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Date: 25 June 2019

Dear Sir/Madam

You are invited to the following meeting:

**Development Committee**  
**Council Chamber, Town Hall, Lerwick**  
**Monday 1 July 2019 at 2.00pm**

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

Yours faithfully

Executive Manager – Governance and Law

Chair: Alastair Cooper  
Vice-Chair: Stephen Leask

## **AGENDA**

- (a) Hold the circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest – Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.
- (d) Confirm the minutes of the meeting held on 7 May 2019 (enclosed)

**ITEM**

1. Development Performance Report 2018/19  
*DV-09-19*
2. Development Services Directorate Plan 2019-2022  
*DV-10-19*



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## MINUTES

**B – Public**

**Development Committee  
Council Chamber, Town Hall, Lerwick  
Tuesday 7 May 2019 at 10am**

**Present:**

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

**Apologies**

A Duncan              A Manson

**In Attendance (Officers):**

N Grant, Director of Development Services  
A Jamieson, Executive Manager – Housing  
J Manson, Executive Manager – Finance  
T Coutts, Team Leader – Business Development  
W Grant, Commercial Investment Officer  
K Nicolson, Commercial Investment Officer  
M Hodgson, Solicitor  
C Anderson, Senior Communications Officer  
L Adamson, Committee Officer

**Chair:**

Mr Cooper, Chair of the Committee, presided.

**Circular:**

The circular calling the meeting was held as read.

**Declarations of Interest**

Mr T Smith advised in terms of Item 1, Allocation Policy Annual Performance Review, that he was a Board Member of Hjaltland Housing Association (HHA), however he did not intend to leave the meeting during the discussion.

Mr Fraser declared an interest in Item 1, Allocation Policy Annual Performance Review, as a tenant of Hjaltland Housing Association, and a representative on the HHA Scrutiny Panel, and also that his son was currently on the Council and HHA housing waiting lists. Mr Fraser said that having taken advice, he would take part in the discussion and debate.

**Minutes**

The Committee approved the minutes of the meeting held on 5 March 2019 on the motion of Mr T Smith, seconded by Mr Fraser.

**Allocation Policy Annual Performance Review**

The Committee considered a report by the Executive Manager – Housing (DV-14-19-F) that detailed annual performance review information on the housing allocation quota targets contained in the Council's Allocation Policy for the year 2018/19, and recommendations for 2019/20.

In introducing the report, the Executive Manager – Housing outlined an amendment required at Section 4.2, which should read, "The total number of applications on the Housing Register at the end of March 2019 was 587, a marginal decrease since March 2018...". She highlighted a number of quotas and targets, and gave an overview of performance during 2018/19. In terms of proposals for 2019/20, she advised that for Lerwick allocations the quota would remain unchanged, but for an adjustment on Landward allocations which should assist in the prevention of homelessness in rural areas. The Executive Manager – Housing also referred to the Housing Allocation Policy amendments following consultation during March 2019, which were detailed in Appendix 1.

In response to questions, the Executive Manager – Housing explained why it can often take a longer time to re-let some Council properties, where the age of the stock was the main factor. In terms of satisfaction rates, she said that while the Council can learn from the other main housing provider in Shetland, there were also standards to be achieved, and comparisons with other Local Authorities, as part of the Housing Charter, and through membership of the Scottish Housing Network.

During the discussion, reference was made to Appendix 1, where the proposal was noted for the removal of points from the "Fostering and Adoption" category. In that regard, comment was made on the efforts locally to recruit foster and long-term carers, to find permanence for vulnerable young people in Shetland. In making reference to the Council's duties as a Corporate Parent, it was stressed that the "Fostering and Adoption" points should continue to be reflected within the Allocations Policy. The Executive Manager – Housing however explained that the "Fostering & Adoption" category was no longer considered a direct need, and that such circumstances would now be taken account of elsewhere within the overall assessment and reflected within the allocation policy under the "Social Need" category. In response to questions, the Executive Manager – Housing advised on the historic inclusion of the "Fostering and Adoption" category within the Council's Allocations Policy, and as a result of changes to the Housing (Scotland) 2014 Act there has been a move to reduce the number of categories, making the Policy very much based on housing need, with specific requirements picked up elsewhere under other appropriate headings. She advised also on the proposal to reduce the "Social Need" points category to a two tier award of 50 and 100 points, adding that the "Fostering and Adoption" category was relatively low in comparison, as was not a category considered a true reflection of housing needs.

In response to a question, the Executive Manager – Housing said that the 20% response rate to the consultation was considered an acceptable level of return. She advised also on the separate guidance provided to

applicants and tenants, and on the different means to return the surveys to encourage responses.

During debate, Mr Campbell referred to the difficulty within Children's Services to recruit foster and adoptive carers, and he said that the Council should not be deterring that path, but instead to support those willing to come forward to care for children. Mr Campbell said that the points for Fostering and Adoption should not get lost within the heading of Social Need, and he was of the view that the proposal to remove the points should be reversed. Mr Fraser moved that the Committee approve Recommendation 1.1, and that recommendation 1.2, be amended to read, that the Committee approve the recommended amendments to the Allocations Policy as identified at 4.15 and in Appendix 1, but for the points to be retained for "Fostering and Adoption" over and above the "Social Need" category. Mr Campbell seconded, and there was no one otherwise minded.

**Decision:**

The Committee **RESOLVED** to approve:

- the performance reporting targets for 2019/20, as identified at 4.13, and
- the recommended amendments to the Allocations Policy as identified at 4.15 and in Appendix 1, but for the points to be retained for "Fostering and Adoption" over and above the "Social Need" category.

10/19

**Aquaculture and Fisheries Research Funding 2019/20**

The Committee considered a report by the Team Leader – Business Development (DV-11-19-F), which sought approval of funding to the NAFC Marine Centre to provide ongoing development and maintenance of the Shetland Islands Marine Spatial Plan in the financial year 2019/20, and to enable match funding on a case-by-case basis for aquaculture and fisheries research projects that can demonstrate economic development outcomes.

The Team Leader – Business Development summarised the main terms of the report.

During the discussion, it was questioned whether more detail could be provided on the fisheries and aquaculture research projects that have received funding since 2016/17, in terms of outcomes and on the benefits to the community. The Team Leader advised however that some of the research projects were still ongoing, with the findings still to be passed to industry to inform scientific research. The Chair then suggested that following conclusion of the research projects, that a report is prepared later in the year, to inform on the outcomes from the research projects, the industry contributions towards the projects and economic benefits.

In referring to Sections 4.8 to 4.10 of the report, concern was expressed at the declining level of match funding contributions from industry and other funders towards the fisheries and aquaculture research projects during the financial years 2016/17, 2017/18 and 2018/19. In that regard,

comment was made on the apparent unwillingness of industry to participate and support research, which could ultimately be to the industry's benefit. In terms of industry contributions, the Director of Development Services advised on the difficulty to engage directly with industry on overarching research. He reported also on the importance to retain access to funding mechanisms particularly when European funding may not be available going forward. In referring to the research work undertaken through Marine Scotland, the Chair advised on the need for greater dialogue on how research can be jointly funded and to avoid duplication.

During debate, comment was made on the support for the allocation of funds towards fisheries and aquaculture research, but on the need for the projects to demonstrate best value and achieve positive economic outcomes for Shetland.

On the motion of Mr Cooper, seconded by Mr Campbell, the Committee approved the recommendations in the report.

**Decision:**

The Committee **RESOLVED** to approve:

- the commission of NAFC Marine Centre to undertake ongoing maintenance and development of the Shetland Islands Marine Spatial Plan in 2019/20, at a total cost of £47,372.27.
- a budget of £150,000 for the financial year 2019/20 to be used as match-funding for research projects in the aquaculture and fisheries sectors, to be considered by the Council's Economic Development Service on a case-by-case basis.

**In order to avoid the disclosure of exempt information, Mr Cooper moved, Mr Coutts seconded, and the Committee agreed to exclude the public in terms of the relevant legislation during consideration of the following item of business.**

11/19 **Shetland Investment Fund Investment Activity 2018/19**

The Committee considered a report by the Commercial Investment Officers that presented a summary of Council investments in local businesses over the reporting period from 1 April 2018 – 31 March 2019.

In introducing the report, the Commercial Investment Officer (W Grant) summarised the main areas of activity during the financial year. She responded to questions from Members, and the Committee noted the report.

**Decision:**

The Committee NOTED the content of the report and appendices.

The meeting concluded at 10.50am

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Chair





|                            |   |  |
|----------------------------|---|--|
| <b>Meeting(s):</b>         | <b>Development Committee<br/>Shetland College Board<br/>Environment and Transport Committee</b> | <b>1 July 2019<br/>28 August 2019<br/>4 September 2019</b> |
| <b>Report Title:</b>       | <b>Development Directorate Performance Report - 2018/19</b>                                     |  |
| <b>Reference Number:</b>   | <b>DV-09-19-F</b>   |  |
| <b>Author / Job Title:</b> | <b>Neil Grant - Director of Development Services</b>  |  |

**1.0 Decisions / Action Required:**

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

**2.0 High Level Summary:**

2.1 This report summarises the activity and performance of the Development Directorate for 2018/19, enabling Members to analyse its performance against the Directorate’s Service objectives and the Corporate Plan outcomes.

**3.0 Corporate Priorities and Joint Working:**

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

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

**4.0 Key Issues:**

4.1 The Directorate’s objectives as detailed in the Directorate Plan are the outcomes the Directorate aims to deliver in the year. We said “**what we must do in 2018/19**” was:

**PARTICIPATION**

- Support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Shetland’s Partnership Plan, Governance, and Delivery Plans.
- Enable a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland.

