-Sep-2024		The planned review of the Fair Food Policy and Strategy is on hold until certain of the remaining provisions of the Good Food Nation (Scotland) Act 2022 are commenced.
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					

1.10 Transport

We will engage in the development of a new Shetland Transport Strategy that sets a clear strategic and policy framework in response to the drivers for change.



4 Support delivery of an affordable and sustainable system of public transport



We will **continue to support delivery of an affordable and sustainable system of public transport services to meet the needs of Shetland**. We will support the development of alternative solutions such as active travel and mobility as a service that encourage positive travel choices. These will evolve with the availability of alternative fuels and technologies and will complement other transport modes to form part of an integrated transport network. The network will support our community outcomes of achieving climate change targets, reducing inequality, improving public health and enabling access to essential goods and services, employment, education and health care, as well as other opportunities to ensure inclusive economic growth and healthy communities.

Code & Title	Description	Dates		Progress	Progress Statement
GT01 Inter-Island Transport Connectivity Network Strategy	Development of an Inter-island Transport Connectivity Network Strategy, Strategic Business Case and Outline Business Case.	Planned Start	16-Mar-2023	<div><div></div></div>	Programme Board, Partnership Sounding Board and Community Stakeholder/User Group are meeting Tender to procure consultancy support is live with appointment expected Easter 2024 Appointed consultant will lead on the development of the business case and implementation route map, as well as associated stakeholder engagement
		Actual Start	07-Jun-2023	<div><div>10%</div></div>	
		Original Due Date	31-Dec-2024	Expected success	
		Due Date	31-Dec-2024	<div><div></div></div>	
		Completed Date		Likely to meet target	
Managed by & Assigned to	This Programme will deliver a robust network strategy Strategic Business Case and Outline Business Case, upon which decisions can be taken on the future of inter-island connectivity options to Shetland's islands.				
Neil Grant					
Louise Shearer					

Code & Title	Description	Dates		Progress	Progress Statement
GT02 Fair Isle Ferry and Infrastructure Replacement	Deliver the Fair isle Ferry and Infrastructure replacement project	Planned Start	01-Apr-2024	<div><div></div></div>	
		Actual Start		<div><div>10%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2026	<div><div></div></div>	
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Michael Craigie					
Lee Coutts					

Code & Title	Description	Dates		Progress	Progress Statement
GT03 Public and School Bus Network	Undertake review of Public Transport and School Bus Network	Planned Start	01-Apr-2024	<div><div></div></div>	
		Actual Start		<div><div>10%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025	<div><div></div></div>	
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Michael Craigie					
Elaine Park					

Code & Title	Description	Dates		Progress	Progress Statement
OA101 Implement the Active Travel Strategy	Active Travel Strategy 2020-25, Implementation plan	Planned Start	01-Apr-2021		The Active Travel Delivery Plan will be presented to the Environment and Transport Committee at its meeting on 27 May 2024
		Actual Start	08-Nov-2021	<div><div>35%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
Michael Craigie		Due Date	31-Mar-2026		
Robina Barton		Completed Date		Experiencing issues, risk of failure to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA272 Fair Isle Ferry and Infrastructure replacement	Achieve funding package for new Fair isle Ferry and associated infrastructure.	Planned Start	01-Apr-2021		following a bid to Round 2 of the UK Government's Levelling Up Fund (LUF), it was announced on 18 January 2023 that Shetland Islands Council's bid for the Fair Isle Ferry Infrastructure Project is provisionally successful, with an award of £26,762,313. Progress is being made as follows: > Naval Architects have been appointed > Tender documentation for supply of a vessel was developed with the contract notice published on 12 October 2023 > Pre-Construction engagement with Main Contractor underway > Planning Consent and Marine License determination for Grutness complete > Planning Consent and Marine License determination for Fair Isle complete > Ongoing Monthly meeting with Department for Transport (DfT) > Project timeline under revision in line with Council decision to move from Roll on/Roll off to Lift on/Lift off > Updated detailed design of Infrastructure due for completion February 2024 > Updated Draft Full Business Case Strategic and Economic dimensions due to be shared with DfT in March 2024, for early review/feedback The funding award of £26,762,313 from the UK Government's Levelling Up Fund, is subject to Full Business Case approval. The project team are working towards achieving Full Business Case approval from the Council and the DfT to enable commencement of infrastructure construction and vessel construction in 2024. The overall programme to meet the LUF spending deadlines by March 2026 remains very time critical.
		Actual Start	01-Apr-2021	<div><div>90%</div></div>	
Managed by & Assigned to		Original Due Date	31-Dec-2022	Expected success	
Michael Craigie		Due Date	30-Jun-2024		
Lee Coutts		Completed Date		Likely to meet target	







2.02 Our Organisational values and culture

"As a council, we are ambitious for our community and are demanding of ourselves as an organisation. We have an unwavering focus on ensuring Shetland and its people thrive. The council's Values and Behaviours Statement underpins everything we do."

03 Strong leadership enabling, facilitating and stimulating opportunities for Shetland.

We will **deliver strong leadership of place enabling, facilitating and stimulating opportunities** for Shetland.



Place



Code & Title	Description	Dates		Progress	Progress Statement
GD16 Locality Planning	Co-ordinate delivery of Islands with Small Populations Locality Plan, reviewing progress after two years.	Planned Start	01-Apr-2024		Actions underway to prepare for successful implementation.
		Actual Start		<input type="text" value="0%"/>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					
Code & Title	Description	Dates		Progress	Progress Statement
GD17 Place-Based Working Programme	Defining a programme for place-based working in Shetland in line with the agreed project initiation document. This includes creating a framework, ensuring a consistent approach for delivery and sharing learning and insight.	Planned Start	01-Jun-2024		Preparations underway for progress from start date.
		Actual Start		<input type="text" value="0%"/>	
		Original Due Date	30-Sep-2024	Expected success	
		Due Date	30-Sep-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					
Code & Title	Description	Dates		Progress	Progress Statement
GD21 North Mainland Collaboration Project	Design and deliver North Mainland Collaboration Project.	Planned Start	01-Nov-2023		Three significant projects are aligning, to maximise benefit to communities and to minimise confusion.
		Actual Start	04-Mar-2024	<input type="text" value="5%"/>	
		Original Due Date	31-Mar-2027	Expected success	
		Due Date	31-Aug-2027		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Vaila Simpson					
Emma Perring					

08 Deliver our priorities through effective leadership, governance and democratic processes.

We will **work with our partners and our community** to deliver our priorities through effective leadership, governance and democratic processes.

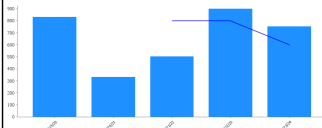
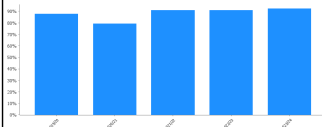
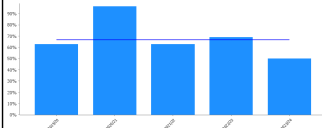
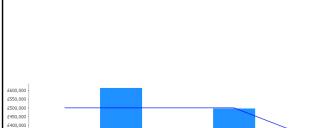
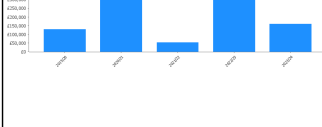
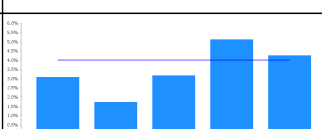
Effective community planning

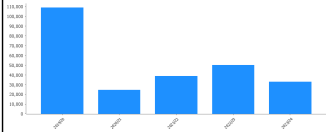
Code & Title	Description	Dates		Progress	Progress Statement
GD15 Local Outcomes Improvement Plan	Development of a New Local Outcomes Improvement Plan (Shetland Partnership Plan).	Planned Start	01-Apr-2024		Initial discussions with colleagues about alignment with other strategic planning activity.
		Actual Start		<div><div>0%</div></div>	
		Original Due Date	31-Mar-2028	Expected success	
		Due Date	31-Mar-2028		
		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
GD06 Community Council Scheme – Review the Council's Community Council Scheme of Establishment	The aim is to ensure that as a result of the review and the establishment of an updated scheme, community councils will be operating sustainably under new, up to date rules and procedures that will support them to reach their full potential, and meet any statutory obligations	Planned Start	01-Aug-2022		Community Council Scheme Review - Phase One consultation complete, results to be reported to Special Meeting of Shetland Islands Council on 27 March 2024. Currently developing suite of documents for Phase two of the statutory consultation process. Documents scheduled to be presented to Special Meeting of the Shetland Islands Council on 27 March 2024 to seek approval to commence with the next phase of consultation. Phase two consultation due to take place over a 10 week period, starting in April 2024 and closing in June 2024. Project is on track, meeting key deadlines to date.
		Actual Start	31-Mar-2023	<div><div>30%</div></div>	
		Original Due Date	31-Dec-2024	Expected success	
		Due Date	30-Nov-2025		
		Completed Date		Likely to meet target	

Development - Yearly Performance Indicators

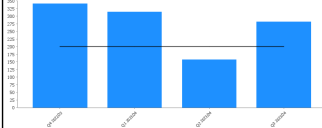
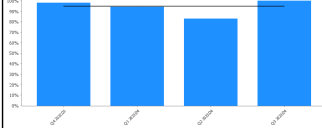
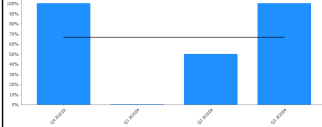
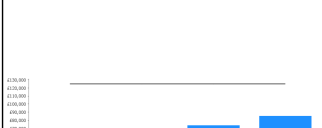
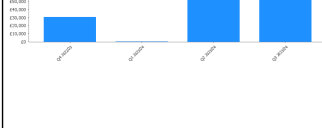
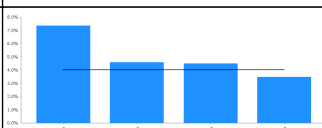
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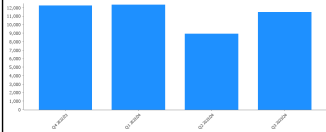
Code & Short Name	Previous Years			Graphs	Past performance & future improvement Statements
	2020/21 Value	2021/22 Value	2022/23 Value		
CD01 Number of adults engaged in CLD activity	329	500	898		
G01 FOISA responded to within 20 day limit - Development Services	79%	90.75%	91%		In 23/24, 53 out of 53 responses made in 20 working days - 0 requests responded to over 20 days - 7 requests closed as not responded to (over 60 days wait) - 21 open requests as at 22 January.
GD-02 Success rate - external funding applied for by community groups (%)	96.36%	62.5%	68.75%		In Q3, two previously submitted applications were successful making a success rate of 100% for the period. Year to date the grant success rate is 75% which is above the annual target.
GD-03 External funding secured by Community Groups	£612,015	£53,312	£494,826		<p>In Q3, two previously submitted funding application bids were successful. This has resulted in a 100% success rate for the period, and equates to a 75% success rate for the year to date.</p> <p>For Q1-3 a total of £158,214 has been secured which is below the targeted cash sum. The main reason for this has been a lack of projects seeking support with funding applications to funding bodies out with Shetland.</p>
OPI-4C-G Sick %age - Development Directorate	1.7%	3.2%	5.1%		The sickness level for the Development Directorate continues to be monitored.
OPI-4E-G Overtime Hours - Development Directorate	2,504	3,230	3,133		The Development Directorate overtime hours have increased slightly. Overtime continues to be managed on a pre-authorisation basis. For information – No fixed target set

Code & Short Name	Previous Years			Graphs	Past performance & future improvement Statements
	2020/21	2021/22	2022/23		
	Value	Value	Value		
OPI-4G-G Employee Miles Claimed - Development Directorate	24,430	38,535	50,091		Miles claimed is monitored regularly, For information – No fixed target set

Development - Quarterly Performance Indicators

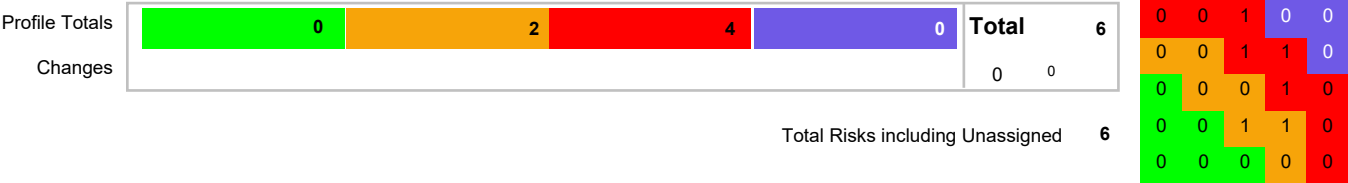
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Code & Short Name	Previous Quarters			Q3 2023/24 Target	Graphs	Past performance & future improvement Statements
	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value			
CD01 Number of adults engaged in CLD activity	314	157	281	200		
G01 FOISA responded to within 20 day limit - Development Services	94%	83%	100%	95%		In 23/24, 53 out of 53 responses made in 20 working days - 0 requests responded to over 20 days - 7 requests closed as not responded to (over 60 days wait) - 21 open requests as at 22 January.
GD-02 Success rate - external funding applied for by community groups (%)	0%	50%	100%	66.66%		In Q3, two previously submitted applications were successful making a success rate of 100% for the period. Year to date the grant success rate is 75% which is above the annual target.
GD-03 External funding secured by Community Groups	£0	£73,259	£84,955	£125,000		In Q3, two previously submitted funding application bids were successful. This has resulted in a 100% success rate for the period, and equates to a 75% success rate for the year to date. For Q1-3 a total of £158,214 has been secured which is below the targeted cash sum. The main reason for this has been a lack of projects seeking support with funding applications to funding bodies out with Shetland.
OPI-4C-G Sick %age - Development Directorate	4.6%	4.5%	3.5%	4.0%		The sickness level for the Development Directorate continues to be monitored.
OPI-4E-G Overtime Hours - Development Directorate	796	707	532			The Development Directorate overtime hours have increased slightly. Overtime continues to be managed on a pre-authorisation basis. For information – No fixed target set

	Previous Quarters					
Code & Short Name	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q3 2023/24	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Target		
OPI-4G-G Employee Miles Claimed - Development Directorate	12,326	8,896	11,474			Miles claimed is monitored regularly, For information – No fixed target set

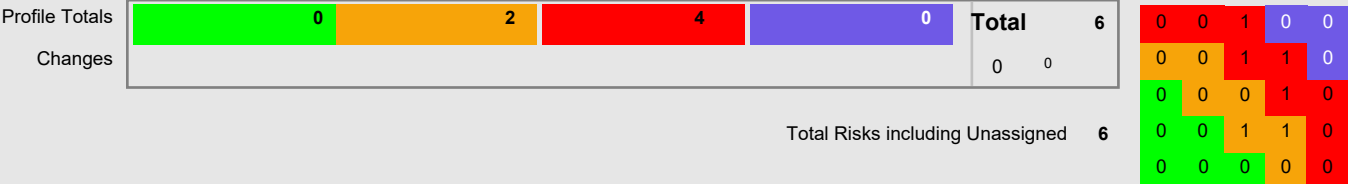
Directorate Details

Directorate



Risk Register - Development Services

Manager Neil Grant



Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Central Govt Funding Issues Provision of Air and Ferry Services, Revenue funding of ferries remains on a year by year basis, and there remains no agreement on capital funding.	Central Govt Funding Issues	Neil Grant	C0027	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Scottish Government decision to support Revenue and funding on a year by year basis and no as yet agreed support for Capital funding.	Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure for ferries and Development for air contract.	<ul style="list-style-type: none">The Council has worked with the Scottish Government using Transport Methodology and Business Case planning to identify specification for inter island transport.The Council continues to make the case for ferry funding through Government focused brochures and campaigns, 'Its all happening in Shetland' Shetland Forwards' and other forum such as Transport Task Force'.Funding request for revenue budget and capital costs is made annually and through on going negotiations.The Fair-isle ferry which was the most urgent capital replacement project has been funded by UKGov Levelling Up Fund Neil Grant	In Progress	High 16 Major Likely	
Review Comments	Reviewed with Dev DMT, updated to recognise increased likelihood and potential impact 09/05/2023				
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Across the department and the organisation as well as partners, the general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition.	Key staff - loss of	Neil Grant	C0017	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Development Services

Resignation, retirement,	There are departmental, organisational and community-wide consequences: Impact on staff and their workload, Impact on service delivery; Deadlines may be missed; Economic impact from delays in, eg house building; Impact on businesses who cannot recruit because of constraints on accommodation; Impact on communities who cannot access services; It falls to services including Community Planning and Development, Economic Development and Housing, among others, to mitigate the impacts of the loss of staff in key sectors.	• A corporate workforce development plan is progressing - HR workforce strategy has been approved. *Management to ensure that exit interviews are always completed, and to track exit interview statistics; *Ten year plan to attract people to live, work, study and invest in Shetland. Refreshed Shetland Partnership Delivery Plan 2023-28 is being presented to Council in December 23 Cycle *Management to look to extending the 'grow your own/' trainee posts; *Careful monitoring of the impact of policy interventions such as market forces; *Consideration to be given to wider use of adjusted posts to 'fill gaps' on a temporary basis, and for temporary '2-way probation' or 'secondments' so that staff can try out an advertised post before committing. *Successful recruitment pilot completed in Planning Service <i>Neil Grant</i>	In Progress	High	15 Significant Almost Certain
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Review Comments Reviewed with Dev DMT, updated to reflect broader impacts of loss of key staff
09/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Council commitment to partnership working. This became a statutory requirement following implementation of the Community Empowerment Act 2015. The number of partnerships and partnership working arrangements within which the council is part, is large and growing.	Partnership working failure	Neil Grant	C0030	20/11/2023	20/05/2024

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Communication breakdown, conflicting priorities, duplication of effort, lack of understanding of activity across sectors and organisations	There is a risk that the outcome of Delivery Plans and Locality Plans are not implemented. Failure to achieve the best outcomes for the community. Censure/action against the Council for failing to comply with legislation.	• Community Planning is supported by the Community Planning and Development Team in the Development Department. Outcome Delivery Plans for participation, place, people and money have senior responsible officers and lead officers allocated. *An interim management and leadership team to progress Shetland's Partnership Plan workstreams and governance. *A refreshed Shetland Partnership Delivery Plan 2023-28 is being presented to Council in December 23 Cycle <i>Neil Grant</i>	In Progress	High	12 Major Possible

Review Comments Reviewed by NG & DMT - updated to reflect current and planned controls
20/11/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service has a number of strategic imperatives that it seeks to deliver while services face reducing resources and constraints including the MTFP	Economic / Financial - Other	Neil Grant	C0021	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Development Services

Constrained resources including reduced and reducing budgets and fewer staff make it challenging to deliver on priorities.	Impact on service, workload has to be managed by fewer staff, stress, Failure to deliver on strategic imperatives - impact on service users & communities	<ul style="list-style-type: none"> • Prioritisation and review - Development will Ensure a lead is identified for each strand of activity in the directorate plan; Consider resource analysis for each strand of Directorate plan; Prioritisation of tasks in the Directorate 3 year plan. <i>Neil Grant</i> 	Implemented	High	12 Significant Likely
Review Comments Reviewed with DMT, updated 09/05/2023					
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service / the Council works in a number of areas and necessarily publishes information on its activities	Communications poor	Neil Grant	C0022	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to share information, poor management of communications/ poor communication with service users/ members of the public/ media, or mis-perception by media.	Bad publicity, communities miss opportunities, finite resources spent on rectifying misunderstandings, staff morale impact, service users/ partners lose trust in services.	<ul style="list-style-type: none"> • Various controls are in place: Quarterly Performance Reporting Shetland's Partnership Plan progress on outcomes reporting Staff monitor funding opportunities and share information via a number of channels to ensure communities and individuals are made aware; Ensure all Directorate level projects have a communications plan/strategy. <i>Neil Grant</i> 	In Progress	Medium 8 Major Unlikely	
Review Comments Reviewed with Dev DMT, risk remains 09/05/2023					
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service operates within a complex legislative environment and is expected to be an exemplar. Current controls include, e.g. ICT security policy, ICT automatic encryption of all laptops and USBs are auto-encrypted before any data can be downloaded.	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Neil Grant	C0018	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc.	Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity	<ul style="list-style-type: none"> • A range of controls are in place: Given that projects are a priority activity, ensure proper process for identifying and allocating project resources in order that all project work adequately takes account of statutory/ policy/ best practice requirements; Train staff and adhere to standing orders, on going staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with; All staff to make themselves aware of the ICT security policy http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf (Exec summary on page 5). <i>Neil Grant</i> 	In Progress	Medium 6 Significant Unlikely	

Risk Register - Development Services

Review Comments	Reviewed with Dev DMT, likelihood reduced to reflect knowledge and awareness of staff and effective arrangements across all statutory areas.
09/05/2023	0.00 0.00 0.00 0.00

Risk Register - Development Services

0.00	0.00	0.00			
0.00	0.00	0.00	0.00	0.00	0.00

Totals **6**

(Status Flag = "ACTIVE" AND Record Type = 1) and Status Flag=ACTIVE - Business Unit Code=C - ISNULL(Project Code)



Meeting(s):	Development Committee	13 March 2024
Report Title:	Infrastructure Performance Report – Q3 2023/24 Development Committee Remit	
Reference Number:	ISD-03-24-F	
Author / Job Title:	John R Smith - Director of Infrastructure Services Douglas Irvine – Executive Manager – Future Energy	

1.0 Decisions / Action required:

- 1.1 That the Development Committee **NOTE** the updates on activity in Quarter 3, 2023/24 described in this report and its appendices and **DISCUSS and COMMENT** on forward plans and priorities to help inform activity and associated Business Programming.

2.0 High Level Summary:

- 2.1 This report summarises the performance of the Infrastructure Directorate as it relates to Development Committee.
- 2.2 An overview of activity in support of “Our Ambition”, and performance information relevant to that, is set out in Appendix 1.
- 2.3 Highlights of other actions across Infrastructure services in the reporting quarter are provided in Appendix 2.
- 2.4 The Infrastructure Directorate Risk Register is set out in Appendix 3.
- 2.5 Infrastructure actions that fall within the remit of the Environment and Transport Committee are presented to that Committee in a separate report.

3.0 Corporate Priorities and Joint Working:

- 3.1 Planning and Performance Management are key aspects of Best Value and features of the Councils Corporate Plan, “Our Ambition – 2021 – 2026”. Further information on “Our Ambition” is available in previous Performance Reports.

4.0 Key Issues:

Progress on Key Objectives and Outcomes

- 4.1 Significant cost pressures, labour shortages and supply issues continue to hamper some areas of service provision.
- 4.2 Information provided in previous Performance reports on core activities continues to be relevant.

4.3 Performance information of key actions and performance indicators related to “Our Ambition” delivery are set out in Appendix 1. Highlights of other departmental and other service actions in Appendix 2.

4.4 Risks and Service Challenges

- Cost of energy, materials, supplies and services continues to be high.
- The mitigations described in previous Performance Reports continue to apply.
- Further information on Departmental Risks is contained in Appendix 3.

4.5 Financial Performance – Q3 – 2023/24

The projected revenue outturn position for the Council’s participation in the projects in this report at Quarter 3 is expenditure of £638k, which is in line with the approved annual budget.

4.6 Look ahead to the rest of 2023/24 and future years

- Many Infrastructure Services key projects and actions will continue throughout 2023/24, and into future years, as they require sustained activity to deliver their objectives.
- The Infrastructure Directorate Plan for 2023/24, and years forward, was approved by Council on 15 March 2023 (Min. Ref. 11/23) and is the basis of 2023/24 performance reporting.
- Services plans for each of the Service areas within Infrastructure are available on the Council’s Intranet.

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:	Any workforce implications from proposed changes will be considered in line with existing Council process, policies and procedures. They have also been discussed and will be reflected in the actions contained within Council’s Workforce Plan.
6.3 Equality, Diversity and Human Rights:	The Directorate uses Equalities Impact Assessment (EIA) to ensure its services are supporting those most in need and not making inequalities worse. This report relates to performance monitoring, so does not, in itself, require an EIA.

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 Council's projected outturn expenditure for the projects in this report is £638k, which is in line with the approved budget.
6.6 Assets and Property:	A number of the actions 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, materials inflation and pressure on capacity in the private sector are creating challenges to maintain service delivery within budget.
6.7 ICT and new technologies:	Telematics are a key enabler for fleet management and remote sensing and control equipment will be key for energy efficiency and carbon management.
6.8 Environmental:	The Directorate leads the delivery of the Council's Climate Change Strategy and Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets and services and transition to Net Zero.
6.9 Risk Management:	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p> <p>Key risks and challenges are outlined in section 4.4 above and Appendix 3.</p>
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they:</p> <p>"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, to monitor the relevant Planning and Performance Management Framework, including risk management.</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:	<i>None</i>	
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Contact Details:

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or jrsmith@shetland.gov.uk

Douglas Irvine, Executive Manager – Future Energy, douglas.a.irvine@shetland.gov.uk

Appendices:

Appendix 1 – Infrastructure Performance Information – Actions and PI's – Development Committee

Appendix 2 – Infrastructure Performance Narrative – Development Committee

Appendix 3 – Infrastructure Departmental Risk Register – Whole Directorate

Background Documents:

- Our Ambition 2021-2026
- Council Medium Term Financial Strategy
- Infrastructure Department – Service Plans

Appendix A - Projects and Actions for PPMF reports - Infrastructure Directorate to Dev Ctte



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OUR AMBITION

1.04 Climate Change

Our Climate Change Strategic Outline Programme commits to a proactive approach to tackling climate change in Shetland and proposes a range of immediate actions and priority areas. It emphasises that it is essential to act in partnership with agencies, industries and communities to be successful.

1 Shetland Net-Zero Strategy

Prepare and implement a council Net-Zero Plan and lead the preparation of a Shetland Net-Zero Strategy involving Community Planning partners and a range of energy-focused businesses and organisations.

Code & Title	Description	Dates		Progress	Progress Statement
HC08 Advancing Islands Centre for Net Zero/Shetland Clean Energy Project (Islands Growth Deal)	Prepare Final Business Case for Shetland Clean Energy Project with full Engagement with Islands Centre for Net Zero	Planned Start	01-Apr-2023		The Islands Centre for Net zero is operating following official launch on 7 December 2023. More research is required on the Shetland investment in clean energy before a full business case can be prepared in 2024.
		Actual Start	01-Apr-2023	<div><div>50%</div></div>	
		Original Due Date	31-Dec-2023	Expected success	
		Due Date	31-Dec-2024		
		Completed Date		Experiencing issues, risk of failure to meet target	
Lead					
Future Energy					
Douglas Irvine					

2 Energy efficiency and waste reduction

Continue and, where possible, accelerate current energy efficiency, energy conversion, waste reduction and reuse initiatives, internally within the council and across the community.

Code & Title	Description	Dates		Progress	Progress Statement
HC01 Identifying Affordable Energy	Prepare a project to Identify solutions for the high cost of electricity in Shetland and engage with governments, energy agencies and suppliers.	Planned Start	01-Apr-2023		Researching options to supply affordable energy prior to reporting progress in mid 2024.
		Actual Start	01-Apr-2023	<div><div>40%</div></div>	
		Original Due Date	31-May-2023	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Lead					
Future Energy					
Douglas Irvine					

Code & Title	Description	Dates		Progress	Progress Statement
HC02 Concluding Shetland Energy Strategy	Complete Energy Strategy for Public Consultation and Council Approval	Planned Start	01-Apr-2023		Draft strategy to be issued for public consultation prior to reporting to Council in Q4.
		Actual Start	01-Apr-2023	<div><div>70%</div></div>	
Lead		Original Due Date	31-Aug-2023	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
HC04 Coordinating at Shetland Holistic Power System	Work with energy developers to identify optimal solutions for energy transmission routes in Shetland	Planned Start	01-Apr-2023		Design work date for Yell wind farm transmission links has been extended to c 31 March 2024.
		Actual Start	01-Apr-2023	<div><div>60%</div></div>	
Lead		Original Due Date	30-Sep-2023	Expected success	
Future Energy		Due Date	30-Sep-2024		
Douglas Irvine		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
HC07 Supporting Energy Projects	Work with NE1 site developers, the energy transition team at Enquest and three other early stage developers to advance clean energy projects in Shetland	Planned Start	01-Apr-2023		Continuing effective engagement with Enquest, Statkraft and NE1 site developers.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
Lead		Original Due Date	31-Mar-2024	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

4 Shetland green electricity generation and distribution grid

Support the identification and delivery of a robust, green Shetland electricity generation and distribution grid, which reaches across all of Shetland, and enables further public, community and commercial 'greening'.

Code & Title	Description	Dates		Progress	Progress Statement
HC03 Starting the Hydrogen Economy	Identify Hydrogen Developer capable of starting commercial hydrogen production in Shetland	Planned Start	01-Apr-2023		Veri Energy and partners have been awarded £1.74m by the UK Govt for investigating a hydrogen development project at SVT.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
Lead		Original Due Date	31-Oct-2023	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
HC06 Researching Clean Energy Options	Complete the two net zero technology projects that are in progress and start 3 additional phases and successfully apply for funding for two new projects	Planned Start	01-Apr-2023		Liquid Organic Hydrogen Carrier research phase 2 concluded. European Hydrogen Backbone research phase 1 concluded. Energy Hub research phase 1 almost complete.
		Actual Start	01-Apr-2023	<div><div>80%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Lead					
Future Energy					
Douglas Irvine					

Code & Title	Description	Dates		Progress	Progress Statement
HC07 Supporting Energy Projects	Work with NE1 site developers, the energy transition team at Enquest and three other early stage developers to advance clean energy projects in Shetland	Planned Start	01-Apr-2023		Continuing effective engagement with Enquest, Statkraft and NE1 site developers.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Lead					
Future Energy					
Douglas Irvine					

8 Partnership Working

We will work with our partners to achieve a more **sustainable, ecologically diverse and resilient natural environment** as it is Shetland's most valued and distinctive asset. We will connect people with the natural world, for their health and well-being as we work to improve, manage and promote accessible open space to deliver health, social and economic benefits to our community.

Code & Title	Description	Dates		Progress	Progress Statement
HC05 Communications	Engage with 50 entities (energy development companies, technology specialists, government agencies, etc.) to promote energy development opportunities in Shetland	Planned Start	01-Apr-2023		Organised Shetland attendance at Floating Offshore Wind exhibition on 4-5 October.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
		Original Due Date	30-Apr-2023	Expected success	
		Due Date	30-Mar-2024		
		Completed Date		Likely to meet target	
Lead					
Future Energy					
Douglas Irvine					

1. Energy Development Principles

The consultation on the draft “Shetland Energy Development Principles” concluded, a report was prepared for and approved by the Council on 14 December 2022. Team leads have been appointed for each of the main themes: Environment; Co-existence with existing activities; local Supply Chain engagement; and Community Benefits. Each theme has an activity programme which is monitored by the newly established 4Shetland Forum, which consists of the Council, HIE, LPA and the NORN Alliance (A Shetland Supply chain consortia). The 4Shetland Forum meets every month and connects with the NE1 developers every second month. Development Services now lead on the Community Benefits aspects of the Energy Development Principles and are seeking external support to learn best practice from other areas as part of the process to establish a definitive wealth generation policy to implement in Shetland, including potential community ownership options.

2. NE1 Block Offshore Wind Developments

Ocean Winds, Mainstream Renewable Power and ESB Asset Development have been offered option agreements by Crown Estates Scotland to produce 2.8 GW of floating offshore wind on the NE1 site. Mainstream and Ocean Winds have combined their sites into the Arven project, which is 2.3 GW of the overall NE1 site. A Shetland office has been set up for the project. ESB signed a collaboration agreement with Lerwick Port Authority on 20 September 2023, providing the framework to develop ESB’s NE1 site from Lerwick.

3. Clair Oil Export Review and Review of Overall Oil and Gas Arrangements

Clair partners continue to review their options for the long term export of oil through a range of discussions and investigations involving Shetland Islands Council. In parallel with this the Council is reviewing the performance and any modernisation requirements across arrangements with all oil and gas energy producers guided by the Council’s draft “Energy Development Principles”. This review activity is being supported by the Council’s “Energy Reference Group” and is expected to continue for some time. A detailed report on this subject, in the context of energy transition, was discussed at the Council meeting on 13 December 2023.

4. SVT – Energy Transformation Plans

EnQuest has established Veri Energy, a wholly owned subsidiary company, to advance plans to repurpose SVT for a new energy and decarbonisation hub. Veri Energy continues to work on carbon sequestration and hydrogen development plans. EnQuest had been awarded support through the Scottish Government’s Emerging Energy Technologies Fund to investigate repurposing parts of SVT. That project will be completed in early 2024. A Supply Chain engagement event was organised in Mareel on 7 February to inform local services of the work opportunities that repurposing SVT will need.

5. Shetland Energy Strategy

The draft Energy Strategy has been completed and has been issued for public consultation prior to being reported to Council for decision in Q4. A Council seminar has been organised on 5 March 2024.

6. Net Zero Technology Transition Projects

These projects are led by the Net Zero Technology Centre with 50% of the funding from the Scottish Government matched by commercial interests and the Council. The first phase of the European Hydrogen Backbone Link was published in June 2023 and detailed a hydrogen export network from Scotland, including Shetland, to Europe. The phase 1 Energy Hubs Project is now completed and will be published in Q4. From the Council involvement we can state that Sullom Voe will be recognised as a main national energy transition hub when that report is issued. The Phase two work on these projects relate to specific site developments which the Council will not be funding but will remain involved as an interested observer. These began in Q4.

7. Power Studies

The Power Study led by the University of Strathclyde has progressed to phase 3 which evaluates the operation of the future integrated energy system under different restricted sensitivities such as CfD. That includes smart energy management, EV electrification and control techniques to enhance reliability.

8. Islands Deal – Islands Centre for Net Zero

The Centre is operational and organised open days in the three island groups on 7th December 2023. The Shetland event was in the Islesburgh Community Centre. The ICNZ team visited Shetland in February 2024.

9. Aberdeen Events in October

On 3 October 2023 delegates from the three islands Councils and companies interested in hydrogen development met at NZTC for a pan islands hydrogen seminar. The purpose was to share the opportunities and challenges for hydrogen production, with particular regard to the development of offshore wind around the islands. The Council was part of the Shetland – Islands of Opportunity Stand at the Floating Offshore Wind Exhibition in the P&J Centre on 4 and 5 October 2023. Eight organisations were involved in the stand and all reported a keen interest from visitors to the stand throughout the two days. Also at the P&J Centre, on 25-26 October 2023, the Scottish Hydrogen Fuel Cell Association, was attended by a delegate from the Future Energy Team. The event was attended by around 200 with a number of interesting case studies being presented. A summary of highlights and key learning points has been shared with relevant Council staff.

10. Liquid Organic Hydrogen Carrier (LOHC) Study

The Liquid Organic Hydrogen Carrier Project, which was a desktop exercise to evaluate exporting hydrogen by coastal tanker from Sullom Voe and St Fergus/Peterhead to Rotterdam, has concluded and is presented in the Projects and Studies section of the orioncleanenergy.com website. Work is progressing on a pilot project with the commercial interests to advance when hydrogen production begins.

11. Transition Opportunities and Challenges - Similarities with Northern Norway

The Council have been part of a project along with University of Strathclyde and Energi I Nord, to increase collaboration between Shetland and Northern Norway. This was funded through a successful bid to the Scottish Government's Arctic Connections Fund. This kicked off with a webinar, well attended and with presentations from key people from both regions, including Kersti Berge, Scottish Government's Director for Energy and Climate Change. The next step is to gather more opinion on the particular challenge of community acceptance and social issues surrounding renewable developments.

12. Affordable Energy Programme

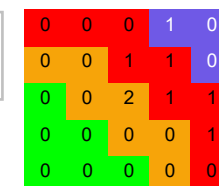
The Affordable Energy Programme is progressing, with the Shetland Smart Metering Project stemming from this. Engagement is progressing at all levels of the smart meter installation challenges we have in Shetland, with a keen interest from stakeholders in Shetland and beyond. An inter-island working group, involving OIC and CnES has been initiated, chaired by SIC.

13. Transmission Networks

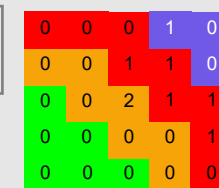
Work is progressing with SSEN's strategy team to identify shared options for electricity transmission lines. This is taking into consideration the emerging onshore energy transition projects, the NE1 offshore site development and the power from shore project to decarbonise new West of Shetland oil and gas facilities.

