



Executive Manager: Jan-Robert Riise  
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Governance & Law  
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If calling please ask for  
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Date: 2 September 2020

Dear Sir/Madam

You are invited to the following meeting:

**Shetland Islands Council**  
**Wednesday 9 September 2020 at 10.00am**

In terms of Section 50A(3A) of the Local Government (Scotland) Act 1973, as introduced by Schedule 6, Paragraph 13 of the Coronavirus (Scotland) Act 2020, the general public are excluded from attendance at this meeting.

**Please note that this meeting will be recorded and published online for public access after the meeting.**

Yours faithfully

Executive Manager – Governance and Law

Convener: Malcolm Bell  
Depute Convener: Cecil Smith

## AGENDA

- (a) Hold circular calling the meeting as read.
  - (b) Apologies for absence, if any.
  - (c) Petition and Deputation: Governance
  - (d) Petition: Peatlands
  - (e) Petition: Lerwick Power Station
  - (f) 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.
  - (g) Confirm the minutes of the meetings held on: (i) 1 July 2020; (ii) 2 July 2020; (iii) 15 July 2020; (iv) 22 July 2020; and (v) 10 August 2020.
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- 1 COVID-19 Update  
*GL-22*
  - 2 SIC Overall Management Accounts 2020/21: Projected Outturn at Quarter 1  
*F-037*
  - 3 Shetland College Board – Student Member Appointment  
*GL-17*
  - 4 Delegated Authority – Antisocial Behaviour etc. (Scotland) Act 2004 and the Housing (Scotland) Act 2006  
*ES-03*
  - 5 Shetland's Islands with Small Populations Locality Plan  
*DV-23*
  - 6 Scalloway Place Plan – Adoption  
*DV-17*
  - 7 Connectivity in Shetland  
*DV-25*
  - 8 Corporate Risk Register Report  
*CRP-22*
  - 9 Notice of Motion: Discarded Fishing Gear  
*Councillor D Anderson*
  - 10 Notice of Motion: Self-Determination  
*Councillor S Coutts*

**The following item contains Exempt Information**

- 11 Confidential Corporate Risk Register  
*CRP-23*

END





5 August 2020

To:  
Executive Manager - Governance and Law  
Shetland Islands Council  
Town Hall  
Lerwick  
Shetland  
ZE1 OHS

It has come to the undersigned's attention that disenfranchisement appears to be occurring on a regular basis as a direct result of how delegated authority and the Code of Conduct (July 2018), Constitution, Standing Orders, etc., are being interpreted by the SIC. The SIC Governance documentation refers to Councillors being in charge when it appears very much that it is Council Officers and others who are in charge but Councillors appear to be being kept very much in the dark and are not in charge. There also appears to be a lack of 'open government'.

For example, on a recent project, our understanding is that Councillors were advised that particular project was a "done deal" yet there was a clause within a lease agreement between the SIC and another party that they could pull out by a deadline date in October 2020. Our understanding is that many current Councillors were unaware of this fact, and we wish to be advised as to why our elected representatives weren't made aware of this relevant fact by the Council Officers, the CEO, other Councillors, or Convenor. Worthy of note is that the Executive Committee in June 2007 considered a report pertaining to one lease submitted by the Head of Legal and Administrative Services. The Committee approved the recommendations in the report. Whilst there was a degree of delegated authority in 2007, legislation has since moved on and also, not only have we had new Chief Executives in place, but also new Councillors. As there is more than one lease in relation to a particular project, for example, the minutes of the June 2007 meeting do not make it clear as to which lease they are referring to and given that the leases in question have been altered by Variations on more than one occasion, we would like to know what procedures are in place for Councillors to be made aware of such Variations in order for such leases and other agreements in future to be approved by Councillors? We would further put forward the suggestion that Minutes of Meetings as opposed to Notes of Meeting are taken in future (the SIC appears to have a habit of referring to Minutes of Meeting when they are actually Notes of Meeting, just providing summaries instead of verbatim).

Secondly, whilst it would appear that delegated authority permits the disposal of land, our understanding is that it does not permit the setting of any rents, but does permit ground rent reviews (A ground rent review is not the same as granting a reduction in ground rent), nor the use of any Council seal. Given that many legal documents these days no longer have seals and are submitted electronically, we wonder whether or not Council procedures and governance documents have been updated to take into account modern practices?

Thirdly, what safeguards are in place to ensure that Best Value practices are being adhered to? With regards to one particular project, for example, a lease agreement is going ahead despite it would appear the land in question not being valued on a regular basis. Likewise, a reduction in ground rent of up to 50% appears to be inconsistent with Best Value and is inequitable to other Council Tenants who do not benefit from such an offer (Will the Council now be ensuring that anyone paying ground rent and having their income from sales/other sources reduced say, for example, as a result of COVID-19, be placed on a level footing and also be entitled to a 50% reduction in ground rent or other reductions?)

We are further concerned that Councillors appear to be being denied information pertinent to disposals of land, property, etc., with the many requirements set down within Council Governance “how we work” documents to have sight/be provided with information. The Local Government (Scotland) Act 1973 permits for Councillors to have access to documents/information and makes no mention of Freedom of Information (Fol) requests; furthermore, the 1973 Act does not appear to have been superseded in law in this regard. In addition, we would question whether the Constitution and other documentation has been updated to meet the requirements of the Local Communities Empowerment Act 2015.

We are concerned at an apparent lack of safeguards with regards to disposal of property, land, etc. We are further concerned at what, on the surface, appears to be a lack of record-keeping and also passing on pertinent information from officers to either the CEO and Council Leader or other senior Councillors to the rest of the Councillors in order for all to be enfranchised and to perform their duties for their constituents.

We call upon the Council and its members to hold an emergency meeting within 10 days to discuss these points. At least two of the signatories to this request would like to be present, be it in person or virtually, and to address the Council sitting in Chamber.

We also require the Council to suspend activities of any agent, council officer, or member of staff in relation to disposal of land, property, etc., until the matters outlined above have been thoroughly investigated, if needs be by an independent body. We are aware that delegated authority can be suspended and Governance procedures, etc., amended by Special Resolution of the Council.

From:  
25 Signatories

PETITION - To Shetland Islands Council

Shetland Islands Council,

Executive Manager

Governance & Law

and for distribution to all Councillors

Town Hall

Lerwick

ZE1 OHS

From: 24 signatories, with address in Shetland noted below

We wish to bring to your attention these four relevant considerations to be considered on their individual and cumulative merits.:

Our concerns are that:

**1. Current evidence on the intrinsic value of Peatlands as a carbon sink has not been taken into account or acted on by the Council with their formal recognition of a global climate emergency**

Since the time of the original grant of planning permission for the Viking Energy Wind Farm much of the science has fundamentally changed and we now indisputably recognise peatland as a store of carbon equal to or greater than that of rainforest.

As the Council has now formally recognised a global climate emergency, and the updated science supersedes any of the initial carbon payback calculations in the scheme, on these grounds alone we believe this project should no longer be supported by the Council by letting land to a project which does not meet their own aims:-

*"Climate change / carbon - Climate is a fundamental determinant of all aspects of well-being all across the world. In Shetland we are keenly aware of our environment and the*

day to day effects climate has on our activities, social and economic opportunities, safety and lifestyles. There is a growing evidence base available on what climate impacts will be. The organisation has made significant steps forward in terms of understanding the scope of the challenge for Shetland and in establishing proposed approaches to manage that challenge. 15 "Key Consequences" were highlighted in the Scottish Climate Change Adaptation programme (2014), these will be highly significant across a wide spectrum of the Shetland environment, economy and society. It is internationally accepted that we are now experiencing a "climate emergency" and that significant steps need to be taken to prepare and deliver adaption and mitigation plans and actions. All public bodies have duties and obligations under legislation to produce adaption plans to help cope with these changes and to produce mitigation plans to reduce climate emissions against very challenging targets. These adaption and mitigation actions will require very significant resources and focus to deliver and will require review and potential restructure of many aspects of social and economic organisation and service delivery Shetland Islands Council is obliged to act as part of it's duties as a public body, as are all other Government agencies. Shetland Islands Council also understands its leadership role in the Shetland community and has no doubt that there is a clear understanding and strong commitment across our community to play our part in addressing this global issue. Shetland Islands Council also recognises that the range of actions which will be required to achieve such a fundamental change will require widespread partnership. That will be needed right across Shetland and with the wider national and international community. We also recognise that it will be very important to understand the Shetland dimensions around particular issues and possible changes to avoid being left behind as general and national solutions are implemented outwards from the centre. We also understand that we will have to work actively to find solutions that meet Shetland needs and issues rather than just rely on centrally generated and sometimes inappropriate "one size" answers which may work elsewhere but not in Shetland. The scope of this challenge is so wide that all key service strategies and plans across the Council, and those of our partners, will need to be revised to ensure that appropriate consideration of "Climate Change" implications is fully reflected in each as an early activity in our overall response".

John Smith – SIC Directorate Risk Register 24 Jun 2020

And:-

*"Work with island partners to design solutions that address climate change through nature based solutions with multiple benefits including, for example the protection and restoration of peatlands and salt marshes."* National Islands Plan 2018

There have already been (seen 28<sup>th</sup> July 2020) noted breaches of the best practice, co-written by SSE, on the construction site at Upper Kergord which impact on environmental legislation and the terms of the Council's lease specifically clause 16.1.11 which states that: "not allow noxious substances to escape onto the Property, nor do anything or omit to do anything which would breach the provisions of the Environmental Protection Act 1990, the Control of Pollution Act 1974, the Environment Act 1995 and other relevant legislation including amendments thereof;" Including foul water run off uninhibited into nearby watercourse and incorrect handling of excavated peat.

**In conclusion we seek that the Council considers a motion to**

**Cease immediately and in future to support any entity in the destruction of peatlands with regards to its value as a carbon sink.**

24 Signatories



## PETITION

Shetland Islands Council,  
 Executive Manager  
 Governance & Law

and for distribution to all Councillors

Town Hall  
 Lerwick  
 ZE1 OHS

12<sup>th</sup> August 2020

**We urge the Council by this petition from 23 island residents to have a full , in depth and serious debate and seek to support the option of providing energy security and continuity of supply to the islands at reasonable cost by replacing the Lerwick Power Station with a LNG Gas plant.**

**We feel this option should be given full and informed discussion by the Council at its earliest convenience.**

In part owing to the facts that:

By law, the frequency of power across the whole of the national grid has to be kept at 50 Hz. Windfarm power is either on or off, with no control over frequency, hence the need for retaining conventional power stations. Presently the Lerwick Power Station relies on the help of Sullom Voe terminal (SVT) Power Station to maintain the correct frequency and cope with the intermittent supply from existing windfarms. The present system already struggles at times with the few wind turbines currently connected and there are grave concerns that by adding more into the grid will jeopardise energy security in the Island and breach legal limits.

The proposed LNG Plant, being a far more environmentally friendly option than the heavy diesel engines currently used by the Lerwick station, would be a big step towards the local Council and Scottish government carbon reduction figures . A new built station would also ensure local long term energy security.

Yours sincerely

23 Signatories







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**MINUTES**

**B - PUBLIC**

**Shetland Islands Council  
Main Hall, Town Hall, Lerwick and Remote via Teams  
Wednesday 1 July 2020 at 10am**

**Present:**

M Bell	S Coutts
S Flaws	J Fraser
A Hawick	C Hughson
S Leask	M Lyall
E Macdonald	A Manson
R McGregor	D Sandison
I Scott	C Smith
G Smith	R Thomson

**Present via remote link**

D Anderson	P Campbell
A Cooper	A Duncan
A Priest	T Smith

**Apologies:**

None

**In Attendance (Officers):**

M Sandison, Chief Executive  
C Ferguson, Director of Corporate Services  
N Grant, Director of Development Services  
J Smith, Director of Infrastructure Services  
T Coutts, Acting Executive Manager – Economic Development  
J Manson, Executive Manager – Finance Services  
P Peterson, Executive Manager – Executive Services  
J Riise, Executive Manager – Governance and Law  
A Cogle, Team Leader – Administration  
M Hodgson, Solicitor  
B Kerr, Communications Officer  
L Adamson, Committee Officer

**Chairperson**

Mr Bell, Convener of the Council, presided.

**Circular**

The circular calling the meeting was held as read.

### **Convener's Opening Remarks**

"This year marks 25 years since the genocide in Srebrenica in Bosnia-Herzegovina where 8,372 Bosnian Muslim men and boys were murdered in the worst atrocity on European soil since the Second World War. The disintegration of Yugoslavia, such a seemingly well-integrated country, was ripped open by the politics of division, hatred and ethnic nationalism, and Bosnian Serbs, Bosnian Croats and Bosnian Muslims, turned against each other. However, among this historical fact, there are other stories. Stories that we can draw upon to understand how people made different choices, and stood up against the ideologies of hatred and divisive rhetoric and built bridges to help one another".

The Council stood for a minute's silence, as a mark of remembrance.

### **Declarations of Interest**

Mr Fraser declared an interest in Item 6 "Shetland Seafood Auctions Ltd – Grant Application", as a close friend is a Director in the company. Mr Fraser would leave the meeting for that item.

Mr Sandison declared an interest in Item 5, "SSQC Ltd – Funding 2020/21" having been until recently a former director of the organisation. Mr Sandison would leave the meeting during that item.

Mr Priest declared an interest in Items 7 and 8, due to his other employment at Sullom Voe. Mr Priest advised that he would leave the meeting after agenda Item 6.

Mr Cooper declared an interest in Item 6, "Shetland Seafood Auctions Ltd – Grant Application" as a Director of the company.

Mr Anderson declared an interest in item 7, due to his other employment.

### **Minutes**

Subject to the following, the Council approved the minutes of the meeting held on 22 January 2020 (am) on the motion of Mr C Smith, seconded by Mr Leask.

- **Deputation – Shetland Climate Action**  
In the 2<sup>nd</sup> paragraph, it was queried whether "two million" should read "two billion". The Convener suggested the notes would be checked and amended accordingly.

The minutes of the meeting held on 11 March 2020 were confirmed on the motion of Mr G Smith, seconded by Mr Coutts.

The minutes of the meeting held on 22 April 2020 were confirmed on the motion of Mr Sandison, seconded by Mr G Smith.

### **30/20     Shetland Islands Council 2019/20 Draft Outturn**

The Council considered a report by the Executive Manager – Finance (F-029-F) that presented the overall draft outturn position for Shetland Islands Council for 2019/20.

The Executive Manager – Finance gave a PowerPoint presentation, which introduced the four end of year finance reports on the agenda. (A copy of the slides entitled “SIC Draft Outturn for 2019/20” are attached as Appendix 1A). The presentation provided detail on the outturn position of the General Fund, with an overspend of just over £2m, which was mainly due to unexpected expenditure on the ferry fleet and the delay with the College Merger. Further detail on the under and overspends across all service areas were reported in Appendix 2. The Housing Revenue Account had an overspend of £0.393m, and the Harbour Account a surplus of £5.690m. The Capital Programme had an underspend of £4.197m, where there were a variety of reasons for the variances as detailed by Directorate in the appendix to the report. In terms of movement of reserves, the Executive Manager advised on the draft draw from reserves of £21.722m, against an anticipated total draw of £32.060m, resulting in a reduction in the use of reserves of £10.338m. He went on to advise that with the carry forwards, the overall draw on reserves for the year was £5.459m less than anticipated.

In responding to questions from Members, the Executive Manager – Finance advised on the work being undertaken on the longer-term impact of the reserves position, and he said that another report on the agenda presents the investment performance which will influence any use of Reserves. In referring to Section 1.05 in the Appendix, the Executive Manager – Finance reported on the increased use of reserves year on year, which he said is being monitored by the Council’s auditors, who have concerns that the Council is not in a financially sustainable position. The Executive Manager – Finance said that there will still be pressures to deal with next financial year and beyond in terms of service level activity, until such action is taken to rebalance budgets to become financially sustainable. The Executive Manager – Finance advised that the predications on when the reserves could disappear had not taken into account the impact of the Coronavirus pandemic, and therefore the period will be shortened should action not be taken to rebalance and reprioritise spending. In that regard, he advised that he would report on the Medium Term Financial Plan during August/September 2020, which would take into account the latest movement on reserves and the spending plan.

In responding to a question relating to the further £1.3m requested to be carried forward to meet committed capital projects that have slipped, as referred to in Section 2.08 of Appendix 1, the Executive Manager – Finance confirmed that the figure included £1m received from the Crown Estate, to be carry forward into 2020/21. He advised that the carry forward was referenced as a separate budget line in “Table 2 – General Fund”, on page 5 of the Appendix.

In response to a question, the Executive Manager – Finance acknowledged the significant carry forward on spend to save, and in particular on capital. He advised, that in the main the carry forwards relate to estates rationalisation and the property management strategy, where projects have not progressed as quickly as had been planned. He advised however that there was genuine commitment to spend in future years. In response to a comment that spend to save was key to transformational change, the Executive Manager – Finance informed on proposals to consolidate and improve reporting on the transformational change programme, where all

activities would be brought under one framework, which would provide a more holistic view on spend and savings.

In response to a request, the Executive Manager – Finance undertook to provide Councillor Fraser with figures on the year on year reduction in Scottish Government funding to the Council, and on the cost to the Council to provide the ferry service.

In response to a question regarding the overspend on the Housing Revenue Account, the Executive Manager – Finance referred Members to the Table at Section 4, and he confirmed that the increase in rental charges as set as part of the 2019/20 budget was reflected in the total revenue.

During the discussion, reference was made to the overspend on the General Fund, and further explanation was sought on the additional costs relating to ferry maintenance. The Chief Executive reported on the unexpected and unplanned requirement for maintenance works to be undertaken, advising that it was a key priority to keep the ferries running. She referred also to the aging ferry fleet and on the continued effort to request funding from the Government. In response to a comment regarding a recent incident on the Yell Ferry, the Chief Executive referred to the unforeseen event in the ferry fleet, and went on to advise that the fire service had praised the ferry staff on how well they dealt with the situation.

During debate, the Leader advised on the importance to reflect on the context of the 2019/20 budget, however he said that the issue was clearly the failure of the Government to fund key elements, including the tertiary sector and ferries. He said that had those elements been funded, the Council has done very well in a challenging context of wage increases and on the additional responsibility that the Government has chosen to impose on the Council without adequate funding. The Leader went on to commend the efforts of the staff who have achieved as tight a budget as was possible, while he acknowledged that there would be further challenges during 2020/21 and beyond. Mr Coutts moved that the Council approve the recommendations in the report.

In seconding, Mr Thomson advised on the tough decisions that had been made by the Council before the Coronavirus, and said that the impact of the pandemic has only made the situation worse and more challenging going forward. He advised on the Council's responsibility to set a sustainable budget, and said that the Reserves were not a "rainy day fund" but were an essential part of the funding to Shetland. Comment was also made that the ferries were a lifeline service and fair funding for ferries was more essential than ever and that the Scottish Government follow up on their commitment for funding.

During further debate, reference was made to the decision taken to limit spend on reserves, and comment made that the reports and analysis have been driven by that determined outcome, and that Members only receive one side of a multi-faceted analysis. The criteria used for "unsustainable" was also questioned. Mr Scott went on to comment that Shetland was in the fortunate position to have huge funds to bolster its future, and in that regard he said that more money should be spent for the benefit of the community.

Comment was made that had ferries and tertiary education been taken out of the equation, that staff should be commended on the budget outturn position and on the services delivered to the most vulnerable in the community.

Reference was made to the final paragraph of Section 6.5 of the report, in terms of the need for the Council to demonstrate the ability to live within its means, and comment was made on the political and difficult decisions that Members will have to make going forward.

Comment was then made that the Reserve Fund was the “Rainy Day Fund” which was set up to help the community during hard times, and that this was currently hard times. In terms of the “Rainy Day Fund” another Member said that for the past 10 years the Reserve Fund has been used to ensure the people of Shetland have been looked after the best that they can.

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**Decision:**

The Council RESOLVED to:

- NOTE the 2019/20 draft outturn position; and
- APPROVE the 2019/20 proposed revenue and capital carry forwards, as detailed in section 7 of Appendix 1 “2019/20 Financial Review”.

31/20 **Annual Pilotage Accounts for 2019/20**

The Council considered a report by the Executive Manager – Finance (F-028-F) that presented the Pilotage Accounts outturn position for 2019/20 as at the end of the financial year.

In introducing the report, the Executive Manager – Finance advised on the statutory requirement to prepare accounts relating to pilotage, and on the positive variances for 2019/20 in line with the overall performance of the Harbour Account.

In response to questions, the Executive Manager – Finance referred to the report, later on today’s agenda, which sets out the work on the future arrangements for services at Sullom Voe Harbour. He explained that the key factor was that the Harbour Account was separate from the Council’s General Fund, and there has never been the intention to use any statutory income to support commercial activity at the harbour. The Executive Manager – Finance added that the pilotage arrangements and operating hours at Sullom Voe are determined by the Council, as Harbour Authority.

On the motion of Mr Coutts, seconded by Mr Leask, the Council approved the recommendation in the report.

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**Decision:**

The Council RESOLVED to review the Pilotage Accounts showing the position for 2019/20.

32/20 **Fund Management Annual Investment Report 2019/20**

The Council considered a report by the Executive Manager – Finance (F-027-F) that informed Members on the position and performance of the Council's external investments with fund managers for the financial year 2019/20.

In introducing the report, the Executive Manager – Finance referred Members to a presentation slide, which illustrated the performance of the Council's Investments during the period April 2019 to May 2020. (A copy of the slide is attached as Appendix 3A). The Executive Manager – Finance summarised the investment performance over the past 12 months, advising on the volatility in the worldwide and UK markets as a consequence of Coronavirus and that the restrictions and lockdown have had a significant impact on economic activity. He advised on the significant fall in the value of the Council's investments in January, but since early April asset valuations had started to recover since the markets have responded cautiously and stabilised. He advised however on the need to be mindful for the second peak of coronavirus. The Executive Manager – Finance confirmed that the Council's investments will continue to be monitored on a monthly basis, and that Council officers are in regular discussion with the Fund Managers.

In response to a comment, the Executive Manager – Finance advised that each Fund Manager take a slightly different view on the markets and forecasts, however he considered the forecast to be a prudent view that will be monitored going forward. He said that the report informed on the past 12 month period only, but investments are held for the longer-term. In that regard, he added that it was not of too much concern that the investment return of 7.3% had not been achieved in 2019/20.

In response to questions, the Executive Manager – Finance advised that arrangements would be made, later in the year, for Fund Managers to give their investment and performance presentations to the Council. In response to a suggestion for 'Partners' to be the next Fund Manager to present to the Council, the Executive Manager – Finance reminded Members that 'Partners' had been the last Fund Manager who presented to the Council. He went on to advise on the due diligence carried out prior to investments being made, and that there were no areas of concern with 'Partners' He suggested however that a presentation from 'Partners' could be circulated to Members.

During debate, the Leader commented on the impact that the Coronavirus has had on the investments. Mr Coutts moved that the Council approve the recommendations in the report. Mr G Smith seconded.

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**Decision:**

The Council RESOLVED to:

- APPROVE the Annual Investment Report for 2019/20 for the purposes of the consent issued by the Scottish Ministers by virtue of section 40 of the Local Government in Scotland Act 2003;
- NOTE the outperformance of the benchmark but underperformance of the target by Baillie Gifford in 2019/20;
- NOTE the performance of BlackRock which was close to the benchmark in 2019/20;
- NOTE the underperformance of the benchmark and target by Insight in 2019/20.

33/20

**Irrecoverable Debt 2020/21**

The Council considered a report by the Executive Manager – Finance (F-026-F) that presented information on debts now deemed to be uncollectable and which, therefore, have been written off during 2019/20.

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

In response to a question regarding any record of bad debt increasing year on year to provide comparisons, Mr Bell referred Members to the final column of the tables in Section 4, which reported on the “previous 5 year average write off amounts”. The Executive Manager – Finance advised that the level of bad debt had increased by £88k from last year, to £206k in 2019/20. He added that with the impacts of the coronavirus he would expect a further increase in bad debt to be written off in the report next year.

The Executive Manager – Finance advised that with the lockdown there has been no debt recovery undertaken since April, however debt recovery would be reinstated soon. He went on to advise on the very robust and structured programme to recover debt, and it was only when all stages have been exhausted would debts be written off.

In response to a question, the Executive Manager – Finance undertook to provide Councillor Fraser with comparison figures on the percentage of bad debt that has been written off by other Local Authorities.

In response to a comment regarding the variation in the number of cases and sums written off between Non Domestic rates, at Section 4.7, and the Housing Revenue Account, at Section 4.8, the Executive Manager – Finance explained that these were completely different categories where it would be difficult to provide any true comparisons. He went on to advise that the debt recovery process applies equally across all categories.

During debate, and commenting on the recognition that there would be an increase in cases of debt next year as a consequence of the Coronavirus, Mr Duncan advised on the importance when debt problems are foreseen that the individuals are informed on the debt advice available from the Citizens Advice Bureau.

The Council noted the report.

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**Decision:**

The Council NOTED:

- the individual debtors in excess of £5,000 written off during 2019/20;
- the summary of bad debts under £5,000 that have been written off during 2019/20.

**In order to avoid the disclosure of exempt information, Mr Bell moved, Mr Coutts seconded, and the Council RESOLVED to exclude the public in terms of the relevant legislation during consideration of the following items of business.**

*(There was a brief adjournment from 11.50am to 12 noon).*

*(Mr Sandison left the meeting).*

34/20     **SSQC Ltd – Funding 2020/21**

The Council considered a report by the Acting Executive Manager – Economic Development, that sought approval of a grant of £90k in the financial year 2020/21 towards funding the activities of SSQC Ltd.

The Acting Executive Manager – Economic Development summarised the main terms of the report, and answered various detailed questions from Members.

Mr Cooper moved that the Council approve the recommendation in the report. Mr Leask seconded.

During debate, a comment was made that as an impact of the coronavirus many businesses in Shetland would be struggling financially, and it would not be possible to give all the businesses the full grant funding requested.

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**Decision:**

The Council RESOLVED to:

- APPROVE a grant of £90k in the financial year 2020/21 towards funding the activities of SSQC Ltd, to be reserved from within the 2020/21 Economic Development revenue budget.
- INSTRUCT the Acting Executive Manager – Economic Development, or his nominee, to engage with SSQC Ltd, and the broader industry, with the objective of establishing a long-term sustainable business model to reduce and eliminate the requirement for grant funding by 31 March 2023.

*(Mr Campbell, Mr Cooper and Mr Fraser left the meeting).*

*(Mr Sandison returned to the meeting).*



**Shetland Seafood Auctions Ltd – Grant Application**

The Council considered a report by the Acting Executive Manager – Economic Development, that sought approval of a 30% grant of up to £58,587 to Shetland Seafood Auctions Ltd (SSA) towards the cost of installing a web based electronic auction system.

The Acting Executive Manager – Economic Development summarised the main terms of the report, and answered various detailed questions from Members.

During discussion and debate, Mr T Smith moved as an amendment the Council approve a 30% unsecured loan of up to £58,587 to SSA towards the cost of installing a web based electronic auction system, and to delegate authority to the Acting Executive Manager – Economic Development to set detailed conditions for the unsecured loan. Mr Thomson seconded.

Following further debate and summing up, voting took place and the result was Amendment 10, Motion 9, and accordingly the amendment to approve a 30% unsecured loan of up to £58,587 to SSA towards the cost of installing a web based electronic auction system, and to delegate authority to the Acting Executive Manager – Economic Development to set detailed conditions for the unsecured loan, was adopted.

**Decision:**

The Council RESOLVED to:

- APPROVE a 30% unsecured loan of up to £58,587 to Shetland Seafood Auctions Ltd towards the cost of installing a web based electronic auction system.
- DELEGATE authority to the Acting Executive Manager – Economic Development to set detailed conditions for the unsecured loan.

*(The meeting adjourned at 12.55pm, and reconvened at 2pm)*

**Present:**

M Bell	S Coutts
J Fraser	A Hawick
C Hughson	S Leask
M Lyall	A Manson
E Macdonald	R McGregor
D Sandison	I Scott
C Smith	G Smith
R Thomson	

**Present via remote link**

P Campbell                      A Cooper  
A Duncan                      S Flaws  
T Smith

**Apologies:**

D Anderson                      A Cooper (lateness)  
A Priest

**In Attendance (Officers):**

M Sandison, Chief Executive  
C Ferguson, Director of Corporate Services  
J Smith, Director of Infrastructure Services  
J Manson, Executive Manager – Finance Services  
P Peterson, Executive Manager – Executive Services  
J Riise, Executive Manager – Governance and Law  
D Irvine, Economic Adviser – Energy Hub Project  
A Cogle, Team Leader – Administration  
P Wishart, Solicitor  
B Kerr, Communications Officer  
L Malcolmson, Committee Officer

**Also:**

A Spence, (Oil and Gas) Management Ltd  
E Mellor, Anderson Strathern  
M Tulloch, Oil and Gas Technology Centre  
G Newcombe, Newbyrne Consultants Limited

**Chairperson**

Mr Bell, Convener of the Council, presided.

**Circular**

The circular calling the meeting was held as read.

**Declarations of Interest**

None

**36/20      Energy Hub Project Progress Report**

The Council considered a report by the Economic Adviser – Energy Hub Project (ISD-07-F) that presented an update on progress and plans in regard to the Energy Hub Project.

The Economic Adviser – Energy Hub Project introduced Martin Tulloch, Oil and Gas Net Zero Solutions Manager and Gunther Newcombe, former Director of Oil and Gas Authority who had completed 40 years in the Oil and Gas Industry, which included some time as Terminal Manager at SVT.

The Economic Adviser – Energy Hub Project introduced the report and advised that during the formative phase of the Project it was important to understand what options will work commercially and those that do not meet

the commercial standard. He advised that the report sets out two essential future requirements, the first was moving to the formative phase where the ideas identified in the visioning exercise would be researched, tested and feasibility studies undertaken. The second essential requirement followed on from the seminar on 10 June 2020, where Councillors expressed a need to focus more effort on local objectives as opposed to working solely on industrial scale activity. He referred to Appendix 4 and advised that government funding was central to this work and that included Scottish Government, UK Government and HIE. The Economic Adviser – Energy Hub Project said that Officers would advance the necessary private sector commitment through the industry steering group which will be formed later in the summer. He advised that Councillors had expressed the need to focus on a local view, not just at industrial scale, and the delegated authority for this work was set out in paragraph 1.4. The Economic Adviser – Energy Hub Project said that there were links between the Energy Hub and the next item on the agenda, with a better prospect of attracting new business to Sullom Voe Terminal if there are Net Zero production methods and green credentials in place.

In responding to a question regarding the word “resources” referred to in paragraph 1.3, the Chief Executive advised that the Council has experienced officers within its employment that will be needed to prioritise this project.

Reassurance was sought in regard to Scatsta Airport, and the Chief Executive advised that studies were being undertaken including socio economic impact assessments to help understand what future services are required. She said that any consideration for redevelopment would be brought forward in due course. The question of whether a moratorium on any new activity that would affect Scatsta’s airspace was raised, and the importance of ensuring that the Scottish Government does not hamper the reopening of the airport until the impact of the Sullom Voe Hub Project is clear. The Chief Executive advised that Officers were opening the process for expressions of interest to establish what the airport may be used for in part, or in whole. She referred from conversations with Asset and Properties that no moves will be made that would prevent reuse as an airport and that included retaining low level work around the radio equipment, in order that it could be switched back on. She advised that Officers would be open to expressions of interest and she would bring, to the Council, what that exercise has produced. She added that, given the Council does not own the whole site, that may limit what options there are in how it may be brought back to use.

In regard to representations for an LNG power station, the Chief Executive confirmed that a company had been in contact with the Council and she had sought details on how their model complies with Net Zero targets set by the Scottish Government. Some information had been provided but decisions by OFGEM around the interconnector were expected in the next few weeks.

In responding to a further question on the Community Energy Network and the format of future consultations, the Chief Executive explained that the normal format of consultation through drop in or public meetings was not possible at this time but Officers were looking at the technology to facilitate a participative approach through virtual public meetings.

In terms of Shetland's strengths in its position to become an Energy Hub, the Economic Adviser – Energy Hub Project explained that Shetland is ahead of other areas, but behind one or two. He said that it is critical that Shetland makes progress on the project now because setting the project aside for a month or two would affect the ability to attract government funding into the project, particularly if other areas have been successful in attracting funding to advance their projects. Therefore it was important to keep pace to remain ahead. He said that research was being done to identify any financial risks associated with the various options. He said that most of the risk associated with developing future projects will have to be taken by the major investors in those options which is likely to be the energy industry. There may be options for the Council to invest in and those would be advanced using the five case method.

The Economic Adviser – Energy Hub Project was asked if having the Clair field in the proposal would strengthen Shetland's position. He advised that there had been quite a bit of interest from oil and gas field operators to the West and East of Shetland. He said that those interests were being pursued and it was hoped that the Industry Steering Group would be formed in the middle of this month which would clarify the levels of industry commitments.

In responding to a question in regard to the timescales around the closure of the current power station by 2025 and the time that it will take to develop the energy hub given that some technologies do not even exist, the Chief Executive advised that the two issues are separate. She advised that the Council are not responsible for finding the solution for replacing our current power station. She said that area of work is going through Ofgem at the moment pending a decision in the next few weeks. She said that the Council is responsible for ensuring that no one forgets that we have an end of life power station that needs replacing urgently and the Council's job is to continue lobbying to reach a conclusion about its future. The Chief Executive explained that this project is about how Shetland secures the role of a future energy industry in Shetland for the economy of Shetland moving ahead. In terms of the energy network she explained that Shetland has a long standing issue with fuel poverty that requires a solution that is community based to tackle those issues. There has been some success through initiatives such as District Heating Scheme which has helped to tackle fuel poverty at community level but it was limited and could only support Lerwick. The community focused aspects of the Energy Hub are about finding other ways of tackling issues around the cost of energy and realising the benefits for Shetland from existing assets and new community scale developments.

Comment was made in regard to the one or two areas that are ahead of Shetland, and Officers were asked if any of those had received funding from the Scottish or UK Governments. Mr Tulloch, Oil and Gas Technology Centre (OGTC), confirmed that the two main hubs were Humberside and St Fergus and that Humberside would be the furthest advanced having received UK government funding. He said that no comparable project had yet received Scottish Government funding. He explained that if the UK want to get to a net zero target there would need to be 8 to 15 energy hubs across the country. He said that one of the OGTC's aims is to identify the technology

that it will take to make the Shetland Hub work. Mr Tulloch added that the OGTC are aware of some project ideas and they had been approached by other regions for assistance but Shetland would be their sole focus at the moment.

During debate, Mr Cooper said that this project had started in January and he had nothing to add other than to support the project and he moved that the Council approve the recommendations contained in the report. Mr Coutts seconded.

The Leader commented that a lot had happened since January in the global sense and he had been impressed with progress to date. He said that this was a crucial project going forward but it was a project that the Council could not do alone but relied partnership working with the National Governments, Industry and the community. The Leader said that there needs to be significant community benefit around the hub concept which means jobs into the community and a future for all. He said that the Council does not have all the answers at this stage but it was interesting to see where the process leads. There are significant opportunities and the Council needs to be at the heart of the process to ensure all the “dots are joined up”, given the complexity of the energy sector. He said that if the project progresses, he was confident that the energy project will benefit everyone into the future.

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#### **Decision:**

The Council:

- CONSIDERED and COMMENTED on the information provided in the report and Appendices one to four, the Energy Hub Project (the Project) Summary, the Governance Arrangements for the Project, the Vision, Purpose and Values and the Formative Phase Scope and Budget.
- ENDORSED the actions taken by the Project Board and Project Team as detailed in paragraph 2.3, 2.4 and 2.5: and,
- CONFIRMED delegated authority for the Chief Executive to resource the Energy Hub Project until the completion of its Formative Phase.
- DELEGATED authority to the Chief Executive to undertake a range of consultations with local community, business and other relevant interests and develop proposals for a Shetland “Community Energy Network” as described at 2.6 – 2.10. That exercise, and any associated research, would be conducted in partnership with HIE. Findings and recommendations will be reported back to the Council and HIE board during the autumn.

*(Ms Hawick, Mr Tulloch and the Press left the meeting).*

In order to avoid the disclosure of exempt information, Mr Bell moved, Mr Smith seconded, and the Council RESOLVED to exclude the public in terms of the relevant legislation during consideration of the following items of business.

37/20     **SVT – Clair Review – Progress and Next Steps**

The Council considered a report by the Director of Infrastructure Services that presented an update on progress and plans for next steps in regard to the SVT – Clair Review.

The Director of Infrastructure Services introduced the report and industry specialists provided updates on progress to date. There followed lengthy discussion, questions and debate and the Council noted the recommendations contained in the report.

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**Decision:**

The Council noted the recommendations contained in the report.

The meeting concluded at 3.50pm.

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Chair

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## **MINUTES**

## **B – PUBLIC**

### **Shetland Islands Council**

**Main Hall, Town Hall, Lerwick, and remotely via Teams**

**Wednesday 2 July 2020 at 10.00am**

#### **Present (Main Hall):**

M Bell	S Coutts
S Flaws	J Fraser
A Hawick	C Hughson
S Leask	M Lyall
E Macdonald	R McGregor
A Manson	D Sandison
I Scott	C Smith
G Smith	R Thomson

#### **Present (by remote link):**

D Anderson	P Campbell
A Cooper	A Duncan
T Smith	

#### **Apologies:**

A Priest

#### **In Attendance (Officers) (Main Hall):**

M Sandison, Chief Executive

#### **In Attendance (Officers) (by remote link):**

H Budge, Director of Children's Services  
C Ferguson, Director of Corporate Services  
N Grant, Director of Development Services  
D Bell, Executive Manager – Human Resources  
T Coutts, Acting Executive Manager – Economic Development  
J Manson, Executive Manager – Finance Services  
P Peterson, Executive Manager – Executive Services  
J Riise, Executive Manager – Governance and Law  
R Sinclair, Executive Manager – Assets, Commissioning and Procurement  
A Cogle, Team Leader – Administration  
K Johnston, Team Leader - Legal  
B Kerr, Communications Officer  
L Geddes, Committee Officer

#### **Chairperson**

Mr Bell, Convener of the Council, presided.

### **Circular**

The Convener advised that he had sought prior agreement from Members attending regarding the meeting being recorded. The first and main purpose of this was for the drafting of the minute in the event that the Committee Officer, attending remotely, lost the connection at any point. Secondly the recording would provide officers with an opportunity to consult and explore the practical and technical requirements for publication of meeting recordings. He went on to advise that in the event of any votes required, voting would be done by roll call.

The circular calling the meeting was then held as read, noting in particular that the public were excluded from the meeting in terms of Section 50(A)(3A) of the Local Government (Scotland) Act 1973, as introduced by Schedule 6, Paragraph 13 of the Coronavirus (Scotland) Act 2020.

The Convener advised that whilst the public were excluded, and as the technical requirements to make meetings more accessible to the general public had not yet been put in place, he had given consent for members of the local media to be present in a room at 8 North Ness to view the proceedings via remote link accompanied by the Council's Communications Officer. This maintained a level of public accountability and scrutiny to the proceedings and the formal decisions of the Council would, as per usual practice, be available to the public after the meeting on the Council's website.

### **Declarations of Interest**

Agenda Item 5: Support for Inshore Fisheries Management – Shetland Islands Regulated Fishery (Scotland) Order 2020/21

Mr Sandison declared an interest in the above item as an independent member of the North Atlantic Fisheries College Board.

Ms Macdonald declared an interest in the above item as a family member was involved.

*(Mr Anderson joined the meeting)*

### **38/20 Chief Executive Report**

The Council considered a report by the Chief Executive (CE-01-20-F) providing an update on COVID response work, and setting out the strategic thinking underpinning the Recovery and Renewal Framework which would ensure a co-ordinated response to maximise the impact of collective resources.

The Chief Executive summarised the main terms of the report, outlining each of the Work Strands that would be undertaken during the different phases of the framework. It was expected that the period of significant change that the Council had been through would continue, and the recovery and renewal response would be a collaborative process, with the draft framework being shared widely. It was appropriate that the emergency response to the pandemic was led by public health at the NHS and the Council's role was to support this response - aiding agencies with its resources, supporting the most vulnerable, and managing the economic and social impacts of the lockdown. A range of actions had already been undertaken to provide support to the community. As an incident management phase came to an end, the Council would lead the recovery phase. This emergency was

different because there would still need to be an ongoing response efforts that would focus on containing the transmission of the virus and managing the impact on the most vulnerable, even with the move into economic and social recovery. All phases of response, recovery and renewal would run concurrently. Community impact assessments would be carried out into the impact on people, the economy, and infrastructure, and different scenarios would be considered to understand how the impacts would be felt over a 15-20 year period. Whilst there was a need to understand and respond to local impacts, this was a pandemic and there would be learning and research at local, national and international scale which Shetland would need to feed into and learn from.

It was vital that Shetland continued to make its voice heard, and that the island context continued to be taken into account nationally. The Council had been actively working on delivering the economic support packages, having provided over £7.8M in grant assistance to businesses. Each service was planning service delivery models for recovery, using the road map that the Scottish Government had provided. Service recovery would focus on building back better services, building more resilience into these services, and addressing the weaknesses and inequalities demonstrated through the response phase. Rather than going back to 'normal', the Council would move forward to better services which were more 'shockproof'. The Council planning would take into account the work on the four strands of sustainability - community, environmental, workforce and financial, as detailed in the Council budget papers. It was recognised that a longer term view was required, while keeping the focus on the wellbeing of the community, staff and the environment. Services would be reinstated with greater resilience and promotion of self-service - reduced face-to-face interactions and shielding would be likely to continue for some time. Recovery would be gradual following the global economic downturn, the drop in GDP, and the increase in unemployment. The ability to influence change may be limited as the levers for recovery and economic stimulus were held by UK and Scottish Government, but the Council would ensure that Shetland's influence was felt at a national level. This had been effective when the Leader and Chair of Development had fed back issues on the business support schemes, and seen changes made to make them effective and address gaps in support. The Shetland Energy Hub Project was part of the 10-year plan to reset the demographic challenges and grow the working age population whilst responding to the net zero shift for oil and gas industry. Promote Shetland was also critical to build on the massive increase in interest lately in relocation to Shetland, as more people worked from home and travel to offices was maybe less important. The inequality of the COVID-19 response had been apparent and although all the impacts were not yet known, the elderly had been most impacted by the virus and young people had been most impacted by the lockdown response.

She went on to say that the Council's financial position had changed since the budget had been approved in January. While it had been challenging before, it was now going to be exacerbated by the demand on services. There had been an increase in costs of £2.4million on the planned budget, although there had been some savings in fuel and energy costs which would disappear as services were reinstated. The cost of education recovery would be £8million, if the contingency plan had to be delivered, and moving

services back into operation had a cost. The COVID-19 response would also impact on the Council's future financial resources, particularly in relation to investments and the ability to plan services into the future due to changing levels of public sector funding. The change in oil and gas prices would have an impact on the future of Sullom Voe Terminal, which again impacted on the Council's income. It would be vital to access all funding opportunities, especially around the green economy, to restart the economy. Staff had also been impacted, and consideration would have to be given to how to best support staff and provide the workforce with the best environment to support them to do their work in a period of dramatic change. It was recognised that Shetland's natural and built environment had created opportunities in terms of community and individual wellbeing. As ways of working and travelling had changed, consideration would have to be given to finding the right balance in moving employees back to workplaces. It was important to secure funding to address the weaknesses that had been apparent in terms of connectivity, and to use all investment levers - such as the Island Deal, Housing Investment Plan, climate change funds, Crown Estate Income - in order to implement the economic recovery required. There were a number of economic stimulus projects planned in Shetland which would all play their part in supporting the economic and community recovery.

The Chief Executive and Director of Development Services then responded to questions, and the Council noted the following:

- The Scottish Government had commissioned work to consider inequalities and an assessment of the impact of the pandemic response. This information would be circulated to members when the assessment was completed.
- Arrangements in place regarding the use of the Anderson High School Halls of Residence by NHS staff had been agreed some months ago, and the details would be circulated to Members.
- The majority of cruise ship visits to Shetland came under the remit of Lerwick Port Authority (LPA), though there had been none to date as the cruise market had been severely affected by COVID-19. LPA would engage with the emergency planning and resilience forum when considering future visits, and would take advice from the relevant public health and maritime health authorities. The longer term impact of this downturn in cruise ship visits was not yet known.
- The creation of a new college in Shetland would contribute to Shetland's recovery and renewal, so should also be included in the list of economic stimulus projects referred to in paragraph 4.20 of the report. An employability sub-group had been set up, and it would be considering reskilling, the opportunities for people to change career, and the changing employment needs in the community.
- The reference to "four lenses of sustainability" referred to the four sustainability themes the Council used in setting its budget and it was intended that these themes would overlay everything that was being



carried out at the moment, and be considered in all decisions about future priorities for change.

- The reduction in travel currently being experienced would not be used to determine service level assumptions in the future. However consideration would be given to how to sustain and improve connectivity so that people did not need to commute as much. Services could maybe sustained at a lower level if digital connectivity was improved, and people's work/life balances and the cost of living would be improved if they were not travelling as often.
- The Scottish Government did recognise that COVID-19 was having different impacts in different communities. It was expected that there may be more localised decision-making in responses to outbreaks as things moved forward.
- The Council values were on display throughout the response phase, and it was important to continue to create an environment where individuals continued to take personal responsibility. This had been demonstrated through the responses to our learning on the incident response so far.
- Engagement took place with all staff weekly, and appreciation of their efforts was always expressed. The Convener and Leader had also sent messages to all staff. Staff surveys had highlighted that there was not enough thanks and praise, so it was important not to overlook the value of direct thanks to staff, and a staff recognition event had taken place for the last few years. Research has illustrated that a financial reward did not connect people to their organisation in the way that personal recognition did, and the Council was committed to personal recognition in this way.
- Partner agencies and the third sector assisted in providing support to frontline staff, and it was important to continue to use existing assets to support the response. There were currently opportunities for the third sector to apply for government funds.
- The Council had previously commissioned an input and output study which gave a good baseline in terms of GDP and levels of unemployment locally, and Economic Development had been asked to get an assessment of the current situation in finalising that study. It was recognised that there would be changes to the Government's furlough scheme and other milestones that would trigger further changes in the economy, so it was something that would have to be revisited regularly over the next few months. Skills Development Scotland was also collating and sharing information regarding employment, and this would be used for the evidence base. Figures collated regarding economic impacts were national figures, so it would be a bit more difficult to get these at a local level.
- Advice had been provided to staff in relation to home working and how to claim from HMRC allowances in relation to additional costs as a result of working from home.