- Develop a shared policy approach and arrangements in relation to resilient rural communities. E.g. Islands with small populations.
- Continue to develop the Council's approach to Community Choices/Participatory Budgeting.

## PLACE

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

bus services

- Work with stakeholders to develop a system of fares within internal transport services which help to address inequalities

At the same time we will continue to:

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

## Directorate Achievements in 2018/19

4.2 During 2018/19 the Development Directorate achieved the following:

- **Shetland's Partnership Plan 2018-28**, has been adopted by all Schedule 1 community planning partners and the Plan was launched in August 2018. A draft Delivery Plan has been developed for the four priorities: PARTICIPATION, PEOPLE, PLACE, and MONEY, with planned stakeholder sign off in June 2019.
- **Community Asset Transfer:** South Nesting, transfer of the old school, is an exemplar project from both a community and Council perspective.
- **Islands with Small Populations:** Continue to work with the islands with small populations to develop better coordination of public support services and alignment to achieving community plans.
- **'Building for the Future in Shetland'**: structured engagement with housing developers, building companies and agents to enable new build housing is progressing, with workshops on agreed priorities, Procurement, Skilled Workforce and Business Development and Support having taken place. The Developing Young Workforce group are helping to connect the building sector with schools and the future young workforce. However, a shortage of Planning Officers is creating backlogs in Planning. Special effort is being applied to recruit and backfill Planning posts, supported by Corporate Services and good progress has been made with 4 successful recruitments. The Service has in the meantime kept regular dialogue with developers and effectively managed the backlog and other workloads. The backlog of planning applications is now significantly reducing.
- **'Strategic Housing Investment Plan'**: Current 5 year funded plan to build 316 new affordable homes in the next 5 years
- **Local Development Plan (LDP)** – Call for sites and adverts for submission of interest have been published and will run for a period of 6 months. Further promotion will be done during this period. A detailed report on LDP progress was submitted to the Development Committee on 5 March 2019.

- **Knab Site Masterplan:** The draft Masterplan for the site has gone through public consultation, and was presented to the Development Committee and Council on 11 June 2019. The Masterplan has now been adopted as planning guidance with a condition to further engage local residents on traffic flow and parking issues.
- **Scalloway Making Places Project** has achieved very good community engagement and will help to establish the community priorities and how they can be achieved in future place and service plans. This will ultimately contribute to planning policy for the area.
- **Islands Deal** proposal is being developed, based on attracting young people to the islands to live, work, study. A final version of the Islands Deal is being prepared and is planned to be presented to committee in the September 2019 cycle.
- **Shetland 600MW Inter Connector:** Engagement with UK Government, Ofgem, National Grid, and SE Networks towards a commitment of providing a 600MW link.
- **Shetland Space Centre Project:** Development services are currently engaging with Shetland Space Centre Ltd, HIE, UK Space Agency and other key private sector stakeholders to identify how this very significant opportunity can best be supported and facilitated by the Council.
- **Colleges Merger:** The Full Business Case was approved in December 2018. Implementation under UHI project management resource is progressing. The Shadow Board which will oversee the formation of the new College is currently being recruited to. The Principal Designate post is also currently going through the recruitment process.
- **Developing the Young Workforce (DYW):** Work with Childrens Services, Adult Care Services, Corporate and stakeholders and businesses to increase the number of modern apprentices, and relationships with Businesses, Colleges and Schools.
- **Centre for Rural Creativity:** This project is now making significant progress and is achieving notable inward investment, for local research activity, for example the 'Home and belonging project'
- **Employability Services:** service redesign completed and implemented on 1 January 2019.
- **Fair Funding of Internal Ferry Services:** Outline Business Cases are being progressed in partnership with Transport Scotland to properly identify appropriate specifications for the inter-island transport network. In the meantime, Shetland's revenue ask for 2019/20 has not been fully met in the Scottish Government Budget settlement. Peter Brett Associates have been contracted and are currently working on the Outline Business Cases (OBCs) for Fair Isle, Whalsay and the revenue options of inter-island ferry services, to be completed. Socio-economic Outline Business Cases (OBCs) have been prepared and will be presented to Council on 26 June 2019.
- **Public, School and Adult Social Care Transport:** Specification of the school, public bus network, and Social Care Transport is being developed with specialist support from Peter Brett Associates. The project has reached Strategic Outline Case stage and is being reported during this cycle of Committee meetings.

- **Northern Isles Ferry Services:** ZetTrans officers have been facilitating consultation with Transport Scotland and local stakeholders on the specification of the new contracts which are planned to start in October 2019.
- **North Isles Fibre Network:** UK Government, DCMS funding of £2m has been awarded to build a public sector fibre network to Yell and Unst. Detailed design work is progressing and implementation is targeted for 2019/20.

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

### Financial Performance

4.4 The Directorate has spent £17.717m in controllable costs in the 2018/19 financial year, an overspend of £3.554m compared to the Directorate's approved budget of £14.323m. The primary driver of this overspend is the decision to cover the pension cessation costs associated with the merger of the tertiary sector in Shetland, as well as delays to the Tertiary Education Review project which means that savings anticipated from this project will not be realised in the current financial year, increased cost of providing public transport and public transport redesign costs. There is also a commitment of £161k to carry forward for service delivery in 2019/20. See appendix F for more details.

4.5 The Shetland College has spent £294k to cover all of its net costs, requiring £1.003m contribution from the Shetland Islands Council to do so. Train Shetland have spent £246k in controllable costs, an overspend of £110k when compared to the service's budget of £136k. See appendix G for more details.

4.6 When compared to projected overspend earlier in the year, the Director of Development has sought to mitigate the projected overspend through a combination of the following actions:

- Management of the Colleges Merger project and project funding from the Scottish Funding Council;
- Planning Service Recruitment;
- Implementation of the Review of Economic Development Services;
- Finding further efficiencies across all services;
- Sharing of project costs with Community Planning partners; and
- Pursuing commercial opportunities relating to telecoms infrastructure

4.7 Included within the service revenue budget are the following service redesign saving proposals:

- £250k – Tertiary Sector Redesign: Following the conclusion of the Full Business Case for the tertiary merger, it is anticipated that that savings will not be achieved until 2020/21. Actions being taken include prioritising this project to ensure that it can be delivered to the target vesting date of 6 January 2020; minimising costs associated with the project by obtaining funding from the Scottish Funding Council; and seeking efficiencies across the Development Directorate over the course of the year to meet the 2018/19 shortfall.

- £40k – Promote Shetland Contract: this contract has been awarded, and savings of £33k per annum realised. Action to achieve the remaining £7k saving will be taken across all budget areas as the year progresses.

4.8 The projected contribution from the Housing Revenue Account Reserve is £1.643m, which is £354k more than budgeted. Please see appendix H for more details.

4.9 Appendices F, G and H are attached for detailed information on the Revenue and Housing Revenue Account outturn position.

### **Risk and Service Challenges**

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

- Colleges Integration - plans are now progressing to implement the Full Business Case. The planned vesting date is 6 January 2020.
- Homelessness and Temporary Accommodation - we continue to experience significant pressure on housing stock particularly in the Lerwick area, leading to long periods in temporary accommodation.
- Islands with small populations - we are already experiencing reducing numbers in some of the communities and difficulties in meeting need for example island fire crew required for island air services. Good progress is being made in engagement with these communities to develop future plans through the Islands with Small Populations project.
- We continue to experience difficulty in recruiting to posts within the service notably Planning Service posts where there is an acute national shortage of qualified staff. The Planning Service has undertaken a successful pilot project, supported by Human Resources and Corporate Services, to recruit to vacant posts which resulted in successful recruitment to some of the vacancies.

4.11 Appendix D is an Infographic which provides the Committee with a range of statistics to show the activities and outputs of the Directorate.

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

### **5.0 Exempt and/or Confidential Information:**

5.1 None.

### **6.0 Implications:**

**6.1 Service Users, Patients and Communities:**

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

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| <b>6.2<br/>Human Resources<br/>and Organisational<br/>Development:</b> | <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>  |
| <b>6.3<br/>Equality, Diversity<br/>and Human Rights:</b>               | <p>The Directorate carries out Integrated and Equalities Impact Assessments to ensure its services are supporting those most in need and not making inequalities worse.</p> <p>There are some recent examples of best practice within the Service; for example, the ZetTrans pilot which has enabled at least 7 people to move into employment, without cost to any public service.</p>   |
| <b>6.4<br/>Legal:</b>  | <p>The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.</p>  |
| <b>6.5<br/>Finance:</b>  | <p>There are no direct financial implications arising from this report. The actions, measures and risk management described in this report have been delivered within existing approved budgets.</p>  |
| <b>6.6<br/>Assets and Property:</b>                                    | <p>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.</p>  |
| <b>6.7<br/>ICT and New<br/>Technologies:</b>                           | <p>Limitations of the Shetland wide Broadband and Mobile networks impact on delivery of services which require remote access to digital networks and databases.</p>   |
| <b>6.8<br/>Environmental:</b>  | <p>The Directorate works closely with Infrastructure and other Directorates to reduce energy usage and carbon emissions.</p>  |
| <b>6.9<br/>Risk Management:</b>  | <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> |
| <b>6.10<br/>Policy and Delegated<br/>Authority:</b>                    | <p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p>   |