.....ends


Directorate Details



Total Risks including Unassigned 8



Total Risks including Unassigned 8

Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date	
Infrastructure Services have a large cohort of staff and a relatively low turnover which reduced the likelihood of service not being able to continue or failing to deliver statutory duties. However, many of the services employ specialist staff so should a vacancy arise, it may be difficult to fill. Several geographically specific/ unique/ single-person roles. There is a pressure is on retention and recruitment		Key staff - loss of	John Smith	F0024	26/02/2024	26/08/2024	
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating	Previous Current Rating
Recruitment by other industries, age profile of staff, No workforce planning/ workforce planning ceases, recruitment and retention issues,	Services stop, financial loss at port, impact on community, reputational damage, failure to meet statutory duties, Use of agency staff, cost	<ul style="list-style-type: none">• Directorate considering focus on succession planning Infra DMT to take forward, in discussion with HR <i>John Smith</i>• Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed. Working in partnership with HR/ Workforce to address. A higher priority needs to be made of working with HR to review and manage. There may be a need to review terms and conditions. Use of agency staff. Looking at the use of agency staff, and this is being discussed routinely at DMT. <i>John Smith</i>			Proposed	Very High	15 5 
					In Progress	20 Major Almost Certain	
Review Comments	Reviewed at infra DMT 21-2-24 26/02/2024						
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date	
Department is responsible for a wide range of infrastructure and services across Shetland. Climate change has increased the likelihood of extreme weather events cause flooding, costal erosion, loss of key infrastructure lost sailings, increased snow conditions, additional repairs.		Storm, Flood, other weather related, burst pipes etc	John Smith	F0026	26/02/2024	26/08/2024	
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Infrastructure Services

Severe weather,	Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage.	<ul style="list-style-type: none"> Various - Contingency budget for weather events, insurance, Emergency plans, BC plans services. Climate risk and controls are on SIC Corporate risk register - the impact of this risk is in line with it but one step down in both magnitude and likelihood to reflect the relative scope of responsibility. BC plans to be reviewed and to take account of lessons learned. <i>John Smith</i> 	In Progress	High	16	Major	Likely
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Review Comments Reviewed by Infra DMT 21-2-24
26/02/2024

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings It is recognised in the SIC Corporate risk register that if SVT cannot secure long term business on a satisfactory commercial basis then there is a risk that the terminal would close in the medium term perhaps around 2025. A significant decline or cessation of Oil & Gas activity at SVT would have very considerable economic, financial and social consequences.	Loss of revenue/income	John Smith	F0025	26/02/2024	26/08/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer, Failure to secure long term business at SVT	Financial sustainability of Council impacted, reputational and political damage	<ul style="list-style-type: none">• Discussions - With Finance to discuss future anticipated situation from 2025 onwards <i>John Smith</i>• Corporate contingency is built into budget setting for extraordinary situations. Regular budget monitoring to establish and respond to trends. Management trained and regular communications to finance staff. Systems in place to monitor, consider and mitigate significant financial risks from all strands of services. Specific risk relating to the future of SVT is being project managed and reports biannually on progress. <i>John Smith</i>	Approved <		

Review Comments Reviewed at infra DMT 21-2-24
26/02/2024

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
The department manages a wide range of infrastructure and services. It does not carry a contingency budget for in the event of breakdowns.	Policies - effect of	John Smith	F0028	13/11/2023	13/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Infrastructure Services

Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance. Poor financial planning, failure to reduce estate, Failure to invest in maintenance of roads, transport infrastructure,	Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools Health and safety risk to staff, service users and potentially the wider public, pressure on budgets	<ul style="list-style-type: none">• Developing maintenance programe, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns. Strategic long term asset investment / long term service development plans. Access to some contingency budgets. <i>John Smith</i>	In Progress	High	12	Significant	Likely
Review Comments Reviewed by Infra DMT 13/11/2023							
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date	
Infra delivers front line services across Shetland, employing a large number of staff delivering a range of heavy engineering and transport services, including ferries.		Accidents /Injuries - Staff/Pupils/ Clients/Others	John Smith	F0021	13/11/2023	13/05/2024	
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating	Previous Current Rating
Poorly managed systems, staff error, oversight or actions, poor training of staff, equipment or facilities not maintained, lack of budget for maintenance of assets	injury or death, regulator (e.g. HSE, CAA or MCA) investigation time and costs, legal action, reputational damage fines, prison- corporate manslaughter	<ul style="list-style-type: none">• Various systems and controls in place - Service-specific Safety Management Systems include Port Marine Safety Code, Construction industry CSCS cards and gradings, etc. Organisation's Health, Safety and Welfare Policy, Risk Assessments, and staff are trained and competent to deliver duties. Vehicle telematics and changed driver performance/ behaviour contributes to mitigating this risk. Managers trained in Health & Safety. New health and safety system has been launched, reporting of incident is more robust with improved reporting functionality. Interact, the new staff engagement tool, is currently now live. Safety culture to flag concerns. <i>John Smith</i>			In Progress	High	
Review Comments Reviewed by Infra DMT 13/11/2023							
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date	
Infrastructure Services include activities which may lead to at higher risk of a possible pollution incident at Port, Landfill/Waste to Energy Plant/ Airport		Escape of pollutant	John Smith	F0022	26/02/2024	26/08/2024	
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating	Previous Current Rating
Poor staff training and supervision, failure of systems, failure of equipment, poor maintenance of equipment, staff actions,	Legal action, death/injury to plants/animals/humans, Prosecution (HSE, Contaminated Land Regs, etc)	<ul style="list-style-type: none">• Management systems in place, regular audit, staff trained and competent, maintenance plans in place. Pollution contingency plans in place for Ports via the Port Marine Safety System. Pollution prevention is a key objective of the Safety management Systems in place within Infrastructure Services. Analysis of emissions at ERP is ongoing in order to ensure performance is within parameters. Some work ongoing to explore pollution controls. <i>John Smith</i>			In Progress	High	

Risk Register - Infrastructure Services

Review Comments		Reviewed at infra DMT 21-2-24 26/02/2024				
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Changes in legislation for Fuel, waste, Carbon, emissions levels.		Legislation changes	John Smith	F0030	26/02/2024	26/08/2024
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating
Government legislation or Significant technological change which alters the best practicable means of managing a risk. 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.	• Various steps Identification of climate change and carbon management, fuel efficiency, waste management - key service redesign projects in progress A professional, experienced and knowledgeable staff contribute to the monitoring and management of change. Service planning for forward asset plan, upcoming legislative changes, regular dialogue with regulatory bodies to ensure teams are kept abreast of change <i>John Smith</i>			In Progress	Medium
						9
						Significant
						Possible
Review Comments		Reviewed at infra DMT 21-2-24 26/02/2024				
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Services must be delivered within a statutory framework.		Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	John Smith	F0023	26/02/2024	26/08/2024
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating
Poor training, unqualified staff, poor supervision, shortage of staff, failed recruitments	Prosecution, contracts fail due to failure to follow relevant legislation, Legal action, Financial costs, failure to meet requirements for external auditors, reputational damage, political embarrassment,	• Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures. Staff trained and suitably experienced and competent to fulfil appropriate roles and responsibilities. Staff supporting a current audit of risk control measures, and will actively address any findings and recommendations. New health and safety management system will make a difference to the level of risk. The new staff communication application 'Interact' will improve relevant communications. External audit by statutory bodies includes legislative compliance <i>John Smith</i>			In Progress	Medium
						9
						Significant
						Possible
Review Comments		Reviewed at infra DMT 21-2-24 26/02/2024				

0.00 0.00 0.00 0.00

Risk Register - Infrastructure Services

0.00	0.00	0.00		
0.00	0.00	0.00	0.00	0.00

Totals	8					
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(Status Flag = "ACTIVE" AND Record Type = 1) and Status Flag=ACTIVE - Business Unit Code=F - ISNULL(Project Code)

0.00	0.00	0.00	0.00	0.00	0.00	0.00
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Meeting(s):	Environment & Transport Committee Development Committee Shetland Islands Council	11 March 2024 13 March 2024 27 March 2024
Report Title:	Infrastructure Directorate Plan – 2024-27	
Reference Number:	ISD-04-24-F	
Author / Job Title:	John R Smith - Director of Infrastructure Services	

1.0 Decisions / Action required:

- 1.1 That the Environment and Transport Committee and the Development Committee **RECOMMEND** that Shetland Islands Council **APPROVE** the Infrastructure Directorate Plan – 2024-27, for areas within their respective remit.
- 1.2 That the Shetland Islands Council **RESOLVES** to **APPROVE** the Infrastructure Directorate Plan – 2024-27, subject to any necessary amendments as a result of decisions on the SIC Budget Book 2024/25.

2.0 High Level Summary:

- 2.1 This report presents the Infrastructure Directorate Plan for areas in the respective remits of the Environment and Transport Committee and the Development Committee for consideration and recommendation for approval to Shetland Islands Council.
- 2.2 An overview of that proposed activity in support of “Our Ambition”, and relevant targets and performance monitoring information is set out in Appendix 1.

3.0 Corporate Priorities and Joint Working:

- 3.1 Planning and Performance Management are key aspects of Best Value and features of the Councils Corporate Plan, “Our Ambition – 2021 – 2026”. Further information on “Our Ambition” is available in previous Performance Reports.

4.0 Key Issues:

- 4.1 The Infrastructure Directorate manages a wide range of assets across Shetland to directly deliver services, and to enable other Council services, public bodies, businesses, communities and individuals carry out their day to day activities, i.e. Maintaining Council Buildings, Looking after the vehicle fleet, Roads maintenance, Waste management, Ports and Harbours, Ferry and Air Operations etc.

- 4.2 In addition to that operation activity the Department provides a facilitation and co-ordination role and acts a “Corporate Lead” in significant areas of public well-being, e.g. Environmental Health and Trading Standards and strategic policy development, e.g. Climate Change and Energy Transition.
- 4.3 All of these services are complex, many involve potentially hazardous activity if not managed safely, all need regular investment and all need to respond and develop in line with technical, social and environmental changes.
- 4.4 Like all public services at the moment, our services are subject to significant cost pressures and labour shortages and supply issues continue to hamper some areas of service provision.
- 4.5 The department delivers its services in collaboration with other parts of the Council, external public and commercial partners, communities and the public. We provide services for Education, Housing and Social Care, work in partnership with Development on Transport and the economic and community impacts of energy and climate change and depend on Corporate Services for support across all activity.
- 4.6 Governance and accountability for the services is also shared across Council committees, Environment and Transport, Development and the Harbour Board, with some wide ranging strategic matters reported directly to full Council.

Priorities and Risks;

- 4.7 Directorate and Service plans seek to strike a balance between the delivery of Council priorities and managing associated risks.
- 4.8 Priorities are described for us in “Our Ambition” and associated Council strategic policies, risks are understood through the obligations we must deliver to sustain the safe delivery of services.
- 4.9 The 2024 Forward update to the Infrastructure Directorate plan is therefore informed by the key priorities and risks summarised below.

Infrastructure Directorate - Key Priorities;

- 4.10 Sustain safe delivery of a range of critical services which underpin activity across Shetland;
- Maintaining and managing the energy needs of Council buildings,
 - Maintaining Roads and providing a winter service,
 - Waste collection, management and disposal,
 - Ports and Harbours operations at Sullom Voe, Scalloway and smaller ports,
 - Ferry operations across the inter-island ferry network
 - Air operations to Foula and Fair Isle and in support of emergency services
- 4.11 Understand and develop strategic responses to technical, social and environmental change in key areas affecting the future delivery of those, and other, services in Shetland.

- Climate Change and how the Council and Shetland needs to develop mitigation and adaption.
- “Just Transition” and how the Council and Shetland needs to understand how the shift from hydrocarbons to renewables can be achieved and managed in ways that protect the most vulnerable communities and individuals.

4.12 Maintain robust and constructive application of regulatory functions which protect the interests of service users and residents;

- Environmental Health functions
- Trading Standards
- Regulation of road closures and disabled parking etc.
- Effective discharge of Port Authority responsibilities

Infrastructure Directorate - Key Risks and Service Challenges

4.13 There continue to be risks and continuing challenges around;

- All Infrastructure operational services are experiencing retention and recruitment issue,
- Risks in operating ferry services with aging vessels and terminals
- Risks across service areas in aging infrastructure and in achieving the right balance of maintenance and investment to sustain safe and effective service delivery
- Cost of energy, materials, supplies and services continues to be high

Further information on Departmental Risks is provided in Appendix 2.

The Infrastructure Directorate Plan – 2024-27

4.14 Appendix 1 sets out the proposed activities, targets and monitoring arrangements for the Directorate for this, and coming years.

4.15 The updated plan seeks to strike a balance between delivering the Councils priority policy objectives and managing risks.

4.16 The plan also recognises that both priority and risk have to be considered in the context of the Council's need to achieve financial sustainability going forward; so finding ways to sustain safe services, but also identify areas of cost saving and developing any possible income streams continue to be essential requirements.

Areas within the Environment and Transport Committee remit and the Development Committee

4.17 Committee remits are described in the Council's constitutional documents but in summary the operational services delivered by the Infrastructure Department sit within the remit of Environment and Transport, with support from the Harbour Board in respect of Ports and Harbours.

4.18 The Development Committee has a remit that scopes across energy development and energy transition, as well as having significant interests in the development

and community interests of many operational services, in particular Roads, Ferries and Ports.	
4.19	Ultimately, matters like Climate Change have such wide implications that they affect all Council areas so reporting on that has often been directly to the whole Council.
4.20	The whole proposed Directorate Plan is being reported to both the Environment and Transport and Development Committees, and then onwards to full council.
4.21	Any considerations around discussion of specifics within each Committees remit will be guided by the relevant Chair.
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:	Any workforce implications from any changes will be considered in line with existing council process, policies and procedures. They have also been discussed and will be reflected in the actions contained within Council's Workforce Plan.
6.3 Equality, Diversity and Human Rights:	The Directorate uses Equalities Impact Assessment (EIA) to ensure its services are supporting those most in need and not making inequalities worse. This report relates to performance monitoring, so does not, in itself, require an EIA.
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:	Funding for the planned activity in 2024/25 described in this report has been included in the 2024/25 Budget Book, which is also presented for approval in this Committee cycle. Any future years' activity proposals will need to be built into the annual budget setting exercises, in line with available funding, and the Council's Medium Term Financial Plan.
6.6 Assets and Property:	A number of the actions 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, materials inflation and pressure on capacity in the private sector are creating challenges to maintain service delivery within budget.

6.7 ICT and new technologies:	Telematics are a key enabler for fleet management and remote sensing and control equipment will be key for energy efficiency and carbon management.	
6.8 Environmental:	The Directorate leads the delivery of the Council's Climate Change Strategy and Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets and services and transition to Net Zero.	
6.9 Risk Management:	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity.</p> <p>Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p> <p>Key risks and challenges are outlined above and appendix 3.</p>	
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, to monitor the relevant Planning and Performance Management Framework, including risk management.</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> <p>The approval of plans which are part of the Council's Planning and Performance Management Framework, are reserved to the Council (Paragraph 2.1.3(4) of the SIC Scheme of Administration and Delegations – Part C).</p>	
6.11 Previously considered by:	None	

Contact Details:

John R Smith, Director of Infrastructure Services, director.infrastructure@shetland.gov.uk
or jrsmith@shetland.gov.uk

Appendices:

Appendix 1 – Infrastructure Directorate Plan 2024-27 – Actions and PI's
Appendix 2 – Infrastructure Departmental Risk Register

Background Documents:

- Our Ambition
- Council Medium Term Financial Strategy
- Infrastructure Department – Directorate and Service Plans

<p align="center">Infrastructure Services Directorate 2024-27 Directorate Plan</p>	
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Supporting the “Our Ambition” Corporate Plan:

“Working together for a positive, confident and sustainable future for Shetland”

Supporting the “Our Ambition” Corporate Plan:

“Working together for a positive, confident and sustainable future for Shetland”

Supporting Infrastructure Services Vision:
“”

Supporting Infrastructure Services Vision:
“”

Introduction

Every year, each department within the Council is required to produce a Directorate Plan for the following year. This Directorate Plan provides an overview of the Infrastructure Services Directorate for 2024-27. This plan alongside other appendices contains information on major activities, aims, objectives, actions, targets, performance indicators and risks.

This plan contains an overview of the main delivery programmes which are supported by Performance information reported quarterly to the relevant Committees.

A more detailed description of activities for each of the Services in Infrastructure are included in their individual Service Plans, available on the [Performance Page of the council website](#).

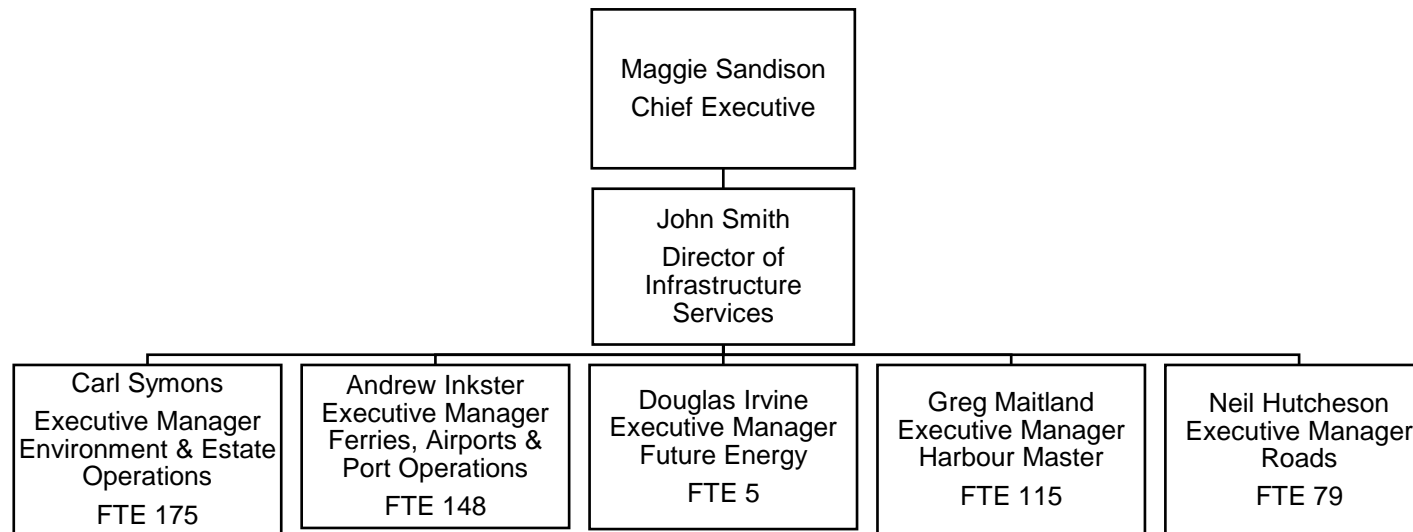
The Infrastructure Directorate's enduring objectives are:

- Reliably delivering our wide range of services, day after day, to households, businesses and communities across Shetland
- Keeping customer's needs at the front of our decision making whilst providing best value for the public funds invested in our services and infrastructure;
- Meeting our statutory requirements and delivering compliant services
- Delivering all of those services safely
- Delivering services equally and fairly
- Maintaining existing assets and developing them as needs change
- Developing the skills of our staff and planning for future workforce needs
- Reducing the environmental impact of our activities

Who we are

Infrastructure Services Directorate sits under the Chief Executive and is led by the Director of Infrastructure, John Smith. The following Services sit within the Infrastructure Services Department: Environment & Estate Operations – Ferries, Airports & Port Operations – Future Energy – Harbour Master – Roads

Organisational Chart



Infrastructure Directorate Plan 2024-2027 and forwards

The Infrastructure Directorate plan is directly related to the objectives and commitments in the Council's Corporate Plan – "Our Ambition – 2021 – 2026"

It seeks to describe how the Department will play its role in delivering the Our Ambition priorities of;

- Sustainable Environment
- Sustainable Economy
- Sustainable Community and
- Sustainable Organisation

The plan is also framed in the context of the significant financial challenges faced by the Council and the public sector generally.

Infrastructure Directorate Plan - “Our Ambition” Delivery - Overview

Investment	Efficiency	Commercialisation	Retrenchment
Actions designed to reduce the need for Council Services / reduce costs	Actions designed to reduce the cost of Council Services without changing service levels	Actions designed to increase income to the Council	Actions which reduce the Council’s role in terms of Services it provides, and to who

	Programme / Project
1	“Net Zero Route Maps” and “Energy Strategies” - for Shetland and the Council to provide the overall structure for Climate Change and Energy Transition activity
2	New Energy – Understand what is coming and identify options to influence renewable energy developments to recognise Shetland issues, protect Shetland interests and promote Shetland benefits
3	Oil & Gas – Support transition and modernise contractual arrangements to secure, sustain and enhance Shetland benefits from continuing Oil & Gas activity
4	Improved Energy Efficiency - Reduced energy usage and cost for households, businesses and public bodies
5	Affordable Energy – Lower energy prices for homes and businesses in Shetland to reduce fuel poverty and improve business competitiveness
6	Zero Waste Shetland - Reduce the creation of waste, avoid landfill and increase recycling
7	Community Carbon Sequestration - Investigate options for peatland restoration and kelp growing to help reach net zero targets and create new business options
8	Ferries and Terminals – Sustain inter-island ferry service operations while future arrangements for internal connectivity are being evaluated.
9	Ports and Harbours – Sustain and develop the network of Council Ports and Harbours to support the economy and develop any options to increase Council income.
10	Roads – Maintain the current roads network, support active travel opportunities, and where possible improve key strategic road sections

The first grouping of programmes and projects have a range of connections around energy transition and climate change.

They could be described as “Just Transition” or “Levelling Up” or “Building Back Better”; ultimately we need us to respond to inevitable and necessary changes around the energy we use and how we co-exist with our Environment. Our challenge is to do that in a way that is constructive for Shetland and do that in a way that meets the needs of people and businesses.

They all overlap and will all contribute to the Council and Shetland’s response across this area. As well as the contribution from the Infrastructure Department, they will all require action across the Council and from local and national partners.

The second grouping of operational services all have significant challenges in the short and medium term around stabilising and sustaining essential services; cost inflation, workforce challenges, ageing infrastructure etc.

They also have to plan for a very different future, decarbonisation of buildings, the ferry fleet and vehicle fleet, a pivot from Oil and Gas to renewables and from potentially from ferries to fixed links for inter-island connectivity.

Infrastructure Services Directorate Plan Projects/Actions



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OUR AMBITION

1.01 Shetland's Population Balance

Our shared aim is for more young people to remain in, or relocate to, Shetland to live, work, study and raise families, while our older people live active, independent and healthy lives for as long as possible.

1 Shetland Partnership’s 10 Year Development Plan

We will support and promote the Shetland Partnership’s 10 Year Development Plan to **attract people to live, work, study and invest in Shetland** and regularly refresh the actions to match what the evidence tells us.

Code & Title	Description	Dates		Progress	Progress Statement
OA240 Major Works Team	Create a Major Works team, including upskilling to include fitting/maintaining renewables in private & Council housing.	Planned Start	01-May-2022		Funding for Team Leader post provisionally put in place for 24/25. Recruitment exercise likely in Q2 of 2024/25.
		Actual Start	19-May-2022	<div><div>25%</div></div>	
Managed by & Assigned to		Original Due Date	31-Dec-2022	Expected success	
Carl Symons		Due Date	31-Mar-2025		
Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	

1.04 Climate Change

Our Climate Change Strategic Outline Programme commits to a proactive approach to tackling climate change in Shetland and proposes a range of immediate actions and priority areas. It emphasises that it is essential to act in partnership with agencies, industries and communities to be successful.

1 Shetland Net-Zero Strategy

Prepare and implement a council Net-Zero Plan and lead the preparation of a Shetland Net-Zero Strategy involving Community Planning partners and a range of energy-focused businesses and organisations.



Decarbonise Council Vehicles


Meet Government targets for phasing out petrol and diesel road vehicles

Code & Title	Description	Dates		Progress	Progress Statement
OA011 Greening the Fleet Programme	Transition from Fossil Fuels to Electric Operation	Planned Start	01-Apr-2022	<div><div></div></div>	The "Greening the Fleet" business case and overall programme has been re-submitted. The BJC has been revised into a flexible rolling programme of upgrades scheduled over 6 years for cars & small van replacements and 7 years for charge point infrastructure. The programme sees the precursor rollout of charge points followed by vehicle procurements. Configured to make best use opportunities and to track market conditions and new technologies. The outcome will also be influenced by A01 Shetland Wide Car Club & Car Sharing Scheme.
		Actual Start	12-May-2022	<div><div>11%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2023	Expected success	
Carl Symons		Due Date	31-Dec-2030	<div><div></div></div> <div>Experiencing issues, risk of failure to meet target</div>	
Raymond Murchison; John Simpson		Completed Date			

Code & Title	Description	Dates		Progress	Progress Statement
OA012 Hydrogen fuel vehicles	Consider the recommendations of the draft report Review of Decarbonising Existing Fleet Using Hydrogen Fuel Alternatives.	Planned Start	01-Apr-2021	<div><div></div></div>	New vehicles have arrived and are to be put to work. Discussions ongoing to source local hydrogen. Discussion on a naming competition also ongoing.
		Actual Start	03-Nov-2021	<div><div>50%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
Carl Symons		Due Date	31-Dec-2027	<div><div></div></div>	
Raymond Murchison		Completed Date		Likely to meet target	

Net-Zero Carbon



Code & Title	Description	Dates		Progress	Progress Statement
HA01 Shetland Wide Car Club & Car Sharing Scheme	Following research, stakeholder engagement and consultation, approvals are now in place to implement a trial of a Shetland Car Club. The overarching aim of the trial is to put in place a 'proof of concept' car-club scheme. This will initially run for two years and will consist of 10Nr vehicles located across Shetland which SIC, NHS, 3rd Sector staff, and potentially the general public, can use to gain hourly access to a fleet of vehicles. The trial will identify the financial implications and potential savings for SIC, including utilisation of a car club to replace traditional 'grey fleet' operation.	Planned Start	01-Apr-2024		Project approvals in place. Proceeding with a 10 vehicle trial across Shetland, locations being determined. Expect vehicles on the ground commencing April 2024.
		Actual Start	16-Aug-2023	<div><div>15%</div></div>	
Managed by & Assigned to		Original Due Date	28-Feb-2026	Expected success	
Carl Symons		Due Date	31-Mar-2026	 Likely to meet target	
Carl Symons		Completed Date			









Code & Title	Description	Dates		Progress	Progress Statement
HC08 Advancing Islands Centre for Net Zero/Shetland Clean Energy Project (Islands Growth Deal)	Prepare Final Business Case for Shetland Clean Energy Project with full Engagement with Islands Centre for Net Zero	Planned Start	01-Apr-2023		The Islands Centre for Net zero is operating following official launch on 7 December 2023. More research is required on the Shetland investment in clean energy before a full business case can be prepared in 2024.
		Actual Start	01-Apr-2023	<div><div>50%</div></div>	
		Original Due Date	31-Dec-2023	Expected success	
		Due Date	31-Dec-2024		
		Completed Date		Experiencing issues, risk of failure to meet target	
Managed by & Assigned to					
Douglas Irvine					
Douglas Irvine					

Code & Title	Description	Dates		Progress	Progress Statement
OA009 Climate Change Action Plan	Develop Shetland's Climate Change Action Plan.	Planned Start	01-Apr-2022		Climate Change Strategy and Action Plan was approved in December 2023. All Climate Change Actions are now recorded on Pentana.
		Actual Start	01-Apr-2022	<div><div>100%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	13-Dec-2023		
		Completed Date	30-Jan-2024	Likely to meet target	
Managed by & Assigned to					
Carl Symons					
Claire Ferguson					

2 Energy efficiency and waste reduction

Continue and, where possible, accelerate current energy efficiency, energy conversion, waste reduction and reuse initiatives, internally within the council and across the community.

Code & Title	Description	Dates		Progress	Progress Statement
DP111 Zero Waste Strategy & Recycling Collection	Zero Waste Strategy - Develop and put in place the necessary actions, programmes and projects as part of an overarching Zero Waste strategy relative to waste management activities. Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes. Update: Subsumed under the Council's Net Zero Route maps with an initial strategy and action plan meeting to take place March 23.	Planned Start	01-Apr-2015		Updates to recycling still in a state of flux following the failed roll out of the Scottish Deposit Return scheme. Discussions have taken place around Extended Producer Responsibility but further work must be done to ensure solutions are island proof and not just suited to the mainland authorities.
		Actual Start	14-Nov-2016	<div><div></div>20%</div>	
		Original Due Date	31-Mar-2016	Expected success	
		Due Date	01-Jul-2025	 Likely to meet target	
		Completed Date			
Managed by & Assigned to					
Carl Symons					
Brydon Gray					

Code & Title	Description	Dates		Progress	Progress Statement
HC01 Identifying Affordable Energy	Prepare a project to Identify solutions for the high cost of electricity in Shetland and engage with governments, energy agencies and suppliers.	Planned Start	01-Apr-2023		Researching options to supply affordable energy prior to reporting progress in mid 2024.
		Actual Start	01-Apr-2023	<div><div>40%</div></div>	
Managed by & Assigned to		Original Due Date	31-May-2023	Expected success	
Douglas Irvine		Due Date	31-Mar-2025		
Douglas Irvine		Completed Date		Likely to meet target	
Code & Title	Description	Dates		Progress	Progress Statement
HC02 Concluding Shetland Energy Strategy	Complete Energy Strategy for Public Consultation and Council Approval	Planned Start	01-Apr-2023		Draft strategy to be issued for public consultation prior to reporting to Council in Q4.
		Actual Start	01-Apr-2023	<div><div>70%</div></div>	
Managed by & Assigned to		Original Due Date	31-Aug-2023	Expected success	
Douglas Irvine		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	
Code & Title	Description	Dates		Progress	Progress Statement
HC04 Coordinating at Shetland Holistic Power System	Work with energy developers to identify optimal solutions for energy transmission routes in Shetland	Planned Start	01-Apr-2023		Design work date for Yell wind farm transmission links has been extended to c 31 March 2024.
		Actual Start	01-Apr-2023	<div><div>60%</div></div>	
Managed by & Assigned to		Original Due Date	30-Sep-2023	Expected success	
Douglas Irvine		Due Date	30-Sep-2024		
Douglas Irvine		Completed Date		Likely to meet target	
Code & Title	Description	Dates		Progress	Progress Statement
HC07 Supporting Energy Projects	Work with NE1 site developers, the energy transition team at Enquest and three other early stage developers to advance clean energy projects in Shetland	Planned Start	01-Apr-2023		Continuing effective engagement with Enquest, Statkraft and NE1 site developers.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2024	Expected success	
Douglas Irvine		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA016 Recycling in Shetland	Further promote recycling in Shetland.	Planned Start	01-Apr-2022	<div><div></div></div>	Discussions around Extended Producer Responsibility have been ongoing. Team Leader of Waste Management Operations Brydon Gray gave evidence to MSP's at the end of 2023 alongside Glasgow City Council where it was stressed that "one size will not fit all" when it comes to EPR. This is evident from the failed roll out of the DRS scheme. We await further discussions with the Scottish Government on EPR with a view to island proofing solutions that are achievable and workable.
Managed by & Assigned to		Actual Start	12-May-2022	<div><div>10%</div></div>	
Brydon Gray; Carl Symons		Original Due Date	31-Mar-2026	Expected success	
Carl Symons		Due Date	31-Mar-2026	<div><div></div></div>	
		Completed Date		Experiencing issues, risk of failure to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA018 Energy Recovery Plant - Improvements	Energy Recovery Plant - Plant upgrade and renewal programme, ensuring that the plant continues to operate 24/7 while meeting all statutory and regulatory requirements for the prodction of heat, safety and emmissions.	Planned Start	01-Apr-2021	<div><div></div></div>	ERP Analysers on order and due for installation early 2024. Minor works to grab crane imminent.
		Actual Start	03-Nov-2021	<div><div>90%</div></div>	
		Original Due Date	31-Mar-2022	Expected success	
		Due Date	31-Mar-2025	<div><div></div></div>	
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Carl Symons					
Carl Symons					

Code & Title	Description	Dates		Progress	Progress Statement
OA248 Gremista Landfill Operations	Landfill capping is carried out every 2 – 4 years depending on how much waste has been received on site. The capping involves laying a hard density plastic liner on top of the covered waste to reduce the amount of water entering the landfill which in turn reduces the amount of leachate we need treat.	Planned Start	01-Apr-2023		Revised BJC for landfill extension submitted to AIP for consideration and approved at Committee. Design work to commence with site work scheduled for 24/25 (OA248B).
		Actual Start	06-Dec-2021	<div><div>57%</div></div>	
		Original Due Date	31-Mar-2025	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Carl Symons					
Carl Symons					

4 Shetland green electricity generation and distribution grid

Support the identification and delivery of a robust, green Shetland electricity generation and distribution grid, which reaches across all of Shetland, and enables further public, community and commercial 'greening'.

Code & Title	Description	Dates		Progress	Progress Statement
HC03 Starting the Hydrogen Economy	Identify Hydrogen Developer capable of starting commercial hydrogen production in Shetland	Planned Start	01-Apr-2023	<div><div></div></div>	Veri Energy and partners have been awarded £1.74m by the UK Govt for investigating a hydrogen development project at SVT.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
		Original Due Date	31-Oct-2023	Expected success	
		Due Date	31-Mar-2024	<div><div></div></div>	
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Douglas Irvine					
Douglas Irvine					

Code & Title	Description	Dates		Progress	Progress Statement
HC06 Researching Clean Energy Options	Complete the two net zero technology projects that are in progress and start 3 additional phases and successfully apply for funding for two new projects	Planned Start	01-Apr-2023		Liquid Organic Hydrogen Carrier research phase 2 concluded. European Hydrogen Backbone research phase 1 concluded. Energy Hub research phase 1 almost complete.
		Actual Start	01-Apr-2023	<div><div>80%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Douglas Irvine					
Douglas Irvine					

Code & Title	Description	Dates		Progress	Progress Statement
HC07 Supporting Energy Projects	Work with NE1 site developers, the energy transition team at Enquest and three other early stage developers to advance clean energy projects in Shetland	Planned Start	01-Apr-2023		Continuing effective engagement with Enquest, Statkraft and NE1 site developers.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Douglas Irvine					
Douglas Irvine					

8 Partnership Working

We will work with our partners to achieve a more **sustainable, ecologically diverse and resilient natural environment** as it is Shetland's most valued and distinctive asset. We will connect people with the natural world, for their health and well-being as we work to improve, manage and promote accessible open space to deliver health, social and economic benefits to our community.

Code & Title	Description	Dates		Progress	Progress Statement
HC05 Communications	Engage with 50 entities (energy development companies, technology specialists, government agencies, etc.) to promote energy development opportunities in Shetland	Planned Start	01-Apr-2023		Organised Shetland attendance at Floating Offshore Wind exhibition on 4-5 October.
		Actual Start	01-Apr-2023	<div><div>75%</div></div>	
		Original Due Date	30-Apr-2023	Expected success	
		Due Date	30-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Douglas Irvine					
Douglas Irvine					

1.05 Sustaining current jobs and creating new ones

"Meeting user needs and promoting further economic activity around our coastline"

4 Scalloway Fish Market, Toft Pier and Cullivoe Harbour Infrastructure

Our **significant investments in new infrastructure** at Scalloway Fish Market, Toft Pier and addressing the constraints affecting Cullivoe Harbour, will provide essential onshore facilities for fishing and aquaculture, meeting user needs and promoting further economic activity around our coastline.

Code & Title	Description	Dates		Progress	Progress Statement
HB11 Ulsta Ferry Terminal Painting	Structure comprises a structural steel framework with a reinforced concrete deck. This project will focus on blast cleaning and painting the structural steel elements above water.	Planned Start	01-Jan-2024		This Contract is for the painting of the marine piles and other structural steelwork at Ulsta Ferry terminal. The Contract has been advertised on Public Contract Scotland, and documents are being finalised for issue to Contractors who have expressed an interest.
		Actual Start	19-Feb-2024	<div><div>5%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2025	Expected success	
Andrew Inkster		Due Date	30-Nov-2024		
Andrew Inkster		Completed Date		Likely to meet target	

7 Build the principles of community wealth building

We will **build the principles of community wealth building** into the way we support the local community.

Code & Title	Description	Dates		Progress	Progress Statement
OA242 Community based handyperson	Establish a network of community based handypersons to assist communities in maintenance projects/issues	Planned Start	01-Apr-2022		The current post holder has resigned their post and a recruitment drive will be underway soon.
		Actual Start	19-May-2022	<div><div>35%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2023	Expected success	Investigating options around how best to utilise the role within the North Isles
Carl Symons		Due Date	31-Mar-2025		
Steven Goodlad		Completed Date		Experiencing issues, risk of failure to meet target	

1.10 Transport

We will engage in the development of a new Shetland Transport Strategy that sets a clear strategic and policy framework in response to the drivers for change.

3 Support air services to Foula and Fair Isle

We will **continue to support air services to Foula and Fair Isle**, including consideration of alternative fuels and technologies in the provision.

Code & Title	Description	Dates		Progress	Progress Statement
HB12 Licensing of Foula Airstrip	A business case for the licensing of Foula Airstrip, is also being progressed and will also have new time targets set in the Business Programme	Planned Start	01-Apr-2022		Runway extension completed and approved by Air Transport Provider AirTask. They must now complete paperwork with CAA, but threat to flights in winter conditions appears to have been removed. Discussions on formal licensing will now recommence with CAA.
		Actual Start	19-May-2022	<div><div>60%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2024	Expected success	
Andrew Inkster		Due Date	31-Dec-2024		
Andrew Inkster		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
HB16 Resurfacing of Tingwall Airstrip	Business cases for resurfacing of Tingwall Airstrip and consideration of any other capital investment requirements are now being finalised for future reporting to the Committee and Council. New timescales for that reporting will be set through the Environment and Transport Committee Business programme.	Planned Start	01-Apr-2024		Business Justification Case will be presented to Policy & Resources Committee on 20/02/24 and Shetland Islands Council on 22/02/24. Subject to approval, the works will be phased over three years, with phase one commencing in the summer of 2024.
		Actual Start		<div><div>10%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2024	Expected success	
Andrew Inkster		Due Date	31-Aug-2026		
Andrew Inkster		Completed Date		Likely to meet target	

4 Support delivery of an affordable and sustainable system of public transport

We will **continue to support delivery of an affordable and sustainable system of public transport services to meet the needs of Shetland.** We will support the development of alternative solutions such as active travel and mobility as a service that encourage positive travel choices. These will evolve with the availability of alternative fuels and technologies and will complement other transport modes to form part of an integrated transport network. The network will support our community outcomes of achieving climate change targets, reducing inequality, improving public health and enabling access to essential goods and services, employment, education and health care, as well as other opportunities to ensure inclusive economic growth and healthy communities.

Code & Title	Description	Dates		Progress	Progress Statement
HB14 Linkspan repair and lifecycle extension	Finalise the comprehensive linkspan repair and lifecycle extension programme for the inter-island ferry service.	Planned Start	01-Apr-2021		Planned works for 2024 include the replacement of two type A linkspans at Bressay and Lerwick Ferry Terminals and one type B linkspan at Hamarsness Ferry terminal in Fetlar. At this time, work continues to agree dates for this work to occur.
		Actual Start	03-Nov-2021	<div><div>60%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
John Smith		Due Date	31-Mar-2026		
Andrew Inkster		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
HB15 Ferry Terminal Waiting Room Improvement Programme	Progress the Inter-Island Ferry Terminal Waiting Room Improvement Programme (Foula, Skerries and Ulsa).	Planned Start	01-Apr-2021		Work continues to identify a suitable option to replace Papa Stour Waiting Room, following the submission of extremely high quotations for basic refurbishment works.
		Actual Start	03-Nov-2021	<div><div>60%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
Andrew Inkster		Due Date	31-Mar-2026		
Andrew Inkster		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
HB17 Ferry Docking Schedule 2024	Annual schedule of ferry docking works	Planned Start	01-Jan-2024		Hendra docking completed in January. Adverse weather delayed works and subsequent inspections by MCA. This meant vessel was late returning to service. Linga removed from service from 02 February and is expected to complete works and return to service on 23 February, subject to weather.
		Actual Start	19-Feb-2024	<div><div>14%</div></div>	
Managed by & Assigned to		Original Due Date	31-Dec-2024	Expected success	
Andrew Inkster		Due Date	31-Dec-2024		
Andrew Inkster		Completed Date		Likely to meet target	

5 Invest in the maintenance of our roads network

We will **invest in the maintenance of our roads network** to ensure it continues to support our economy and communities. In addition, we will invest in road improvements and upgrades where they are necessary to support the sustainability of communities and businesses and/or support new economic opportunities in the islands.