- The shift to electric vehicles were a key strand in the recovery plan, both locally and nationally. The Council would be ensuring it accessed funding available for charging points, as it had done for a number of years.
- There had been discussions around renewables, and the report presented to Members regarding the Energy Hub had addressed many issues, including ongoing engagement around community energy networks.
- It was recognised that there was a need to reconsider the size of the Council's estate given the increase in the number of people working from home, and the need to meet social distancing requirements in the workplace. It was recognised that there was a need to adapt to flexible workspaces, and joint work was also taking place with the NHS. There was a real opportunity to rationalise and provide different accommodation, and to consider what staff would require in future as there may be a longer term shift in working practices.
- Work had commenced on community impact assessments, and the Shetland Planning Partnership was starting to get data on outcomes and indicators. The work to date could be circulated to Members. The working group looking at employment referred to earlier was an example of what had been done to respond to the initial assessments. If the data illustrated something required to be done in terms of responding to a community impact, this would be relayed to Members and it would become a priority in the work strands.
- Tactical teams had been set up across the Council during the response phase in order to solve issues that arose. It has been an important resource and it was intended to support people with this skill set so that they could continue to provide this leadership resource to the Council. It was recognised that it was not all senior management that would be doing all the work, and that this level of change activity requires leadership at every level.
- It was recognised that the business support schemes had not assisted everyone, but the Council had influenced how the schemes changed and developed to support more sectors. The Council would be looking at its own procurement and how to use it to restart the economy. It may also be possible to secure more housing development funding to support housing development.

Mr Coutts commented that it was important not to underestimate the challenges, and the efforts of staff, in moving forward. The values that the Council had agreed on encouraged flair, innovation, and a 'can do' attitude amongst staff, and there was confidence that this would continue in moving ahead. The COVID-19 pandemic had created a lot of new vulnerable people, and moving forward would be a collective effort. He went on to move that the recommendations in the report be approved, and Mr G Smith seconded.

It was commented that it was important to present a united front when seeking support from the Government, and it was important that this was not politicised in order to secure the best outcome for Shetland.

*(The meeting adjourned at 11.30am due to a fire alarm at the Town Hall, and reconvened at 11.40am)*

Mr Fraser advised that he intended to present a notice of motion to the Council in future regarding recognising the efforts of staff over the last few months in a tangible manner. He was of the view that it was appropriate to acknowledge and thank staff, and there was a risk of a detrimental effect if someone was missed out if generic thanks were issued.

It was noted that the Integration Joint Board Chair had written personally to staff to thank them for their efforts. This had been well-received and had illustrated that a personal thank you was valued.

Members paid tribute to officers and staff - led by the Chief Executive - for the exceptional work that had been carried out over the last few months, and also to other agencies involved in supporting this. It was pointed out that it was the role of Members - as community leaders - to ensure that this work was recognised. It was also the role of Members to ensure that Shetland received the support it required through the recovery phase, and to ensure that local authorities had the ability to make decisions for the benefit of people that lived in their areas, rather than have decisions thrust upon them. It was suggested that it would be useful to have localised powers to implement a local lockdown in future.

It was noted that some areas of Shetland had experienced connectivity issues and that the broadband service was very poor, so resolving this issue was more essential than ever. The Scottish Government had already committed to doing so.

It was commented that there would now be an opportunity to build services back better than they had been before, so it was important not to lose this opportunity. Community partners would all have a role to play in the next phase, which would require a partnership approach to deliver all aspirations. It was important to maximise all opportunities and ensure that the Council got the resources required for doing so. For example, the new college could capitalise on what would be required in terms of training and education, and recent behavioural changes relating to active travel should be taken advantage of.

The impact on the private sector locally was noted with the hospitality sector, in particular, requiring assistance, especially over the winter months. Developments in the energy sector would help generate employment in future, but there would be unemployment difficulties in the short-term. The community would be looking to the Council for assistance, so there would require to be a community impact assessment to address the short-term need.

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**Decision:**

The Council:

- NOTED the updates provided on the Council's COVID-19 response phase and planning for Recovery and Renewal
- APPROVED the Recovery and Renewal Framework as the way in which the Council will structure its recovery and renewal work going forward.

*(Mr Thomson declared an interest in the following item as a family member was one of the signatories, and advised that he would take no part in the discussion)*

39/20     **Petition**

The Council considered a petition submitted on 24 June 2020 by 26 signatories entitled "Covid-19: Coordination/assignment for consideration by SIC of the development of a business model, including input by all relevant public bodies, together with private business enterprises, to address the need to reduce Covid-19 testing turnaround time to 24hours in the Shetland Islands".

The Chief Executive advised that the Council's constitution stated that the Council's response to petitions should either be to note them or request a report, and she was taking the opportunity to give Members advice using her delegated authority. She advised that the Scottish Government had a 'test and protect' strategy in place, and the Council's role was to support those who needed to isolate or were vulnerable. The testing aspect was within the remit of the NHS, not the Council. The petition sought Council support for the development of a business case to fund the means to enable a 24 hour turnaround time for testing in Shetland. She was aware - from meetings with the Scottish Government - that mobile units were being developed and tested so that they could be deployed anywhere to deal with 'hotspots', and the results of tests would be available in 25-30 minutes. There was a danger to the Council in pursuing a business case when it was not at the heart of the 'test and protect' strategy. It may result in a lack of co-ordination with the many agencies involved and could result in a worse service than was available elsewhere. There may also be issues with information-sharing, data loss and less ability to track and trace, and this had been an issue in terms of the private sector test arrangements in place on the mainland. These issues highlighted the danger of developing a localised strategy that was not part of an overall NHS strategy.

She advised that she would strongly encourage Members to recognise the responsibility of the NHS, and remit this petition to them. The Scottish Government was ensuring that its 'test and protect' strategy would work, and the Council's role was to identify when it was not meeting requirements and to feed that in through the resilience partnership. She clarified that anyone with symptoms could get tested, and locally this would be dealt with without delay. If Members were minded to ask for a report for staff to prepare a business case, there may be an issue in terms of resources, as it would involve staff already working on economic support schemes and the

business cases for the Islands Deal. She therefore recommended that the petition was referred to the NHS.

Mr Coutts moved that the Council note the petition, and remit it to NHS Shetland for consideration.

Mr G Smith seconded.

Some discussion took place regarding provision for testing contractors coming into Shetland. It was noted that it was for the employers to develop business resilience plans for testing, and that they may choose to test their staff. While there were expectations in the community in terms of resilience, the Council did not have that authority to require testing in this particular case. It was appropriate that NHS Shetland was the primary body to take this forward, and this may need to be explained to the wider community. It was suggested that there was a need to get permission from the petitioners to pass the petition on to NHS Shetland, and that NHS Shetland should be expected to fulfil its obligations on the test and protect strategy to the people of Shetland.

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**Decision:**

The Council agreed to note the petition and, with the consent of the petitioners, to remit it to NHS Shetland for consideration.

*(Mr Flaws declared an interest in the following item, and left the meeting)*

40/20     **Shetland Islands Council's Local Phasing Delivery Plan**

The Council considered a report by the Director of Children's Services (CS-12-20-F) seeking approval of the Children's Services' Local Phasing Delivery Plan for publication and the revised school calendar dates for 2020-2021.

The Director of Children's Services summarised the main terms of the report, outlining the background for local authorities being required to produce a Local Phasing Delivery Plan. This followed the Deputy First Minister's statement on 21 May 2020 announcing that schools across Scotland would reopen for pupils on 11 August 2020, and that local authorities should prepare for a new model of blended learning to be implemented. On 23 June 2020, the Deputy First Minister had issued a further statement that all pupils could return to school full-time on 11 August, conditional on ongoing scientific and health advice. The Council's plan had been submitted to HMIE and feedback was expected in the next few days, and more guidance and direction would be issued by the Scottish Government by 30 July. Officers and staff were very aware that the blended learning model before Members today may not need to be implemented, and that it was currently a contingency plan following the latest instruction from the Scottish Government.

She went on to say that the announcement that schools would open on 11 August necessitated a revision to the school calendar locally. It was intended that it would be a 'soft start' in order to recognise the importance of mental health and wellbeing and easing pupils back in to the school routine, and plans for this would be communicated to parents. Children's Services, Head

Teachers and school staff had worked hard to ensure that pupils continued to receive a high quality learning experience with home learning, and to ensure that everyone was as well-prepared for the return back as possible. Appended to the Plan were the checklists and risk assessments that were in place, and this had been a huge amount of work. It was recognised that the attainment gap may have widened and attainment levels may be affected. Discussions were still ongoing at national level regarding social distancing and the implications for the islands, which were being taken into account. Social distancing requirements would impact on transport and if it were to remain at two metres, this would mean a huge reduction in the number of pupils buses could carry.

The Director of Children's Services and the Chief Executive then responded to questions, and Members noted the following:

- The latest advice was that people showing any sign of symptoms should get tested, and this would apply to staff too. The health and scientific advice was regularly changing, and would be updated as appropriate.
- The guidance regarding mass gatherings was very clear, and it would apply to some school dining areas. Consideration was being given to delivering packed lunches or hot meals to classrooms, and also to reducing the lunch period so that there was less opportunity for pupils to leave school. These areas would be kept under review.
- The Scottish Government would be issuing its next guidance on 30 July – 11 days before schools were due to go back. It was expected that there would be further changes over the next three to four weeks. Updated information would be supplied to Members and parents as soon as it was possible to do so.
- Consultation had taken place with the teaching unions and some parent councils, and it had been felt that it would be best to add an additional week on to next year's summer break to take account of the early start for the next term. The holiday on the last Wednesday in January was a designated Council public holiday and if there was pressure to amend this, it was something that could be brought back before Members.
- Staff would be returning to schools for in-service training on 10 August, and pupils on 11 August. This was the preferred model in most local authorities.
- There had been no particular discussions regarding adding hours to the school week to make up for time that had been lost. There had been discussions around the blended model and how to maximise resources as far as possible to assist with learning at home. The Scottish Government was exploring having newly qualified teachers supporting local authorities with the return to school, and money had been allocated for that.

- It was recognised that parents, pupils and staff may be apprehensive about returning to school, and a group had been looking at mental health and wellbeing for pupils and staff. A presentation had been produced, and it was hoped to share this with Members. Staff were very aware of the nurturing approach, and this was at the centre of the return to schools. It was also one of the reasons that a soft start was proposed.
- Transport was a major issue that was being discussed at national level. Social distancing and face mask requirements applied to both school buses and public buses used for school transport. School bus contracts – scheduled to start on 17 August – would have to be brought forward to 11 August, and discussions were taking place with bus contractors. Social distancing requirements may change but, at the moment, family groups could travel together. It was likely that social distancing requirements in relation to children would change, but the requirements in relation to adults may not. There were still lots of questions that required to be answered, and the Scottish Government had been informed that Children's Services had a number of questions in relation to transport. Members would be updated on any further discussions.

*(The meeting adjourned at 12.50pm, and reconvened at 2pm)*

**Present (Main Hall):**

D Anderson	M Bell
P Campbell	S Coutts
A Duncan	J Fraser
A Hawick	C Hughson
S Leask	M Lyall
E Macdonald	R McGregor
A Manson	D Sandison
I Scott	C Smith
G Smith	T Smith
R Thomson	

**Apologies:**

A Cooper	A Priest
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**In Attendance (Officers) (Main Hall):**

M Sandison, Chief Executive

**In Attendance (Officers) (by remote link):**

H Budge, Director of Children's Services  
 C Ferguson, Director of Corporate Services  
 N Grant, Director of Development Services  
 D Bell, Executive Manager – Human Resources  
 T Coutts, Acting Executive Manager – Economic Development  
 J Manson, Executive Manager – Finance Services  
 P Peterson, Executive Manager – Executive Services  
 J Riise, Executive Manager – Governance and Law  
 R Sinclair, Executive Manager – Assets, Commissioning and Procurement

A Cogle, Team Leader – Administration  
K Johnston, Team Leader - Legal  
B Kerr, Communications Officer  
L Geddes, Committee Officer

The Convener advised that he would be amending the order of the agenda items in order that all the exempt items would be considered at the end of the meeting.

The Council resumed discussion on the following agenda item:

40/20     **Shetland Islands Council's Local Phasing Delivery Plan**

In moving that the recommendations in the report be approved, Mr G Smith, Chair – Education and Families Committee, paid tribute to staff for their work during the challenging period over the last few months, and to the Director of Children's Services for the leadership she had shown in that time since the decision had been taken locally to close schools on 16 March. Staff had been willing and flexible in their approaches, and there had been valuable input from other staff across the Council. He also paid tribute to the Chief Executive for her support to himself and the management team, and in ensuring that everyone had the information they required in order to make decisions. The decision locally to close schools a week earlier on 16 March, in his view, had made a significant difference to the progression of the virus. Childcare hubs – viewed nationally as sector-leading - had also been set up for key workers and vulnerable families, and the private childcare sector had also gone beyond what had been expected of it. Digital connectivity had proved to be a hindrance in some areas, and staff had provided paper learning packs to deal with this. But the Council should continue to push on digital connectivity in order that it did not end up in situations like this in the future.

He went on to say that local authorities had been required to submit plans for blended learning, and the amount of work that had gone into preparing the Plan before Members today should not be underestimated. It took cognisance of providing the best educational experience for pupils, recognising the parameters that were in place, and the safety and wellbeing of staff and pupils was at the heart of it. However on 23 June, the Deputy First Minister had announced that blended learning was no longer the preferred position. This announcement had been made without prior consultation with local authorities, trade unions, and other partners. Local authorities had been charged with the safe delivery of education, and everyone was in agreement they wanted pupils back in schools when it was safe to do so and the safety of staff and pupils would not be put at risk. The Scottish Government would be making its next announcement on 30 July, so this did not leave a lot of time and there were still a lot of unanswered questions. There would be changes in relation to social distancing, and this would also have an impact on transport, so there was a lot of uncertainty. He was pleased to hear it was proposed to have a 'soft start' in order to help with the transition back to school.

He concluded by commending the Plan to Members, albeit that it was now a contingency plan. It was important that education should resume, but without sacrificing safety. He requested that Members received the presentation on approaches to mental health and wellbeing, if staff had time to deliver this.



Mr Sandison seconded.

During the discussion that followed, Members commended staff for the work that had gone into preparing the Plan and in delivering online learning, and also commended the Chair – Education and Families Committee for his work. The work done early on in relation to free school meals and the creation of childcare hubs had also been exemplary. Members commented that they looked forward to pupils and staff being able to go back to school in a safe and controlled manner without further delay, and it was recognised that there would be instances of stress and anxiety which may impact on absenteeism. It was suggested that it may not be appropriate to try and keep pupils in schools at lunchtimes, and this should be a last resort.

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**Decision:**

The Council:

- APPROVED the Children's Services' Local Phasing Delivery Plan for publication.
- APPROVED revised school calendar dates for 2020-2021.

*(Mr Flaws returned to the meeting)*

41/20 **Islands Deal**

The Council considered a report by the Director – Development Services (DV-12-20-F) providing an update to Members on the work to develop an Islands Growth Deal, and seeking endorsement for the next steps in the programme.

The Director – Development Services summarised the main terms of the report, advising that the Council continued to work with Orkney Islands Council and Comhairle nan Eilean Siar to put forward a case for a joint Islands Growth Deal. There were a number of island-specific projects - outlined in paragraph 4.3 of the report - that had been developed with partner organisations locally. There was also interest in scoping a number of joint island programmes. Funding was linked to matched funding and justification was based on economic impact and links to national strategies. The projects would be well-supported by other sources of funding. The 700 jobs it was hoped to create in Shetland did not include those that were linked to the Energy Hub. The three Councils continued to engage with the UK and Scottish Governments with the aim of securing a quantum announcement, which would be hugely important in terms of economic stimulus.

Responding to questions, he advised that discussions were still ongoing regarding the quantum announcement, but he was optimistic that the funding sought would be received. This would be in the region of £100 million across the three islands.

In commenting that there was a need to keep engaging with the UK Government in respect of the quantum announcement, Mr Coutts moved that the recommendations in the report be approved.

Mr Leask seconded.

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**Decision:**

The Council:

- NOTED the progress that is being made on securing an Islands Growth Deal.
- DELEGATED authority to the Chief Executive, or her nominee, in consultation with the undernoted Members, to continue to engage with Scottish Government and UK Government to secure an Islands Deal quantum announcement and agree formal Heads of Terms:
  - Political Leader
  - Depute Leader
  - Convener
  - Chair of Development Committee
  - Chair of Education and Families Committee
  - Chair of Environment and Transport Committee

*(Mr Sandison declared an interest in the following item due to his NAFC role, and left the meeting)*

42/20     **Shetland Islands Regional Marine Plan – Maintenance and Development**

The Council considered a report by the Acting Executive Manager – Economic Development (DV-08-20-F) proposing that funding of £44,214.38 be approved for the commission of NAFC Marine Centre to provide ongoing development and maintenance of the Shetland Islands Regional Marine Plan (SIRMP) in the financial year 2020/21.

The Acting Executive Manager – Economic Development summarised the main terms of the report, advising that the Scottish Government had first issued the direction to produce Regional Marine Plans in 2015. Development and maintenance of the SIRMP was undertaken by the NAFC Marine Centre, fulfilling the legal requirements under the National Marine Plan. He went on to outline the key benefits of the SIRMP and the activities undertaken by the NAFC Marine Centre in developing it. The SIRMP aligned with the objectives set out in the Local Development Plan's policy for Coastal Development, and provided an overarching policy framework to guide marine development and activity. It was widely acknowledged as an international exemplar for the future of marine management.

Ms Manson commented on the exemplary nature of the SIRMP, and moved that the recommendations in the report be approved.

Mr Thomson seconded.

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**Decision:**

The Council RESOLVED to:

- APPROVE the commission of NAFC Marine Centre to undertake ongoing maintenance and development of the Shetland Islands Regional Marine Plan in 2020/21, at a total cost of £44,214.38.

*(The meeting adjourned at 2.45pm, and reconvened at 2.50pm)*

**Present (Main Hall):**

M Bell	S Coutts
J Fraser	A Hawick
C Hughson	S Leask
M Lyall	E Macdonald
R McGregor	A Manson
D Sandison	I Scott
C Smith	G Smith
R Thomson	

**Present (by remote link):**

D Anderson	P Campbell
A Duncan	S Flaws
T Smith	

**Apologies:**

A Cooper	A Priest
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**In Attendance (Officers) (Main Hall):**

M Sandison, Chief Executive

**In Attendance (Officers) (by remote link):**

H Budge, Director of Children's Services  
C Ferguson, Director of Corporate Services  
N Grant, Director of Development Services  
D Bell, Executive Manager – Human Resources  
T Coutts, Acting Executive Manager – Economic Development  
J Manson, Executive Manager – Finance Services  
P Peterson, Executive Manager – Executive Services  
J Riise, Executive Manager – Governance and Law  
A Cogle, Team Leader – Administration  
K Johnston, Team Leader - Legal  
B Kerr, Communications Officer  
L Malcolmson, Committee Officer

**Chairperson**

Mr Bell, Convener of the Council, presided.

Mr Bell advised that the confidential items from the morning session, namely agenda items 5 "Support for Inshore Fisheries Management – Shetland Islands Regulated

Fishery (Scotland) Order 2020/21”, and 6 “Chief Social Work Officer and Children’s Social Work Management Structure” would be taken at the end of the agenda and reordered so that item 6 is taken before item 5.

43/20     **Infrastructure Directorate Performance Report 2019/20**

The Council considered a report by the Director of Infrastructure Services (ISD-09-20-F) that summarised the activity and performance of the Infrastructure Directorate for 2019/20, enabling Members to analyse performance against its key objectives and responsibilities and against Corporate Plan and Shetland Partnership Plan outcomes

The Director of Infrastructure Services introduced the report, and highlighted the awards gained by the Fleet Management Service and the Scalloway Harbour. He advised on the continuing challenges and the significant matter of the future of Sullom Voe Terminal. In referring to COVID-19, he thanked staff for continuing with services such as gritting, refuse collection, ferry services, Sullom Voe port operations and fishing ports, which are all key to Shetland’s economy and to ensuring accessibility that otherwise would not be done.

During questions the Director of Infrastructure Services advised that the delays in progressing the Cullivoe Road project were due to the survey required that could not be carried out during lockdown. He said that the Asset Commissioning and Procurement Service would provide a strategic outline case to the next meeting on 22 July 2020.

In terms of the Fair Isle Ferry Replacement, the Director of Infrastructure Services explained that the overall discussion with the Scottish Government had still not concluded in regard to fair funding. He said that fair funding was critical to the resolution of the whole ferry fund and that progress could not be made until the Scottish Government had moved to the next stage of the process.

The Director of Infrastructure Services responded to a question in regard to the Gas Plant and there being no throughput income due to low gas prices. He explained that there needed to be a trigger price of 40p/therm but gas was currently trading around 20p/therm. He said that American gas prices were lower than anticipated and this situation was outwith Officer’s control.

In responding to a question on a new opening date for the Scalloway Fish Market, the Director of Infrastructure Services advised that work would be complete by end July/start of August. He said that Officers were looking at what safe arrangements could be made, but that he was in contact with the new Lerwick Fish Market to collaborate on the opening date and to make the most of the promotional opportunities that coordinated openings and the Scalloway Fish Market award would provide.

During debate, the Chair of Environment and Transport Committee expressed his thanks to staff who had worked throughout the last few months and to those who worked outwith their normal roles. He said that the Council would look at the effects of lockdown on operations and more than ever the fair funding for ferry services was essential and critical to the ongoing provision of ferry services. He said that politically the case was being made

through the Leader and the Chief Executive, but the Council needed a conclusion to this matter from the Scottish Government.

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**Decision:**

The Council NOTED the:

- plans and progress in 2019/20 and
- proposals for 2020/21 activity and priorities

44/20

**Development Directorate Performance Report 2019/20**

The Council considered a report by the Director of Development Services (DV-07-20-F) that summarised the activity and performance of the Development Directorate for 2019/20, enabling Members to analyse its performance against the Directorate's Service objectives and the Corporate Plan outcomes.

The Director of Development Services introduced the report and highlighted the key priorities. He referred to 4 particular achievements set out in section 4, namely house building, bus network review, college merger and islands with small populations. The Director of Development Services said that all four areas had good communication with communities. He also referred to the Risks and Service Challenges and advised that these areas were being addressed. In terms of financial outturn overspend in the directorate he explained that the Scottish Funding Council had now confirmed that it would not be covering the operational costs prior to the merger. Some of this overspend had been helped by assistance from other service areas. The Director of Development Services paid tribute to the Acting Executive Manager – Economic Development and the business gateway team for their work on the hardship scheme. He said that the Scottish Government has worked extremely well with staff and the Leader in ensuring that the money was distributed to community organisations. The Director of Development Services said that going forward the outcomes from the Shetland Partnership Plan was still valid and the department's priority is to reset as part of the recover and renewal plan over the next weeks and months.

In responding to a question around the additional cost in regard to the college merger, the Chief Executive said that a lot of resources had been put into this project and the Ministerial Merger Business Case was now with the Scottish Government for consultation and approval. She said that the project was moving forward and Officers had been disappointed with the additional cost that had been expected to be part of the transition funding provided by the Scottish Funding Council.

The Chief Executive was asked about the Council's future in terms of the recovery, the effects of COVID-19 and return of resources. The Chief Executive advised that housing building, for example, there was a commitment by the Scottish Government for delivery through the Strategic Housing Improvement Project. She said that Shetland would coordinate its focus where funds have been secured to meet the desire for 1000 properties

and perhaps more, as the world continues to change. She said that in this instance the funding from the Scottish Government was external money rather than Shetland having to actively secure it.

During debate, the Vice-Chair of Development Committee complemented the Director of Development Services on the extensive report and the work of the many Officers for their hard work and dedication and how they have dealt with their workload during COVID-19. He added that it was clear to see the tangible way in which the business gateway had handled the payments to businesses during this time.

Assurance was provided by the Chair of the College Board that the college merger process was proceeding well in the hands of the Principal, Shetland College and the Director of Corporate Services. He said that the project team had complied with the timescales set and it now had no control over the next stage. He said that he was confident that a merged position would be reached and a single entity would be created for further education in Shetland.

During further debate, appreciation was expressed to staff for the way in which grant assistance was provided to the Community Halls. Reference was made to the Internal Air Services and a previous decision taken to keep the Tingwall airport open, in light of the recent closure of Scatsta Airport, which had resulted in job losses.

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**Decision:**

The Council discussed the contents of this report and made relevant comments on the achievements of the Directorate during 2019/20, progress against the priorities set out in the Directorate Plan (2019/22) and contribution to forward plans.

45/20     **Children's Services Directorate Performance Report - Quarter 4, Period to 31 March 2020**

The Council considered a report by the Director of Children's Services (CS-11-20-F) that summarised the activity and performance of Children's Services Directorate for the fourth quarter of 2019/20, the three months up to March 2020.

The Director of Children's Services introduced the report, and highlighted the Directorate Achievements set out in section 4.4 and noted that in regard to progress on the expansion of early learning and childcare, the capital works had not been able to continue during lockdown. She said that the impact of COVID-19 meant that there was a large increase in the use of cleaning materials, free school meals had been paid out during Easter, school trips planned for Italy had been refunded, with no trips planned next year. Going forward the Director of Children's Services advised that Officers would work on the priorities set out in Appendix A.

In responding to questions, the Director of Children's Services confirmed that there had been a delay on the residential facility for looked after children, but confirmed that only one young person had been facilitated off island, with

others having been moved back home or moved on through after care. She said the young person cared for off island had maintained connectivity through a variety of means. The Director of Children's Services added that vulnerable children in care homes have found it difficult and there have been circumstances where extra support has been put in place using existing dedicated staff and additional accommodation where necessary. The Director of Children's Services advised that it was still hoped that the residential facility would be complete by the end of the year and she would keep contact with contractors to ensure that the facility is ready as soon as possible.

Reference was made to the outturn position in paragraph 4.1 and to the work of the schools service achievements at 4.4 and it was suggested that those areas working together was making a difference for the children and young people. It was suggested that there was equal value given to each area in a collective and flexible fashion.

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### **Decision:**

The Council discussed the contents of this report and made relevant comments on progress against priorities to inform further activity and the planning process for the remainder of this year and the next.

#### **46/20     Corporate and Executive Services – End of Year Performance Report 2019/20**

The Council considered a report by the Director of Corporate Services (CRP-12-20-F) that summarised the activity and performance of Corporate and Executive Services for 2019/2020, enabling Members to analyse the performance against the objectives set out in the current relevant plans, and in the Council's Corporate Plan.

The Director of Corporate Services introduced the report, and advised that Officers were set to review all activities and reframe them in terms of lessons learned and sustainability themes. She said that in the short term the key would be to support children returning to school and the return of services. The Director of Corporate Services commented that there would be an increase in activity for Audit to account for what had been done so far. She commented on the work of the Emergency Planning Service and the need for additional staff resources to support the one dedicated member of staff. The Director of Corporate Services provided an overview of the work undertaken during lockdown and the continuation of group meetings at a local level with the Chief Executive. She said that in terms of financial performance there were a number of elements to consider including the accommodation portfolio and the need to look at the key themes of recovery going forward, and it would be important to look at accommodation with the NHS and other partners where possible.

During questions, comment was made in regard to the ICT upgrades and the significant savings to be made by reducing travel and using video participation. The Director of Corporate Services said that in terms of maintaining equipment to a standard through the use of a rolling upgrade programme would be challenging given the advance of digital technology,

which also comes at a cost. She said however the key to using technology is connectivity and that can be a limiting factor. The Director of Corporate Services said that although connectivity was an issue in Shetland there was a commitment to upgrade equipment on a rolling programme.

Following further comment around the savings that could be made by remote participation at meetings, and the example given of a successful connection to a recent meeting of CoSLA, the Chief Executive agreed that there had been an opportunity to do more work remotely. She said that this had always been available to Members but was not normally set up by CoSLA. She cautioned however that working remotely works well when everyone does it, and that choices would be made as meeting return to normal, around whether there was more value in being present for face to face contact, than dialling in.

In responding to a question on the partnership work with Edinburgh College to provide a Professional Development Award in Childhood Practice, the Director of Children's Services confirmed that Shetland College had been approached but they were unable to provide the course at that time. As this course was needed for the "1140" scheme to be ready in time, a contract was made with Edinburgh College. It was agreed that the Director of Children's Services would provide Members with the length of that contract.

Given the savings through staff vacancies and the recent job losses as a result of the closure of Scatsta Airport and the hotel sector, the Director of Corporate Services was asked if Officers would return to the recruitment strategy, and how that would affect the budget in the long term. The Director of Corporate Services advised that the vacancies reported were last year and were in hard to fill posts such as in Legal Services, but Legal Services was now up to full staff complement. She said that any vacancies and not automatically filled but are assessed in terms of whether there remains a need for that post in the context of future plans. The Director of Corporate Services explained that vacancies provide the opportunity to see how that work can be done differently. She advised that the vacancy factor presented as a saving had now been removed.

During debate, the Leader thanked the Director of Corporate Services for the report and commented on some of the activities and priorities given to some areas. He commented in regard to COVID-19, and what was seen as a can do attitude from staff with a need to focus on that going forward. The Depute Leader added her thanks for the staff at ICT for facilitating those who can work from home.

During further debate, concern was expressed in regard to the continuation of home working and that it should not become the default. It was suggested that it may create difficulty for some in achieving a good work/life balance and that the social element of face to face contact should not be underplayed.

Further comments were made around the benefits of using technology for meetings, in terms of savings and convenience. It was however suggested that attendees need to be on a level playing field and the importance of attending in person should not be underestimated.



A final comment was made in regard to the availability of remote meetings to the public and that there needed to be a solution for broadcasting to the public rather than being reliant on media reports.

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**Decision:**

The Council:

- DISCUSSED the contents of this report;
- COMMENTED on the achievements of Corporate and Executive Services during 2019/2020;
- COMMENTED on the anticipated Risks and Services challenges of Corporate and Executive Services; and
- ADVISED managers of their views.

47/20 **Corporate Risk Register**

The Council considered a report by the Director of Corporate Services (CRP-13-20-F) that presented the current Corporate Risk Register, and highlighted recent changes and current relevant information.

The Director of Corporate Services introduced the report, and in responding to a question from the Vice-Convener she advised that she would provide an explanation on the increase in PIN forms, following the meeting.

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**Decision:**

The Council:

- CONSIDERED the content of this report and of the Corporate Risk Register attached as Appendix 1;
- ADVISED the Chief Executive and Corporate Management Team of their views; and
- ENDORSED the actions being taken by management to mitigate the risks described in Appendix 1.

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

*(The Press left the meeting).*

*There followed a short comfort break and the meeting resumed at 4pm.*

(Ms Manson left the meeting)

48/20     **Confidential Corporate Risk Register**

The Council considered a report by the Director of Corporate Services that presented the current Confidential Corporate Risk Register which complements the Corporate Risk Register report, as presented earlier in the agenda.

The Director of Corporate Services introduced the report, highlighted the significant risks and responded to Member's questions.

Members noted the recommendations contained in the report.

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**Decision:**

The Council:

- CONSIDERED the content of this report and of the Confidential Corporate Risk Register attached as Appendix 1; and
- ADVISED the Director of Corporate Services of their views on each of the risks currently included in the Confidential Corporate Risk Register.

49/20     **Chief Social Work Officer and Children's Social Work Management Structure**

The Council considered a report by the Chief Executive and Director of Children's Services which proposed that changes are made to the management structure of Children's Social Work services.

The Director of Children's Services introduced the report.

There being no questions the meeting moved into debate, and following comments Mr G Smith moved that the Council approve the recommendations contained in the report. Mr T Smith seconded.

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**Decision:**

The Council CONSIDERED and RESOLVED to approve the recommendations contained in the report.

(Mrs Macdonald and Mr Sandison left the meeting)

50/20     **Support for Inshore Fisheries Management – Shetland Islands Regulated Fishery (Scotland) Order 2020/21**

The Council considered a report by the Acting Executive Manager – Economic Development.

The Acting Executive Manager – Economic Development introduced the report and he and the Director of Development Services responded to questions.

Following lengthy discussion and debate, Mr Leask moved that the Council approve the recommendations contained in the report. Mr C Smith seconded.

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**Decision:**

The Council RESOLVED to APPROVE the recommendations contained in the report.

The meeting concluded at 5.10pm.

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Chair

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## **MINUTES**

## **A&B – PUBLIC**

### **Shetland Islands Council**

**Main Hall, Town Hall, Lerwick, and remotely via Teams**

**Wednesday 15 July 2020 at 2.00pm**

#### **Present (Main Hall):**

M Bell	S Coutts
J Fraser	C Hughson
S Leask	M Lyall
E Macdonald	R McGregor
D Sandison	I Scott
C Smith	R Thomson

#### **Present (Remote Link):**

D Anderson	P Campbell
A Cooper	A Duncan
S Flaws	A Hawick
A Manson	A Priest
G Smith	T Smith

#### **Apologies:**

None

#### **In Attendance (Officers) (Main Hall):**

M Sandison, Chief Executive

#### **In Attendance (Officers) (by remote link):**

M Sandison, Chief Executive  
J Manson, Executive Manager – Finance Services  
J Riise, Executive Manager – Governance and Law  
A Cogle, Team Leader – Administration  
K Collins, Financial Accountant  
P Wishart, Solicitor  
C Anderson, Senior Communications Officer  
L Malcolmson, Committee Officer

#### **Chairperson**

Mr Bell, Convener of the Council, presided.

#### **Circular**

The circular calling the meeting was held as read, noting that the public were excluded from the meeting in terms of Section 50(A)(3A) of the Local Government (Scotland) Act 1973, as introduced by Schedule 6, Paragraph 13 of the Coronavirus (Scotland)

Act 2020. Whilst the public were excluded, members of the press also joined the meeting remotely.

### **Declarations of Interest**

Mr Campbell advised that for item 1, "Zetland Educational Trust unaudited annual report and financial statements for the year to 31 March 2020", as a Trustee of Zetland Educational trust he had taken advice and unless there were specific discussion in regard to grant details he was not required to remove himself from discussions.

#### **51/20     Zetland Educational Trust unaudited annual report and financial statements for the year to 31 March 2020**

The Council considered a report by the Executive Manager – Finance (F-033-F) that presented the annual report and unaudited financial statements of Zetland Educational Trust (ZET) for the year to 31 March 2020.

The Executive Manager – Finance summarised the main terms of the report advising that the audited accounts would be submitted by the end of September 2020. In referring to the Primary Statement on pages 13 and 14 he advised that the income was lower than the year before and explained that was because the awards were less than in the previous year. He reported a net surplus of £7,168 for the year to 31 March 2020.

Reference was made to the current level of bursary payments of £200 and in responding to a query, the Executive Manager – Finance confirmed that the figure had been the same, with no inflationary increases for some time. He agreed to provide previous figures to Members following the meeting.

In responding to further questions the Executive Manager – Finance confirmed that if the surplus was not spent this year it would be held and disbursed the following year.

A specific query was made in regard to support for an individual's private tuition fees and the Executive Manager – Finance asked that the details be provided to him, following the meeting, so he could pass this on to the Executive Manager – Quality Improvement where any request are measured against the criteria required.

In response to a suggestion, the Executive Manager – Finance said that he would contact the Executive Manager - Quality Improvement regarding comments around the possibility of marketing the availability of this Charitable Fund, once it is safe to endorse activities moving forward.

A request was made for the constitution to be reviewed, to modernise the Trust. The Executive Manager – Finance said that Trustees were able to influence the direction of the Trust but that any change would require to be passed to, and approved, by OSCR (Organisation for the Scottish Charity Regulator). He confirmed that he would pass this and all other comments on to the Executive Manager – Quality Improvement.

During debate comment was made reiterating the need to maximise the trust's fund and to have any surplus available into another year.



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**Decision:**

The Council NOTED:

- The Zetland Educational Trust (ZET) annual report and financial statements for the year to 31 March 2020 (Appendix 1) and;
- The information at section 4.0 that highlights the key points from the report and financial statements.

52/20

**Shetland Islands Council Unaudited Accounts 2019/20**

The Council considered a report by the Executive Manager – Finance (F-032-F) that presented the Unaudited Accounts for Shetland Islands Council 2019/20.

The Executive Manager – Finance summarised the main terms of the report, and advised that the Audited Accounts would be reported to Council before submission by 30 September 2020. At that time he said that the External Auditors would provide their report. The Executive Manager – Finance commented on the three week delay experienced, in presenting to the report to Council, but that a dispensation had been given as a result of corona virus. He advised that the intention was still to submit the Audited Accounts by 30 September 2020, but members would be kept updated on any delays.

The Executive Manager – Finance highlighted the primary statement income and expenditure, the impact of poor investment conditions and the value of long term investments, the reduction in pension liability, and the reserves earmarked for specific purposes. The Executive Manager – Finance advised that the 10% funding held in the General Fund, that had not been earmarked for use, provided flexibility to respond to any immediate issues. He advised that there were no new accounting standards to be applied but officers were preparing for changes around leases which had also been delayed.

During questions the Executive Manager – Finance explained that the detail for the £328m earmarked reserves were summarised in the table on page 55 of the appendix.

In responding to a question on what specific impacts there were from using reserves, the Executive Manager – Finance said that there was no impact in the short term but the level of draw was driven by the performance of long term investments. He said that going forward there was some criticism around the sustainability point before the level of support is in line with the medium term financial plan. He advised that the Council had approved a drawn on reserves which was £10m in excess of what the Medium Term Financial Plan had assured.

In responding to a question the Executive Manager – Finance said that he was not in a position to confirm whether the Scottish Government would provide additional funding for the additional costs incurred by the Council. He said that initial funding was received before 20 June 2020 to cover costs during that period. He said that the Council was still incurring additional costs as it adapts to the need for change. He said that there was no assurance

from the Scottish Government that further funding would be made available. The Executive Manager – Finance advised that CoSLA continued to keep the pressure on the Scottish Government in this regard and although some Council do not have any reserves it would not be fair for this Council to use its reserves were the Scottish Government to provide support to other Councils.

Reference was made to the accounting standards for leases and the Executive Manager – Finance explained that the impact forms were being prepared however having moved away from some leases, he did not think that any changes would be significant for the Council. He said that any impact still had to be quantified but it would not be as much of an impact as in other areas.

An error on page 33 of the Appendix was highlighted, Change "D" to "B" after Ryan Thomson's name, and the Executive Manager – Finance confirmed that this would be amended before it is submitted to the auditors.

During debate the Leader said that he was pleased to see the information contained in the report and appendix and commented that a lot of work had gone into its preparation. The Leader thanked the staff for their hard work given the delays impacted by COVID-19.

Mr Coutts moved that the Council approve the recommendations contained in the report. Mr McGregor seconded.

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**Decision:**

The Council approved:

- The 2019/20 Unaudited Accounts for the Shetland Islands Council (Appendix 1) and;
- The key issues arising from the 2019/20 accounts summarised in section 4.0.

The meeting concluded at 2.35pm.

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Chair



## **MINUTES**

## **A&B – PUBLIC**

**Special Shetland Islands Council  
Main Hall, Town Hall, Lerwick, and remotely via Teams  
Wednesday 22 July 2020 at 10am**

### **Present:**

M Bell	S Coutts
S Flaws	J Fraser
S Leask	M Lyall
E Macdonald	R McGregor
A Priest	D Sandison
I Scott	C Smith
G Smith	R Thomson

### **Present via remote link**

D Anderson	P Campbell
A Cooper	A Duncan
A Hawick	C Hughson
A Manson	T Smith

### **Apologies:**

None

### **In Attendance (Officers) (Main Hall):**

M Sandison, Chief Executive

### **In Attendance (Officers) (by remote link):**

C Ferguson, Director of Corporate Services  
D Coupe, Executive Manager – Roads  
M Craigie, Executive Manager – Transport Planning  
J Manson, Executive Manager – Finance  
J Riise, Executive Manager – Governance and Law  
R Sinclair, Executive Manager – Assets, Commissioning and Procurement  
J Lewis, Principal, Shetland College  
N Hutcheson, Team Leader – Asset and Network  
C Gair, Traffic and Road Safety Engineer  
J Birnie, Projects Officer – Change Programme  
A Cogle, Team Leader – Administration  
K Johnston, Team Leader – Legal  
P Wishart, Solicitor  
B Kerr, Communications Officer  
L Adamson Committee Officer

### **Chairperson**

Mr Bell, Convener of the Council, presided.

### **Circular**

The circular calling the meeting was then held as read.

### **Declarations of Interest**

Mr Sandison declared an interest in Item 6, "College Merger – Local Stakeholder Engagement", however he advised that given the nature of the item, he would not leave the meeting.

Mrs Macdonald declared an interest in Item 6, "College Merger – Local Stakeholder Engagement", and advised that she would leave the meeting.

### **53/20      Notice of Motion**

The Council considered a Notice of Motion, in the following terms: "The Council notes the need to learn from impact of Covid 19 related restrictions and build back better. The Council notes the long-standing desire to increase public accessibility to decision making process. The Council notes the success of hybrid meetings utilising technology and the ability to implement changes in quick order.

The Council resolves from 1 August 2020 to record all non-exempt items and make the recording publicly accessible for all meetings of the Shetland Islands Council, Policy and Resources Committee, Development Committee, Education and Families Committee and Environment and Transport Committee."

In introducing the motion, Mr Coutts advised that there has been discussion on the need for public accessibility to meetings for some time, and there is now a need to grasp the opportunity to record and cast meetings so the public can understand the decision making process. In that regard, he wished to pursue live casting of meetings from 1 August 2020, with the recording being available on that day. He said that while the motion referred to the functional Committees, the aspiration would be to extend to the full suite of meetings in due course. He paid tribute to the staff in ICT for supporting the hybrid set up for meetings to take place at this time, and he noted that Members were increasingly using their mobile devices at meetings, rather than referring to paper agendas. Mr Coutts moved that the Council approve the terms of the motion. Mrs Macdonald seconded.

During the brief discussion, some Members spoke in support of the motion, and there was no one otherwise minded.

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### **Decision:**

The Council RESOLVED from 1 August 2020 to record all non-exempt items and make the recording publicly accessible for all meetings of the Shetland Islands Council, Policy and Resources Committee, Development Committee, Education and Families Committee and Environment and Transport Committee.

**Asset Investment Plan – Business Case – Cullivoe Road**

The Council considered a report by the Executive Manager – Assets, Commissioning and Procurement (ACP-04-20-F) presenting an asset investment proposal for approval, which has been considered by the Council's Asset Investment Group (AIG) based on the submission of a Strategic Outline Case (SOC).

The Executive Manager – Assets, Commissioning and Procurement introduced the report. He advised that for each of the options as listed in 4.4, the capital costs would vary substantially, and further detail would be provided in the Outline Business Case (OBC). He also advised that work would be taking place with the Council's Economic Development Service and Roads Service to address any changes COVID-19 has made to the economic case, and that would form part of the process going forward for the OBC to be presented to Council in September 2020.

During discussion, the two options that included Dalsetter were questioned in terms of the extra miles it would involve for minimum benefit, that the routes from Dalsetter would do nothing to support any fixed link project in the future, and the uncertainty on costs relating to those options. It was suggested that it would be very unlikely either of the routes would be selected as the preferred option, and officers were questioned why those two options were still being included for further appraisal. It was however advised that the options had been assessed against the Critical Success Factors, and that it was quite early in the process to start discussing options, which would be looked at further in the OBC.

Reference was made to the proposed 6 year timeline for all options to be presented for these works. It was questioned whether that time period was a worst case scenario or would be a usual timescale for such a development. The Executive Manager – Asset, Commissioning and Procurement advised that the main issue that can dictate the timescale would be the land acquisition process. The Team Leader – Asset and Network went on to advise that the Roads Service had progressed the surveying and minor ground investigation works sooner than was indicated in the report, and therefore the project could potentially move forward by 1 to 2 years. During the discussion, Members advised that they would welcome any improvements on the timeline for completion of the project.

Comment was made on the national significance of the project, and it was questioned whether any external funding was being pursued. The Chief Executive advised that the Council receives funding by way of capital grant for road maintenance and road repairs, however construction works is not generally an area that would secure external funding. However, she advised on the importance for the Council to have projects ready to drive into any funding mechanisms going forward, and confirmed that external funding would continue to be pursued in addition to the capital grant.

During debate, the Chair of Environment and Transport Committee advised on the important step in moving forward with the project which was essential for Cullivoe, and for Shetland, as well as being of national significance. Mr Thomson moved that the Council approve the recommendation in the report. Mr McGregor seconded.

In referring to the weaknesses in the two options where works would start in Dalsetter, Mrs Lyall moved, as an amendment, to discount the two routes from Dalsetter at this stage, and for no further time to be spent investigating either of those options. Mr Scott seconded.

During further debate, concern was again expressed regarding the proposed timescale for the project, and the need to streamline the process going forward as much as possible.

Reference was also made to the agreed process to be followed for capital projects, and that it was too early to discount the two options at Dalsetter, as put forward in the amendment, which would not impact on the timeline for the project. In that regard reference was made to the commitment for reporting on the next stage in September 2020. Comment was made on the benefit to look at all the options, particularly when considering the fragility of Shetland's economic activity at this time. It was also suggested that the compulsory purchase Order process may be more straightforward at either of the Dalsetter routes, but what was also important was a shorter route as the carbon footprint has to be taken into consideration.