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

**Contact Details:**

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24 June 2019

**Appendices:**

- Appendix A - Progress on the Directorate Projects and Actions (Development Committee, Environment and Transport Committee, Shetland College Board)
- Appendix B – Key Directorate Indicators and Council Wide Indicators (Development Committee, Environment and Transport Committee, Shetland College Board)
- Appendix C – Complaints Summary (Development Committee Only)
- Appendix D – Development Infographic (Development Committee, Environment and Transport Committee, Shetland College Board)
- Appendix E – Risk Register (Development Committee Only)
- Appendix F – Development Directorate, Revenue Outturn Position (Development Committee Only)
- Appendix G - Shetland College, Revenue Outturn Position (Shetland College Board Only)
- Appendix H - Housing Revenue Account, Outturn Position (Development Committee)

**Background Documents:**

Directorate Plan 2019-22 (link to be created following approval of the Directorate Plan)

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

Generated on: 21 June 2019

## Shetland Partnership Plan 2018-2028

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

| Code & Title                     | Description  | Long-term Outcome   | Dates             |             | Progress  | Progress Statement  |
|----------------------------------|--|---|-------------------|-------------|---|---|
| SP568 Shetland Partnership       | Development of Shetland's Partnership Plan, associated delivery plans and establishment of new governance arrangements | <b>Community Strength:</b><br>People in Shetland will be feeling more empowered, listened to and supported to take decisions on things that affect them, and to make positive changes in their lives and their communities. | Planned Start     | 01-Apr-2017 |  | Shetland's Partnership Plan 2018-28 was formally signed off by all 14 statutory partners in July 2018 with publication and launch following in August 2018. Interim Management and Leadership arrangements have been put in place whilst the proposed Delivery Planning and Partnership Framework arrangements are being developed. |
|                                  |  |   | Actual Start      | 17-Aug-2017 |   |   |
| Lead                             |  |   | Original Due Date | 31-Mar-2018 | Expected success  |   |
|                                  |  |   | Due Date          | 31-May-2019 |  |   |
| Community Planning & Development |  |   | Completed Date    |             |   |   |

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

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| Code & Title  | Description   | Long-term Outcome                                      | Dates          |                  | Progress  | Progress Statement   |
|---|---|--|----------------|------------------|---|--|
| DP200 Increase supply of housing across all tenures | Deliver refreshed Local Housing Strategy and Local Development Plan Main Issues Report in 2018, and increase confidence and engagement of developers to build in Shetland<br>a) Local Development Plan 2<br>b) Knab site Master Plan<br>c) Local Housing Strategy Refresh<br>d) Strategic Housing Investment Plan<br>e) Work closely with local builders developers and agents to increase house build. | Housing supply is facilitating an increased population | Planned Start  | 01-Apr-2017      |  | a) LDP2 Call for sites is currently open, and is running for a 6 month period.<br>b) Knab Master Plan will be presented to Committee on 10 June, with recommendation for public consultation.<br>c) Housing Needs and Demand Assessment is currently being assessed by Scottish Government CHMA team<br>d) SHIP update submitted to Government, which optimises build programme of affordable housing over the next 5 years.<br>e) We are continuing to work with builders and agents to discuss opportunities to increase public and private sector new build in Shetland. Workshops have been held on Procurement, and Workforce Development, and further workshop on Business Support is being planned.<br><br>Acute shortage of staff in Planning and Building Standards is being addressed, with four successful recruitments so far. Impact on Planning Application and Building Warrant times is being managed, and developers have been kept informed. |
|   |   |  | Actual Start   | 17-Aug-2017      |   |  |
| Original Due Date                                   |   |  | 01-Apr-2020    | Expected success |   |  |
| Lead  |   |  | Due Date       | 01-Apr-2020      |  |  |
| Development Services Directorate                    |   |  | Completed Date |                  |   |  |

| Code & Title                          | Description   | Long-term Outcome   | Dates          |                  | Progress  | Progress Statement  |
|---------------------------------------|---|---|----------------|------------------|---|---|
| DP204 Digital and mobile connectivity | Work with Scottish Government to influence rollout of broadband and mobile services in Shetland under the Government R100 plan, and identify where there are business cases for council engagement in provision of services and infrastructure.<br>a) Find means to develop fibre network in Yell Unst and Fetlar.<br>b) Develop a Digital Strategy for the Council | Achieve 100% high speed broadband and mobile coverage throughout Shetland | Planned Start  | 01-Apr-2017      |    | UK Government Full Fibre Challenge Fund bid for fibre network to North Isles has been successful with £2m award and details are being worked through with DCMS (Dept for Digital, Culture, Media) regarding delivery of the project.<br><br>April 2021 is the target date for completion of the Scottish Government R100 programme. |
|                                       |   |   | Actual Start   | 17-Aug-2017      |   |   |
| Original Due Date                     |   |   | 01-Apr-2021    | Expected success |   |   |
| Lead                                  |   |   | Due Date       | 01-Apr-2021      |  |   |
| Development Services Directorate      |   |   | Completed Date |                  |   |   |

| Code & Title  | Description  | Long-term Outcome  | Dates             |             | Progress   | Progress Statement   |
|---|--|--|-------------------|-------------|--|--|
| DP208 The Council's future role in the port of Sullom Voe<br><br>Lead | Work with the Sullom Voe Terminal owners, Shetland gas Plant, and Oil & Gas Authority to develop future plans for the terminal | Maximise the economic life of the Terminal and the port of Sullom Voe. | Planned Start     | 31-Mar-2018 | <br> | The Oil & Gas Authority (OGA) identify Shetland and Sullom Voe as a key hub for East of Shetland, West of Shetland and North of Shetland Oil and Gas developments. They also recognise the potential that the Sullom Voe Hub (The Sullom Voe Terminal, The Port of Sullom Voe and Shetland Gas Plant) could have for diversification and development to participate in significant new energy opportunities.<br>All parties involved in the East, West and North of Shetland are now looking at medium and long term issues and options as North Sea Oil production declines, West of Shetland crude oil production is increasing whilst West of Shetland, and potentially North of Shetland, Gas exploration and production options are being investigated actively.<br>Major energy companies are now also increasingly looking to understand how their businesses can migrate toward lower carbon futures and to develop their understanding and capabilities in these emerging sectors.<br>Developing an effective partnership between all relevant parties is potentially one of the most effective outcomes from current SVT-Clair review activity.<br>Areas of potential interest already identified include: <ul style="list-style-type: none"> <li>• Support for transferable energy skills, research activity and energy skills development</li> <li>• Further potential for the "Sullom Voe Hub" and new business development</li> <li>• Support for the migration of Oil &amp; Gas energy activity to a lower carbon future</li> <li>• Development of best practice in environmental monitoring, environmental protection and environmental impact mitigation.</li> <li>• Development of skills and capability in onshore decommissioning and infrastructure redevelopment</li> </ul> 4.6 Realising these opportunities will be best achieved through effective partnership working. |
|   |  |  | Actual Start      | 31-Mar-2018 |  |  |
|   |  |  | Original Due Date | 01-Sep-2020 | Expected success   |  |
|   |  |  | Due Date          | 01-Sep-2020 |   |  |
| Development Services Directorate; Infrastructure Services Directorate |  |  | Completed Date    |             | Likely to meet target  |  |

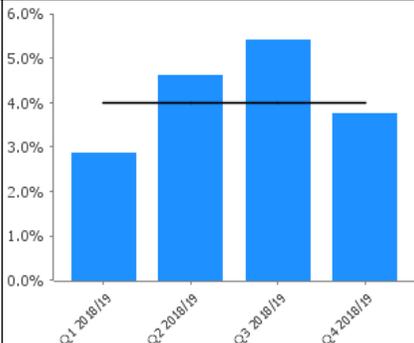
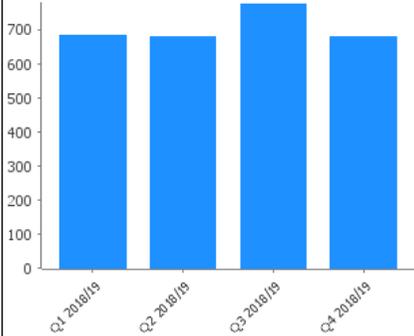
Money

All households can afford to have a good standard of living

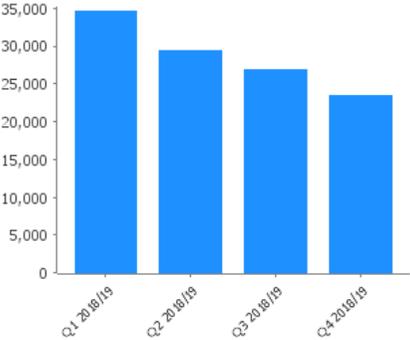
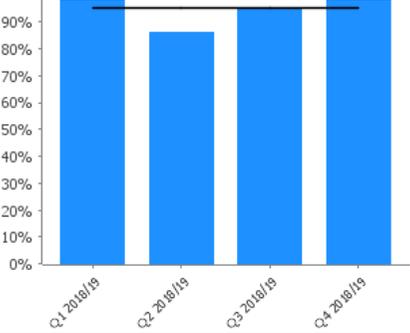
| Code & Title   | Description   | Long-term Outcome                                    | Dates             |             | Progress  | Progress Statement  |
|--|---|--|-------------------|-------------|---|---|
| DP203 Support for local businesses and entrepreneurs<br><br>Lead<br><br>Development Services Directorate | Promote Enterprise and provide support for local businesses.<br>a) Develop an Islands Deal along with Orkney and Western Isles. The deal will have a key focus on increasing Shetland's economically active population.<br>b) Work with Community Planning Partners to Develop a 10 year plan to attract people to Shetland to live, work, study, invest<br>c) Develop a plan to manage opportunities and risks created by Brexit.<br>d) Develop a plan for the Council's engagement in Satellite launch and ground tracking centre in Shetland | Sustainable economy with access to skilled workforce | Planned Start     | 01-Apr-2017 |  | a) The Islands Deal project is being progressed along with Orkney and Western Isles.<br><br>b) Various work streams are being progressed regarding talent attraction, including Promote Shetland activity<br><br>c) Various partner and stakeholder meetings and workshops have been held to identify risks, mitigating actions and business continuity plans.<br><br>d) The Council is working closely with the Shetland Space Centre, to develop satellite Tracking Ground Station and Launch Facilities. |
|  |   |  | Actual Start      | 17-Aug-2017 |   |   |
|  |   |  | Original Due Date | 01-Apr-2019 | Expected success  |   |
|  |   |  | Due Date          | 01-Sep-2019 |  |   |
|  |   |  | Completed Date    |             |   |   |