Code & Title	Description	Dates		Progress	Progress Statement
OA111 Cullivoe Road replacement.	Improve the B9082 to address safety concerns and support the sustainability of the local community and businesses and support new economic opportunities in the area and address the constraints affecting Cullivoe Harbour thereby providing essential onshore facilities for fishing and aquaculture, meeting user needs and promoting further economic activity.	Planned Start	01-Apr-2021		SEPA have granted authorisation for the culverts and burn crossings along the route of the proposed new road.
		Actual Start	02-Nov-2021	<div><div>12%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
Neil Hutcheson		Due Date	31-Mar-2026		
Neil Hutcheson		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA112 Levenwick Road replacement.	Improve the A970 to address safety concerns and support the sustainability of the local community.	Planned Start	01-Apr-2021		A report is to be presented to the Policy & Resources Committee on an update to the option where the blind summit would be improved and a safety barrier installed along the length of the A971. This was previously discounted but is now technically feasible following improvements to barrier technology which allows them to be effective when installed in narrower verges.
		Actual Start	02-Nov-2021	<div><div>5%</div></div>	
Managed by & Assigned to		Original Due Date	31-Mar-2026	Expected success	
Neil Hutcheson		Due Date	31-Mar-2029		
Neil Hutcheson		Completed Date		Likely to meet target	

2.02 Our Organisational values and culture

"As a council, we are ambitious for our community and are demanding of ourselves as an organisation. We have an unwavering focus on ensuring Shetland and its people thrive. The council's Values and Behaviours Statement underpins everything we do."

02 Deliver excellent services to the public.

We will maintain a **clear focus on delivering excellent services** to the public.

Code & Title	Description	Dates		Progress	Progress Statement
OA173 Burial Grounds Capacity	A report scheduled for autumn/winter 2022 to consider a strategy for burial grounds approaching capacity; and the options available to the Council in addressing that.	Planned Start	30-Sep-2022		Report deferred - due at Committee Mar 2024
		Actual Start	19-May-2022	<div><div>90%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	29-Mar-2024		
		Completed Date		Likely to meet target	
Managed by & Assigned to					
Carl Symons					

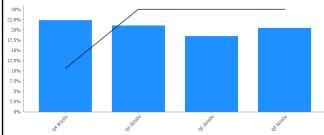
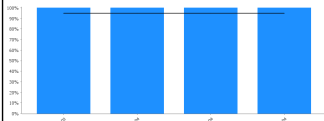

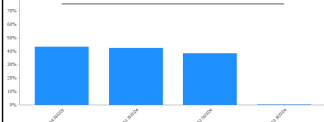
Code & Title	Description	Dates		Progress	Progress Statement
OA176 Develop Action Plan for managing Memorial Repairs	Develop an Action Plan to lay out the processes and works required to manage memorial repairs	Planned Start	01-Apr-2022		Report will be presented to members in March 2024 Burial Services are working with local contractors to reduce the number of outstanding memorial repairs.
		Actual Start	11-Aug-2022	<div><div>60%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Experiencing issues, risk of failure to meet target	
Managed by & Assigned to					
Carl Symons					
Steven Goodlad					

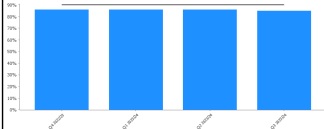
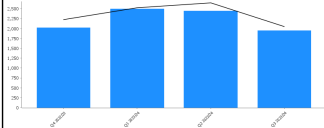
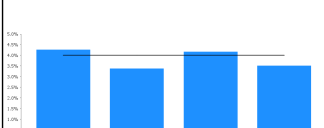
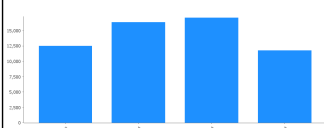
Code & Title	Description	Dates		Progress	Progress Statement
OA177 Roll out Action Plan for managing Memorial Repairs	To lay out the processes and works required to manage memorial repairs	Planned Start	01-Apr-2022		Report will be presented to member in March 2024 Burial Services are working with local contractors to reduce the number of outstanding memorial repairs. We hope to recruit additional staff into the service following the approval of the budgets for 2024/25
		Actual Start	11-Aug-2022	<div><div>30%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Experiencing issues, risk of failure to meet target	
Managed by & Assigned to					
Carl Symons					
Steven Goodlad					

Code & Title	Description	Dates		Progress	Progress Statement
OA178 Burial Grounds Safety Works	To ensure burial grounds are safe for members of the public.	Planned Start	01-Apr-2022		Report will be presented to member in March 2024 Burial Services are working with local contractors to reduce the number of outstanding memorial repairs. We hope to recruit additional staff into the service following the approval of the budgets for 2024/25
		Actual Start	11-Aug-2022	<div><div>30%</div></div>	
		Original Due Date	31-Mar-2024	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Experiencing issues, risk of failure to meet target	
Managed by & Assigned to					
Carl Symons					
Steven Goodlad					

Infrastructure - Quarterly Performance Indicators

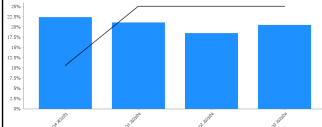
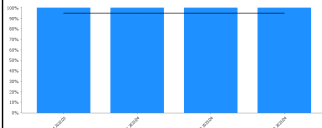
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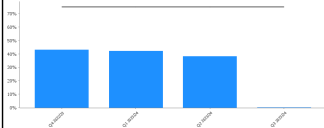
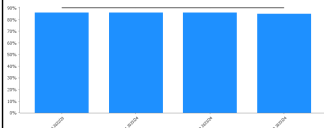
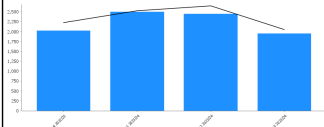
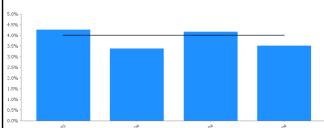
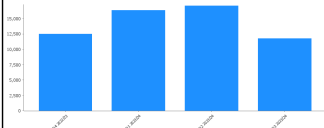
Code & Short Name	Previous Quarters			Q3 2023/24 Target	Graphs	Past performance & future improvement Statements
	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value			
ENV06 Percentage of household Waste recycled	21%	18.4%	20.4%	25%		<p>Past Performance: While still below the national average, our recycling figures have taken a sharp increase since the introduction of the kerbside recycling scheme.</p> <p>Future Improvement: The recycling rate has shown a good increase since 2020/21. The Deposit Return Scheme was due to roll out in August of this year but this has now been pushed back to 2025.</p>
H01 FOISA responded to within 20 day limit - Infrastructure Services	100%	100%	100%	95%		80 out of 80 responses made in 20 working days - 0 requests responded to over 20 days - 0 requests closed as not responded to (over 60 days wait) - 15 open requests as at 22 January.
HH02 Council Energy Consumption (MWh)						This data is being superceded by Council Net Zero Route Map which incorporates a wider range of emissions sources. The ongoing assessment/calculation and reporting of this data is nearing completion and this will include how the data is reported as part of this process.
HN02 Food Law Inspection Programme Completed	42%	38%	0%	75%		<p>Although no programmed food law inspections were carried out other food law work has been carried out including sampling and ship sanitation inspections. As officers are covering the full remit of Environmental Health their is an impact in their ability to keep up with the programme due to other demands placed upon them. There was a large influx of short term let applications at the end of September which staff have been processing.</p> <p>The department is struggling to recruit qualified officers. During this quarter we have been supporting a staff member through their professional exams which requires officer time.</p>

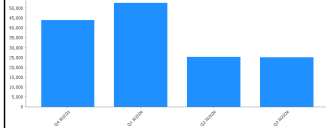
Code & Short Name	Previous Quarters			Q3 2023/24 Target	Graphs	Past performance & future improvement Statements
	Q1 2023/24	Q2 2023/24	Q3 2023/24			
	Value	Value	Value			
HN03 Premises achieving PASS Standard in Food Hygiene Information Scheme	86%	86%	85%	90%		The PASS standard figure in Q4 was maintained at 90% which is around average for Scotland as a whole.
HN04 Amount of household waste collected (tonnes)	2,493	2,436	1,948	2,049		Operated throughout lockdown. There was an increase in the amount of waste collected.
OPI-4C-H Sick %age - Infrastructure Directorate	3.4%	4.2%	3.5%	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	16,347	17,041	11,741			Performance: Overtime remains within budget but recruitment problems in some areas have resulted in reliance on overtime to deliver core services Improvement: Overtime is always done as a best-value option after consideration of alternatives, the workforce planning exercise will help minimise reliance on overtime in the future. 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	52,545	25,154	24,948			Less mileage attributed to the use of pool cars available to larger groups of staff.

Infrastructure - Yearly Performance Indicators

Generated on: 07 March 2024

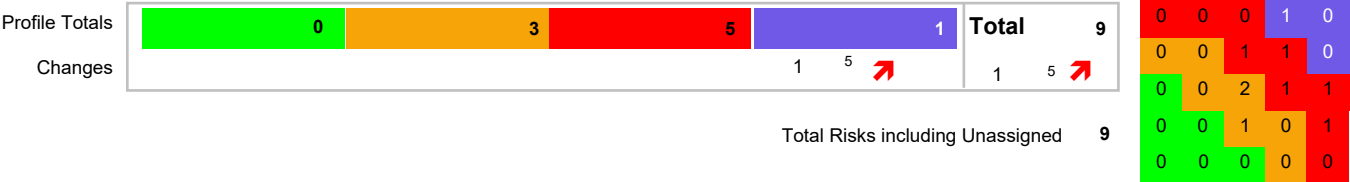
Code & Short Name	Previous Years			Graphs	Past performance & future improvement Statements
	2020/21 Value	2021/22 Value	2022/23 Value		
ENV04a Cost of roads per kilometer (Cash - not adjusted for inflation)	£5,695.00	£7,311.00	£7,533.79		2022/23 figure not available
ENV06 Percentage of household Waste recycled	17.75%	16.6%	19.75%		<p>Past Performance: While still below the national average, our recycling figures have taken a sharp increase since the introduction of the kerbside recycling scheme.</p> <p>Future Improvement: The recycling rate has shown a good increase since 2020/21. The Deposit Return Scheme was due to roll out in August of this year but this has now been pushed back to 2025.</p>
H01 FOISA responded to within 20 day limit - Infrastructure Services	99.5%	98.25%	99%		80 out of 80 responses made in 20 working days - 0 requests responded to over 20 days - 0 requests closed as not responded to (over 60 days wait) - 15 open requests as at 22 January.
HH02 Council Energy Consumption (MWh)	82,905	89,882	64,716		This data is being superceded by Council Net Zero Route Map which incorporates a wider range of emissions sources. The ongoing assessment/calculation and reporting of this data is nearing completion and this will include how the data is reported as part of this process.

Code & Short Name	Previous Years			Graphs	Past performance & future improvement Statements
	2020/21	2021/22	2022/23		
	Value	Value	Value		
HN02 Food Law Inspection Programme Completed	57%	84%	43%		<p>Although no programmed food law inspections were carried out other food law work has been carried out including sampling and ship sanitation inspections. As officers are covering the full remit of Environmental Health there is an impact in their ability to keep up with the programme due to other demands placed upon them. There was a large influx of short term let applications at the end of September which staff have been processing.</p> <p>The department is struggling to recruit qualified officers. During this quarter we have been supporting a staff member through their professional exams which requires officer time.</p>
HN03 Premises achieving PASS Standard in Food Hygiene Information Scheme		89%	89%		<p>The PASS standard figure in Q4 was maintained at 90% which is around average for Scotland as a whole.</p>
HN04 Amount of household waste collected (tonnes)	9,079	9,671	9,236		<p>Operated throughout lockdown. There was an increase in the amount of waste collected.</p>
OPI-4C-H Sick %age - Infrastructure Directorate	2.9%	4.0%	4.0%		<p>Performance: Some specific areas have shown a recent increase in sickness rates, these have all been investigated as legitimate absences</p> <p>Improvement: The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised.</p>
OPI-4E-H Overtime Hours - Infrastructure Directorate	85,436	76,995	68,725		<p>Performance: Overtime remains within budget but recruitment problems in some areas have resulted in reliance on overtime to deliver core services</p> <p>Improvement: Overtime is always done as a best-value option after consideration of alternatives, the workforce planning exercise will help minimise reliance on overtime in the future. due to the nature of work in the department, where sickness increases there can be an associated rise in overtime to maintain service delivery.</p>

	Previous Years				
Code & Short Name	2020/21	2021/22	2022/23	Graphs	Past performance & future improvement Statements
	Value	Value	Value		
OPI-4G-H Employee Miles Claimed - Infrastructure Directorate	137,485	175,865	187,870		Less mileage attributed to the use of pool cars available to larger groups of staff.

Directorate Details

Directorate



Total Risks including Unassigned

9

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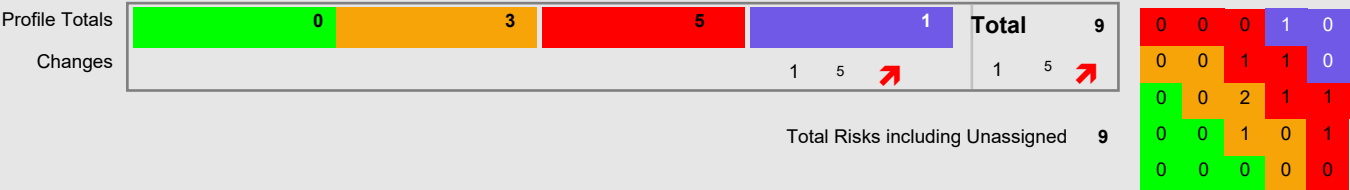
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Risk Register - Infrastructure Services

Manager John Smith



Total Risks including Unassigned

9

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Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Infrastructure Services have a large cohort of staff and a relatively low turnover which reduced the likelihood of service not being able to continue or failing to deliver statutory duties. However, many of the services employ specialist staff so should a vacancy arise, it may be difficult to fill. Several geographically specific/ unique/ single-person roles. There is a pressure is on retention and recruitment	Key staff - loss of	John Smith	F0024	26/02/2024	26/08/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Recruitment by other industries, age profile of staff, No workforce planning/ workforce planning ceases, recruitment and retention issues,	Services stop, financial loss at port, impact on community, reputational damage, failure to meet statutory duties, Use of agency staff, cost	<ul style="list-style-type: none">• Directorate considering focus on succession planning Infra DMT to take forward, in discussion with HR <i>John Smith</i>• Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed. Working in partnership with HR/ Workforce to address. A higher priority needs to be made of working with HR to review and manage. There may be a need to review terms and conditions. Use of agency staff. Looking at the use of agency staff, and this is being discussed routinely at DMT. <i>John Smith</i>	Proposed In Progress	Very High 20 Major Almost Certain	15 5
Review Comments	Reviewed at infra DMT 21-2-24 26/02/2024				
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Department is responsible for a wide range of infrastructure and services across Shetland. Climate change has increased the likelihood of extreme weather events cause flooding, costal erosion, loss of key infrastructure lost sailings, increased snow conditions, additional repairs.	Storm, Flood, other weather related, burst pipes etc	John Smith	F0026	26/02/2024	26/08/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Infrastructure Services

Severe weather,	Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage.	<ul style="list-style-type: none"> Various - Contingency budget for weather events, insurance, Emergency plans, BC plans services. Climate risk and controls are on SIC Corporate risk register - the impact of this risk is in line with it but one step down in both magnitude and likelihood to reflect the relative scope of responsibility. BC plans to be reviewed and to take account of lessons learned. <i>John Smith</i> 	In Progress	High	16	Major	Likely
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Review Comments Reviewed by Infra DMT 21-2-24
26/02/2024

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings It is recognised in the SIC Corporate risk register that if SVT cannot secure long term business on a satisfactory commercial basis then there is a risk that the terminal would close in the medium term perhaps around 2025. A significant decline or cessation of Oil & Gas activity at SVT would have very considerable economic, financial and social consequences.	Loss of revenue/income	John Smith	F0025	26/02/2024	26/08/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer, Failure to secure long term business at SVT	Financial sustainability of Council impacted, reputational and political damage	<ul style="list-style-type: none">• Discussions - With Finance to discuss future anticipated situation from 2025 onwards <i>John Smith</i>• Corporate contingency is built into budget setting for extraordinary situations. Regular budget monitoring to establish and respond to trends. Management trained and regular communications to finance staff. Systems in place to monitor, consider and mitigate significant financial risks from all strands of services. Specific risk relating to the future of SVT is being project managed and reports biannually on progress. <i>John Smith</i>	Approved 		

Review Comments Reviewed at infra DMT 21-2-24
26/02/2024

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
The department manages a wide range of infrastructure and services. It does not carry a contingency budget for in the event of breakdowns.	Policies - effect of	John Smith	F0028	13/11/2023	13/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

Risk Register - Infrastructure Services

Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance. Poor financial planning, failure to reduce estate, Failure to invest in maintenance of roads, transport infrastructure,	Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools Health and safety risk to staff, service users and potentially the wider public, pressure on budgets	<ul style="list-style-type: none">• Developing maintenance programme, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns. Strategic long term asset investment / long term service development plans. Access to some contingency budgets. <i>John Smith</i>	In Progress	High	12	Significant	Likely
Review Comments Reviewed by Infra DMT 13/11/2023							
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date	
Infra delivers front line services across Shetland, employing a large number of staff delivering a range of heavy engineering and transport services, including ferries.		Accidents /Injuries - Staff/Pupils/ Clients/Others	John Smith	F0021	13/11/2023	13/05/2024	
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating	Previous Current Rating
Poorly managed systems, staff error, oversight or actions, poor training of staff, equipment or facilities not maintained, lack of budget for maintenance of assets	injury or death, regulator (e.g. HSE, CAA or MCA) investigation time and costs, legal action, reputational damage fines, prison- corporate manslaughter	<ul style="list-style-type: none">• Various systems and controls in place - Service-specific Safety Management Systems include Port Marine Safety Code, Construction industry CSCS cards and gradings, etc. Organisation's Health, Safety and Welfare Policy, Risk Assessments, and staff are trained and competent to deliver duties. Vehicle telematics and changed driver performance/ behaviour contributes to mitigating this risk. Managers trained in Health & Safety. New health and safety system has been launched, reporting of incident is more robust with improved reporting functionality. Interact, the new staff engagement tool, is currently now live. Safety culture to flag concerns. <i>John Smith</i>			In Progress	High	
Review Comments Reviewed by Infra DMT 13/11/2023							
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date	
Infrastructure Services include activities which may lead to at higher risk of a possible pollution incident at Port, Landfill/Waste to Energy Plant/ Airport		Escape of pollutant	John Smith	F0022	26/02/2024	26/08/2024	
Triggers	Consequences	Control Measures			Control Status	Current Risk Rating	Previous Current Rating
Poor staff training and supervision, failure of systems, failure of equipment, poor maintenance of equipment, staff actions,	Legal action, death/injury to plants/animals/humans, Prosecution (HSE, Contaminated Land Regs, etc)	<ul style="list-style-type: none">• Management systems in place, regular audit, staff trained and competent, maintenance plans in place. Pollution contingency plans in place for Ports via the Port Marine Safety System. Pollution prevention is a key objective of the Safety management Systems in place within Infrastructure Services. Analysis of emissions at ERP is ongoing in order to ensure performance is within parameters. Some work ongoing to explore pollution controls. <i>John Smith</i>			In Progress	High	

Risk Register - Infrastructure Services

Review Comments							Reviewed at infra DMT 21-2-24									
							26/02/2024									
Details				Risk type			Responsible Officer		Risk Ref		Last Review date		Next Review Date			
Changes in legislation for Fuel, waste, Carbon, emissions levels.				Legislation changes			John Smith		F0030		26/02/2024		26/08/2024			
Triggers				Consequences			Control Measures				Control Status		Current Risk Rating		Previous Current Rating	
Government legislation or Significant technological change which alters the best practicable means of managing a risk. 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.			• Various steps Identification of climate change and carbon management, fuel efficiency, waste management - key service redesign projects in progress A professional, experienced and knowledgeable staff contribute to the monitoring and management of change. Service planning for forward asset plan, upcoming legislative changes, regular dialogue with regulatory bodies to ensure teams are kept abreast of change John Smith				In Progress		Medium			
													9			
													Significant			
													Possible			
Review Comments							Reviewed at infra DMT 21-2-24									
							26/02/2024									
Details				Risk type			Responsible Officer		Risk Ref		Last Review date		Next Review Date			
Services must be delivered within a statutory framework.				Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc			John Smith		F0023		26/02/2024		26/08/2024			
Triggers				Consequences			Control Measures				Control Status		Current Risk Rating		Previous Current Rating	
Poor training, unqualified staff, poor supervision, shortage of staff, failed recruitments				Prosecution, contracts fail due to failure to follow relevant legislation, Legal action, Financial costs, failure to meet requirements for external auditors, reputational damage, political embarrassment,			• Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures. Staff trained and suitably experienced and competent to fulfil appropriate roles and responsibilities. Staff supporting a current audit of risk control measures, and will actively address any findings and recommendations. New health and safety management system provides enhanced reporting and monitoring of incidents, supports prompt incident investigation and hence supports compliance. The new staff communication application 'Interact' will improve relevant communications. External audit by statutory bodies includes legislative compliance John Smith				In Progress		Medium			
													9			
													Significant			
													Possible			
Review Comments							Reviewed at infra DMT 21-2-24									
							26/02/2024									
Details				Risk type			Responsible Officer		Risk Ref		Last Review date		Next Review Date			
Sullom Voe oil terminal and the services based at Sellaness are integral to the oil industry locally as well as the management of the port. Climate change activism has impacted on various UK events, sectors				Crime and disorder			John Smith		F0034				26/02/2025			

Risk Register - Infrastructure Services

and geographies in the last couple of years, although there have been no incidents locally.

The current UK terrorism threat is at level 3 of 5, i.e. is SUBSTANTIAL, meaning that an attack in the UK is likely.

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Activists and protesters target Sullom Voe and the surrounding area, and the services that support port operations.	Damage to infrastructure/ facilities/ equipment/ vehicles/ communications; Port and piers unable to be used safely because of the presence of protesters; Port operations are disrupted, tankers may be delayed or prevented from berthing (docking?); Depending on the number of people or locations involved it may be challenging for staff to respond and effect repairs; Police travel times mean that protesters could act unhindered for up to an hour; Risk to staff, staff may be motivated to confront protesters, or may be harmed; Financial impact on port services, negative media coverage.	<ul style="list-style-type: none">• Various controls are in place: Sullom Voe site has a range of security in place; Sellaness has access control arrangements in place; Port control / VTS systems - Back-up for essential services - <i>Greg Maitland</i>	Approved	Medium 6 Significant Unlikely	

Review Comments

0.00 0.00 0.00 0.00

Risk Register - Infrastructure Services

0.00	0.00	0.00			
0.00	0.00	0.00	0.00	0.00	0.00

Totals **9**

(Status Flag = "ACTIVE" AND Record Type = 1) and Status Flag=ACTIVE - Business Unit Code=F - ISNULL(Project Code)



Meeting(s):	Development Committee Policy & Resources Committee Shetland Islands Council	13 March 2024 20 March 2024 27 March 2024
Report Title:	2024/25 Budget and Charging Proposals – Development Committee	
Reference Number:	F-08-24-F	
Author / Job Title:	Paul Fraser, Executive Manager - Finance	

1.0 Decisions / Action required:

That the Development Committee **RECOMMENDS** that the Policy and Resources Committee and the Council **APPROVE**:

- 1.1 the budget for 2024/25 included in this report and set out in detail in the Budget Proposals by Activity (Appendix 2) and Schedule of Charges (Appendix 3) to be included in the overall Shetland Islands Council Budget Book.

2.0 High Level Summary:

- 2.1 The purpose of this report is to enable the Development Committee to consider the controllable budget and savings proposals for the services within the Committee's remit.
- 2.2 The proposed 2024/25 budgets for the services which report to this Committee totals £8.978m.
- 2.3 Appendix 1 of this report shows the proposed budgets including savings for 2024/25 reconciled by Committee. Appendix 2 shows the 2024/25 budgets by activity. Appendix 3 details the proposed schedule of charges which have been incorporated into the proposed budgets.

3.0 Corporate Priorities and Joint Working:

- 3.1 The Council is legally required to make arrangements for the proper administration of its financial affairs which includes the setting of balanced budgets and having due regard for its ongoing financial sustainability. The principle of financial sustainability is enshrined in 'Our Ambition 2021-26':

"We will develop a Medium-Term Financial Plan to help us become more financially sustainable and resilient, safeguarding public funds while achieving value for money. This will ensure we are well placed to respond to the significant funding uncertainties and pressures we face and to target our money to where it can make the most difference. We will continue with disciplined financial monitoring, working towards a smaller base budget from 2022 onwards"

- 3.2 The Medium-Term Financial Plan 2023-2028 sets out the guiding principles under which the Council will develop its budgets. Annual revenue budgets summarise how the Council plans to deploy its resources at service level to facilitate day-to-day service delivery, but also the delivery of priorities set out in 'Our Ambition 2021-26'. Achieving the priorities set out in 'Our Ambition 2021-26' will be key to achieving long-term sustainability for Shetland.

4.0 Key Issues:

- 4.1 The budget has been prepared taking account of the following:
- no pay award included in service budgets, with a lump sum for an equivalent 3% pay award being held centrally in the corporate contingency budget for allocation during 2024/25 once a pay settlement is reached;
 - vacant posts have been removed from service budgets with provision held in the contingency as required;
 - income charges increased by 4.9% unless otherwise justified; and
 - government funding and additional burdens.

The Director of Development has developed the budget proposals, as shown in the table below:

Budget Position	Development Services £000
2023/24 Original Budget	8,541
Pay Award allocation from Contingency	284
Budget Transfers between Departments	122
2023/24 Revised Budget	8,947
Growth, Inflation and Income Reduction	1,805
Savings and New Income Generation	(1,776)
2024/25 Proposed Budget	8,978

4.2 Growth and/or Income Reduction

List of Growth and/or Income Reduction Items (over £50k)	Development Services £000	Recurring Growth £000	One-off Growth £000
Removal of Vacancy Factor, Savings Review and 1% from the budget.	730		730
Inter-Island Transport connectivity - support to develop a Network Strategy (DV-08-23, SIC Min ref:16/23)	577		577

Additional Coastal Communities Fund Scheme budget to meet prior years commitments spend.	156		156
Employee pay awards, inflation on pensioner payments and 25 year service awards.	150	108	42
Additional external consultancy to refresh the "Shetland Local Development Plan".	50		50
Various other items under £50k.	142	132	10
Total Growth and/or Income Reduction	1,805	240	1,565

4.3 Savings and/or New Income Generation

List of Savings and/or New Income Generation (over £50k)	Development Services £000	Recurring Savings £000	One-off Savings £000
Tall Ships activity delivered in 2023/24	(833)		(833)
14.1 FTE Vacancies transferred to the Contingency Budget.	(654)		(654)
Reduction in Pension Costs per actuarial review.	(112)	(112)	
Decrease in Economic Development Projects budget reflecting reducing uptake of grant funding in this area.	(57)	(57)	
Various other items under £50k.	(118)	(93)	(25)
Total Savings and/or New Income Generation	(1,774)	(262)	(1,512)

4.4 Appendix 1 sets out a reconciliation showing how the Council's overall budget proposals for the services within the Directorates are aligned to the remit of the Committees.

4.5 Appendix 2 sets out the 2024/25 budget by activity. For comparison purposes the 2023/24 revised budget has also been included, and the change in full-time equivalent staff numbers.

4.6 The proposed charges included in the budget proposals are attached as Appendix 3 and will be included in the overall Shetland Islands Council Budget Book.

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications :

6.1 Service Users, Patients and Communities:	No changes to services are proposed in this report.
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<p>6.2 Human Resources and Organisational Development:</p>	<p>All budget proposals with staffing implications will be actioned in line with relevant Council policies and with HR advice.</p> <p>The detailed budget proposals presented to this Committee include proposals to increase the Council's headcount by 0.7 Full Time Equivalent (FTE) posts compared to 2023/24.</p> <p>The approval of the overall Budget Book will establish budgetary provision for additional posts, on a fixed term or permanent basis, and therefore gives authority to proceed with recruitment and appointment to roles that have been expressly identified as essential during this budgeting cycle.</p> <p>Should services identify any further staffing requirements during the course of the year, approval will be required from the relevant committee and Policy and Resources prior to the commencement of any recruitment activity.</p>
<p>6.3 Equality, Diversity and Human Rights:</p>	<p>No changes to services are proposed in this report.</p>
<p>6.4 Legal:</p>	<p>Under Section 95 of the Local Government (Scotland) Act 1973, there is a requirement for each local authority to make arrangements for the proper administration of their financial affairs and to secure that the proper officer of the authority has responsibility for the administration of those affairs. That officer in Shetland Islands Council is the Executive Manager – Finance who is responsible for the presentation of budget proposals as part of appropriate financial management arrangements.</p>
<p>6.5 Finance:</p>	<p>The proposed budget for 2024/25 for the services within the remit of this Committee amount to £8.978m, which is an increase of £0.031m compared to the 2023/24 revised budget. Of this increase, £0.240m relates to recurring growth and £1.565m is one-off growth. This is offset by £0.262m recurring savings and £1.512m one-off savings. These proposal forms part of the overall Council budget of £169m.</p> <p>In order to achieve financial balance in 2024/25, the overall Council budget of £169m will require additional support from Reserves of £46m of which £23m is considered unsustainable.</p>

	Based on budget value, 5.3% or £1.2m of the £23m additional support required can be attributed to the proposed budget for services that fall within the remit of this Committee.
6.6 Assets and Property:	None arising from this report.
6.7 ICT and new technologies:	None arising from this report.
6.8 Environmental:	None arising from this report.
6.9 Risk Management:	<p>There are numerous risks involved in planning the delivery of services for the future and the awareness of these risks is critical to successful budgeting, as assumptions are required.</p> <p>These budgeted assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.</p> <p>The main budget risks for services reporting to this Committee are:</p> <ul style="list-style-type: none"> • rising inflationary pressures; • unfunded pay awards; • unpredictability of demand for grants and support designed to stimulate economic growth; and • ability of existing services to continue to generate income due to demographic and social changes. <p>These risks are mitigated by using a realistic approach and the most up-to-date information when setting the budget.</p> <p>The inclusion in the overall Council budget of a corporate cost pressure and contingency budget to support unexpected additional costs and a strong balance sheet and the availability of usable reserves ensure that the Council is prepared for other significant unforeseen events.</p>
6.10 Policy and Delegated Authority:	The Development Committee has delegated authority to advise Policy and Resources Committee and the Council in the development of service objectives, policies and plans concerned with service delivery. Approval of the revenue budget requires a decision of Council, in terms of Section 2.1.3 of the Council's Scheme of Administration and Delegations.

6.11 Previously considered by:	n/a	n/a

Contact Details:

Maria Forrester, Management Accountant, maria.forrester@shetland.gov.uk, 26 February 2024

Appendices:

Appendix 1 - 2024/25 Reconciliation of Directorates' Proposed Budgets to Committees

Appendix 2 - 2024/25 Budget Proposals by Activity – Development Committee

Appendix 3 - 2024/25 Schedule of Charges – Development Committee

2024/25 Reconciliation of Directorates' Proposed Budgets to Committees

Directorate	Development Committee £000	Education & Families Committee £000	Environment & Transport Committee £000	Policy & Resources Committee £000	Total £000
Executive & Corporate Services				14,839	14,839
Children's Services		59,391			59,391
Health & Social Care				32,642	32,642
Integration Joint Board				(1,263)	(1,263)
Development Services	8,978	418	9,112		18,508
Infrastructure Services			41,525		41,525
TOTAL	8,978	59,809	50,637	46,218	165,642

2024/25 Budget Proposals by Activity

Service	Activity	How this Service helps us to achieve Our Ambitions	2023/24 Revised Budget FTEs	2024/25 Proposed Budget FTEs	Change (Increase)/ Decrease FTEs	2023/24 Revised Budget £	2024/25 Proposed Budget £	Change (Increase)/ Decrease £	Proposed Changes to Service Level
Development Directorate	Directorate	Working together to create a positive, confident and sustainable future for Shetland.	2.00	2.00	0.00	184,971	184,715	256	No Material Change
Development Directorate	Museum and Archives	We will support and promote the Shetland Partnership's 10-year Development Plan to attract people to live, work, study, and invest in Shetland and regularly refresh the actions to match what the evidence tells us.	0.00	0.00	0.00	1,035,498	1,036,827	(1,329)	No Material Change
Development Directorate	Islands Deal	Delivery of Islands Growth Deal Programme, with investment from both UK and Scottish Governments, sustaining current jobs and creating new ones.	0.00	0.00	0.00	65,657	70,786	(5,129)	No Material Change
Development Directorate	Pensioners	N/A: Statutory Provision	0.00	0.00	0.00	185,971	188,298	(2,327)	No Material Change
Development Directorate	Place-making	We will support and promote the Shetland Partnership's 10-year Development Plan to attract people to live, work, study, and invest in Shetland and regularly refresh the actions to match what the evidence tells us.	0.00	1.00	(1.00)	0	0	0	No Material Change
Development Directorate	Inter Island Transport Connectivity	We will continue to support delivery of an affordable and sustainable system of public transport services to meet the needs of Shetland. We will "continue to pursue fixed links, where they can be proven to be viable alternative" to ferries.	0.58	1.00	(0.42)	61,548	638,452	(576,904)	No Material Change - profiling of activity
Community Planning & Development	Community Planning	Working together to create a positive, confident and sustainable future for Shetland.	4.62	4.62	0.00	263,297	258,844	4,453	No Material Change
Community Planning & Development	Community Support	We will harness community strengths, collaboration and assets, particularly to tackle inequalities and enable more improvements in wellbeing to be delivered by the community.	1.81	1.00	0.81	403,657	372,107	31,550	No Material Change
Community Planning & Development	Management & Support	Supporting the Council to be a fabulous place to work, through exceptional employee experience, talented managers and leaders, and a culture underpinned by our values, kindness, fairness and equality.	2.68	1.68	1.00	169,796	121,163	48,633	No Material Change

Service	Activity	How this Service helps us to achieve Our Ambitions	2023/24 Revised Budget FTEs	2024/25 Proposed Budget FTEs	Change (Increase)/ Decrease FTEs	2023/24 Revised Budget £	2024/25 Proposed Budget £	Change (Increase)/ Decrease £	Proposed Changes to Service Level
Community Planning & Development	Poverty & Inclusion	We will champion prevention and early intervention, tackling inequalities. We will continue to invest in the Anchor Early Action Project to help to make positive changes to the lives of families in Shetland who are struggling.	0.00	0.00	0.00	235,815	235,815	0	No Material Change
Community Planning & Development	Community Safety	We will champion prevention and early intervention and help people to feel safe. We will support and promote the Shetland Partnership's 10-year Development Plan to attract people to live, work, study and invest in Shetland.	1.00	1.00	0.00	54,033	55,754	(1,721)	No Material Change
Community Planning & Development	Community Justice	We will champion prevention and early intervention, tackling inequalities, ensuring services are targeted and make a difference to those people who need them most.	1.00	1.00	0.00	52,102	51,271	831	No Material Change
Economic Development	Business Development	Through business development funding the Economic Development contributes to a number of areas of the Corporate Plan - supporting innovation and development in businesses contributes to 'Sustaining current jobs and creating new ones' and 'Skills and learning', while supporting developments in new tech may also contribute to 'Climate change'. Business development also includes support for social enterprises which contributes to 'Fairer Shetland'.	9.11	7.65	1.46	1,284,706	1,169,030	115,676	No Material Change
Economic Development	Coastal Communities Fund	Coastal Communities Fund projects aim to deliver on the priorities of the Shetland Partnership Plan, improving community infrastructure and services to provide benefits to local communities as well as creating economic opportunities - in doing so it contributes to 'Fairer Shetland' and 'Sustaining new jobs and creating new ones'.	0.00	0.00	0.00	1,371,116	694,465	676,651	No Material Change - Tall Ships Project Delivered
Economic Development	Access to External Funding	The Economic Development Services supports development groups to access funding from sources such as the UK Shared Prosperity Fund and the Placed Based Investment Program, improving community infrastructure and services to provide benefits to local communities - in doing so it contributes to 'Fairer Shetland' and 'Sustaining new jobs and creating new ones'.	2.29	2.08	0.21	222,304	229,939	(7,635)	No Material Change

Service	Activity	How this Service helps us to achieve Our Ambitions	2023/24 Revised Budget FTEs	2024/25 Proposed Budget FTEs	Change (Increase)/ Decrease FTEs	2023/24 Revised Budget £	2024/25 Proposed Budget £	Change (Increase)/ Decrease £	Proposed Changes to Service Level
Economic Development	Promotional Activities	The Promote Shetland contract aims to promote the islands as an attractive place to live, work, study, visit and invest - this aspiration aims to grow our active population, increase economic impact from visitors and students, and improve inward investment. This cuts across all areas of Our Ambition.	0.13	0.08	0.05	375,010	371,978	3,032	No Material Change
Economic Development	Economic Policy and Research	Economic research aims to improve our understanding of the local economy and the community impacts therein, and is critical for public policy setting, projecting impacts of projects, business planning and monitoring - this cuts across all areas of Our Ambition.	0.94	0.65	0.29	108,978	126,337	(17,359)	No Material Change
Economic Development	Shetland Telecommunications	Shetland Telecom provides wholesale access to fibre assets, and has a key strategic role in planning and delivering fibre improvement projects, such as North Isles Fibre - this directly contributes to 'Digital Connectivity' but also 'Fairer Shetland'.	1.35	1.33	0.02	(254,239)	(294,638)	40,399	No Material Change
Housing	Homelessness	Statutory provision of homelessness services.	9.95	9.14	0.81	187,351	153,266	34,085	No Material Change
Housing	Housing Support	Provision of statutory and non-statutory services to enable those who need support to maintain their tenancies.	19.08	15.43	3.65	779,931	648,981	130,950	No Material Change
Housing	Support to External Organisations	Commissioned local services to support aims of the Local Housing Strategy.	0.87	0.88	(0.01)	51,102	48,316	2,786	No Material Change
Housing	Economic Rents	Raises income to make best use of non-housing assets e.g. shop/office units attached to housing.	0.00	0.00	0.00	(16,000)	(17,149)	1,149	No Material Change
Housing	Housing Management and Technical Support	Proportion of staff time allocated to managing non-HRA activity.	16.90	14.85	2.05	966,401	905,582	60,819	No Material Change
Planning	Marine Development	Statutory function relating to tackling climate change; achieving a more sustainable, ecologically diverse and resilient natural environment; supporting a diversified local economy with varied opportunities across sectors; and providing place elements of five ways to wellbeing.	4.30	4.30	0.00	280,922	276,477	4,445	No Material Change

Service	Activity	How this Service helps us to achieve Our Ambitions	2023/24 Revised Budget FTEs	2024/25 Proposed Budget FTEs	Change (Increase)/Decrease FTEs	2023/24 Revised Budget £	2024/25 Proposed Budget £	Change (Increase)/Decrease £	Proposed Changes to Service Level
Planning	Building Standards	Statutory function relating to tackling climate change; achieving a more sustainable, ecologically diverse and resilient natural environment; supporting a diversified local economy with varied opportunities across sectors; and providing place elements of five ways to wellbeing.	6.41	6.90	(0.49)	213,533	233,666	(20,133)	No Material Change
Planning	Development Management	Statutory function relating to tackling climate change; achieving a more sustainable, ecologically diverse and resilient natural environment; supporting a diversified local economy with varied opportunities across sectors; and providing place elements of five ways to wellbeing	13.32	11.12	2.20	552,147	461,641	90,506	No Material Change
Planning	Development Plans and Natural Heritage	Statutory function relating to tackling climate change; achieving a more sustainable, ecologically diverse and resilient natural environment; supporting a diversified local economy with varied opportunities across sectors; and providing place elements of five ways to wellbeing.	12.44	9.69	2.75	835,304	750,503	84,801	No Material Change
Planning	KIMO/Nuclear Policy	Achieve a more sustainable, ecologically diverse and resilient natural environment.	0.04	0.04	0.00	5,734	5,715	19	No Material Change
Development Committee (Savings)	1% Savings	Excellent financial management arrangements, will ensure we are continuing to keep to a balanced and sustainable budget.	0.00	0.00	0.00	(102,000)	0	(102,000)	No Material Change
Development Committee (Savings)	Vacancy Factor	Excellent financial management arrangements, will ensure we are continuing to keep to a balanced and sustainable budget.	0.00	0.00	0.00	(527,732)	0	(527,732)	No Material Change
Development Committee (Savings)	Savings Review	Excellent financial management arrangements, will ensure we are continuing to keep to a balanced and sustainable budget.	0.00	0.00	0.00	(100,000)	0	(100,000)	No Material Change
TOTAL - DEVELOPMENT COMMITTEE			110.82	97.44	13.38	8,946,913	8,978,141	(31,228)	

2024/25 Schedule of Charges

All charges are exclusive of VAT where applicable.