Following summing up, voting took place by roll call vote, and the result was as follows:

<u>Motion</u>	<u>Amendment</u>
Mr Anderson	Ms Hawick
Mr Bell	Mrs Lyall
Mr Campbell	Mr Scott
Mr Cooper	
Mr Coutts	
Mr Duncan	
Mr Flaws	
Mr Fraser	
Mrs Hughson	
Mr Leask	
Mrs Macdonald	
Ms Manson	
Mr McGregor	
Mr Priest	
Mr Sandison	
Mr C Smith	
Mr G Smith	
Mr T Smith	
Mr Thomson	

The result was Motion 19, Amendment 3, and accordingly the motion to approve the proposal described in Section 4.3 and included as Appendix A of the report, was adopted.

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**Decision:**

The Council RESOLVED to approve the proposal described in Section 4.3 and included as Appendix A of the report.

55/20

**Spaces for People**

The Council considered a report by the Transport Policy and Projects Officer (DV-13-20-F) presenting information relating to the ZetTrans application to the Sustrans Spaces for People Fund and which sought approval of Council support, in the form of staff resources, for the creation of temporary interventions and for the development of a strategic multi agency approach to mobility and access in Lerwick.

The Executive Manager – Transport Planning summarised the main terms of the report. He went on to advise on the proposal for a number of current Council projects to be accelerated by this funding, and to explore the principles in the report to make sure best use is made of the funding to leave a legacy for Shetland.

During the discussion, clarity was sought on the level of public engagement that will take place, given the dedicated staff resources to be allocated to the project. The Executive Manager – Transport Planning advised that the report highlights a number of ongoing pieces of work being undertaken by the Active Travel Group. The Group has a wealth of public and agency input for active and sustainable travel in Shetland, which he advised can be utilised to best apply this funding. It was however questioned how proposals for engagement would be undertaken going forward, for example, on any projects that may directly affect residents. In responding, the Chief Executive referred to Section 6.7 of the report, which she said recognises the need to use digital engagement with stakeholders and the public, which prior to the Coronavirus, would have been undertaken through public meetings and drop in sessions.

In response to a comment regarding the need for significant engagement going forward in order to prioritise projects, the Executive Manager – Transport Planning advised that the report informs on projects that have been explored so far, and with the funding received, could be delivered much sooner than had been expected.

Reference was made to Appendix 3, which set out the key points from the online active travel survey. It was suggested that there could be a typo, where the response to the statement “Regarding the principle of improving walking and cycling infrastructure in Shetland, even when this would mean less room for other traffic”, had been given as 7%. The Executive Manager – Transport Planning confirmed that the figure would be reviewed to ensure it was accurate.

Reference was made to the discussion on the report by ZetTrans, that the funding was very much Lerwick centred, and a plea was made for a proportion of the funding to apply to areas outside Lerwick, for community projects such as pathways, and to improve connectivity between places in Shetland. The Executive Manager – Transport Planning acknowledged that the report presents projects in development in Lerwick, however he advised that the principles of Active Travel extend beyond Lerwick and the objective would be to apply the funding to projects already in plan within communities and to spread the benefits effectively.

A Member commented that he had not been aware of the on-line survey on Active Travel in Shetland, and that there was a need for community empowerment and a more strategic approach to take advantage of the windfall funding and on how projects are taken forward. The Chief Executive suggested that the principles of participatory budgeting could be applied for projects to be taken forward, and for communities to be part of the process for the windfall funds. The Executive Manager – Transport Planning advised on the proposal to explore with Members, and Members on ZetTrans, to ensure the best legacy outcomes for Shetland in the wider strategic context. He advised on the integrated approach whereby the proposed projects to be taken forward would be reported to both ZetTrans and the Council.

In responding to further comments, the Chief Executive advised on the wider strategies on public health, recognising the COVID-19 impact on people who have issues with obesity and poor respiratory health. She referred to the strand of the COVID-19 response to improve public health, and the advice that had been given to take one period of exercise a day, but to extend that good behaviour into the future by promoting active travel. She advised also on the expectation of a further winter peak of COVID-19, and as part of the active travel initiatives was to have a healthy population going into that next peak.

In response to a question, the Chief Executive advised that she would provide Cllr Hawick with the link to the Healthy Weight and Obesity Strategy, which feeds into the Active Travel Strategy.

In referring to the recommendations at Sections 1.1.1 to 1.1.3 of the report, assurance was sought that engagement would take place with Community Councils and the public on how the project would move forward. The Chief Executive gave assurance to Members that their request for full engagement on how funding would be allocated, would be met.

During debate, disappointment was again expressed at the lack of investment proposed in the rural areas of Shetland compared to Lerwick, where it was advised that many Community Councils would have proposals for scenic walkways, access for prams and pathway projects, and some projects would be ready to proceed.

The Leader referred to the criteria for the funding that had been set by the Scottish Government, being solely focused on temporary measures, which he said could prove challenging with active travel being for the longer-term in Shetland. He also advised on the opportunities in terms of the funding, and said that it was important not to lose sight to get permanent solutions



and to push for legacies for Shetland. The Leader also paid tribute to the staff who had been involved in securing the funding.

Comment was made on the importance for the project to be taken forward in a strategic way, with proper community engagement and empowerment. A Member advised that he would be monitoring the situation going forward, and should proposals directly affect householders or organisations within his Ward he would advocate to ensure engagement in the decision making process. However, while it was noted that community engagement was very important, there was also a call for the projects to progress quickly.

In noting that the recommendation at 1.1.3 referred specifically to 'Lerwick', comment was made that the strategic multi-agency approach should be to improve access and mobility across the whole of Shetland, and not solely in Lerwick.

During the discussion, some caution was expressed that Members should not descend into a Lerwick versus rural areas debate, but instead to encourage a more holistic approach to reach consensus for the benefit of the whole of the community of Shetland.

Comment was made that the report, although it comes across as narrow in terms of funding for Lerwick, there was however the Shetland wide travel strategy, and therefore the Spaces for People Fund would take account of all places in Shetland, and not just Lerwick.

The Chair of Environment and Transport Committee congratulated the staff involved in acquiring the substantial funding. He said that it would provide a legacy to Shetland following the ZetTrans and Council policies and strategies, in consultation with the Community Councils. Mr Thomson moved that the Council approve the recommendations as set out in the report. Mr McGregor seconded.

In referring to the recommendation at 1.1.3, Mr G Smith said that with there being an overall Active Travel Strategy for Shetland he was somewhat puzzled as to why staffing resources were to be focused in Lerwick. Mr G Smith commented that the recommendation at 1.1.3 was therefore superfluous.

The Chief Executive provided clarity to Members, advising that the Spaces for People funding was very much focused on the urban centre, and that was the reason for reference to Lerwick in the recommendation at 1.1.3. The Spaces for People funding would enable the Council to address a number of projects that may have utilised some other funding, and it would then free up other funding to be better used for projects out with Lerwick. The Leader added that the criteria for the funding had been set by the Scottish Government, taking an urban centric approach.

Mr G Smith moved, as an amendment, that the Council approve recommendations 1.1.1 and 1.1.2, but to delete recommendation 1.1.3. Mr T Smith seconded.

In response to a request for clarity on his amendment, Mr G Smith explained that the report was specifically about the Spaces of People funding, informing on the windfall funding received and there was a need to apply that funding given the criteria set by the Scottish Government. He said that the recommendation at 1.1.2 adequately covers the scope of the report. He advised that recommendation 1.1.3 confuses the matter, and starts to define a piece of work that should already be taking place on a Shetland wide approach.

In response to a request for further clarity, the Chief Executive explained that the recommendation at 1.1.2 would be adequate to enable the Spaces for People funding to be allocated and spent, and should it be necessary to engage with key parties in the Active Travel Group that would still happen, as set out in section 4 of the report.

Following summing up, voting took place by roll call vote, and the result was as follows:

<u>Motion</u>	<u>Amendment</u>
Mr Bell	Mr Anderson
Mr Coutts	Mr Campbell
Mr Fraser	Mr Cooper
Mr Leask	Mr Duncan
Mrs Macdonald	Mr Flaws
Mr McGregor	Ms Hawick
Mr Thomson	Mrs Hughson
	Mrs Lyall
	Ms Manson
	Mr Priest
	Mr Sandison
	Mr Scott
	Mr C Smith
	Mr G Smith
	Mr T Smith

The result was Motion 7, Amendment 15, and accordingly the amendment to approve recommendations 1.1.1 and 1.1.2, and to delete recommendation 1.1.3, was adopted.

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### **Decision:**

The Council RESOLVED to:

- NOTE the application by ZetTrans to Sustrans Spaces for People Fund for 100% funding for the development of trial active travel interventions in Shetland, and
- APPROVE application of staff resources to the design and implementation of temporary interventions including, but not limited to, roadspace reallocation and traffic restrictions to support the continuation

of active travel habits developed under the Coronavirus lockdown, as set out in Section 4.

56/20 **Temporary Speed Limits – A970 South Road to Gulberwick**

The Chair of Environment and Transport Committee advised from his consideration of the report, that Members required further information and evidence in terms of the introduction of such a scheme, and to also ensure any similar proposals would be taken forward equitably across Shetland. Mr Thomson moved that the Council defer the report. Mr Coutts seconded.

In response to questions, Mr Thomson explained further his motion to defer the report, advising that as Chair of Environment and Transport Committee he had no prior knowledge that the report would be on today's agenda. He said that the report provides very little data or evidence, and also on such an important issue, the Council are asked to note the report, rather than to make a decision.

During the discussion, some Members advised on their support for the deferral, stating that further consultation was needed and that the project had to be evidence based. Reference was also made to the Shetland wide context, and that Members were being asked to note a decision which officers have made on principle, whereas Members need to see the evidence to consider and for Members to make the decision.

Other Members advised on their concern regarding the motion, particularly as the report was only for noting by the Council. It was also suggested that the temporary speed limit being introduced would not affect any other calming measures on any other routes across Shetland.

Disappointment was expressed that the report would not be discussed today, where it was advised that the residents of Sound Brae and Gulberwick had been advocating for a reduction in the speed limit for a number of years, and there was now the opportunity to proceed. While the proposal to defer the report was taken on board in order to allow Members to vote, frustration was also expressed on the delay to introduce the traffic calming measures for the residents, and a Member commented on his deliberation to bring in an amendment for the traffic calming to be a permanent solution, rather than a temporary measure.

In response to a question, the Convener advised on this understanding that in terms of Section 6.4 of the report, there would be no implications to the Council in deferring the report, as proposed. Referring to Section 6.10, the Policy and Delegated Authority, the Chief Executive advised that the authority sits with the Director of Infrastructure Services to make Temporary Traffic Regulation Orders, and she also advised on the new Coronavirus guidance issued by the Scottish Government on the use of Temporary Traffic Regulation Orders to support the safety of people. She went on to advise that should Members wish an updated report, she would work with officers to bring forward an amended report to the next meeting of the Council on 10 August.

The Traffic and Road Safety Engineer advised that the reason the report was being presented to Council for noting rather than for a decision was due to

the delegated authority that already existed. There was also a need for the speed limit to be implemented quite quickly if it was to have the desired effect. He advised the lockdown restrictions meant that it had not been possible to collect data to analyse, as would normally be undertaken for permanent speed limit proposals, and in that regard he also advised that it would not be possible to collect data for reporting to Council on 10 August. Concern was however expressed on any further delay in reporting, where a plea was made for a report to Council timeously. The Chief Executive advised that a report could be brought to Council and Environment and Transport Committee during the September cycle.

Reference was made to the delegated authority in place to implement the traffic calming measures as proposed, where it would be assumed had followed the requisite information and statistics to arrive at that decision. The Chief Executive explained that studies had been carried out on the speed limit in the area prior to lockdown. However during lockdown patterns of travel changed and the level of active travel increased so the level of traffic before lockdown would not be relevant. She advised that the Scottish Government have encouraged Local Authorities to use Temporary Traffic Regulation Orders to support active travel and make the environment more conducive to active travel. The proposals presented would be a temporary measure, and a further report as requested would give Members the opportunity to make a decision on the introduction of the speed limits to support active travel.

A further comment was made that Members are often presented reports for noting, and it was questioned therefore why an issue was being made on this particular matter.

During further discussion it was acknowledged that delegated authority could have been used for the speed limit to be implemented, but rather it had been out of courtesy that the proposals had been presented to Council. In that regard, it was important to note that Officers had acted in the delegated authority granted, which was confirmed in Sections 6.4 and 6.10 of the report, and therefore there was no criticism on officers on the actions taken.

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**Decision:**

The Council deferred the report, and sought an updated report to Environment and Transport Committee and Council during the September cycle.

57/20     **Adoption of Memorandum of Understanding with Scottish Water**

The Council considered a report by the Traffic & Road Safety Engineer (RD-04-20-F) that sought approval for the adoption of a Memorandum of Understanding ("MOU") with Scottish Water generally in the form noted in Appendix 2 of the report.

After hearing the Traffic & Road Safety Engineer summarise the main terms of the report, Mr Thomson moved, and Mr Coutts seconded, that the Council approve the recommendations contained therein.

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**Decision:**

The Council RESOLVED to:

- APPROVE the adoption of a Memorandum of Understanding (“MOU”) with Scottish Water generally in the form noted in Appendix 2 of this report; and
- DELEGATE authority to the Executive Director of Infrastructure Services or his nominee to enter into the MOU on the Council’s behalf and to agree and enter into individual agreements for the joint maintenance of surface water drainage systems in new developments as appropriate.

*(Mrs Macdonald left the meeting).*

58/20

**College Merger – Local Stakeholder Consultation**

The Council considered a report by the Director of Corporate Services (CRP-18-20-F) that presented the Council’s formal response to the College Merger local consultation process, attached in draft form at Appendix 1.

In introducing the report, the Director of Corporate Services advised that following approval of the Ministerial Merger Business Case (MMBC) in May 2020 the process moved to consultation, where the merging Colleges were to consult widely in the local context, including the Local Authority. She advised that the format of the consultation response from the Council, drafted at Appendix 1, follows the main questions used throughout the consultation process. A summary report from the online survey undertaken was presented at Appendix 2 and a summary from the stakeholder consultation meetings was at Appendix 3. Appendix 4 included summaries from meetings of the Employees Joint Consultative Committee (EJCC) and College Lecturer’s Joint Consultative Committee (CLJCC) held last week. In that regard, she advised that the Council’s draft response had taken into account the points made at the EJCC and CLJCC.

The Director of Corporate Services referred Members to the Decision Required at Section 1.1(c) of the report, where it advised that following reporting to the Council’s College Board and the Shetland Fisheries Training Centre Trust, the final local consultation response will be submitted by the Shadow Board to the Scottish Funding Council. She then advised Members on the decision made at a recent meeting of the Shadow Board, that the role of the Shadow Board would now be taken on by the Transition Board for the new College entity. The Director of Corporate Services also advised that the name of the new entity was still to be agreed by Scottish Ministers at the end of the process.

The Director of Corporate Services advised that Dr Jane Lewis, the Principal, Shetland College, and other colleagues, were available to answer any questions from Members.

The Principal, Shetland College, advised on the opportunity to make changes to the consultation response prior to consideration by the Transition Board, and then for final approval by Scottish Ministers.

There were no questions.

During debate, Mr G Smith referred from his attendance at the EJCC and CLJCC last week, and said that the representation as presented in the draft consultation reflects the discussions from the meetings. In that regard, he said that he particularly welcomed the revision to the wording at the Section 'What do you think are the benefits of merger', to highlight the educational benefits that will accrue from the merger on teaching, learning and research in Shetland.

In referring to the decision still to be taken on the name of the new entity, it was advised that the Shadow Board last week had agreed for further consultation to take place with staff and students. Three options for the name had been given, which included "Shetland Institute", and responses had been sought in early course.

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**Decision:**

The Council

- CONSIDERED the content of this report and its appendices; and
- ADVISED the Director of Corporate Services of any changes required to be made to the Council's formal response to the College Merger local consultation process, which is attached in draft form at Appendix 1.
- NOTED that the Council's final form response will be reported to the Council's College Board members and Shetland Fisheries Training Centre Trust (SFTCT) as required by the national college merger process before being included in the final local consultation response that will be submitted by the Transition Board to the Scottish Funding Council (SFC).

The meeting concluded at 12.15pm.

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Chair



<b>Meeting(s):</b>		
<b>Report Title:</b>	<b>COVID-19 Update</b>	
<b>Reference Number:</b>	<b>GL-22-20</b>	
<b>Author / Job Title:</b>	<b>Jan Riise, Executive Manager – Governance &amp; Law</b>	

## 1.0 Decisions / Action required:

The Council resolves to:

- 1.1 Note the up to date position regarding the emergency response to COVID-19 and in particular the scaling down of activity on a national and local level, commensurate with the need to fully embrace the recovery phase on behalf of Shetland Community;
- 1.2 Note the resumption of Council and Committee meetings in a staged approach over the last 4 months leading ultimately to a complete cycle of meetings ending today with this Council meeting;
- 1.3 **RECEIVES** the completed template attached as Appendix 1 to this report in implementation of the Councils instruction on 22<sup>nd</sup> April 2020. The template represents a formal statement of decisions taken during the emergency response to date and, following consideration of the items that the Council **ACCEPTS** the completed table as a reflection of all of the decisions requiring reporting to the Council in line with the Councils constitution; and,
- 1.4 **ACKNOWLEDGES** that the response phase of the Council's application of the emergency plan is now stood down and replaced by the Council's recovery phase with greater focus on community resilience, the economy and caring for people strands of the civil contingencies legislation.

## 2.0 High Level Summary:

- 2.1 Further to the COVID-19 Update report considered by the Council at its meeting on 22<sup>nd</sup> April 2020, this report is to provide information regarding decision-making arrangements undertaken by the Chief Executive and Directors, with appropriate consultation, to deliver, provide, support and protect Council and other public services, staff, the Shetland community and its citizens during the current Coronavirus pandemic.
- 2.2 Some of the early government directives rendered it impossible to conduct Council meetings. Even when the legislation was amended to meetings to

be held, in the main, by virtual attendance, applying the emergency response and the need for agile and dynamic and sometimes instantaneous decision making, the Council acknowledged in April 2020 that for an extended period decisions would be largely undertaken by officers under delegated authority, on behalf of the Council. In order to maintain appropriate overview and scrutiny, by Elected Members the Council's constitution requires that any decisions taken in implement of Emergency Planning functions, during the period of an emergency or in response to a requirement for business continuity be reported to a subsequent scheduled meeting of the Council. That subsequent reporting provides the formal record of the decisions taken on behalf of members and the Council. At the meeting in April, the Council agreed the method of such reporting and the template to be used. The completed template up to and including the date of this meeting is attached as Appendix 1 for members' scrutiny.

- 2.3 The kind of decision making required in dealing with an emergency, including a wide range of incidents affecting lives, property etc. but in this context also including pandemic response require forms of decision making that are not easily reconciled with the normal operation of Local Government and any other public services boards. It is important that there are clear distinctions drawn between periods which are identified as forming early response to an emergency situation and later phases as an area recovers and returns to more normal forms of business undertaking. This report represents the opportunity for members to mark the transition from the phase which invoked the Council and other Partners' emergency plans to a phase where, particularly for a Local Authority, the need to address the Shetland's ongoing resilience and recovery from the incident takes higher precedence. Members, through this report, are invited to determine that this stage has been reached.

### **3.0 Corporate Priorities and Joint Working:**

- 3.1 The terms of this report support the Council's statutory duties, and also supports the overall shared vision and priorities of the Shetland Partnership Plan in relation to People and Participation. The arrangements in place from late March to date, fundamentally underpinned the Council's participation in the resilience response as a key partner in the Shetland Emergency Planning Forum (SEPF).
- 3.2 As part of the Council's continued participation as an effective partner in that partnership, the Council will adopt the lead role in Recovery and Renewal. It is customary when that stage is reached for the partners to acknowledge that the responding elements of the partnership's emergency plans having been largely exhausted are substantially stood down but the partnership continues to provide a supporting and coordinating role during the later phases. To that end, the Shetland Emergency Planning Forum which was meeting at certain stages, twice a week, has now moved to a single meeting once a month but stands ready to increase its participation should the response to COVID-19 require to be refocused, for example if a number of positive cases began to emerge, locally.

### **4.0 Key Issues:**

- 4.1 As soon as the council was able to recommence holding meetings in line with the changes brought about by the Coronavirus legislation, which allowed meetings to be held other than by way of large gatherings and with limited or zero public participation, the Council resumed the holding of meetings and the conduct of some



business through the Council meeting with all members participating, some in one location others by virtual means. This allowed key items of business such as the concluding phases of the Council's College Merger project, and completion of the Council's final accounts for auditing, to be approved by the Council. Other than that for the reasons described in the report considered by the Council on 22<sup>nd</sup> April the decision making within the emergency phase of responding to the COVID-19 situation, locally, was fully detailed in section 4 of that report. The report itself can be found [here](#). However, for ease of reference, a copy of section 4 of the report which sets out the full context for decision making and responding with the use of emergency powers (as approved by the Council) is attached as Appendix 2 to this report.

### Emergency Response Activities

#### 4.2 Members' expectations as to how decision making would take place, including:-

- Frequent meetings of corporate management team
- Supported by an operational cohort operating as a tactical team assessing and measuring impacts of decisions before they were undertaken and ensuring consistency of response where possible across all directorates
- Engagement with unions, albeit informally through HRP (Human Resources Partnership Group), risk assessing and application of principles of good risk management
- Application of financial controls including where necessary notification to our auditors if any relaxation of the controls was a necessary component of decision making.

### Council and Committee Meetings

4.3 Whilst the above decision making related to the conduct of the business of the Council during this period, the Convenor, Leader and other Chairs worked on the arrangements which could be put in place to resume and extend the degree of participation that would involve a wider resumption of democratic decision making. As well as arrangements to ensure full participation by members either by physical presence at meetings, with appropriate COVID-19 secure adherence to guidelines etc. but also attendance by members with improved connectivity through virtual means. With a concern that public engagement should also return members invoked a proposal to record meetings and for those to be published within 24 hours of the meeting to which they relate. This was seen as a necessary enhancement in addition to the arrangements put in place at the outset to provide for remote attendance by representatives of the media so that they could in their reporting of the events act as information providers to the public who were otherwise excluded from meetings. In many respects it could be said that, while the existing restrictions remain in place and the return to full gatherings with public present cannot be fully reinstituted, the steps that members have taken to improve transparency in some ways have increased wider access to the business of the chamber than what was in place before the COVID-19 lockdown in March. These arrangements will continue in place for the foreseeable future until the final COVID restrictions are lifted. By then as an enhancement of public engagement a project which the Council has commissioned is underway to provide for a tailored solution to enable broadcasting of Council and Committee meetings could be ready to be implemented (likely to be early in next calendar or financial year 2021/22)

### Pandemic Emergency – Closure of Response Phase

- 4.4 The Council receiving as Appendix 1 a comprehensive list of decisions taken during the COVID emergency period is one indicator of the completion of a phase of responding to an emergency incident or in this case a protracted period of emergency. There are other indicators as follows:-
- Progress along the Scottish Government route map for guidance and legislative changes directly relating to the pandemic. In terms of relaxation of limitations on individual freedoms and direct enforcement, we are close to approaching the end of Phase 3 of the 4 phases set out in the Scottish Government route map. Phase 4 is a substantial indication of full relaxation of controls but we have not quite reached that stage yet.
  - The test and protect activity which underpins the taking of local initiative to deal with outbreaks and if necessary further lockdown and restrictions has seen the public health emphasis of the partnership response transcend the previous collaborative approach led by Lindsay Tulloch , our Area Commander on behalf of Police Scotland. Reflecting that situation the Area Commander will continue to chair meetings of the emergency planning forum of all Shetland emergency planning responders but those meetings are now reduced to once a month and unless circumstances indicate otherwise the purpose of the meetings will simply be to gather updates from partners in terms of COVID or any other emergency planning issues of significance.
  - Shetland Islands Council has taken a number of decisions loosely indicating a move from emergency phase to more regular business activity as itemised below with Corporate Management Team reverting to one meeting per week and handling regular business of the Council and the supporting Tactical Team being stood down as an element of the response unless and until there is a need for it to be reinstituted as a result of a local outbreak or other significant COVID related coordinated response being required of the Council.
  - At a senior officer and practitioner level, a recent emergency exercise tested a number of scenarios under the test and protect guidelines and applied the Scottish Government workbook in terms of the structures that public health would use in the event of positive cases emerging in Shetland. The exercise was well attended and all contributions reflected that change of emphasis from dealing with the day to day emergency requirements into a period of more routine business, albeit with the potential for significant future COVID-19 impacts still within the appreciation of all those who attended.

#### Shetland Islands Council

- 4.5 Part of the work of the Convener, Leader and Chairs over this period has been bringing the Council to a point where it could reinstitute its full diary of council meetings. This was reflected by the council running a full cycle of meetings cumulating with this council meeting today and each of those meetings revising the business programme for each committee aligned to the council diary of approved dates for meetings to the end of the year. This coupled with the receipt of and confirmation of the decisions taken by Appendix 1 bringing the council up to date to the date of this meeting signals another return to the priority business of the council which will be undoubtedly be influenced but not overshadowed by COVID-19 and not dominated by it to the extent we have all witnessed in the last 6 months.
- 4.6 Other indicators of the Council making that transition from emergency to recovery and renewal is its development of a Change Programme underpinned by the

Council's approval of the recovery and renewal framework at its meeting on XXX .There is also a move to renewed consideration of the impacts of Brexit and a potential no trade deals outcome by the end of this year and the need for all directorates to focus on that as one among many other priorities in the next few months.

## Conclusion

- 4.7 In addition to updating members on the framework they approved on 22<sup>nd</sup> April for handling the emergency phase of our response to COVID-19 this report also touches on the factors which would enable the council to formally recognise the significant move from an emergency response phase to the other priority business of the council which will be embraced during the recovery and renewal phase, henceforth. This therefore signals the return to the exercise of operational authority by officers as defined in the Councils constitution under the heading Scheme of Delegations and Administration. That scheme still highlights the availability of the power to take urgent action if it is required but that would be restricted to limited occasions as opposed to the necessary level of such activity agreed by the Council in April 2020.

## **5.0 Exempt and/or confidential information:**

None

## **6.0 Implications :**

<b>6.1 Service Users, Patients and Communities:</b>	<p>The key decisions in this report will ensure that the Council is able to continue or expand its efforts, along with its community planning partners, in ensuring, providing and protecting public services, users, patients and communities during the continuing COVID-19 period. The needs of our communities will be first and foremost the consideration of strategies the Council puts in place along with its partners going forward. In particular, forums such as Caring for People and the Business Forum will reassess their roles and remits but continue to support their target audiences during the recovery phase.</p>
<b>6.2 Human Resources and Organisational Development:</b>	<p>Implications on wider workforce management will be dealt with on a case by case basis.</p> <p>The Council already has an informal mechanism of communicating through staff representatives in a group which used to meet on a quarterly basis, namely the Human Resources Partnership Group (HRPG). This group has no decision making responsibility and is not a substitute for formal consultation. Throughout the COVID response period HRPG has been meeting on a weekly basis so that where changes are proposed and it is feasible to gauge the reaction of its members their views are gathered before decisions are implemented. It is impendent that HRPG continues to meet on a relatively frequent basis providing a useful opportunity to address HR matters being handled at a national level through</p>

	COSLA.
<b>6.3 Equality, Diversity and Human Rights:</b>	An Equalities Impact Assessment is not required, as this is in most respects a procedural report requesting recognition of the use of delegated authority and how it is being applied.
<b>6.4 Legal:</b>	The terms of this report are consistent with the provisions available to local authorities under the Local Government and Scotland Act 2003, the Civil Contingencies Act 2004 and the Local Government (Scotland) Act 1973, as amended by the Coronavirus (Scotland) Act 2020.
<b>6.5 Finance:</b>	There are no additional financial implications in relation to the decisions required in in this report. Provision was made to ensure that where the exercise of any delegation resulted in additional expenditure, the Chief Finance Officer was involved in the approval process, ensuring that appropriate collation of COVID related costs and monitoring was being undertaken. In due course, the Council will require detailed reports regarding the financial impacts for the Council arising directly and indirectly from the COVID-19 impacts it is not yet clear to what extent these will be recoverable but the Council needs to be clear on the aspects which have impacted negatively on the Council's original budget position for the commencement of this financial year.
<b>6.6 Assets and Property:</b>	There are no implications for major assets and property i.e. buildings and equipment, arising from this report.
<b>6.7 ICT and new technologies:</b>	<p>There are no implications for ICT and ICT systems arising from this report.</p> <p>ICT services were central to many of the solutions the Council had to adopt but the procurement of additional resources where required could be undertaken under existing operational authority and in the main, particularly regarding deployment of equipment to the homes of parents for home based schooling, was largely the reprovisioning of existing</p>

	resources already available to schools through ICT.
<b>6.8 Environmental:</b>	There are no implications for the local environment, Climate Change or Carbon Management arising from the terms of this report, and a Strategic Environmental Impact Assessment is not required.
<b>6.9 Risk Management:</b>	<p>In the overall approach to the requirements for speedy but robust decision making, the Director of Corporate Services and the Chief Executive made it clear to all managers “normal rules apply” in relation to the management of risks. This means that Directors had full regard to the need for proper risk assessment, the taking of opportunities for consultation with unions where applicable, adherence to financial regulations (and no significant override of normal management controls). These normal management practices underpinned the decision making being undertaken by officers on behalf of members on a daily basis.</p> <p>In the matter of internal controls the Council’s Audit Committee has been promised that, in due course, it will receive a detailed report on areas where a measure of relaxation of internal controls might have been required. These are being routinely notified to your Chief Internal Auditor who has asked to be notified of such matters throughout this period.</p>
<b>6.10 Policy and Delegated Authority:</b>	Final approval of any substantial amendments to any part of the Council’s constitutional documents is reserved to and would require a decision of the Council.
<b>6.11 Previously considered by:</b>	None

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**Appendices:**  
**Appendix 1 – Cumulative Decisions**



	Service	Decision	Operational - Director Decision Policy - Council Decision	Reason updates as at 14 August 2020	Date	CMT decision or Media/Website info
Chief Executive	Chief Executive	Authority to Directors to instruct closure of Council Buildings to the public where necessary due to operational reasons or in line with public health or <u>Government Directions</u> .	Operational	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with <u>Government Directions</u>	17/03/2020	Exercise of Emergency Powers
	Chief Executive	Working from Home approach approved and communicated to all staff	Operational	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with <u>Government Directions</u>	17/03/2020	Exercise of Emergency Powers
	Chief Executive	Clarification of "key workers"	Operational	To ensure that essential services can be delivered and cover tasks within the local community which support the vulnerable and aid <u>community resilience</u> .	21/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Critical-childcare-for-key-workers-21032020.asp">https://www.shetland.gov.uk/news-advice/Critical-childcare-for-key-workers-21032020.asp</a>
	Chief Executive	Temporary revocation of Section 10 and supplement Sections 6 and 7 of Shetland Community Council Constitutions, so that unanimous or majority decisions of Community Councils can be determined via email or by other remote means, e.g. telephone conference, in the event that meetings of the Community Council are unable to be held as a result of the continuing COVID-19 outbreak. Detailed guidance will be provided to Community Councils with regard to protocols, recording decisions and reporting.	Policy	To ensure that Community Council decisions can be taken during the emergency period whilst Government restrictions are in place.	23/03/2020	Exercise of Emergency Powers - confirmed verbally by Councillors
	Chief Executive	Cancellation and suspension of committee and council meetings until end of May 2020, unless required.  Council and Committee meetings recommenced: SIC - 22 April; Planning - 22 June; Audit 15 July; others - from 4 August to date.	Policy	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions.  Recommenced remote meetings. Some meetings undertaken with a blended approach, with attendance by some Councillors in the Town Hall, with appropriate risk assessments undertaken and controls in place.	23/03/2020	Exercise of Emergency Powers - confirmed verbally by Councillors <a href="https://www.shetland.gov.uk/news-advice/Council-meetings-cancelled-24032020.asp">https://www.shetland.gov.uk/news-advice/Council-meetings-cancelled-24032020.asp</a>  Chairs Group.

Directorate	Service	Decision	Operational - Director Decision Policy - Council Decision	Reason	Date	Comment or Media/Website info
Children's Services	Schools	Closing schools	Operational	To reduce the health risk to staff pupils and public in terms of COVID-19 and in compliance with Government Directions	13/03/2020	<a href="https://www.shetland.gov.uk/news-advice/School-closures-16-20March-2020.asp">https://www.shetland.gov.uk/news-advice/School-closures-16-20March-2020.asp</a> Tactical Team 19.03.20
		School Lets suspended with immediate effect.	Operational	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions		CSMT
		Suspension of hot school meals	Policy	Inability to achieve social distancing measures between class groups; physical space available and time required to stagger lunches to serve pupils. Packed lunch option initially.		Children's Services Management Team decision. Tactical Team and CMT advised.
		Weekly payments in lieu of Free School Meals made to parents/carers throughout the easter and summer breaks, as well as during the period of school closures. These payments were extended to those who are in receipt of Clothing Grants only. All costs covered by Shetland's allocation from the Scottish Government's Food Fund.	Policy	To ensure that the Council maintained it's obligation to those entitled to Free School Meals, and in recognition of the difficulties faced by families at this time where many were unable to work, and had children at home.		Children's Services Management Team decision. Tactical Team and CMT advised. Decision to include those entitled to Clothing Grants only - CMT 13.04.20; decision to increase payment from £2.50 per child, per day - CMT 27.04.20
		Vacant seats on dedicated school transport vehicles - not allocated	Policy	No applications sought this year yet, due to need to maintain social distancing measures for drivers and any other supporting adults. Mitigation measure - only transporting those who are entitled to transport to school to keep numbers travelling down		Children's Services Management Team decision. Tactical Team and CMT advised.
		Daily Cleaners employed across all schools - temporary contracts for 12 months	Operational	Additional staff required to adhere to Scottish Government guidance, as well as SIC mitigation measures to ensuring the safe return of pupils to schools.		Children's Services Management Team decision. Tactical Team and CMT advised.



Additional lunchtime supervisory assistants/hours	Operational	Additional staff/time required to supervise pupils at breaktimes due to them being spread around classrooms and other areas within school buildings		Children's Services Management Team.
Instrumental Instruction - partly face-to-face lessons; otherwise continued remote delivery	Policy	Adherence to Scottish Government guidance re some instruments; local guidance and protocols. As part of mitigation measures, only one school per day may be visited by peripatetic staff		Children's Services Management Team decision. Tactical Team and CMT advised.
Provision of childcare places for essential workers during Summer holidays.  Critical child care will come to a natural end as the new term begins  Childcare providers have re-opened and children returning to school and ELC.	Operational	To protect essential services during the school closure period.	14 Mar and 07 March 15 May	Press Release: <a href="https://www.shetland.gov.uk/news-advice/Council-offers-childcare-places-for-essential-workers.asp">https://www.shetland.gov.uk/news-advice/Council-offers-childcare-places-for-essential-workers.asp</a> Tactical Team. Tactical Team 15.05.20 CMT 07.07.20
Redeployment of staff from non-essential to essential roles. Redeployment of Children's Services staff in to Health and Social Care		To protect essential services.	23/03/2020 08/04/2020	Tactical Team 23.03.20 CMT 08.04.20
Remote Delivery of Instrumental Instruction	Operational	To protect service delivery.	25/03/2020	CMT 25.03.20
Establishment of hubs across Shetland for supporting vulnerable young people	Operational		26/03/2020	CMT 26.03.20
Halls of Residence set up as accommodation for NHS from Monday 30 March			26/03/2020	CMT 26.03.20
Reimbursement of staff using personal phones/WiFi to join virtual meetings			01/04/2020	CMT 01.04.20
SQA Alternative Certification Model.			02/04/2020	<a href="https://www.sqa.org.uk/sqa/93777.html">https://www.sqa.org.uk/sqa/93777.html</a>
Schools to remain closed for Term 4.	Operational		10/04/2020	Tactical Team 10.04.20
Offer of vacant seats suspended.	Operational		20/05/2020	CMT 20.05.20
Coronavirus (COVID-19) and School Closures: Important Information for Head - Circular 017/2020/I distributed to schools. Guidance for ASN, Outreach and Physiological services information distributed to schools.	operational		14/04/2020	Tactical Team 14.04.20

School Trips – parents issued full refunds. Agreed that schools should not book school trips for 2021 at the moment.			16/04/2020	Tactical Team 16.04.20 23.06.20  Scottish Government Advice for Schools: Visits and Trips Autumn Term 2020 (issued 14 August 2020) <a href="https://www.goingoutthere.co.uk/appendix/coronavirus-covid-19-reopening-and-operation-of-outdoor-education-centres-and-reintroducing-visits-by-schools/">https://www.goingoutthere.co.uk/appendix/coronavirus-covid-19-reopening-and-operation-of-outdoor-education-centres-and-reintroducing-visits-by-schools/</a>
CS's Recovery and Renewal Plan finalised. 3 Phased return to schools - staff in June. Guidance on return to ELC settings issued. CS's Route Map and Risk Assessments. Local Phasing Delivery Plan and Strategic Framework for Blended Learning Schools to return full time on 11 August.  The Phasing Plan adapted during the summer taking into account the new social distancing requirements.  Local Guidelines for Full-Time return issued. Transport Guidelines issued.	Operational			CMT 01.05.20 Tactical Team 04.05.20 <a href="https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/">https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/</a> Tactical Team 22.05.20 CMT 29.05.20 Tactical Team 09.06.20 <a href="https://www.gov.scot/news/schools-re-opening-guidance/">https://www.gov.scot/news/schools-re-opening-guidance/</a> CMT 16.06.20 <a href="https://www.gov.scot/news/phase-3-continues-with-further-indicative-re-opening-dates/">https://www.gov.scot/news/phase-3-continues-with-further-indicative-re-opening-dates/</a> Tactical Team 12.06.20 SIC 02.07.20 CMT 19.06.20 Members Seminar 19.06.20 DFM Announcement 25.06.20. CMT 26.06.20 Educational continuity guidance received from the Deputy First Minister on 1 July  CMT 07.07.20
Flexible Soft Start in August				ADES 30.06.20 Tactical Team 30.06.20 CMT 30.06.20
Admissions Policy Review	Policy		06/05/2020	Tactical Team 06.05.20

	Remote Teaching Protocols agreed with teaching unions.			30/04/2020	Meeting with Union Colleagues 30 April 2020. CMT 08.05.20 CMT 13.05.20
	Alteration to term dates, schools coming back a week early after summer holidays this year and <u>starting a week earlier for summer next year.</u>	Policy		02/06/2020	LNCT 15 June EJCC 23 June SIC 02.07.20
	Blended Learning Framework of Education Delivery.	Policy		05/06/2020	CMT 05.06.20 CMT 09.06.20 The Coronavirus (COVID-19): strategic framework for reopening schools, early learning and childcare provision. Members Seminar 19.06.20 CMT 30.06.20 SIC 02.07.20
	Guidance on Managing / Responding to Outbreaks.	Operational			CMT 26.06.20 Tactical Team 11.08.20 Member's Briefing 07.08.20
	Protocols for staff working between settings.				Tactical Team 11.08.20
Sport and Leisure	Suspension of Outdoor Education Programme	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	CSMT 13/03/2020	Outdoor education programme suspended as a result of the closure of schools.
	Closure of all School and Community Games Halls	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	CSMT 13/03/2020	School games halls closed to the public as a result of the closure of schools and Gilbertson Park Games Hall closed at the same time.
	Closure of Islesburgh Community Centre	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	CSMT 20/03/2020	<a href="https://www.shetland.gov.uk/islesburgh/CommunityCentre.asp">https://www.shetland.gov.uk/islesburgh/CommunityCentre.asp</a>
	Closure of All Council Parks and Play Areas	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	CMT 25/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Play-areas-closed.asp">https://www.shetland.gov.uk/news-advice/Play-areas-closed.asp</a>
	Following a complaint the gates at the Knab Golf Course were removed to reduce the risk of C-19 spreading.	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	CMT 02-04-2020	<a href="http://www.shetland.gov.uk/news-advice/Knab-gates-removed-03042020.asp">http://www.shetland.gov.uk/news-advice/Knab-gates-removed-03042020.asp</a>

To suspend the Council's Outdoor Activities Adventure Licence.	Operational	The Council's OAA Licence was due for renewal and required an inspection from the Licencing authority. The inspection could not be progressed during the lockdown situation.	CMT 07-04-2020	No press release
Grass cutting agreed to start from 14 April 2020. Reduced service for verges, burial plots and parks.	Operational	To maintain cemeteries and sporting assets and enhance road safety	TT 08-04-2020	<a href="http://www.shetland.gov.uk/news-advice/Grass-cutting-10042020.asp">http://www.shetland.gov.uk/news-advice/Grass-cutting-10042020.asp</a>
Extend grass cutting; begin general maintenance and painting of outdoor facilities.	Operational	To maintain and protect the Council outdoor sporting facilities.	CMT-15-05-2020	No press release
To re-open Knab Golf Course and Jubilee Flower Park	Operational	In accordance with Scottish Government guidance re-open Council outdoor facilities for non-contact sports.	CMT 26-05-2020	<a href="http://www.shetland.gov.uk/news-advice/Jubilee-Flower-Park-to-reopen-29052020.asp">http://www.shetland.gov.uk/news-advice/Jubilee-Flower-Park-to-reopen-29052020.asp</a>
To Re-open Multicourts and play grounds	Operational	In accordance with Scottish Government guidance re-open Council outdoor playgrounds and sports courts.	CMT 26-05-2020	<a href="http://www.shetland.gov.uk/news-advice/Playgrounds-and-multicourts-will-reopen-on-Tuesday.asp">http://www.shetland.gov.uk/news-advice/Playgrounds-and-multicourts-will-reopen-on-Tuesday.asp</a>
Islesburgh house Hostel to remain closed until 31st March 2021	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	CMT 03-06-20	No press release
To re-open the Islesburgh Café for takeaways	Operational	In accordance with Scottish Government guidance re-open the Islesburgh café to allow staff to return to work and generate some income through this service.	CMT -30-06-20	No press release
To re-open Council sports pitches in Lerwick from 13 July for outdoor contact sports for young people.	Operational	In accordance with Scottish Government guidance allow access to Council sports pitches for contact sports for young people.	CMT 10.07.20	<a href="http://www.shetland.gov.uk/news-advice/Op-note-Guidance-issued-for-youth-football-training-to-restart.asp">http://www.shetland.gov.uk/news-advice/Op-note-Guidance-issued-for-youth-football-training-to-restart.asp</a>
SIC Bookings at Islesburgh to begin from 24 August.	Operational	To support other Council services to provide staff training, adult learning opportunities, college courses and meeting with clients.	CMT 14-08-20	No press release

	To allow small bespoke groups of individuals and young people to participate in outdoor education.	Operational	To support individuals or small groups of children and young people to participate in outdoor education in order to enhance their health and wellbeing after the lockdown.	CSMT, TT and CMT 18-08-2020	No press release
Library	Shetland Library and Learning Centres closed - suspension of mobile library service.	Operational	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions	17/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Shetland-Library-to-close-17032020.asp">https://www.shetland.gov.uk/news-advice/Shetland-Library-to-close-17032020.asp</a>
	Library staff return to work on site; buildings remain closed to public	Operational	Delivery of service to public. Scottish Government Phase 2 – non-office workplaces can reopen. Staff delivering non-contact collection and delivery services and preparatory work for library opening	22/06/2019	<a href="https://www.shetland.gov.uk/news-advice/Library-books-again-22062020.asp">https://www.shetland.gov.uk/news-advice/Library-books-again-22062020.asp</a> Tactical Team 21.07.20 Tactical Team 24.07.20
	Public Library buildings reopen to public		Delivery of service to public. Scottish Government Phase 3, Public Libraries allowed to reopen from 15 July.	21/07/2019	Tactical Team <a href="https://www.shetland.gov.uk/news-advice/LearningCentre-21072020.asp">https://www.shetland.gov.uk/news-advice/LearningCentre-21072020.asp</a> <a href="http://www.shetland.gov.uk/news-advice/Shetland-Library-to-reopen-today-27072020.asp">http://www.shetland.gov.uk/news-advice/Shetland-Library-to-reopen-today-27072020.asp</a>
Children's Social Work	Short Breaks service - change to allocation process for places to children and young people.	Operational	To reduce number of people accessing the service at the same time. To reduce the health risk to staff and the public in terms of COVID-19 and in compliance with Government Directions.	08/04/2020	CMT
	Child protection/duty to assess changes to process, level of assessment.	Operational		31/03/2020	The Coronavirus (Scotland) Act 2020
	Residential Children's homes - procedures adopted to ensure safe care and safe working environments for staff. The Residential Care guidance was first issued on 23 April, and was updated on 17 June 2020:	Operational	To reduce number of people accessing the service at the same time.	08/04/2020	The Residential Care guidance was first issued on 23 April, and was updated on 17 June 2020:  <a href="https://www.gov.scot/publications/coronavirus-covid-19-residential-childcare/">https://www.gov.scot/publications/coronavirus-covid-19-residential-childcare/</a>

	Self directed support - changes to the use of personal budgets.	Operational			Supported by National Guidance.  The guidance on self directed support was updated on 31 July 2020: <a href="https://www.gov.scot/publications/coronavirus-covid-19-guidance-on-self-directed-support/">https://www.gov.scot/publications/coronavirus-covid-19-guidance-on-self-directed-support/</a>
	Adoption and fostering risk assessments introduced around contact arrangements for children and young people and their families.	Operational			There were some changes to the kinship and foster care regulations set out in this letter from the Office of the Chief Social Work Adviser: <a href="https://socialworkscotland.org/wp-content/uploads/2020/07/OCSWA-Letter-9-July-2020-CORONAVIRUS-SCOTLAND-ACT-2020-REPORTING-ON-KINSHIP-AND-FOSTER-CARE-PROVISIONS.pdf">https://socialworkscotland.org/wp-content/uploads/2020/07/OCSWA-Letter-9-July-2020-CORONAVIRUS-SCOTLAND-ACT-2020-REPORTING-ON-KINSHIP-AND-FOSTER-CARE-PROVISIONS.pdf</a>  SWS introduced the framework for decision making regarding contact (last updated in August), following legal challenge to local authorities in support of family contact <a href="https://socialworkscotland.org/publication/connections-for-wellbeing/">https://socialworkscotland.org/publication/connections-for-wellbeing/</a>
	Children's hearings -extension to timescales around child protection orders and interim/compulsory supervision orders . Review hearings not taking place, hearings that are urgent take place virtually.	Operational		14/04/2020	latest guidance issued from SCRA 14th July 2020 announcing reintroduction of face to face hearings across 4 areas.