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

Generated on: 21 June 2019

| Code & Short Name                                 | Previous Years |         | Quarters   |            |            |            | Q4 2018/19   | Target   | Graphs  | Past performance & future improvement Statements |
|---|----------------|---------|------------|------------|------------|------------|--|--|---|--|
|   | 2017/18        | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |  |  |   |  |
|   | Value          | Value   | Value      | Value      | Value      | Value      |  |  |   |  |
| OPI-4C-G Sick %age - Development Directorate      | 2.8%           | 4.2%    | 2.9%       | 4.6%       | 5.4%       | 3.7%       | 4.0%   |   | The sickness level for the Development Directorate continues to be monitored. |  |
| OPI-4E-G Overtime Hours - Development Directorate | 3,204          | 2,812   | 682        | 677        | 775        | 678        |  | The Development Directorate overtime hours have increased slightly. Overtime continues to be managed on a pre-authorisation basis. |   |  |

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| Code & Short Name   | Previous Years |         | Quarters   |            |            |            | Q4 2018/19 | Target  | Graphs  | Past performance & future improvement Statements |
|---|----------------|---------|------------|------------|------------|------------|------------|---|---|--|
|   | 2017/18        | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |            |   |   |  |
|   | Value          | Value   | Value      | Value      | Value      | Value      |            |   |   |  |
| OPI-4G-G Employee Miles Claimed - Development Directorate         | 128,880        | 114,385 | 34,677     | 29,436     | 26,895     | 23,377     |            |  | Miles claimed is monitored regularly, with a recent decrease. |  |
| G01 FOISA responded to within 20 day limit - Development Services | 93.25%         | 94.25%  | 98%        | 86%        | 95%        | 98%        | 95%        |  | 41 out of 42 answered within 20 working days                  |  |

| Code & Short Name   | Previous Years |         | Quarters   |            |            |            | Q4 2018/19 | Target  | Graphs   | Past performance & future improvement Statements |
|---|----------------|---------|------------|------------|------------|------------|------------|---|--|--|
|   | 2017/18        | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |            |   |  |  |
|   | Value          | Value   | Value      | Value      | Value      | Value      |            |   |  |  |
| GD-02 Success rate - external funding applied for by community groups (%) | 72.66%         | 67.82%  | 80%        | 54.54%     | 68.75%     | 68%        | 66.66%     | <p>The bar chart displays the success rate for external funding by quarter. The y-axis represents the success rate percentage from 0% to 80%. The x-axis lists the quarters: Q1 2018/19, Q2 2018/19, Q3 2018/19, and Q4 2018/19. The success rates are 80% for Q1, 54.54% for Q2, 68.75% for Q3, and 68% for Q4. A horizontal target line is drawn at 66.66%.</p> | <p>In Q4, staff in CP&amp;D have assisted with 1 new external funding application but the decision is unknown at end of the monitoring period.</p> <p>However during the quarter decisions were received on 9 applications previously submitted, with 6 of the 9 bids successful. This is a success rate of 66% for the period is on target, with the year to date overall success rate revised to 68%. The end of year result has concluded with the target being marginally exceeded.</p> <p>During Q4, the Council's External Funding Officer (EFO) was in contact with a number of external funding bodies. The EFO is working with a national funding body to host a funding event in June 2019. In March, the EFO also delivered training to Community Councils which included information about potential external funding opportunities, and tips on how to make a good funding application.</p> <p>External funding landscape continues to be very competitive.</p> |  |

| Code & Short Name  | Previous Years |           | Quarters   |            |            |            | Q4 2018/19 | Target  | Graphs   | Past performance & future improvement Statements |
|--|----------------|-----------|------------|------------|------------|------------|------------|---|--|--|
|  | 2017/18        | 2018/19   | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |            |   |  |  |
|  | Value          | Value     | Value      | Value      | Value      | Value      |            |   |  |  |
| GD-03 External funding secured by Community Groups         | 1,116,110      | 1,493,724 | 138,585    | 18,581     | 1,059,180  | 277,378    | 125,000    |   | <p>In Q4, a further 1 new funding application was submitted - decision as yet unknown.</p> <p>During the period decisions on 9 applications were received; 6 of which were successful, thereby securing a total of £277,378.38 for local groups and projects.</p> <p>At the end of Q4 there are currently 2 applications awaiting a decision.</p> <p>Overall for financial year 2018/19 staff in CP&amp;D have assisted local groups and projects to secure a total of £1,493,724 for local groups and projects – this sum significantly exceeds the annual target.</p> <p>During Q4, the Grants Unit issued a total of 21 updates via its funding mailing list which reaches over 200 contacts from a wide range of community groups, partners and Council officials.</p> <p>The External Funding Officer (EFO) had contact with a number of external funding bodies and is in discussion with a national funding body with a view to hosting a funding event in June 2019.</p> |  |
| GE-05 Numbers accessing Business Gateway Start Up Services | 95             | 135       | 46         | 46         | 37         | 6          |            | <p>Business Gateway is a Scottish Government resource that offers advice and guidance to start up and established companies across Scotland, and in Shetland is administered through SIC Economic Development Service.</p> <p>Overall, there has been an increase from the previous year. The decrease in quarter 4 is mainly due to a reporting issue. The advice &amp; guidance provided during the quarter will be captured in the next quarter.</p> |  |  |

| Code & Short Name   | Previous Years |         | Quarters   |            |            |            | Q4 2018/19 | Target   | Graphs  | Past performance & future improvement Statements |            |     |            |     |            |     |            |     |  |
|---|----------------|---------|------------|------------|------------|------------|------------|--|---------|--|------------|-----|------------|-----|------------|-----|------------|-----|--|
|   | 2017/18        | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |            |  |         |  |            |     |            |     |            |     |            |     |  |
|   | Value          | Value   | Value      | Value      | Value      | Value      |            |  |         |  |            |     |            |     |            |     |            |     |  |
| GH-05 Average length of time in temporary or emergency accommodation (Days) | 500            | 365     | 325        | 355        | 338        | 357        |            | <table border="1"> <caption>Data for GH-05 Graph</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>325</td> </tr> <tr> <td>Q2 2018/19</td> <td>355</td> </tr> <tr> <td>Q3 2018/19</td> <td>338</td> </tr> <tr> <td>Q4 2018/19</td> <td>357</td> </tr> </tbody> </table> | Quarter | Value  | Q1 2018/19 | 325 | Q2 2018/19 | 355 | Q3 2018/19 | 338 | Q4 2018/19 | 357 | The average time in temporary accommodation by case has decreased, but still remains high. This demonstrates the pressures on housing stock and demand. A similar figure is submitted to the Scottish Housing Regulator which is based on different types of temporary accommodation which also shows a decrease in trend. |
| Quarter   | Value          |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q1 2018/19  | 325            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q2 2018/19  | 355            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q3 2018/19  | 338            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q4 2018/19  | 357            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| GH-08 Number of Homeless Applications Made                                  | 127            | 117     | 31         | 26         | 26         | 34         |            | <table border="1"> <caption>Data for GH-08 Graph</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>31</td> </tr> <tr> <td>Q2 2018/19</td> <td>26</td> </tr> <tr> <td>Q3 2018/19</td> <td>26</td> </tr> <tr> <td>Q4 2018/19</td> <td>34</td> </tr> </tbody> </table>     | Quarter | Value  | Q1 2018/19 | 31  | Q2 2018/19 | 26  | Q3 2018/19 | 26  | Q4 2018/19 | 34  | A total of 117 households have made homeless presentations during 2018/2019 which is a slight decrease from the 2017/2018. Preventative work is carried out where possible, where housing options are considered.  |
| Quarter   | Value          |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q1 2018/19  | 31             |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q2 2018/19  | 26             |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q3 2018/19  | 26             |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q4 2018/19  | 34             |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| GH-09 The number of housing applications on housing register                | 578            | 587     | 571        | 575        | 565        | 587        |            | <table border="1"> <caption>Data for GH-09 Graph</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>571</td> </tr> <tr> <td>Q2 2018/19</td> <td>575</td> </tr> <tr> <td>Q3 2018/19</td> <td>565</td> </tr> <tr> <td>Q4 2018/19</td> <td>587</td> </tr> </tbody> </table> | Quarter | Value  | Q1 2018/19 | 571 | Q2 2018/19 | 575 | Q3 2018/19 | 565 | Q4 2018/19 | 587 | The number of active housing applications on the register remains similar over the last few quarters, with a high demand for social housing.   |
| Quarter   | Value          |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q1 2018/19  | 571            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q2 2018/19  | 575            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q3 2018/19  | 565            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |
| Q4 2018/19  | 587            |         |            |            |            |            |            |  |         |  |            |     |            |     |            |     |            |     |  |