Charge Description		Unit	2023/24 Charge £	2024/25 Charge £	Variance %
Housing Services					
Homeless Persons	Shared accommodation - standard occupancy charge	per week	61.60	64.68	5.0%
	Shared accommodation - furniture charge	per week	14.21	14.92	5.0%
	Shared accommodation - electricity charge	per week	22.05	23.15	5.0%
	Shared accommodation - service charge	per week	18.97	19.92	5.0%
	89 St Olaf Street - room 5 - occupancy charge	per week	81.14	85.20	5.0%
	Electricity in communal areas (12a North Road)	per week	6.12	6.43	5.1%
	General needs stock used form homeless persons - bedsit (1 apt) - occupancy charge	per week	61.60	64.68	5.0%
	General needs stock used for homeless persons - 1 bedroom (2 apt) - occupancy charge	per week	82.35	86.47	5.0%
	General needs stock used for homeless persons - 2 bedroom (3 apt) - occupancy charge	per week	101.00	106.05	5.0%
	General needs stock used for homeless persons - 3 bedroom (4 apt) - occupancy charge	per week	120.91	126.96	5.0%
	General needs stock used for homeless persons - 4 bedroom - occupancy charge	per week	139.77	146.76	5.0%
	Lerwick chalets - homeless lets - 1 bed - occupancy charge	per week	42.74	44.88	5.0%
	Lerwick chalets - homeless lets - 2 bed - occupancy charge	per week	53.40	56.07	5.0%
	Landward chalets - homeless lets - 1 bed - occupancy charge	per week	38.67	40.60	5.0%
	Landward chalets - homeless lets - 2 bed - occupancy charge	per week	48.80	51.24	5.0%
	Homeless persons - general needs stock & chalets - B&B accommodation - adult aged 16 or over	per week	138.83	145.77	5.0%
	Homeless persons - general needs stock & chalets - B&B accommodation - child under 16	per week	69.34	72.81	5.0%
	Storage charges (storage of property in Gremista store)	per week	7.32	7.69	5.1%
Caravan Site/Pitch Rents	Caravan site/pitch rents - Hoofields	per week	17.56	18.44	5.0%
	Caravan site/pitch rents - Other	per week	12.12	12.73	5.0%
	5 bedroom - Lerwick	per week	139.70	146.69	5.0%
Education & Other Properties	4 bedroom - Lerwick	per week	121.96	128.06	5.0%
	3 bedroom - Lerwick	per week	104.67	109.90	5.0%
	2 bedroom - Lerwick	per week	86.91	91.26	5.0%
	1 bedroom - Lerwick	per week	75.72	79.51	5.0%
	Bedsit - Lerwick	per week	57.97	60.87	5.0%
	7 bedroom - non Lerwick	per week	165.58	173.86	5.0%
	5 bedroom - non Lerwick	per week	132.72	139.36	5.0%
	4 bedroom - non Lerwick	per week	115.87	121.66	5.0%
	3 bedroom - non Lerwick	per week	99.43	104.40	5.0%
	2 bedroom - non Lerwick	per week	82.58	86.71	5.0%
	1 bedroom - non Lerwick	per week	72.20	75.81	5.0%
	Bedsit - non Lerwick	per week	55.35	58.12	5.0%
Economic Development					
Shetland Telecom Charges	Shetland Telecom charges		variable	variable	n/a
Investments	Recharge legal fees		variable	variable	n/a
	Buyback of shares		variable	variable	n/a
	Interest on loan		variable	variable	n/a
	Repayment of grant		variable	variable	n/a
	Recharge external solicitor		variable	variable	n/a
Planning					
Search of Records	Charge per hour or part thereof		127.00	127.00	0.0%
Letter of Comfort	Provision of letter of comfort - with building warrant	per letter	177.00	177.00	0.0%
	Provision of letter of comfort - without building warrant	per letter	350.00	350.00	0.0%
	Site visit in relation to letter of comfort	per visit	234.00	234.00	0.0%
Building Warrant	Building Warrant Fee Structure	see attached fee structure for full details - link to be	variable	variable	n/a
Planning Applications: Scottish Government - Online Fee Calculator	Fee Calculator		variable	variable	n/a
Retrospective Planning Applications	The Town and Country Planning (Fees for Applications) (Scotland) Regulations 2022 (legislation.gov.uk)	25% Surcharge per application on the level of fee that would be payable	n/a	variable	n/a
Non-material variations to a planning permission	The Town and Country Planning (Fees for Applications) (Scotland) Regulations 2022 (legislation.gov.uk)	per request	n/a	200.00	100.0%
High Hedges Fees	High Hedges (Scotland) Act 2013 (legislation.gov.uk)	per application	468.00	468.00	0.0%
Street Naming and Numbering	Per application for creation or change	per application	variable	variable	
Theatre licence	Annual licence	per application	88.00	88.00	0.0%
	Occasional licence	per application	29.00	29.00	0.0%
	Transfer of licence	per application	6.00	6.00	0.0%
Raised Structure Permit	Permit for the erection of a temporary or permanent structure	per application	82.00	82.00	0.0%
Cinema licence	Fee for provision of established cinema facilities	per application	202.00	202.00	0.0%
Marine Development	The Town and Country Planning (Fees for Applications) (Scotland) Regulations 2022 (legislation.gov.uk)	per application	variable	variable	n/a
Heritage	KIMO - Recharge of Agency costs		variable	variable	n/a



Meeting(s):	Development Committee Policy & Resources Committee Shetland Island Council	13 March 2024 20 March 2024 27 March 2024
Report Title:	2024/25 Budget and Charging Proposals - Housing Revenue Account	
Reference Number:	F-09-24-F	
Author / Job Title:	Paul Fraser, Executive Manager - Finance	

1.0 Decisions / Action required:

That the Development Committee **RECOMMENDS** that the Policy and Resources Committee and the Council APPROVE:

- 1.1 the budget proposals for 2024/25 for the Housing Revenue Account (HRA) included in this report, to be included in the overall Shetland Islands Council Budget Book.

2.0 High Level Summary:

- 2.1 The purpose of this report is to enable the Development Committee to consider the controllable budget proposals for the services within the Committee's remit.
- 2.2 The proposed budget position for the HRA for 2024/25 requires a contribution from the Housing Repairs and Renewals Fund (HRA reserve) and 2nd Homes Council Tax Reserve for £6.675m and £0.388m respectively.
- 2.3 Appendix 1 details the schedule of charges which have been incorporated into the proposed budgets. This schedule of charges has already been approved by the Council on 22 February 2024 (Min. Ref. 03/24) in order to allow the full statutory notice of increased charges to be notified to tenants. This is provided for information only.
- 2.4 Appendix 2 details the 2024/25 HRA capital budget, which forms part of the Council's Asset Investment Plan (AIP) proposals for 2024-2029.

3.0 Corporate Priorities and Joint Working:

- 3.1 The Council is legally required to make arrangements for the proper administration of its financial affairs which includes the setting of balanced budgets and having due regard for its ongoing financial sustainability. The principle of financial sustainability is enshrined in 'Our Ambition 2021-26':

"We will develop a Medium-Term Financial Plan to help us become more financially sustainable and resilient, safeguarding public funds while achieving value for money. This will ensure we are well placed to respond to the significant funding uncertainties and pressures we face and to target our money to where it

can make the most difference. We will continue with disciplined financial monitoring, working towards a smaller base budget from 2022 onwards”

- 3.2 The Medium-Term Financial Plan 2023-2028 sets out the guiding principles under which the Council will develop its budgets. Annual revenue budgets summarise how the Council plans to deploy its resources at service level to facilitate day-to-day service delivery, but also the delivery of priorities set out in ‘Our Ambition 2021-26’. Achieving the priorities set out in ‘Our Ambition 2021-26’ will be key to achieving long-term sustainability for Shetland.

4.0 Key Issues:

- 4.1 The budget has been prepared taking account of the following 30 year HRA Business Model along with the following assumptions:
- Include the shortfall between the budget approved for the 2023/24 pay award and the agreed pay award for 2023/24;
 - estimated increase of 3% and 10% for 2024/25 pay award and Island Allowance respectively;
 - National Insurance at 13.8% and Pension contributions at 19% following actuarial review resulting in a 3% reduction;
 - Vacant posts have been removed from the service budgets. Budgets will be re-established and funded by the HRA Reserve on successful recruitment as required throughout the year;
 - a 5% increase to rents and charges, following approval by the Council on 22 February 2024 (2023/24: 4.5%);
 - based on historic rates of void costs and HRA business modelling:
 - general housing void rent and charges have been estimated as 1.5% (2023/24: 2.1%) of general housing rental income;
 - sheltered housing void rent and charges have been estimated at 3.5% (2023/24: 3.5%) of sheltered housing rental income; and
 - policy void rent for both general and sheltered housing have been estimated at 1.0% (2023/24: 0% general and 6.5% sheltered) of general and sheltered housing rental income.
 - Capital budgets are developed with regards to the HRA strategic framework and follow capital expenditure and capital funding policies.

- 4.2 The table below sets out the proposed 2024/25 budget for HRA:

2023-24 Revised Budget (£000)	Service Description	2024-25 Proposed Budget (£000)	Change (Increase)/ Decrease (£000)
	Expenditure		
964	Supervision & Management	973	(9)
3,552	Repairs & Maintenance	4,000	(448)
253	Void Rents and Charges	245	8
32	Garages	33	(1)
1,188	Debt Charges – Dwellings	1,153	35
0	Irrecoverable Debt	77	(77)
5,989	Total: Revenue Expenditure	6,481	(492)

	Income		
(7,392)	Rents – Dwellings	(7,790)	398
(262)	Rents – Other ie garages/sites, etc	(277)	15
0	Interest on Revenue Balances	(36)	36
(7,654)	Total: Revenue Income	(8,103)	449
(1,665)	Net HRA Revenue	(1,622)	(43)
	HRA Capital		
9,904	Capital Expenditure	9,689	215
(35)	Capital Receipts	(35)	0
(1,701)	Capital Grants	(969)	(732)
8,168	Net HRA Capital Expenditure	8,685	(517)
6,503	Total: HRA Service	7,063	(560)
	HRA Funded by:		
0	Contribution from 2 nd Homes Council Tax Reserve	(388)	388
(6,503)	Contribution from HRA Reserve	(6,675)	172
(6,503)	Total: HRA Funding	(7,063)	560

4.3 Growth and/or Income Reduction

List of Growth and/or Income Reduction Items (over £50k)	Housing Revenue Account £000	Recurring Growth/ Income Reduction £000	One-off Growth £000
Increased capital financing requirement in line with the Asset Investment Plan 2024-2029.	517		517
To establish a budget for Social Housing Net Zero Standard strategy and design.	300		300
Increased materials budget for the Housing Repairs Service to correct 2023/24 budget error.	230	230	
Prior year pay award higher than budget plus additional 3% for 2024/25, increased employer's NI and inflation on pensioner payments.	143	143	
To establish a budget for irrecoverable debt, estimated at 1% of net rent income.	76	76	
Various other items under £50k	46	46	
Total Growth and/or Income Reduction	1312	495	817

4.4 Savings and/or New Income Generation

List of Savings and/or New Income Generation (over £50k)	Housing Revenue Account £000	Recurring Savings/ New Income £000	One-off Savings / New Income £000
5% Rent and charges increase.	(413)	(413)	
Removal of 4.6 FTE vacant posts. These will be funded from HRA Reserve as an when recruitment of vacant posts are successful.	(194)		(194)
3% Reduction in Pension Costs per actuarial review.	(51)	(51)	
Various other items under £50k	(96)	(96)	
Total Savings and/or New Income Generation	(754)	(560)	(194)

4.5 The 2024/25 HRA Service staffing proposals is 33.2 FTE, following removal of 4.6 FTE vacant posts (2023/24: 38.4 FTE).

4.6 For information, based on a 5% uplift, average rent for 2024/25 will be £89.97 per week (2023/24: £85.74).

4.7 Debt levels within the HRA continue to reduce as no new borrowing has been undertaken. The HRA is expected to have total borrowing costs on the existing debt of £1.153m in 2024/25 (2023/24: £1.188m).

4.8 HRA capital investment plans are included in the Councils' Asset Investment Plan proposals for 2024-2029, attached as Appendix 2.

4.9 The HRA Reserve as at 31 March 2023 has a balance of £18.968m. There will be a need to draw £6.675m from this Reserve to support the proposed HRA Budget for 2024/25. This is in line with the financial assumptions within the 30 Year HRA Business Model and therefore deemed a sustainable drawn on reserves.

4.10 Investment income generated from the long-term investment of the HRA Reserve for 2024/25 is anticipated to be £1.205m.

4.11 The charges included in the budget proposals are attached as Appendix 1 for information and will be included in the overall Shetland Islands Council Budget Book.

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications :

6.1 Service Users, Patients and Communities:

No changes to services are proposed in this report. The Council consulted on rents with tenants and the

	Council decision has been incorporated into the budget.
6.2 Human Resources and Organisational Development:	<p>All budget proposals with staffing implications will be actioned in line with relevant Council policies and with HR advice.</p> <p>The detailed budget proposals presented to this Committee include proposals to decrease the headcount by 0.6 Full Time Equivalent (FTE) posts compared to 2023/24.</p> <p>The approval of the overall Budget Book will establish budgetary provision for additional posts, on a fixed term or permanent basis, and therefore gives authority to proceed with recruitment and appointment to roles that have been expressly identified as essential during this budgeting cycle.</p> <p>Should services identify any further staffing requirements during the course of the year, approval will be required from the relevant committee and Policy and Resources Committee prior to the commencement of any recruitment activity.</p>
6.3 Equality, Diversity and Human Rights:	No changes to services are proposed in this report.
6.4 Legal:	Under Section 95 of the Local Government (Scotland) Act 1973, there is a requirement for each local authority to make arrangements for the proper administration of their financial affairs and to secure that the proper officer of the authority has responsibility for the administration of those affairs. That officer in Shetland Islands Council is the Executive Manager – Finance who is responsible for the presentation of budget proposals as part of appropriate financial management arrangements.
6.5 Finance:	<p>The 2024/25 HRA Budget is based on the 30 year HRA Business Model.</p> <p>The balance of the HRA Reserve as at 1 April 2023 was £18.968m. It is currently projected that a draw of £1.940m will be required in 2023/24.</p> <p>The HRA requires a transfer from the HRA Reserve of £6.675m for 2024/25. This is deemed a sustainable draw on reserves in line with the financial model.</p> <p>Up to £194k will be added to service budgets on successful recruitment of vacant posts. This is net of posts that may become vacant during the financial</p>

	year. This will increase the transfer from the HRA Reserve.	
6.6 Assets and Property:	The Housing Stock Asset Management Strategy is to ensure that housing stock is maintained to current standards and procurement of component replacements is done in the most cost effective way.	
6.7 ICT and new technologies:	None arising from this report.	
6.8 Environmental:	The Local Housing Strategy was screened for Strategic Environmental Assessment.	
6.9 Risk Management:	<p>There are numerous risks involved in planning the delivery of services for the future and the awareness of these risks is critical to successful budgeting, as assumptions are required.</p> <p>These budgeted assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.</p> <p>The main budget risks for the Housing Revenue Account is that the draw on the HRA Reserve become unsustainable. The Risk is mitigated by the detailed work carried out in the 30 Year HRA Business Model, which is due to be revised during 2024/25. This gives assurance of the longer term financial stability of the HRA.</p>	
6.10 Policy and Delegated Authority:	The Development Committee has delegated authority to advise Policy and Resources Committee and the Council in the development of service objectives, policies and plans concerned with service delivery. Approval of the revenue budget requires a decision of Council, in terms of Section 2.1.3 of the Council's Scheme of Administration and Delegations.	
6.11 Previously considered by:	n/a	n/a

Contact Details:

Maria Forrester, Management Accountant, maria.forrester@shetland.gov.uk, 3 March 2024

Appendices:

Appendix 1 – 2024/25 Housing Revenue Account Schedule of Charges

Appendix 2 – 2024/25 Housing Revenue Account Capital Budget Proposals

Charges 2024/25 - 5% increase

F-09-24 Appendix 1

ALL CHARGES ARE EXCLUSIVE OF VAT, WHERE APPLICABLE

Directorate	Service	Director or Executive Manager	Activity	Charge	Unit	2023/24 Charge £	2024/25 Charge £	Variance %
Development	HRA	EM - Housing	Garages	Garage rents (no electricity)	per week	12.44	13.06	5.0
Development	HRA	EM - Housing		Garage rents (electricity)	per week	17.77	18.66	5.0
Development	HRA	EM - Housing		Double garage (electricity)	per week	26.60	27.93	5.0
Development	HRA	EM - Housing		Garage site rent	per week	5.65	5.93	5.0
Development	HRA	EM - Housing	Council	4 bedroom - Lerwick	per week	118.99	124.94	5.0
Development	HRA	EM - Housing		3 bedroom - Lerwick	per week	102.12	107.23	5.0
Development	HRA	EM - Housing		2 bedroom - Lerwick	per week	84.79	89.03	5.0
Development	HRA	EM - Housing		1 bedroom - Lerwick	per week	73.87	77.56	5.0
Development	HRA	EM - Housing		Bedsit - Lerwick	per week	56.56	59.39	5.0
Development	HRA	EM - Housing		7 bedroom - non Lerwick	per week	161.54	169.62	5.0
Development	HRA	EM - Housing		5 bedroom - non Lerwick	per week	129.49	135.96	5.0
Development	HRA	EM - Housing		4 bedroom - non Lerwick	per week	113.04	118.69	5.0
Development	HRA	EM - Housing		3 bedroom - non Lerwick	per week	97.01	101.86	5.0
Development	HRA	EM - Housing		2 bedroom - non Lerwick	per week	80.56	84.59	5.0
Development	HRA	EM - Housing		1 bedroom - non Lerwick	per week	70.44	73.96	5.0
Development	HRA	EM - Housing		Bedsit - non Lerwick	per week	54.01	56.71	5.0
Development	HRA	EM - Housing	Other	Housing repairs		variable	variable	n/a
Development	Housing Services	EM - Housing	Homeless Persons	Shared accommodation - standard occupancy charge	per week	61.60	64.68	5.0
Development	Housing Services	EM - Housing		Shared accommodation - furniture charge	per week	14.21	14.92	5.0
Development	Housing Services	EM - Housing		Shared accommodation - electricity charge	per week	22.05	23.15	5.0
Development	Housing Services	EM - Housing		Shared accommodation - service charge	per week	18.97	19.92	5.0
Development	Housing Services	EM - Housing		89 St Olaf Street - room 5 - occupancy charge	per week	81.14	85.20	5.0
Development	Housing Services	EM - Housing		Electricity in communal areas (12a North Road)	per week	6.12	6.43	5.0
Development	Housing Services	EM - Housing		General needs stock used for homeless persons - 1 apt - occupancy charge	per week	61.60	64.68	5.0
Development	Housing Services	EM - Housing		General needs stock used for homeless persons - 2 apt - occupancy charge	per week	82.35	86.47	5.0
Development	Housing Services	EM - Housing		General needs stock used for homeless persons - 3 apt - occupancy charge	per week	101.00	106.05	5.0
Development	Housing Services	EM - Housing		General needs stock used for homeless persons - 4 apt - occupancy charge	per week	120.91	126.96	5.0
Development	Housing Services	EM - Housing		General needs stock used for homeless persons - 5 apt - occupancy charge	per week	139.77	146.76	5.0
Development	Housing Services	EM - Housing		Lerwick chalets - homeless lets - 1 bed - occupancy charge	per week	42.74	44.88	5.0
Development	Housing Services	EM - Housing		Lerwick chalets - homeless lets - 2 bed - occupancy charge	per week	53.40	56.07	5.0
Development	Housing Services	EM - Housing		Landward chalets - homeless lets - 1 bed - occupancy charge	per week	38.67	40.60	5.0
Development	Housing Services	EM - Housing		Landward chalets - homeless lets - 2 bed - occupancy charge	per week	48.80	51.24	5.0
Development	Housing Services	EM - Housing		Homeless persons - general needs stock & chalets - B&B accommodation - adult aged 16 or over	per week	138.83	145.77	5.0
Development	Housing Services	EM - Housing		Homeless persons - general needs stock & chalets - B&B accommodation - child under 16	per week	69.34	72.81	5.0
Development	Housing Services	EM - Housing		Storage charges (storage of property in Gremista store)	per week	7.32	7.69	5.0
Development	Housing Services	EM - Housing	Caravan Site/ Pitch Rents	Caravan site/pitch rents - Hoofields	per week	17.56	18.44	5.0
Development	Housing Services	EM - Housing		Caravan site/pitch rents - Other	per week	12.12	12.73	5.0
Development	Housing Services	EM - Housing	Education & Other Properties	5 bedroom - Lerwick	per week	139.70	146.69	5.0
Development	Housing Services	EM - Housing		4 bedroom - Lerwick	per week	121.96	128.06	5.0
Development	Housing Services	EM - Housing		3 bedroom - Lerwick	per week	104.67	109.90	5.0
Development	Housing Services	EM - Housing		2 bedroom - Lerwick	per week	86.91	91.26	5.0
Development	Housing Services	EM - Housing		1 bedroom - Lerwick	per week	75.72	79.51	5.0
Development	Housing Services	EM - Housing		Bedsit - Lerwick	per week	57.97	60.87	5.0
Development	Housing Services	EM - Housing		7 bedroom - non Lerwick	per week	165.58	173.86	5.0
Development	Housing Services	EM - Housing		5 bedroom - non Lerwick	per week	132.72	139.36	5.0
Development	Housing Services	EM - Housing		4 bedroom - non Lerwick	per week	115.87	121.66	5.0
Development	Housing Services	EM - Housing		3 bedroom - non Lerwick	per week	99.43	104.40	5.0
Development	Housing Services	EM - Housing		2 bedroom - non Lerwick	per week	82.58	86.71	5.0
Development	Housing Services	EM - Housing		1 bedroom - non Lerwick	per week	72.20	75.81	5.0
Development	Housing Services	EM - Housing		Bedsit - non Lerwick	per week	55.35	58.12	5.0

2024/25 Housing Revenue Account Capital Budget Proposals

HRA – Capital Projects	2024/25 £000
Housing Quality Standard	6,000
Structural Remediation Works	1,200
Accessible Adaptations	100
Heating Replacement Programme	700
Vehicle Replacement Programme	289
Maintenance Expenditure	8,289
Sandveien Component Replacement	680
Property Acquisitions	720
New Development Expenditure	1,400
TOTAL Capital Expenditure	9,689
Funded By:	
External Grants - Scottish Government Affordable Housing Supply Programme	(969)
2nd Homes Council Tax Reserve	(388)
Capital Receipts (Vehicles)	(35)
Funded from Revenue Income	(8,297)
TOTAL Capital Funding	(9,689)



Meeting(s):	Development Committee	13 March 2024
Report Title:	Local Development Plan - Development Plans Scheme 2024	
Reference Number:	DV-14-24-F	
Author / Job Title:	Suzanne Shearer / Team Leader Development Plans and Heritage	

1.0 Decisions / Action Required:

- 1.1 That the Development Committee RESOLVE to approve the Development Plan Scheme attached at Appendix 1.

2.0 High Level Summary:

- 2.1 The Town and Country Planning (Scotland) Act 1997 as amended by the Planning (Scotland) Act 2019 requires each planning authority to prepare a Development Plan Scheme (DPS) and accompanying Participation Statement (PS) at least annually. The DPS sets out the authority's programme for preparing and reviewing its Local Development Plan (LDP).
- 2.2 Development Plans are spatial land use plans. Their purpose is to guide the future use of land by addressing the spatial implications of economic, social and environmental change. Development Plans should set out realistic long-term land use visions for the Council. The LDP should indicate where development should and should not happen, thereby providing confidence to both communities and investors.
- 2.3 The LDP must complement other policies and strategies of the Council and also Nationally. The Development Plans and Heritage Team therefore continue to need significant levels of input from other Council services, Key agencies and Infrastructure providers as well as the Communities of Shetland.
- 2.4 The Council is required to engage in meaningful engagement during the preparation of the LDP; the Participation Statement (PS)., which forms part of the DPS, states when and how the Planning Authority intends to consult during the various stages of the plan making process.
- 2.5 The Current LDP was adopted in September 2014. The Scottish Government required all plans which commenced under the Planning etc. Scotland Act (2006) to have reached the consultation of proposed plan stage by Spring 2022, Unfortunately due to lack of a key piece of evidence – the Housing Needs and Demands Assessment (HNDA) - that deadline could not be met and work on a Local Development Plan under the Planning etc. Scotland Act (2006) ceased. Much of the work undertaken as part of that process will contribute to the evidence for the New Style LDP we are now required to produce.

2.6 New Style Local Development Plans are expected to be significantly different documents to their previous versions. They should be place based, people centred and delivery focussed.

- Local Development Plans are expected to be place-based, visual plans which include a clear spatial strategy reflected in a collection of maps, development briefs and masterplans.
- There is an expectation that they will contain considerably less lengthy written text and policy and should not replicate policy already contained within NPF4
- LDPs should implement national planning policies by setting out a spatial strategy that shows what they mean for change and development in a particular place.

3.0 Corporate Priorities and Joint Working:

3.1 When complete, the next LDP, alongside NPF4 will become the strategic tool for the Council's development priorities. In conjunction with other Council Policies (including the Local Housing Strategy), it will contribute to meeting the spatial aims of the LOIP and the Corporate Plan.

4.0 Key Issues:

- 4.1 The Planning (Scotland) Act 2019 made significant changes to the development planning system in Scotland, including:
- The National Planning Framework to incorporate Scottish Planning Policy and form part of the development plan.
 - Removing the requirement to prepare Strategic Development Plans with the introduction of Regional Spatial Strategies.
 - Introducing a longer 10-year review cycle for development plans, rather than 5 years.
 - Requirement to prepare an Evidence Report at the outset of plan preparation which would be subject to a 'Gatecheck'.
 - Removal of the Main Issues Report stage.
 - Removal of Supplementary Guidance (from April 2025).
 - Shorter plan preparation phase (around 3-4 years).
 - Local communities being able to prepare Local Place Plans.
- 4.2 National Planning Framework 4 (NPF4) was approved by the Scottish Parliament and published in February 2023 and supersedes the previous National Planning Framework 3 and Scottish Planning Policy (2014). It now forms part of the Development Plan in Shetland.
- 4.3 Secondary legislation setting out the new local development planning regulations came into force in May 2023 and the accompanying guidance provides further detail on development planning in Scotland.
- 4.4 There are also legislative changes to the DPS and PS which requires a different type of DPS and PS to be prepared - requiring greater detail on what is involved at each stage of the plan preparation within an accurate timetable.

- 4.5 The PS is required to take account of the views of those engaged in the plan making process on when and how they would like to be engaged with. The Planning Service undertook to engage with key agencies, Community Councils, Elected Members and all those who are listed on our register of 'having expressed an interest in being kept informed of the Local Development Plan Process'. The results of the survey have informed the content of this PS. As we progress through the plan making process we will continue to ask for input into our engagement methods and adapt our intended plans as appropriate.
- 4.6 The timetable presented is correct to the best of our knowledge at this time. A number of factors outwith the control of the Planning Authority may impact on our ability to delivery to timetable included in the Participation Statement including but not limited to:
- Time taken by the Scottish Government during Gatecheck and Examination:
- At the current time it is expected it will take the DPEA around 6 months to complete Gatecheck assessment but until Evidence Reports begin to be submitted the exact time for assessment is not yet known.
 - At the current time it is unknown how long examination of the proposed plan may take, the timescales vary relating to the number of unresolved issues submitted alongside the plan and the complexity of each of these issues. An estimate of 6 months has been put in the timeline based on our own previous experience of examination.
- Time taken by other Council Departments, Key Agencies, Infrastructure providers and other data providers to supply the evidence required to produce the Evidence Report.
- We are reliant on others to provide data in areas where they are the experts in either research or delivery and will be unable to proceed to gatecheck without key pieces of evidence.
- Staffing within the Development Plan & Heritage Team (DP&H).
- The Team has been understaffed in various posts for the past 6 years
 - The team is currently carrying the following vacant posts:-
1 x planning officer post and 1 x Natural Heritage Officer post.
Recruitment to these vacancies is currently in progress.
 - It should be noted that plan preparation is just one workstream of the DP&H team. Other priority workloads relating to Masterplans, Biodiversity, Placemaking are continual and ongoing. Additional short term workload resulting from the implementation of the 2019 Act, specifically inputting into consultations relating to forthcoming guidance on the plan making process also continues.

5.0 Exempt and/or Confidential Information:

5.1 None.

6.0 Implications :	
6.1 Service Users, Patients and Communities:	There is a requirement for extensive consultation through the Plan. The Development Plans & Heritage Team is committed to achieve this, as set out in the Participation Statement, and will seek to work with the Community Planning and Development Service and the Communication Section to maximise these opportunities.
6.2 Human Resources and Organisational Development:	The majority of the workload relating to the Plan making process will be met within the resources of the existing Development Plans & Heritage Team with the support of other Council Departments & Key Agencies. There may be some areas where specialist input is required in order to deliver on the Evidence aspect of the plan making process. If these skills are not available within the team they may require to be bought in.
6.3 Equality, Diversity and Human Rights:	Planning authorities are required to respect, protect and fulfil human rights in accordance with the Human Rights Act 1998. As per the Equality Act 2010, the Public Sector Equality duty is applicable and Equality Impact Assessments, Fairer Scotland Duty Assessments are required for LDPs.
6.4 Legal:	Preparation and publication of the Development Plan Scheme is a statutory requirement of the Town and Country Planning (Scotland) Act 1997 as amended by the Planning (Scotland) Act 2019.
6.5 Finance:	There are no direct financial implications arising from the approval of the DPS. There is, however an implied expenditure commitment to deliver the stages of the Local Development Plan described by the DPS. This is estimated to require additional budget of £50k and is included in the draft Development Services 2024/25 budget, subject to the approval by Council on 27 March 2024.
6.6 Assets and Property:	None.
6.7 ICT and New Technologies:	None.
6.8 Environmental:	<p>Strategic Environmental Assessment (SEA) is a statutory requirement that aims to ensure the environment is a primary consideration in the preparation of qualifying public plans, programmes and strategies. The Environmental Assessment (Scotland) Act 2005 requires those preparing qualifying plans, including the LDP, to undertake an SEA.</p> <p>When preparing a LDP it is a requirement to undertake a HRA in accordance with The Conservation (Natural Habitats, &c.) Regulations 1994, if the plan is capable of having an adverse effect on a European site(s), either alone or in combination with other plans or projects.</p>

6.9 Risk Management:	The lack of an up to date Development Plan could prevent the Council from supporting developments that are in line with its priorities, and result in more challenges to Council decisions. The LDP is formulated to reflect the Council's priorities.	
6.10 Policy and Delegated Authority:	In accordance with Section 2.3.1 of the Council's Scheme of Delegations, the Development Committee has delegated authority to implement decisions within its remit.	
6.11 Previously Considered by:	None.	

Contact Details:

Suzanne Shearer
Team Leader Development Plans and Heritage
Suzanne.shearer@shetland.gov.uk

Date Cleared: 8 March 2024

Appendices:

Appendix 1 – The Local Development Plan Development Plans Scheme 2024

Background Documents:

None

END

Development Plan Scheme 2024-25



SHETLAND
ISLANDS COUNCIL

SHETLAND Local Development Plan

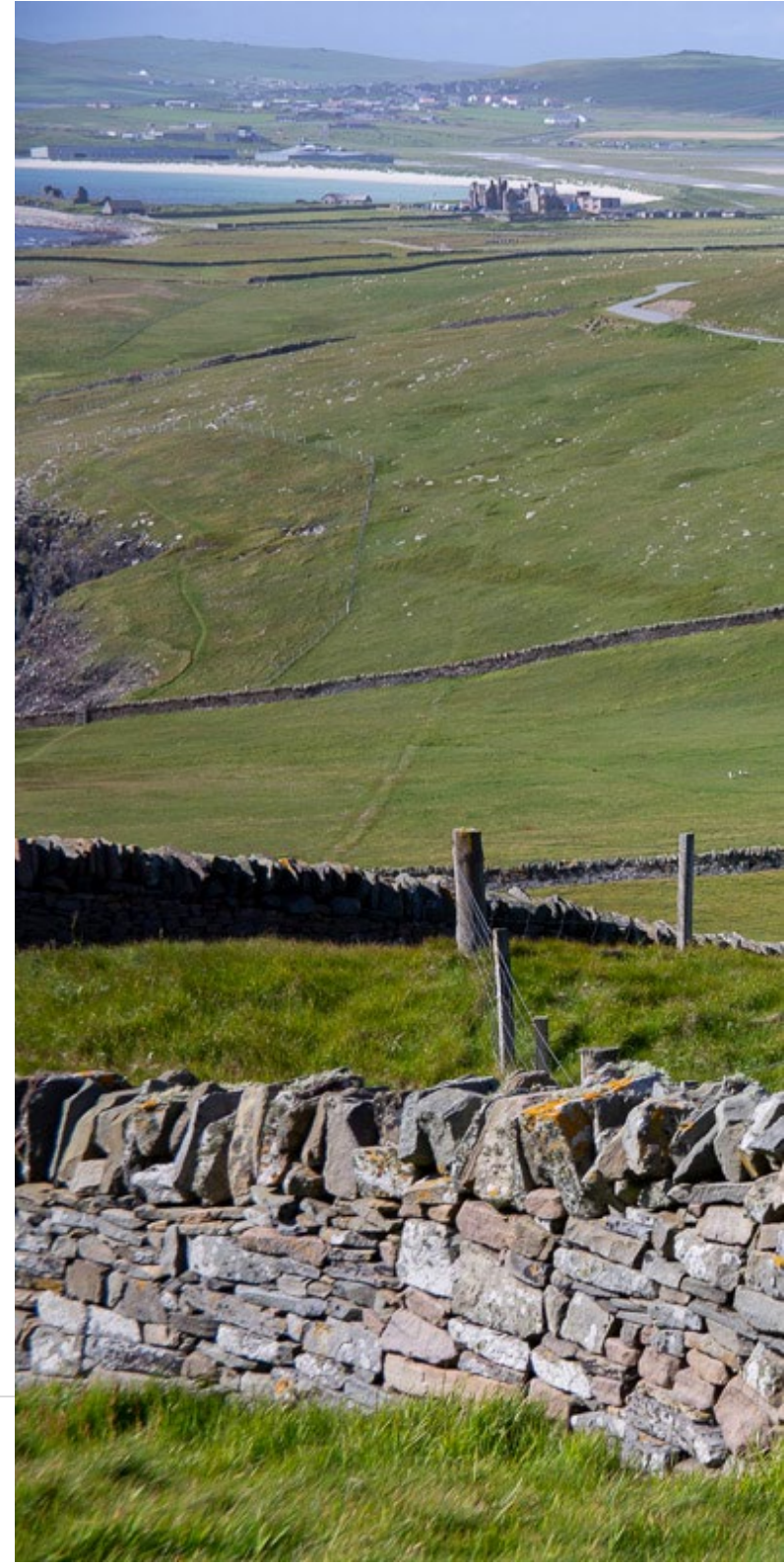
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What is a Development Plan Scheme?

This Development Plan Scheme sets out the programme for preparing and reviewing our Local Development Plan, and explains what is likely to be involved at each stage.

This Development Plan Scheme will cover the following:

- Provide an update on the focus of our work over the coming year
- Indication of timescales for preparing a new Local Development Plan
- Participation statement outlining how and when we will engage with our communities and stakeholders



What is a Development Plan?