Directorate	Service	Decision	Operational - Director Decision Policy - Council Decision	Reason updates as at 14 August 2020	Date	Comment or Media/Website info
Community Health and Social Care	Adult Services (LD & ASD)	Care Homes, Respite and Day Services - restriction of visitors to care essential visitors only	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	17/03/2020	<a href="https://www.shetland.gov.uk/news-advice/COVID-19-Carehomes-Respite-and-Day-Services.asp">https://www.shetland.gov.uk/news-advice/COVID-19-Carehomes-Respite-and-Day-Services.asp</a>
		Ending of visits by families and friends to adults in Supported Living Accommodation	Operational & Scottish Govt Guidance	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	25/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Coronavirus-Supported-Living-visits-to-cease-25032020.asp">https://www.shetland.gov.uk/news-advice/Coronavirus-Supported-Living-visits-to-cease-25032020.asp</a>
		Closure of Day Services, Short Break and Respite	Operational & Scottish Govt Guidance	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	26/03/2020	<a href="#">Clinical Guidance for the Management of Clients Accessing Care at Home, Housing Support and Sheltered Housing in relation to COVID-19</a>
		Prioritisation of high risk individuals for day support, short break and respite for those where there is significant carer strain, or risk of a caring situation unravelling.	Operational & Scottish Govt Guidance	Critical support to protect carers and/or cared for person	26/03/2020	<a href="#">Clinical Guidance for the Management of Clients Accessing Care at Home, Housing Support and Sheltered Housing in relation to COVID-19</a>
	Community Care Resources	Care Homes, Respite and Day Services - restriction of visitors to care essential visitors only	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	Outdoor visitors - 03/07/20 - Indoor visiting - 10/08/20	Service developments in response to Covid 19. Website Info: 1. Scottish Government's Route map - <a href="https://www.gov.scot/collections/coronavirus-covid-19-scotlands-route-map/">https://www.gov.scot/collections/coronavirus-covid-19-scotlands-route-map/</a> 2. Visiting Guidance - <a href="https://www.gov.scot/publications/coronavirus-covid-19-adult-care-homes-visiting-guidance/">https://www.gov.scot/publications/coronavirus-covid-19-adult-care-homes-visiting-guidance/</a> 3. SIC Service information- <a href="https://www.shetland.gov.uk/news-advice/COVID-19-Carehomes-Respite-and-Day-Services.asp">https://www.shetland.gov.uk/news-advice/COVID-19-Carehomes-Respite-and-Day-Services.asp</a>
		Adaptations and Aids		Promotion of wellbeing and protection of resilience	16/03/2020 - Ongoing	Purchase of electronic communication devices, summerhouses, remedial works within daycare, etc
	Criminal Justice	Unpaid work suspended	operational	To protect service users, unable to observe social distancing	16/03/2020	Decision reported to CMT and CHSC Partnership

		Closure of office. All services being undertaken apart from court services as courts are closed. L staff working from home. All service users notified of changes.	operational	To reduce risk to staff and public and in compliance with government directions.	19/03/2020	Decision reported to CMT and CHSC Partnership, COG
		Prioritisation of office based sessions for high risk individuals. Blended working in place. Rota system in place for staff returning to work, as per recovery plan	operational	To reduce risk to staff and public and in compliance with government directions.	15/06/2020	Decision reported to CMT and CHSC Partnership, COG
		Restarted reduced unpaid work service	operational	In line with justice pathway.	14/07/2020	Decision reported to CHSC partnership
	Adult Social Work	Grantfield office closed to the public. Adult Duty presence in the office, primary focus on managing and coordinating hospital discharge, and emergencies, such as adult support and protection.	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions. Responsive interim operational decisions further supported by subsequent Coronavirus Act Guidance re Assessment AS&P and AWI	24/03/2020	Director informed. CMT informed through CSWO update
		Staff instructed to set up a schedule of routine calls to those on their caseload, not just those identified as 'vulnerable'. Rota in place for 'back up' social worker to be called if required – eg, for AS&P, and MHOs.	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions. Responsive interim operational decisions further supported by subsequent Coronavirus Act Guidance re assessment AS&P and AWI	24/03/2020	Director informed. CMT informed through CSWO update
		Blended working in place. Rota system in place for staff returning to office, as per recovery plan. Adult Social Work have continued to provide adapted service throughout, maintaining statutory responsibilities	Operational	To reduce risk to staff and public, maintain resilience, and in compliance with government directions.	15/06/2020	
	Occupational Therapy	Restricted service - urgent manual handling assessments, supporting discharges and responding to essential equipment failure. New installations or repairs to community alarms will only be undertaken for clients at very high risk. No Independent Mobility Assessments or general Blue Badge Assessments until further notice	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	09/04/2020	<a href="https://www.shetland.gov.uk/news-advice/Occupational-Therapy-changes-09042020.asp">https://www.shetland.gov.uk/news-advice/Occupational-Therapy-changes-09042020.asp</a>
		Increase in Community OT assessments for referrals lower than original P1, where there are no other risk factors, being completed via Near Me where possible.	Operational	Method of assessment (digital platform) is safe, or where face-to-face, risk is low and can be mitigated with use of PPE	20/07/2020	



	Restarting of MARS wheelchair clinic	Operational	High number of outstanding urgent assessments have now been delayed since March and are having a significant impact on functional ability and safety of clients. Use of PPE and regular cleaning between clients to mitigate risk, and patients asked to confirm their status in relation to covid. Agreed in consultation with the MARS team from NHS Grampian. Clinic will not take place in Shetland until beginning of October but patients will be advised of appointments in advance.	13/08/2020	
	Children's OT scaling back up to support children returning to school	Operational	With Scottish Government advising Children will return to school on 11th August, the Children's OT team have returned to their substantive posts (all were redeployed) to work with children returning to school - issues to include working with children deconditioned due to shielding, amendments and review of specialist equipment due to growth, and supporting transition for children moving from nursery to primary, or primary to high school.	06/07/2020	

Directorate	Service	Decision	Operational - Director Decision Policy - Council Decision	Reason updates as at 14 August 2020	Date	Comment or Media/Website info
Corporate	Finance	<p><b>Revenues &amp; Benefits:</b></p> <p>i) Suspension of recovery action on sales invoices, Council Tax, non-domestic rates, and Rents Arrears collection initially for 3 months, up to 30 June, but later extended to 31 July. This means no summary warrants or wage arrestments have been made and no action has been taken beyond standard reminders being issued during this period.</p> <p>From 1 August, recovery action restarted on a phased basis, with reminders being issued for sales invoices, Council Tax and non-domestic rates and rent arrears, with the standard recovery procedures being in force from 1 September 2020.</p> <p>ii) Non-Domestic Rates Relief applied following changes made by the Scottish Government. Universal relief of 1.6% was applied to all NDR accounts (effectively reversing the increase to 2020/21 Non-domestic rates), and 100% rates relief was applied to the accounts of eligible businesses operating retail, leisure or hospitality premises.</p>	<p>i) Policy</p> <p>ii) Operational - following a change in the law</p>	<p>Many tenants and council taxpayers across Shetland will be impacted to some degree by COVID-19 response and may be unable to pay bills timeously or in full. To avoid unnecessary stress for families who may be struggling and potential very negative publicity for the Council it is appropriate to temporarily suspend formal recovery action on arrears until 30 June 2020.</p> <p>A decision was taken to extend the temporary suspension of recovery action up to 31 July 2020 and to gradually restart debt recovery actions would allow further breathing space for those unable to pay as restrictions were gradually eased from early June and furloughed staff started to return to their workplaces.</p> <p>Changes to the NDR rates were implemented once the Non-Domestic Rates (Coronavirus Reliefs) (Scotland) Regulations 2020 came into force on 31 March 2020.</p>	<p>March 2020, reviewed in June 2020</p> <p>April 2020</p>	<p>CMT</p> <p>Publicity also through the Business Gateway and Coronavirus Business Support schemes.</p>
		<p><b>Payroll:</b></p> <p>As a result of COSLA/SJC/SNCT approved policy decision, the Council made a number of compensation payments to temporary, casual and/or relief workers and supply teachers that covered the loss of income for the months of April, May and June. Payments were made to eligible staff based on the average hours worked during January, February and March. Payments were made in May, June and July 2020</p>	<p>Policy decision - From SJC/SNCT</p>	<p>The intention of the policy was to compensate workers engaged on a temporary, casual or relief basis, including supply teachers, and could have potentially faced financial hardship as a result of the closure of premises and scaling back of services.</p>	<p>Apr-20</p>	<p>Letters were issued to eligible staff, but no wider publicity</p>

<p><b>Payments:</b> A variety of grant payments were disbursed by the Council between April and July to eligible businesses who successfully applied for financial support offered to eligible retail, leisure or hospitality businesses under the Scottish Government's Coronavirus Business Support Scheme or Newly-Self Employed Hardship Fund. Applications were managed by the Business Gateway team and payments were managed and disbursed by the Finance team, for which the Council will be reimbursed for actual expenditure.</p>	<p>Policy decision (from SG)</p>	<p>Scottish Government announced a range of support measures in March, followed by changes to the eligibility criteria in April and May. Some of the support schemes were to be managed by Local Authorities, for which funding was made available to deliver the scheme (although excluding the administrative costs of delivering such schemes).</p>	<p>Apr-20</p>	<p>Press releases through the BG publicised the schemes to encourage take up. CMT and Chairs kept informed with take-up and £s disbursed.</p> <p>Scottish Government also published weekly stats: <a href="https://www.gov.scot/publications/coronavirus-covid-19-business-support-fund-grant-statistics/">https://www.gov.scot/publications/coronavirus-covid-19-business-support-fund-grant-statistics/</a></p>
<p><b>Accountancy:</b> A temporary reduction in VAT came into force from 15 July for certain taxable supplies. The temporary reduction in VAT will apply until 12 January 2021. The Council took the decision to maintain its existing pricing structure to avoid any potential displacement of economic activity and for logistical ease.</p>	<p>Operational / Policy</p>	<p>The Chancellor announced a temporary reduction in the standard rate of VAT to 5%, from 15 July for certain goods and services: - food and non-alcoholic beverages sold for on-premises consumption - hot takeaway food and hot takeaway non-alcoholic beverages - sleeping accommodation in hotels or similar establishments The temporary reduction in standard rate VAT for these supplies will apply until 12 January 2021.</p> <p>There is no obligation from HMRC to pass on the reduced VAT rate to consumers and remains for each business to determine its own prices, as long as the correct rate of VAT is ultimately paid to HMRC. The Council decided to maintain its existing pricing structures for 3 reasons: - to avoid any displacement (or perception of displacement) of economic activity away from the hospitality sector, which is the intended beneficiary of this particular policy initiative - for logistical ease in making changes to a large number of prices across the Council at short notice (we received notification of the VAT reduction less than 48 hours before the reduction came into force), and - it allows the Council to make modest savings through reduced VAT payments to HMRC, which will be offset against the significant additional costs the Council faces this year.</p>		<p>CMT advised and agreed - 14 July</p>

	<p><b>Accountancy:</b> The publication of the Council's unaudited accounts was delayed beyond the statutory deadline of 30 June. The unaudited accounts for SIC, SIC Pension Fund, ZetTrans, IJB and O&amp;SVJB were presented at special Council/committee meetings on 15/16 July 2020 instead.</p>	Operational decision	Due to the Council's response to the pandemic from March onwards, staff across the Council were focused on other priorities. The preparation of the Council's accounts suffered delays as a result, and a full and complete set of accounts would not have been ready by 30 June. The delayed publication of the accounts was therefore necessary to ensure the Council submitted a set of completed accounts that were of high quality to the Auditor prior to the commencement of the financial statements audit. The Coronavirus (Scotland) Act 2020 permits the delayed publication of local authority accounts by up to 3 months from existing statutory deadlines (i.e unaudited accounts by 30 September), and thus a short delay until 15/16 July was well under the maximum permissible delay.	Jun-20	<p>CMT and the Leader and Convener, and Chairs were informed of the delay in advance.</p> <p>Statutory public inspection notices were published on our website advising the general public of the delay, as required by statute.</p>
Governance and Law	Closure of Registrars Office to the public and restricted remote service for death registrations only 7 day week.	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with NRS and Government Directions.	23/03/2020	<a href="https://www.shetland.gov.uk/about_registrar/">https://www.shetland.gov.uk/about_registrar/</a>
	Birth Registration resumed by appointment only; and remote death registrations resumed to 5 day service.		Relaxations of the lockdown rules on marriage and civil partnership, and in compliance with NRS directions.	29/06/2020	
	<del>Limited marriage ceremonies recommence</del> Community Council by-elections - postponed.	Operational	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions. Will be reviewed at Phase 4.	15/07/2020	
	Emergency Planning & Resilience - additional staff resources	Operational	To augment the service with staff to assist in the Council's response to and recovery from COVID-19; to participate in the groups and extra meetings required to communicate, jointly understand the risks, share learning and build situational awareness.	23/03/2020	
Human Resources	Protocol for temporary deployment of staff	Policy	To ensure that a framework is in place to deploy staff or change ways of working to support the delivery of essential services to support the vulnerable and aid community resilience.	09/03/2020	
	Extend period of Time Off for Dependents	Policy	To ensure that a framework is in place to deploy staff or change ways of working to support the delivery of essential services to support the vulnerable and aid community resilience.	08/04/2020	CMT
	Remove qualifying service requirements for Sick Pay for periods of sickness due to Coronavirus and extend period of self certification	Policy	Provide increased support to staff balancing care demands and work given impact of pandemic on services	16/03/2020	CMT
	Waiver of Disclosure Policy to allow Employment to Begin Ahead of PVG certificate	Policy	To ensure that all staff, regardless of service, or previous periods of sick pay, do not have a financial reason to attend work if they have coronavirus symptoms. Reduce pressure on GPS through extension of self certification period.	16/03/2020	CMT <a href="http://www.shetland.gov.uk/covid-19-information-for-staff/employment.asp">http://www.shetland.gov.uk/covid-19-information-for-staff/employment.asp</a>
	Postpone all on and off island training, unless makes a positive contribution to managing Council's Response to Coronavirus	Operational	Risk Assessment process established to support Executive Manager - HR decision making to authorise employment to begin ahead of receipt of PVG. Supports delivery of services where staff shortages are causing disruption.	10/04/2020	CMT
	Confirm off island training default position and agree authorisation process	Operational	Ensure only essential travel is being made by Council employees	13/03/2020	CMT
			Executive Manager and above and Team Leader - Workforce Development approval process for authorisation of travel outside Shetland for essential training	30/06/2020	CMT

		Testing referral process for Council staff agreed between SIC and NHSS.	Operational	To ensure that essential services can be delivered and cover tasks within the local community which support the vulnerable and aid community resilience.	10/04/2020	CMT
	Assets, Commissioning and Procurement	Halls of Residence set up as accommodation for NHS from Monday 30 March.	Policy	To ensure that essential services can be delivered.  This was handed back to the Council by 1 August.	26/03/2020 01/08/2020	CE Exercise of Emergency Powers
		Tenders/contracts have been extended in line with Contract Standing Orders where possible.  New tender documents are re-drafted to address the issues resulting from Covid-19.	Policy	Unless the works are critical for COVID-19 response, the SIC may not be able to progress a tender process.  To ensure that services can be maintained.	06/04/2020	CE Exercise of Emergency Powers
		Contractors have closed down all Council sites and made secure, removing the need for site supervision.  Projects are now all back on site, albeit with reduced resources, Covid-19 precautions in place and revised completion dates	Operational	To comply with government guidance in relation to spread of Covid 19. To ensure that essential services can be delivered and cover tasks within the local community which support the vulnerable and aid community resilience.  In compliance with SG guidelines and recovery planning.	26/03/2020 01/08/2020	CE Exercise of Emergency Powers

Directorate	Service	Decision	Operational - Director Decision Policy - Council Decision	Reason updates as at 14 August 2020	Date	Comment or Media/Website info
Development	Housing	Suspension of unplanned repairs except emergency repairs (includes suspension of Right to Repair)	Operational	Reduce risk to contractors and tenants. Government advice is for all but essential work to stop.	16/03/2020	<a href="https://www.shetland.gov.uk/housing/HousingCoronaVirusupdate.asp#CoronaRepairs">https://www.shetland.gov.uk/housing/HousingCoronaVirusupdate.asp#CoronaRepairs</a> <a href="https://www.shetland.gov.uk/news-advice/Operational-note-SIC-Housing-Service-16032020.asp">https://www.shetland.gov.uk/news-advice/Operational-note-SIC-Housing-Service-16032020.asp</a>
		Community Housing Support - suspension of home visits	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	16/03/2020	<a href="https://www.shetland.gov.uk/housing/HousingCoronaVirusupdate.asp#CoronaRepairs">https://www.shetland.gov.uk/housing/HousingCoronaVirusupdate.asp#CoronaRepairs</a> <a href="https://www.shetland.gov.uk/news-advice/Operational-note-SIC-Housing-Service-16032020.asp">https://www.shetland.gov.uk/news-advice/Operational-note-SIC-Housing-Service-16032020.asp</a>
		Suspension of housing allocation policy	Operational	Government advice is for people not to move house at this time. People will face difficulties accessing related goods and services.		
		Suspended eviction action for tenants in arrears until 30 June 2020. Focus on supporting vulnerable tenants and preventing homelessness	Policy	Many tenants across Shetland will be impacted to some degree by COVID-19 response and may be unable to pay bills timeously or in full. To avoid unnecessary stress for families who may be struggling and potential very negative publicity for the Council	31/03/2020	CMT
	Transport Planning/ ZetTrans	Changes to school and public transport arrangements and timetables	Operational	To reduce the risk to staff and public in terms of COVID-19 and in compliance with Government Directions	08/04/2020	<a href="https://www.zettrans.org.uk/covid19/covid-19-archived-posts">https://www.zettrans.org.uk/covid19/covid-19-archived-posts</a>
		Suspension of Weekend late night Bus Services	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	26/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Coronavirus-late-night-bus-services-260320.asp">https://www.shetland.gov.uk/news-advice/Coronavirus-late-night-bus-services-260320.asp</a>
		Ferries - Introduction of restricted timetables and change in accounts and booking procedures	Operational	To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	23/03/2020	<a href="https://www.zettrans.org.uk/covid19/coronavirus-non-essential-travel-on-inter-island-ferry-services">https://www.zettrans.org.uk/covid19/coronavirus-non-essential-travel-on-inter-island-ferry-services</a>

	Community Planning and Development	Suspension of Adult Learning and ESOL classes	Operational	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions	17/03/2020	<a href="https://www.shetland.gov.uk/news-advice/SIC-Community-Planning-and-Development.asp">https://www.shetland.gov.uk/news-advice/SIC-Community-Planning-and-Development.asp</a>
	Shetland College and Train Shetland	Training - move to all support given virtually - online/by phone (volational); cancellation of courses (short courses) subsequent closure of buildings with staff working from home	Operational	To reduce the health risk to staff and students in terms of COVID-19; in compliance with Government Directions	by 20th March; 25th March	emails to staff and students
		College - move to all support given virtually - online/by phone; subsequent closure of buildings	Operational	To reduce the health risk to staff and students in terms of COVID-19; in compliance with Government Directions	by 20th March; 25th March	emails to staff and students: <a href="https://www.shetland.uhi.ac.uk/news/coronavirus-latest-and-support-for-students.html">https://www.shetland.uhi.ac.uk/news/coronavirus-latest-and-support-for-students.html</a>
	Planning	Development Management and Building Standards suspension of Duty Officer service at 8NN, site visits and inspections and public inspection of documents limited to online only.	Operational	Office closure - To reduce the health risk to the public in terms of COVID-19 and in compliance with Government Directions	06/04/2020	<a href="https://www.shetland.gov.uk/news-advice/Op-note-Planning-Building-standards-06042020.asp">https://www.shetland.gov.uk/news-advice/Op-note-Planning-Building-standards-06042020.asp</a>
	Economic Development	Support for Businesses - administration of SG Coronavirus Business Support Fund grant scheme	Policy	To comply with Government directions and legislation.	06/04/2020	<a href="https://www.shetland.gov.uk/economic_development/CoronaFinancialAssistance.asp">https://www.shetland.gov.uk/economic_development/CoronaFinancialAssistance.asp</a>

Directorate	Service	Decision	Operational - Director Decision Policy - Council Decision	Reason updates as at 14 August 2020	Date	Comment or Media/Website info
Infrastructure	Environmental Services and Estate Operations	Closure of Gremista Waste Recycling Facility to the public	Operational	To comply with government guidance in relation to the spread of covid 19 by preventing members of the public from visiting busy sites where social distancing could not be safely implemented.  Re-opened under Covid safe operating procedures in line with national guidance	26/03/2020  01/06/2020	<a href="https://www.shetland.gov.uk/news-advice/Coronavirus-waste-service-update-26032020.asp">https://www.shetland.gov.uk/news-advice/Coronavirus-waste-service-update-26032020.asp</a>
		Public Conveniences - Reduced opening hours to Esplanade toilet	Operational	Lack of staffing resource and also to minimise the risk of the spread of infection  Normal hours re-instated	25/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Op-note-Env-Estate-Ops-20032020.asp">https://www.shetland.gov.uk/news-advice/Op-note-Env-Estate-Ops-20032020.asp</a>
		Suspension of bulky uplift service	Operational	Non-essential service. To comply with government guidance in relation to spread of covid 19 and to protect staff from the risk of infection.  Service re-instated.	26/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Coronavirus-waste-service-update-26032020.asp">https://www.shetland.gov.uk/news-advice/Coronavirus-waste-service-update-26032020.asp</a>
		Reduced street cleansing and sweeper service	Operational	Non-essential service. To comply with government guidance in relation to spread of covid 19 and to protect staff from the risk of infection. Prioritising refuse collections.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place	26/03/2020	<a href="https://www.shetland.gov.uk/rubbish-recycling/COVID-19-Information.asp">https://www.shetland.gov.uk/rubbish-recycling/COVID-19-Information.asp</a>
		Gremista Stores - Reduced opening hours.	Operational	Lack of staffing resource and also to minimise the risk of the spread of infection. Operating 0800 - 1300, Monday – Friday with callout service for emergencies.  Continued restricted hours.	25/03/2020	Internal Only
		Reduce non-domestic property maintenance - buildings that are temporarily closed due to COVID - essential repairs and statutory compliance maintenance only.	Operational	To comply with government guidance in relation to spread of Covid 19. To achieve ongoing compliance and reduce maintenance backlog.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place	01/04/2020	CMT
		Reduce non-domestic property maintenance - buildings that remain operational (including Care Homes) and specialist occupational therapy equipment (located in any building or domestic dwelling) - essential maintenance but have suspended our statutory maintenance activities (including Engineering Inspection) meantime.	Operational	To comply with government guidance in relation to spread of Covid 19. To ensure that essential services can be delivered and cover tasks within the local community which support the vulnerable and aid community resilience.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place.	01/04/2020	CMT
		Ground Maintenance/Grass cutting - suspension of ground maintenance of SIC operated properties, reduced service for burial grounds, parks and sporting areas, and safety cut for road verges.	Operational	Non-essential service. To comply with government guidance in relation to spread of covid 19 and to protect staff from the risk of infection.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place.	08/04/2020	CMT
		Burials - Prioritising interments and reserve planning. Suspending meeting families to choose new purchases of lairs, this will be discussed over the telephone and by email before the lair position is decided. Suspending ashes interments. Advising that small private funerals and no shaking of hands at these funerals should be considered. Adminstrating - Memorial Permits, Lair Certificate issue etc. may be subject to delay.	Operational	To comply with government guidance in relation to spread of Covid 19. To ensure that essential burial services can continue to be delivered during a time of significant service pressure and predicted needs.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place	25/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Op-note-Env-Estate-Ops-20032020.asp">https://www.shetland.gov.uk/news-advice/Op-note-Env-Estate-Ops-20032020.asp</a>
		Home energy efficiency surveys - Carbon Management will not be carrying out energy efficiency home visits or surveys – contact will be maintained by telephone. Sites have been made safe meantime.	Operational	To comply with government guidance in relation to spread of Covid 19. To ensure that essential services can be delivered and cover tasks within the local community which support the vulnerable and aid community resilience.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place.	25/03/2020	<a href="https://www.shetland.gov.uk/news-advice/Op-note-Env-Estate-Ops-20032020.asp">https://www.shetland.gov.uk/news-advice/Op-note-Env-Estate-Ops-20032020.asp</a>



		Extension of all licences granted under the Civic Government (Scotland) Act 1982 or other civic miscellaneous acts which were due to expire on 31 March 2020 for a period of three months.	Policy	The current circumstances have impacted 1) the ability of licence holders to obtain and produce required documentation (photographs, medicals, Public Liability Insurance); and 2) the ability of staff to process applications and ensure that all relevant documentation has been received.	ongoing	There is no power under the Act to extend licences. Applicants are currently being advised to apply for a renewal, as under the Act their existing licence will continue to be valid until the new licence has been granted.
	Roads	Roadmaster Road Patching Contract - not to suspend contractors operating in Cullivoe, Yell, in May, provided contractors can maintain Government directions at that time.	Operational	To reduce further surface deterioration, and ensure road is maintained for public use.  Surface dressing programme resumed.	06/04/2020	CMT
		Restriction of road and street lighting maintenance to essential works only. Suspension of new road works.	Operational	Lack of staff and contractor resource. Non-essential service. To comply with government guidance in relation to spread of Covid 19 and to protect staff from the risk of infection.  Service being re-instated in line with Covid safe risks assessments / compliance with national guidance - Some restrictions still in place	20/03/2020	operational notice <a href="https://www.shetland.gov.uk/coronavirus.asp">https://www.shetland.gov.uk/coronavirus.asp</a>
	Marine Infrastructure and Airports	Suspension of 2020 Ferry Docking Schedule	Operational	Lockdown measures precluded non essential works. Given current fleet resilience, this suspension was considered to be acceptable and is being closely monitored as we move through this phase.  Ferry docking schedule resumed.	25/03/2020	N/A - No impact of timetabled services at present.
		Cancellation of 2021 SVT Jetty 2 Concrete works	Operational	Lockdown measures precluded non essential works. These works will now take place in 2021.  Contracts extended under NCA after consultation with Legal and Procurement.	25/03/2020	N/A - Discussions with Legal Services in progress.
		Suspension of 2020 Jetty Maintenance Contract	Operational	Contract has been suspended in line with SG advice on non-essential construction works.  Contracts extended under NCA after consultation with Legal and Procurement.	25/03/2020	N/A - Discussions with Legal Services in progress.
		Toft Pier	Operational	Contract has been suspended in line with SG advice on non-essential construction works.  Works resumed - Report to Harbour Board and Policy & Resources.	25/03/2020	N/A - Discussions with Legal Services in progress.
	Harbourmaster	Prohibit use of SIC Ports to Leisure Vessels. Done on individual basis at present.	Operational	To comply with government guidance in relation to the spread of covid 19 by preventing members of the public from visiting busy sites where social distancing could not be safely implemented.  Leisure use re-instated subject to compliance with National guidance.	23-Mar  29 May 2020	<a href="https://www.shetland.gov.uk/ports/documents/NTM0720.pdf">Notice to Mariners - https://www.shetland.gov.uk/ports/documents/NTM0720.pdf</a>





<b>Meeting(s):</b>	Policy & Resources Committee Shetland Islands Council	7 September 2020 9 September 2020
<b>Report Title:</b>	SIC Overall Management Accounts 2020/21 Projected Outturn at Quarter 1	
<b>Reference Number:</b>	F-037-F	
<b>Author / Job Title:</b>	Jamie Manson Executive Manager - Finance	

### 1.0 Decisions / Action required:

- 1.1 That the Policy & Resources Committee RECOMMENDS that the Council RESOLVE to:
- 1.1.1 note the Management Accounts showing the overall projected outturn position at Quarter 1; and
  - 1.1.2 approve the re-profiling of budgets on revenue and capital projects for inclusion in the 2021/22 budget exercise as set out in Appendix 1.

### 2.0 High Level Summary:

- 2.1 The report sets out the overall Council projected financial position as at quarter 1.
- 2.2 On 11 March 2020 (SIC Min Ref: 22/20) the Council approved the 2020/21 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £22.607m. It is vital to the economic wellbeing of the Council that the financial resources are managed effectively, and expenditure and income is delivered in line with the budget, as any overspends will result in a further draw on reserves and would be evidence that the Council is living beyond its means.
- 2.3 This report forms part of the financial governance and stewardship framework, which ensures that the financial position of the Council is understood and quantified. It provides assurance to the Corporate Management Team and the Committee that resources are being managed and allows corrective action where necessary.
- 2.4 This report refers to the revised budget that is now in place for each of the services. The revised budgets include changes such as the Council's budget carry-forward scheme, council approvals etc. totalling £4.807m. To fund these changes, there is an extra draw on reserves of £4.442m.

### 3.0 Corporate Priorities and Joint Working:

- 3.1 There is a specific objective in the Corporate Plan that the Council will have excellent financial management arrangements to ensure that it continues to keep a balanced and sustainable budget and is living within its means; and that the

Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's resources with its priorities and expected outcomes, and maintaining a strong and resilient balance sheet.

- 3.2 The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of this Council.

#### **4.0 Key Issues:**

- 4.1 By the end of the first quarter of 2020/21, the Council has incurred actual revenue expenditure of £31.647m delivering services funded through the General Fund and £1.09m of capital expenditure. Overall, Council expenditure (including Harbour Account and Housing Revenue Account) amounts to £28.465 in the same period.
- 4.2 At this stage, the Council forecasts total General Fund revenue expenditure of £127.7m on service delivery to the end of the financial year, against a revised budget of £128.1m. Total forecast capital expenditure amounts to £19.2m against a revised capital expenditure budget of £21.0m.
- 4.3 Appendices 1-3 contain the management accounts for the General Fund, Harbour Account and the Housing Revenue Account. Appendix 4 and 5 contains further detail of key variances between forecast expectations and approved budgets for each service.
- 4.4 Activity across the Council during the first quarter has been impacted by the need to respond to the COVID-19 pandemic, and has been different to the activity envisaged when setting the Council's budget in March. In many cases, the Council has faced additional costs as services adapted to new ways of working to ensure the delivery of essential public services continued throughout. Some services have operated at reduced levels, or not at all, because of the restrictions imposed by the UK Government and Scottish Government. This has resulted in a loss of income from various fees and charges that would have been collected if services continued to operate in a pre-pandemic environment. At the same time, the Council has been able to make some savings, largely from reduced energy/utilities costs as a result of the reductions in services.
- 4.5 The net impact of the pandemic amounts to an additional cost of £718k by the end of the quarter, and is estimated at £2.12m by the end of the financial year. This includes the financial consequence of deferring certain works into next year as there is no opportunity to complete those works in the current year. Appendix 5 sets out further detail of the impact of additional costs, lost income and any underspends directly caused by the pandemic, for each service area. The Council is actively monitoring the financial pressures faced, including lost income, and is working with COSLA and other local authorities to secure additional government funding to meet those pressures.
- 4.6 Table 1 below shows the total projected outturn by fund. In total, it is estimated to be underspent by £2.585m (details are set out in Appendices 1-5). At quarter 1, the percentage of actual spending against the revised budget was 20%.

Table 1						
2020/21 Actual Spend Qtr 1 £000	Fund	2020/21 Original Budget £000	2020/21 Budget Revisions Qtr 1 £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance under/ (over) £000
32,734	General Fund	144,839	4,281	149,120	146,900	2,220
(3,099)	Harbour Account	(10,637)	275	(10,362)	(10,772)	410
(1,170)	Housing Revenue Account	2,303	251	2,554	2,559	(45)
<b>28,465</b>	<b>TOTAL</b>	<b>136,505</b>	<b>4,807</b>	<b>141,312</b>	<b>138,687</b>	<b>2,585</b>

- 4.7 Table 2 shows a breakdown of the projected variance from Table 1 above split between revenue and capital:

Table 2					
Fund	2020/21 Revenue Projected Variance under/ (over) £000	2020/21 Capital Projected Variance under/ (over) £000	2020/21 Total Projected Variance under/ (over) £000	2020/21 Projected Slippage £000	2020/21 Total Revised Variance under/ (over) £000
General Fund	405	1,815	2,220	3,540	(1,320)
Harbour Account	770	(360)	410	0	410
Housing Revenue Account	(45)	0	(45)	0	(45)
<b>TOTAL</b>	<b>1,130</b>	<b>1,455</b>	<b>2,585</b>	<b>3,540</b>	<b>(955)</b>

- 4.8 The net projected underspend is a combination of underspending on revenue and capital budgets. The report requests to carry forward the slippage of £3.54m, the reasons why slippage has occurred are as set out in Appendix 4 and 5.
- 4.9 Table 3 below shows how the budget revisions from Table 1 of £4.807m has been funded:

Table 3	
Fund	2020/21 Revenue Projected Variance under/(over) Qtr 1 £000
Council Reserves	4,442
Scottish Government Grants	0
Borrowing	365
<b>TOTAL</b>	<b>4,807</b>

The revisions are for the carry forwards on both revenue and capital £4.807m as set out in Appendix 6.	
4.10	The 2020/21 total projected draw from reserves on both revenue and capital expenditure is £25.232m, which is £1.817m under the revised budgeted draw of £27.049m (see Appendix 7). This is the combined position for the General Fund, Harbour Account and Housing Revenue Account.
4.11	Appendices 1-7 provides more detail of the figures discussed in this section of the report.
<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>	There are no direct implications arising from this report.
<b>6.2 Human Resources and Organisational Development:</b>	There are no direct implications arising from this report.
<b>6.3 Equality, Diversity and Human Rights:</b>	There are no direct implications arising from this report.
<b>6.4 Legal:</b>	There are no direct implications arising from this report.
<b>6.5 Finance:</b>	<p>Overall expenditure in the first quarter of the year represents 20% of the revised 2020-21 budget.</p> <p>The projected underspend for the Council for 2020/21 is £2.585m inclusive of projected slippage of £3.54m.</p> <p>Total revenue budgets underspend of £1.13m is due to underspending on the General Fund. Work has been delayed as a result of COVID-19, however, the work still requires to be undertaken in 2021/22 i.e. roads/building maintenance, mandatory training and Early Learning and Childcare. The budget this year required an unsustainable draw and it is important to return these unutilised elements of the budget to reserves, as they will be required to fund activity next year to ensure completion of the affected projects. The re-profiled budgets amount to £1.705m.</p> <p>Additional spending of COVID-19 activities amounts to £2.121m, details of which are set out in Appendix 5. The Council has</p>

	<p>received additional COVID-19 funding of £1.74m to the General Revenue Grant.</p> <p>On the Harbour Account, there is additional income of £0.5m to the budgetary surplus planned. At this stage of the year, the Housing Revenue Account anticipates an overspend of £25k.</p> <p>Total capital underspend of £1.455m is due mainly to slippage on a number of projects: ERP Furnace Upgrade, Early Learning and Childcare and Burra Bridge painting that require to be re-profiled into the 2021/22 Asset Investment Plan amounting to £1.835m.</p> <p>The overall projected draw on reserves at quarter 1 is £25.232m, which is £1.817m less than the revised draw of £27.049m.</p>
<b>6.6 Assets and Property:</b>	There are no direct implications arising from this report.
<b>6.7 ICT and new technologies:</b>	There are no direct implications arising from this report.
<b>6.8 Environmental:</b>	There are no direct implications arising from this report.
<b>6.9 Risk Management:</b>	<p>There are numerous risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.</p> <p>Failure to deliver the 2020/21 budgets and programmes; or effectively monitor, adjust or manage growth or the failure of assets may result in the Council failing to deliver its Corporate Plan and Medium Term Financial Plan.</p> <p>From a financial perspective, risks are an integral part of planning for the future, as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.</p> <p>The main variable assumptions are around anticipated income levels, returns on investments and cost pressures and demands.</p> <p>This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and requires remedial action.</p> <p>The Council makes provision within its budget for cost pressures that may arise. This approach provides additional</p>

	confidence for the Council to be able to mitigate any adverse financial circumstances.
<b>6.10 Policy and Delegated Authority:</b>	<p>Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2020/21 financial year.</p> <p>The Policy &amp; Resources Committee has delegated authority for securing the co-ordination, control and proper management of the financial affairs of the Council, and has referred authority to make recommendations to the Council as to the level of any expenditure not provided for in the annual budgets.</p> <p>The Council's Financial Regulations state that the Executive Manager - Finance has a responsibility to ensure that detailed monitoring by Directors and Executive Managers is carried out and that the Council will determine the reporting content, timescale, frequency and receiving committee(s) required for monitoring statements and the Executive Manager - Finance will be responsible for ensuring compliance with this.</p>
<b>6.11 Previously considered by:</b>	n/a

#### **Contact Details:**

Hazel Tait, Team Leader Accountancy, [Hazel.Tait@Shetland.gov.uk](mailto:Hazel.Tait@Shetland.gov.uk), 28 Aug 2020

#### **Appendices:**

Appendix 1 – 2020/21 General Fund Projected Revenue and Capital Outturn at Q1

Appendix 2 – 2020/21 Harbour Account Projected Revenue and Capital Outturn at Q1

Appendix 3 – 2020/21 Housing Revenue Account Projected Revenue and Capital Outturn at Q1

Appendix 4 – 2020/21 Variance Analysis of Main Variances Excluding COVID-19 at Q1

Appendix 5 – 2020/21 Variance Analysis of Main COVID-19 Variances at Q1

Appendix 6 – 2020/21 Summary of Budget Revisions at Q1

Appendix 7 – 2020/21 Projected Outturn for Use of Reserves at Q1

#### **Background Documents:**

SIC Budget Book 2020/21, SIC 11 March 2020

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=6788>



## General Fund Revenue - Projected Outturn Position for 2020/21

2020/21 Year to Date Actual Qtr 1 £000	General Fund	2020/21 Original Budget £000	2020/21 Budget Revisions £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance Qtr 1 £000	2020/21 Re- profiling Qtr 1 £000	2020/21 Revised Projected Variance Qtr 1 £000
441	Chief Executive Services	1,852	(33)	1,819	1,788	30		30
12,924	Children's Services	47,571	1,043	48,614	48,402	212	87	125
4,991	Community Health & Social Care Services	22,301	188	22,489	22,033	456		456
2,191	Corporate Services	10,602	134	10,736	10,585	152	220	(68)
4,831	Development Services	14,452	179	14,631	14,604	27		27
5,557	Infrastructure Services	28,586	376	28,962	27,366	1,596	1,398	198
(6)	Fund Managers Fees	1,239	0	1,239	1,198	41		41
718	Net COVID-19 Costs/Loss of Income	0	(339)	(339)	1,782	(2,121)		(2,121)
0	Contingencies & Cost Pressures	1,200	731	1,931	1,931	0		0
0	Crown Estate	1,008	1,009	2,017	2,017	0		0
0	Financing Costs	1,592	0	1,592	1,580	12		12
0	Economic Development Investment Income	(1,134)	0	(1,134)	(1,134)	0		0
0	Interest on Revenue Balances	(14)	0	(14)	(14)	0		0
0	Spend to Save (Unallocated)	250	271	521	521	0		0
0	Net Recharges to Other Fund	(4,888)	(51)	(4,939)	(4,939)	0		0
<b>31,647</b>	<b>Total Net Expenditure/(Income)</b>	<b>124,616</b>	<b>3,507</b>	<b>128,124</b>	<b>127,719</b>	<b>405</b>	<b>1,705</b>	<b>(1,300)</b>
	<i>Funded by:</i>							
(23,323)	Government Grants	(81,761)	0	(81,761)	(83,504)	1,743		1,743
(10,168)	Council Tax	(10,306)	0	(10,306)	(10,168)	(138)		(138)
0	Crown Estate Funding	(1,008)	(1,009)	(2,017)	(2,017)	0		0
0	Spend to Save	(250)	(420)	(670)	(670)	0		0
1,844	Contribution from General Fund Reserve	(31,291)	(2,078)	(33,369)	(31,360)	(2,009)	(1,705)	(305)
<b>(31,647)</b>	<b>Total Funding/Contribution</b>	<b>(124,616)</b>	<b>(3,507)</b>	<b>(128,124)</b>	<b>(127,719)</b>	<b>(405)</b>	<b>(1,705)</b>	<b>1,300</b>
<b>0</b>	<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## General Fund Capital - Projected Outturn Position for 2020/21

2020/21 Year to Date Actual Qtr 1 £000	General Fund	2020/21 Original Budget £000	2020/21 Budget Revisions £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance Qtr 1 £000	2020/21 Projected Slippage Qtr 1 £000	2020/21 Revised Projected Outturn Qtr 1 £000
203	Children's Services	2,035	375	2,410	2,150	260	260	0
6	Community Health & Social Care Services	687	133	820	820	0		0
382	Corporate Services	3,942	128	4,070	4,107	(37)		(37)
23	Development Services	1,990	(192)	1,798	1,798	0		0
474	Infrastructure Services	11,569	330	11,898	10,306	1,592	1,575	17
<b>1,087</b>	<b>Total Costs</b>	<b>20,223</b>	<b>774</b>	<b>20,996</b>	<b>19,181</b>	<b>1,815</b>	<b>1,835</b>	<b>(20)</b>
	<i>Funded by:</i>							
(1,087)	General Capital Grant	(5,204)		(5,204)	(5,204)	0		
0	Capital Grants Unapplied	(738)	75	(663)	(365)	(298)	(260)	(38)
0	External Grants	(2,512)		(2,512)	(2,512)	0		
0	External Borrowing	(7,054)	(364)	(7,418)	(7,066)	(352)	(375)	23
0	Spend to Save Borrowing	(4,362)	(484)	(4,846)	(3,681)	(1,165)	(1,200)	35
0	Capital Receipts	(353)	0	(353)	(353)	0		
<b>(1,087)</b>	<b>Total Funding &amp; Financing</b>	<b>(20,223)</b>	<b>(774)</b>	<b>(20,996)</b>	<b>(19,181)</b>	<b>(1,815)</b>	<b>(1,835)</b>	<b>20</b>
<b>0</b>	<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## General Fund Revenue - Projected Outturn Position for 2020/21

2020/21 Year to Date Actual Qtr 1 £000	General Fund	2020/21 Original Budget £000	2020/21 Budget Revisions £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance Qtr 1 £000	2020/21 Re- profiling Qtr 1 £000	2020/21 Revised Projected Variance Qtr 1 £000
441	Chief Executive Services	1,852	(33)	1,819	1,788	30		30
12,924	Children's Services	47,571	1,043	48,614	48,402	212	87	125
4,991	Community Health & Social Care Services	22,301	188	22,489	22,033	456		456
2,191	Corporate Services	10,602	134	10,736	10,585	152	220	(68)
4,831	Development Services	14,452	179	14,631	14,604	27		27
5,557	Infrastructure Services	28,586	376	28,962	27,366	1,596	1,398	198
(6)	Fund Managers Fees	1,239	0	1,239	1,198	41		41
718	Net COVID-19 Costs/Loss of Income	0	(339)	(339)	1,782	(2,121)		(2,121)
0	Contingencies & Cost Pressures	1,200	731	1,931	1,931	0		0
0	Crown Estate	1,008	1,009	2,017	2,017	0		0
0	Financing Costs	1,592	0	1,592	1,580	12		12
0	Economic Development Investment Income	(1,134)	0	(1,134)	(1,134)	0		0
0	Interest on Revenue Balances	(14)	0	(14)	(14)	0		0
0	Spend to Save (Unallocated)	250	271	521	521	0		0
0	Net Recharges to Other Fund	(4,888)	(51)	(4,939)	(4,939)	0		0
<b>31,647</b>	<b>Total Net Expenditure/(Income)</b>	<b>124,616</b>	<b>3,507</b>	<b>128,124</b>	<b>127,719</b>	<b>405</b>	<b>1,705</b>	<b>(1,300)</b>
	<i>Funded by:</i>							
(23,323)	Government Grants	(81,761)	0	(81,761)	(83,504)	1,743		1,743
(10,168)	Council Tax	(10,306)	0	(10,306)	(10,168)	(138)		(138)
0	Crown Estate Funding	(1,008)	(1,009)	(2,017)	(2,017)	0		0
0	Spend to Save	(250)	(420)	(670)	(670)	0		0
1,844	Contribution from General Fund Reserve	(31,291)	(2,078)	(33,369)	(31,360)	(2,009)	(1,705)	(305)
<b>(31,647)</b>	<b>Total Funding/Contribution</b>	<b>(124,616)</b>	<b>(3,507)</b>	<b>(128,124)</b>	<b>(127,719)</b>	<b>(405)</b>	<b>(1,705)</b>	<b>1,300</b>
<b>0</b>	<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## General Fund Capital - Projected Outturn Position for 2020/21