| Code & Short Name  | Previous Years |         | Quarters   |            |            |            | Q4 2018/19  | Graphs  | Past performance & future improvement Statements |            |       |            |       |            |      |            |       |  |
|--|----------------|---------|------------|------------|------------|------------|---|---------|--|------------|-------|------------|-------|------------|------|------------|-------|--|
|  | 2017/18        | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |   |         |  |            |       |            |       |            |      |            |       |  |
|  | Value          | Value   | Value      | Value      | Value      | Value      |   |         |  | Target     |       |            |       |            |      |            |       |  |
| GP-01 Average days taken to obtain a building warrant    | 54             | 54      | 58         | 47         | 59         | 51         | <table border="1"> <caption>GP-01 Average days taken to obtain a building warrant</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>58</td> </tr> <tr> <td>Q2 2018/19</td> <td>47</td> </tr> <tr> <td>Q3 2018/19</td> <td>59</td> </tr> <tr> <td>Q4 2018/19</td> <td>51</td> </tr> </tbody> </table>               | Quarter | Value  | Q1 2018/19 | 58    | Q2 2018/19 | 47    | Q3 2018/19 | 59   | Q4 2018/19 | 51    | <p>In Q4, 48 warrants were issued which is comparable to the previous quarter (50). However, the average time taken has reduced to 51 days compared to 59 days in Q3. This has been achieved despite 2 out of 4 building standards surveyor positions remaining vacant.</p> <p>In comparison to 2017/2018, there has been a slight decrease in the number of warrants granted (229 to 212) but the average number of days taken has remained the same (54 days).</p> |
| Quarter  | Value          |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q1 2018/19   | 58             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q2 2018/19   | 47             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q3 2018/19   | 59             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q4 2018/19   | 51             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| GP-02 % planning applications dealt with within 2 months | 55.1%          | 36%     | 75.4%      | 46.9%      | 7.3%       | 13.2%      | <table border="1"> <caption>GP-02 % planning applications dealt with within 2 months</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>75.4%</td> </tr> <tr> <td>Q2 2018/19</td> <td>46.9%</td> </tr> <tr> <td>Q3 2018/19</td> <td>7.3%</td> </tr> <tr> <td>Q4 2018/19</td> <td>13.2%</td> </tr> </tbody> </table> | Quarter | Value  | Q1 2018/19 | 75.4% | Q2 2018/19 | 46.9% | Q3 2018/19 | 7.3% | Q4 2018/19 | 13.2% | <p>The Planning Service has had many vacant posts recently. The impact of professional vacancies on service delivery has been significant. Added to this a the high proportion of remaining experienced staffing resources having to be directed to work on large projects and applications, adding to the pressure. There has been a successful recruitment drive which will lead to improved performance and the reduction of application backlogs.</p>            |
| Quarter  | Value          |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q1 2018/19   | 75.4%          |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q2 2018/19   | 46.9%          |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q3 2018/19   | 7.3%           |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q4 2018/19   | 13.2%          |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| GP-10t Housing completions (Private & Affordable)        | 103            | 62      | 12         | 27         | 12         | 11         | <table border="1"> <caption>GP-10t Housing completions (Private &amp; Affordable)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>12</td> </tr> <tr> <td>Q2 2018/19</td> <td>27</td> </tr> <tr> <td>Q3 2018/19</td> <td>12</td> </tr> <tr> <td>Q4 2018/19</td> <td>11</td> </tr> </tbody> </table>               | Quarter | Value  | Q1 2018/19 | 12    | Q2 2018/19 | 27    | Q3 2018/19 | 12   | Q4 2018/19 | 11    | <p>In 2018/2019, there were 62 house completions. Of these, 46 were private and 16 were affordable. The majority of completions were in the Central area.</p>  |
| Quarter  | Value          |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q1 2018/19   | 12             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q2 2018/19   | 27             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q3 2018/19   | 12             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |
| Q4 2018/19   | 11             |         |            |            |            |            |   |         |  |            |       |            |       |            |      |            |       |  |

## 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: 21 June 2019

| Short Name   | Years   |         |         | 2 years ago | Last year  | This year  |
|--|---------|---------|---------|-------------|------------|------------|
|  | 2016/17 | 2017/18 | 2018/19 | Q4 2016/17  | Q4 2017/18 | Q4 2018/19 |
|  | Value   | Value   | Value   | Value       | Value      | Value      |
| Sickness Percentage - Whole Council                    | 3.1%    | 4.0%    | 4.1%    | 4.1%        | 5.2%       | 4.6%       |
| Sick %age - Chief Executive's "Directorate"            | 1.2%    | 2.9%    | 2.8%    | 2.0%        | 5.9%       | 3.2%       |
| Sick %age - Children's Services Directorate            | 2.5%    | 3.6%    | 3.5%    | 3.3%        | 5.2%       | 4.0%       |
| Sick %age - Community Health & Social Care Directorate | 5.2%    | 6.3%    | 5.9%    | 7.4%        | 7.0%       | 7.0%       |
| Sick %age - Corporate Services Directorate             | 1.9%    | 2.6%    | 1.6%    | 2.4%        | 2.4%       | 1.8%       |
| Sick %age - Development Directorate                    | 2.9%    | 2.8%    | 4.2%    | 3.1%        | 3.6%       | 3.7%       |
| Sick %age - Infrastructure Directorate                 | 2.5%    | 3.3%    | 3.9%    | 2.7%        | 4.5%       | 4.4%       |

## Appendix C - Complaints - Development Directorate

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

Generated on: 21 June 2019

# DEVELOPMENT SERVICES REVIEW OF THE YEAR 2018/19

**62** NEW HOUSES BUILT  
**46** PRIVATE  
**16** AFFORDABLE  
**183** COUNCIL HOUSE LETS

**NORTH ISLES**  
**5** HOUSE COMPLETIONS  
**30** COUNCIL HOUSE LETS

**NORTH MAINLAND**  
**8** HOUSE COMPLETIONS  
**36** COUNCIL HOUSE LETS

**WEST MAINLAND**  
**3** HOUSE COMPLETIONS  
**5** COUNCIL HOUSE LETS

**CENTRAL MAINLAND**  
**26** HOUSE COMPLETIONS  
**21** COUNCIL HOUSE LETS

**LERWICK & BRESSAY**  
**9** HOUSE COMPLETIONS  
**78** COUNCIL HOUSE LETS

**SOUTH MAINLAND**  
**11** HOUSE COMPLETIONS  
**13** COUNCIL HOUSE LETS

**2.2m** passengers and vehicle journeys on transport services throughout Shetland an overall **4%** decrease from previous year

**£843k** approved for **16** new **LEADER** projects funded by **SRDP**

**business gateway** **34** new business start-ups assisted through Business Gateway

**£240k** awarded to **17** business and community projects supported through the **Economic Development Grant Scheme** securing **£640k** of external funding

**£1.49m** of external funding secured by **11** different community projects and **2** SIC projects with our help

**20** community organisations benefited from **£63,000** after **1200** people voted in **4** different PB projects

✓ **Shetland Community Choices**

## TRAINSHETLAND

**212** courses  
**1,978** delegates

Over **95%** of our customers rated us **5/5** as providing excellent service

**177** apprentices in training

**84** new Vocational Training starts compared to **74** last year

**69** learners of **20** different nationalities supported by Adult Learning to develop their English through our ESOL programmes

**120** learners supported with core skills of literacy, numeracy, communication and digital skills

**77.8%** Highest full-time Further Education achievement rate in **Scotland** achieved by our Joint Tertiary Sector **Shetland College** and **Train Shetland**