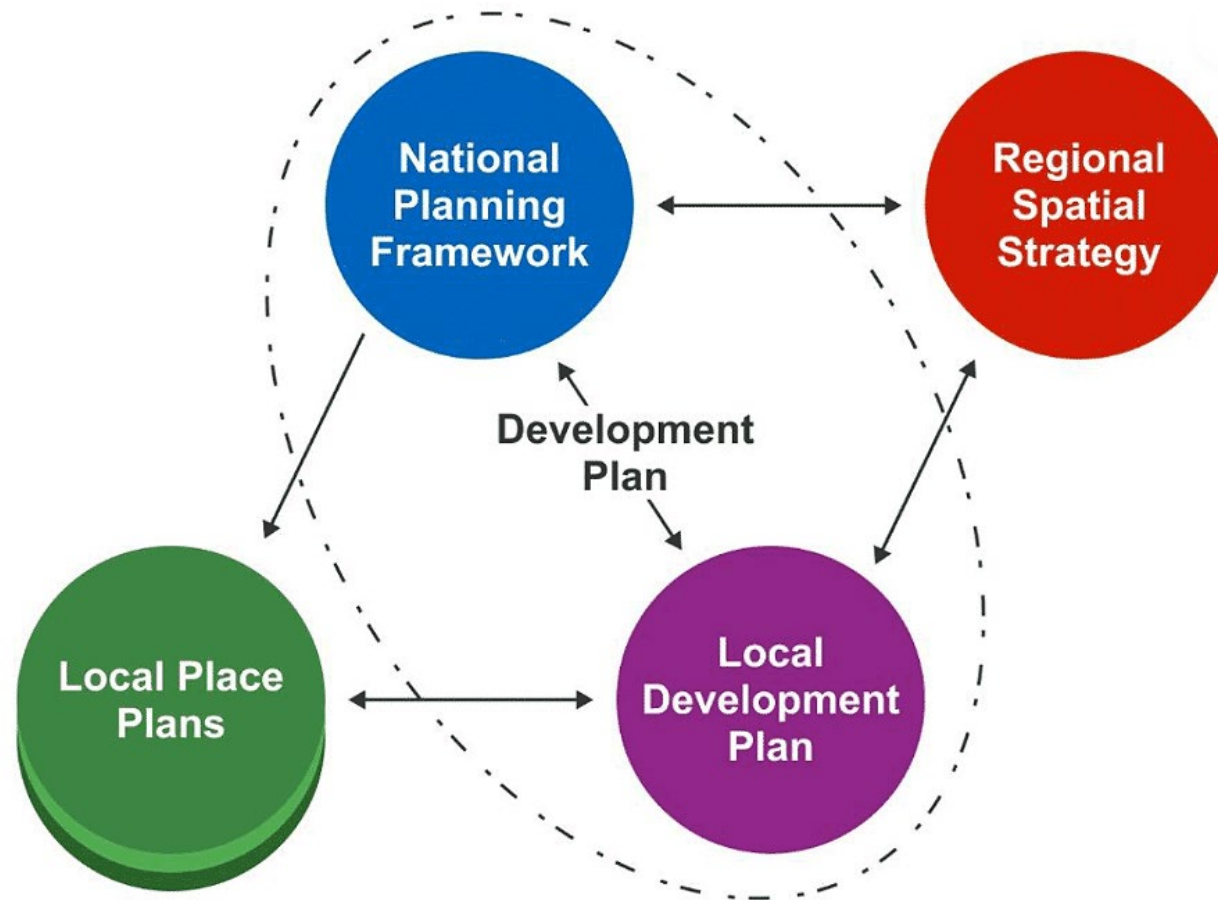
The planning system in Scotland is plan-led. Development planning is required to manage the development and use of land in the long-term public interest.

Development plans set out how places will change into the future, including where development should and shouldn't happen. Development plans show where new homes and workplaces will be built, how services and facilities such as schools and travel will be provided, and identify the places and buildings we value and want to protect. Plans bring together many different sectors and interests to achieve the desired change for places and communities.

The statutory 'development plan' comprises the National Planning Framework (NPF) which covers all of the country, and the local development plan (LDP) for each planning authority area.

Planning Applications for all types of development in Shetland are determined against the Local Development Plan.

THE STATUTORY DEVELOPMENT PLAN AND RELATED PLANS



THE STATUTORY DEVELOPMENT PLAN & RELATED PLANS

National Planning Framework (NPF)

The National Planning Framework sets out the Scottish Ministers' policies and proposals for the development and use of land.

The NPF must have regard to any adopted regional spatial strategy.

NPF4 is part of the statutory development plan.

The National Planning Framework 4 was adopted and came into force in February 2023. National Planning Framework 4 can be viewed online here: [National Planning Framework 4 - gov.scot \(www.gov.scot\)](http://www.gov.scot/national-planning-framework-4)

Regional Spatial Strategies (RSS)

The Planning (Scotland) Act 2019 introduced a new duty requiring the preparation of regional spatial strategies.

A planning authority, or authorities acting jointly will prepare these long-term spatial strategies for the strategic development of an area.

RSS are not part of the statutory development plan, but have an important role to play in informing future versions of the NPF and LDPs.

The Scottish Government Guidance on preparing a RSS has not yet been published. As part of Local Authorities' input into the NPF4 plan making process we were required to produce an Indicative Regional Spatial Strategy (IRSS). The iRSS can be viewed online here: [shetland-indicative-regional-spatial-strategy](http://www.shetland.gov.uk/planning/indicative-regional-spatial-strategy)

Local Development Plans (LDPs)

Planning authorities must prepare one or more LDPs for their area.

The LDP sets out a spatial strategy for the development of that area. It must take into account the National Planning Framework and any registered local place plan in the area it covers. It must have regard to the authority's adopted regional spatial strategy. The LDP must also have regard to any local outcomes improvement plan for the area it covers.

LDPs are part of the statutory development plan.

The current Local Development Plan and Supplementary Guidance can be viewed online here: <http://www.shetland.gov.uk/planning/LDP>

Local Place Plans (LPPs)

Local place plans are community-led plans setting out proposals for the development and use of land. They must have regard to the NPF, any LDP which covers the same area, and also any locality plan which covers the same area.

LPPs are not part of the statutory development plan, but have an important role to play in informing LDPs.

We will invite Communities to produce a LPP shortly after we commence work on the LDP, which will be immediately after our DPS has been adopted.

What will the next Local Development Plan look like?

“LDPs should tell a clear and compelling story about the future of places.”

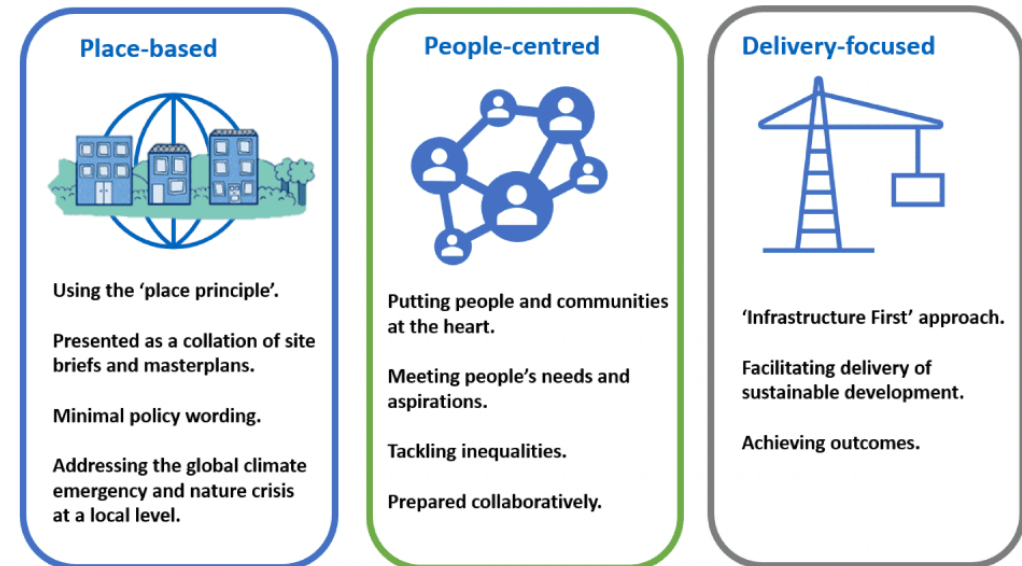
Significant changes were introduced by the Planning (Scotland) Act 2019 which means that the next Local Development Plan is likely to be a very different plan to the one adopted in 2014, with a different method used in its preparation and different stages that it will have to pass through.

Local Development Plans are expected to be place-based, visual plans which include a clear spatial strategy reflected in a collection of maps, development briefs and masterplans.

There is an expectation that they will contain considerably less lengthy written text and policy.

LDPs should implement national planning policies by setting out a spatial strategy that shows what they mean for change and development in a particular place.

The Scottish Government sets out 3 key expectations of Development Plans:



What are the stages of Plan Preparation?

The first thing the Planning Service needs to do is to commence work on plan preparation of the LDP.

There are 3 main stages to LDP Plan Preparation:

- EVIDENCE GATHERING & GATECHECK
- PROPOSED PLAN & EXAMINATION
- ADOPTION & DELIVERY

Evidence Gathering & Gatecheck

The first stage in preparing a local development plan requires us to prepare an Evidence Report.

The purpose of the Evidence Report is to improve the quality and effectiveness of the plan by ensuring it is based on robust data for the area and inform what to plan for, allowing the Proposed Plan to look at where development should take place.

Evidence required includes

- The physical, cultural, economic, social, built heritage and environmental characteristics of the area;
- The size, composition, health and distribution of the population;
- Housing, healthcare and education needs, and
- Infrastructure systems for the supply of water, energy, transport & communications.

Engagement with interested parties & topic specialists will be required during the preparation of the Evidence Report. It will also be necessary to

obtain ‘lived-in’ evidence from communities across the islands to inform the evidence base.

It is during this part of the plan making process that the scoping of the Strategic Environmental Assessment will take place and a site appraisal methodology will be established.

It is also at this stage that the Planning Authority will invite communities to prepare Local Place Plans.

The Evidence Report is subjected to a “**Gate Check examination**” to provide an independent assessment of whether the planning authority has gathered sufficient information that is well researched, relevant and robust to allow it to proceed to the stage of preparing a Proposed Local Development Plan. A Reporter from the Directorate of Planning and Environmental appeals (DPEA) will consider both the evidence presented and any disputes to its relevance. It may ask Shetland Islands Council to present additional information if it is thought to be lacking in any way.

Proposed Plan & Examination

The second stage in plan preparation requires us to commence work on preparing a **Proposed Local Development Plan** document.

At the beginning of this stage we will undertake a “Call for sites & Ideas” This would see us inviting everyone to propose ideas for any aspect of the plan, including suggestions for development sites. Proposals submitted at the Call for sites & Ideas should support the outcomes from the Evidence Report, and the objectives set for the proposed plan to achieve those objectives. Sites specifically identified for development will have to be confirmed as being deliverable and free from constraints as far as possible. Undeveloped sites in the current Local Development Plan and any sites submitted in the earlier Call for Sites will be carried forward, re-evaluated, some may be removed if they no longer meet the plan

objectives or if the site submitter no longer wishes to pursue development.

We would anticipate that any **Local Place Plans** that Communities wish to have incorporated in the Local Development Plan should be complete and will be registered at this point*.

Full strategic transport, equalities, island, environmental, and flood risk assessments would be undertaken by the Council on all proposals during analysis of the ideas presented.

From all of this evidence it is then possible to proceed to the physical production of the Local Development Plan. The Proposed Plan will identify a spatial strategy and areas for development within Shetland. After engagement with a wide range of stakeholders, organisations, and members of the public, the Proposed Plan will be subject to a statutory minimum consultation period of 12 weeks.

After the consultation period has ended, the Council can choose to modify the Proposed Plan, with any modifications being subject to a further period of consultation. After these modifications, the Proposed Plan is then submitted to the DPEA for **Examination** (if no modifications are made, the Proposed Plan is submitted straight for Examination).

*While Local Place Plans can be produced at any time their integration with the Local Development Plan will be greatly facilitated if they are prepared and submitted early in this stage, a specific date will be made clear and be well publicised.

Adoption and Delivery

A Reporter from the Directorate of Planning and Environmental Appeals will undertake an examination of the proposed plan. Shetland Islands Council will then consider the Report of the Examination and any recommendations for modifications it contains. Once any modifications have been undertaken, the Council can adopt the Plan.

Once adopted, the new LDP will form part of the constituted Development Plan for Shetland alongside NPF4.

As the new LDP will be the newer plan, it will outweigh NPF 4 policies in the assessment of planning applications where there are any differences/conflicts between the two documents.

The **Delivery Programme** is the final stage in the process of preparing the new LDP and will set out how the plan will be implemented. This programme will detail how policies, proposals, and delivery of the land for development in the plan will be met through a list of actions with associated timescales.

Delivery programmes are a crucial stage in coordinating future development and allocating resources to the implementation of the new LDP.

Other related work:

Running alongside the LDP plan preparation work we will also be:

- Supporting Communities to prepare Local Place Plans
- Supporting Delivery on the ground through involvement in Masterplan delivery projects and Place Based community development initiatives
- Inputting into other Local Authority and Stakeholder strategies and policies where it relates to Spatial Planning
- Producing an RSS

Local Development Plan Preparation: Timetable for Delivery By CALENDER YEAR

(Subject to the details of new regulations and guidance)

2024			2025			2026			2027			2028		
Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar
Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun
Jul	Aug	Sept	Jul	Aug	Sept	Jul	Aug	Sept	Jul	Aug	Sept	Jul	Aug	Sept
Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec

1 EVIDENCE GATHERING Q1 2024 – Q2 2025

2 GATECHECK Q3-Q4 2025

3 PROPOSED PLAN STAGE Q4 2025 – Q4 2026

4 EXAMINATION Q4 2027 – Q2 2028

5 ADOPTION & DELIVERY Q3 2028

DPS & PARTICIPATION STATEMENT APPROVED
FORMALLY COMMENCE PLAN PREPARATION
INVITE COMMUNITY TO PREPARE LOCAL PLACE PLANS
DATA COLLECTION AND EARLY ENGAGEMENT
DRAFT EVIDENCE REPORT TO COUNCIL
COUNCIL APPROVED EVIDENCE REPORT SUBMITTED TO DPEA
GATECHECK

EVIDENCE REPORT AT GATECHECK
SUFFICIENCY REPORT RECEIVED FROM DPEA

OPEN CALL FOR SITES & IDEAS
PLAN PREPARATION (INCLUDING ASSOCIATED ASSESSMENTS)
INCLUDING ENGAGEMENT
CONSULT ON DRAFT PROPOSED PLAN
PREPARATION- OF SCHEDULE 3 FORMS
SUBMIT PROPOSED PLAN TO SCOTTISH MINISTERS FOR EXAMINATION

EXAMINATION PERIOD

ADOPT PROPOSED PLAN
PREPARE DELIVERY PROGRAMME
PUBLISH DELIVERY PROGRAMME

Impact Assessments and the Local Development Plan

The public sector has a duty to assess and review the impact of its policies. This includes compliance with the equality duty and a requirement for all Local Development Plans to undergo environmental assessments.

IMPACT ASSESSMENTS AND THE LOCAL DEVELOPMENT PLAN:

The public sector has a duty to assess and review the impact of its policies. This includes compliance with the equality duty and a requirement for all Local Development Plans to undergo environmental assessments.

Strategic Environmental Assessment

The Environmental Assessment (Scotland) Act 2005 requires an SEA of the Local Development Plan to be undertaken. This is a process of identifying and assessing the environmental effects of the proposed plan and its policies to ensure that these are taken into account before they are approved or adopted.

It is a vital tool which places environmental considerations at the heart of the decision-making process and makes sure that appropriate alternatives are fully and transparently regarded before final decisions are taken.

We will consult with Scottish Natural Heritage, Historic Environment Scotland and Scottish Environmental Protection Agency in preparing our SEA and compile an Environmental Report. There are opportunities to comment on this document as part of the LDP engagement and consultation process.

Habitats Regulations Appraisal

The Conservation (Natural Habitats, &c.) Regulations 1994, requires a Habitats Regulation Appraisal to be undertaken.

A Habitats Regulations Appraisal of the potential impacts of the Plan on European Sites will be undertaken as part of the Local Development Plan. There are a number of designated European sites in Shetland and our plans and policies will be considered against their potential to have an adverse impact on these protected sites.

We will consult Scottish Natural Heritage in preparing our Habitats Regulations Appraisal.



Equality Impact Assessment

Planning authorities are required to respect, protect and fulfil human rights in accordance with the Human Rights Act 1998.

As per the Equality Act 2010, the Public Sector Equality duty is applicable and Equality Impact Assessments, Fairer Scotland Duty Assessments are required for LDPs

Island Communities Impact Assessment

Under the Islands (Scotland) Act 2018 we have a duty to undertake an Island Communities Impact Assessment (ICIA). This will be published alongside the proposed plan.

Our islands face particular challenges around distance, geography, connectivity and demography, so it is important that as policy makers we consider these properly. It is also important that we make sure islands receive fair and equitable treatment and that our policies, strategies or service outcomes are tailored to their unique circumstances.



PART 2

Participation Statement & Engagement Techniques:

What is a Participation Statement?

At the heart of the preparation of the new LDP is the Government's expectation and the Council's wish that we inform, engage, collaborate, involve, and consult with a wide range of organisations, stakeholders, and people who live, work, invest and visit Shetland.

We want people to have a greater say in how Shetland moves forward and how to address future development and investment, whilst ensuring that we address the twin climate and nature crisis.

This Participation Statement (PS) sets out with who and how we will inform, engage, collaborate, involve and consult, and the methods of engagement we may use.

As part of the preparation of the PS we asked key agencies, Community Councils and all those who are on our register as having expressed an interest in being updated on Local Plan Preparations how they would like to be engaged, the feedback from that consultation has informed the content of the LDP.

Place-based approaches to participation, tailored to Shetland, will be developed together with stakeholders and the general public as we move through this process making sure each approach is relevant to the particular stage in the plan making process.

Principles

As the new LDP is required by NPF 4 to be both place-based and people-centred, we will follow the guiding principles for good engagement contained within:

1. **The National Standards for Community Engagement (VOICE):**
[National Standards for Community Engagement | SCDC - We believe communities matter](#)

These are good-practice principles designed to improve and guide the process of community engagement to build and sustain relationships between public services and community groups - helping them both to understand and act on the needs or issues that communities experience.

There are 7 National Standards:



2. **Scottish Government's draft Effective Community Engagement in Local Development Plan guidance.**

[Effective community engagement in local development planning guidance: consultation - gov.scot \(www.gov.scot\)](http://www.gov.scot)

These 2 tables contained within the Draft Guidance which clearly set out the levels of engagement and what will be required / expected at each stage of the Plan making process.

Table 1: Levels of Engagement / Spectrum of Participation			
	Activity	Offer to participants	Purpose / degree of influence
Inform / Informing	To provide the public with balanced and objective information.	<ul style="list-style-type: none"> We will keep you informed; We will provide information openly transparently; and We will not withhold relevant information. 	To inform those with an interest in the outcome (i.e. the public and stakeholder groups).
Consult / Consulting	To obtain feedback on analysis, alternatives, proposals and / or decisions.	<ul style="list-style-type: none"> We will keep you informed; we will listen to and acknowledge your concerns and aspirations; We will give serious consideration to your contributions; We will be open to your influence; and We will provide feedback on how your input has influenced the outcome 	To inform those making the decision or developing proposals.
Involve / Involving	To work, directly with participants throughout the policy / decision-making process to ensure that their concerns and aspirations are consistently understood and considered.	<ul style="list-style-type: none"> we will keep you informed; we will work with you to ensure that your concerns and aspirations are directly reflected in the outcome / alternatives developed; and we will provide feedback on how your input has influenced the outcome 	To enable participants to directly influence the decision / options developed.
Collaborate / Collaborating	To partner with participants in each aspect of the decision, including defining the issue, developing alternatives and identifying preferred solutions.	<ul style="list-style-type: none"> We will look to you for advice and innovation in formulating solutions; and We will incorporate your advice and recommendations into decision / implementation to the maximum extent possible. 	To share the development and decision-making process (as much as possible).

Empower / Empowering	To place final decision-making in the hands of the participants - to delegate.	<ul style="list-style-type: none"> We will implement what you decide. 	To hand over the ability to make decisions and / or take action.
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Table 2: Local development plan preparation stages and level of engagement			
Stage	Activity	Engagement Level	Statutory Timing
Evidence Gathering	Publishing the Development Plan Scheme and Participation Statement	Inform, Involve	To inform those with an interest in the outcome - i.e. the public and stakeholder groups.
	Inviting communities to prepare a local place plan	Inform, Involve, Empower	28 day period for community bodies to seek comments before submitting it for validation and registration.
	Evidence report	Inform, Involve	-
	Gate check	Consult - where necessary	
Plan Preparation	Preparing the proposed local development plan		
	Consulting on the proposed local development plan		
	Modifying the proposed local development plan including examination		Minimum 28 day period between submitting the plan to be adopted to Scottish Ministers and adopting it locally.
Delivery	Adopting the local development plan	Inform, Collaborate	Within 3 months of local development plan adoption and then every 2 years.

Who Will We Engage With?

We are required by the Town and Country Planning (Scotland) Act 1997 (as amended), to engage and consult with specific groups, alongside internal Council services, external organisations and stakeholders, and the general public.

These specific groups include:

- Children and Young People
- Gypsies and Travellers
- Disabled Persons

- **Key Agencies:**

- o Scottish Environment Protection Agency (SEPA)
- o Scottish Water
- o Historic Environment Scotland
- o NatureScot
- o NHS Shetland
- o Scottish Natural Heritage
- o ZetTrans
- o Highlands and Islands Enterprise
- o Scottish Forestry
- o Marine Scotland
- o Architecture and Design Scotland
- o COSLA
- o British Geological Survey
- o SportScotland
- o VisitScotland
- o Improvement Service
- o Planning Aid Scotland (PAS)

How May We Engage?

We believe that engagement is a way to build and sustain relationships between public services and community groups. It should help them both to understand and take action on the needs or issues that communities experience.

We want to make it as easy as possible for everyone with an interest to engage in the preparation of LDP2.

We recognise that the Shetland Community is widespread and often remote, and acknowledge that we will have to engage with people in a number of different ways in order to be inclusive and for the engagement to be meaningful.

We also need to be prepared to be flexible and adaptable in the ways we engage with the Shetland Community

We have developed a series of potential engagement methods, which are listed below. Some methods may include internal/key agency communications and correspondence through email; however, some other methods may include:

Workshops and Interactive Events – we hope to carry out different workshops and interactive collaborative events which will be tailored to the targeted groups.

- A combination of physical and online meetings, webinars, presentations and workshop sessions, displays and engagement sessions.
- We intend to use software to produce a virtual meeting place and produce interactive online mapping tools.

LDP Page on the Council website, Social Media, Newsletters, Posters, Leaflets etc. - we aim to keep people updated with further events, information, and our progress towards the proposed plan through these methods.

- Staff available to answer questions or provide information via telephone, email and social media and when possible at our Council offices
- Availability of information and consultation documents through our website promoted by social media, email and letter updates
- Provide updates at key stages to those who have requested to receive updates or responded to the development plan consultations

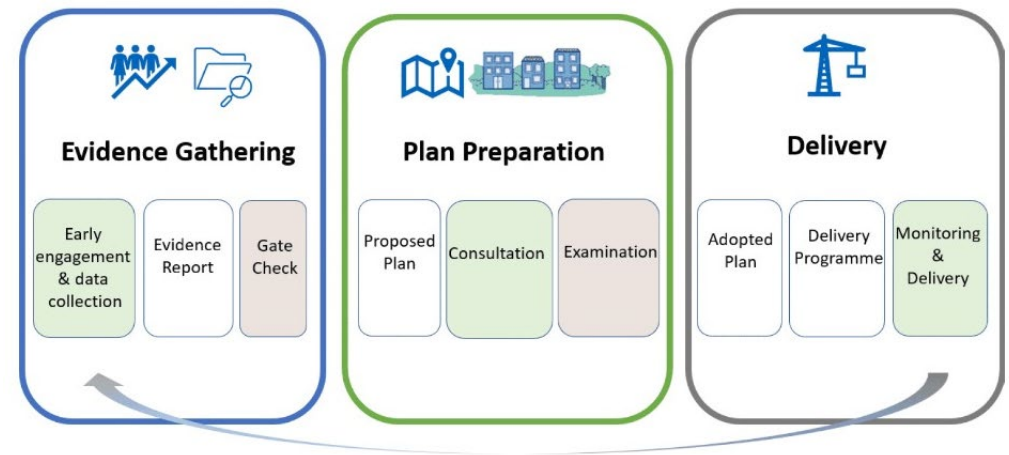
- Use existing methods of Communication to share relevant information and provide progress updates:
- Disseminate information through Community Councils, Council Offices and community buildings such as local libraries and leisure centres.
- Placing articles and adverts in local and community media (magazine / newspapers / websites etc.).
- Briefing meetings to be arranged for Councils and Government agencies.

As we progress through the plan making process we will produce our more detailed engagement and consultation strategy for each stage, which will be published when it has been approved and updated annually in line with the DPS and this participation Statement.

We will advertise key opportunities for engagement nearer the time for each event.

When Will We Engage?

The following timetable (next page) indicates proposed timings, methods, and audiences for each stage of engagement. Once approved and published, the engagement and consultation strategies for each stage will provide more detail on the Who, How and when.



DPS PARTICIPATION STATEMENT 2024 ENGAGEMENT TIMELINE TABLE

TIMESCALES	STAGE OF PLAN PREPERATION	WHO WE MAY ENGAGE WITH	METHODS WE MAY USE	AIM
EVIDENCE GATHERING Q1 – 2024 - Q3 2025	DPS & participation statement approved	Community Councils - Stakeholders - Key Agencies - Elected Members	E-mail & Letters, Survey, Meetings, workshops	Inform, Involve
Q1 2024	Invite community to prepare local place plans	Local Communities - Community Councils - Elected Members	Email & Letters - LDP Pages on Council Website - social media. Workshops - Meetings - online and in person	Inform, involve, empower
Q1 2024 - Q2 2025	Data collection and early engagement & publication of draft evidence report	Public at large - Children & Young People - Gypsies & Traveller Communities - Differently Abled People - Older People - Key Agencies - Infrastructure Providers - Other data providers - Council Services - Elected Members - Community Councils - Other community groups and partnerships	Workshops and Interactive Events - in person & online tailored to each group Email requests for data - Key Agencies, stakeholders, and data providers Collaborative approaches to data collection - Key Agencies, stakeholders, and data providers	Inform, involve,

GATECHECK Q3 - Q4 2025	Evidence report at gatecheck & publication of sufficiency report from dpea	No requirement to engage at this stage although DPEA may request us to do so with relevant groups/ agencies.		Consult where necessary
Q3 2025	Publication of evidence report	No requirement for engagement at this stage	LDP Pages on Council Website	Inform
Q3 2025	Open call for sites & ideas	Public at large - Children & Young People - Gypsies & Traveller Communities - Differently Abled People - Older People - Key Agencies -Infrastructure Providers -Other data providers -Council Services -Elected Members -Community Councils -Other community groups and partnerships	Email & Letters - LDP Pages on Council Website - Advertisement, Social Media, Interactive Events & Information Meetings - Online & in person	Inform, Involve, collaborate
Q4 2025 - Q4 2026 Subject to receiving the sufficiency report from the DPEA	Plan preparation - including associated assessments including engagement	Public at large - Children & Young People - Gypsies & Traveller Communities - Differently Abled People - Older People - Key Agencies - Infrastructure Providers - Other data providers - Council Services - Elected	Workshops and Interactive Events - in person & online tailored to each group Email invites Call for views	Inform, Involve, collaborate

		Members - Community Councils - Other community groups and partnerships		
Q1 2027	Consult on draft proposed plan	Public at large - Key Agencies - Infrastructure Providers - Other data providers - Council Services - Elected Members - Community Councils - Other community groups and partnerships	Advertisement, Physical Copies available at Council buildings, Neighbour Notification Social Media Interactive Events & Information Meetings - online & in person	Consult
Q4 2027	Submit proposed plan to Scottish ministers for examination	No requirement for engagement at this stage	Submit to Scottish Ministers	Inform
Q4 2027 - Q2 2028	Examination period including modification of plan	Members of the Public Objectors	Advertisement in local newspaper and libraries Notify those who made representations during consultation	Inform
Q3 2028	Adopt proposed plan	Members of the Public Scottish Members People who commented on Proposed Plan	Submit to Scottish Ministers Publicise online and in local newspaper Notify those who commented on the plan	Inform
Q32028 - Q42028	Prepare & publish delivery programme	Scottish Ministers Members of the Public	Email invites Workshop sessions - Online and in - person	Inform, collaborate

			LDP Pages on Council Website Physical Copies in Libraries	
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Meeting(s):	Development Committee Policy and Resources Committee Shetland Islands Council	13 March 2024 20 March 2024 27 March 2024
Report Title:	Tall Ships Races Lerwick 2023 – Impact Assessment and Legacy Funding	
Reference Number:	DV-02-24-F	
Author / Job Title:	Thomas Coutts, Executive Manager – Economic Development Service	

1.0 Decisions / Action Required:

- 1.1 That the Development Committee, Policy and Resources Committee and Shetland Islands Council NOTE the findings of the Event Impact Assessment of the Tall Ships Races 2023 event in July 2023 (at Appendix 1).
- 1.2 That the Development Committee recommends that Policy and Resources Committee recommends that Shetland Islands Council RESOLVES to APPROVE:
 - 1.2.1 an annual grant of up to £8,700 to Sail Training Shetland towards costs of sail training provision as described at, and subject to, paragraph 4.8 below, commencing 01 April 2024;
 - 1.2.2 match funding of up to £18,000 in 2024/25 towards the costs of establishing local training for stewarding and security for public events in Shetland as described at paragraph 4.9 below, and to DELEGATE authority to the Director of Development Services, or his nominee, to make arrangements for commitment of this funding, subject to such terms and conditions as the said Director considers reasonable and appropriate, to a suitable grantee; and
 - 1.2.3 funding these additional costs from the annual Crown Estate net revenue distributions.

2.0 High Level Summary

- 2.1 In July 2023, Shetland hosted the Tall Ships Races for the third time, following previous events in 1999 and 2011. In 2019 the Council agreed to support a bid for the 2023 races, in partnership with Lerwick Port Authority and Shetland Tall Ships Ltd – confirmation of the successful bid was received in May 2021. The Council subsequently entered into a Host Port Contract with Sail Training International, and approved funding of £1.238m to Shetland Tall Ships Ltd for the organisation and delivery of the event, as part of a funding package which included funding from Event Scotland, corporate sponsorship, in-kind contributions, and ticket sales.
- 2.2 The event was successfully held between 26-29 July 2023, and included ticketed and free entertainment events in Lerwick, a cruise-in-company (which took in Cullivoe, Baltasound, Stromness and Aberdeen), local retail stalls, and other activities and events. HRH Princess Anne visited Lerwick for the event.

- 2.3 The event impact assessment report estimates that the Tall Ships event generated a positive local economic impact, with over 16,000 unique visitors and a net direct spend in Shetland of £3m. The event was very well received, with 99% of visitor survey respondents rating the overall quality of the event very good/fairly good.
- 2.4 The event was delivered under budget, with a surplus of £238,536 retained from Council grant funding, this includes £75,068 of grant funding not drawn down.
- 2.5 A request for funding has been received from Shetland Tall Ships Ltd that the Council considers to fund projects with legacy benefits to Shetland from the event and the interest generated in sailing activities. This includes sail training opportunities and event security.

3.0 Corporate Priorities and Joint Working:

- 3.1 Supporting the delivery of community and cultural events directly links to Our Ambition 2021-26, which sets out a range of priorities to maintain and improve quality of life in Shetland including building community capacity, creating and sustaining employment, and promoting of Shetland as a place to live, work, study and invest.

- 3.2 Community and cultural events contribute to priorities in Shetland's Partnership Plan 2018–2028 in relation to all four priorities, but with a particular reference to Place:

- Place: "Shetland is an attractive place to live, work, study and invest"

The Place priority is aimed at ensuring Shetland can attract and retain the people it needs to sustain its economy and communities in the future. One of the key areas of activity in relation to Place is place-making and locality planning, which aims to create positive and attractive places to live through a programme of work to develop infrastructure and community assets, and encourage inclusive growth, to help make better places.

4.0 Key Issues:

The Tall Ships Races Lerwick 2023: Event Impact Assessment

- 4.1 [The Tall Ships Races 2023](#) visited Lerwick from 26-29 July as part of the 2023 edition of the Races. Lerwick participated as a host port alongside Den Helder (The Netherlands), Hartlepool (England), Frederiksted, and Arendal (both Norway). The non-competitive Cruise in Company event also showcased the racing fleet around Scotland from 18-25 July 2023, with Cullivoe and Baltasound participating along with Aberdeen and Stromness. The event received widespread local and national media coverage, and the host ports and cruise-in-company ports staged a series of events to welcome the visiting ships and visitors. This was the third time Shetland had hosted the Races, following well-received events in 1999 and 2011.
- 4.2 As the event organiser in Shetland, Shetland Tall Ships Ltd commissioned EKOS Limited to undertake an impact assessment of the event. This was undertaken through fieldwork which surveyed visitors, volunteers and businesses, and analysed the results to determine local impacts. The full Event Impact Assessment is attached as Appendix 1.

4.3 Summary highlights from the Event Impact Assessment include:

- The estimated net additional spend generated by the event in Shetland was £3m, equating to an additional gross value added of £1.4m;
- It is estimated there were 16,165 unique visitors to the event;
- 99% of visitors and 100% of ship crew members rated the overall quality of the event very good/fairly good;
- Attitude and helpfulness of volunteers and staff was highly rated, with 92% of visitors and 97% of ship crew rating this very good/fairly good;
- Food and drink pricing was the lowest rated aspect of the event, with 30% of visitors and 14% of ship crew members rating this fairly poor/very poor;
- 26% of business respondents reported increased income during the event;
- Media coverage valued at £604,632 was generated by the event.

4.4 When considering the investment in staging the Tall Ships, a business justification case was developed which identified the following investment objectives:

- Increase positive media coverage of Shetland;
- Increase visitor numbers to Shetland;
- Generate economic benefits for Shetland;
- Increase community confidence and participation.

It can be extrapolated from the impact assessment report that the staging of the Tall Ships event in 2023 has achieved the main objectives described in the business case.

Financing

4.5 The Council committed grant funding of £1.238m towards the organisation of the Tall Ships event, and a total of £152,000 as payment of the host port fee as the civic authority responsible for the contract with Sail Training International.

4.6 Shetland Tall Ships Ltd have confirmed that the grant funding provided by the Council will not be fully utilised. The event generated income through sponsorship and ticket sales, and also utilised significant in-kind contributions. The original cost plan also accounted for considerable inflation impacts and contingency amounts which were not required. The overall outcome of this is that the Council grant funding will be underspent to the value of £238,536.

Legacy Projects

4.7 Following the successful Tall Ships event in 2011, surplus funds from the event were made available to Sail Training Shetland to resource an annual sail training programme in Shetland – this proved beneficial to the 2023 event in allowing capacity for contractually required sail trainee targets to be met. The projects will help to sustain benefits and interest from the Tall Ships, and potentially lay the groundwork for a future event. Following the 1999 event, the Swan Trust benefitted from surplus event funds which provided resources allowing them to maintain a relationship with the Tall Ships Races organisers and international sail training community. Following the repayment of surplus funding to the Council,

Sail Training

- 4.8 Sail Training Shetland are seeking grant funding towards initiatives which will enable a legacy from the event to be generated and ensure that there are long term benefits which deliver on the original objectives of the Tall Ships bid. The proposal is summarised below:
- The personal development, training and social skills gained by the trainees who have had the opportunity to participate in this programme is significant and provides ongoing benefits to individuals, employers and the Shetland Community as a whole – the entire crew of the *Swan* in 2023 were trainees who started their sailing careers through the Sail Training Shetland programme. The long term nature of this training programme enabled capacity for Shetland to meet contractual targets for sail trainees specified by Sail Training International in line with the hosting of the Tall Ships Races.
 - It is estimated there are direct costs of £1,450 per trainee to Sail Training Shetland, with a complement of six trainees per year. This assumes there will be some personal contribution from trainees, which was not sought in 2023 to maximise inclusion in the programme.
 - An annual grant of up to £8,700 is sought to fund six trainees over no longer than a 10 year period commencing 1 April 2024.

Event Security

- 4.9 The lack of qualified door stewarding and event supervisors in Shetland has proven to be a barrier to local cultural activity in the form of live public events. During the Tall Ships the full security requirement was recruited from outside of Shetland, and the ongoing lack of capacity in this area creates serious challenges for the staging of events in Shetland.
- It is proposed that funding be allocated by way of a one-off grant to a third party with a view to providing security training provision for Shetland-based individuals to become licensed and approved by the Security Industry Authority (SIA) (for example, to engage in “designated activities” pursuant to the Private Security Industry Act 2001 and related subordinated legislation). This may require appropriate co-ordination and collaboration with such a suitable third party (as yet to be identified at time of writing) who would be responsible for planning and organisation of training.
 - Options including recruitment of a local trainer and engagement of a specialist external trainer have been identified. It is estimated that costs of training a complement of 24 individuals, plus development costs, would be £36,000.
 - EventScotland have approved the use of £18,000 from their funding of the Tall Ships Races 2023 to be used for this purpose. To match this it is proposed that £18,000 be allocated on a non-recurring basis from the Crown Estate net revenue distribution during 2024/25.

5.0 Exempt and/or Confidential Information:

- 5.1 None.