2020/21 Year to Date Actual Qtr 1 £000	General Fund	2020/21 Original Budget £000	2020/21 Budget Revisions £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance Qtr 1 £000	2020/21 Projected Slippage Qtr 1 £000	2020/21 Revised Projected Outturn Qtr 1 £000
203	Children's Services	2,035	375	2,410	2,150	260	260	0
6	Community Health & Social Care Services	687	133	820	820	0		0
382	Corporate Services	3,942	128	4,070	4,107	(37)		(37)
23	Development Services	1,990	(192)	1,798	1,798	0		0
474	Infrastructure Services	11,569	330	11,898	10,306	1,592	1,575	17
<b>1,087</b>	<b>Total Costs</b>	<b>20,223</b>	<b>774</b>	<b>20,996</b>	<b>19,181</b>	<b>1,815</b>	<b>1,835</b>	<b>(20)</b>
	<i>Funded by:</i>							
(1,087)	General Capital Grant	(5,204)		(5,204)	(5,204)	0		
0	Capital Grants Unapplied	(738)	75	(663)	(365)	(298)	(260)	(38)
0	External Grants	(2,512)		(2,512)	(2,512)	0		
0	External Borrowing	(7,054)	(364)	(7,418)	(7,066)	(352)	(375)	23
0	Spend to Save Borrowing	(4,362)	(484)	(4,846)	(3,681)	(1,165)	(1,200)	35
0	Capital Receipts	(353)	0	(353)	(353)	0		
<b>(1,087)</b>	<b>Total Funding &amp; Financing</b>	<b>(20,223)</b>	<b>(774)</b>	<b>(20,996)</b>	<b>(19,181)</b>	<b>(1,815)</b>	<b>(1,835)</b>	<b>20</b>
<b>0</b>	<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Harbour Account

## Revenue and Capital - Projected Outturn Position for 2020/21

2020/21 YTD Actual Qtr 1 £000	Harbour Account	2020/21 Original Budget £000	2020/21 Budget Revisions £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance Qtr 1 £000
	<b>REVENUE:</b>					
(3,856)	Sullom Voe	(11,050)	(377)	(11,427)	(12,170)	743
(45)	Scalloway	182	318	500	504	(4)
(167)	Other Piers	202	60	262	231	31
622	Jetties & Spur Booms	0	0	0	0	0
59	Terminals	(1,519)	0	(1,519)	(1,519)	0
<b>(3,386)</b>	<b>Ports &amp; Harbours Net Expenditure/(Income)</b>	<b>(12,185)</b>	<b>0</b>	<b>(12,185)</b>	<b>(12,955)</b>	<b>770</b>
0	Shetland Gas Plant	(600)	0	(600)	(600)	0
<b>0</b>	<b>Other Income</b>	<b>(600)</b>	<b>0</b>	<b>(600)</b>	<b>(600)</b>	<b>0</b>
<b>(3,386)</b>	<b>Total Net Revenue Expenditure/(Income)</b>	<b>(12,785)</b>	<b>0</b>	<b>(12,785)</b>	<b>(13,555)</b>	<b>770</b>
	<b>CAPITAL:</b>					
435	Capital Expenditure	3,643	(2)	3,641	4,525	(884)
0	Capital Receipts	(15)	0	(15)	(15)	0
(157)	Capital Other Non-Government Grants	(500)	0	(500)	(500)	0
9	External Borrowing	(980)	277	(703)	(1,227)	524
<b>287</b>	<b>Total Net Capital Expenditure/(Income)</b>	<b>2,148</b>	<b>275</b>	<b>2,423</b>	<b>2,783</b>	<b>(360)</b>
3,099	Contribution to/(from) Reserve Fund	10,637	(275)	10,362	10,772	(410)
<b>0</b>	<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Housing Revenue Account

## Revenue and Capital - Projected Outturn Position for 2020/21

2020/21 YTD Actual Qtr 1 £000	Housing Revenue Account	2020/21 Original Budget £000	2020/21 Budget Revisions £000	2020/21 Revised Budget Qtr 1 £000	2020/21 Projected Outturn Qtr 1 £000	2020/21 Projected Variance Qtr 1 £000
	<b>REVENUE:</b>					
47	Supervision & Management	901	0	901	901	
351	Repair & Maintenance	2,767	0	2,767	2,741	26
65	Void Rents & Charges	175	0	175	175	0
0	Garages	32	0	32	32	1
0	Capital Charges - Dwellings	1,232	0	1,232	1,308	(76)
<b>464</b>	<b>Total: Expenditure</b>	<b>5,107</b>	<b>0</b>	<b>5,107</b>	<b>5,157</b>	<b>(50)</b>
(1,615)	Rents - Dwellings	(7,010)	0	(7,010)	(7,010)	
(60)	Rents - Other ie garages/sites etc	(257)	0	(257)	(261)	4
<b>(1,675)</b>	<b>Total: Income</b>	<b>(7,268)</b>	<b>0</b>	<b>(7,268)</b>	<b>(7,272)</b>	<b>4</b>
<b>(1,212)</b>	<b>Total Net Revenue Expenditure/(Income)</b>	<b>(2,160)</b>	<b>0</b>	<b>(2,160)</b>	<b>(2,115)</b>	<b>(45)</b>
	<b>CAPITAL:</b>					
41	Capital Expenditure	4,504	251	4,755	4,755	0
0	Capital Receipts	(41)	0	(41)	(41)	
<b>41</b>	<b>Total Net Capital Expenditure/(Income)</b>	<b>4,462</b>	<b>251</b>	<b>4,714</b>	<b>4,714</b>	
1,170	Contribution to(from) HRA Reserve	(2,302)	(251)	(2,553)	(2,599)	45
<b>0</b>	<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



General Fund - Revenue	Projected Outturn Variance (Over)/Underspend £	Reasons for Variances - Over £50k excluding COVID-19 costs/loss of income
<b>Chief Executive Services (sub total)</b>	<b>71,141</b>	
Executive Services	30,445	No projected significant variances.
Council Members	0	No projected variance.
Fund Manager Fees	40,696	No projected significant variances.
<b>Children's Services (sub total)</b>	<b>211,906</b>	
Director of Children's Services	(18,216)	No projected significant variances.
Children & Families	(193,573)	The projected <b>overspend</b> is due to the additional cost of agency staff (£221k) to cover for staffing vacancies £110k, and provide specialist family support (£85k). Recruitment is underway for vacancies.
Children's Resources	337,748	The projected <b>underspend</b> is due to staff vacancies which have not been filled due to the ongoing restructure of Children's Social Work which has now been approved, and a delay in recruitment for staff for the new residential property £265k.
Library	9,014	No projected significant variances.
Quality Improvement/Schools	88,860	The projected <b>underspend</b> is mainly within the ELC service and is due to the reconfiguration of staff at some ELC settings, including deferring the decision to move to year round provision in Brae and Sandwick, staff being appointed at lower grades than budgeted due to career grading, and a lower number of staff being required at some settings due to fewer children attending than anticipated <b>£87k</b> . This underspend will be required to be carried forward. Vacancies within the Quality Improvement Team have resulted in a projected underspend of <b>£56k</b> . Recruitment to these vacancies will begin shortly.
Sport & Leisure	(11,926)	No projected significant variances.
<b>Community Health &amp; Social Care Services (sub total)</b>	<b>456,340</b>	
Director of Community Health & Social Care	(28,123)	No projected significant variances.
Adult Services	30,903	The projected overspend is mainly due to an estimated under achievement of non-residential charging income of (£44k) off-set by projected underspend in employee costs £73k due to vacant posts in the ACT Service and SL&O Central.
Community Care Resources	641,556	The projected underspend is mainly due to projected overachievement of residential charging income, £593k, where income fluctuates based on the financial circumstances of those receiving care. There is also a projected underspend in off-island placement costs £80k due to changes in some of the packages of care and a projected underspend in employee costs due to vacant Team Leader post at Montfield (filled from July 2020) and delay in recruiting staff for the budgeted extended daycare service at ET until daycare can resume, £67k. Mileage costs are projected to underspend by £70k due to maximising use of pool vehicles and provision of some extra fleet vehicles in quarter 1.
Criminal Justice	0	No projected variance.
Adult Social Work	(189,916)	The projected overspend is mainly due to increased cost of off-island placements due to a package of care which was not anticipated in budget setting (£121k) and a projected overspend in SDS Option 1 payments due increased demand and complexity of packages (£73k).
Occupational Therapy	1,920	No projected significant variances.
IJB	0	No projected variance.
<b>Corporate Services (sub total)</b>	<b>151,911</b>	
Director of Corporate Services	0	No projected variance.
Assets, Commissioning & Procurement	(164,271)	The projected <b>overspend</b> is due to the tenant of Scatsta Airport ending their lease early (£221k) offset by staff vacancies £58k.
Finance	55,352	The projected underspend relates to vacancies on staff costs £62k, recruitment is underway.
Joint Valuation Board	19,930	No projected significant variances.
Governance & Law	0	No projected variance.
Human Resources	240,900	The projected <b>underspend</b> is due to Manilla training not able to be carried which will require to be carried forward (£220k).
ICT	0	No projected variance.
<b>Development Services (sub total)</b>	<b>26,679</b>	
Director of Development Services	(28,995)	No projected significant variances.
Community Planning & Development	9,886	No projected significant variances.
Economic Development	(15,217)	No projected significant variances.
Housing	2,583	No projected significant variances.
Planning	186,515	The projected <b>underspend</b> relates to staffing vacancies £206k.
Shetland College	46,278	The projected <b>underspend</b> relates to increased grant income from SFC/UHI £242k, which offsets additional staffing costs (£131k) as a result of post changes, and COVID loss of income from canteen and textile facilitation unit income (£76k). The Scottish Funding Council have confirmed that there will be no clawback of Grant in Aid where colleges fail to achieve their Credit target.
Train Shetland	(140,188)	The projected <b>overspend</b> relates to additional 2.5fte staffing and COVID-19 loss of income from short course and SDS income (£173k offset by reduced costs in travel and reduced costs in modern apprentices and short course fees £60k).
Transport Planning	(34,183)	No projected significant variances.
<b>Infrastructure Services (sub total)</b>	<b>1,595,918</b>	
Director of Infrastructure Services	29,932	No significant variances
Environmental Services	162,619	The projected <b>underspend</b> is due to Private Sector Housing Grants project not going ahead this year due to COVID-19 but will be required to be carried forward into 2021/22 £125k and the contract for refuse in Yell not able to be tendered £45k.
Estate Operations	788,709	The projected <b>underspend</b> is due to vacant posts in Building and Fleet Maintenance £88k, fleet maintenance and
Ferry & Air Operations	84,459	The projected <b>underspend</b> is mainly due to vacant posts in the Engineering Service following unsuccessful recruitment exercises and now under further review with regard to market forces £134k.
Roads	530,199	The projected <b>underspend</b> is due to the delay of the roads maintenance as a result of work not able to be carried out due to COVID-19 £500k but will be required to be carried forward into 2021/22.
<b>Total</b>	<b>2,513,896</b>	

GENERAL FUND - CAPITAL	Projected Outturn Variance (Over)/Underspend £	Reasons for Variances over £50k
Children's Resources	0	No projected variance.
Quality Improvement/Schools	259,779	The projected <b>underspend</b> is due to the re-phasing of the works for expansion of Early Learning and Childcare programme in line with the project plan, and the underspend will be required to be carried forward into 2021/22.
Director of Community Care	0	No projected variance.
Assets, Commissioning & Procurement	(36,718)	No projected significant variances.
ICT	0	No projected variance.
Director of Development	0	No projected variance.
Economic Development	0	No projected variance.
Environmental Services	1,153,770	The projected <b>underspend</b> relates to the ERP Furnace Upgrade project. The materials will be purchased this year but the works are to be undertaken by contractors from Denmark who are unable to travel due to Covid 19 and this is now proposed for 21/22 £1.2m.
Estates Operations	0	No projected variance.
Ferry & Air Operations	0	No projected variance.
Roads	438,171	The projected <b>underspend</b> mainly relates to the Burra Bridge Painting project which has been postponed until 21/22 due to Covid-19 £375k.
<b>Total</b>	<b>1,815,002</b>	

Housing Revenue Account	Projected Outturn Variance (Over)/Underspend £	Reasons for Variances over £50k
Supervision & Management	0	No projected variance.
Repair & Maintenance	26,001	No significant variances.
Void Rents & Charges	0	No projected variance.
Garages	0	No projected variance.
Capital Charges - Dwellings	(75,568)	No significant variances.
<b>Total: Expenditure</b>	<b>(49,567)</b>	
Interest on Revenue Balances	0	No projected variance.
Rents - Dwellings	0	No projected variance.
Rents - Other i.e. garages/sites etc.	4,084	No projected variance.
<b>Total: Income</b>	<b>4,084</b>	
Capital Expenditure	0	No projected variance.
Capital Receipts	0	No projected variance.
<b>Net Capital</b>	<b>0</b>	
<b>Increased/(Decreased) Contribution from the HRA Reserve</b>	<b>45,483</b>	



Harbour Account	Projected Outturn Variance (Over)/Underspend £	Reasons for Variances over £50k
Sullom Voe	743,168	The projected variance is due to two additional tanker movements £540k; and vacant posts in Towage Crews and Ports Engineering £185k.
Scalloway	(4,372)	No significant variances
Other Piers	30,750	The projected variance is due to additional income from salmon landings at West Burrafirth Pier for west of Shetland salmon harvesting £100k; offset by an inspection of Symbister Pier highlighting damaged tyre fenders and cope rails which required to be replaced (£60k).
Terminals	0	No projected variance.
<b>Total - Harbour Operations</b>	<b>769,546</b>	
<b>Shetland Gas Plant</b>	<b>0</b>	No projected variance.
Capital Expenditure	(884,386)	The projected overspend relates to additional costs on the New Toft Pier for weather delays and unforeseen ground conditions (£524k); and urgent works required to the approach ramp at Skerries Ferry Terminal (£360k).
Capital Receipts	0	
External Borrowing	524,386	
<b>Net Capital</b>	<b>(360,000)</b>	
<b>Increased Contribution to Reserve Fund</b>	<b>409,546</b>	



General Fund	Projected Outturn Variance (Over)/Underspend £	Reason for Variance - COVID-19 costs and savings
<b>Children's Services (sub total)</b>	<b>(1,389,936)</b>	
Director of Children's Services	(1,153,676)	<b>Additional Expenditure:</b> day cleaners in schools £328k; critical childcare provision £244k; misc additional staffing (including job retention costs) £190k; free school meals £127k, cleaning materials/PPE costs £90k, social work support for vulnerable children/families £15k, costs in relation to ASN hubs/home learning/blended learning/return to school/underwriting the cost of cancelled school trips £160k.
Quality Improvement/Schools	67,318	<b>Underspend:</b> ELC/OOSC delays in recruitment due to COVID 19 <b>£164k</b> ; School and Hostel Meal Supplies <b>£92k</b> . <b>Loss of Income:</b> ELC/OOSC Childcare Fees ( <b>£34k</b> ); School and Hostel Meals Income ( <b>£155k</b> ).
Sport & Leisure	(303,578)	<b>Underspend:</b> Islesburgh Café Meal Supplies and Consumables £111k, Islesburgh Staffing Costs £86k, Islesburgh Other Costs £9k, Parks Staffing Costs £25k and other underspends £21k. <b>Loss of Income:</b> Closures and Phasing restrictions impacted Islesburgh Café (£313k), Islesburgh Hostel (£96k), Other Islesburgh Income (£82k), Parks (£41k), and Community Use of Games Halls (£24k).
<b>Community Health &amp; Social Care Services (sub total)</b>	<b>(168,113)</b>	
Director of Community Health & Social Care	550,310	<b>Additional Expenditure:</b> The cost of the Interim Depute Director of Community Health and Social Care, which has been agreed for up to 10 month to support the Interim Director given Covid-19 (£70k). <b>Additional Income:</b> Scottish Government Funding for Covid-19 response. £596k (estimated Shetland share of £100m announced allocation for Social Care) plus £25k funding advised separately to provide cover for the Chief Social Work Officer given increased workload due to Covid-19 response.
Adult Services	(140,114)	<b>Additional Expenditure:</b> Additional employee costs (£96k) as staffing requirement based on current expectation in relation to daycare services resuming are estimated to increase by 5 FTE Social Care Workers in addition to some on-call cover.
Community Care Resources	(543,343)	<b>Additional Expenditure:</b> Additional projected employee costs due to job retention scheme payments combined with the additional hours and overtime to cover staff absences (£247k), projected employee cost of increase provision of Care@Home Services due to daycare/respite services being suspended (£123k), expected increase in PPE and Cleaning costs (£91k), which includes provision of uniforms to social care staff, projected additional equipment/furniture cost (£76k), which include re-flooring the daycare areas in 5 care homes and also the set-up of the AHS Hostel during early stage of lockdown to provide additional beds to prevent delayed discharges from Hospital. This is now ended.
Adult Social Work	(32,762)	<b>Additional Expenditure:</b> Projected support for Chief Social Work Officer (£25k), which will involve a PT Social Worker in addition to Admin Support. Please note: funding has been announced by SG up to this level and included under Director of CH&SC above.
Occupational Therapy	(2,204)	No significant variances.
<b>Executive &amp; Corporate Services (sub total)</b>	<b>13,829</b>	
Executive Services	(4,000)	<b>Budget Savings:</b> Less consumables £8k and no overtime expected £3k. <b>Loss of Income:</b> No Town Hall hire expected (£15k).
Council Members	37,000	<b>Budget Savings:</b> Less travel/subsistence expected.
Governance & Law	(44,594)	<b>Additional Expenditure:</b> Additional costs for Emergency Planning for COVID-19 (£11k) and estimated July to March (£33k).
Human Resources	60,456	<b>Budget Savings:</b> Less training/travel expected underspend overall £37k and interviews being done remotely, so expect savings of £17,256. <b>Additional Expenditure:</b> Online courses developed due to COVID-19 £11,800.
ICT	(35,033)	<b>Additional Expenditure:</b> Additional licences purchased for home-working (£2k). Additional Webex costs to 30 June (£13k) and estimated July to March (£20k).
<b>Development Services (sub total)</b>	<b>(326,796)</b>	
Director of Development Services	(324,816)	<b>Additional Expenditure:</b> Loss of Public Bus Service Income and some Bus Service retendering, requiring an additional subsidy to ZetTrans from SIC (£301k), and additional cost of retendering school transport service (£6k).
Economic Development	(1,980)	<b>Additional Expenditure:</b> Overtime for staff processing COVID Grants.
<b>Infrastructure Services (sub total)</b>	<b>(250,402)</b>	
Director of Infrastructure Services	(28,608)	<b>Additional Expenditure</b> on employee costs across Infrastructure Services and sanitation supplies (£29k).
Environmental Services	(60,082)	<b>Loss of Income:</b> for commercial waste collection (£61k).
Estate Operations	(20,584)	<b>Loss of Income</b> mainly for Fleet Maintenance Contracts (£7k) and Carbon Management Warmworks administration (£5k).
Ferry & Air Operations	(122,999)	<b>Loss of Income</b> for ferry fares, charters and vending machine sales (£361k). <b>Underspend:</b> on ferry fuel consumption £191k; and reduced overtime, consumables, travel & subsistence £48k.
Roads	(18,129)	<b>Loss of Income:</b> for external Roads Maintenance contracts and sale of Scord Quarry Products (£387k). <b>Underspend:</b> on materials purchases for Roads Maintenance and Scord Quarry £369k.
<b>Total</b>	<b>(2,121,418)</b>	



## Revenue and Capital - Budget Revisions 2020/21

Revisions	Reasons	2020/21 General Fund Revenue Qtr 1 £000	2020/21 General Fund Capital Qtr 1 £000	2020/21 Harbour Account Revenue Qtr 1 £000	2020/21 Harbour Account Capital Qtr 1 £000	2020/21 HRA Revenue Qtr 1 £000	2020/21 HRA Capital Qtr 1 £000	2020/21 TOTAL Qtr 1 £000
Budget Carryforwards	Report F-009-F (11/3/20) draft outturn report including approval of revenue and capital carry forwards.	3,507	774				251	4,532
Budget Carryforwards	Transfer of funding to CFCR from borrowing in line with projects following carry forwards.				275			275
<b>Total Funded from Reserves</b>		<b>3,507</b>	<b>774</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>251</b>	<b>4,807</b>



## Use of Reserves in 2020/21

(includes General Fund/Harbour Account/Housing Revenue Account/Spend to Save)

Draw on Reserves	2020/21 Original Budgeted Draw £000	2020/21 Revisions £000	2020/21 Revised Budgeted Draw £000	2020/21 Projected Draw £000	2020/21 Variance Draw £000
<b>Revenue Draw on Reserves</b>	<b>15,996</b>	<b>3,507</b>	<b>19,503</b>	<b>17,370</b>	<b>2,133</b>
Revisions:					
Carry Forwards - GF		3,507			
<b>Capital Draw on Reserves</b>	<b>6,611</b>	<b>935</b>	<b>7,546</b>	<b>7,862</b>	<b>(316)</b>
Revisions:					
Capital Carryforwards - GF		(75)			
Capital Carryforwards - S to S		484			
Capital Carryforwards - HA		275			
Capital Carryforwards - HRA		251			
<b>Total Budgeted Draw on Reserves</b>	<b>22,607</b>	<b>4,442</b>	<b>27,049</b>	<b>25,232</b>	<b>1,817</b>







<b>Meeting(s):</b>	<b>Shetland Islands Council</b>	<b>9 September 2020</b>
<b>Report Title:</b>	<b>Shetland College Board – Student Member Appointment</b>	
<b>Reference Number:</b>	<b>GL-17-20-D1</b>	
<b>Author / Job Title:</b>	<b>Jan-Robert Riise, Executive Manager - Governance and Law</b>	

<b>1.0</b>	<b>Decisions / Action required:</b>
1.1	That Shetland Islands Council: <ul style="list-style-type: none"> <li>1.1.1 RESOLVES to appoint Ms Cally Mair, HISA Depute President, as the nominated student representative on the Shetland College Board, with full voting rights; and</li> <li>1.1.2 Considers the proposal contained in section 4.4, and RESOLVES to amend the Student Representative voting member appointment of the Shetland College Board to be ex-officio filled by the HISA Shetland President/Depute so long as they remain a student at Shetland College.</li> </ul>
<b>2.0</b>	<b>High Level Summary:</b>
2.1	At its meeting on 28 June 2017, the Council agreed that one student representative with voting rights should be included in the membership of Shetland College Board. It was further agreed that the nomination should be sought from the Highlands and Islands Student Association (HISA) – Shetland College, and that the term of appointment should be the duration of time that the nominee was a student (Min Ref: SIC 50/17). The Council accordingly appointed the first student representative to the Board at its meeting on 30 August 2017 (Min Ref: SIC 60/17).
2.2	As the most recent appointee to the Board is no longer a student at Shetland College, a new student representative – Ms Cally Mair - has been nominated by HISA – Shetland College.
<b>3.0</b>	<b>Corporate Priorities and Joint Working:</b>
3.1	HM Inspectors expressed the view that the learner voice in college decision-making would be enhanced by representation on the Shetland College Board. Shetland College Board considered the issue of student representation, and recommended to the Council that its membership should include one student representative with voting rights. The Council agreed to this recommendation.
<b>4.0</b>	<b>Key Issues:</b>
4.1	In accordance with the Council's decision, the Highlands and Islands Student Association – Shetland College has nominated a new representative for

<p>appointment to the Board as the previous appointee is no longer a student at Shetland College.</p>	
4.2	<p>The nominee, Ms Mair, has provided me with her personal details, and her appointment is recommended. Should her appointment be approved, she will become a full voting member of Shetland College Board, and will be required to complete a public Register of Interests.</p>
4.3	<p>Whilst the term of this appointment will be the duration of time that the nominee remains a student at Shetland College, or resigns, any future decisions regarding the requirement for the Shetland College Board post-merger, may impact on this appointment.</p>
4.4	<p>A further consideration for the Council is that it has been custom and practice now for HISA to nominate the HISA Shetland Depute President. The Council is asked to consider amending the terms of this appointment process to require the student representative position to be filled ex-officio by that role, or the President role, provided their position as a student at Shetland College is fulfilled. This would reduce the work involved regarding the nomination and appointment process and allow continuity of representation on the Board, particularly during the period of the Merger project. Formal Acceptance of Office and Register of Interests process would still be maintained, in order to comply with the Councillors' Code of Conduct, which also applies to non-councillor voting members of Council committees.</p>
<b>5.0 Exempt and/or confidential information:</b>	
5.1	<p>None.</p>
<b>6.0 Implications:</b>	
<b>6.1 Service Users, Patients and Communities:</b>	<p>None.</p>
<b>6.2 Human Resources and Organisational Development:</b>	<p>None.</p>
<b>6.3 Equality, Diversity and Human Rights:</b>	<p>None.</p>
<b>6.4 Legal:</b>	<p>None.</p>
<b>6.5 Finance:</b>	<p>Non-councillor appointments to the Board are unpaid, but incidental expenses will be met from Executive Services - Council Members approved revenue budget. As this appointment relates to a current vacancy, there is no additional burden on the budget.</p>

<b>6.6 Assets and Property:</b>	None.
<b>6.7 ICT and new technologies:</b>	None.
<b>6.8 Environmental:</b>	None.
<b>6.9 Risk Management:</b>	None.
<b>6.10 Policy and Delegated Authority:</b>	The appointment of non-councillor members is provided for within the Council's Constitution, and is a matter reserved to the Council.
<b>6.11 Previously considered by:</b>	N/A

**Contact Details:**

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2 September 2020

**Appendices:**

None

**Background Documents:**

None

END





<b>Meeting(s):</b>	<b>Shetland Islands Council</b>	<b>09 September 2020</b>
<b>Report Title:</b>	<b>Delegation of Authority - Antisocial Behaviour etc. (Scotland) Act 2004 and the Housing (Scotland) Act 2006</b>	
<b>Reference Number:</b>	<b>ES-03-20-F</b>	
<b>Author / Job Title:</b>	<b>David Robertson Team Leader - Environmental Health</b>	

<b>1.0</b>	<b>Decisions / Action required:</b>
1.1	That the Council <b>AUTHORISE</b> the Licensing Committee to discharge the powers and duties of the Council under the Antisocial Behaviour etc. (Scotland) Act 2004 and the Housing (Scotland) Act 2006; and
1.2	That the Council <b>APPROVE</b> the proposed amendments to Part 1 of the Council's Licensing Scheme of Delegations [Appendix 2 to Part C (Scheme of Administration and Delegations) of the Council's Constitution], as explained at Paragraphs 4.6-4.7, below, and as shown in marked-up form in Appendix 2 to this report.
<b>2.0</b>	<b>High Level Summary:</b>
2.1	The report seeks to ensure that Shetland Islands Council has the procedural framework to take action at the appropriate level in respect of private landlords who do not meet their legal obligations or who are not fit and proper persons for the purposes of the Antisocial Behaviour etc. (Scotland) Act 2004 (the "2004 Act") and in respect of Houses in Multiple Occupation in terms of the Housing (Scotland) Act 2006 (the "2006 Act").
2.2	Shetland currently has 600 registered landlords (including joint owners) letting 622 properties and 13 Houses in Multiple Occupation (see Appendix 1 for definition of an HMO)
2.3	Most landlords let their houses in a responsible way but some do not.
2.4	Landlord registration and Housing in Multiple Occupation (HMO) licensing, supported by other legislation provide a means for local authorities to register persons they determine to be 'fit and proper persons' to act as landlords but also to take steps to deal with those who operate outwith licensing conditions and legislation.
2.5	Local authorities must have established appropriate decision-making structures in relation to taking forward enforcement action against a landlord.
2.6	Consideration should be given to the level of authority needed to make decisions such as refusing to register a landlord or removing a landlord from the landlord

	register. Refusal, revocation or amendment of an HMO licence currently requires to be determined by Committee.
2.7	It is appropriate that the Antisocial Behaviour etc. (Scotland) 2004 and the Housing (Scotland) Act 2006 be added to the Council's Licensing Scheme of Delegation.
<b>3.0</b>	<b>Corporate Priorities and Joint Working:</b>
3.1	<p><b>Corporate Plan</b></p> <p>Housing: The long-term community plan aim is for Shetland to have good places to live as well as sustainable economic growth with good employment opportunities, and for our residents to have the skills they need to benefit from those opportunities.</p>
3.2	<p><b>Joint NHS/Environmental Health - Health Protection Plan</b></p> <p>To improve the quality of housing and the built environment</p>
<b>4.0</b>	<b>Key Issues:</b>
4.1	Under statutory guidance issued by the Scottish Government (see background documents 1 and 2), Local authorities should establish 'appropriate' arrangements for approving, refusing or revoking landlord registration and HMO licensing (see Appendix 1 for HMO definition and licensing considerations). It is for each authority to determine the process they deem appropriate.
4.2	Currently every person applying for landlord registration and HMO licensing is assessed in terms of the 'fit and proper person test'.
4.3	The 'fit and proper person test' (see Appendix 1) is applied at the registration/licensing stage but can also be applied at any time after registration should information come to light about a landlord, e.g. a relevant conviction or complaint by a tenant or following intelligence from Police Scotland or other agencies.
4.4	In most cases the decision to approve an application for Landlord Registration or HMO licensing is very straightforward. However, refusing an application or revoking registration or licensing may have serious financial and other consequences for a landlord, tenant or agent. Accordingly a fair and transparent process is required to ensure that the decision-making can be escalated to the Licensing Committee as appropriate.
4.5	On 16 October 2007 the Infrastructure Committee (min. ref. 42/07) approved detailed delegation arrangements for the Environmental Health Service, but only, in relation to the 2004 Act, the powers to Environmental Health Officers to enter, inspect, etc. premises. No specific authority was granted in respect of the processing of applications for registration under the 2004 Act, nor is any reference made to the 2006 Act.
4.6	Part 1 of the Council's Licensing Scheme of Delegations [Appendix 2 to Part C (Scheme of Administration and Delegations) of the Council's Constitution] in respect of the legislation specified there authorises the Service Manager – Environmental Health

“to determine:

- applications;
- renewals;
- transfers of licences;
- registrations;
- approvals; and
- any other permission sought (including variation thereof),  
under”

That authorisation is subject to the restriction in 1B that –

“Where:

- the authorised officer receives an objection or adverse representation to a proposal under the above legislation and conditions cannot address the issue(s) raised; or
- the proposal is recommended for refusal for reasons other than a clear technical failure to comply with legislative requirements,  
the matter will be referred to the Licensing Committee for determination.”

The 2004 Act is omitted from the list under Part 1. The Licensing Scheme of Delegations makes no provision in respect of the 2006 Act. It is appropriate that reference to the 2004 Act and the 2006 Act be included in Part 1 of the Licensing Scheme of Delegations.

- 4.7 To permit the processing of registrations under the 2004 Act and Housing (Scotland) Act 2006, particularly where it appears that the applicant for registration is not a fit and proper person or where landlords privately renting wilfully do not comply with the law after being properly advised to do so, it is appropriate that information in that regard be presented to the Licensing Committee for decision.
- 4.8 To assist in identifying the proposed amendments outlined in Paragraphs 4.6-4-7, above, a marked-up copy of the Part 1 of the Council's Licensing Scheme of Delegations [Appendix 2 to Part C (Scheme of Administration and Delegations) of the Council's Constitution], showing these proposed amendments in situ, is enclosed to this report as Appendix 2.

## **5.0 Exempt and/or confidential information:**

5.1 None

## **6.0 Implications :**

<b>6.1 Service Users, Patients and Communities:</b>	Improve standards of housing in the private rented sector by ensuring a robust and fair process to deal with the small minority of landlords who fail to meet their legal obligations.
<b>6.2 Human Resources and Organisational Development:</b>	None

<b>6.3 Equality, Diversity and Human Rights:</b>	None Equalities Impact Assessment not required	
<b>6.4 Legal:</b>	<p>See Background Documents 1 and 2 for relevant statutory guidance</p> <p>Part 1 of the Scheme of Delegations may be amended by insertion of reference to the Antisocial Behaviour etc. (Scotland) Act 2004 and Housing (Scotland) Act 2006.</p> <p>The 2004 Act permits an appeal to the First-Tier Tribunal against a decision of a local authority to refuse to enter a person in, or to remove a person from, the Register under that Act.</p> <p>The 2004 Act permits an appeal to the Sheriff against a decision of a local authority to refuse to enter a person in, or to remove a person from, the Register under that Act.</p>	
<b>6.5 Finance:</b>	None	
<b>6.6 Assets and Property:</b>	A person residing in a property where a landlord has been refused registration or where a registration has been revoked would be considered 'homeless' and may need rehousing	
<b>6.7 ICT and new technologies:</b>	None	
<b>6.8 Environmental:</b>	None	
<b>6.9 Risk Management:</b>	The Statutory Code of Practice for Landlord Registration (under review) outlines the requirement for Local Authorities to establish 'appropriate' arrangements for approving, refusing or revoking landlord registration.	
<b>6.10 Policy and Delegated Authority:</b>	<p>Section Two of the Council's Scheme of Administration and Delegation at 2.5.1 states: "Subject to the provisions of this Scheme, and the delegation to any officer, the Committee is authorised to discharge the powers and duties of the Council in accordance with the Licensing Scheme of Delegations attached as Appendix 2 to this Scheme" (see Background Documents 3.)</p> <p>The decisions required in this report will amend the Scheme of Administration and Delegations relating to the Licensing Committee, and are reserved to the Council.</p>	
<b>6.11 Previously considered by:</b>	None	



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**Appendix:**

Appendix 1: Landlord Registration – HMO definition; Fit and proper person test and HMO Licensing considerations;

Appendix 2: marked-up copy of Part 1 of the Council's Licensing Scheme of Delegations [Appendix 2 to Part C (Scheme of Administration and Delegations) of the Council's Constitution] with the proposed amendments coloured red.

**Background Documents:**

1. Statutory guidance Landlord Registration:  
<https://www.gov.scot/publications/landlord-registration-statutory-guidance-local-authorities-2017-statutory-guidance-local/>
2. Statutory guidance HMO's:  
<https://www.gov.scot/publications/licensing-multiple-occupied-housing-statutory-guidance-for-scottish-local-authorities/>
3. LICENSING SCHEME OF DELEGATIONS:  
[http://www.shetland.gov.uk/about\\_how\\_we\\_work/documents/PartC-Appendix2-Licensing.pdf](http://www.shetland.gov.uk/about_how_we_work/documents/PartC-Appendix2-Licensing.pdf)

END



## LANDLORD REGISTRATION & HMO LICENSING

### 1. Definition of an HMO:

A home is a house in multiple occupation (HMO) if both of the following apply:

- at least 3 tenants live there, from 3 or more households
- the tenants share toilet, bathroom or kitchen facilities with other tenants

A household is either a single person or members of the same family who live together. A family includes people who are:

- married or living together - including people in same-sex relationships
- relatives or half-relatives, for example grandparents, aunts, uncles, siblings
- step-parents and step-children

### 2. Fit and proper person test

The fit and proper person test is intended to provide a level of assurance that the landlord (owner) or joint owner is a suitable person to let privately rented property. It is a standard that all private landlords are required to uphold throughout the time that they operate as a private landlord.

Local authorities must take account of the information in section 85 of the Antisocial Behaviour etc. (Scotland) Act 2004 when carrying out the fit and proper person test for both landlord registration and HMO licensing under Housing (Scotland) Act 2006.

This includes, amongst other things, material which shows that the person has committed specific offences or contravened any provision of housing law or landlord and tenant law, material which relates to any acts of the relevant person regarding antisocial behaviour affecting the house, and repairing standard enforcement orders.

Section 85(4) requires local authorities to have regard more generally to any material if it is relevant to the question of whether the landlord or agent is fit and proper. This means that local authorities can consider material other than a conviction or tribunal decision to assess whether or not an applicant is fit and proper to be approved for registration.

Unless a local authority is satisfied that the applicant is a fit and proper person to let houses, the application should not be approved. Further information about the duty on local authorities to provide advice and assistance, where the authority proposes to refuse or revoke an application is contained in Section 5 "Duty to Provide Advice and Assistance" (see background document 1).

Some landlords who fail to disclose relevant information which could affect their 'fit and proper person' status will have been approved. However, the legislation

allows the local authorities to review that registration *at any time* where any material information subsequently emerges.

**Local authorities must refuse an application for registration if not satisfied that the applicant is a fit and proper person to let houses.**

### **3. HMO Licensing**

Where:

The authorised officer receives an objection or adverse representation to a proposal under the Housing (Scotland) Act 2006 (as amended) and conditions cannot address the issue(s) raised; or

The proposal is recommended for refusal for reasons other than a clear technical failure to comply with legislative requirements, the matter will be referred to the Licensing Committee for determination.

A local authority may revoke a licence at any time. The three possible grounds are that the licence holder or agent is no longer a suitable person (fit and proper person test as above); that the accommodation is no longer suitable for occupation as an HMO and cannot be made suitable; or that a condition of the licence has been breached. The authority must propose a date for a hearing and invite representations from interested parties. The authority must consider any written objections or oral representations made before deciding whether to revoke the licence. The decision is subject to appeal.

LICENSING SCHEME OF DELEGATIONS

1. Subject to 1B, the authorised officer under section 3.2.6 of the Scheme of Administration and Delegations is authorised to determine:
  - applications;
  - renewals;
  - transfers of licences;
  - registrations;
  - approvals; and
  - any other permission sought (including variation thereof),

under the following legislation:

- 1.1 Animal Boarding Establishments Act 1963
- 1.2 Animal Health and Welfare (Scotland) Act 2006
- 1.3 Breeding of Dogs Acts 1973 and 1991
- 1.4 Caravan Sites and Control of Development Act 1960
- 1.5 Civic Government (Scotland) Act 1982
- 1.6 Dangerous Wild Animals Act 1976
- 1.7 Deer (Scotland) Act 1959
- 1.8 Performing Animals Act 1925
- 1.9 Pet Animals Act 1951
- 1.10 Riding Establishments Acts 1964 and 1970
- 1.11 Zoo Licensing Act 1981
- 1.12 Food Safety Act 1990
- 1.13 Hypnotism Act 1952
- 1.14 Cinemas Act 1985
- 1.15 Theatres Act 1968
- 1.16 Civic Government (Scotland) Act 1982
- 1.17 Goods Vehicles (Licensing of Operations) Act 1995
- 1.18 Petroleum (Consolidation) Act 1928
- 1.19 Petroleum (Liquid Methane) Order 1957
- 1.20 Manufacture and Storage of Explosives Regulations 2005
- 1.21 Fireworks Acts 1951 and 2003

1.22 Explosives Act 1875

1.23 Antisocial Behaviour etc. (Scotland) Act 2004

1.24 Housing (Scotland) Act 2006

1B. Where:

- the authorised officer receives an objection or adverse representation to a proposal under the above legislation and conditions cannot address the issue(s) raised; or
- the proposal is recommended for refusal for reasons other than a clear technical failure to comply with legislative requirements,

the matter will be referred to the Licensing Committee for determination.



<b>Meeting(s):</b>	<b>Shetland Islands Council</b>	<b>9 September 2020</b>
<b>Report Title:</b>	<b>Shetland's Islands with Small Populations Locality Plan</b>	
<b>Reference Number:</b>	<b>DV-23-20-F</b>	
<b>Author / Job Title:</b>	<b>Maggie Sandison – Chief Executive</b>	

## 1.0 Decisions / Action Required:

### 1.1 That the Council:

- 1.1.1 APPROVES Shetland's Islands with Small Populations Locality Plan; and
- 1.1.2 AGREES to contribute the necessary resources, along with other partners, in order to achieve the outcomes; and
- 1.1.3 NOTES that work is ongoing to develop a mechanism that ensures delivery on the outcomes and priorities, and continues to involve the island communities.

## 2.0 High Level Summary:

- 2.1 The Community Empowerment (Scotland) Act, 2015, places a statutory duty on community planning partners to produce a Locality Plan. This Plan needs to cover an electoral ward or an area with no more than 30,000 people. A Locality Plan should be produced in close consultation with the communities it covers.
- 2.2 Shetland's Islands with Small Populations – Locality Plan, Final Consultative Draft, is included at Appendix 1 for approval.
- 2.3 By agreeing the Plan, Shetland Islands Council is jointly responsible for ensuring the Shetland Partnership delivers on commitments in the plan, and individually responsible for how the Council acts as a partner to help ensure these commitments are fulfilled.

## 3.0 Corporate Priorities and Joint Working:

- 3.1 Shetland's Islands with Small Populations Locality Plan is a significant milestone for strategic planning in Shetland. For the first time, there is a clear direction for these communities, which has been agreed across agencies and communities, alongside a commitment to deliver. It does not encompass all services but its success relies heavily on the continued success of universal service provision, such as health and care, education and transport.
- 3.2 However, the Plan is merely a marker, recognising the significant involvement of communities and partners, in its development; in particular, the developing relationships between those living in the island communities and those responsible for delivering services.

#### **4.0 Key Issues:**

- 4.1 The Community Empowerment (Scotland) Act 2015 (the Act) provides a legal framework that promotes and encourages community empowerment and participation. It creates new rights for community bodies and places new duties on public authorities.
- 4.2 The Act places Community Planning Partnerships (CPPs) on a statutory footing and imposes duties on them around the planning and delivery of local outcomes, and the involvement of community bodies at all stages of community planning. Tackling inequalities is a specific focus, and CPPs have to produce Locality Plans at a more local level for areas experiencing particular disadvantage.
- 4.3 These Plans need to cover an electoral ward or an area with no more than 30,000 people. A Locality Plan should be produced in close consultation with the communities it covers. Locality Plans should enable communities and partners to find innovative solutions to key local challenges. They should be a 'live' document that belongs to the community, is signed up to by partner agencies, and is delivered together.
- 4.4 Shetland Islands Council is a statutory community planning partner, and as such has a duty to:
  - a. co-operate with other partners in carrying out community planning;
  - b. take account of the priorities and outcomes contained in Shetland's Partnership Plan in carrying out its functions; and
  - c. contribute such funds, staff and other resources as the Shetland Partnership considers appropriate to improve local outcomes in the Plan and secure participation of community bodies throughout community planning.
- 4.5 The Islands with Small Populations Project was initiated by the Shetland Partnership in 2016. Since that time there has been active involvement from partners and communities. This culminated in the first Annual Isles' Event, in September 2019.
- 4.6 It has been recognised throughout the course of this project, that the approach to using data and evidence to identify local need in partnership with each community is 'locality planning' in action. The project was initiated before the legislation relating to Locality Planning came into force; however, when reviewing the Islands with Small Populations Project it was clear to see that the work to date, and steps required to embed activity, met the legislative requirements of a Locality Plan.
- 4.7 In addition, the approach draws heavily on the principles of the Islands (Scotland) Act, 2018, which brings in legislation to underpin the Scottish Government's objective of ensuring that there is a sustained focus across Government and the public sector to meet the needs of island communities, now and in the future.
- 4.8 Shetland's Islands with Small Populations Locality Plan is structured around the five outcomes identified by communities and services, linking achievements and next steps to each of the Shetland Partnership Priorities.
- 4.9 It draws together: data, achievements (including case studies), discussions (including outputs from the Isles' Event) to identify the steps required to embed activity across the Partnership and its respective organisations, and the priorities for each Island.



- 4.10 Following on from work over the last few years, there was a formal consultation process with island communities and partners, during the summer. This was postponed from spring, due to lockdown. The priorities of this plan have been reviewed and where necessary refocused, to achieve key actions for the islands, and to support them through the ongoing pandemic, and into recovery. This is in line with the Council's Recovery and Renewal Framework, of learning and resetting policy and activity in light of the pandemic (Work Strand 2). The Plan will be reviewed in the summer of 2021, to reflect the ever-changing situation with COVID-19.
- 4.11 The Management and Leadership Team of the Shetland Partnership agreed to this Final Draft Consultative Plan approved for being circulated for sign-off by partner agencies and communities, on 20 August 2020. It had been hoped to hold a Shetland Partnership Network meeting, involving partners and communities, as part of this process. However, Network meetings have not yet resumed, following the lockdown.
- 4.12 All partner organisations, and the communities, are now considering the Plan, and have been asked to formally sign-off the Plan, by 6 October 2020.
- 4.13 This Locality Plan does not supersede the ambition to produce a Locality Plan for Yell, Unst and Fetlar – as originally agreed by the Shetland Partnership in 2018. Indeed, there is an excellent opportunity to learn from the work with smaller islands to reinvigorate locality planning in Yell, Unst and Fetlar, with Fetlar providing a link across the two work-streams.
- 4.14 Attention will now be given to putting in place an effective mechanism for action, including a clear delivery plan with detailed timeframes and a group to oversee activity. This must ensure that outcomes and priorities are achieved.

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

5.1 None.

## **6.0 Implications:**

<b>6.1 Service Users, Patients and Communities:</b>	There has been active engagement with communities and partner agencies, since the start of the Islands with Small Populations Project commenced in 2016.
<b>6.2 Human Resources and Organisational Development:</b>	Human Resources – the Council should deploy all reasonable resources to best effect to deliver on the priorities in the plan; therefore, no direct implications but change in how resources are deployed should be expected. For example, many of the workforce are now working from home, demonstrating that it is possible for an employee who previously worked in a desk-based post, in Lerwick, could live and work on one of our more remote islands.