Risk Register - Development

| Risk & Details  | Current        |             |              | Current and Planned Control Measures   | Target      |             |              | Responsible Officer | Business Unit        |
|---|----------------|-------------|--------------|--|-------------|-------------|--------------|---------------------|----------------------|
|   | Likelihood     | Impact      | Risk Profile |  | Probability | Impact      | Risk Profile |                     |                      |
| <b>Category</b>   |                |             |              |  |             |             |              |                     |                      |
| <b>Directorate</b>  |                |             |              |  |             |             |              |                     |                      |
| <b>Corporate Plan</b>   |                |             |              |  |             |             |              |                     |                      |
| <i>C1. Economy and Housing - Promote Enterprise</i>   |                |             |              |  |             |             |              |                     |                      |
| <p>Planning suffers from acute national shortage of qualified staff, general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition.</p> <p>Trigger : Resignation, retirement, Consequences : Impact on service delivery, workload on staff and consequent impact. Risk type : Key staff - loss of Reference - C0017</p>   | Almost Certain | Significant | High         | <p>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;</p> <p>*Ten year plan to attract people to live, work, study and invest in Shetland has been adopted by the Shetland Partnership</p> <p>*Management to look to extending the 'grow your own/' trainee posts;</p> <p>*Careful monitoring of the impact of policy interventions such as market forces;</p> <p>*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.</p> <p>*Successful recruitment pilot completed in Planning Service</p> | Possible    | Significant | Medium       | Neil Grant          | Development Services |
| <p>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.</p> <p>Trigger : Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc.</p> <p>Consequences : Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity</p> <p>Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Reference - C0018</p>  | Likely         | Significant | High         | <p>Ensure projects are a priority activity in achieving the Outcomes identified in the Corporate Plan 2016-20, "Our Plan 2016-2020" and Shetland's Partnership Plan and ensure proper process for identifying and allocating project resource;</p> <p>Train staff and adhere to standing orders, on-going staff training on employment practices, H &amp; S, ensure risk assessments are current, communicated and complied with;</p> <p>All staff to make themselves aware of the ICT security policy - <a href="http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf">http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf</a> (Exec summary on page 5).</p>   | Unlikely    | Minor       | Low          | Neil Grant          | Development Services |
| <b>Corporate Plan</b>   |                |             |              |  |             |             |              |                     |                      |
| <i>E1. Connection and Access - Community transport solutions</i>  |                |             |              |  |             |             |              |                     |                      |
| <p>C0027 - Central Gov Funding Issues - Central Gov Funding Issues - Provision of Air and Ferry Services, Revenue and Capital Funding - subject to Inter-Island Transport Review, and work ongoing with Scottish Government and Transport Scotland.</p> <p>Trigger : Scottish Government decision not to support Revenue and Capital cost of service. Delay in Scottish Government's decision beyond next year. Islands Deal. Brexit also can affect this risk.</p> <p>Consequences : Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure for ferries and Development for air contract.</p> <p>Risk type : Central Gov Funding Issues Reference - C0027</p>                                      | Possible       | Minor       | Medium       | <p>The Council has worked with the Scottish Government using Transport Methodology and Business Case planning to identify specific funding for inter island transport.</p> <p>*A joint statement on Fair Funding has been prepared by Shetland and Orkney Islands Councils to clarify funding amounts and timescales with Scottish Government Ministers.</p> <p>*Funding request for 2019/20 revenue budget and capital costs.</p>   | Possible    | Extreme     | High         | Neil Grant          | Development Services |
| <b>Corporate Plan</b>   |                |             |              |  |             |             |              |                     |                      |
| <i>F1. Our "20 by '20" - Leadership &amp; Management</i>  |                |             |              |  |             |             |              |                     |                      |
| <p>Council commitment to partnership working. This became a statutory requirement following implementation of the Community Empowerment Act 2015.</p> <p>Trigger : There is a risk that the Council as lead for Shetland's Community Planning Partnership fails to engage effectively with all partners to develop a coherent Partnership Plan</p> <p>Consequences : Censure/ action against the Council for failing to comply with legislation, Failure to achieve the best outcomes for the community.</p> <p>Risk type : Partnership working failure Reference - C0030</p>   | Possible       | Major       | High         | <p>Community Planning is supported by the Community Planning and Development Team in the Development Department. Seminars and wider engagement activities were delivered, including collaboration regarding locality working which informs strategic planning for Health &amp; Social Care Services</p> <p>*An interim management and leadership team to progress Shetland's Partnership Plan workstreams and governance.</p> <p>*Shetland's Partnership Plan was agreed and launched in August 2018.</p>  | Unlikely    | Major       | Medium       | Neil Grant          | Development Services |
| <p>Failure to deliver the College merger would result in an unsustainable tertiary sector within Shetland. A Full Business Case for merger was agreed in December 2018, with targeted vesting date August 2020. We are working with SFC and UHI to recruit a Project Manager for the implementation phase (expected by end of February 2019), though the SIC element of the implementation team is already in place, to support the Project Manager and the Principal Designate once appointed.</p> <p>Trigger : Project management failure, partner failure, project resources.</p> <p>Consequences : Failure to deliver a sustainable and affordable model for tertiary education, training and research.</p> <p>Risk type : Professional - Other Reference - C0031</p> | Unlikely       | Significant | Medium       | <p>Implementation Plan has been prepared*Project Manager and Shadow Board to be put in place quickly, and partner project team participants to be identified.</p>  | Unlikely    | Minor       | Low          | Neil Grant          | Development Services |
| <b>Corporate Plan</b>   |                |             |              |  |             |             |              |                     |                      |
| <i>F5. Our "20 by '20" - Standards of Governance</i>  |                |             |              |  |             |             |              |                     |                      |

|   |          |             |        |   |          |             |        |                                    |                      |
|---|----------|-------------|--------|---|----------|-------------|--------|------------------------------------|----------------------|
| Development Directorate is managing a number of significant projects of strategic importance, including Community Empowerment Act, Part 2, Colleges Merger; Internal and External Ferries; Outer Isles Transport; Economic Development Service Restructure, Commercial Lending; Participatory Budgeting; Strengthening Community Involvement; High Speed Broadband; Local Housing Strategy; Local Development Plan; Energy Strategy; Shetland's Partnership Plan 2018-2028<br>Trigger : Focus or priority could be wrong<br>Consequences : Wasted resources, negative impact on wider community, Financial cost, bad publicity<br>Risk type : Strategic priorities wrong<br>Reference - C0019 | Possible | Major       | High   | • Ensure projects are a priority activity in achieving the Outcomes identified in the Corporate Plan<br>• Ensure projects are a priority activity in achieving the Outcomes identified in the Corporate plan 2016-20 and Shetland's Partnership Plan 2018 - 2018 and ensure proper process for identifying and allocating project resource. | Unlikely | Significant | Medium | Neil Grant<br>Development Services | Development Services |
| Development Service delivers a service with reducing resources and constraints including the MTFP.<br>Trigger : Reduced and reducing budget, fewer staff - requirement to accommodate and work within 20% / (£20 million reduction across the organisation) in resources over 4 years<br>Consequences : Impact on service, workload has to be managed by fewer staff, stress, impact on service users & communities<br>Risk type : Economic / Financial - Other<br>Reference - C0021  | Likely   | Significant | High   | • Prioritisation of actions under the Service Redesign Programme and Business Transformation Programme  | Possible | Significant | Medium | Neil Grant<br>Development Services | Development Services |
| Development Service / the Council works in a number of areas and necessarily publishes information on its activities<br>Trigger : Failure to share information, poor management of communications/ poor communication with service users/ members of the public/ media, or mis-perception by media.<br>Consequences : Bad publicity, communities miss opportunities, finite resources spent on rectifying misunderstandings, staff morale impact, service users/ partners lose trust in services.<br>Risk type : Communications poor<br>Reference - C0022   | Unlikely | Major       | Medium | • Quarterly Performance Reporting*<br>• Shetland's Partnership Plan progress on outcomes reporting<br>• Link to risk around corporate priorities<br>• Adhere to corporate communications policy, Management team are aware of the issues and risks that fall to Dev MT and CMT.   | Rare     | Significant | Low    | Neil Grant<br>Development Services | Development Services |
| One or more communities fail to be sustainable<br>Trigger : Demographic and socio-economic problems on remote communities<br>Consequences : Depopulation of remote areas, sudden impact on development services<br>Risk type : Economic climate<br>Reference - C0026  | Possible | Significant | Medium | • Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans<br>• Progressing 'Islands with small populations' project  | Unlikely | Significant | Medium | Neil Grant<br>Development Services | Development Services |

Report Selection Criteria

Status Flag=ACTIVE - Business Unit Code=C - ISNULL(Project Code)

## Development Department

## 1. Projected Revenue Outturn Position 2018/19

| Budget v<br>Projected<br>Outturn<br>Variance<br>at Quarter 3<br>(Adv)/ Pos<br>£000 | Service  | 2018/19<br>Revised<br>Annual<br>Budget<br>£000 | 2018/19<br>Projected<br>Outturn at<br>Quarter 4<br>£000 | Budget v<br>Projected<br>Outturn<br>Variance<br>at Quarter 4<br>(Adv)/ Pos<br>£000 |
|--|--|--|---|--|
| (333)  | Director of Development  | 2,481  | 5,843   | (3,362)  |
| 86   | Community Planning & Development*  | 1,290  | 1,103   | 186  |
| 98   | Economic Development   | 1,577  | 1,346   | 231  |
| 91   | Housing  | 1,674  | 1,587   | 87   |
| 18   | Planning   | 1,067  | 1,133   | (65)   |
| (560)  | Transport Planning   | 6,234  | 6,705   | (471)  |
| <b>(600)</b>   | <b>Total Controllable Costs - Including<br/>Specific budget carried-forward.</b> | <b>14,323</b>                                  | <b>17,717</b>   | <b>(3,394)</b>   |
|  | Less specific carry-forward of committed<br>budget                               | (161)  |   |  |
| <b>(953)</b>   | <b>Total Projected Outturn</b>   | <b>14,161</b>                                  | <b>17,717</b>   | <b>(3,554)</b>   |

*\*All of Community Planning & Development's activities are presented here, however £6k of a projected overspend are activities under the remit of Education & Families Committee.*

Explanations for the main outturn variances by service at Quarter 4 are set out below:

### 1.1 Director of Development - Projected outturn overspend (£3.4m) (136%)

The main reasons for the projected outturn variance are:

- Due to the Council's Decision to cover the pension cessation costs associated with the merger of the Shetland College and the NAFC. This has been entered as a provision in the 2018/19 accounts and estimated to be (£3.271m);
- Delays in the merger of the tertiary sector, which has not generated the intended savings target in 2018/19 (£250k);
- Increases in costs required to manage and deliver the tertiary programme not covered by the Scottish Funding Council (SFC) (£53k); offset by
- Contributions to the Shetland College being less than budgeted due to greater performance, £127k; and
- Grant funding required by the NAFC being less than anticipated £91k.

## **1.2 Community Planning & Development - Projected outturn underspend £186k (14%)**

The main reasons for the projected outturn variance are:

- Change in the funding match percentage ratio for the large EU funded projects like Employability and Fuel Poverty has resulted in a greater contribution in 1819 than expected - £93k (though £36k of this is eligible for 100% carry forward into 2019/20); and
- The accumulation of minor variances across the service.

The Service has committed to spending £80k of this underspend in a future period, which qualifies for 100% carryforward into 2019/20.