6.0 Implications :	
6.1 Service Users, Patients and Communities:	<p>The hosting of large scale events is premised on delivering positive impacts to communities and individuals, and providing promotional opportunities from Shetland. The results of the event impact assessment show that the 2023 Tall Ships event generated positive economic impacts, delivered a high quality event which was enjoyed by locals and visitors, and will have a positive impact on community confidence.</p> <p>The proposed legacy projects are intended to have a long term beneficial impact for Shetland, improving skills and providing capacity for local events and festivals. It is also hoped that this will lay the groundwork for future bids for events.</p>
6.2 Human Resources and Organisational Development:	<p>Management and delivery of the event required considerable input from Council services, including Economic Development, Roads, Communications, Executive Services and ICT.</p> <p>Delivery of further legacy projects will require monitoring and management input from Economic Development and support from Corporate Services.</p>
6.3 Equality, Diversity and Human Rights:	<p>Providing opportunities for young people was key to the delivery of the Tall Ships Races, and the event providing sail training and cultural engagement opportunities. Through Shetland Youth Voice there was also engagement with young people in developing the social programme for the event, a process which saw the integration of feedback from young people into event plans.</p>
6.4 Legal:	<p>All public authorities are obliged to ensure that any grant funding provided is consistent with the principles of subsidy control and follows requirements for transparency. Under the Subsidy Control Act 2022, a subsidy is permitted provided it is either: (1) compliant with certain specified subsidy control principles; or (2) it meets the criteria for a specified exemption. If a subsidy is provided which does not comply with the principles or is outside scope for an exemption then the recipient of the subsidy may be required to repay the subsidy.</p> <p>The Council's grant funding to support delivery of the event has been formally reported onto the UK Government's subsidy control database as an ad hoc subsidy award.</p> <p>Legal Services can provide advice and assistance in connection with assessing whether any proposed award meets the new statutory definition for a "subsidy" and, where that definition is deemed to be met in any given instance, to provide follow up advice and assistance around helping ensure payment of that subsidy can be made in compliance with relevant subsidy control legislation prior to issuance of formal offer. Similarly, albeit separately to subsidy control law implications, the private security industry in Scotland is subject to considerable statutory regulation (as already touched on summarily at paragraph 4.9 above); and, again, Legal Services can provide appropriate advice in connection with the same at the relevant stage(s).</p>

<p>6.5 Finance:</p>	<p>As the civic authority with responsibility for the Host Port Contract with Sail Training International, the Council committed a total of £0.152m in Host Port fees following completion of the contractual arrangements.</p> <p>The Council further committed a maximum of £1.238m in grant funding to Shetland Tall Ships Ltd. towards the organisation and resourcing of event delivery, on the basis of the cost plan provided. This funding was matched by further public funding from Event Scotland, plus sponsorship, in-kind contributions and project income.</p> <p>The total project spend incurred by the Council is £1.315m, £0.152m in Host port fees and £0.999m grant expenditure. Grant payments made to Shetland Tall Ships Ltd totals £1.163m, meaning £0.164m is to be paid back to the Council.</p> <p>The proposals at 1.2.1 and 1.2.2 if approved, require additional budget as follows:</p> <ul style="list-style-type: none"> • in 2024/25, up to £26.7k being £8.7k grant to Sail Training Shetland and £18k in match funding to a suitable grantee. These costs are not included in the 2024/25 draft budget proposals; and • from 2025/26 until 2034/35 annual grant of up £8.7k to Sail Training Shetland, this will be incorporated into budget setting. <p>Per 1.2.3, it is proposed to fund these costs from the annual Crown Estate net revenue distributions.</p>
<p>6.6 Assets and Property:</p>	<p>No implications arising directly from this report.</p>
<p>6.7 ICT and New Technologies:</p>	<p>No implications arising directly from this report.</p>
<p>6.8 Environmental:</p>	<p>The event impacts assessment details measures undertaken to reduce and/or minimise environmental impacts of the event, including limiting single use packaging, utilising local produce for catering, maximising use of public transport and using remote means for planning meeting to reduce travel.</p> <p>All projects which receive grant funding will have been considered on their merit and will either have no impact or a positive impact on the local environment, or the ability to mitigate any negative impacts.</p>
<p>6.9 Risk Management:</p>	<p>Legacy project approvals will utilise procedures which provide transparency and accountability for the use of public funds, and the expertise of officers within the Development Directorate and the wider Council. This will include, but is not limited to, the requirement of grantees to provide sufficient and comprehensive documentation to ensure that the projects have been properly planned, that value for money is being sought, that applicants have the capability and resources to realise project objectives, and that, where applicable, all pertinent procedural and substantive requirements imposed under applicable subsidy control legislation are followed at the relevant stages.</p>

	Letters of offer for approved projects will ensure that grantee responsibilities are clear, applied to specific and defined uses, and that funds may be withheld or repaid where the conditions of grant are not met.	
6.10 Policy and Delegated Authority:	<p>The relevant functional areas of the Development Committee relate to strategic regeneration, development, economy and business, energy, telecommunications, agriculture, fisheries, arts, culture, and tourism, housing, poverty, community regeneration / community development, community safety and voluntary sector.</p> <p>In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations the Development Committee is responsible for advising the Policy and Resources Committee and the Council in the development of service objectives, policies and plans concerned with service delivery within its functional areas.</p> <p>In accordance with section 2.2.1 of the Council's Scheme of Administration and Delegations, the Policy and Resources Committee has delegated authority to secure the co-ordination, control and proper management of the financial affairs of the Council. Any decision for which there is no allocated budget, will require a decision of the Council.</p>	
6.11 Previously Considered by:	None.	

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Date Cleared: 6 March 2024

Appendices:

Appendix 1 – The Tall Ships Races Lerwick 2023: Event Impact Assessment

Background Documents: None

[Tall Ships Races Lerwick 2023 – Official Website](#)



The Tall Ships Races Lerwick 2023: Event Impact Assessment



Final report for Shetland Tall Ships Ltd
Final report | November 2023

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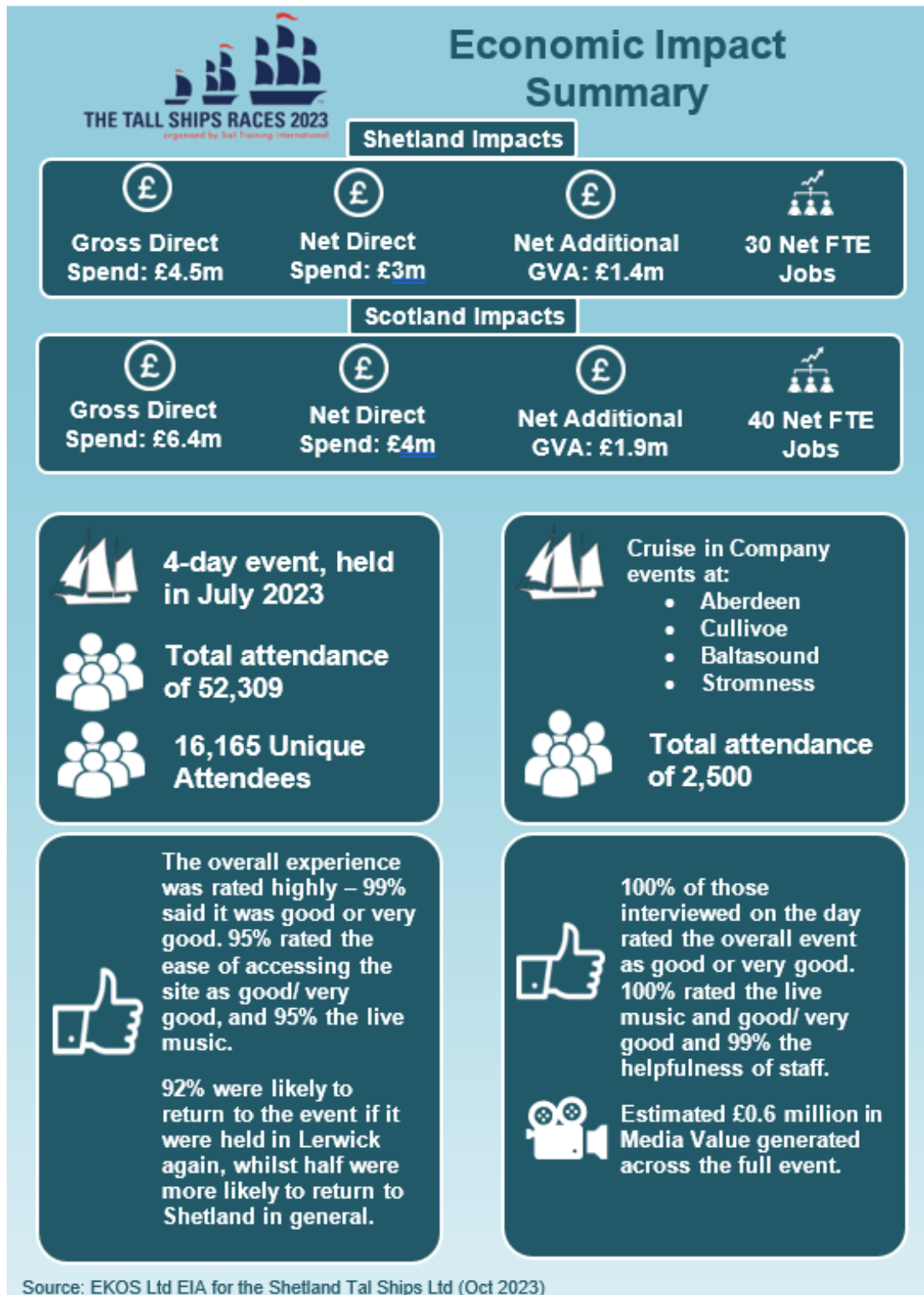
www.ekos-consultants.co.uk



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1 Introduction

The Tall Ships Races are an international sailing event taking place organised by Sail Training International (STI) annually in European waters. The 2023 edition began in Den Helder in the Netherlands and stopped in Hartlepool, Frederiksted in Norway, Lerwick and Arendal in Norway.

In addition to the Lerwick leg of the race there was the non-competitive Cruise in Company event which showcases the racing fleet around Scotland from the 18th to the 25th July 2023. As well as Lerwick, four additional harbours in Scotland (Aberdeen, Stromness, Cullivoe, and Baltasound) formed part of the Cruise in Company event.

Lerwick and the other ports hosted a variety of events during this period that attracted visitors to the harbour locations. Shetland Tall Ships Ltd (STSL) have commissioned EKOS and IBP to conduct an evaluation study to determine the economic impact and success of the event, including primary research with event attendees.

1.1 Study method

In order to meet these study objectives, the impact assessment was undertaken in two main phases:

- **Fieldwork** - a variety of face-to-face and online survey were conducted
 - face-to face survey was undertaken with attendees of the event, attendees of the cruise in company events, volunteers at the events and local businesses. Response number were:
 - Lerwick Face-to-face survey - 368 responses
 - Volunteer and Staff online survey - 90 responses
 - Business online survey - 85 responses
 - Cruise in company events - 146 responses

- **Economic Impact Assessment and survey analysis** - responses to the surveys were analysed with key messages being drawn out, and an Economic Impact Assessment (EIA) was conducted using a bespoke Excel impact model.

The report is structured in line with the requirements of the brief, and based upon the Key Research Objectives, STI Economic Impact Guidelines, STSL Key Performance Indicators (KPIs) and Visit Scotland KPIs.

The remainder of this report is set out as follows:

- **Chapter 2** presents findings from the Visitor Survey.
- **Chapter 3** presents findings from the Staff and Volunteer Survey.
- **Chapter 4** presents findings from the Business Survey.
- **Chapter 5** presents findings From the Cruise in Company Survey.
- **Chapter 6** presents findings from the Economic Impact Assessment.
- **Chapter 7** a summary of other relevant metrics for the evaluation for the event
- **Appendix A** presents technical details of the Economic Impact Assessment.

2 Visitors survey

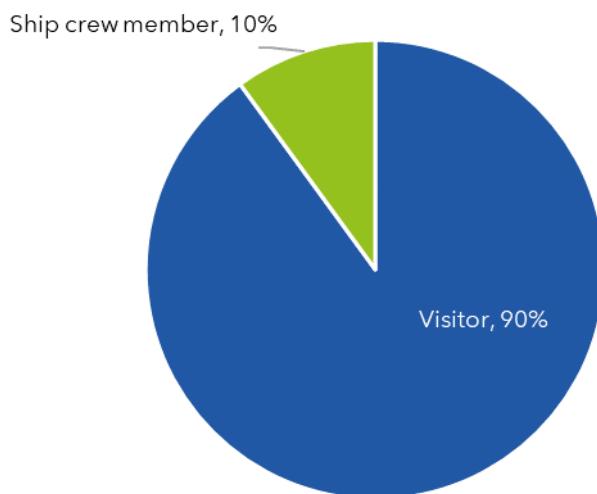
A face-to-face survey was undertaken onsite at the Tall Ships Races 2023 between 26th and 29th July 2023. A total of 368 visitors were surveyed.

Some of the data collected through the surveys has been used to inform the economic impact assessment of the event and is reported later in **Chapter 6**.

Profile of visitors

Most respondents were visitors (90%) with the remainder as ship crew members, **Figure 2.1**.

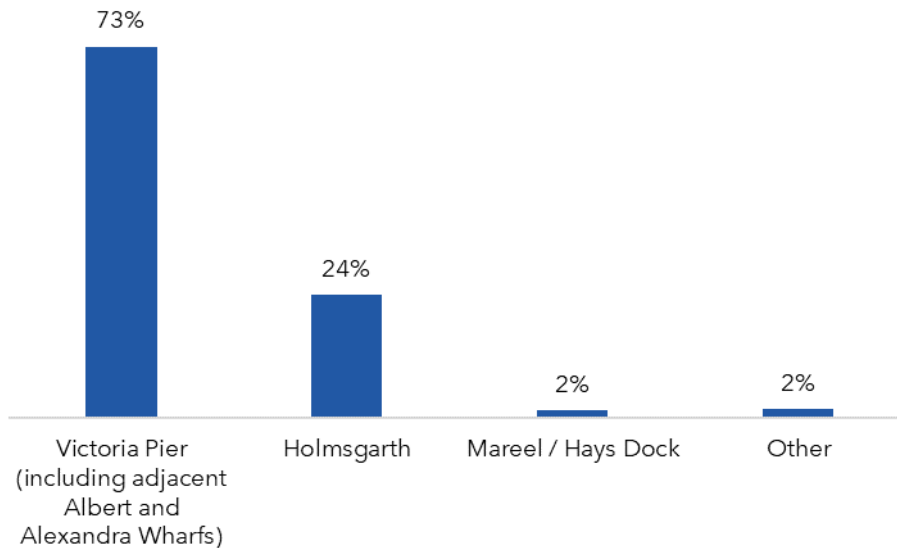
Figure 2.1: Respondents by category



N=359

The most common interview location was Victoria Pier (including adjacent Albert and Alexandra Wharfs) (73%) followed by Holmsgarth (24%), **Figure 2.2**.

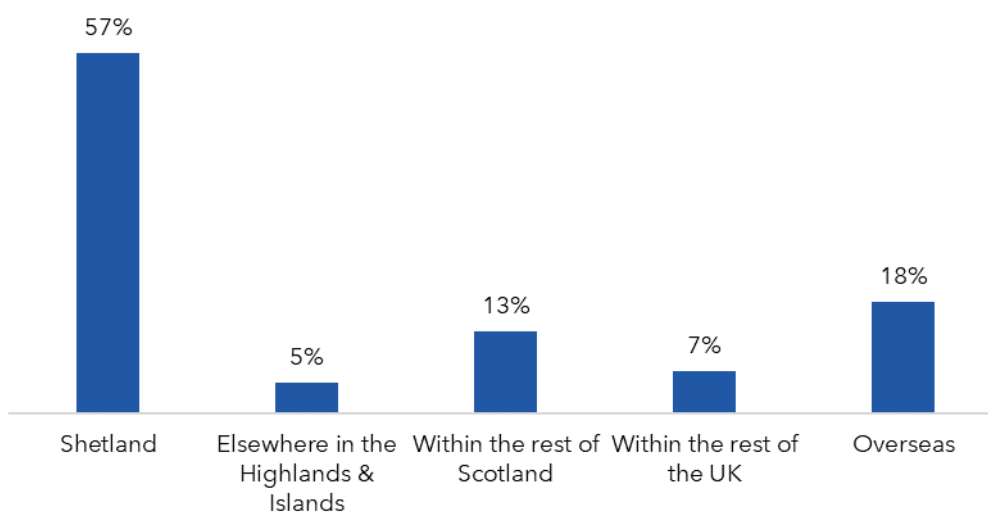
Figure 2.2: Respondents by interview location



N=362. Other included: in-street (5), Commercial Street (2), and the Fort (1).

Almost three-fifths of respondents (57%) were based in Shetland with 18% from overseas, **Figure 2.3**.

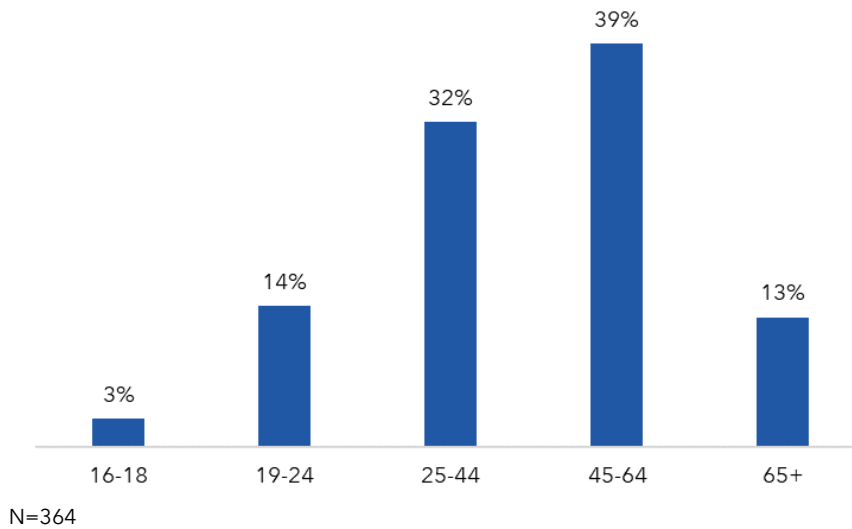
Figure 2.3: Respondents by home location



N=366. Overseas included: Norway (12); Germany (7); Netherlands (7); Denmark (6); France (4); Ireland (4); Sweden (4); USA (4); New Zealand (3); Australia (3); Poland (3); Austria (2); Belgium (2); Indonesia (1); Italy (1); Spain (1) and Uruguay (1).

Over half of respondents (52%) were aged 45 or over, **Figure 2.4**.

Figure 2.4: Respondents by age



When asked the age profile of their group, a greater age mix is observed with a relatively even spread across the age groups, **Table 2.1**.

Table 2.1: How many other people, in your immediate party, excluding yourself, are in the following age groups?

	No.	%
Under 16	56	12%
16-18	64	14%
19-24	69	15%
25-44	109	24%
45-64	117	25%
65+	45	10%
Total	460	100%

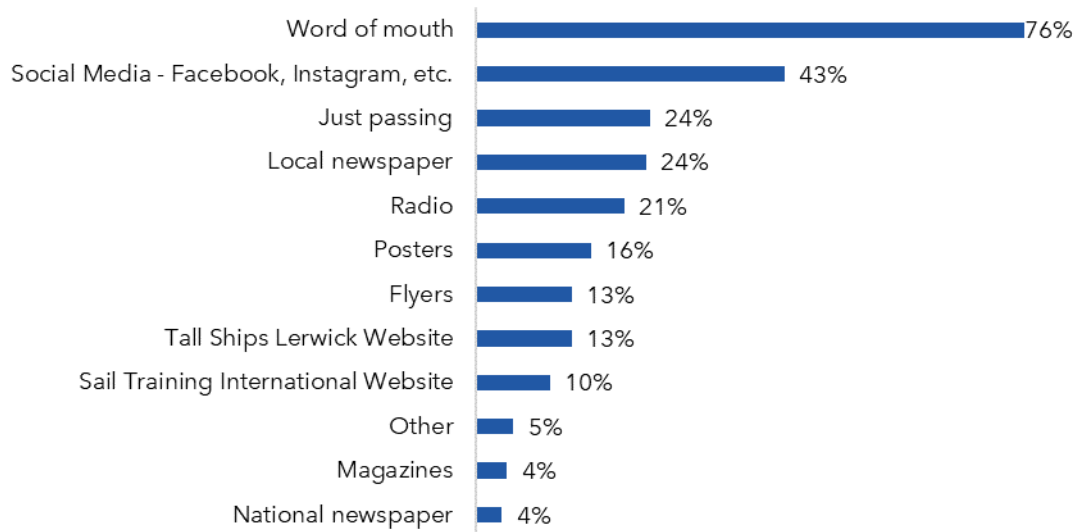
N=123

Importance of Tall Ships Races 2023 for visit

Word of mouth (e.g. through friends and family) (76%) was an extremely common way for respondents to become aware of the Tall Ships Races 2023 – social media also played an important role in spreading awareness for 43% of respondents,

Figure 2.5.

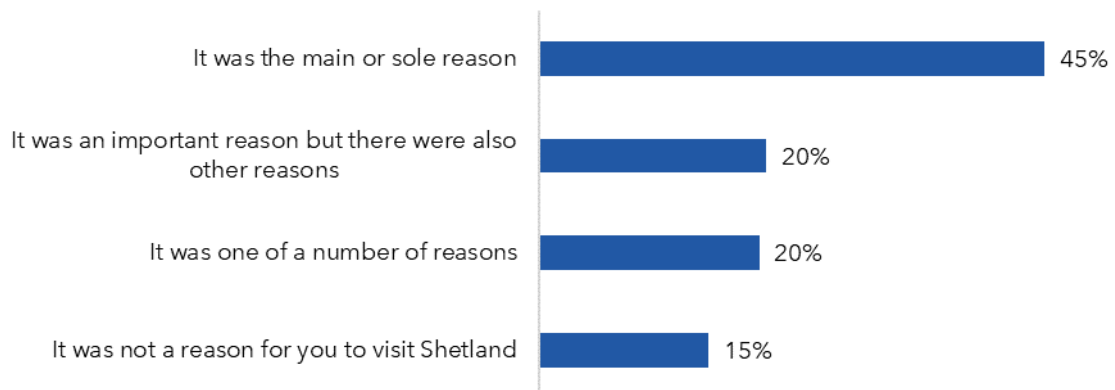
Figure 2.5: How did you hear about the Tall Ships Races 2023?



N=369. Multiple responses were possible. Social media included: Facebook (92% of respondents who selected social media); Instagram (13%); Snapchat (4%); general/various (2%); and cannot remember (1%).

Around two-thirds of respondents indicated that the Tall Ships Races 2023 was important to some extent to visit Shetland – almost half of respondents stated that it was their main or sole reason, **Figure 2.6**.

Figure 2.6: How important or not was the Tall Ships Races 2023 in your decision to visit Shetland?



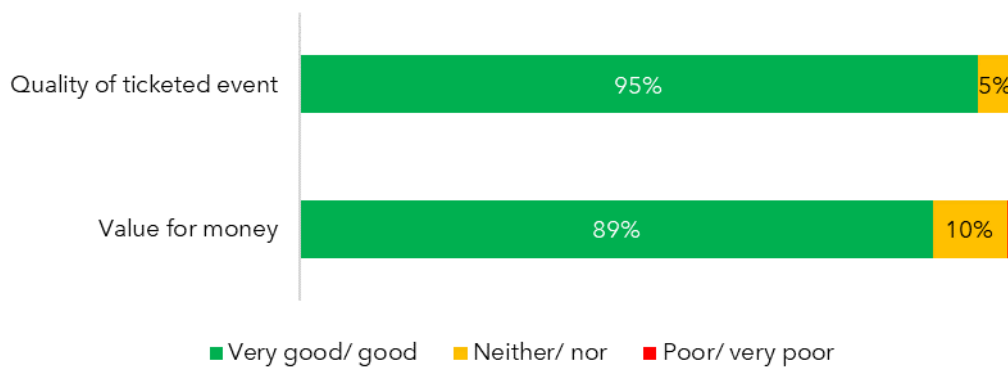
N=153

Ticketed events

Around two in five respondents (39%) had attended, or planned to attend, a ticketed event at the Tall Ships Races 2023.

Of these respondents, 89% felt that the event offered 'very good' or 'good' value for money, **Figure 2.7**. Of the respondents who had already attended a ticketed event, almost all (95%) respondents rated the quality of the ticketed event as 'very good' or 'good'.

Figure 2.7: Ratings for ticketed events



Quality of ticketed event (n=63); value for money (n=136).

Views on Tall Ships Races 2023

Many aspects of their visit were rated very highly by respondents – including overall quality of the event (99% very good or fairly good), ease of accessing the event site (95%), live music at the event (92%), and attitude and helpfulness of volunteers and staff (92%), **Figure 2.8**.

The lowest rated aspect was the price of food and drink offering which 30% of respondents rated either 'poor' or 'very poor'.

Figure 2.8: How would you rate the quality of the following aspects of the Tall Ships Races 2023?



Base ranged from 332 to 364.

Fleet and Trainee Views on Tall Ships Races 2023

Looking at responses by Ship crew member, they were universally positive regarding the overall quality of the event. The most highly rated aspects were the attitude and helpfulness of volunteers and staff (97%), live music at the event (97%) and facilities at the event site (97%), and **Figure 2.9**.

Similar to the overall survey responses, the lowest rated aspect was the price of food and drink offering of which 14% of ship crew respondents rated either 'poor' or 'very poor'.

Figure 2.9: How would you rate the quality of the following aspects of the Tall Ships Races 2023? Ship Crew respondents



Respondents were asked to describe the best thing about their visit to the Tall Ships Races Lerwick 2023. The most common aspects of the event that emerged included:

- seeing the Tall Ships sailing, especially the sight of the ships leaving the harbour. In addition, the opportunity to go on board to meet crew was highlighted as a favourite aspect;
- the atmosphere surrounding the event was described as friendly, relaxed, positive, fun, vibrant;
- the event encouraged the community to socialise and brought people together to spend time with family and (old or new) friends. These respondents also mentioned that it was great to see Shetland busy again. It was stated that this was particularly welcomed following the COVID-19 pandemic and lockdowns;
- live music was highlighted as a favourite aspect, particularly certain bands and the atmosphere; and
- the range of activities and events, particularly for family and young children such as Codona's amusement rides. It was stated that

Shetland does not typically having a lot of activities and events, therefore this unique event was especially welcomed.

“Wanted to go to the Tall Ships for ages. When I found out it was in Shetland, I immediately booked my travel to the island. My dream holiday destination along with the Tall Ships is all I could ever ask for. The whole atmosphere and everyone having such a good time is definitely the best thing about today.”

“Loving the ships and Lerwick being alive again”

Respondents were asked if there was anything that could be improved about the Tall Ships Races – 70% of respondents provided a response to the question with the most common points raised below:

- the main issue for respondents was the ‘very high’ price of food and drink, and activities such as Codona’s rides;
- many respondents also highlighted that there were large queues at the bar (Holmsgarth) and a lack of choice (e.g. alcohol-free drinks) – it was felt that greater selection and more food and drink vans/stalls would help reduce queues. A wider point raised was that there could be greater selection of local produce;
- more accessible, easy to understand, free information about the event would have been helpful – for example, this could include a site map, programme information, ‘what’s on’ guide, onsite signage, more user-friendly website and clearer programme¹;
- more seating, tables and places to relax (covered from weather) – particularly highlighted as an issue for people with a disability, and older people;

¹ It should be noted that free maps and schedules were printed and distributed.

- parking was an issue, particularly the distance of disabled and blue badge parking from the site, and the park and ride was described as poor; and
- some respondents reported that the tickets website was challenging to use as they had difficulty purchasing tickets for gigs.

"Getting tickets to events near impossible due to it crashing all the time and being cut off before you got to front of queue."

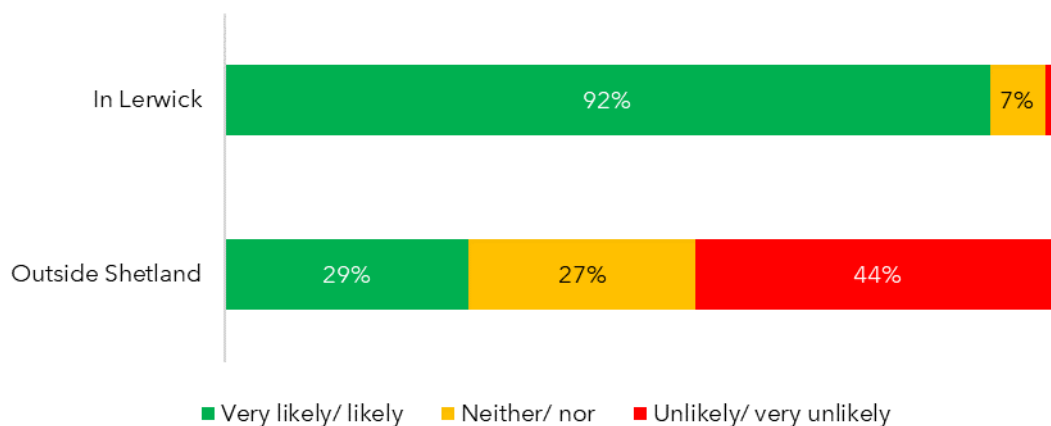
"Leaflets should be handed out with events. Not £4 for programme."

Attending Tall Ships Races and Shetland in future

Almost all respondents (92%) stated that they were either 'very likely' or 'likely' to return to the Tall Ships Races if held in Lerwick again in the future, **Figure 2.10**.

There was greater uncertainty when asked if they would visit the event outside of Shetland.

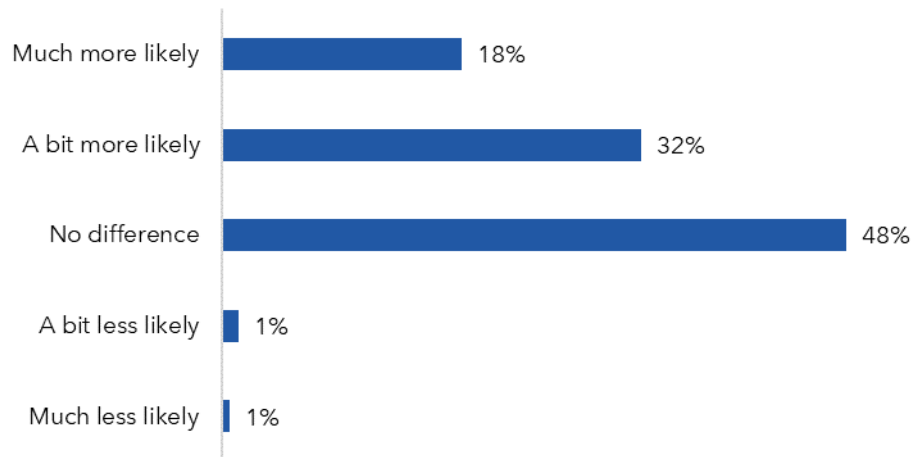
Figure 2.10: Likelihood of returning to The Tall Ships Races in the future



N=364

Over two-thirds of respondents (69%) had previously visited Shetland. Almost half of respondents (43%) reported that the Tall Ships Races 2023 had made them more likely to visit Shetland again in the future, **Figure 2.11**.

Figure 2.11: What difference, if any, has your experience of the Tall Ships Races 2023 made to your likelihood of visiting Shetland again in the future?



N=153

3 Staff and volunteers survey

The Tall Ships Races Lerwick 2023 was supported by a team of 160 volunteers as well as other staff members, **Table 4.1**.

Table 4.1: Volunteers by role

	No.	%
General Volunteers	85	53%
Ships Liaison Officers	61	38%
Sail Training Shetland volunteers	14	9%
Total	160	100%

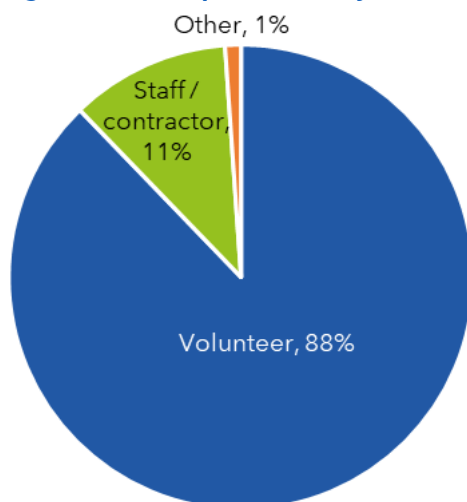
Note: these figures do not include staff members. Source: Shetland Tall Ships Ltd

An online survey was undertaken with staff and volunteers working at the Tall Ships Races Lerwick 2023. A total of 90 staff and volunteers were surveyed.

Profile of staff and volunteers

Respondents were asked whether they were staff/contractors or volunteers - most respondents were volunteers (88%), **Figure 3.1**.

Figure 3.1: Respondents by role

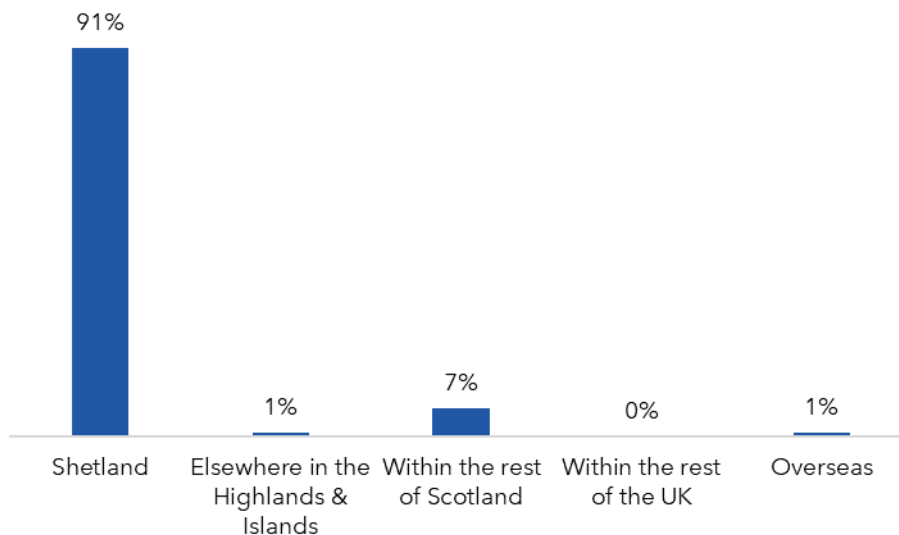


N=90. Other was unspecified (1).

The majority of the workforce were local with 91% from Shetland, **Figure 3.2**.

It should be noted that the majority of staff were actually not Shetland based, whilst most volunteers were. That 91% of respondents reported that they were from Shetland is likely because the majority of respondents were volunteers and that Shetland based staff are more likely to respond to the survey as they are more invested in its success.

Figure 3.2: Staff and volunteers by home location



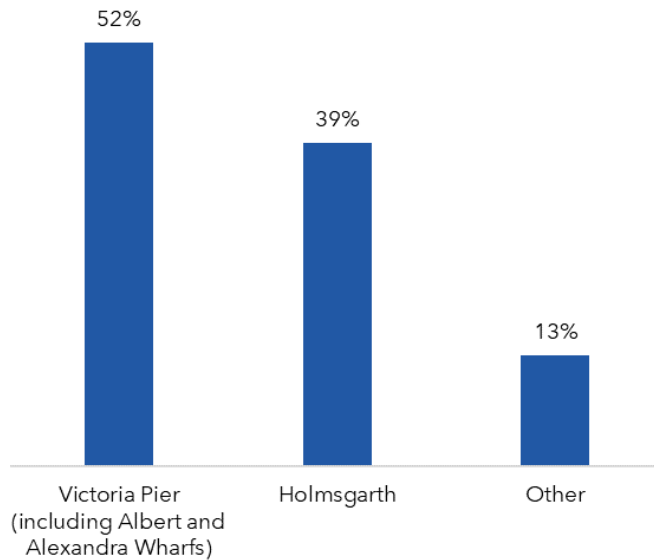
N=90. Overseas country was unspecified (1).

Almost three-quarters of staff and volunteers (72%) had prior experience of working/volunteering at an event – however, only one-third of respondents (33%) had worked/volunteered at a previous Tall Ships Races event.

Working and volunteering at The Tall Ships Races Lerwick 2023

Around half of respondents were based at Victoria Pier (52%) with 39% at Holmsgarth – the remainder were in other locations including Royal British Legion liaison headquarters in Lerwick, **Figure 3.3**.

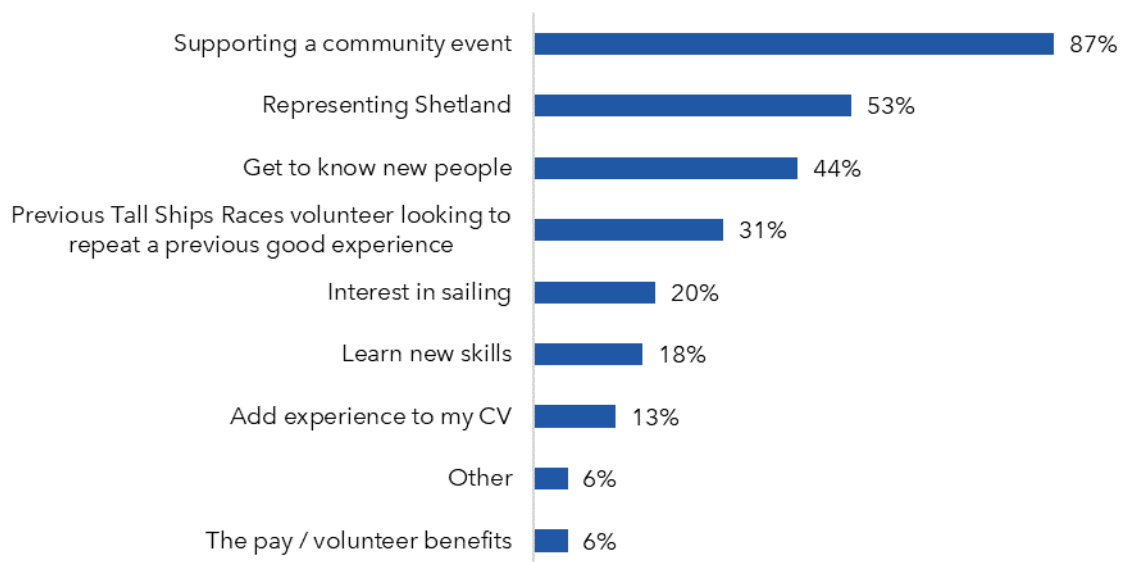
Figure 3.3: Staff and volunteers by main event location



N=89. Other included: Liaison headquarters at Royal British Legion Lerwick (4), Laurenson Quay (2), Lerwick Town Hall (2), Port Authority buildings (1), STI North Ness (1), Tall Ships Office (1) and mobile (1).

Supporting a community event (87%) was the main reason for respondents to become a volunteer or member of staff at the Tall Ships Races 2023, **Figure 3.4**.