	Organisational Development – capacity building to improve community participation, and support the cultural shift required to achieve the outcomes.
<b>6.3 Equality, Diversity and Human Rights:</b>	There are no specific issues to highlight.
<b>6.4 Legal:</b>	<p>The Community Empowerment (Scotland) Act 2015 requires each Local Authority along with other Schedule 1 partners, to carry out planning for the area of the local authority for the purpose of improvement in the achievement of outcomes resulting from, or contributed to, by the provision of services delivered by or on behalf of the local authority or Schedule 1 partners.</p> <p>The Act lists local authorities as a Statutory Community Planning Partner. In this regard, Shetland Islands Council has specific legal responsibilities, including facilitating community planning, producing Locality Plan(s) and taking all reasonable steps to ensure the Community Planning Partnership conducts its functions effectively and efficiently.</p> <p>Shetland Islands Council must also co-operate with other partners in carrying out community planning; take account of the Shetland Partnership Plan in carrying out its functions and contribute such funds, staff and other resources as the CPP considers appropriate to improve local outcomes and secure participation of community bodies.</p> <p>Failure to approve and publish a Locality Plan would be non-compliant with this legislation.</p> <p>In addition, by agreeing the Locality Plan, statutory partners are jointly responsible for ensuring the Community Planning Partnership delivers its commitments in the plan and individually responsible for helping to ensure these commitment are fulfilled.</p>
<b>6.5 Finance:</b>	<p>There are no direct financial implications arising from this report, and the Locality Plan will need to be delivered within existing resources or by utilising external funding.</p> <p>Approval of the Locality Plan may require a shift in resources from those that are universally provided, to improving people's outcomes where there is evidence that current arrangements could be improved.</p> <p>Approval of the document does not in itself constitute approval of a shift in resources. However, there is a requirement on each partner to resource the Locality Plan – it cannot be just be an aspirational list of actions and activity; it needs to become an integral driver that changes how we work to support our more remote islands.</p>

<b>6.6 Assets and Property:</b>	There are no specific issues to address with regard to assets and property.	
<b>6.7 ICT and New Technologies:</b>	There are no specific issues to address with regard to ICT and technology. However, there is a need to harness the opportunities available from the use of new technology.	
<b>6.8 Environmental:</b>	<p>A Strategic Environmental Assessment has been completed for Shetland's Partnership Plan: "Generally, the Vision, Priorities and associated outcomes and targets scored well in the assessment with 32% of assessments predicted potentially positive effects and 62% predicted no effects. None of the assessments predicted a potentially significant adverse effect.</p> <p>Environmental impacts are considered across all of Shetland's Partnership Plan proposed activity, including this Locality Plan.</p>	
<b>6.9 Risk Management:</b>	The key risks around delivery of this Locality Plan will be in connection with changing the way that we work. There is a strong change in focus to increase the responsibility of communities and strengthen their remit in being able to be involved in the design of services to meet community needs, as well as holding public sector organisations to account for delivering what they set out to do. The Plan cannot be just a document on a shelf; it is the contract between local public sector agencies and these island communities. It must have proportionate resources allocated to it to deliver on the priorities and progress on delivery needs to be open, transparent and effective.	
<b>6.10 Policy and Delegated Authority:</b>	The Community Empowerment (Scotland) Act 2015 requires the Council to produce, along with other partners, Locality Plans for geographic communities or communities of interest, and to ensure that they are delivered and resourced.	
<b>6.11 Previously Considered by:</b>	n/a	

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Date Cleared: 31 August 2020

#### **Appendices:**

Appendix 1 – Shetland's Islands with Small Populations Locality Plan

#### **Background Documents:**

The Shetland Partnership and Shetland Partnership Plan

<http://www.shetland.gov.uk/communityplanning/ShetlandPartnership.asp>

Part 2 of the Community Empowerment (Scotland) Act 2015 -

<http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

Part 2 Community Planning Guidance, December 2016 -

<http://www.gov.scot/Publications/2016/12/8801>

[Strategic Environmental Assessment of Shetland's Partnership Plan](#)

<http://www.shetland.gov.uk/communityplanning/StrategicEnvironmentalReport.asp>

# Shetland's Islands with Small Populations – Locality Plan

*Working together to improve the lives of everyone living in Fair Isle, Fetlar, Foula, Papa Stour and Skerries*



*A Shetland Partnership Locality Plan*

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Participation



People



Place



Money

## About This Plan

### The Purpose

The production of this document marks a significant milestone in the project to support Shetland's Islands with Small Populations. It is however merely a marker; with the significant work focusing on the continuing development of relationships between all those involved in living within and the people responsible for delivering services in these island communities.

This Plan summarises the activities and achievements of the Islands with Small Populations Project: celebrating successes and highlighting any points learnt from mistakes along the way. In so doing, it sets out the next steps required to ensure our Islands with Small Populations are central to The Shetland Partnership's plans and future delivery.

It is a Locality Plan as defined under Part 2 of the Community Empowerment (Scotland) Act, 2015<sup>1</sup>. Locality Plans should enable communities and partners to find innovative solutions to key local challenges. They should be a 'live' document that belongs to the community, is signed up to by partner agencies, and is delivered together.

Locality planning is all about new ways of working, ensuring agencies and communities are working together to find local solutions to local challenges. Therefore, the focus is on the doing, rather than the Plan, itself. The Plan builds on a wider Partnership Plan for Shetland that has been developed by the Shetland Partnership - *Shetland's Partnership Plan*.

### The Content

This Plan provides a summary of the Islands with Small Populations Project, which began in 2016.

The vision and outcomes for this Plan, as defined by the communities and services, are set out. A monitoring framework, including baseline information is provided.

Finally, within the outcomes framework, achievements and any points of learning are set out, and next steps identified.

### What is the Shetland Partnership?

The Shetland Partnership has led the development of this Locality Plan. The Partnership is made up of a wide range of Public Agency partners and community bodies who work together to deliver our collective ambitions for the future. The Partnership and key partners within it have a statutory duty to produce a Partnership Plan for Shetland and ensure that it is delivered and resourced. This duty is laid out in Part 2 of the Community Empowerment (Scotland) Act 2015.

The Partnership signed-off their Partnership Plan in July 2018, identifying four key priorities for Shetland – 'Participation', 'People', 'Place' and 'Money'.

More information about community planning and the Shetland Partnership can be found at: [www.shetlandpartnership.org](http://www.shetlandpartnership.org) or get in touch at [shetlandpartnership@shetland.gov.uk](mailto:shetlandpartnership@shetland.gov.uk)

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<sup>1</sup> <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>



Participation



People



Place



Money

## The Story So Far

Elected Members, Shetland Partnership partners and island communities, through consultations and forums such as the Commission on Tackling Inequalities, were increasingly expressing concerns and raising issues about Shetland's more remote island communities. These communities, of Fair Isle, Fetlar, Foula, Papa Stour and Skerries, are all remote from Lerwick and all have populations of fewer than 100. The populations were generally declining and ageing more rapidly than elsewhere in Shetland, whilst service providers were finding it challenging to recruit sufficiently qualified staff.

In the autumn of 2016, the Shetland Partnership agreed that resources be used to develop a structure to improve relations and working arrangements between the partners of the Shetland Partnership, and between the Shetland Partnership and these island communities.

Towards the end of 2017, island communities shared their thoughts and ideas with staff from within the Council's Community Planning and Development Service. All those managers across organisations who have responsibility for delivering services, from emergency to water, from education to housing - were asked to share any challenges they faced and opportunities they saw.

Work began on holding discussions with services to resolve service issues that the communities were facing, and had often been facing for a number of years. This helped to build momentum and trust in the project.

A second visit to the islands happened in the early summer of 2018. On each occasion, another service was encouraged to visit, alongside Community Planning and Development. The purpose was to check that the project was progressing as they would wish, and to encourage more services to get involved, and to hear and experience service issues, first hand.

These visits were only part of the picture; communication channels between services and communities, often with the support of the relevant Community Councils, were strengthened. Representatives of most of the communities were able to attend a Shetland Partnership Delivery Planning event in January 2019 – their role being to assist in island-proofing the Shetland Partnership Delivery Plan.

In September 2019, a long-held ambition – to bring representatives of the five communities together to share experiences, discuss priorities and look for shared priorities – was achieved.

The approach draws heavily on the Community Empowerment (Scotland) Act 2015 and the Islands (Scotland) Act 2018<sup>2</sup>. The former is designed to ensure communities have greater influence and control over things that matter to them: committing government and public services to engage with, listen to and respond to communities, with communities having increased opportunities to develop and deliver services and initiatives that will have a positive impact on the outcomes of those living within the communities. The Islands Act brings in legislation to underpin the Scottish Government's objective of ensuring that there is a sustained focus across Government and the public sector to meet the needs of island communities, now and in the future.

A final consultation on the Plan, itself, was planned for March 2020, but postponed in light of the global pandemic. An online and virtual consultation process was subsequently run with communities and organisations, during the summer of 2020. The priorities of this plan have been reviewed and where necessary refocused, to achieve key actions for the islands, and to support them through the ongoing pandemic, and into recovery. The Plan will be reviewed in the summer of 2021, to reflect the ever changing situation with COVID-19.

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<sup>2</sup> <http://www.legislation.gov.uk/asp/2018/12/enacted>



Participation



People



Place



Money



## The Future

*“The people living within Shetland’s Islands with Small Populations can thrive and are actively influencing decisions on services and the use of resources.”*

The Shetland Partnership is committed to supporting islands with small populations to develop their strengths, to help local people create new opportunities and to assist, where possible, to overcome challenges posed by geographical remoteness. The Partnership recognises the unique contribution that these island communities make and that strong, resilient communities are essential to improving the wellbeing of people living on the islands and the success of Shetland as a whole. The Shetland Partnership’s aim is to build on the diverse range of resources, opportunities and skills of small population island communities, and see every community reach its full potential.

This will happen by achieving the following:

- A. Communication** between agencies and communities is clear, considerate and effective and **relationships** are trusting, such that challenges can be teased out and constructively overcome.
- B.** Issues with **operational service delivery** are resolved in a timely and considerate manner.
- C.** Communities and agencies will work together when **redesigning services**, where possible improving outcomes for communities and reducing public sector spend.
- D. Action to increase the working age population** of islands is ambitious and holistic, resulting in a step change for the islands’ sustainability.
- E.** All **national and local policy** considers the impact of implementation on Shetland’s island communities, mitigating negative impacts, where possible.

The outcomes, above, contribute to the Priorities of Shetland’s Partnership Plan:

Shetland Partnership Priorities	Contribution
Money	The most significant impact of delivery will be to increase the median income of households within these island communities.
Participation	The concept of Locality Planning and the Islands with Small Populations Project is driven by the need to better hear and understand the needs of communities, in order for agencies to work alongside communities and empower them to achieve their aspirations. This locality planning process is all about developing and embedding new forms of participation.
People	By improving the connection between the people living in these communities and the people delivering services, opportunities will arise to ensure improved outcomes.
Place	Delivery will ensure that our islands with small populations are able to benefit from ensuring Shetland is an attractive place to live, work, study and invest.



Participation



People



Place



Money

## Monitoring Impact

The Shetland Partnership is responsible for ensuring that this Plan is delivered, in a timely manner. They will monitor activity through a quarterly update of the Delivery Plan.

The following will be used to measure impact, with information gathered on an annual basis<sup>3</sup>. They are based on the Model for Improvement Framework. All projects required to achieve identified actions will put in place their own monitoring mechanisms, as necessary.

### Outcome Measures

- Population Change:
  - Annual Count (July)
  - Acknowledges changes in population by week, or season
- Population Balance: age (under 18 / working age / 65+)
  - Annual Count (July)

### Balancing Measures

- Median Income
- Economic Base:
  - Number of Jobs
  - Type of Jobs
  - Voluntary Positions
- Community Morale:
  - Annual Survey circulated to each household (July)

### Process Measures

- Percentage of Island Impact Assessments completed on new policies / service reviews
- Percentage of service re-design exercises involving island communities
  - Annual Survey circulated to each partner (July)
- Number of households with access to affordable 4G and Superfast Broadband (300MBps+)<sup>4</sup>



**Island Proofing in Action:** Rachel Hunter, HIE & SRO for the Money Priority, consulting with Kenny Gear, Foula, and Ian Best, Fair Isle, on proposed activity set out in Shetland's Partnership Plan.  
Delivery Planning event, January 2019.

<sup>3</sup> Gathering data and activity is the responsibility of Community Planning and Development, SIC

<sup>4</sup> Baseline will be gathered later in 2020



Participation



People



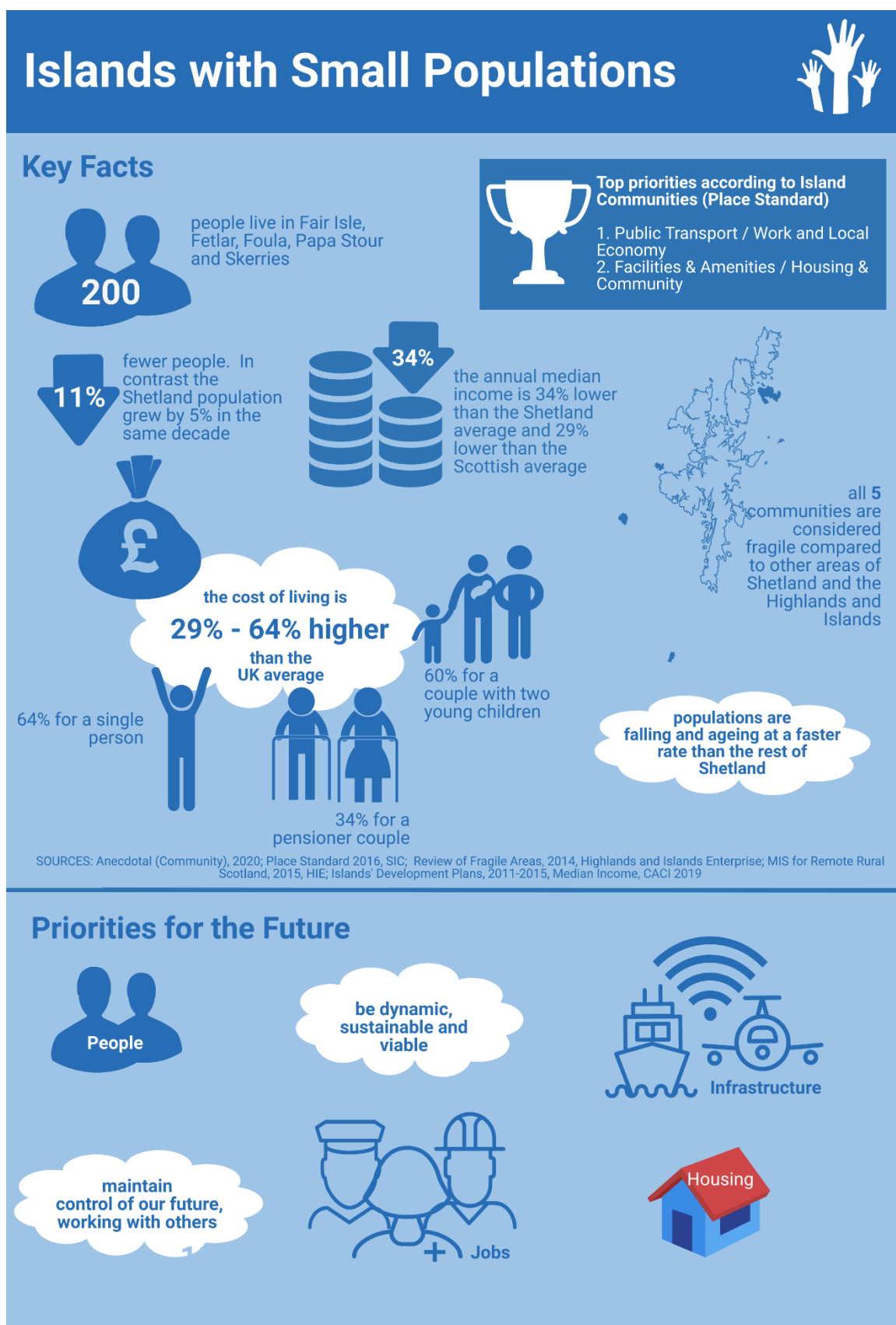
Place



Money

## Baseline Data

The data below, provides a baseline of key facts, aspirations and challenges. It was collected in 2017, and has been updated with the most recent data available (please refer to sources for dates).



Participation



People



Place



Money

## Achievements, Ongoing Challenges and Next Steps

The Collective Plan, below, is relevant to all islands and partners. Following on from this is an Individual Plan for each island and partners.

### Collective Plan

This provides information on the outcome and subsequent objectives, followed by achievements to date, with some case studies included, and next steps. These next steps will form the basis of the Delivery Plan for this Locality Plan.

**A. Communication** between agencies and communities is clear, considerate and effective and **relationships** are trusting, such that challenges can be teased out and constructively overcome.

#### Objectives:

- To ensure island communities and services managers are **clear on lines of communication and responsibility for operational issues**.
- To establish **regular meetings** between individual communities and partners. This will include important information for visits and sharing information between partners.
- To enable the **five island communities to come together** to discuss priorities and agree ways of working together for shared opportunities.
- To ensure this outcome is supported by other Shetland Partnership / Partner priorities.

#### Achievements:

- Increase in number of discussions and communications between islanders and services
- Improved communication between the Isles and a number of Council Services and other organisations
- Evidence of trusting relationships built and building
- Most Isles now have in place regular meetings / opportunities for discussion, with an increasing number of services taking part in these

#### Online Meetings as a result of COVID 19

One of the benefits of the restrictions has been that meetings have become online by default. For some of the islands, this has meant that attendance has been higher than under pre-COVID19 conditions. The lack of travel time and greater availability of people, means that Councillors and officers have been more available to attend community and Community Council meetings.

#### Fetlar Drop-In Sessions

A model of communication and consultation with services was tested in Fetlar, during the winter of 2019. This has been repeated on two further occasions, on a six monthly basis. It has proved popular, and will become a regular event, as circumstances allow.

The event is hosted by the Community Council, and organised by the Community Involvement and Development Officer and Community Council Clerk. All members of the community are invited to the Hall, to have discussions with visiting services. The discussions are informal, and allow time to explore specific issues. The CIDO invites representatives of services, felt to be of particular importance to the community, at any one time. Those who have attended include: Council's Director of Infrastructure Services, Director of Health and Care, Executive Manager of Community Care, Director of Development, RSPB Manager. As this Drop-In becomes known, other organisations are fitting into the routine, in order to streamline consultation events for the Isle.



Participation



People



Place



Money

The organisations' representatives stay on for one of the regular Fetlar Community Council meetings.

### Partnership Response to Fair Isle Bird Observatory Fire

On the 10<sup>th</sup> March 2019, the internationally famous Fair Isle Bird Observatory was destroyed by fire. Within a day, the Council's Chief Executive, on behalf of the Shetland Partnership, contacted the Fair Isle Bird Observatory Trust, to offer any support required – from immediate crisis support, to longer-term help to re-build. A single point of contact, in the form of the Community Involvement and Development Officer, was put in place, so that anyone from the community or FIBO would only need to make contact once before getting the necessary housing, planning, or welfare support.

### Isles' Event

Early on in the Islands with Small Populations project, the Isles had a desire to meet with each other – to share challenges, experiences and opportunities. Many are common to them all, but geography means that many islanders do not know each other, and have never met.

The logistics of doing this involved detailed transport planning, with weather always a factor in getting folk from all five islands together. The first attempt, in June 2019, was postponed, as it was agreed that it was important to get representation from all the islands. On 6<sup>th</sup> September 2019, 14 islanders, from the five islands; 12 senior managers from 7 different partner organisation; 8 Ward Councillors, and the NHS Board Chair, spent a valuable few hours together – hearing about life on each of the islands, discussing common themes, and agreeing some next steps. Feedback was very favourable, and all of the outputs from discussions have been used to inform this Locality Plan.

There is an aspiration to continue to meet, on an Annual basis. The next schedule meeting is to coincide with the signing of this plan. This may need to be a virtual meeting.

However, there is yet to be a consistent approach across organisations and islands.

#### Next Steps:

- Improved responsiveness from across the Council and partners to reflect on how services welcome customers / communities to their service:
  - Island Proof the Communications Strategy of each partner organisation (for example, the Council's Customer First Strategy and Charter)
- Establish Champions for each Island, within each Directorate of the Council (Infrastructure, Childrens, Health and Care, Development, Corporate), and key partner organisations, building on the Infrastructure model – i.e. the creation of a virtual Island Desk
  - The role will be defined, but will include regular communication (including visits when possible), in order to understand and develop relationships, such that the Isle community knows to contact them on any issue relating to their Directorate / organisation.
- Confirm role of the Community Involvement and Development Officer: regular and ongoing relationship with community, and a fall back, should the Champions not be responsive.
- Support development of role of Community Councils, based on the Mainland.
- Annual Isles' Event.



Participation



People



Place



Money

**B. Issues with operational service delivery** are resolved in a timely and considerate manner.

#### Objectives:

- To explore a **monitoring system** for ensuring that operational issues are resolved, where possible, and that communities have a clear understanding of why certain issues cannot be resolved, with signposting to other solutions.
- To **explore and agree an effective way for removing Bulky Waste**, including cars, from the islands; whilst also putting in place systems to ensure each island community is able to **recycle waste**.
- To **explore and resolve issues relating to transport**, including needs to amend timetabling.

#### Achievements, to date:

- Foula: Bulky Waste Removal reinstated, Harbour Dredging
- Skerries: Bulky Waste Removal
- Fetlar: Resolved number of outstanding confusions about service provision
- Papa: Pier improvements

#### Bulky Waste Removal

In 2018, after complaints from local residents, Skerries Community Council wrote to several agencies including SEPA, the local Coastguard and the SIC asking for help with clearing up bulky waste around the isle. A local salmon farm had recently gone into liquidation and a quantity of large debris had been left afloat and along the shoreline. In addition to this there were a number of old cars and other unsightly rubbish strewn across the Isle.

Representatives of SIC Infrastructure Services visited Skerries soon after this and agreed to having a load of old cars removed on the ferry. Along with this the community identified other items that could be uplifted and skipped for removal. By 2019 there was a considerable improvement in the appearance of the isle.

The project is ongoing and Shetland Islands Council are working with the Crown Estate to get more bulky waste removed from the shoreline and waters around Skerries in the future.

#### Old Papa Stour Pier

The Old Pier in Papa Stour was no longer in use by the Council, so had fallen slightly into disrepair, but was still used and valued by the community. The metal ladder and railings on the pier had become dangerous so there was a fear that the pier may be closed. Following an approach by a community member the Council and community began exploring the possibility of a Community Asset Transfer for ownership of the Old Papa Pier. Research showed it was best not to take ownership but the process demonstrated the important role the pier played in the ongoing life of Papa Stour Residents – for transport, freight links and visiting vessels.

The case was made to Ports & Harbours to retain the pier in a safe state as it was key to transport and freight links and also for visiting vessels. Within a few weeks the ladder and railings were replaced, bringing the pier into a condition that was safe to use. This has made it possible for islanders to continue to bring in equipment and supplies at times to suit them via their own boats and it has also enabled visiting vessels to continue to stop by, from time to time. It has proven very important for ongoing crofting activity in Papa Stour.

Outstanding service issues are highlighted in the Individual Plans, below.



Participation



People



Place



Money

Next Steps:

- Ensure these service issues now become the responsibility of the relevant person within the Champions network, see under A.
- Provide training to Isle communities on relevant legislation, such as Community Asset Transfer, Participation Requests and Planning regulations.

\*\*\*

C. Communities and agencies work together to **redesign services and use of resources**, where possible improving outcomes for communities and reducing public sector spend.

This outcome includes the development and delivery of a series of sub-projects, with the aim of ensuring the needs of the island communities can be met, in a way that supports the islands within the context of reducing public sector resources and current demographics. This can only be achieved with a co-production type approach.

Objectives:

- To explore and progress, where feasible, the redesign of services and use of resources, across islands with island-specific outcomes. For example:
  - Community Resilience: for the provision of airstrip cover, fire cover, First Responder and other services to community confidence for health and safety, without burden.
- To enable agencies to share plans for redesign and change in order to improve co-ordination and move towards integration.
- To develop and share a register of the quality and use of agency and community owned assets.

Achievements, to date:

- Community Maintenance Post, Fetlar
- 4G provision, Fair Isle
- Papa Stour community has access to School, for community events and connectivity

**Papa Stour School Access**

The School is currently mothballed, but has power, is heated and internet enabled. The community had no building available for community activity, such as events or meetings. Whilst some members of the community had to travel away from Papa on a regular basis to attend meetings, as there wasn't the connectivity to attend remotely.

The community made representation to the Council's Schools' Service. Following negotiations with themselves and the ICT Service, it was agreed that this was potentially possible for the community to have access to the school building. A mutually agreeable set of letting conditions and agreed arrangements for access was drawn up. SIC Guest internet was enabled so anyone experiencing internet issues could go to the school to get a connection. This was also very helpful for visitors to the Isle.

Access has helped to support community development in Papa Stour as it has provided a base for consultations and meetings. It has also allowed people to keep in touch with family and work via the internet connection. The community has plans to develop this opportunity further, once restrictions allow.



Participation



People



Place



Money



### Community Maintenance Post, Fetlar

An assessment of income and employment data demonstrated that many of the public sector roles required in Fetlar, were undertaken by people employed to work across the three North Isles, not living on Fetlar. Many of these roles sat within the Infrastructure Service of the Council. The Executive Manager for Building and Waste Services began work on creating a part time, Community Maintenance Post. He worked with colleagues across the Council and Health and Care Services, in order to draw together all tasks that could be undertaken by the post holder.

In addition to providing a first line check, inspection and maintenance support service to all Council facilities and houses, the post holder may get involved in basic ICT support, supporting the library service and offering support calls to members of the community who may be vulnerable, in order to provide a rapid response from statutory services. The post is a pilot, which may be replicated across other islands, and more remote areas of the Mainland.

#### Next Steps:

- Ensure these service issues now become the responsibility of the relevant person within the Champions network, see under A.

\*\*\*

**D. Action to increase the working age population** of islands is ambitious and holistic, resulting in a step change for the islands' sustainability.

#### Achievements, to date:

- Fair Isle Electricity
- Foula Electricity

### Fair Isle Electricity Scheme

Fair Isle is not connected to the national grid and is responsible for its own island electricity network. Prior to 2018, islanders did not have access to 24 hour power. There was some wind generation but the turbines dated from the 1980s and their operational life was limited. Islanders relied heavily on diesel generators and fuel for these has to be shipped at significant expense, followed by hard volunteer labour to pump the fuel.

Following feasibility and technical studies, initially funded by Scottish Water, plans for a new Fair Isle grid took shape. FIEC accessed LCITP development funds to finalise plans and consultancy support to help with the project management of this large and logistically challenging capital project. A partnership approach of funders was key to helping realise the £3.5 million project. A new system encompassing 3 60KW turbines and a 45KW solar array plus battery storage was commissioned in late 2018.

For the first time islanders (many of whom are elderly) have access to reliable 24 hour power. Energy costs are lower and much more affordable by all. Fair Isle has a much reduced carbon footprint. Provision of 24 hour power is a springboard for future island development, encouraging new population and enterprise. During the construction phase island business were able to benefit by providing for workers and acting as sub-contractors. Two staff who came to work on the turbine scheme have now become permanent island residents.

However, there is a danger that these can be undertaken in isolation from other initiatives, and have not resulted in a step change for each islands' sustainability.



Participation



People



Place



Money



Next Steps:

Link together Housing, Transport, Connectivity and Jobs, in order to increase the population of each island. Actions required include:

- Explore how **housing** constraints can be reduced or removed.
- Ensure **transport** links are resilient, and fit for purpose.
- Ensure **connectivity** is of a standard to meet service and employment needs.
- Explore and achieve opportunities for **employment**:
  - Sustainable fishing opportunities, including through securing island-only fisheries, for example through the island-proofing of fisheries legislation;
  - Public sector roles and tasks required on Isle are undertaken by Isle residents, as a default;
  - Tourism, including through joint promotion of the isles;
  - De-centralisation of office-based posts, from Lerwick;
  - Maximise opportunities through the de-carbonisation agenda;
  - Maximise economic activity from land, for example, the potential to island-proof crofting legislation.
  - Better understand skills required within each community.
- Work with Promote Shetland to increase knowledge of the Isles as places to visit and live

NB: at the moment there is anecdotal evidence that the precarious nature of health care provision is impacting on people's decisions to move to the islands.

\*\*\*

**E. All national and local policy** considers the impact of implementation on Shetland's island communities, mitigating negative impacts, where possible.

This would place a requirement on Shetland Partnership partners to have regard to island communities in exercising their functions. This would require them to island-proof their new or revised policies, strategies and services where these decisions will have an impact on small population island communities, in line with the Islands (Scotland) Act, 2018. This will help to ensure public service arrangements are fully aligned with the island communities' current and future needs and aspirations. This will be balanced alongside each public sector's own responsibilities to provide safe, quality and effective services on a sustainable basis.

Guidance will be developed, led by Community Planning and Development, SIC, involving the Shetland Partnership and island communities. However, the process of island-proofing will only be successful if those responsible for the development and delivery of policy, strategy or services have a good understanding of the issues faced by island communities. The Shetland Partnership will include information in their annual report, on the impact of island-proofing on their functions and activities. As part of island-proofing the Shetland Partnership will ensure partners:

- Identify the potential direct or indirect consequences that new or revised policy, strategy or services might have for small population island communities, and therefore whether there is a particular need for differential application;
- Ensure that a proper assessment of those consequences, if likely to be significant, is undertaken; and
- Adjust policy and service proposals, where appropriate, to help ensure they address the needs of small population island communities.



Participation



People



Place



Money

### Off Grid Island Network

Following some research work on island energy needs, commissioned by HIE, it became apparent that off grid islands faced unique challenges and also that much time and other investment was going into trying to address these. Hence, it was suggested these off grid communities come together to share their experiences, expertise, explore the potential for collaboration.

Representatives from the community based energy companies agreed it would be a good idea to come together to exchange knowledge and HIE put in place a facilitator to get the ball rolling. The shared conversations (via phone conference) highlighted a number of common challenges such as system maintenance, customer terms and conditions, insurance, future investment and financial modelling. Potential solutions and areas for action were also identified and led to an ongoing programme of work amongst these off grid communities. A further outcome was the inclusion of the off grid islands in the, "Clean Energy for EU Islands" programme, <https://euislands.eu/> providing further opportunity for learning about future decarbonisation solutions, access to wide ranging expertise and experience from across Europe and resources. A representative from Foula Electricity Trust attended the first Clean Energy Summit in Stockholm last year, benefiting from the knowledge sharing and networking.

The Scottish off grid communities finally met together in person, in Glasgow in late 2019 along with industry experts, academics, Scottish Government, HIE, SIC, Highland Council, Community Energy Scotland. Future decarbonisation was the key agenda item. Importantly, the event highlighted the unique nature of these community's energy supply now and into the future to policy makers and researchers as well as enabling islanders to build relationships, access expertise and develop networks for future use. Both Foula and Fair Isle were represented at the event.

#### Next Steps:

To develop and implement Island Proofing, within Shetland, in line with the Scottish Government's Island Community Impact Assessments. Accountability for this rests with the Place Priority Board.

### Environmental Impact and Climate Change

As with all Shetland Partnership activity, environmental impacts are considered, with negative impacts mitigated. A Strategic Environmental Assessment has been completed for the Shetland Partnership Plan.



Participation



People



Place



Money

Island Plans<sup>5</sup>

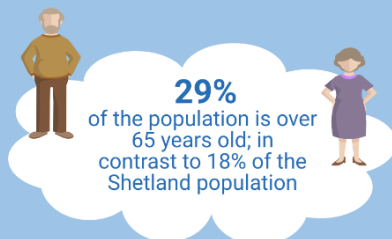
## Fair Isle



## Key Facts



full time residents



There are over 50 paid jobs in Fair Isle, most of which are part-time and some are seasonal. Roles are predominantly service-based, with others in tourism. In addition many people have crafts, and may be self-employed in knitting or other crafts. There are vacant positions available.



more people since 1961. Shetland population grew by 30% in the same period



There are at least 9 voluntary organisations, with an estimated 54 volunteer roles



There are five primary / nursery children and three secondary children



the annual median income is 8% higher than the Shetland average and 16% higher than the Scottish average

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015; HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

## Challenges



**Housing** - the lack of available housing is the biggest constraint



**Population** - There is a need to attract families who wish to engage with the community. There is particular need around the cover of roles within the fire service



**Tourism** - There is concern about the future of tourism in light of COVID-19

## The Future



## Priorities for Improvement

- Fair Isle Bird Observatory Rebuild (Led by Fair Isle Bird Observatory Trust)
- Housing: improvements to 2-3 currently uninhabited homes / linked with affordable rent policy (Led by Community and Landowner)
- Approved Ferry Project delivered (Public Sector)
- Tourism Development Plan (Led by Community)
- Ensuring all members of the community are heard (Led by Community)

<sup>5</sup> Small populations means data should be used with caution: useful indicators, stimulating discussion and solutions, but the context and nuances need to be explored with communities. This is particularly the case in the pandemic.



Participation



People



Place



Money

# Fetlar



## Key Facts



full time residents



**23%**

of the population is over 65 years old; in contrast to 18% of the Shetland population



there are 31 jobs in Fetlar, of which 24 are full-time, 5 are part-time and 2 are seasonal. Some residents commute or stay away from the isle to work, and 1 role is performed by someone who commutes to the isle. Roles are predominantly service based, with others in agriculture or tourism & hospitality



temporary residents - some of whom are resident for half of the year or more, and others who visit for weekends, holidays and occasions



At least

**20**

voluntary roles, across a range of different committees



fewer people since 1961. In contrast the Shetland population grew by 30%

the average annual median income is 38% lower than the Shetland average and 33% lower than the Scottish average



SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015, HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

## Challenges



**Healthcare** - challenges with NHS progressing actions e.g. prescriptions and leaflet on what to do in an emergency



**Jobs** - insufficient employment opportunities based on the isle

## The Future



### Priorities for improvement in Fetlar

- Resolve outstanding NHS actions: prescriptions, information leaflet on what to do in an emergency, social care issues (NHS Shetland)
- Ferry Succession Planning (Led by Council)
- Attracting new residents: e.g. promotion of Fetlar: to visit, to stay for a while, to live (Community, with Promote Shetland)
- Understand potential of Local Lettings Policy – linking to ferry succession and attracting new residents (Community)
- Growing Project (Led by Community Community)
- Explore Commuter Ticket on Ferry (Public Sector / Community)
- Tourism: Links with other Isles + North Isles Golden Triangle (Community, with Visit Scotland)
- Decentralise Office Based Posts (Public and Private)



Participation



People



Place



Money

# Foula



## Key Facts



36  
full time residents,  
and three families  
of temporary  
residents



there are 2 full time jobs and 28 part-time jobs, some of which are very small. There are also 12 relief roles to cover these. All roles are in services. This is in addition to 9 crofters, tourist accommodation providers, for example. Some residents travel off island for work, on occasion



16%  
of the population is over  
65 years old; in  
contrast to 18% of the  
Shetland population



5  
children currently at  
school in Lerwick -  
meaning around 12%  
of the islands  
residents are only  
home some  
weekends or holidays



9  
voluntary roles,  
including the airstrip,  
Electricity Trust and  
Community Council



fewer people since  
1961. In contrast the  
Shetland population  
grew by 30%



21%  
the annual  
median income is  
21% lower than the  
Shetland average  
and 16% lower than  
the Scottish average

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015; HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

## Challenges



**Healthcare** - communication  
and provision of cover



**Connectivity** -  
improvements are vital  
to the ambition of the  
island



**Infrastructure** -  
improvements needed at the  
pier

## The Future

### Priorities for Improvement



- Connectivity / 4G (Public, Private and Government)
- Resolve outstanding NHS actions and improvements in health care provision (NHS Shetland)
- Keep Electricity Scheme developments progressing, including internet connection at compound (Community and Public)
- Progress Decarbonisation Plan (Led by Community)
- Maintaining Community Resilience and ability to respond to COVID 19 in order to protect the community (Led by Community)
- Improve facilities at the pier, e.g. toilet / freight store (Led by Public Sector)
- Maximising employment opportunities for Foula, by using local people to undertake tasks (Public Sector)
- Explore housing demand, in tandem with employment opportunities (Community)



Participation



People



Place



Money



# Papa Stour



## Key Facts



full time residents



**57%**  
of the population is over  
65 years old; in  
contrast to 18% of the  
Shetland population



fewer people since  
1961. In contrast  
the Shetland  
population grew by  
30%

22



temporary residents - largely  
crofters resident in the isle  
during spring and summer.



4

voluntary roles  
undertaken by members  
of the community - these  
include looking after the  
kirk and the local Stofa  
monument



the annual  
median income is  
22% lower than the  
Shetland average  
and 17% lower than  
the Scottish average



there are 6 part-time posts in Papa  
Stour, all within the service sector,  
such as Water, Refuse, Mail

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015; HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

## Challenges



**Connectivity** -  
Mobile and Broadband  
provision is poor



**Transport** - need for additional  
ferry run and issues with  
connections between ferries  
service and bus routes making  
access an issue for those  
without their own transport

## The Future



### Priorities for Improvement

- Reinstatement of return ferry on Monday and flexibility of double-runs, in lieu of flights (Public Sector)
- Examination of integration of bus and ferry, including early departures of service from Viking on a Wednesday (Public Sector)
- Improved connectivity, for community and individual resilience (Public, Private and Government)
- Repair and refurbish Papa Stour Kirk, for the purpose of providing a community hub for island activities and tourist facilities, also to generate income for the community (Led by Community)
- Explore employment opportunities, in tandem with transport provision (including public sector tasks carried out by people living on the Isle) (Led by Public Sector)
- Support new people moving to the Isle (Led by Community)
- Clarification of emergency procedure, if there was an accident (Public Sector) and provision of a defibrillator and training (Led by Community)



Participation



People



Place



Money

# Skerries



## Key Facts



full time residents



**41%**

of the population is over 65 years old; in contrast to 18% of the Shetland population



fewer people since 1961. In contrast the Shetland population grew by 30%

**35**



temporary residents - home owners and families who stay during weekends, holidays or for occasions



there are 24 employees in Skerries, a mixture of part time and full time. Roles are predominantly service based, but also include fishing, crofting and hospitality/tourism



the average annual (median) income is 44% lower than the Shetland average and 68% lower than the Scottish average



**40**

voluntary roles, across a range of different committees

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015; HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

## Challenges



**Healthcare** - communications and staffing present challenges to the delivery



**Connectivity** - Mobile and Broadband provision is poor



**Transport** - In the event of poor weather cancelled ferries do not run the following day. The linkspan for the ferry has been broken for some time

## The Future



### Priorities for Improvement

- Connectivity / 4G (Public, Private and Government)
- Resolve outstanding NHS actions (NHS Shetland)
- Repair Ferry Terminal Link Span (Public Sector)
- Develop tourism, including infrastructure to support this (Led by Community)
- Connections of bus and ferry resolved (Public Sector)
- Ferry not running on the following day, if poor weather (Public Sector)
- Explore feasibility of the ferry being based in Skerries (Public Sector / Community)



Participation



People



Place



Money







<b>Meeting(s):</b>	<b>Development Committee Shetland Islands Council</b>	<b>1 September 2020 9 September 2020</b>
<b>Report Title:</b>	<b>Scalloway Local Place Plan – Adoption</b>	
<b>Reference Number:</b>	<b>DV-17-20-F</b>	
<b>Author / Job Title:</b>	<b>Simon Pallant / Team Leader - Coastal Zone Management</b>	

### 1.0 Decisions / Action Required:

- 1.1 That the Development Committee RECOMMEND to the Council that it resolve to adopt the Scalloway Local Place Plan (Appendix 1) as non-statutory planning guidance to the Shetland Local Development Plan (LDP).

### 2.0 High Level Summary:

- 2.1 Local Place Plans are a new type of plan which give people an opportunity to develop proposals for the development and use of land in the place where they live. They are covered in legislation within the Planning (Scotland) Act 2019. The Act sets out that Local Place Plans can be prepared by a Community Council or a community controlled body.
- 2.2 The Scalloway Local Place Plan is a pilot project that has been produced by Scalloway Community Council who have worked in partnership with Shetland Islands Council Planning and Community Planning & Development Services as part of the Re-Create Scalloway project.
- 2.3 The public consultation on Re-Create Scalloway took place during 2018 following the award of funding from the Scottish Government's Making Places Initiative. Consultants were appointed by the Council in April 2018 to produce a Spatial Vision and Action Plan for Scalloway.
- 2.4 Consultation events and workshops were held during Summer 2018 to inform the process. This included public workshops at the Scalloway Public Hall and events with young people at the Scalloway Youth and Community Centre, Scalloway Primary School and Anderson High School. In November 2018 a public event was held in the Scalloway Youth and Community Centre to enable the community to vote on priority areas to improve in the village.
- 2.5 The results of the public consultation and voting were then taken forward into the Re-Create Scalloway Spatial Vision which sets out priority areas to improve within the village and the Action Plan which sets out the actions required to deliver the priorities. These were published in May 2019 and were supported by an awareness raising event in June 2019 to inform the public of the next steps and progress made to date.

### Scalloway Local Place Plan

- 2.6 The draft Local Place Plan was prepared by Shetland Islands Council Planning Service and Scalloway Community Council in the Autumn and Winter of 2019. On 20 January 2020, Development Committee [Min Ref 1/20] agreed that a 6 week period of public consultation could commence on the draft Local Place Plan. The consultation ran from 3 February until 6 March 2020.
- 2.7 A total of seven responses were received to the Local Place Plan consultation. These are set out in Appendix 2, alongside the Council's response to the points raised. To summarise, the majority of the consultation responses were supportive and it is considered that no changes are required to the Local Place Plan. The consultation comments have been shared with Scalloway Community Council and they endorse the Council's response.
- 2.8 We consider that the Local Place Plan and supporting documents (Spatial Vision and Action Plan) can now be formally adopted as non-statutory planning guidance. Their adoption by the Council will enable their use by the Council's Planning Service to help consider planning applications and take forward the Council's next Local Development Plan (LDP2). The Local Place Plan will also provide an evidence base to support the Council, Scalloway Community Council and the Scalloway Community Development Company to apply for funding to deliver the community's priority areas to improve.

### **3.0 Corporate Priorities and Joint Working:**

- 3.1 Joint working with the community and between Council services has formed the basis of the work on Re-Create Scalloway and the Local Place Plan.
- 3.2 The Local Place Plan conforms to the LDP and the National Planning Framework. The LDP is the strategic tool for the Council's spatial development priorities and it underpins sustainable development. In conjunction with other Council policies it also contributes to the spatial aims of the Shetland Partnership Plan and the Corporate Plan.
- 3.3 The Scalloway Local Place Plan will also be used to inform the production of the Council's next Local Development Plan (LDP2). LDP2 will identify future areas for development and include policies that are used to consider planning applications.
- 3.4 The Local Place Plan conforms to the vision and priorities contained in the Shetland Partnership Plan, in particular the shared priority of 'Place'. The Local Place Plan contributes to the overall vision of the Partnership Plan at a local community level: "Shetland is a place where everyone is able to thrive; living well in strong resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges".
- 3.5 In light of the Coronavirus (COVID-19) pandemic, we will need to consider adopting new approaches to working alongside communities and may wish to seek further community-led plans to change our places in Shetland for the better. The approach adopted in the Scalloway Local Place Plan has been strongly supported by the community and has recently been highlighted in the local press as being an exemplary process.

- 3.6 More information on the LDP and Shetland Partnership Plan is contained within Section 9 of the Local Place Plan: 'Bringing the Local Place Plan Together'.

#### **4.0 Key Issues:**

- 4.1 The Scalloway Local Place Plan will be one of the first Local Place Plans to be adopted in Scotland. Indeed, the level of detail and focus on projects within the Spatial Vision and Action Plan exceeds much of what has been done elsewhere to date. It is therefore hoped that it will act as a benchmark for the production of future Local Place plans.
- 4.2 The Re-Create Scalloway project involved local community engagement and joint working on planning and community planning on a level rarely done before in Shetland. 296 young people were engaged, 214 people attended workshops and 166 responses were received to the village questionnaire. This was made possible through funding received from the Scottish Government, Council staff time and resource commitments, and support from the Community Council and volunteers.
- 4.3 Whilst it may not be possible for the Council to commit resources to future Local Place Plans on such a level, it is hoped that the lessons learnt, successes and practices employed can be used to inform and shape future practice.
- 4.4 Key to the success of the project has been the community working alongside Council Services. Whilst the project will be led by the Community Council and Scalloway Community Development Company, future staff support and collaborative working will be required to ensure the priorities are delivered and that the Action Plan remains up to date.

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

- 5.1 None.

#### **6.0 Implications :**

<b>6.1 Service Users, Patients and Communities:</b>	The Council Planning Service has considered the comments made to the Scalloway Local Place Plan consultation. We are of the view no changes are necessary and now intend to adopt the Local Place Plan for the overall benefit of the Scalloway Community.
<b>6.2 Human Resources and Organisational Development:</b>	All future workload relating to the Scalloway Local Place Plan will be met within the resources of the Council's Planning and Community Planning & Development services.
<b>6.3 Equality, Diversity and Human Rights:</b>	None.

<b>6.4 Legal:</b>	The Planning (Scotland) Act 2019 anticipates relevant local communities will be the lead drivers in terms of preparing LPP's. However, where an LPP has been adopted, cognisance of that LPP ought to be had by the Council when carrying out certain other statutory duties (e.g. future LDP production).	
<b>6.5 Finance:</b>	There are no direct financial implications arising from this report.	
<b>6.6 Assets and Property:</b>	No direct implications arising from this report.	
<b>6.7 ICT and New Technologies:</b>	None.	
<b>6.8 Environmental:</b>	The Local Place Plan supports sustainable development, public realm and health improvements to make Scalloway a more desirable place to live, work, study and invest.	
<b>6.9 Risk Management:</b>	Council guidance documents underpin good decision making in planning and are integral to good governance. A lack of such documents clearly undermines this and would be ineffective in supporting sustainable development and could increase costs and time to both applicants and the Council when preparing and determining planning applications	
<b>6.10 Policy and Delegated Authority:</b>	In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to implement decisions within its remit. However determining matters of Policy is reserved to the Council.	
<b>6.11 Previously Considered by:</b>	None.	

#### **Contact Details:**

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Date Cleared: 1 September 2020

#### **Appendices:**

Appendix 1 – **Draft Scalloway Local Place Plan**

Appendix 2 – **Local Place Plan – Consultation Analysis & Planning Service Response**

#### **Background Documents and Information:**

<https://beta.shetland.gov.uk/development-plans-policy/development-plans/7>

# Scalloway Local Place Plan



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  8. Our Priorities for Action
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  11. Summary of Progress to Date
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## **1. Foreword**

I am pleased to present the first Local Place Plan to be prepared in Shetland. This is the outcome of hard work and commitment by the Scalloway Community Council working alongside their community, Council services and all those with an interest in the future of Scalloway.