## **1.3 Economic Development - Projected outturn underspend £231k (15%)**

The main reasons for the projected outturn variance are:

- Grants for the purpose of economic growth not being taken up as anticipated and slippage into 2019/20 - £263k, (of this there is a specific grant of £66k unspent to be carried forward into 2019/19); and
- Staff savings as a result of restructure and temporary secondment, £49k; offset by
- Additional cost of economic research (£82k); and
- One-off costs associated with the restructuring of Shetland Telecom service has resulted in net salary overspend (£68k).

The Service has committed to spending £66k of this underspend in a future period, which qualifies for 100% carryforward into 2019/20.

## **1.4 Housing - Projected outturn underspend £87k (5%)**

The main reasons for the projected outturn variance are vacancies, leading to anticipated staffing savings, £96k.

## **1.5 Planning - Projected outturn Overspend (£65k) (6%)**

The main reasons for the projected outturn variance are:

- The expected shortfall in income in Building Warrants and Planning Applications are to be less than previously anticipated, partly due to the staffing shortage explained above. (£87k); offset by
- A general shortage in professional planning posts nationwide and difficulties in recruitment to Shetland has resulted in a range of temporary vacant professional posts, a team leader position and an instance of maternity leave, resulting in projected saving in salary costs, £80k and
- The accumulation of minor variances across the service

## **1.6 Transport Planning - Projected outturn overspend (£471k) (8%)**

The main reasons for the projected outturn variance are:

- Public bus service income shortfall and cost increases through ZetTrans, (£162k);
- Consultancy fee's for transport network re-design and core ZetTrans costs (£161k);
- Delivery of School Transport facility owing to changes required in service – (£60k);
- Increases in costs for temporary extension of the inter-Island air service contract, owing to the operator requiring to conduct essential works to the aircraft (£158k); offset by
- Saving in delivery of ASN Transport primarily due to costs in running the fleet being lower than expected and slightly lower demand in bespoke services, £86k.

The Service has committed to spending £66k of this underspend in a future period, which qualifies for 100% carryforward into 2019/20.

Restructuring of posts within Development Services are expected to result in recurring savings of £92k per annum.



## Housing Revenue Account

## 1.0 – Housing Revenue Account Outturn Position 2018/19

| Description                                   | 2018/19 Revised Annual Budget<br>£000 | 2018/19 Outturn at Quarter 4<br>£000 | Budget v Outturn Variance at Quarter 4 (Adv)/ Pos<br>£000 |
|---|---------------------------------------|--------------------------------------|---|
| <b>Expenditure:</b>                           |                                       |                                      |   |
| Supervision & Management                      | 853                                   | 918                                  | (65)  |
| Repair & Maintenance                          | 2,164                                 | 2,594                                | (430)   |
| Void Rents & Charges                          | 167                                   | 194                                  | (27)  |
| Garages                                       | 31                                    | 38                                   | (7)   |
| Capital Funded from Current Revenue           | -                                     | -                                    | -   |
| Capital Charges - Dwellings                   | 1,330                                 | 1,279                                | 51  |
| <b>Total: Expenditure</b>                     | <b>4,545</b>                          | <b>5,023</b>                         | <b>(478)</b>  |
| <b>Income:</b>                                |                                       |                                      |   |
| Interest on Revenue Balances                  | (1)                                   | (4)                                  | 3   |
| Rents - Dwellings                             | (6,730)                               | (6,694)                              | (36)  |
| Rents - Other ie garages/sites etc            | (229)                                 | (267)                                | 38  |
| <b>Total: Income</b>                          | <b>(6,960)</b>                        | <b>(6,965)</b>                       | <b>5</b>  |
| <b>Net HRA Revenue - (Income)/Expenditure</b> | <b>(2,415)</b>                        | <b>(1,942)</b>                       | <b>(473)</b>  |
| HRA Capital Expenditure                       | 3,734                                 | 3,710                                | 24  |
| HRA Capital Receipts                          | (30)                                  | (125)                                | 95  |
| <b>Net HRA Capital - (Income)/Expenditure</b> | <b>3,704</b>                          | <b>3,585</b>                         | <b>119</b>  |
| <b>Contribution to/(from) HRA Reserve</b>     | <b>(1,289)</b>                        | <b>(1,643)</b>                       | <b>354</b>  |
| <b>Overall Total</b>                          | <b>-</b>                              | <b>-</b>                             | <b>-</b>  |

Explanation of the main variances at quarter 4 are set out below:

### 1.1 Supervision & Management – Outturn overspend (£65k) (8%)

The overspend is due higher than anticipated recharge costs.

### 1.2 Repair & Maintenance – Outturn overspend (£430k) (20%)

The overspend relates to increased costs of materials due to prices rising beyond expected inflation (£79k). There has also been an increased requirement for contracted & hired services, (£170k) due to vacant tradesperson posts in the Housing Repair team during the year, notably a full time Electrician, resulting in an expected underspend in employee cost of £79k,

and an underachievement of internal income from the recharge of Housing repair service works of (£130k).

Planned Maintenance and Social Adaptations budgets have overspent by (£45k) and (£66k), respectively, due to a number of painting jobs and high volume of adaptation works for ramps and accessible showers.

### 1.3 Capital Charges – Dwellings – Outturn underspend £51k (4%)

HRA borrowing costs for the year were less than budgeted due to better than expected interest rate.

## 2.0 - Capital Outturn Position 2018/19

| Capital Projects                | 2018/19 Revised Annual Budget<br>£000 | 2018/19 Outturn at Qtr 4<br>£000 | Budget v Outturn Variance at Qtr 4 (Adv)/ Pos<br>£000 |
|---------------------------------|---------------------------------------|----------------------------------|---|
| Heating Replacement Program     | 788                                   | 738                              | 50  |
| Housing Quality Standard        | 2,424                                 | 2,807                            | (383)   |
| Vehicle Replacement Programme   | 173                                   | 164                              | 9   |
| Structural Remedial Works       | 200                                   | 2                                | 198   |
| Accessible Adaptions            | 150                                   | -                                | 150   |
|                                 |                                       |                                  | -   |
| <b>Total Controllable Costs</b> | <b>3,735</b>                          | <b>3,711</b>                     | <b>24</b>   |

An explanation for the significant outturn variances by service is set out below.

### 2.1 Heating Replacement Program – Outturn underspend - £50k (6%)

The underspend is due to timing of expenditure as this is a rolling programme of work.

### 2.2 Housing Quality Standard – Outturn overspend - (382k) (16%)

The overspend is due timing of works as this is a rolling programme.

### 2.3 Structural Remedial Works – Outturn underspend - £198k (99%)

The underspend is due to the timing of expenditure as this is a rolling programme of work.

### 2.4 Accessible Adaptions – Outturn underspend - £150k (100%)

The projected is due to fewer properties being identified as requiring accessible adaptations during the year.



|                            |   |  |
|----------------------------|---|--|
| <b>Meeting(s):</b>         | <b>Development Committee<br/>Shetland College Board<br/>Environment and Transport Committee</b> | <b>1 July 2019<br/>28 August 2019<br/>4 September 2019</b> |
| <b>Report Title:</b>       | <b>Development Services Directorate Plan 2019-2022</b>  |  |
| <b>Reference Number:</b>   | <b>DV-10-19-F</b>   |  |
| <b>Author / Job Title:</b> | <b>Neil Grant, Director of Development Services</b>   |  |

### 1.0 Decisions / Action Required:

#### 1.1 That the Committee/Board:

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

### 2.0 High Level Summary:

2.1 This report presents the Development Services Directorate Plan for 2019-22, which sets out the strategic action to be taken to deliver the Council’s Corporate Plan, and Medium Term Financial Plan. The Directorate Plan also sets out strategic actions to deliver on the following cross cutting themes:

- Shetland’s Partnership Plan 2018-28.
- Workforce development
- Customer service.
- Shetland Partnership 10 year plan to attract people to Shetland to live, study, work and invest in Shetland.
- Tackling Inequality action plan.
- New financial restrictions, and planning for further Council savings of £20m by 2021.

2.2 Quarterly Progress Reports will be submitted to the relevant Committee/Board in line with the Council’s Planning and Performance Management Framework (PPMF) to allow Members to monitor and scrutinise the delivery and progress of the plan.