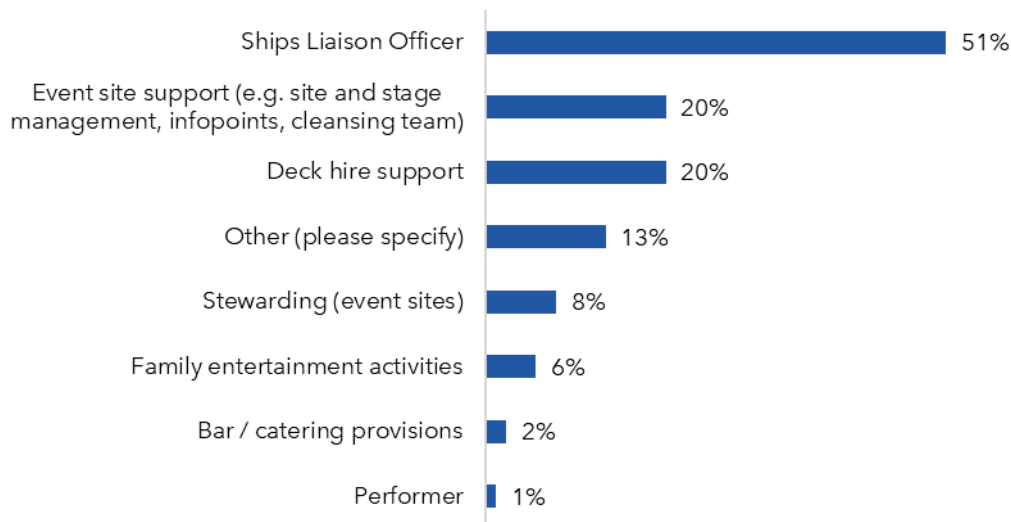
Figure 3.4: What were the main reasons for you to become a volunteer / member of staff at the Tall Ships Races 2023?



N=89. Multiple responses were possible. Other included: participated in previous Tall Ship Races (1) previous trainee (1), wanted to support sail trainees (1), wanted to feel involved (1), and a business contract (1).

Around half of the respondents (51%) were ships liaison officers followed by one-fifth of respondents stating that their main activities including event site support (20%) and deck hire support (20%), **Figure 3.5**.

Figure 3.5: What were the main activities you undertook as a volunteer / member of staff at the Tall Ships Races 2023?

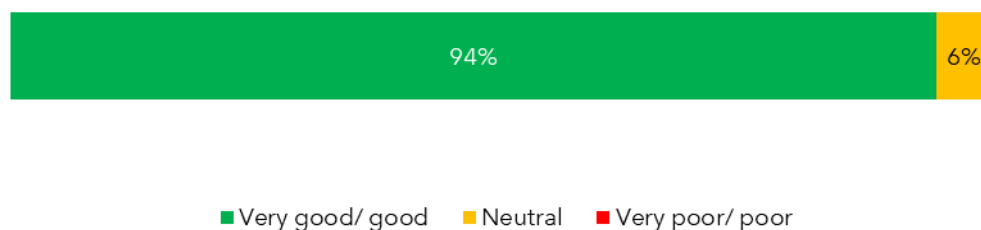


N=90. Multiple options were possible. Other included captain's dinner support (3), crew liaison officer (2), information assistance (2), business support (1), transport (1), project assistant (1), event setup (1), and unspecified (1).

Experience of working and volunteering at The Tall Ships Races Lerwick 2023

Almost all of surveyed staff and volunteers (93%) rated their experience as very good or good, **Figure 3.6**.

Figure 3.6: How would you rate your overall experience of being a member of staff / volunteering at the Tall Ships Races 2023?



N=88.

Respondents were asked to provide feedback on their overall experience of being a member of staff or volunteer at the event. The largely positive feedback included reference to:

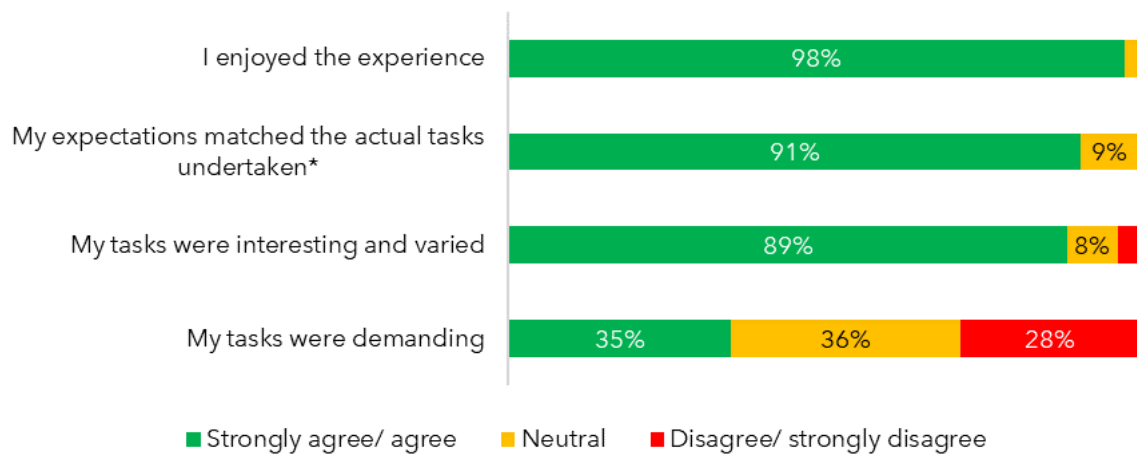
- excellent teamwork including working with a positive and enthusiastic team which helped to create a great atmosphere.
- the event was well organised – volunteers felt they were well-briefed with information and training prior to event – this allowed staff and volunteers to know what to expect and to handle queries in an effective and efficient manner.
- meeting and making connections with other volunteers, local audiences, and international visitors.
- staff and volunteers felt valued, made to feel welcome and they were listened to.

“Great to be part of a team with a 'can do' approach to make the ship visit and sail trainee experience in Shetland memorable and positive.”

“I found it to be an unforgettable experience. I enjoyed working with my crew who were very appreciative of my help. I also very much enjoyed the 'feel good' factor surrounding the entire event.”

These positive findings were also reflected when asked about their staff and volunteer tasks – the majority of respondents strongly agreed or agreed that the event was enjoyable (98%), tasks matched their expectations (91%) and that the tasks were interesting and varied (89%), **Figure 3.7**.

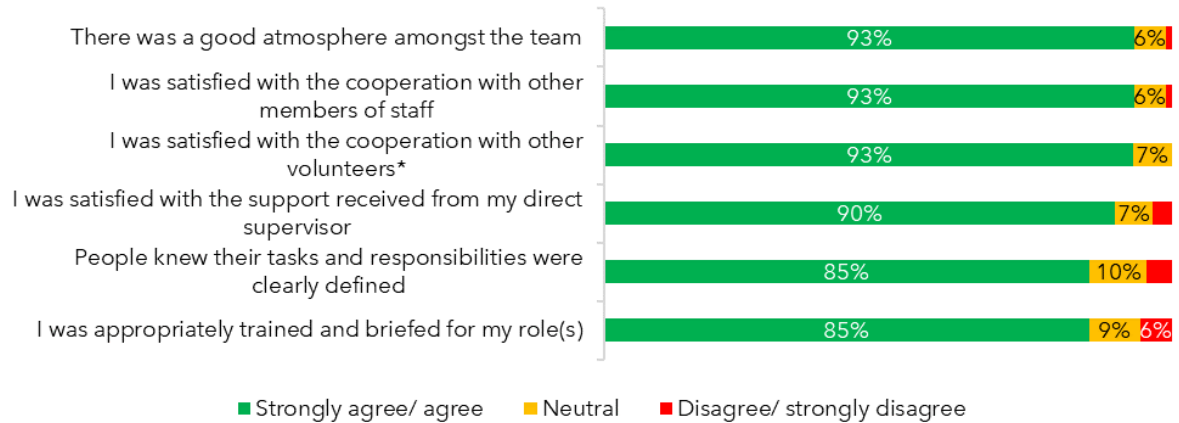
Figure 3.7: To what extent do you agree or disagree with the following statements regarding the tasks you undertook whilst working / volunteering at the Tall Ships Races 2023?



N=88 except * where N=86

Respondents also provided positive feedback regarding their colleagues and the organisation of the work they carried out, particularly in terms of a good atmosphere amongst the team (93% strongly agreed or agreed), and cooperation with staff and volunteers (both 93%), **Figure 3.8**.

Figure 3.8: To what extent do you agree or disagree with the following statements about your colleagues and the organisation of the work you did at the Tall Ships Races 2023?



N=89 except * where N=88

Staff and volunteers were asked for any final comments on their experience of working at the event. Most used the opportunity to restate their positive experience as well as express interest in working or volunteering at a future event. Raised to a lesser extent, some respondents felt that it would have helped to have more staff and volunteers to cover the various roles.

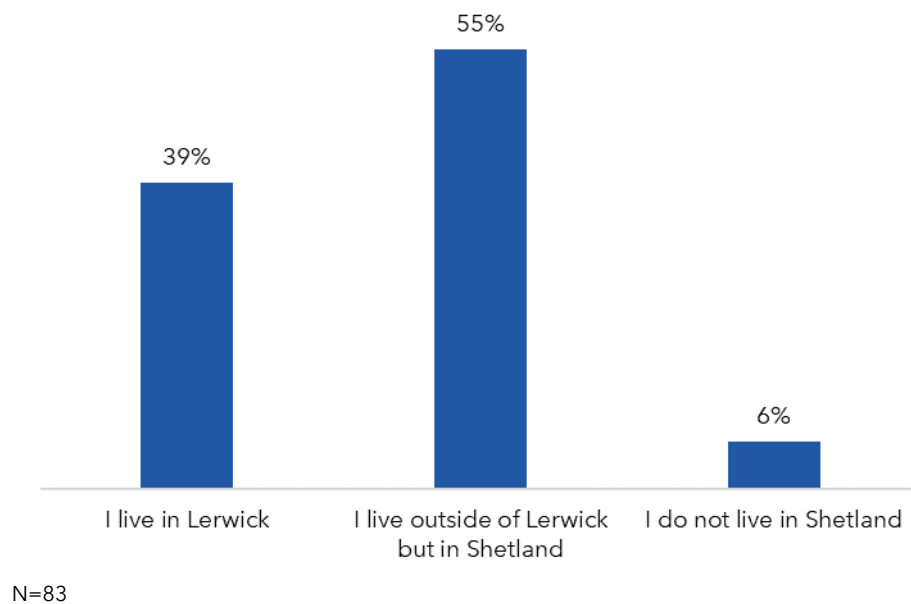
4 Business survey

A on-line survey was undertaken with Shetland businesses regarding their experience of the Tall Ships Races 2023 between 26th and 29th July 2023. A total of 85 businesses were surveyed equating to a response rate of approximately 4% of Shetland businesses and 12% of Lerwick businesses.

Profile of businesses

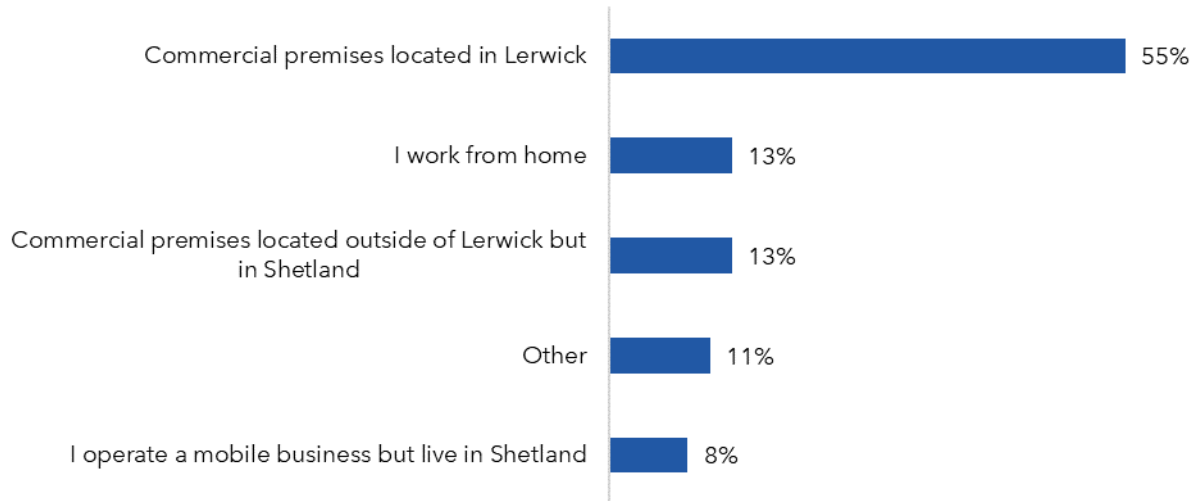
Almost all of the business owners live in Shetland (94%) with over one-third of respondents (39%) based in Lerwick, **Figure 4.1**.

Figure 4.1: Business owners by location



Over half of surveyed businesses (55%) are based at commercial premises in Lerwick, **Figure 4.2**.

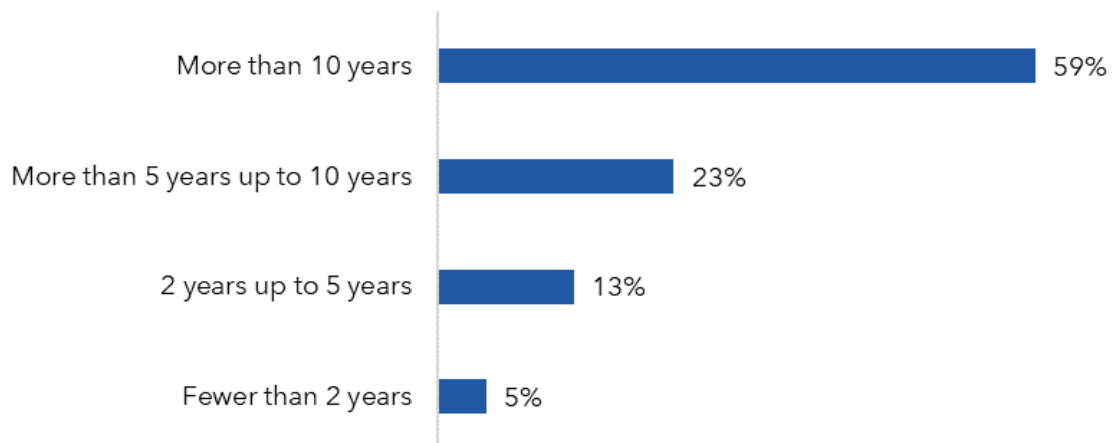
Figure 4.2: Main business activity



N=84. Other included: accommodation premises (2), visitor attraction (2), artist (1), direct sale Shetland-wide (1) community development organisation (1) and unspecified (1).

Most businesses are well-established with almost three-quarters of respondents (74%) trading for more than 5 years, **Figure 4.3**.

Figure 4.3: How long have you been trading at your location?



N=84.

A variety of business sectors were represented in the survey with the most common sector being 'other retailing' (24%) followed by hospitality (12%) and tourism and accommodation (11%), **Table 4.1**.

Table 4.1: Business sector

	%
Other retailing	24%
Hospitality (including bars, restaurants, cafes)	12%
Tourism and accommodation*	11%
Other	11%
Professional and scientific services*	8%
Grocery / food and drink retailing	8%
Personal services (including personal care, beauty, cleaning, gardening etc.)	8%
Business services and supplies*	7%
Creative industries (including arts, craft, textiles, media)*	7%
Takeaway food and drink	4%

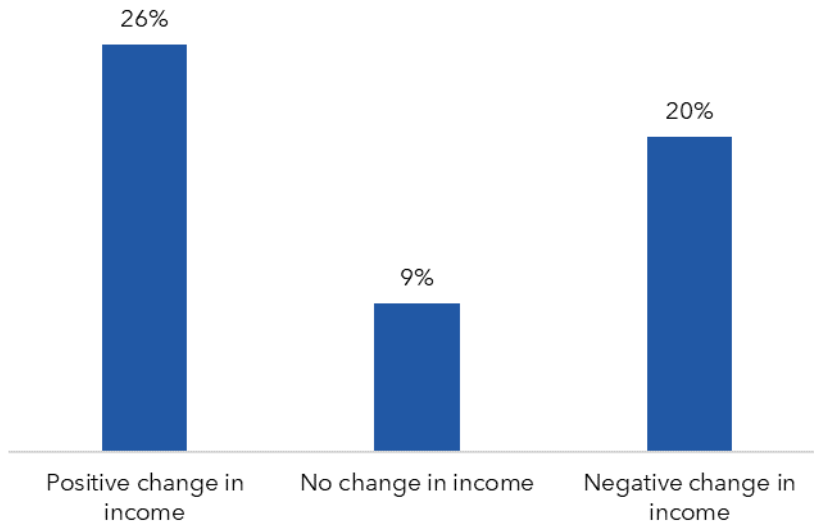
N=84. * indicates sector which EKOS has coded from other. Other included: food and drink wholesale and manufacture (3); community and charity services (3); and unspecified (3).

Business performance

Respondents were asked to provide an estimate of their weekly sales or income for a normal week in July and for during the event. It should be noted that only 55% of respondents answered this question. Just over a quarter of respondents (47%) reported a positive change in income during the Tall Ships Races 2023, **Figure 4.4**. These businesses were largely tourism-related, such as retail and food & drink.

A fifth reported a drop in income (20%) - this was largely due to some businesses closing in order to allow staff to enjoy the festival, or non-tourism related businesses based in the main street that reported less business as locals had more difficulty accessing them due to how busy the town was.

Figure 4.4: Reported change in income



N=85

Overall those that reported increases in income had increases that significantly outweighed those that reported decreases. The net increase in income across businesses who provided financial information was in excess of £200,000. For these businesses, there was an average increase of £4,500 in weekly income during the Tall Ships Races 2023, **Table 4.2**.

Table 4.2: Average weekly income (excluding VAT)

	Average
During a normal week in July	£8,110
During the week of the Tall Ships Races 2023	£12,610
Change in average weekly income	+£4,500

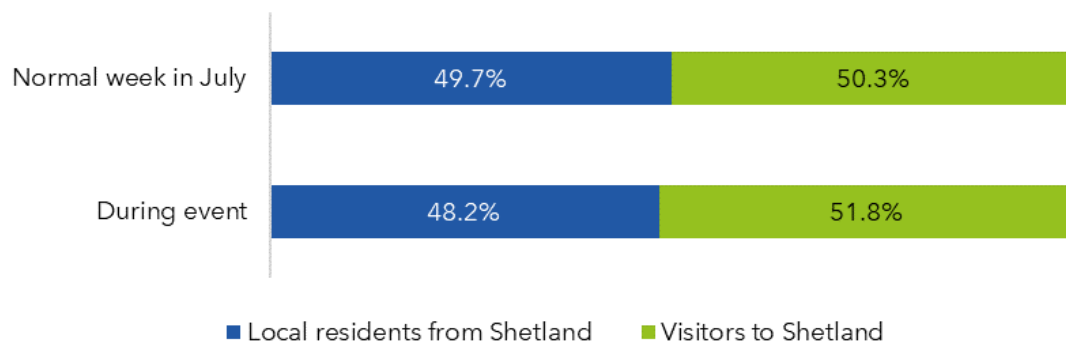
N=47

Applying these increases in income to the total business population of Shetland implies a total increase in income of £5.3 million for Shetland businesses across the week of the Event. However, this calculation is not a reliable figure and only gives a rough indication of the potential scale of impacts. This is because the nature of an online survey is self-selecting, and we were unable to control the survey sample as we have done in the visitor survey. However, the scale of this figure is broadly in line with gross spend reported in **Chapter 7**.

Around one-fifth of surveyed businesses (21%) took a stall onsite at the Tall Ships event. On average, these businesses reported that 81% of their weekly income was generated at their stall (19% at normal business premises) – less than half of respondents (45%, or 5 of 11 businesses) reported that all of their income was from their stall.

Respondents were asked to estimate what percentage of your customers or sales are made up by local residents from Shetland and visitors to Shetland, **Figure 4.4**. There was a relatively even mix between each group - unsurprisingly, the proportion of visitors increased slightly during the Tall Ships event (+1.5pp).

Figure 4.4: Can you estimate what percentage of your customers or sales are made up by local residents from Shetland and visitors to Shetland?



Normal week in July (n=58), during event (n=57)

Impact of Tall Ships Races 2023

Over half of respondents (54%) reported that the Tall Ships Races had a very positive or quite positive impact on their business, **Figure 4.5**.

Figure 4.5: How would you rate the overall impact of the Tall Ships 2023 on your business?



■ Very positive/ quite positive ■ Neutral ■ Quite negative/ very negative

N=82

Around two-thirds of businesses reported that the event had no difference on how confident they are about their future business performance, **Figure 4.6**.

Almost one-third of respondents (30%) stated that they are at least a bit more confident as a result of the event.

Figure 4.6: What impact, if any, has the Tall Ships 2023 event had on how confident you are about your future business performance?



■ Much more confident ■ A bit more confident ■ No difference
■ A bit less confident ■ Much less confident

N=78

Views on Tall Ships Races 2023

Respondents were asked to describe the strengths of the Tall Ships Races 2023 from a business perspective. The most common themes which emerged included:

- increased footfall, especially as close proximity to the main high street;
- publicity, including national media coverage, to showcase own products and services as well as Shetland as a visitor destination;
- great atmosphere and ability to meet new visitors and customers from around the world;
- businesses working together in collaboration for an organised approach; and
- significant preparations were made in advance of the event which helped the organisation and communication during the event.

“The atmosphere was amazing! Great opportunity for Shetland to play host to folk from all over the world. Personally, I benefited from having so many folk gathered in one place - the venue on the pier was great. I had some returning (Shetland) customers, but also customers from other corners of the globe, therefore opened up my customer base.”

“Bringing the community together. It was also a great opportunity for us as a new business to be seen, raise our profile and attract new customers.”

When asked what could be improved about the event, some respondents raised the following suggestions:

- restricted access and parking was a significant challenge as well as lack of enforcement of existing parking regulations;
- greater accessibility, particularly for people with mobility issues (e.g. blue badge spaces were far away, and lack of rental mobility scooters or wheelchairs);
- greater variety and affordability of choices in stalls;

- greater flow of activity throughout the town centre to spread impact rather than concentrated in one area;
- more environmentally friendly (e.g. restrict use of single plastic cups); and
- greater promotion of smaller businesses.

“Access and parking for locals trying to access shops - most of our local customers mentioned how difficult it was to park and get to our shop and bought less because they were unable to carry it back.”

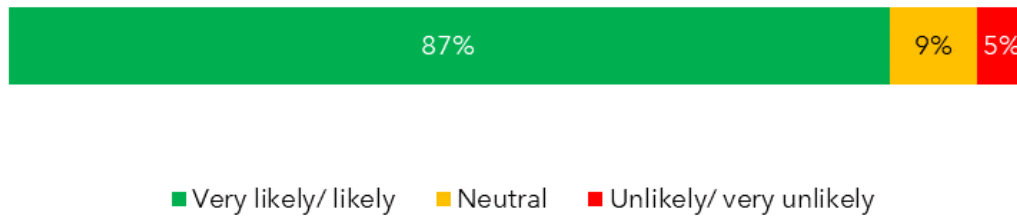
“More attraction to the Main Street. Nearly all of the entertainment events were held along the harbour front (which is understandable to a degree) and took people away from the town centre. On the Thursday (when the three cruise ships were in port) we had lower takings than we would have if there had been no Tall Ships event due to all the attractions being elsewhere.”

“Commercial Street is the main hub for activities during the Tall Ships event. Other areas of Lerwick have very little promotion.

What is worse is the parking (regardless of signs and notifications informing people not to) - ALL private car parks are filled up with people walking into Commercial Street, which restricts our customers from accessing parking near our business.”

Overall, the vast majority of surveyed businesses (87%) would welcome a similar event in Shetland in the future, **Figure 4.7**.

Figure 4.7: How likely or unlikely would you be to welcome a similar event in Shetland in the future?



N=82

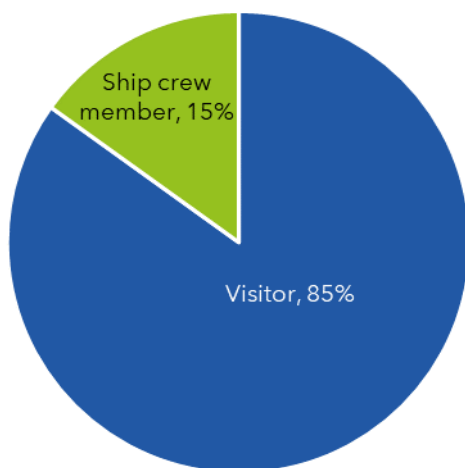
5 Cruise in Company event survey

A face-to-face survey was undertaken onsite at the sites of the Cruise in Company event, as part of the Tall Ships Races 2023 between 21st and 24th July 2023. A total of 146 visitors were surveyed.

Profile of visitors

The majority of respondents were visitors (85%) – the remainder were ship crew (15%), **Figure 5.1**.

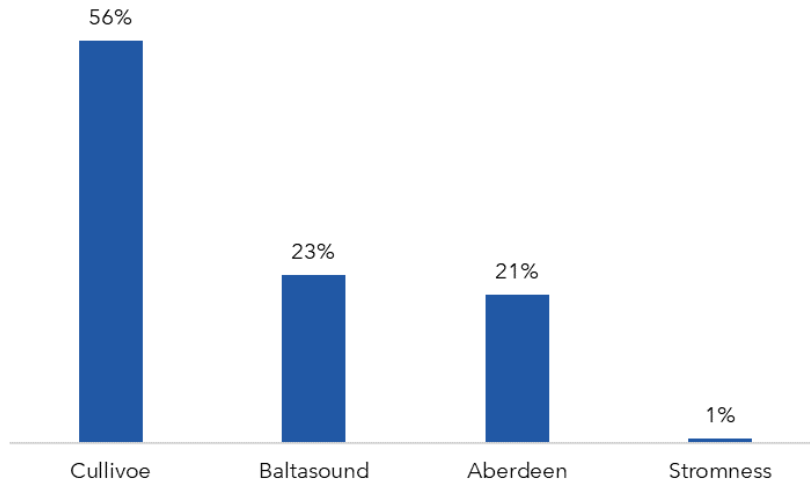
Figure 5.1: Respondents by category



N=146

The most common interview location was Cullivoe (56%) followed by Baltasound (23%) and Aberdeen (21%) – only one respondent was in Stromness, **Figure 5.2**.

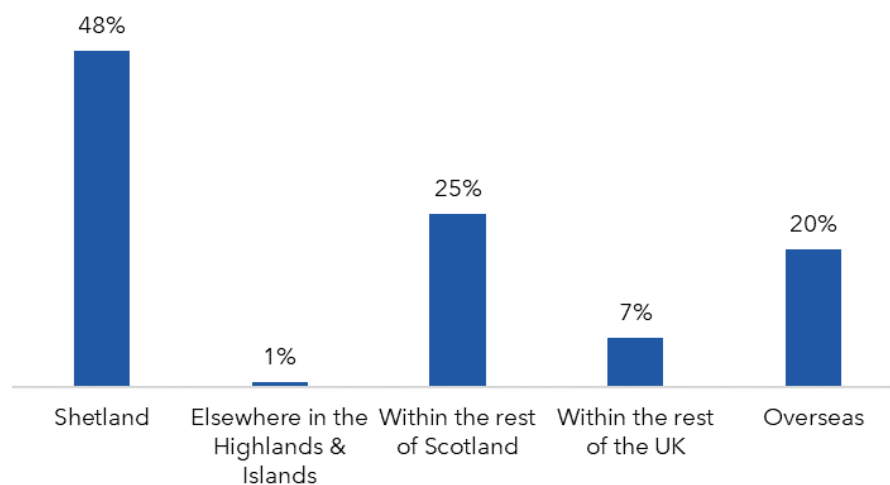
Figure 5.2: Respondents by interview location



N=146

There was a spread of respondents attending the Cruise in Company event – around half (48%) were based in Shetland with one-quarter (25%) based in the rest of Scotland (excluding Highlands and Islands) and one-fifth from overseas (20%), **Figure 5.3**.

Figure 5.3: Respondents by home location

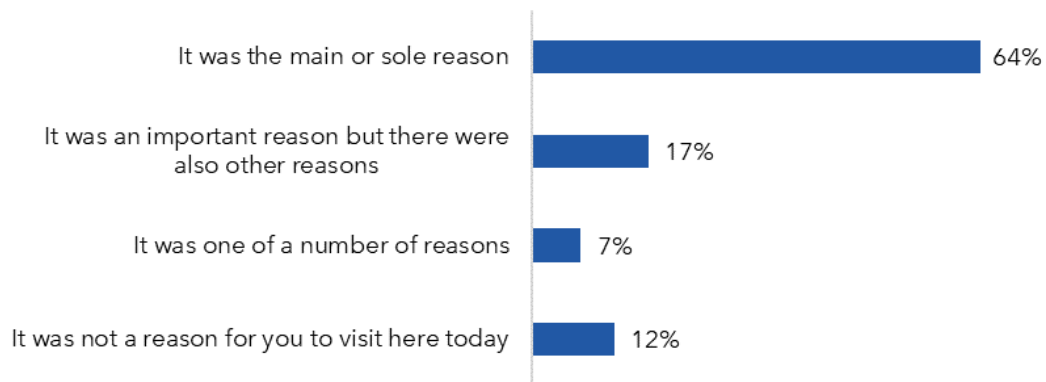


N=142. Overseas included: Norway (11); Dubai (3); Netherlands (3); Belgium (2); Germany (2); USA (2); Denmark (1); France (1); Sweden (1); and Canada (1).

Importance of Tall Ships Races 2023 for visit

Around two-thirds of respondents stated that the Tall Ships Races 2023 was the main or sole reason for their visit – a further 17% stated that it was also an important reason, **Figure 5.4**.

Figure 5.4: How important or not was the Tall Ships Races 2023 in your decision to visit here today?

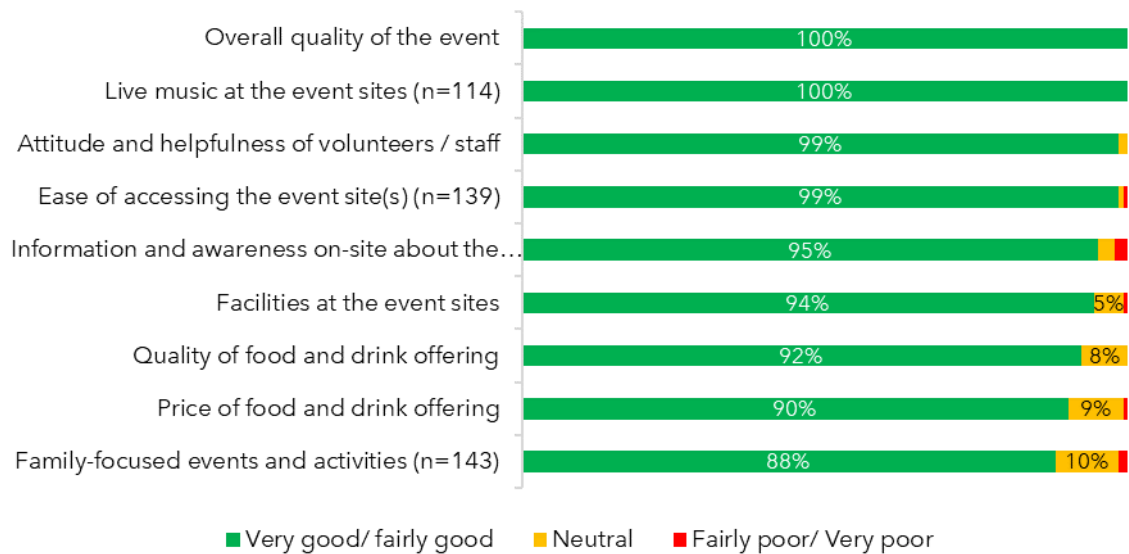


N=143

Rating of Tall Ships Races 2023

Many aspects of their visit were rated very highly by respondents – including overall quality of the event (100% very good or fairly good), live music (100%) attitude and helpfulness of volunteers and staff (99%), and ease of accessing the event site (99%), **Figure 5.5**.

Figure 5.5: How would you rate the quality of the following aspects of your visit?



N=144 unless stated. N=114 for live music as there was no live music at the Aberdeen event.

Respondents were asked what the best thing about the event was during their visit. Of those who provided an answer, around one-quarter of respondents reported that the ships and the music were their favourite parts of the Cruise in Company event. Raised to a lesser extent, other commonly raised aspects of the event included the people, the food and the atmosphere.

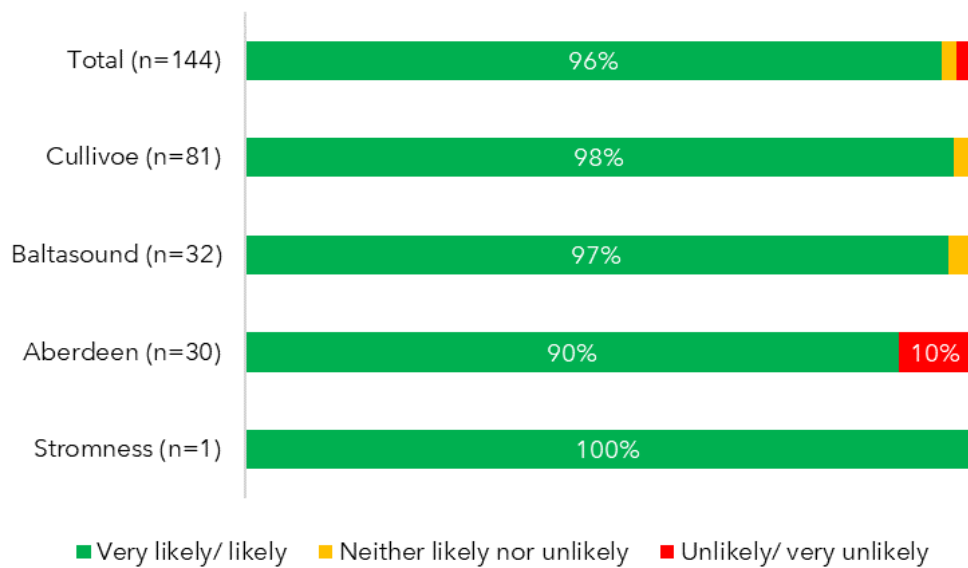
When asked whether there was anything that could have been improved about the event, around one-third of respondents referred to the provision of more food. It was also raised that seeing more ships would have improved the event as well as increased provision of toilets.

Attending Tall Ships Races in future

Almost all respondents (96%) stated that they would be very likely or likely to return to the Tall Ships Races if it was hosted in the same location in the future,

Figure 5.6.

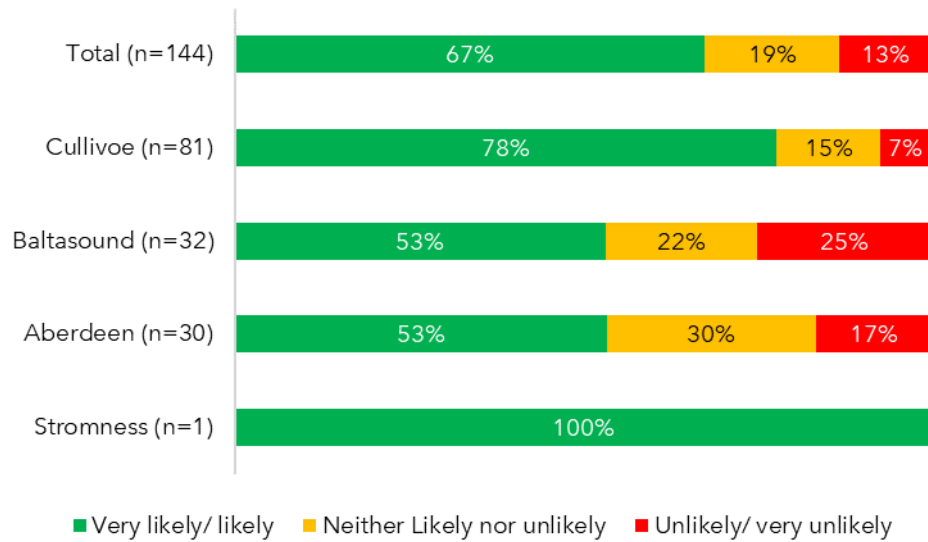
Figure 5.6: 'How likely or unlikely would you be to return to a Tall Ships Races if hosted in this location in the future?' by interview location



When asked whether it was likely they would return to another location for the Tall Ships Races, this likelihood dropped to around two-thirds of respondents (67%),

Figure 5.7. This is perhaps expected given the uncertainty about where this other location may be.

Figure 5.7: 'How likely or unlikely would you be to return to the Tall Ships Races at another location in the future?' by interview location



6 Economic Impact Assessment

This chapter presents a summary assessment of the economic impacts generated through the Tall Ships Races Lerwick 2023 on the Shetland and Scotland economies. Full technical details of the impact assessment can be found in **Appendix A**.

Key messages are as follows.

- **Total Unique Event Attendees: 16,165**
- **Gross Direct Spend: £6.4 million**
- **Shetland Net Direct Spend: £3 million**
- **Scotland Net Direct Spend: £4 million**
- **Shetland Net Additional GVA: £1.4 million**
- **Scotland Net Additional GVA: £1.9 million**

Introduction

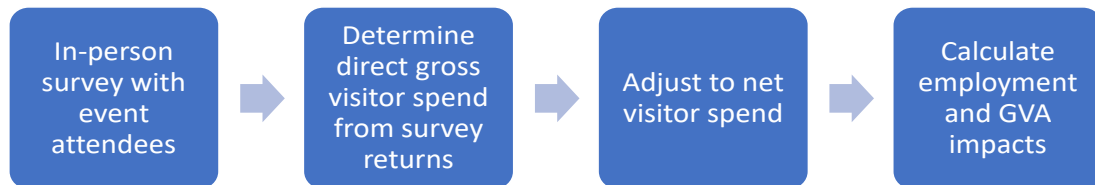
The Economic Impact Assessment (EIA) is based on the feedback provided by the 368 interviews on-site at the Tall Ships Races Lerwick 2023.

The survey sought actual and estimated spend on accommodation, food, drink, entertainment, merchandise, shopping and transport, both on site and elsewhere.

Respondents were also asked about their place of residence and their reason for attendance in order to adjust from gross to net impacts.

A simplified flowchart of the Economic impact process is provided in Figure 7.1.