The Scalloway Local Place Plan has been prepared by Scalloway Community Council following the outcomes of the 'Re-Create Scalloway' consultation and workshops that took place during 2018.

The Scalloway Community has been the driver behind this work and this is very much a plan for the people of Scalloway. Their involvement in Re-Create Scalloway has helped guide how the village can develop in the future and ensure that it continues to be an attractive place to live, work, study, play and invest.

To help achieve this, the Scalloway Local Place Plan sets out a future vision for how the village could be improved and the actions required to help achieve this.

The community working together has been the key to success so far and I hope this continues to act as a benchmark for future engagement in planning and community planning in Shetland.

Alastair Cooper

## 2. Executive Summary

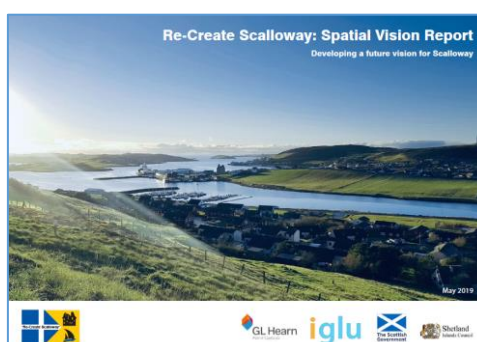
Local Place Plans are a new type of plan giving people an opportunity to develop proposals for the development and use of land in the place where they live.

The Scalloway Local Place Plan is a result of Scalloway Community Council working in partnership with Shetland Islands Council's planning and community planning & development services to develop a future vision for Scalloway. It will be used by the Council's Planning Service as non-statutory planning guidance when considering planning applications and taking forward the Council's next Local Development Plan (LDP2). It will also provide an evidence base to support the Council and Scalloway Community Council and others when applying for funding to deliver on the community's priorities for change.

It brings together the outputs of the [Re-Create Scalloway](#) public engagement events and workshops that took place during 2018. It is supported by two key documents that were produced from the Re-Create Scalloway public engagement:

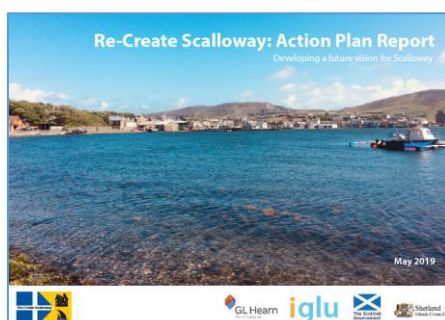
### [Re-Create Scalloway Spatial Vision – May 2019](#)

The Spatial Vision identifies priority areas in Scalloway highlighted for improvement by the community. It also includes a report into the outcomes of the community engagement events and workshops that were held during 2018.



### [Re-Create Scalloway Action Plan – May 2019](#)

The Action Plan sets out the actions required to deliver the priorities identified in the Spatial Vision. It also contains a list of partners/organisations required to help drive forward the priorities, the steps required to achieve the actions and potential sources of funding.





### 3. The Role of Scalloway Community Council



Scalloway Community Council strives to empower people, including those suffering disadvantage and inequality, to make Scalloway a better place to live, work, study and invest. Key to this is promoting active citizenship, equality and inclusiveness to help improve the quality of our community for present and future generations.

We are made up of 9 of elected volunteers who work to express the views of our community to the local authority and other public bodies. We work collaboratively with other organisations to deliver our service and projects.

Members of the Scalloway Community Council are also involved in the Scalloway Community Development Company, which is a charitable company limited by guarantee. We shall work in partnership with them and Shetland Islands Council to:

- Help deliver the projects and priorities identified in the Re-Create Scalloway Spatial Vision and Action Plan.
- Provide opportunities for people and community groups to be involved in delivering the projects and priorities.
- Keep the community updated on the progress that is being achieved.
- Help to oversee the projects and secure funding to improve areas of the village.

*We wish to thank all the people who have been involved in Re-Create Scalloway to date. Their assistance and input has been vital to its success so far and we hope this continues well into the future.*

## 4. Our Vision for Scalloway

**Scalloway's People** – we shall work together to deliver the priorities of the Spatial Vision and Action Plan. Key to this is the active participation of members of the Scalloway community, community groups, volunteers, and community services all contributing to a thriving, healthy and happy community.



**Scalloway and Place** – the Scalloway Local Place Plan creates the important link between land use planning and community planning. Scalloway Community Council will work alongside Shetland Islands Council to seek funding opportunities to deliver the Spatial Vision and Action Plan.

We shall aim to develop a connected waterfront and enhance the Main Street area of the village centre to promote a distinctive, safer and attractive place for residents, visitors and businesses. Ensuring that our community has pride of place and is involved in how Scalloway changes is central to this.



**Community Participation** – we shall continue to involve all of the community, and work with our young people to provide them with the opportunity to help shape Scalloway's future. To achieve this we will listen to everyone, use local knowledge and skills and promote and encourage active participation.



**Ensuring Equality and Accessibility for All** – we shall continue to facilitate community-led involvement in the future planning of homes and businesses in the village. Providing accessibility to our public spaces, services and facilities by creating a well-connected community will be crucial to our success.



## 5. The Background to Re-Create Scalloway



To get to where we are now has taken a lot of hard work and commitment. Most importantly, it has been dependent on the Scalloway community engaging about the future of their village. Below are some of the key milestones that have led to the production of the Scalloway Local Place Plan:

### **Making Places Funding Application – October 2017**

In October 2017 following discussions with Scalloway residents, business owners and Scalloway Community Council, Shetland Islands Council Planning and Community Planning & Development Services applied for funding to the Scottish Government's 'Making Places Initiative'.

The intention was to seek funding to develop a future vision for Scalloway. At the heart of this was ensuring engagement through workshops and events to enable the community to identify areas in the village that could be changed and improved for the benefit of current and future residents, businesses and visitors. The outcomes would then be used to support the Council's planning and community planning processes by developing a Local Place Plan with deliverable actions.

To assist the funding application we used the findings of the Council's [Place Standard consultation](#), which took place during summer 2016. The Place Standard's top four priority areas to address in Scalloway were used as the starting point for community engagement at the workshops and events. These were:

- Work and local economy
- Traffic and parking
- Facilities and amenities
- Housing and community

### **Funding Awarded – January 2018**

In January 2018, it was announced that we had been successful in gaining funding to take forward a future vision for Scalloway. To help coordinate actions a Working Group was established. This consisted of all members of Scalloway Community Council, representatives from the community and staff from the Council's Planning and Community Planning & Development Services. The Working Group oversaw the project through to completion.



## **Consultants appointed to lead on Engagement – March 2018**

Following a tender process, planning and design consultants GL Hearn and Iglu Studio were appointed by the Council to deliver the engagement events. They would use the feedback to draft the spatial vision and action plan.



A competition at the Scalloway Youth Centre was held for young people to name the project and the name 'Re-Create Scalloway' was chosen.

## **Engagement Events and Workshops - May, June & November 2018**

The first Re-Create Scalloway event was held in May when initial ideas for improvements were put forward by the community. In June 2018 these were developed further and a follow-up event was held in November 2018 when the public voted on the priorities to take forward into the Spatial Vision and Action Plan.

## **The Outcomes – May 2019**

In May 2019 the consultants finalised the [Spatial Vision](#) and [Action Plan](#) and they were published on the Council's planning website.

On 23 June 2019 a public drop-in session was held at the Scalloway Youth Centre. This provided the community with the opportunity to see the outcomes to date and hear about the next steps in the process. This included the drafting of the Local Place Plan by Scalloway Community Council and the Council.

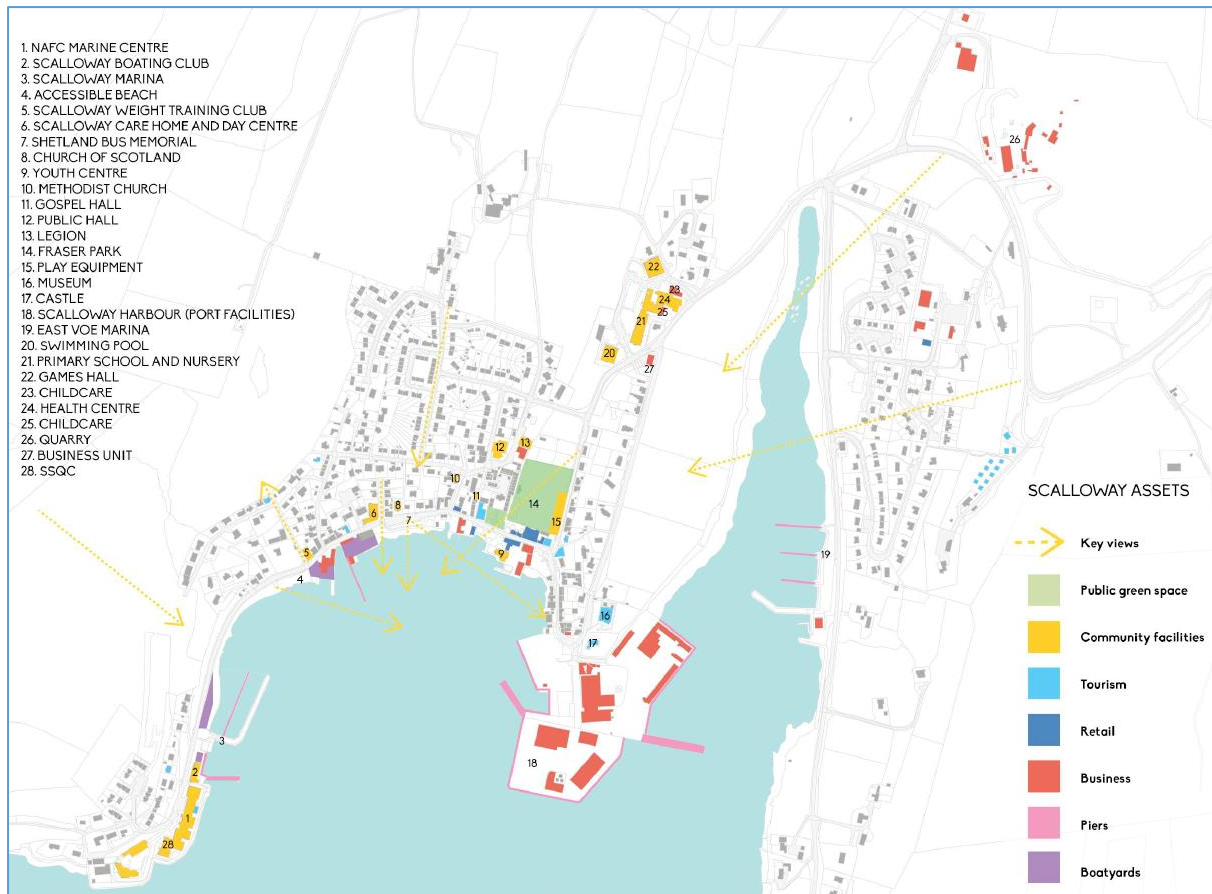
## 6. Scalloway Today



Scalloway is an attractive and thriving village with a number of amenities and facilities. This includes its busy port and harbour, shops and businesses, college, primary school, swimming pool, health centre and youth centre.

It has a rich history, with its Castle, Conservation Area and museum being key assets to the village, which attract visitors and tourists from near and far. Scalloway also has strongly developed cultural ties with Scandinavian countries, in particular Norway, with Scalloway acting as the base of the Shetland Bus resistance operations during World War II.





**Scalloway's Assets (taken from the Spatial Vision)**

In the main core of the village, mostly along the waterfront, previous regeneration projects have resulted in an improved environment, which has attracted new business. However, this has brought related issues of increased traffic, congestion and road safety along the village's narrow streets. Parking and accessibility are now key issues to address.



The village also has a number of vacant buildings, underused buildings and potential sites to redevelop and improve. The possibility of gaining land through coastal



reclamation along with the impacts of climate change on coastal protection work from flooding also need to be considered.

With regard to housing, there has been little expansion within the central parts of the village as no development sites were promoted or identified in the current Local Development Plan (adopted 2014). In the last 15 years, 44 dwellings have been completed in Scalloway. The majority of these (22) were part of a single development at East Voe in 2008/2009.



This is set to change in the near future. During the course of the Re-Create Scalloway process a planning application by Hjaltsland Housing Association was submitted for the development of 36 residential dwellings at Utnabrake. This was considered to be in line with Local Development Plan policy on housing development and was approved by Shetland Islands Council on 11 July 2019.

The Council also ran a Call for Sites process for the [next Local Development Plan](#) (LDP2) in 2019. The information gathered will be used to consider potential future sites for housing, business and industry in Scalloway.





Scalloway's population of 1479 residents (based on the 2011 Census) has grown over the last 20 years with a number of new houses being built in the East Voe area of the village, and this will continue to grow based on recent housing completions. Scalloway remains a desirable place to live and this is evidenced by figures provided by the Council's housing service which show that there are 583 housing applicants on the Council's housing register, of which 238 have included Scalloway as one of their preferred areas of choice to live.

Figures supplied by SIC Children's Service in September 2019 show that Scalloway Primary School currently has 22 pupils on the nursery roll and 140 pupils in primary education. Nursery provision is also delivered by a partner provider, Scalloway Pre School who have 29 children on their roll. During 2018/19 a total of 1,315 students were enrolled at the NAFC Marine Centre on short, part-time and full-time courses. This included 132 students in full-time education.



One of Scalloway's greatest strengths is its people. Scalloway has an active community, with a number of groups and organisations. We see their involvement as being crucial to the success of delivering the priorities of the Spatial Vision. The Re-Create Scalloway events further demonstrated this with a high level of public engagement:

- 214 people attended the workshops held in May, June and November.
- 296 young people engaged at the Primary School and Anderson High School.
- 166 pre-consultation surveys were completed and returned to the Community Council.

We will continue to provide opportunities for everyone to be involved in shaping the future of Scalloway and keep them informed of the progress being made.

## 7. Summary of the Public Consultation Events

The Re-Create Scalloway Spatial Vision provides a full report on the outcomes of the public consultation events and workshops. Below is a summary of the process:

### Pre-Consultation – April & May 2018



- Following a competition at the Scalloway Youth Centre, Aileen Cumming's suggestion of 'Re-Create Scalloway' was chosen as the name for the project.
- A website was set up to include information on the project.
- Members of the Scalloway Community Council and Working Group hand delivered questionnaires to every household and business in the village.
- People were asked to rate the importance of issues such as community facilities, housing, walking routes and accessibility, traffic and parking. They were also asked to highlight what they like about the village and the main improvements they would like to see.
- A separate questionnaire was issued to businesses and a leisure survey was available for people who did not live in the village.
- 166 people responded to the questionnaires.

### Information Gathering - May 2018



- At the initial engagement events the public provided feedback on the issues and problems facing the village. They were then asked to identify potential solutions and improvements to include in the future vision.
- Workshops in the Scalloway public hall focused on the themes of community facilities, transport and housing.
- Young people at the Scalloway Youth Centre took part in a walk of the village to test accessibility for the less-abled and people with disabilities. This found that there could be a number of improvements made to the village, especially along Main Street.

## Identifying Priorities – June 2018



- The events used the results of the May workshops to focus ideas, discussion and solutions on areas of the village to improve.
- Following feedback from the May workshops the theme of 'business opportunities' was included for discussion.
- Over 100 young people were engaged in workshops at the Scalloway Primary School, Anderson High School and NAFC Marine Centre.
- 77 members of the community attended workshops at the Scalloway public hall and a 60+ session was held at the Scalloway Youth and Community Centre.
- Sketch plans were used to develop ideas further and identify a number of priorities in the village under different themes.

## November 2018 - Voting for Priorities

- Upon completion of the June events it was decided that an additional event should be held to let the community vote for their priorities to take forward into the Spatial Vision and Action Plan.
- This voting event was held on 24 November in the Scalloway Youth and Community Centre. People also used the Re-Create Scalloway website to vote. 157 people took part.
- Of the 24 options that people could vote on, 18 were taken forward into the Action Plan.



The Top 3 Priorities identified from the November event were:

### 1. Demolition and Redevelopment of the former Scalloway Youth Centre.



This was identified as the number one priority for Scalloway. It will involve demolition of the building with a suitable replacement going in its place.

### 2. Expansion of Burn Beach for Parking.



This priority focuses on the re-configuration of parking arrangements and the potential to provide more land for parking through coastal reclamation.

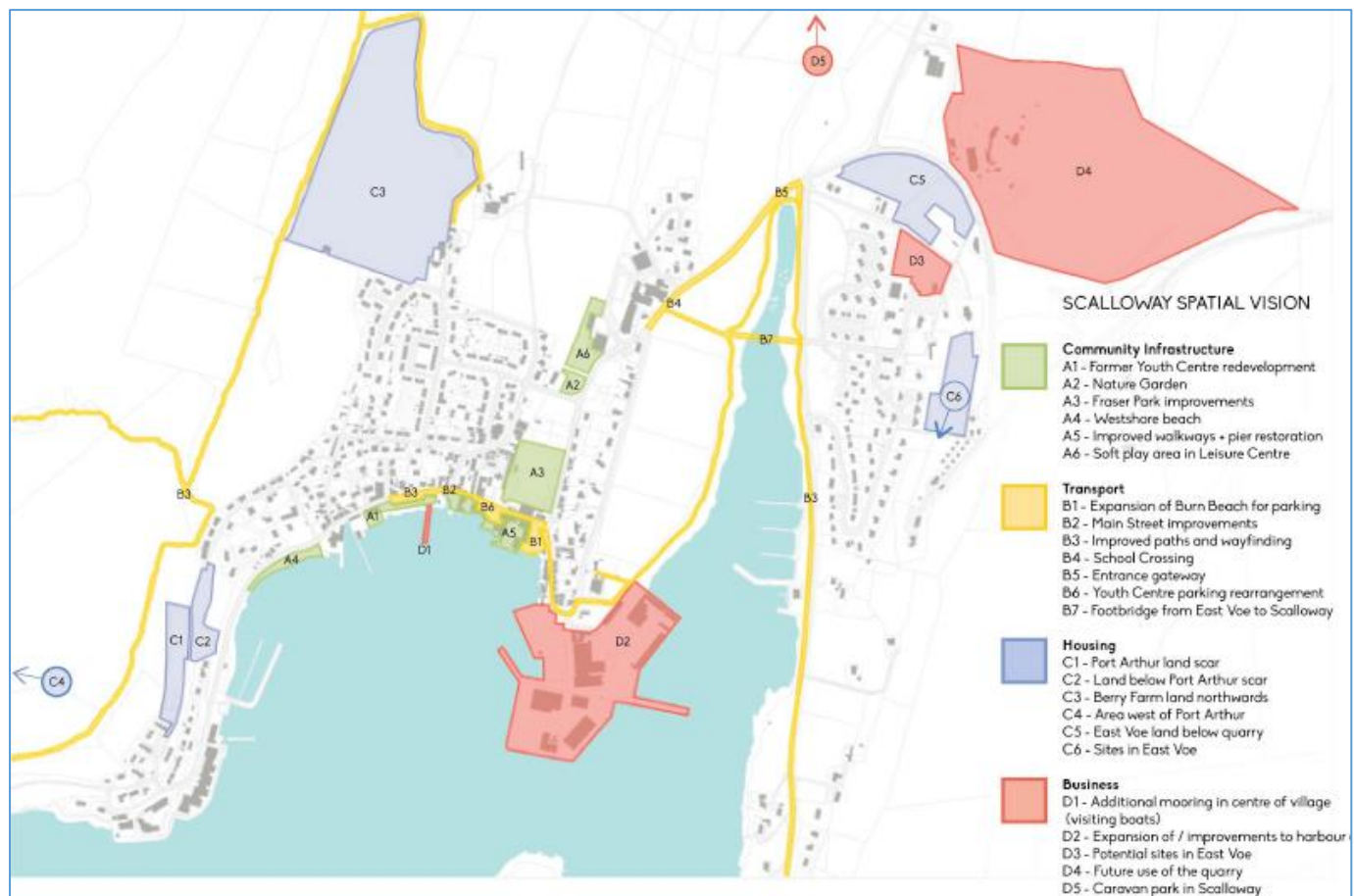
### 3. Improved walkways along the waterfront.



This priority aims to reconnect the village to the waterfront by providing improved access for all. It also provides the opportunity to link into the expansion of Burn Beach and install moorings for visiting yachts/boats in the centre of the village.

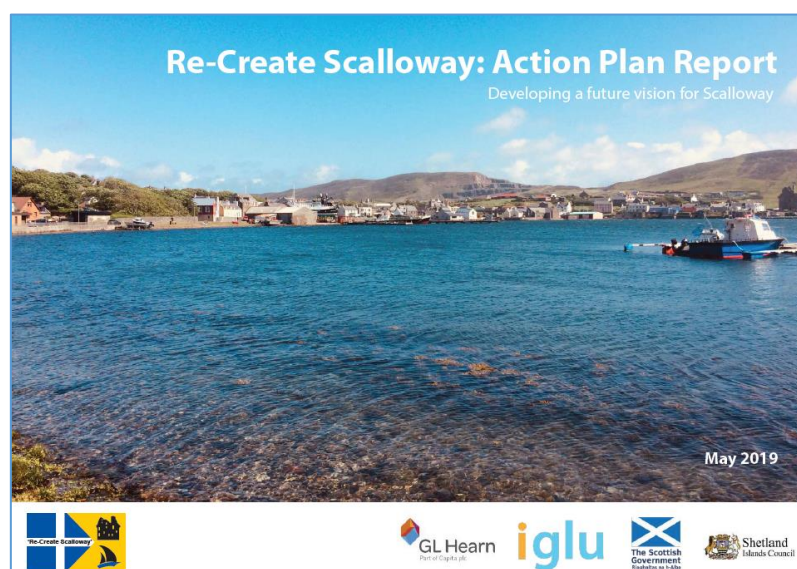


The [Scalloway Spatial Vision](#) shows the priorities identified by the community. Some are more achievable than others and have been identified in the Action Plan. Some will require more long term thinking and will be dependent upon collaborative working, reaching agreements with landowners and obtaining funding.



**Scalloway Spatial Vision**

The [Re-Create Scalloway Action Plan](#) contains 18 priority projects based on the voting at the November 2018 event. These are categorised into 4 themes.



## **Identity**

1. Old Youth Centre
2. Reconfigure Main Street
3. Youth Centre Parking Re-Arrangement

## **Movement**

1. Expansion of Burn Beach for Parking
2. Improve waterfront walkways
3. Incorporate a safe crossing to the Scalloway Primary School
4. Examine the option for a new footbridge from East Voe
5. Improve paths and wayfinding across Scalloway

## **Environment and Facilities for Young People**

1. Improve facilities at Fraser Park for young people
2. Examine the potential for a sandy beach at mid-shore
3. Identify a site for a nature garden

## **Planning for Investment**

1. Explore options for a soft play facilities
2. Promote sites at previously developed Port Arthur site for housing in LDP2
3. Promote sites below the previously developed Port Arthur site
4. Promote sites on land to the West of Port Arthur
5. Explore options to promote tourism through moorings in the village centre
6. Explore options for a caravan/camp site
7. Implement the harbour masterplan

## 8. Our Priorities for Action

We are committed to delivering the priorities of the Spatial Vision as set out in the Action Plan. Below is an example of how a number of priorities could be achieved through one project.

Please refer to the implementation and delivery section and the Action Plan for more information on how we intend to deliver our priorities.

### Burn Beach Expansion & Waterfront Improvements



Our vision for Scalloway sets out to enhance Main Street and the waterfront area to promote a distinctive, safer and attractive place for residents, businesses and visitors. A number of priorities in the Spatial Vision are closely related and could link together to have a greater chance of securing funding and being delivered. This is highlighted in the Action Plan.

The three highest priorities for improvements are located in the centre of the village and relate to the Old Youth Centre demolition, additional parking at Burn Beach and improved waterfront walkways and piers. Five other priorities in the Spatial Vision could be considered alongside these improvements:

- Reconfiguring Main Street to reduce congestion
- Reconfiguring the Scalloway Youth and Community Centre parking arrangements to create a public realm
- Exploring options for boats moorings in the village centre.
- Improving paths and wayfinding across Scalloway
- Improvements to Fraser Park







Taking a coordinated approach ensures that we don't consider improvements in isolation and that we are aware that changes in one area of the village could impact upon another area. For example, if some parking was to be lost along Main Street to reduce congestion, improve safety and create more space for public realm improvements then it would need to be accommodated elsewhere. The expansion of Burn Beach through coastal reclamation could be one potential way of doing this.

If coastal reclamation is to be considered as an option then we should also look at the potential to incorporate new waterfront walkways, public realm areas, boat moorings and alternative walking routes. This would make the village more attractive and help promote health benefits for visitors and residents.

Additionally the waterfront walkways could incorporate flood prevention measures to reduce the impacts of flooding through climate change and sea-level rise in the centre of the Village.

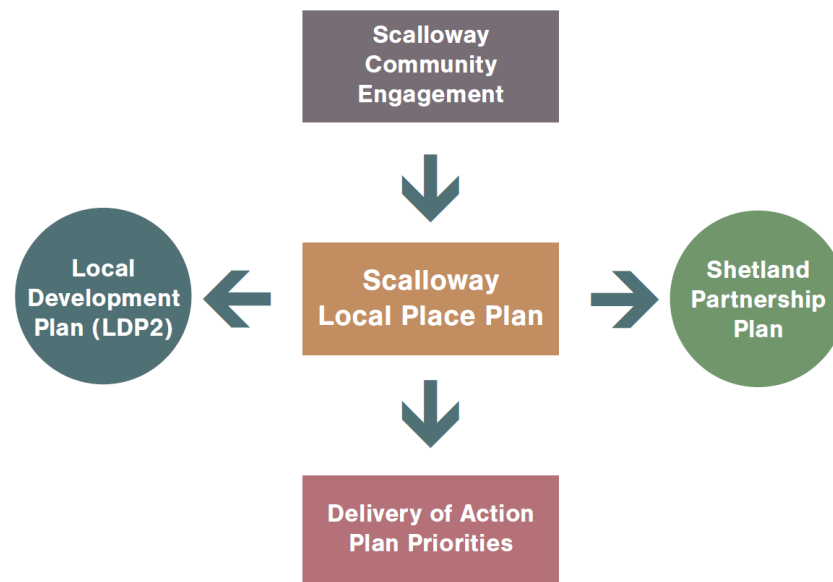


**Recent Flooding on Main Street**



## 9. Bringing the Local Place Plan Together

Scalloway's active community are keen to see their village develop in a sustainable way for the benefit of current and future residents. To enable this to happen we need to ensure that all stakeholders including the planning and community planning & development services of the Council are committed to working together to achieve our goals.



We shall work together to take forward the Local Place Plan by engaging with the following Planning and Community Planning processes:

### 1. The Shetland Local Development Plan (LDP2)



The Scalloway Local Place Plan will be used to inform the production of the Council's next Local Development Plan (LDP2). LDP2 will identify future areas for development and include policies that are used to consider planning applications.

In preparing the Scalloway Local Place Plan we have taken account of the current Local Development Plan (2014) and the National Planning Framework. In particular, we wish to ensure that Scalloway:

- Makes the best use of its assets to build a sustainable future. The Local Place Plan can assist this by helping to create high quality, diverse and sustainable places that promote well-being and attract investment.

- Encourages sustainable economic development to create strong, healthy, vibrant communities where diversity is recognised and celebrated, ensuring it remains an attractive and inclusive places to live, work, play and study.
- Conserves and promotes its historic environment, culture and quality of life of its people.
- Encourages new development that is environmentally sensitive and accessible to all.
- Supports better access. In particular active travel by foot, cycle and public transport.
- Has measures in place to reduce carbon emissions and includes proposals to mitigate and protect against the effects of climate change, in particular sea level rise and coastal flooding.

## 2. The Shetland Partnership Plan (2018-2028)



The [Shetland Partnership Plan](#) is a plan for all communities and community planning partners in Shetland. It identifies a shared vision and priorities for all of us to work towards, both individually and collectively, to improve the lives of everyone in Shetland. A key focus of the plan is to reduce inequalities.

The Plan is based on 4 shared priorities: Participation, People, Place and Money.



The Local Place Plan along with the Spatial Vision and Action Plan will contribute towards these priorities and we have incorporated them into our vision for Scalloway.

### **3. The ‘Place Principle’**

Re-Create Scalloway has focused on how Scalloway can be a better place. A village that is more welcoming, accessible, safer, active, connected and adventurous. We shall adopt the Scottish Government’s ‘Place Principle’ in taking forward our Local Place Plan:

- Place is where people, location and resources combine to create a sense of identity and purpose, and is at the heart of addressing the needs and realising the full potential of our communities.
- Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.
- A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors will enable better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

When the Shetland Islands Council undertakes future public consultation on the Shetland Place Standard we shall use the findings for Scalloway to help us gauge future areas to address.

## **10. Implementation and Delivery**

Scalloway Community Council recognises that we must take the following steps to make the Local Place Plan a success:

### **1. Working Together**

- The Local Place Plan, Spatial Vision and Action Plan are the product of Scalloway residents, Scalloway Community Council, schools, youth groups, businesses, organisations and Council services working together. Collectively these documents provide the future vision for Scalloway which sets out how the village can change and develop over the next 5 to 15 years. They should be seen and used as 'living' documents, which are flexible to future changes.
- We shall continue to work together to ensure that the priorities for the village remain relevant and achievable. We will work alongside Council Services and other stakeholders to implement, deliver and update the Action Plan on a regular basis.

### **2. Engagement in Planning and Community Planning Processes**

- On behalf of the community, we shall actively engage, influence and contribute to the Shetland Local Development Plan (LDP2) and the Shetland Partnership Plan.

### **3. Leadership**

- The Community Council, Scalloway Community Development Company and Shetland Islands Council will provide the leadership to drive forward the Local Place Plan.
- Support will be provided by the Council's Planning and Community Planning & Development Services, and we shall work closely with other Council services, community planning partners, agencies and other stakeholders.

### **4. Making a Difference**

- It is important that we show what is being achieved throughout the lifetime of the Local Place Plan. We shall keep the community regularly informed the progress we make and our successes.
- A number of priorities and actions have been identified as being achievable in the short term. We shall work hard to ensure this happens,

### **5. The Continued Involvement of our Community**

- Active public participation is key to our success and we require the help of the community to make Scalloway the best place it can be. We shall therefore ask people what projects they would like to be involved in, assist them and provide opportunities to be involved.

## 11. Summary of Progress to Date

In the period since the publication of the Spatial Vision and Action Plan Scalloway Community Council and Council Services have been busy applying for funding to help deliver the priorities for the village.

In November 2019 we were successful in obtaining a share of £205,000 from the Scottish Government's Town Centre Fund. This money will be used towards delivering some of the priorities in the Action Plan, including:

1. The proposed demolition of the old youth centre.
2. The installation of improved signage and wayfinding throughout the village.
3. The reconfiguration of parking arrangements by the Scalloway Youth and Community Centre.

We shall work alongside our partners (see Appendix) to seek out funding opportunities to deliver the priorities.



## Appendix – Local Place Plan List of Partners

### Scalloway

Scalloway Community Council  
Scalloway Community Development Company  
The Scalloway Community  
The Scalloway Business Community (shop owners, business and industry)  
Local Councillors  
NAFC Marine Centre  
Scalloway Youth and Community Centre  
Scalloway Primary School  
Fraser Park Trust  
The Scalloway Museum & Shetland Bus Friendship Society  
Scalloway Boating Club  
Scalloway Churches  
Royal British Legion (Scalloway Branch)

### Shetland Islands Council

Development Services  
Infrastructure Services  
Community Health and Social Care  
Children's Services  
Corporate Services

### Key Agencies

NHS Shetland  
Highlands and Islands Enterprise  
Historic Environment Scotland (HES)  
Scottish Environment Protection Agency (SEPA)  
Scottish Natural Heritage (NatureScot from 1<sup>st</sup> May 2020)  
Scottish Water  
ZetTrans  
Crofters Commission  
Sport Scotland

### Others

Hjaltland Housing Association  
Voluntary Action Shetland



Respondent	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
<b>1. Davy Cummings</b>	<p>I am glad to see that the main points to be addressed in the plan centre around the old youth centre and most importantly dealing with the parking and congestion on the main street. I do feel that some of the items in the plan in no way reflect the atmosphere in the meeting in which I participated.</p> <p>I drive through the main street daily getting to and from Port Arthur, and as much as the main street is a point of congestion, it is not the only one, the narrow point at the Malakoff slipway is also highly problematic when meeting a line of cars leaving the fisheries college.</p> <p>Whilst i would welcome development in the land scars at Port Arthur I cannot see how this and wider development in the area can sensibly be proposed unless wholesale access changes are made. It is sometimes barely accessible even with a car, let alone for all the heavy plant that would be required to develop the area. I would like to see more carefully considered development throughout Scalloway, including the Port Arthur hill scar, but I am concerned that it will be problematic for residents all the way from Port Arthur to the Burn Beach if better access is not considered. Neither New Road by the park or the route via the town hall are well equipped to deal with the extra traffic either. Could consideration be given to a round (<i>road? SIC edit</i>) round the back of Scalloway to open up wider development further from the shoreline and provide an additional route to Port Arthur that did not require the main street? This would alleviate congestion on the street and make developments viable both in Port Arthur and in other areas along the hill behind Scalloway. It would also allow development without trucks rumbling continuously through the main street.</p>	<p>Consider including a round road around the back of Scalloway to open up wider development further from the shoreline and to provide an additional route to the stalled Port Arthur 'land scar' housing development. This would alleviate traffic, congestion and parking concerns on Main Street.</p>	<p>An alternative route (road) around the back of Scalloway was raised during the Re-Create Scalloway consultation by some respondents but there was no consensus and little support to take this forward into the action plan and vision.</p> <p>We do not therefore feel that it would be appropriate to include a new route/road proposal in the Vision, Action Plan or Local Place Plan.</p> <p>Any future development, including housing at Port Arthur or this area of the village will require thorough consideration through the planning process including the Local Development Plan if promoted through the Call for Sites, and also through the planning application process. The Council's Roads Service would be an important consultee on any such development, and their views on traffic, access, parking and congestion would be an important consideration in the determination of any development coming forward.</p>	<p>Shetland Islands Council and Scalloway Community Council consider that no changes are necessary to the Local Place Plan, Re-Create Scalloway Vision or Action Plan. The proposal for an alternative route to Port Arthur received little support during the consultation and did not make it to the preferred options stage. Any development which comes forward in this area will be required to consider and address road traffic, access, parking and congestion through the planning process in consultation with the Council's roads service.</p>

<p><b>2. Sonia Inkster</b></p>	<p>This was an excellent project involving all age groups in the community and one that those involved should be proud of. Working in partnership with the council and other agencies will help move things along but it does need a strong core group of people to keep the project alive.</p> <p>Scalloway Community Council and Scalloway Community Development Company are the two key groups that can do this and there are opportunities for the community to get involved on these groups as well as take part in this consultation. A coordinated approach is the way forward to solve the car parking, extension to Burn Beach and waterfront improvements including flood prevention and hopefully this will be the next project to develop as a priority.</p> <p>Thanks has to be given to Simon Pallant from Planning and Roselyn Fraser from Community Development in the work they have done to get the project to the stage it is at and the community look forward to continuing to work with Planning and Community Development in the future to help achieve the outcomes identified through Re-create Scalloway,</p>	<p>These are general and supportive comments. No modifications are sought.</p>	<p>Whilst no particular changes are being sought, it has been raised that a coordinated approach is required to solve priority actions such as car parking in the village, the extension to Burn Beach, waterfront improvements and flood prevention.</p> <p>Shetland Islands Council will ensure that this continues to happen when taking forward the Local Place Plan and actions for Scalloway, and will continue to work alongside Scalloway Community Council and Scalloway Community Development Company.</p>	<p>No changes required. Shetland Islands will continue to promote a coordinated approach to achieve the actions identified.</p>
<p><b>3. SEPA</b></p>	<p>Thank you for consulting SEPA on the - Scalloway Local Place Plan.</p> <p>We understand the aim is for the local community and design professionals to identify how Scalloway can be enhanced which will inform the production of the Plan. We welcome the opportunity to contribute to this Place Plan and support its principles and have provided advice below on various matters below which should be included in the finalised version of the Plan. We will be happy to continue to liaise with you as you progress this Place Plan.</p> <p><u>Place making</u></p> <p>As stated previously, we support this Place Plan and we particularly support the efforts to connect the coastal environment to the marine environment.</p> <p>You (Shetland Islands Council) already have Placemaking Supplementary Guidance; a Core Paths Plan (which gives public reasonable access to areas through paths and routes) and also an Outdoor Access Strategy (which promotes routes and enables all users to enjoy them). We are happy to note that the principles of these strategies are being applied to this</p>	<p>These are generally supportive comments, which raise points for further consideration. They also suggest a few modifications in relation to access paths.</p> <ul style="list-style-type: none"> <li>As a suggestion (to include more of the freshwater environment in the Place Plan) you could also consider creating a circular footpath along the burn to Loch of Asta from the village to take in the standing stone and maybe either Outnabreck Hill or Hill of Steinswall.</li> </ul>	<p>The lack of pedestrian connection from the village towards Asta Loch and the Tingwall Valley is highlighted in the SWOT analysis of the Re-Create Scalloway Spatial Vision. Whilst these did not come forward during the public consultation as specific improvements to action there are ongoing discussion about how public access in this area of Scalloway can be improved. This includes discussions as part of the Asta Loch caravan and campsite proposal to improve walking routes into the village, which is being taken forward by the Scalloway Community Development Company.</p> <p>With regards to the specific comments on peat management, impacts on groundwater dependent terrestrial ecosystems, marine environment, flood risk and the water environment we feel these comments are helpful and will help inform future development.</p>	<p>We consider that no specific actions are required, but we will continue to work closely with SEPA to deliver the priorities identified in the Local Place Plan, Action Plan and Spatial Vision.</p>



	<p>Place Plan.</p> <p>The B3 (Improving Paths and Wayfinding) is welcomed as it links with existing walk routes on Walk Highlands website. As a suggestion (to include more of the freshwater environment in the Place Plan) you could also consider creating a circular footpath along the burn to Loch of Asta from the village to take in the standing stone and maybe either Outnabreck Hill or Hill of Steinswall.</p> <p><u>Peat management</u></p> <p>According to the Peat and Carbon 2016 map and National soil map of Scotland; Class 5: Peaty Gleys with blanket peat are located to the West and North West of Scalloway (which covers; B3 - paths, C1, C2 and C4 Port Arthur Scar Housing and C3 Berry farm housing). To progress proposals in these areas, peat management and protection strategies will need to be carried out. Peat probing must be carried out to microsite developments away from deep peat and it would be sensible to anticipate having to use a float path network.</p> <p>Class 4: Peaty podzols with peaty gley, peaty rankers are located along the east of the valley (which covers; D3 East Voe business, D4 Quarry, C5 East Voe housing, C6 housing sites in East Voe). As mentioned above, peat probing would be required to microsite development. If it is likely that further development on peat is required, then it would be sensible to identify locations in advance where enhancement of unrestored peat workings or similar areas could be achieved through unavoidable peat extraction.</p> <p>We want to see a commitment to avoiding development on deep peat in the finalised version of the Plan and we refer you to 'Guidance on the Assessment of Peat Volumes, Reuse of Excavated Peat and Minimisation of Waste' and our 'Developments on Peat and Off-Site uses of Waste Peat' which provide in-depth advice and guidance.</p> <p><u>Groundwater Dependent Terrestrial Ecosystems</u></p> <p>There is potential for Groundwater Dependent Terrestrial Ecosystems in non-urban areas. In that regard, before the future C5 East Voe housing project proceeds, it is important for a National Vegetation</p>		<p>Any development that is promoted in the Local Development Plan and/or taken forward through the planning application process will be required to assess such impacts. SEPA will also have the opportunity to comment in more detail to specific proposals at these stages.</p> <p>With regards to flood risk, Shetland Islands Council and Scalloway Community Council also find these comments helpful and will continue to work with SEPA to address flood risk issues in Scalloway through the Local Flood Risk Management Process and when taking forward actions in the Re-Create Scalloway Action Plan.</p>	
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	<p>Classification survey of the area to be carried out and this will ascertain if the boggy land is fed by ground water and this information should be provided in the final version of the Plan.</p> <p><u>Protection of the marine habitat</u></p> <p>With regards to the proposal to build a footbridge from East Voe to Scalloway (B7) over Transitional waters, please note that there is unlikely to be fish data for these waters but it is possible there might be sea trout using it. Therefore when progressing project B7 (footbridge from East Voe to Scalloway), the proposal should take the migration window (August - October) into account and should avoid potential disturbance.</p> <p><u>Protection of the water environment</u></p> <p>Any new development proposals such as the community, housing and business proposals, will need to connect to the public sewer and we want to see a commitment to this in the finalised version of the Plan.</p> <p><u>Flood risk</u></p> <p>In regard to flood risk, we confirm that there are no elements identified in the Plan which we would not be able to support.</p> <p>There are some areas of Scalloway covered by the Plan which are vulnerable to flooding from the sea and from surface water. These areas are likely to be at increasing risk in future years due to the effects of climate change. All the proposals for these areas are what we would consider to be 'compatible' with being in areas at risk of flooding in that they are less vulnerable uses and could be designed to be resilient to inundation (uses like footpaths, car parking and harbour uses). We compliment those producing the plan for taking the long view.</p> <p>The aspirations which would be more vulnerable to flooding, and for which we would seek long term safety and security from the effects of flooding and climate change – like housing and the caravan park – are located in areas at low risk of flooding which is the most sustainable approach.</p> <p>For information, the approximate 1 in 200 year flood</p>			
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	<p>level for the area is 1.55 metres Above Ordnance Datum (mAOD) based on extreme still water level analysis using the Coastal Flood Boundary method. This does not take into account the potential effects of wave action, climate change, funnelling or local bathymetry at this location. Records suggest that in the 'Braer' Storm of 1993 flooding up to a level of 2.05mAOD may have been experienced in Scalloway.</p> <p>The expected sea level rise for the area is 1.02m by 2100 based on the latest UK climate change predictions published in 2018. This allowance, plus a freeboard allowance to account for uncertainties and the effects of wave action, could be added to the estimated coastal flood levels above and taken into account in designing any proposals in the low-lying areas of Scalloway that are vulnerable to flood risk and sea level rise.</p>			
<b>4. Scottish Natural Heritage</b>	<p>Broadly, we support the aspiration to improve the quality of life in Scalloway and believe this can be done whilst enhancing biodiversity and mitigating climate change.</p> <p>In particular:</p> <ul style="list-style-type: none"> <li>• There is potential to plant trees on 'amenity grassland' at the housing at East Voe (e.g. the grassy area around the playground), and around the football pitch at Fraser Park. Trees provide shelter, enhance biodiversity, capture carbon, and have lower long-term maintenance costs than regularly- mown grass. Shetland Amenity Trust's Woodland Team is best-placed to advise on the most suitable species to plant.</li> <li>• We support the proposal to examine the option for a new footbridge from East Voe. This will directly link East Voe to the main village, and will potentially encourage more people to ditch their cars in favour of walking and cycling (reducing carbon emissions, improving health etc.).</li> <li>• We broadly support the concept of a waterfront walkway, which will improve pedestrian access and attract more people to actively travel. The</li> </ul>	<p>These are broadly supportive comments, which raise points for further consideration in taking forward the priorities identified in the Local Place Plan, Vision and Action Plan.</p>	<p>Shetland Islands Council and Scalloway Community welcome these comments on how particular proposals could be improved further and considerations to bear in mind.</p>	<p>Shetland Islands Council Planning Service and Scalloway Community Council consider that no specific actions are required, but we will continue to work closely with SNH to deliver the priorities identified in the Local Place Plan, Action Plan and Spatial Vision. This should help enable the delivery of projects which include benefits such as enhanced biodiversity, mitigating climate change, improving connectivity, access, and health benefits, and reducing flood risk.</p>

	<p>construction of such a walkway will have to take into consideration climate change and sea level rise, but may be an opportunity to offer some protection from coastal flooding.</p> <ul style="list-style-type: none"><li>• Active travel connectivity throughout the village should be improved to enable people to move around without having to use a car. Active travel connectivity should be at the forefront of the plans for new housing at Utnabrake.</li><li>• There may be an opportunity to utilise the expertise of NAFC Marine Centre and provide marine environment interpretation in the village (e.g. outdoor aquarium, interpretative panels).</li></ul>			
5. Historic Environment Scotland	<p>Thank you for your email of 07 February, inviting Historic Environment Scotland to comment on the draft Scalloway Local Place Plan. We have considered the draft Local Place Plan for our statutory historic environment interests and do not have any comments to make on the draft.</p>	<p>No comments have been made and no changes are being sought.</p>	<p>N/A</p>	<p>No action required.</p>

<b>6. SIC Roads Service</b>	<p>I refer to the public consultation of the Scalloway Draft Local Place Plan.</p> <p>Looking at the various reports for Re-Create Scalloway, including the spatial vision and the action reports, they cover a number of aspirations which have been identified within the community.</p> <p>There are various identified items that are bounded by, or are within, the public road and which will require detailed consultation with the Roads Service.</p> <p>The main such projects areas being the re-development of the old youth centre, the reconfiguration of Main Street and the expansion of the Burn Beach car park.</p> <p>In terms of the expansion of Burn Beach car park the source of material and haul routes would require to be identified so that community impacts can be assessed.</p> <p>The housing locations are generally all covered in the Local Development Plan call for sites, with the exception of the Berry Farm area identified within the study. This area will require to be looked at in more detail if it is to be included to ensure that it can adequately be serviced and inter-linked into existing infrastructure surrounding the site.</p>	<p>No particular changes are being sought to the Local Place Plan.</p>	<p>Shetland Islands Council Planning Service and Scalloway Community Council will continue to work closely with the Council's Roads Service when taking forward the priorities identified in the Local Place Plan, Vision and Action Plan.</p> <p>With regards to site C3 at Berry Farm we are aware that the landowner has no plans at present to develop this site, and it is therefore very unlikely that any housing development will happen here in the near future.</p>	<p>Shetland Islands Council Planning Service and Scalloway Community Council welcome these helpful comments and will continue to work closely with the Council's Roads Service.</p>
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<p><b>7. Scottish Water</b></p>	<p>Scottish Water would be happy to engage with Shetland Islands Council and other stakeholders to help deliver a co-ordinated approach to development in Scalloway. Early indication of what development is coming forward and when enables Scottish Water to work with developers and ensure any necessary upgrades are provided in a timely manner. Plans are in place to initiate modelling of the water and wastewater network in this area at the beginning of 2021, which will provide useful information to inform and support future development.</p> <p>In relation to the sites identified for potential development, Scottish Water would like to note the following, at this time:-</p> <p>Site C1 – The upper part of this site may encounter water pressure issues.  Site C3 – It could be difficult to get drainage away from this site without it gravitating around the back of Scalloway, then pumping through multiple stations.  Waterfront Walkway - We have an Emergency Overflow at Burn Beach, which would need to be extended if any development took place to expand the walkway area.</p> <p>Early engagement with Scottish Water is always encouraged. Developers should submit a Pre Development Enquiry Form (found on our website, <a href="https://www.scottishwater.co.uk/en">https://www.scottishwater.co.uk/en</a>) as early as possible to establish water and wastewater availability in the network and any potential asset conflicts.</p> <p>Should you require any additional information to support the Scalloway Local Place Plan and its development, please get in touch using the contact details provided.</p>	<p>No particular changes are being sought, but specific comments have been provided on 2 development sites identified in the Spatial Vision.</p> <p>Site C1 forms part of the Port Arthur Site, C3 covers the site at Berry Farm.</p>	<p>We agree that these comments are helpful. Any development that is promoted in the Local Development Plan and/or taken forward through the planning application process will be required to address such impacts. Scottish Water will have the opportunity to comment in more detail to specific proposals at these stages.</p> <p>With regards to Site C1, Scottish Water have already commented on this site through the Council's Call for Sites process.</p> <p>With regards to site C3 at Berry Farm we are aware that the landowner has no plans at present to develop this site, and it is therefore very unlikely that any housing development will happen here in the near future.</p> <p>We shall however, engage with Scottish Water for particular proposals that could impact upon water supply, surface water and surface water flooding, including development at Burn Beach.</p>	<p>Shetland Islands Council Planning Service and Scalloway Community Council welcome these helpful comments and will continue to engage with Scottish Water.</p>
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<b>Meeting:</b>	<b>Shetland Islands Council</b>	<b>09 September 2020</b>
<b>Report Title:</b>	<b>Connectivity in Shetland</b>	
<b>Reference No:</b>	<b>DV-25-20-F</b>	
<b>Author/Job Title:</b>	Thomas Coutts, Acting Executive Manager – Economic Development	

## **1.1 Decisions/Action required:**

1.1 That the Council:

- 1.1.1 NOTE the issues raised in the report regarding connectivity in Shetland, in relation to the Scottish Government's R100 Programme and the Scottish Broadband Voucher Scheme.
- 1.1.2 NOTE that the Director of Development Services is progressing the commission of an external provider to work with the council on network planning and engagement with government, industry, and the national programmes, to create a clear strategic plan to be presented to the Council at a future meeting.