### 3.0 Corporate Priorities and Joint Working:

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

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

|  |   |
|--|---|
| <b>4.0 Key Issues:</b>                                     |   |
| 4.1  | The Directorate Plan sets out the actions to be taken by the Directorate between 2019-2022. The plan is designed to give strategic focus to the activities that will be required to deliver the Corporate Plan outcomes, rather than focusing on the day to day business of the Services in the Directorate. Services operational activities are delivered and monitored through Service Plans.               |
| <b>5.0 Exempt and/or Confidential Information:</b>         |   |
| 5.1  | None.   |
| <b>6.0 Implications:</b>                                   |   |
| <b>6.1 Service Users, Patients and Communities:</b>        | Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public   |
| <b>6.2 Human Resources and Organisational Development:</b> | Workforce development is key to this plan, to address recruitment and retention of staff, skills and re-skilling requirements, and delivering services with fewer resources.  |
| <b>6.3 Equality, Diversity and Human Rights:</b>           | The Council is required to make sure systems are monitored and assessed for any implications in this regard.  |
| <b>6.4 Legal:</b>  | None.   |
| <b>6.5 Finance:</b>  | There are no direct financial implications arising from this report. The actions, measures and risk management described in this report have been developed within the Target Operating Budgets for 2019/20 as set out in the Medium Term Financial Plan for Development Services Directorate, and actions to deliver transformational change required to achieve £20m of savings across the Council by 2021. |
| <b>6.6 Assets and Property:</b>                            | The costs of the estate and buildings currently utilised by the Development Directorate is not sustainable in the medium term. This is particularly the case for the Colleges estate.   |
| <b>6.7 ICT and New Technologies:</b>                       | The transformational change noted in this report will require ICT and new technologies, which will be identified in a Council wide Digital Strategy.  |
| <b>6.8 Environmental:</b>                                  | None.   |
| <b>6.9 Risk Management:</b>                                | 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.   |
| <b>6.10<br/>Policy and Delegated Authority:</b> | <p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;</p> <p>“Monitor and review achievement of key outcomes in the Directorate and Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.</p> <p>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”</p> |
| <b>6.11<br/>Previously Considered by:</b>       | N/A  |

**Contact Details:**

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Date Cleared: 24 June 2019

**Appendices:**

Appendix 1 - Development Services Directorate Plan 2019-22

**Background Documents:**

[Our Plan](#)

Medium Term Financial Plan

Shetland's partnership Plan 2018-28



**Development**  
**2019-22 Directorate Plan**

**“Enabling our communities to develop their potential”**

## **Introduction**

Every year, each Directorate within the Council produces a Directorate Plan for the following 3 years. This Directorate Plan provides an overview of the Development Directorate for 2019-22. This plan contains information on major activities, aims, objectives, actions, targets, performance indicators and risks. Detailed activities for each Service within the Directorate are included in their individual Service Plans.

Directorate plans are approved at Service Committees and Council as part of the budget setting process.

## **Drivers for Change - What we must do in 2019-21:**

### **Shetland's Partnership Plan 2018-28**

Ensure alignment between Shetland's Partnership Plan, Our Plan 2016-2020 and key Development Directorate policies in order to work together to improve the long term outcomes related to Participation, People, Place and Money within the Plan. The work of the Directorate contributes to improved outcomes in all four priority areas, but the Directorate will have a specific focus on working together on the 'Place' priority and achieving the outcome that Shetland is an attractive place to live, work, study and invest. A key element of achieving this outcome is the enablement of a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland

- Develop policy and support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Community Planning, the following four priority areas have been identified:
  - 'Shetland's Partnership Plan 2018-28': Support delivery of Shetland's Partnership Plan working towards achieving the priority Outcomes contained within the plan.
  - Implement and embed effective support structures for the Shetland Partnership.
  - Locality Planning: Work together to produce at least one plan for communities within Shetland that experience different outcomes compared to others in the Isles, starting with a Locality Plan for the North Isles of Yell, Unst and Fetlar
  - Communications; Implement effective processes to ensure high quality, internal and external communications about community planning and improvement work

## **Participation**

- Implement Shetland Community Learning & Development Plan 2018-21, empowering people individually and collectively, to make positive changes in their lives and in their communities, through learning. The CLD Plan underpins all four priorities, but is specifically aligned to support delivery of the Participation Priority
- Continue to support the Council's approach to Community Choices (PB) and community commissioning as a means of engaging residents in service planning and financial decision making

## People

- Contribute to the work of the Improvement Team in relation to the Anchor: Early Action Project
- Ensure alignment of activity in relation to strategic planning, and strategic partnerships within this key priority area. For example, the Community Justice Partnership, Community Safety & Resilience Board, Mental Health & Wellbeing, Active Shetland and Shetland Alcohol and Drug Partnership.
- Extend work on alignment to all strategic planning led by the Development Directory.

## Place

### Place-making and Locality Planning

- Enable development to happen
  - Consider policy implications in response to the National Review of Planning, and the emerging Planning Act which covers the following four themes:
    - Making plans for the future: by simplifying and strengthening development planning
    - Empowering people to make the system work: by improving the way people are involved in the planning process.
    - Building more homes and delivering infrastructure: by using planning to actively enable and co-ordinate development
    - Promoting stronger leadership and smarter resourcing: by removing processes that fail to add value, and by strengthening leadership, resources and skills
  - Develop a new Local Development Plan which reflects community aspirations and provides priority infrastructure across local boundaries
  - Continue to promote and assist in the development of Master Plans for example the Knab Site, Staney Hill, and Sullom Voe and development of community led place plans such as the 'Re-Create Scalloway' project which, when complete, form planning policy for these communities.

- Increase the supply of housing across all tenures
  - Develop refreshed Local Housing Strategy
  - Continue to deliver supply target of affordable housing in the Local Housing Strategy (LHS) through the Strategic Housing Investment Plan (SHIP)
  - Investigate incentives and initiatives to increase the supply of affordable housing, including investigation of a mid-market rent option
  - Assist communities to develop bespoke housing solutions
  - Encourage appropriate private development
  - Work in partnership with developers, builders and allied trades and utilities to deliver new build housing targets
  - Establish the business case for the provision of Key Worker accommodation in Shetland
  
- Achieve High Speed Broadband and full mobile coverage to all Shetland settlements
  - Work with the Scottish Government to effect the Roll out of High Speed broadband and Mobile Coverage, under the Reaching 100% by 2021 (R100) Plan, prioritising early delivery in Shetland.
  - Progress opportunities such as the UK Government Full Fibre Network challenge fund to extend high speed networks to augment and expedite the Government's R100 plan. Implement the North Isles Fibre project to Yell and Unst during 2019.
  
- Achieve sustainable and affordable internal and external transport links
  - Work with Scottish Government and Transport Scotland to achieve appropriate level of Inter-Island transport service provision and Fair Funding of Ferries and Internal Air Services.
  - Continue to work with Scottish Government and Transport Scotland to influence External Transport provision, new North Isles Ferry Contracts, fares and charging structures.
  - Develop and promote internal transport networks, increasing usage and ticket income, and manage revenue security.
  
- Knab Site Redevelopment
  - Contribute to the redevelopment of the Knab Site project, considering participation of the community in the development of the project and outcomes in relation to Place, Money and People.
  
- Continue to develop a shared policy approach and working arrangements in relation to resilient rural communities, and in particular islands with small populations, using the learning from this new way of working to inform approaches to Locality Planning

### Talent Attraction

- Support for local businesses and entrepreneurs
  - Work with Corporate Services, Government and Our Islands Our Future (OIOF) Partners to achieve a strong Islands Deal and to secure external funding and support.
  - Proactively research Brexit opportunities, risks and scenarios
  - Provide commercial lending and grant support funding to local businesses

### Skills and Learning

- Develop Shetland's Skilled Workforce
  - Work with UHI and stake holder organisations to implement a sustainable model for HE, FE, Research and Training in Shetland, which is more effective in providing the skilled workforce requirements of the local economy
  - Establish Shetland's Unique Selling Points for attracting Students to study in Shetland
  - Establish the business case for provision of Student Accommodation in Shetland
  - Work with Children's Services to increase the level of pupil interest in STEM subjects and entrepreneurship to effect career choices and gender balance of Shetlands Young Workforce, working closely with the DYW Board.
  - Work with Children's services, Tertiary sector and Businesses to increase the number of Modern Apprentices.
  - Engage with the Scottish Government and Skills Development Scotland to access funding programmes and opportunities brought about by the Modern Apprenticeship levy

### **Money**

- To move Shetland towards being an equitable Food community
  - Contribute to the work of the Improvement Team in the development of a strategy to meet legislative requirements; securing the participation of those affected by food poverty, progressing a Lerwick based trial and mapping current activity
  - Work with stakeholders to identify a system of fares within internal transport services which helps to address inequalities

### **How we will do it ('20 By '20')**

- Workforce Review – establish requirements for level of service by Development Services by 2021 and develop a workforce plan to meet future skills gaps, considering retirements, redeployments, extended use of career grades and Modern Apprentice placements and maximise opportunities from Apprenticeship Levy project funding.
- Continue to improve workforce engagement by delivering the 'Viewpoint Employee Engagement Action Plan 2016/18' and refreshed Viewpoint staff survey 2017.
- Improve Customer Service and Service Efficiency by engagement with the Corporate Business Transformation Programme, 2017-20
- Contribute to the development of a Digital Strategy for the Council which is also a key strand in the Business Transformation Programme.

### Service Redesign Programme 2018-22, Projects

- **Internal Ferries:** Sustainable revenue and capital funding secured with the Scottish Government for internal ferry services and exploration of fixed links by Scottish Government. Revenue funding position secured by March 2020.
- **Internal Air Services:** Sustainable network of inter-island air services and supporting infrastructure, ensuring an integrated solution with ferry services. Specification required for air service contract renewal contracts commencing April 2020. Make decision on location of mainland air base.
- **Bus Services:** Best Value review of School, Public and Social Care Transport, contracts commencing August 2020.
- **Colleges Merger:** Implement the agreed merger of the Tertiary organisations, target vesting date for the New College is 6 January 2020.
- **Review of 'Outliers':** Use benchmarking with other local authorities to identify service provision, provide report identifying Outliers for further investigation by October 2020

### New Financial Restrictions

The Council's General Revenue Grant has been reduced and it is projected that the Council must save £20m by 2021 to deliver a sustainable budget. It is therefore necessary to review the services we provide, identify ways to provide services with less resources and secure additional income sources. The priorities identified for the Development Directorate are intended to form part of a Corporate Wide plan to save £20m by 2021.

### New Legislation

Community Empowerment (Scotland) Act 2015.

Scotland's new emerging Planning Act

National Transport Strategy

Islands (Scotland) Act 2018

### Contact Details

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|---|--|---|--|---|---|
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