Figure 7.1: Economic Impact Process

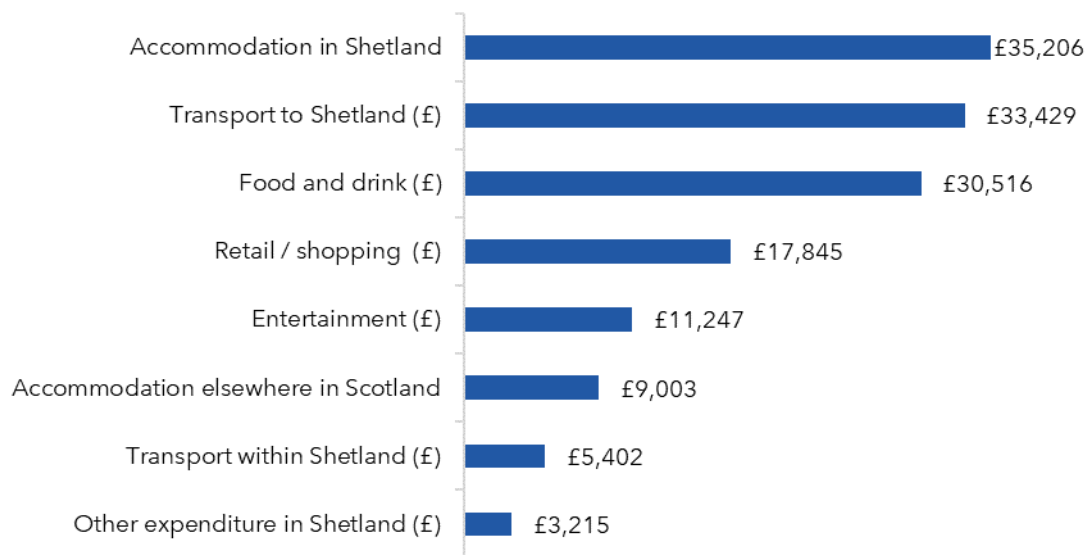


Gross Impacts

Gross impacts are determined by the responses to the survey questions around spending at the event and elsewhere in Shetland and Scotland.

Total spend by survey respondents was £145,862 in Scotland and £103,430 in Shetland², **Figure 7.2**.

Figure 7.2: Total Spend

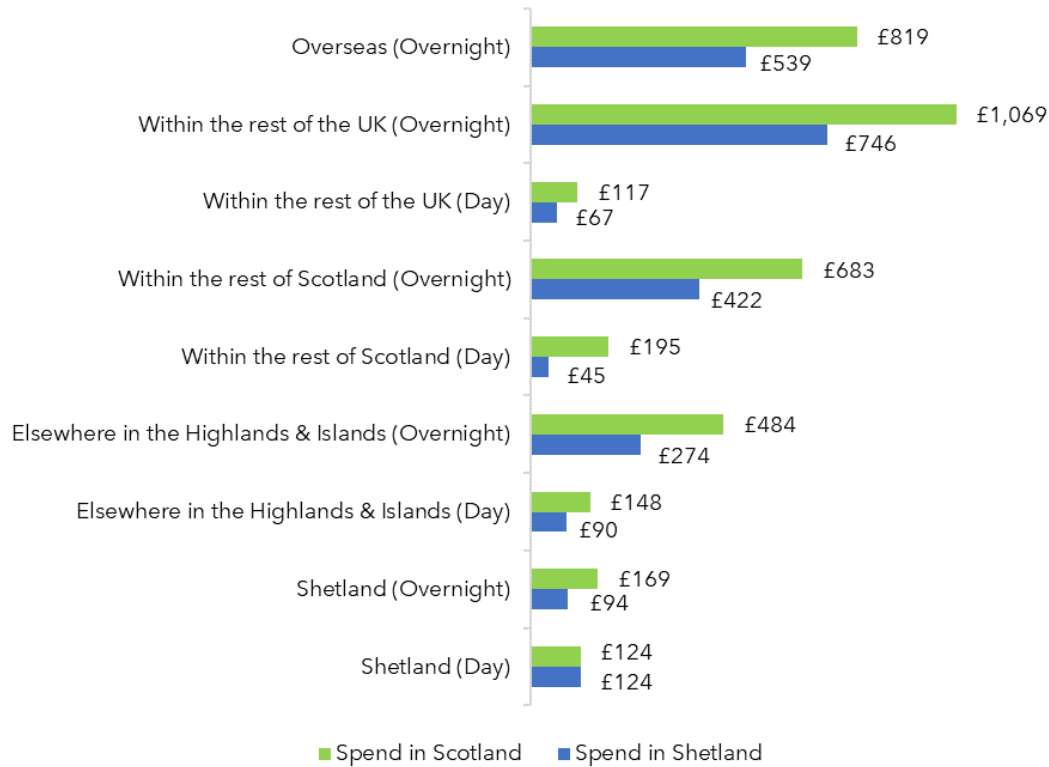


N=368

² Shetland total excludes accommodation in Scotland and transport to Shetland

This equates to average spend as outlined in **Figure 7.3**.

Figure 7.3: Average Spend by Place of Residence



N=368

Total Visitor Numbers

Visitor numbers were calculated at the two main event sites at Victoria Pier and Holmsgarth over the four days of the event. Data collection was carried out by security staff on the main entry/exit gates counting individual entries with electronic clickers and reporting hourly numbers to Event Control. Total visitor number at each location over the four days is outlined in **Table 7.1**.

Table 7.1: Daily Visitor Numbers

	Victoria Pier	Holmsgarth
Wednesday 26th July	10,578	12,892
Thursday 27th July	9,341	10,367
Friday 28th July	10,621	11,953
Saturday 29th July	11,234	12,342
Total	41,774	47,554

Given that Victoria pier and Holmsgarth are in relatively close proximity, it is likely that most attendees visited both locations. Since Holmsgarth had a higher number of visitors, we can see that there were at least 47,554 visitors over the four days.

Whilst most attendees likely attended both locations, it is highly likely that some visitors only attended one location. We have assumed that 10% of attendees only attended one location and that total visitors over the four days was 10% higher at 52,309.

In order to calculate unique visitors we need to know how many people attended multiple days. The results from the visitors survey indicate that that visitors attended, on average, 3.2 days.

Dividing total visitors by the average number of attendances gives a number of unique visitors of 16,165.

Grossed Up Impacts

The impacts are grossed up to the total population based on the inverse of the proportion responding to the survey (e.g. a response rate of 5% generates a grossing up factor of $100\%/5\% = 20$).

Therefore, with a total of 368 valid responses and a total number of unique attendees of 16,165, the impacts are grossed up by a rough factor of 44. Individual segments are separately grossed up and summed.

Total gross spend at the Tall Ships Races Lerwick 2023 is therefore £4.5 million at the Shetland level and £6.4 million at the Scotland level.

Net Impacts

The net impact is what is generated by the Tall Ships Races Lerwick 2023 event, adjusted for displacement, leakage, deadweight and multiplier effects.

Deadweight

Deadweight is a measure of the extent to which impacts would have happened anyway in the absence of this event. All local expenditure at the event from those resident within Shetland (as well as those resident in the Scotland at the Scotland level) is considered to be 100% deadweight. I.e. expenditure from local residents would have happened anyway at other events that would likely have happened in place of the Tall Ships event.

Leakage

Leakage is expenditure that takes place outside the geographic area at which the economic impact is being assessed. This has been judged to be zero, as impact questions were specifically about spend that took place within Shetland and Scotland.

Displacement

Displacement is a measure of the extent to which the event has simply moved expenditure from one part of the economy to another.

Displacement was judged based upon where respondents reside and how important the matches was to their visit to Shetland and Scotland.

Based on these responses we have assumed the levels of displacement and deadweight as set out in **Table 6.2**.

Table 6.2: Displacement/ Deadweight (%)

	Displacement/ Deadweight at Shetland Level	Displacement/ Deadweight at Scotland Level
Shetland (Day visitor)	100%	100%
Shetland (Overnight visitor)	100%	100%
Elsewhere in H&I (Day Visitor)	8%	100%
Elsewhere in H&I (Overnight Visitor)	8%	100%
Elsewhere in Scotland (Day Visitor)	25%	100%
Elsewhere in Scotland (Overnight Visitor)	24%	100%
Elsewhere in UK (Day Visitor)	33%	33%
Elsewhere in UK (Overnight Visitor)	34%	34%
Outside UK (Day Visitor)	n/a	n/a
Outside UK (Overnight Visitor)	16%	16%

Multipliers

Multipliers relate to the impact of additional economic impact that occurs as a result of spending through additional income, supplier purchases, and longer-term effects. Multipliers are applied to GVA and Employment factors.

Multipliers are taken from the Scottish Input/ Output tables for the relevant sectors. Data is only available at the Scotland level, we have therefore adopted a conservative approach to estimating the potential multiplier effects 25% at the Shetland level.

Applying these additionality factors gives a net overall spend of:

- £3 million at the Shetland level.
- £4 million at the Scotland level.

GVA and Jobs

Net organisational spend for the overall Tall Ships Race Lerwick 2023 event was close to break-even so overall net additional expenditure is unchanged.

Using the spending to GVA ratio of 48% and GVA per FTE job supported of £50,000 as outlined in the EventImpacts methodology, this equates to net additional GVA and net additional FTE jobs as outlined in **Table 6.3**.

Table 6.3: Net Additional Impacts

	Net Spend	Net FTE Jobs	Net GVA
Shetland	£3m	30	£1.4m
Scotland	£4m	40	£1.9m

7 Other information

A variety of other information has been gathered in order to evidence various objectives and KPIs. This information and how it contributes towards these objectives and KPIs is outlined in this chapter.

7.1 Visitor Numbers

A total of 89,328 visitors were recorded across the two main events sites at Victorias Pier and Holmsgarth as outlined in **Table 7.1**.

Table 7.1: Visitors to main event sites

	Victoria Pier	Holmsgarth
Wednesday 26th July	10,578	12,892
Thursday 27th July	9,341	10,367
Friday 28th July	10,621	11,953
Saturday 29th July	11,234	12,342
Total	41,774	47,554

Data collection was carried out by security staff on the main entry/exit gates counting individual entries with electronic clickers and reporting hourly numbers to Event Control.

Other areas such as Albert Wharf, Alexandra Wharf and Laurenson Quay (Cadona's) did not have specific counts taken but were consistently busy each day. It is likely that most of the people in these areas would have visited one or both of the main event sites.

Mareel were unable to provide attendance figures for evening gigs, but 580 tickets were sold for each of the four nights, with the exception of Wednesday when 328 were sold. Their estimated numbers for afternoon events were around 100 per day, with another 200 attending an early evening event for under 12s.

7.2 Waste Disposal

A total of 79% of total waste generated by the event was recycled or used to produce energy for a local district heating scheme. This is outlined in **Table 7.2**.

Table 7.2: Waste Disposal Sources

Waste destination	Tonnes	% of total
Recycled	4.88 tonnes	46%
Energy Recovery Plant	3.62 tonnes	34%
General waste	2.2 tonnes	21%

7.3 Environmental Impact

A variety of actions were taken during the event in order to minimise the environmental impact.

Single use packaging items were not permitted on site, though allowance had to be made for bar service as recycled cups were more sustainable and less of an environmental impact than re-usable cups given the event location /set up.

Teams meetings were used for all committee meetings where participants were geographically spread meaning no travel was incurred for any planning meetings, other than short local journeys. The only travel involved attending the 2022 Tall Ships event by some team members, a visit from a small team of STI officials to Lerwick to view /approve venues and attendance at the STI conference to present event plans to fellow ports and ships. This was unavoidable but very useful.

The event required all caterers to use local produce where possible and this was evident in the public offering, Crew Party, Captains Dinner and Liaison Officer breakfasts. The catering company, which had to come from Aberdeen to provide deck hire catering as there was no local company available, used local wholesalers and other suppliers for food and drink supplies.

Park and Ride and shuttle bus services were introduced free of charge for the public which was very well used and reduced a significant amount of traffic in the town. Additional late night service buses were facilitated, further reducing the number of vehicles required to be used by the public.

Minibuses were used to transport contractors, performers and crew around town and to the airport, reducing individual journeys.

Accounting practices were in line with net zero principles, with paperless processing and online communications.

7.4 Satisfaction by Sail Training International

In a feedback meeting STI have asked when Lerwick would like to host again – they are very happy with event delivery and would welcome a future proposal to host.

7.5 Trainee Recruitment and Funding

The total cost to the Host Port for funding trainees to take part in the voyage was £145,239.54. This is broken down by:

- Advertising, marketing and merchandise - £6,437.43.
- Ship Placements - £114,318.79.
- Travel and accommodation for sail trainees - £20,861.58.
- Travel Insurance - £3,621.74.

This amount was fully raised through sponsorship, fundraising and grant applications by Sail Training Shetland (STS), a charity registered in Scotland SC041182, run entirely by volunteers. Sail Training Shetland managed the recruitment and placement of sail trainees for The Tall Ships Races 2023 at

Lerwick on behalf of Shetland Tall Ships Ltd. The charity incurred other routine operational costs over and above the scheme placements.

Trainees were not required to make a personal financial contribution towards the journey – so that cost was not a barrier to anyone applying.

Trainees were recruited through several channels:

- Sail Training Shetland engaged with schools, universities and attended career events for young people to promote the opportunity.
- A local recruitment campaign was held in Shetland, with all applicants given a free day sail ‘taster-session’ aboard ‘Swan’ as part of the selection process. Applicants were assessed during the session and the selection process also considered their written application alongside feedback from the day sail.
- Four previous trainees were appointed as ambassadors, taking on a supporting role to actively promote the opportunity to others.
- Eight trainees were funded by individual sponsors, either with a named placement or taken from the general pool.
- A total of fifty trainees were recruited and placed from Shetland.
- Another fifty trainees were recruited and fully funded by other Scottish local authority areas or Harbours. This was mainly done through advertisement and paper based application forms, though Stromness in Orkney did engage ‘Swan’ for day taster sessions with their trainees too.

In total, one hundred trainees were placed on eight different ships during the Cruise in Company and Race 3 of the series. STS managed the logistics for all these placements, coordinating arrangements with all other local authority areas, including recruitment, selection and arranging all ship placements, travel, accommodation and insurance requirements.

Sail Training Shetland is the only organisation of its type based in Scotland and is regarded very highly for the commitment and professionalism of its volunteers

and the incredible achievement of funding and placing 100 trainees against a contractual requirement of 75.

7.6 Future Sail Training

Sail Training Shetland will continue to recruit and support trainees to take part in the Tall Ships Races in future years. The charity has received a commitment from a commercial company which has pledged to financially support the organisation with a regular donation for the next five years as a direct result of interest shown in the Tall Ships event in Lerwick.

Two other Guest Harbours within the Cruise in Company, Cullivoe and Stromness, have also indicated a wish to place trainees in future years, and to raise funds for this if possible.

As there are no other organisations like Sail Training Shetland in Scotland, there is little opportunity for collaboration on a national scale, however the opportunity to work with other ports and groups is a potentially valuable step for STS if support can be provided to their voluntary committee to place trainees and maintain a direct involvement with international sail training opportunities.

7.7 Deck Hires

There were 22 deck hire events on nine different ships.

Sponsors and private individuals rented the deck of the ship and invited guests aboard for a private function, generally two hours long. This was supported by volunteers and Ship's Liaison Officers assisting crew to welcome guests aboard. An Aberdeen based catering company provided food and drinks aboard the ship for most deck hires, with four groups choosing to supply their own catering.

This generated a direct income for the ships of £36,673.54 from Shetland Tall Ships Ltd. An additional £36,741.41 was spent on food and drink with the catering company (non-Shetland based as none available).

Four of these deck hires consisted of four days of open deck and was hosted aboard Statsraad Lehmkuhl. There was no fee charged for this, but the ship received 10,485 visitors and sold beer, soup and waffles aboard for their own profit. There is no indication of the income received.

7.8 Positive engagement of young people

The Project Manager and Family Entertainment Coordinator attended a session with the Shetland Youth Voice group to ask what young people wanted to see included in the event. This session provided a long list of requests and representatives from the group were asked to attend a formal Social Committee meeting to feedback their views. This was a very productive and helpful exercise and many of the suggestions were incorporated into event plans. Group representatives were to attend a further follow up meeting where they were given details of the event programme and planned activities before this went public to get their feedback – again this was a very positive and mutually welcomed exercise.

7.9 Shetland hospitality and quality products

All traders were asked to focus on local produce where possible and this was widely adhered to. The Crew Party and Captains Dinner were private contracted events, and both focussed on using local produce. Traders' stalls were predominantly local craft or tradespeople with a range of goods and fresh produce offered – out of 20 stalls, 16 were local and from the four non-local three of these were information-based stalls rather than traders. There were eight local public caterers on event sites and only one non-local (with two stalls). All local

caterers used local produce and local businesses for supplies. The main bar provider was not local, but used the local wholesalers for the provision of all supplies.

7.10 Shetland Culture

73 acts performed between the main stage at Holmsgarth and the free stage at Victoria Pier, with an additional five DJ acts at Mareel. (three local) Around 60 acts were local to Shetland with 13 Scottish or ex-pat Shetlanders visiting to perform.

In total there were 564 individual performers delivering music and family focussed entertainment. Of these, 83% were based in Shetland.

7.11 Better connections with seafaring communities

There was no contact with the Norwegian Guest Harbours – that was managed by Fredrikstad. There were four Scottish based Guest Harbours and there were excellent communication and connections with each of them. In addition to the guest harbour communities providing a programme of public and crew activities prior to the main Lerwick event, three of the locations paid for trainees to join the Races. Activities at each guest harbour were:

- Aberdeen welcomed three ships into port with around 1,000 visitors on the quaysides. They paid for 2 trainees.
- Stromness unfortunately had no visiting ships³, but did fully fund 18 trainees with incredibly positive feedback.

³ Despite significant effort by Stromness to communicate with and invite ships to their harbour, the location on the west side of the isles may have been a determining factor in ships choosing not to visit due to time restraints to reach Lerwick and unfavourable wind conditions.

- Cullivoe funded one trainee, but had 3 people local to the area aboard one of the 16 ships which came into port to take part in their event – around 1,000 local people engaged with the ships and the event.
- Unst had three ships in port and around 500 local people engaging.
- Scalloway, while not an official Guest Harbour, arranged a torchlit Viking parade for ships' crew and the public to attend the evening before the main event began in Lerwick. This was very well attended and was very well received by visiting crew members.

7.12 Legacy

It was hoped that the Tall Ships Races visit to Lerwick would leave a legacy in the community of additional skills, training or service provision. The events industry has been heavily impacted by Covid and, to some extent, Brexit in regard to services, infrastructure and staff availability.

It has been over a decade since the last major public event in Shetland. Guidance and rules regarding health and safety and event management have changed significantly in that time, with new risks to be aware of in relation to terrorism and public health.

The development of a robust Event Plan, Emergency and Contingency Plan, Crowd Management Plan and Construction Phase Health & Safety Plan will be of benefit to wider events in Shetland going forward. The Event plans can be adapted to suit smaller or larger events and will provide a robust and tested plan for community events, improving the safety and delivery of these events. This has already been implemented with the STSL Health and Safety Officer adapting the plans for the Nesting and Bressay Up Helly Aa events, and the local authority recommending that these could also be used for agricultural shows which are mainly run by volunteers who would not otherwise have the resources to develop new event plans.

Encouraging is the awareness built of sail training as a valuable life skill for young people. Hosting the Races has provided a huge increase in the number of trainees participating and sharing their experience. The success of hosting the event, and Sail Training International's desire to return in a future year, provides exposure for the opportunities which will continue through Sail Training Shetland's annual programme.

In addition, The Swan Trust earns part of its income through sail training voyages on their vessel *Swan*, benefitting from demand created through the increased awareness. Participating in the international Tall Ships Races with such positive media coverage helps secure the future of the Shetland vessel with its rich heritage.

Other Tall Ships visiting for the Races and rating the event so highly has a positive impact on future visits to Lerwick (with status as a tall ship friendly port) and other guest harbours with benefits to the tourism and events economy.

The media exposure to a worldwide audience will have an ongoing positive legacy in encouraging visitors to Shetland having read about the event or seen television or live streaming coverage from the event.

Volunteers have played a vital part of delivering the event and their confidence is enhanced through training for their roles. Their desire to see community events succeed through volunteer input is important to encourage a continuation of this worthwhile contribution.

7.13 Lessons Learned

During the event planning stage many meetings were held in a hybrid or online format – this was an opportunity which was greatly developed during Covid and significantly reduced travel time and costs.

Thankfully, by the time the event took place, there were no Covid related restrictions or specific guidance in place so the event delivery was not impacted by this.

The planning stage did experience challenges in the beginning due to event service companies not being fully back up and running and some uncertainty over what the future of the virus spread may be. This was all fully mitigated and addressed in event health and safety planning and the natural progression of the pandemic and reduction of Covid cases.

Following the event, feedback meetings were held with all committees and stakeholders and key points have been recorded for future event planning.

7.14 Regeneration

In the lead up to the Tall Ships event, Lerwick Port Authority carried out a significant amount of maintenance work around the harbour sites and properties which will have an ongoing benefit with the improved visual aspect.

Living Lerwick, the town centre Business Improvement District also received a grant from the Shetland Islands Council to carry out repair and maintenance work on town centre properties – in addition to improvement works carried out by individual businesses themselves. The value of the grant and work carried out by local contractors was £14,212.50.

7.15 Media Value

The event saw extensive national and local media coverage, full details of which can be found in the NB communications media report, with the most notable being a four-minute feature on the One Show, a variety of coverage on Reporting Scotland, STV News and BBC breakfast, national radio coverage.

A Media Value study was conducted by NB Communications to assess the advertising value equivalent (AVE) of media coverage of the event.

The AVE is calculated by determining the equivalent advertising cost for the media coverage generation for the event.

Full details of the methodology can be found in their report and the overall total PR & media campaign AVE totalled £604,632.

There will be ongoing added value from media channels to the tourism industry in Shetland as much of the coverage portrayed Shetland as a desirable location to visit. This cannot currently be quantified or given a timescale of legacy.

7.16 Social Media Exposure

Owned media, such as social media channels also generate significant public exposure and direct content engagement with consumers – in this case, event participants. As event content was shared on an organic basis (no paid social media promotion) there are no recognised formulae to assign accurate value to this reach as is the case with more traditional media as outlined above

However, the significant social media following and engagement undoubtedly provided value to the event and should not be disregarded. From July 2022 to August 2023, the three main social media platforms used generated the following engagement and reach can be found in **Table 7.3**.

Table 7.3: Social Media Engagement

Source	Engagement /Likes	Page Reach / Exposure
Facebook	26,138	413,111
Instagram	15,169	72,918
Tik Tok	40,735	93,126
Total	82,042	579,155

7.17 Event Finances

The company's Business Plan included a cost plan (from 2019) showing £2.2M as the budget required to host the Tall Ships Races. An additional allowance was made for inflation for event delivery in 2023, arriving at a gross cost of £2.5M to deliver the event.

When the award for Lerwick to host the Tall Ships Races was made in 2021, the global pandemic had a major impact. Grant offers for the company to manage the host port arrangements were made in a period of economic uncertainty, with the events sector particularly affected. Early planning was difficult with some event providers having withdrawn from that sector and uncertainty on both measures to keep everyone safe and the public's appetite for social interaction. Thankfully those concerns eased over time.

As of 30 September 2023, the anticipated actual expenditure to deliver the event is £2.3M. This is through careful budget management not requiring all the contingency allowance and also VAT recovery through the company becoming VAT registered, albeit on a partial exemption basis.

This £2.3M figure includes £465k of in-kind services, evaluated as what they otherwise would have cost. The total figure also includes £152k paid direct by Shetland Islands Council as the host port fee. Therefore, the cash requirement for Shetland Tall Ships Limited to host the event was £1.7M which is the expenditure reflected in the company's financial records.

The in-kind "cost" is included here to give the overall value. The original budget allowance for in-kind support has been far exceeded, requiring less cash than envisaged. The value of volunteer time has not been calculated and would be additional.

In addition, the company had ambitious income targets which were exceeded through ticket sales and generated income.

Very welcome private sponsorship from third parties achieved 97% of the challenging target of £500k – 53% from cash sponsors and 44% as in-kind services.

With additional support from partners Lerwick Port Authority, Sail Training Shetland and the company's own residual funds, the non-public sector proportion of funding is £1.1M. With this representing 43% of the required funding, discussions are underway with both EventScotland and Shetland Islands Council on the remaining grant allocations to achieve a balanced budget.

Appendix A: EIA Technical Details

This appendix set out the technical details of the EIA that has been conducted for Tall Ships Races Lerwick 2023.

Our approach is in keeping with the principles for economic impact assessment as set out in the eventImpacts website.

Geographic Area of Study

Impacts are calculated at the Shetland and Scottish levels.

There are two main differences between calculating economic impact between the two regions. There are:

- Differences in the additionality calculations from gross to net impacts, discussed in more detail below. In general, impacts are higher at the more local levels as impacts are primarily derived from visitors from outwith the area.
- Two areas of spend are omitted from Shetland calculations. There are spend on transport to Shetland and spend on accommodation outside of Shetland.

Routes to Impact

It is important to note the mechanisms through which each event generates impacts, known as the Routes to Impact. In this case, the Routes to Impact are largely derived from expenditure by visitors with data gathered from the visitor surveys, both at the event, and off-site expenditure in shops, restaurants, hotels, etc.

To gather visitor expenditure data, a face-to-face survey was undertaken on site over the four days of the event at the two main areas of the event at Victoria pier and Holmsgarth.

A structured programme of interviewing was conducted across all four days, with the aim of ensuring that the achieved sample of interviewees as closely as possible reflected the actual population of attendees. At each event, individuals were approached at random.

A target of 400 responses was sought, however, only 368 were achieved. The slightly lower number of achieved interviews reflected a combination of factors including the time taken for new interviewers to get “up to speed” with the questionnaire and initial interviewer difficulties in administering the questionnaire using tablet computers. To overcome these issues, IBP moved from use of tablets to use of traditional “pen and paper” survey administration during the survey process.

Based on total attendance of 16,165 across all four matches, a sample of 368 provides a margin of error of $\pm 5.05\%$ (based on a 50% answer and a 95% confidence level). This is just over the $\pm 5\%$ figure recommended as part of the eventImpacts model.

Respondents were asked questions a number of questions to determine economic impact. These were:

- their place of residence.
- the importance of the event to the visit to Shetland.
- if they spent any nights away from home as part of their trip.
- the number of nights spent away from home and their spend on accommodation both in Shetland and elsewhere in Scotland.
- their individual spend during their trip to the event on:
 - food and drink
 - retail/ shopping
 - entertainment
 - transport within Shetland
 - transport to Shetland
 - other.

Visitor Spend

Table A.1 outlines the detailed spend of survey respondents by place of residence and type of spend.

Table A.1: Tall Ships Race Lerwick 2023 Detailed Spend by Place of Residence

	Transport to Shetland (£)	Transport within Shetland (£)	Food and drink (£)	Retail / shopping (£)	Entertainment (£)	Other expenditure in Shetland (£)	Accommodation in Shetland	Accommodation elsewhere in Scotland
Shetland (Day visitor)	£30	£1,085	£11,321	£4,406	£7,135	£1,270	£-	£-
Shetland (Overnight visitor)	£600	£55	£470	£84	£140	£-	£-	£-
Elsewhere in H&I (Day Visitor)	£175	£50	£80	£100	£40	£-	£-	£-
Elsewhere in H&I (Overnight Visitor)	£2,900	£130	£1,393	£854	£380	£130	£1,230	£250
Elsewhere in Scotland (Day Visitor)	£150	£-	£15	£-	£-	£30	£-	£-
Elsewhere in Scotland (Overnight Visitor)	£11,067	£1,591	£4,500	£3,750	£1,250	£435	£8,310	£1,205
Elsewhere in UK (Day Visitor)	£150	£75	£80	£45	£-	£-	£-	£-
Elsewhere in UK (Overnight Visitor)	£6,012	£564	£3,200	£2,228	£572	£130	£9,719	£1,100
Outside UK (Day Visitor)	£-	£-	£-	£-	£-	£-	£-	£-
Outside UK (Overnight Visitor)	£12,045	£1,752	£9,157	£6,278	£1,695	£1,220	£15,492	£6,448
Total	£33,129	£5,302	£30,216	£17,745	£11,212	£3,215	£34,751	£9,003

Total Visitor Numbers

Visitor numbers were calculated as the two main event sites at Victoria Pier and Holmsgarth over the four days of the event. Data collection was carried out by security staff on the main entry/exit gates counting individual entries with electronic clickers and reporting hourly numbers to Event Control. Total visitor number at each location over the four days is outlined in **Table A.2**.

Table A.2: Daily Visitor Numbers

	Victoria Pier	Holmsgarth
Wednesday 26th July	10,578	12,892
Thursday 27th July	9,341	10,367
Friday 28th July	10,621	11,953
Saturday 29th July	11,234	12,342

Given that Victoria pier and Holmsgarth are in relatively close proximity, it is likely that most attendees visited both locations. Since Holmsgarth had a higher number of visitors, we can see that there were at least 47,554 visitors over the four days.

Whilst most attendees likely attended both locations, it is highly likely that some visitors only attended one location. We have assumed that 10% of attendees only attended one location and that total visitors over the four days was 10% higher at 52,309.

In order to calculate unique visitors we need to know how many people attended multiple days. The results from the visitors survey indicate that that visitors attended, on average, 3.2 days.

Dividing total visitors by the average number of attendances gives a number of unique visitors of 16,165.

Grossed Up Impacts

The impacts are grossed up to the total population based on the inverse of the proportion responding to the survey (e.g. a response rate of 5% generates a grossing up factor of $100\%/5\% = 20$).

Therefore, with a total of 368 valid responses and a total number of unique attendees of 16,165, the impacts are grossed up by a rough factor of 44. Individual segments are separately grossed up and summed.

Total gross spend at the Tall Ships Races Lerwick 2023 is therefore £4.3 million at the Shetland level and £6.1 million at the Scotland level.

Net Impacts

The net impact is what is generated by the Tall Ships Races Lerwick 2023 event, adjusted for displacement, leakage, deadweight and multiplier effects. This represents adjustments that are made to the gross impacts in order to reflect the true economic impact of the event.

Deadweight

Deadweight is a measure of the extent to which impacts would have happened anyway in the absence of this event. This was judged to be zero as nothing would have happened in the absence of this event.

Leakage

Leakage is expenditure that takes place outside the geographic area at which the economic impact is being assessed. This has been judged to be zero, as impact questions were specifically about spend that took place within Shetland and Scotland.

Displacement

Displacement is a measure of the extent to which the event has simply moved expenditure from one part of the economy to another.

Displacement was judged based upon a number of survey questions, which were:

- their place of residence.
- the importance of the event to the visit to Shetland.

The place of residence is important as for those residing within the geographical area of study displacement is 100%. So, for example, the spend of a resident of Shetland would not be included at the Shetland level or at higher level geographies. This is due to the

assumption that their spend at the event would have taken place within that geographic area if they had not attended.

Their importance of their visit to Shetland/Scotland is important to determine how attributable attendee spend is to the event. If they had visited solely in order to attend the event then their spend would be fully attributable, if they had visited for other reasons, then spend would not be attributable or only partly attributable.

Based on these responses we have assumed the levels of displacement as set out in **Table A.3.**

Table A.3: Displacement (%)

	Displacement at Shetland Level	Displacement at Scotland Level
Shetland (Day visitor)	100%	100%
Shetland (Overnight visitor)	100%	100%
Elsewhere in H&I (Day Visitor)	8%	100%
Elsewhere in H&I (Overnight Visitor)	8%	100%
Elsewhere in Scotland (Day Visitor)	25%	100%
Elsewhere in Scotland (Overnight Visitor)	24%	100%
Elsewhere in UK (Day Visitor)	33%	33%
Elsewhere in UK (Overnight Visitor)	34%	34%
Outside UK (Day Visitor)	n/a	n/a
Outside UK (Overnight Visitor)	16%	16%

Multipliers

Multipliers relate to the impact of additional economic impact that occurs as a result of spending through additional income, supplier purchases, and longer-term effects.

Multipliers are applied to GVA and Employment factors.

There are two main mechanisms through which multiplier effects are realised:

- income effect – the money received through the event is paid out in wages to workers which is subsequently spent in the local economy driving additional economic impact.

- supplier effect – money is spent in the local economy on suppliers for the event, driving additional economic impact.

Multipliers are taken from the Scottish Input/ Output tables for the relevant sectors and is outline in **Table A.4**. Data is only available at the Scotland level, we have therefore adopted a conservative approach to estimating the potential multiplier effects 25% at the Shetland level.

Table A.4: Multipliers

	Event Spend Multiplier	Overnight Multiplier
Sector	Average of Retail, Food & Beverage Services, Sport & Recreation	Accommodation
Scotland Multiplier	1.53	1.45
Shetland Multiplier	1.13	1.11

Applying these additionality factors gives a net overall spend of:

- £3 million at the Shetland level.
- £4 million at the Scotland level.

Net Organisational Spend

As well as the impacts generated through visitor spend, we must also consider the economic impacts generated through spending in the local economy on organising the event.

In-line with eventImpacts methodology, this is considered as Net Organisational Spend which is calculated at total organisational spend minus total organisational income.

Net organisational spend is then added to net direct visitor spend to generate total net direct spend. Net organisational spend is then added to net direct spend to determine the overall economic impact.

In this case, the organisation of the Tall Ship Race Lerwick 2023 had a break-even level of spend and net organisational spend was therefore zero, and contributing no additional economic impacts.

GVA and Jobs

GVA and jobs are derived from the direct spend impacts using coefficients derived from the eventImpacts website.

The average ratio between turnover and GVA is 48% and the average job per GVA is £50,000.

Applying these ratios give economic impacts as outlined in **Tables A.5**.

Table A.5: Net Additional Impacts

	Net Spend	Net FTE Jobs	Net GVA
Shetland	£3m	30	£1.4m
Scotland	£4m	40	£1.9m



Meeting(s):	Development Committee	13 March 2024
Report Title:	Development Committee Business Programme - 2023/24 and 2024/25	
Reference Number:	DV-04-24-F	
Author / Job Title:	Neil Grant, Director of Development Services	

1.0 Decisions / Action Required:

1.1 That the Development Committee:

1.1.1 CONSIDERS the business planned for Development Committee for the remainder of the financial year 2023/24; and

1.1.2 ADVISES the Director of Development Services of any changes required and new items to be included on the Business Programme.

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 remainder of the financial year 1 April 2023 to 31 March 2024 including items where the date is still to be determined, Appendix 1.

2.2 The Business Programme is presented to Development 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 Ambition 2021-26, states:

'We will work with our partners and our community to deliver our priorities through effective leadership, governance and democratic processes.'

Maintaining a Business Programme for each Committee of the Council contributes to an effective governance framework for the Council.

4.0 Key Issues:

4.1 A range of business scheduled or to be scheduled over the coming year in consultation with the Committee.

4.2 Quarterly Performance Reports and Business Programme reporting will be brought to the Committee periodically so that the Committees oversight role can be effectively discharged. Suggested dates for these are proposed on Appendix 1.

4.3	Other reports that need Committee consideration, recommendation or decision will be scheduled as required in consultation with the Chair and input from Committee.
4.4	Members are also asked to consider any other particular items of business that should be added to the programme.
5.0 Exempt and/or Confidential Information:	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	<p>The Business Programme provides the community and other stakeholders with important information regarding the planned business for the coming year.</p> <p>The Business Programme complements the Council's Corporate and Directorate Plans and the Shetland Partnership Plan.</p>
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.
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.

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:	<p>Maintaining a Business Programme ensures the effectiveness of the Council's Planning and Performance Management Framework.</p> <p>The Business Programme supports each Committee's role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations.</p>	
Previously Considered by:	N/A	

Contact Details:

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Email: nrj.grant@shetland.gov.uk

Date Cleared: 4 March 2024

Appendices:

Appendix 1 – Development Committee Business Programme 2023/24 and 2024/25

Background Documents:

None



DV-04-24 Appendix 1 – Development Committee Meeting Dates and Business Programme 2023/24 and 2024/25

Date / Type of Meeting	Agenda Item	Referred/Delegated
13 March 2024 Ordinary and Budget Setting	2024-25 Budget & Charging Proposals – Development Committee	R
	Development Directorate Performance Report Q3 2023/24	D
	2024-25 Budget & Charging Proposals – Housing Revenue Account	R
	Development Services Directorate Plan 2024 - 2027	R
	Development Committee Business Programme	D
	Infrastructure Performance Report - Q3 2023/24 – Development Committee Remit	D
	Infrastructure Directorate Plan – 2024 -2027	R
	Tall Ships Races Lerwick 2023 – Impact Assessment and Legacy Funding	R
	Local Development Plan - Development Plans Scheme 2024	D
	Support for Inshore Fisheries Management - Shetland Islands Regulated Fishery (Scotland) Order 2024/25	D
29 May 2024 Ordinary	Development Directorate Performance Report Q4 2023/24 – Development	D
	Development Committee Business Programme	D
	Infrastructure Performance Report – Q4 2023/24 – Development Committee Remit	D
11 September 2024 Ordinary	Development Directorate Performance Report Q1 2024/25 – Development	D
	Development Committee Business Programme	D
	Infrastructure Performance Report – Q1 2024/25 – Development Committee Remit	D
27 November 2024 Ordinary	Development Directorate Performance Report Q2 2024/25 – Development	D
	Economic Development Financial Support Update	D
	Development Committee Business Programme	D
	Infrastructure Performance Report – Q2 2024/25 – Development Committee Remit	D
12 March 2025 Ordinary and Budget Setting	Development Directorate Performance Report Q3 2024/25 – Development	D
	2025-26 Budget & Charging Proposals – Development Committee	R
	Development Committee Business Programme	D
	Infrastructure Performance Report - Q3 2024/25 – Development Committee Remit	D

Development Reports for Development Committee Still to be Scheduled

- Shetland Food and Drink 2023 – 2027
- Review of Aquaculture Supplementary Guidance – Evidence Gathering Consultation (Target – 29 May 2024)
- Shetland Telecom Project Business Case
- Community Planning & Development – Financial Support Update



**DV-04-24 Appendix 1 – Development Committee
Meeting Dates and Business Programme 2023/24 and 2024/25**

Date / Type of Meeting	Agenda Item	Referred/Delegated
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Development Reports going to Other Committees

- Coastal Communities Fund (SIC 27 March 2024)
- Knab Housing sub-Full Business Case (SIC 2024)
- Inter-island Transport Connectivity Network Strategy Strategic Business Case (SIC, TBC)
- British Sign Language Plan (P&R 20 March 2024)
- Community Council Scheme Review (Special SIC 27 March 2024)
- Participation and Engagement Policy (P&R 20 March 2024)

Transport Planning Reports Going to Other Committees

- Taxi Tariff Review (E&T 11 March 2024 and P&R 20 March 2024)
- Fair-isle Ferry Project Full Business Case (SIC 2024)
- Fair Isle Ferry Project Department for Transport/Levelling Up Fund Business Case Determination and Funding Outcome (SIC 2024)
- Regional Transport Strategy Delivery Plan (E&T May 2024)
- Active Travel Delivery Plan (E&T May 2024)

End.