## **2.0 High Level Summary:**

- 2.1 The last few years have seen considerable efforts undertaken to improve connectivity in Shetland, ensuring that the benefits of high speed broadband are delivered to local residents, businesses and organisations.
- 2.2 Shetland Islands Council has played a central role in this delivery, instigating both the Shetland Telecom project (which delivered a fibre optic network stretching from the southernmost part of the mainland in Sumburgh to the oil and gas installations at Graven in the north mainland) and the North Isles Fibre project (which is extending the Council's fibre network to the islands of Yell and Unst, providing fibre connectivity to public sector buildings in the North Isles). The Council has also maintained close contact with the R100 Programme which is intended to meet the Scottish Government's commitment to deliver superfast broadband to 100% of premises across Scotland.
- 2.3 Given the challenges of living and working in a rural area, delivering improved connectivity across Shetland was already a high priority, to mitigate against the effects of distance and isolation, to allow businesses and organisations to modernise, and to deliver improved quality of living for residents, in line with the Shetland Partnership's 10 Year Plan to encourage people to live, work, study and invest in Shetland.

- 2.4 The impacts of the COVID-19 pandemic and the subsequent lockdown measures have emphasised the importance of connectivity as never before – suitable broadband across the board has been essential to allow for people to work from home, for children to access learning from their schools, for people to stay connected with loved ones and for essential services to be delivered. Those people and places where broadband coverage is inadequate have suffered more from disruption to daily living than those with robust connections.
- 2.5 It is estimated that 26% of homes and businesses in Shetland are not connected to a network capable of delivering 30mbps or more, well above the estimate of 5% in Scotland. The Scottish Government's R100 Programme was intended to address this, but a now-settled legal challenge to the awarding of the North 'lot' (which includes Shetland) has significantly delayed the mobilisation – given the importance of this issue to developing and improving quality of life in Shetland, this issue is a clear priority, and requires an understanding of the progress of national solutions and local requirements.
- 2.6 This understanding will be informed by the development of a plan which considers the practical steps required to deliver superfast connectivity to those properties in Shetland which do not currently benefit from high speed data links.

### **3.0 Corporate Priorities and Joint Working:**

- 3.1 The Project is in line with Our Plan 2016-2020, which includes the following as one of the top political priority areas:

- Improve high-speed broadband and mobile connections throughout Shetland.

The Project addresses the following key aims of the Plan:

#### Connections and Access

- More people will have access to high-speed broadband and reliable mobile connections, helping to connect people, communities and businesses throughout Shetland.

- 3.2 The Shetland Partnership, of which the Council is a key member, is the Community Planning Partnership for Shetland. The Shetland Partnership Plan 2018-2028 reflects the shared vision of the local area and the partner organisations:

*"Shetland is a place where everyone is able to thrive; living well in strong resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges."*

- 3.3 A key objective for the Shetland Community Planning Partnership is to develop and implement a ten-year action plan to attract people to live, work, study and invest in Shetland. This plan is predicated on the link between a healthy demographic balance and the ability to sustain communities and services, and compete economically.

The vision of the plan is:



*“In 2028 Shetland will:*

- Be an island of opportunity for young people, businesses and investors;*
- Be a vibrant and positive student destination;*
- Have a more balanced demographic profile and a growing population underpinned with more private sector jobs.”*

The relevant ten-year outcomes from the Plan are as follows:

- People will be accessing employment, education and services in new and innovative ways designed to minimise barriers to involvement such as distance, childcare availability, and digital capability and capacity
- Shetland will be attracting and retaining the people needed to sustain our economy, communities and services
- All areas of Shetland will be benefitting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development.

#### **4.0 Key Issues:**

- 4.1 Improving broadband services and mobile connectivity in rural areas is a key priority and challenge for all levels of government – local, regional and national – as demonstrated in the prominence of these developments in public strategies across the board. Strategic and business planning for the Council highlights the importance of developments in this area as a driver for improving business sustainability, reducing inequality and modernising public services. The political priorities of the Council are clear in placing the improvement, expansion and development of broadband connectivity at the heart of maintaining and improving the quality of life in Shetland, particularly in remoter areas.

##### R100

- 4.2 The Scottish Government launched R100 in 2017 with the aim of having the network complete by 2021. The project aimed to provide 100% coverage of ‘superfast’ broadband, with the contracts tendered in 3 geographic lots (North, Central and South), with Shetland being in the North lot. After three years in the tendering process BT Openreach were awarded the Central and South lots as the sole bidder; however, following the award of preferred bidder status to BT in the North lot tender, a legal challenge was brought by internet service provider Gigaclear. This legal challenge was resolved in August 2020, but has resulted in delays in mobilisation of the North lot. Excluding Lot 1, it is expected that the majority of Openreach’s build, be completed by the end of 2023 (lot 3 by summer 2024), with almost all of this delivered using gigabit capable Fibre-to-the-Premises (FTTP) technology.
- 4.3 The Lot 1 area is the largest of the Lot areas in Scotland and reflects about 100,000 premises around the Highlands and Islands, Angus, Aberdeen and Dundee. The contract specifies 9 mandated areas (including Yell and Unst) where 25% of premises must be able to get speeds of at least 100Mbps on a Gigabit-capable connection.

- 4.4 The resolution of the legal dispute launched in respect of the Lot 1 contract is positive, but it is not clear at the moment what this will mean in terms of the timetable for the rollout of R100 to Shetland. It appears unlikely that the contract will be awarded before early 2021.

#### Scottish Government Broadband Voucher Scheme

- 4.5 In August 2020, the Scottish Government announced the Scottish Broadband Voucher Scheme (SBVS), which will provide up to £5,000 per premise for customers to source their own solution. The website was launched for both customers and potential suppliers. Customers can find their own address on the database and the website tells them if they are eligible for a voucher. Only premises who cannot get 30Mbps download and are not part of a planned upgrade area are eligible, while the announcement also included small value vouchers (£450) for customers who are part of a planned upgrade area but require a solution sooner.
- 4.6 SBVS was announced prior to the resolution of the legal dispute which delayed Lot 1. The vouchers are high value and any customer taking one up will remove themselves from the main R100 upgrades. For example, if a customer finds that they are not part of a planned upgrade they will then be able to click on alternative suppliers. In the early stages of the scheme there are likely to be very few potential suppliers – however, there could be solutions such as satellite broadband. If the customer decides to go with this then the voucher would be cashed in and the customer would get the satellite service. In doing so, they would then remove themselves from the R100 main contract rollout and not be able to get a second voucher if a FTTP scheme comes along - the customer has in effect moved too quickly and ended up with a stopgap solution and not eligible for any future assistance. The database of eligible properties has not been updated following the resolution of the dispute and will not be until the contract is awarded.

#### Connectivity in Shetland

- 4.7 Originating in 2010 as the SHEFA2 Interconnect Project, Shetland Telecom initiated and developed a fibre optic network linking Lerwick with the UK mainland, through a resilient link from Shetland to Telehouse North in Canary Wharf. Across a number of design and implementation phases this network has provided various areas of Shetland with high speed data connections and supports high-tech business development, generating income to the Council through the sale or lease of wholesale products supporting connectivity to business and communities.
- 4.8 It is estimated that 26% of homes and businesses in Shetland are not connected to a network capable of delivering 30mbps or more, well above the estimate of 5% in Scotland. It is clear that the Council, and the wider community, need to see a significant improvement of broadband infrastructure in Shetland as soon as possible. Even when it progresses, the R100 main procurement will still see Shetland as the most poorly served area in the UK. The recent COVID-19 lockdown demonstrated that the current broadband services are poor in many areas and present a barrier for remote delivery of services, talent attraction and economic participation.
- 4.9 Local requirements will be informed by an exercise which maps out the practical steps required to deliver superfast connectivity to those properties in Shetland which do not currently benefit from high speed data links. The purpose of this will be to evaluate the requirements to roll out superfast connectivity to those areas of

Shetland which do not currently benefit from adequate modern data connections. In order to deliver on this purpose, an external commission will be instigated focusing on a number of specific elements:

- Network planning to extend superfast connectivity to those areas of Shetland not currently benefitting from high speed data connections;
- Assessment of the options to provide connectivity solutions to those areas where geography and distance create physical challenges, particularly the outer islands;
- Engage with UK and Scottish Governments, and with providers in the telecoms industry, to determine options to realise plans for extending superfast connectivity.

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

5.1 None

## **6.0 Implications:**

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

The continued health and development of local communities will require those communities to be able to access modern and fit-for-purpose connectivity. The COVID-19 pandemic and resultant lockdown placed emphasis and strain on local connectivity as never before, the continuing impacts of the pandemic mean that these issues are likely to lead to long-term changes in modes and methods of working, social interactions and delivery of services.

Facilities such as schools and care centres experience considerable difficulties in service delivery without reliable access to the corporate network and high-speed services. The minimum requirement for junior high schools is considered to be 100Mbps, while for primary schools an asynchronous service may suffice if upload bandwidth is sufficient. The benefits of high-speed broadband can be seen at a number of local schools – increased use of remote technology to deliver learning opportunities will require improved connectivity, otherwise those schools in areas with less than optimal speeds will fall behind and lack the learning opportunities enjoyed in other schools. This will lead to much greater inequality of provision across Shetland.

A particular business need is to upgrade connectivity to facilitate healthcare improvements. Telemedicine initiatives have been hampered by a lack of sufficient broadband capacity and inadequate coverage of mobile data services across some areas.

### **6.2 Human Resources and Organisational Development:**

None at this time.

### **6.3**

Existing Council fibre services make a strong contribution to public service delivery and the business community where these

<b>Equality, Diversity and Human Rights:</b>	<p>are available. In order to ensure that improvements in service delivery are extended to all communities in Shetland it is essential that the infrastructure is put in place which will allow this.</p> <p>All service delivery plans within the public sector prioritise improvement and efficiency. Access to reliable high speed broadband is recognised as an essential requirement to improve delivery of education, social care, health services and public administration. This is also essential to ensure parity of service delivery in rural communities as adequate connectivity can mitigate against the effects of distance.</p>	
<b>6.4 Legal:</b>	An external commission will be procured in line with the Council's Standing Orders and legal advice will be sought where necessary.	
<b>6.5 Finance:</b>	It is expected that an external commission will cost £25k-£30k, dependent on scope and market conditions. The cost of the commission will be met from existing Economic Development budgets.	
<b>6.6 Assets and Property:</b>	There are no implications at this time.	
<b>6.7 ICT and New Technologies:</b>	There are no implications at this time, but a step change in local broadband provision would clearly have significant implications for ICT services and the development of new technology solutions in Shetland.	
<b>6.8 Environmental:</b>	Service impacts from improved connectivity include reducing the need for journeys through provision of remote meetings, appointments, consultations etc. By reducing the requirement for road journeys the project will contribute to local and national carbon reduction targets.	
<b>6.9 Risk Management:</b>	An external commission will be progressed in line with the Council's Standing Orders to ensure transparent and appropriate procurement, and value for money.	
<b>6.10 Policy and Delegated Authority:</b>	Determining overall goals, values and strategic policy, are matters reserved to the Council (Scheme of Administration and Delegations Section 2.1.3(2)).	
<b>6.11 Previously Considered by:</b>	N/A	

**Contact Details:**

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**Appendices:**

None

**Background Documents:**

None.



<b>Meeting(s):</b>	<b>Policy and Resources Committee Shetland Islands Council</b>	<b>7 September 2020 9 September 2020</b>
<b>Report Title:</b>	<b>Corporate Risk Register report</b>	
<b>Reference Number:</b>	<b>CRP 22-20-F</b>	
<b>Author / Job Title:</b>	<b>Christine Ferguson Director Corporate Services</b>	

### **1.0 Decisions / Action required:**

1.1 That Policy and Resources Committee and Shetland Islands Council:

- CONSIDER the content of this report and of the Corporate Risk Register attached as Appendix 1;
- ADVISE the Chief Executive and Corporate Management Team of their views; and
- ENDORSE the actions being taken by management to mitigate the risks described in Appendix 1.

### **2.0 High Level Summary:**

- 2.1 This report presents the Council's Corporate Risk Register, which is attached as Appendix 1.  
The Corporate Risk Register is complemented by the Confidential Corporate Risk Register, which is the subject of a separate report on today's agenda.
- 2.2 The Council's Corporate Management Team routinely reviews the Corporate and Confidential Risk Registers when it meets as the Council's Risk Board. The most recent meeting of the Risk Board took place on 18<sup>th</sup> August 2020. The Risk Board considered reports regarding the risks arising from Covid 19 and BREXIT as well updates from departmental representatives regarding other current challenges for services.
- 2.3 The Risk Register at Appendix 1 has been updated to reflect the discussions at the Risk Board.

### **3.0 Corporate Priorities and Joint Working:**

3.1 The priorities which are set out in the Council's Corporate Plan include:

- 'Our approach to managing the risks we face will have resulted in a more risk-aware organisation that avoids high-risk activities', and
- 'We will be an organisation that encourages creativity, expects co-operation between services and supports the development of new ways of working'.

The ongoing identification and monitoring of corporate risks are key components of that approach.

#### **4.0 Key Issues:**

##### **Covid-19**

- 4.1 The Council's response to the Covid 19 pandemic has been to work with partner agencies, in particular NHS Shetland / Public Health, who are the lead for the emergency response, supporting the work required to manage the pandemic locally. Services have implemented national initiatives and followed national and local guidance from NHS taking steps to protect staff and keep them informed regarding the emergency response. Where adjustments have been made to services, including closure, a range of methods have been used to keep service users and the community informed.  
Risk number 0053 reflects the challenges and efforts to mitigate the risks identified.

##### **EU Exit**

- 4.2 The date for the UK to leave the European Union is fast approaching. At the meeting on 18 August 2020, the Risk Board considered a report regarding the work taking place locally and nationally to identify and mitigate risks emanating from the UK leaving the EU at the end of the year.
- 4.3 The Convention of Scottish Local Authorities (Cosla) had indicated that revised planning assumptions would be prepared and shared in August 2020 however, it appears that this will be delayed.

##### **The management of risk**

- 4.4 Risk Board on 18 August considered a number of suggested changes to the Council's Risk Policy, Strategy and associated documents. A matrix has been developed to highlight changes in risk rating in decision reports and this will be piloted by Children's Services. Following the pilot, all proposed changes to the Risk Management Policy and Strategy will be presented for approval by Policy and Resources Committee. The target date for completion would see any proposed changes presented to the meeting of P&R on 23 November 2020.

##### **Corporate Risk Register**

- 4.5 The Corporate Risk Register lists twenty-four risks, with climate change, the risk of harm to an employee, and Covid being the three most recently added to the Register.
- 4.6 There are currently four risks rated as 'very high' using the updated rating approach. These are:
- ORG051 (page 1) - The challenges around climate change and delivering carbon reduction measures.
  - ORG053 (page 2-3) - Covid pandemic, including the risk of a second wave.
  - ORG037 (page 3-4) – EU Exit and its impact.
  - ORG021 (Page 4-5) – The need for investment in Shetland's infrastructure, including ferries.

4.7	<p>The remaining twenty risks reflect the breadth of the business of the Council. They describe the continued external pressures upon the organisation at a time of unprecedented change arising from Covid 19 and BREXIT as well as the ongoing business risks such as those around data protection, health and safety and delivering the Medium Term Financial Plan.</p> <p>Other risks arise from the Council's work on high profile projects such as the Knab Site redevelopment, the College Merger and working on plans to deliver the Islands Deal.</p>
<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>	<p>The identification, monitoring and review of risks, including those to communities who access services through partner-providers, help ensure that service users, services and communities are protected.</p> <p>Currently, the risks to service users, patients and communities arising from the Covid 19 pandemic continue to be a key focus for the Council.</p>
<b>6.2 Human Resources and Organisational Development:</b>	<p>Both ORG0050 and ORG0032 refer to staff shortages and the increased workload challenges for existing staff that have arisen as a result of the Covid 19 pandemic.</p> <p>New ways of working have been essential to ensuring that staff can continue to deliver services to the community.</p>
<b>6.3 Equality, Diversity and Human Rights:</b>	<p>An Equalities Impact Assessment is not required in connection with this report.</p>
<b>6.4 Legal:</b>	<p>The legal aspect of all risks are considered and included where necessary in the Corporate Risk Register.</p>
<b>6.5 Finance:</b>	<p>All risks can have a direct or indirect financial cost, whether in terms of the impact, or the cost of preventing a risk from happening. Covid 19 is having a significant effect on the Council's financial position through additional costs incurred in the emergency response and ongoing changes require in order to maintain service delivery. The pandemic has also had a detrimental effect on the Council's reserves.</p>
<b>6.6 Assets and Property:</b>	<p>Risks regarding financial sustainability consider the maintenance cost challenges in relation to the Council's estate and Shetland's infrastructure. Covid 19 has the potential to require significant changes to property. A Recovery and Renewal Accommodation Group has been set up jointly with NHS Shetland to share resources and to coordinate any work required.</p>
<b>6.7 ICT and new technologies:</b>	<p>The Council's ICT Service and infrastructure allow staff to work remotely and deliver services effectively. Risks include malicious cyber-attack, uncontrolled release of data and risks to change management activities.</p>

	<p>The Covid 19 pandemic has highlighted the need for digital connectivity to every household, which is the objective of the Scottish Government's R100 programme.</p> <p>There have been continuing delays with this programme however, it is anticipated that further work on the programme will be able to proceed in the near future.</p>	
<b>6.8 Environmental:</b>	<p>The cost of maintaining Shetland's infrastructure is significant, and moves to more environmentally friendly assets and infrastructure require additional capital investment. There are opportunities through the Recovery and Renewal phases of Covid 19 to retain some of the new ways of working introduced of necessity, which would contribute to environmental sustainability, reducing the carbon footprint.</p>	
<b>6.9 Risk Management:</b>	<p>Risk assessment and risk management are a feature of everything we do and are critical to the Council's role in the community at this time.</p> <p>All risks are measured using the Council's approved risk matrix. An extract of that matrix will be piloted in Children's Services' decision reports to Committee.</p>	
<b>6.10 Policy and Delegated Authority:</b>	<p>Policy &amp; Resources Committee requires the Corporate Risk Register to be reported periodically [<i>Min. ref. 43/17</i>]. The Risk Management Strategy forms part of the Policy Framework contained in Section A of the Constitution – Governance, which states that the management body for the Risk Management Strategy lies within the remit of the Policy and Resources Committee. Ensuring proper management of the Corporate Risk Register is therefore a delegated matter for the Policy and Resources Committee.</p> <p>Policy &amp; Resources Committee agreed the Risk Management policy, strategy and associated documents including the Risk Board terms of reference, [<i>Min. ref. 43/17</i>]. However, the Council instructed that the Corporate Risk Register be reported to the Council quarterly as part of the Planning and Performance Management Framework (PPMF) cycle [<i>Min.Ref. SIC 20/16</i>] so that all Members are informed and involved in discussing the high level and strategic risks facing the Council alongside other performance information.</p> <p>The recent revision to the Risk Matrix was approved by the Council (Min Ref SIC 27/19).</p> <p>Risk Board agreed updates to the Risk Policy and associated documents which will be presented to Policy and Resources Committee in November 2020 for approval.</p>	
<b>6.11 Previously considered by:</b>	None	



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**Appendices:**

Appendix 1 – Corporate Risk Register

END



## Directorate Details



### Directorate

Profile Totals	0	8	12	<b>Total</b>	24
Changes				0	0

Total Risks including Unassigned 24

0	0	0	0	2
0	1	1	1	2
0	0	4	5	3
0	0	0	3	1
0	0	0	0	1

### Risk Register - Shetland Islands Council

Manager Maggie Sandison

Profile Totals	0	8	12	<b>Total</b>	24
Changes				0	0

Total Risks including Unassigned 24

0	0	0	0	2
0	1	1	1	2
0	0	4	5	3
0	0	0	3	1
0	0	0	0	1

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
<p>Climate change / carbon - Climate is a fundamental determinant of all aspects of well-being all across the world. In Shetland we are keenly aware of our environment and the day to day effects climate has on our activities, social and economic opportunities, safety and lifestyles. There is a growing evidence base available on what climate impacts will be. The organisation has made significant steps forward in terms of understanding the scope of the challenge for Shetland and in establishing proposed approaches to manage that challenge. 15 "Key Consequences" were highlighted in the Scottish Climate Change Adaptation programme (2014), these will be highly significant across a wide spectrum of the Shetland environment, economy and society. It is internationally accepted that we are now experiencing a "climate emergency" and that significant steps need to be taken to prepare and deliver adaption and mitigation plans and actions.</p> <p>All public bodies have duties and obligations under legislation to produce adaption plans to help cope with these changes and to produce mitigation plans to reduce climate emissions against very challenging targets. These adaption and mitigation actions will require very significant resources and focus to deliver and will require review and potential restructure of many aspects of social and economic organisation and service delivery.</p>	Environmental - Other	John Smith	ORG0051		22/10/2020
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Physical: Climate event Community/ organisational: Organisations/ public bodies/ influencers and individuals fail to understand the magnitude of the challenge, fail to engage in debate, fail to co-ordinate and align plans, fail to work together to deliver the changes required to build resilience and mitigate against further climate change. Council and other public bodies fail to adequately co-ordinate and plan, fail to be effective catalysts for change. Silo working/ tensions and organisations working in different directions. Failure to understand and plan for the magnitude and scope of change required; failure to establish resilient	Organisation and Community: Some are not prepared/ not resilient in face of change and hence impacts are disproportionately severe. Some communities and some groups of individuals cannot access or benefit from new infrastructure/ service delivery mechanisms/ networks, and hence are disadvantaged. Community wellbeing is negatively impacted for an extended period of time. Work to build resilience and mitigate against impacts is delayed and is not			Very High 25 Extreme Almost Certain	

## Risk Register - Shetland Islands Council

energy networks (generation, storage, distribution, access), social and community networks (delivery and access to services, transport). Financial: cost of change exceeds limited financial resources available.	as effective as planned. Financial: Impact on all services and across Shetland for an extended time. Depletion of reserves. Incurrence of borrowing and debt. Physical: Damage from storm, flood, increased impact from and frequency of damaging climate events, impact on industry/ agriculture/ community/ infrastructure/ housing.	<p>• <b>This planning and activity has to take place in Shetland as critically as anywhere else.</b></p> <p>Shetland Islands Council is obliged to act as part of it's duties as a public body, as are all other Government agencies. Shetland Islands Council also understands its leadership role in the Shetland community and has no doubt that there is a clear understanding and strong commitment across our community to play our part in addressing this global issue.</p> <p>Shetland Islands Council also recognises that the range of actions which will be required to achieve such a fundamental change will require widespread partnership. That will be needed right across Shetland and with the wider national and international community.</p> <p>We also recognise that it will be very important to understand the Shetland dimensions around particular issues and possible changes to avoid being left behind as general and national solutions are implemented outwards from the centre.</p> <p>We also understand that we will have to work actively to find solutions that meet Shetland needs and issues rather than just rely on centrally generated and sometimes inappropriate "one size" answers which may work elsewhere but not in Shetland.</p> <p>The scope of this challenge is so wide that all key service strategies and plans across the Council, and those of our partners, will need to be revised to ensure that appropriate consideration of "Climate Change" implications is fully reflected in each as an early activity in our overall response.</p> <p><i>John Smith</i></p>	Proposed		
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## Review Comments

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
<p>COVID-19 is still a major focus of the Council. The Council continues to be directed by the Scottish Government on their COVID-19 Route Map and Framework for Decision Making. The documents sets out a route map for through and out of the crisis using phases where restrictions imposed are removed depending on the level of containment of the virus and also the R number in Scotland. The current discussions between the Council and the Scottish Government are around how restrictions can be removed but also re-imposed on a local area if there is an outbreak.</p> <p>The frequency of meetings of various groups and workstreams from the emergency phase is reducing in frequency and the focus is working alongside that with recovery and renewal.</p> <p>There is still significant partnership working continuing. Two Forums were created, the Shetland Business Resilience Forum and the Shetland Community Resilience Forum and these discussed and addressed concerns and issues. Their focus has also started to look at recovery and renewal for Shetland going forward.</p> <p>There has been a very detailed amount of work undertaken in relation to Care for People and creation of a Community Hub to address specific concerns in relation to individuals shielding and vulnerable.</p> <p>The Services across the Council have completed Service Planning Route Maps for the different phases</p>	Customer / Citizen - Other	Maggie Sandison	ORG0053	24/08/2020	24/09/2020

## Risk Register - Shetland Islands Council

allowing an Accommodation Working Group to prioritise work required to facilitate the return to schools and also services into buildings. Risk Assessments have also been completed by Services for the requirements needed in order that they can re-occupy buildings.

This has also been seen as an opportunity to review how services are delivered and where from; the outbreak has necessitated working from home and the technology, equipment and facility to achieve that consistently, efficiently and effectively.

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Covid-19 pandemic, second wave, any new cases in Shetland	<p>Significant impact on staff and service users across Shetland.</p> <p>Vulnerable services include care homes because people with underlying health issues and the elderly are at particular risk. In addition, a minimum number of staff are required to operate the service.</p> <p>Loss of premises – where any staff member or other user of that building is diagnosed with Covid-19, or exhibits symptoms and has recently returned from a specific area, or has had contact with someone with a suspected or confirmed diagnosis – This could result in closure of schools, offices and other public building.</p> <p>Loss of people - staff and their contacts self-isolate, or are ill. Not enough staff to deliver essential services. Impact on service users, particularly acute impact on vulnerable service users such as those accessing care at home, or those who have underlying health conditions.</p> <p>Financial hardship, significant impact on those living in poverty. Financial impact on small businesses.</p> <p>A recurrence and re-imposition of lockdown could threaten the Council's ability to deliver essential services.</p>	<p>• <b>A range of controls are in place and working, as described in the Details of this risk.</b></p> <p>Shetland Islands Council will receive an update on the Council's covid-19 response and the Recovery &amp; Renewal Framework at its meeting on 2 July. In addition: SIC Emergency Plan is compatible with NHS Shetland Major Emergency Procedure, and multi-agency co-operation is in place.</p> <p>SIC is following NHS advice and guidance;</p> <p>Shetland Islands Council is liaising closely with NHS Shetland;</p> <p>The Shetland Emergency Planning Forum is guided by the Director of Public Health; All Executive Managers have revisited their business continuity plans in light of the current situation. As part of that response Emergency Planning and Resilience has stepped up communications and meetings of key stakeholders, and has clarified different risk scenarios.</p> <p>A significant amount of work has gone into planning and preparing for renewal - this includes different approaches to schools returning on 11th August - and this is a changing picture given the rapid developments nationally.</p> <p>ICT has carried out a significant review and analysis of equipment resources, and have identified additional resources which are available in light of three levels of hypothetical need.</p> <p>Various wider initiatives are in place by govt, businesses and organisations to mitigate impacts.</p> <p><i>Maggie Sandison</i></p>	In Progress	Very High	

**Review Comments** reviewed for date, underpinned by various strands of activity across organisation  
24/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
<p>Preparatory work for a No Deal EU Exit was in place for the EU Exit date of 31-10-19. This was then extended to 31-01-20. A managed EU Exit meant there should be no major consequences for Civil Contingencies.</p> <p>A Food sub group was formed and oversaw the different aspects of pooling the information and</p>	Political - Other	Maggie Sandison	ORG0037	24/08/2020	24/11/2020

## Risk Register - Shetland Islands Council

resources available in Shetland in relation to Food Security, Insecurity and Poverty.  
Both the Council's Tactical Team and the Food sub group were utilised in the response to COVID-19.  
They are still in place and can readily be re-activated towards EU Exit, if required.

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
A lot of work directed towards EU Exit has been paused by the UK Government in the response to COVID-19. The expected frameworks, legislation and trade agreements may be in place, but without detail.	EU Exit and the framework that is agreed will have major consequences for the economy of Shetland and different sectors. Key social and economic risk factors include: Impacts on national migration policy which will limit the ability of workers to travel to the UK – this will particularly affect rural areas where industries such as food processing, construction, aquaculture, hospitality and social care are key employers with a reliance on an element of migratory workers, but where entry-level jobs may not meet proposed earnings thresholds. Impacts on population growth due to reduced migration – particularly in rural areas where population growth is driven by in-migration rather than natural growth.	<ul style="list-style-type: none"> <li><b>Revised Planning Assumptions are awaited</b> and this is on the Corporate Management Team agenda. These will need to be reviewed and assessed against the current and projected response, recovery and renewal work being undertaken in relation to COVID-19.</li> <li>This will have to be reviewed by the Council's Corporate Management Team as there is a large commitment towards COVID-19 response as present, from across the Council and particularly in the Development Directorate.</li> <li>Changes to trading conditions – changes to how goods can traverse key trading routes such as the English Channel will have serious repercussions for exporting industries such as agriculture, fish catching and aquaculture, where international markets may be more economically important than the domestic market</li> <li>Finance and support for businesses and communities – rural areas of Scotland have benefited significantly over the years from EU funding support designed to improve competitiveness of vulnerable areas, support community regeneration or promote regional development. The absence of this support threatens to hamper the development of rural areas and the ability to recover from COVID impacts through regeneration projects.</li> </ul> <i>Ingrid Gall</i>	Approved	Very High 20 Extreme Likely	

**Review Comments** Reviewed in June by Chief Executive, EM for Executive Services and Emergency Planning and Resilience Officer. Reviewed in August for Risk Board  
24/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Need for investment in Shetland's infrastructure - The Council invested heavily in infrastructure at the time when the oil industry was taking off. This infrastructure was funded from income generated from the oil industry. That infrastructure is now ageing and will need to be replaced, however, the financial situation is now tighter which will mean that it will be challenging to finance this.	Physical - People / Property - Other	Christine Ferguson	ORG0021	24/08/2020	24/11/2020

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Need for Investment in Shetland's infrastructure	Challenge to finance the maintenance and/or replacement of existing infrastructure			Very High 20 Extreme Likely	

## Risk Register - Shetland Islands Council

		<p>• <b>The current Asset Investment Plan focuses on</b> the maintenance of existing assets in order to prolong their useful economic lives. This should mitigate against the risk of immediate failure. In order to address the longer term replacement of assets, a Borrowing Policy was approved by Council on 11 December 2013.</p> <p>Other measures in place include: MTFP, budget monitoring and scrutiny, clear and robust roles and responsibilities for managers and financial procedures &amp; regs. A report on Long Term Asset Investment planning has been prepared and presented to the Council. It identifies the extent of future programmes, which will inform funding options. LTAI planning highlights the significant challenges - for example fair funding for ferries is a challenge that is larger than is manageable by the SIC and requires national input and support. Lobbying of Scottish Govt to be undertaken.</p> <p><i>Christine Ferguson</i></p>	Implemented		
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<b>Review Comments</b>	Reviewed 24/08/2020
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Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
<p>Organisational challenges - The Council is undergoing a period of significant change against a background of significant external pressures from local and national factors, now and going forward. Various Transformation and Redesign projects are in progress in order to deliver an organisation that has the "Right Shape, Right Skills, Right Culture" for the future, with the MTFP being a key driver. BTP and SR projects are significant in terms of workload and staff input, particularly across Corporate Services at a time when the wider organisation is also challenged by difficulties in recruiting and a small local labour pool. National skills shortages are more acutely felt in Shetland as remoteness is an additional challenge to successful recruitment. The tertiary merger project is a significant piece of work, as are the various activities around the operation of the IJB.</p> <p>The Council is the biggest employer in Shetland so is key to the sustainability of communities in terms of service provision and employment.</p> <p>The workforce strategy sets out ten elements under the three themes:</p> <p>Right Shape: 1. Workforce Profiling and Planning, 2. Recruitment and Retention, 3. Pay and Reward, 4. Equality &amp; Diversity</p> <p>Right Skills: 5. Developing our Workforce, 6. Leadership &amp; Management, 7. Spotting and growing talent</p> <p>Right Culture: 8. Employee Engagement, 9. Health &amp; Wellbeing, 10. Continuous Improvement.</p> <p>The Council Values help shape and embed the "right culture" and are being threaded through the business of the Council with current focus including recruitment, induction and performance management.</p>	Change management failure	Christine Ferguson	ORG0050		16/10/2020
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
<ul style="list-style-type: none"> <li>Revised budget post Scottish Govt settlement – budget-setting challenges, requirement to make savings now and in the future - the new MTFP places ambitious financial targets on the organisation;</li> <li>Implementing various pay and conditions requirements plus 3rd edition of JE scheme;</li> <li>The planned governance reviews,</li> </ul>	<p>The organisation cannot demonstrate "right shape, right skills, right culture" and hence struggles to deliver the services that communities require, within available resources;</p> <p>Impact on planned work particularly corporate/ strategic review and</p>			High	
				16	
				Major	
				Likely	

## Risk Register - Shetland Islands Council

<p>organisation-wide project work - BTP and SRP are in progress, service redesign;</p> <ul style="list-style-type: none"> <li>Competing demands on the organisation;</li> <li>Vacancies particularly in some areas (Teaching, Care, Planning) and for unique posts, recruitment exercise.</li> </ul>	<p>strategy development. Organisation cannot achieve, or is delayed in achieving, the MTFP savings;</p> <p>Failure to effectively manage current risks - ORG031 – Viewpoint survey/ disillusioned staff; ORG048 – Corporate address gazetteer; ORG029 – Malicious cyber attack; ORG030 – Uncontrolled release of (significant quantities of) personal &amp; confidential data;</p> <p>Lack of capacity to focus upon opportunities for change through for example the BTP and SRP, or at points of transition such as when vacancies arise – opportunities missed, organisation is mainly reactive; Difficulty in recruiting, which is already experienced across the organisation and is acute in some services; Impacts on services and outcomes for the community including levels of employment if the SIC fails to maintain an effective workforce - the SIC as an employer is a significant factor in the sustainability of communities both in terms of service provision and employment opportunities; Causes or exacerbates additional cost from unanticipated service demand, with impacts from managing sudden vulnerabilities of fragile communities being of particular concern – with resulting further impact on service delivery, impact on service users, impact on communities.</p>	<p>• <b>HR continually reviews the council's HR policies and processes to</b> ensure policies and procedures support the organisation to become more responsive and flexible in the deployment of existing staff. The Council's Workforce Strategy provides a framework to focus attention and prioritise work streams that identify and develop talent as well as increase the number of ways young people can join the organisation. Attracting and retaining staff is a priority and a pilot recruitment exercise to support the Planning service to fill large number of vacancies has tried a range of new approaches to try to increase and improve our ability to recruit. The Council's Market Forces Policy can be applied in appropriate circumstances. A business transformation project to streamline HR and payroll activities is being developed in order to increase self-service and improve workflow. <i>Denise Bell</i></p> <p>• <b>Our Plan 2016-20 has been agreed. This explains the outcomes that the SIC wants to achieve by April 2020.</b> Our financial planning process is more robust and in line with other planning processes. The risks to Directorate and Service plans are articulated and considered in reports. The Risks for new initiatives including the allocation of resources are considered at Project start up and kept under review. <i>Christine Ferguson</i></p> <p>• <b>The effects of the move from 8 North Ness</b> are being monitored and adjustments made where possible to ensure minimal disruption to services. <i>Christine Ferguson</i></p>	In Progress		
			In Progress		
			Implemented		

## Review Comments

Details					
Sullom Voe business challenges - There is a challenge to sustain current business and developing new business activity at Sullom Voe Terminal.		Risk type	Responsible Officer	Risk Ref	Last Review date
Sullom Voe Terminal employs some 400 staff directly and many more indirectly. Exports from SVT through the Port of Sullom Voe (PoSV) earn c£6m - £8m contribution to Council reserves annually, an income level which is a key component of the Councils MTFP.		Loss of revenue/income	John Smith	ORG0047	16/10/2019
Next Review Date					
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating



## Risk Register - Shetland Islands Council

SVT processes Oil received through pipeline from East of Shetland (Brent & Ninian Pipeline Systems) and West of Shetland (Clair Pipeline System). East of Shetland volumes are in long term decline but West of Shetland is forecast to increase significantly over the coming years and be sustained for a considerable period of time, c2050-60. There are however evaluations and negotiations ongoing between Clair system owners and SVT operator and owners about whether a long term contract for Clair/SVT can be agreed, or whether some by-pass option might be preferred. Without Clair volumes the medium / long term future of SVT would be in some jeopardy.	If SVT cannot secure long term business on a satisfactory commercial basis then there is a risk that the terminal would close in the medium term perhaps around 2025. A significant decline or cessation of Oil & Gas activity at SVT would have very considerable economic, financial and social consequences.	<p>• <b>The Council has recognised that there is a significant review process</b> being carried out at the moment between Clair and SVT. Discussions have been held with both parties and further discussions sought with the UK Oil &amp; Gas Authority (OGA). An internal/ external project team has been established to focus on this issue and specific items of technical advice are being considered with legal, financial and technical advisors. Engagement has been initiated through the Sullom Voe Association and Council SVA directors are being kept informed of developments as a sounding board. Further reports on progress and plans will be brought to Council through appropriate channels to ensure commercial confidentiality."</p> <p><i>John Smith</i></p>	In Progress	High	15 Extreme Possible
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**Review Comments** Reviewed, remains current  
16/10/2019

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Social and economic impact from new Northern Isles ferries contract - Transport Scotland has reviewed the Northern Isles Ferry Service and began tendering the service in January 2019 with the aim of having a new contract awarded by the end of July 2019 and the contract commencing on 31 October 2019. At the point of tendering it is known that the service specification cannot meet even the short term economic and social needs of Shetland. If this position is sustained for any significant period of time then there will be serious constraints on important economic sectors such as aquaculture, fishing, engineering and fabrication, construction and tourism.	Partnership working failure	Michael Craigie	ORG0046	03/10/2019	03/10/2020
Serco Northlink was announced at the end of Sept as the preferred bidder, but that was put on hold while the tender process was challenged in the courts. That challenge has now been withdrawn, and it is understood that the contract will proceed on the same basis. There has been reference to 'flexibility' in the service but there is no clarity on what that means nor how it would be accessed or implemented.					

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to agree and implement variations to the contract to put in place service and infrastructure improvements that adequately address short to medium economic and social need.	The contracted service does not meet the needs of Shetland, can't support the economic growth of Shetland and could trigger economic stagnation and decline. An opportunity to address societal inequalities is missed. Significant societal and economic impact is experienced in Shetland	<p>• <b>Scottish Government has structured the contract so that it is "flexible"</b> and variations can be made to the contract to reflect changing economic and social needs.</p> <p>Resources will be applied to gather and submit evidence to Transport Scotland making the case for contract variations as soon as possible to address capacity constraints, reliability and costs for freight and passengers.</p> <p><i>Michael Craigie</i></p>	Approved	High 15 Extreme Possible	

**Review Comments** Updated to show preferred bidder.  
03/10/2019

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Partnership working failure - Shetland Islands Council and specific Directorates, Services and sections are in a number of partnerships. Some have a legislative element and have a strategic directing role (the Community Planning Partnership, SADP, etc), some are entered into for the purpose of delivering services (Community Health and Social Care/ IJB, SIC Housing Service and Hjalaland Housing	Partnership working failure	Christine Ferguson	ORG0040	25/08/2020	25/08/2021

## Risk Register - Shetland Islands Council

Association). Many are contractual but for some, the partnership may exist only through an informal agreement. There is no formal list of the council's partnership arrangements or agreements.

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Partner fails (legally, financially, is wound up, becomes insolvent or goes into administration) or is no longer able to provide their part of the partnership. Grant or funding is cut to partner. Board resignation, difficulty in recruiting board members, failure to achieve buy-in from essential partners, volunteer fatigue.	If a partner fails, the responsibility to deliver service or function for which the partnership was formed, may fall to Shetland Islands Council. Contractual obligations such as leases may become the (moral or financial) responsibility of Shetland Islands Council. Financial responsibilities such as for pensions, may fall to Shetland Islands Council. Civil liabilities such as through claims, may fall to Shetland Islands Council in the event that joint liability exists.	<b>• Various controls in place.</b> All new admitted bodies comply with current requirements, all contracts are scrutinised by Legal Services / Governance and Law/ Finance staff. Assurance required that managers engage with Corporate Services BEFORE commencing service redesign programmes. Managers must adhere to Commissioning and Procurement framework. <i>Jan R Riise</i>	Approved	High 15 Extreme Possible	

**Review Comments** Reviewed in light of current covid challenges

25/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Unanticipated additional demand from a (fragile) community - The Council, along with a range of partners, is tasked with delivering services to the breadth of the population and to all communities. Development Service has a role in providing locality-specific services to support fragile / remote/ rural communities. The Council's MTFP requires significant savings to be achieved within a constrained timescale, and is pursuing an ambitious Business Transformation programme and Service Redesign Projects in order to meet those savings requirements.	Economic - Other	Neil Grant	ORG0045	24/08/2020	24/02/2021

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Any unanticipated increase in service need from a community, changing demographic or socio-economic situation relevant to a specific community.	Unanticipated additional demand on services may not be able to be met because of difficulty in recruiting or the unavailability of people to deliver that service, unbudgeted-for costs, impact upon services and resources, failure to act to the extent that is required or within the timescales required may exacerbate or fail to resolve or mitigate the challenges to that community.	<b>• Planned control measures include:</b> Impact of connectivity from broadband and transport links; working with communities to develop sustainable plans; Progressing 'Islands with small populations' project <i>Neil Grant</i>	Proposed	High 12 Major Possible	

**Review Comments** Reviewed

24/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Equal pay gap/ pay claims - The Equal Pay Audit carried out on 2015/16 pay resulted in a published pay gap of 11.21% in favour of men. This is calculated on basic pay, and when other pay elements and	Economic - Other	Denise Bell	ORG0044	24/08/2020	24/02/2021

## Risk Register - Shetland Islands Council

allowances, except non-contracted overtime are included the gap increases to 16.23%. when non-contracted overtime is included the gender pay gap increases further to 20.05%. The Equality and Human rights Commission advise that any gender pay gap greater than 5% is of concern and action should be taken to address the gap.

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to address the identified issues, public / media scrutiny, equal pay claim from a member of staff, scrutiny by EHRC.	<p>There is a risk that not addressing the equal pay gap identified in the Equal Pay Audit 2016 could lead to equal pay claims being made where pay inequalities exist. There is a risk that recruitment and retention of staff is detrimentally impacted by a failure to address barriers from gender, disability and race inequalities, and that this will impact on service delivery. A failure to realise the benefits of greater diversity in employment represents a waste of talent and an opportunity to address workforce and skills shortages. Occupational segregation means the clustering of employees with a particular protected characteristic into particular occupations or different levels of work. The published Equal Pay Statement 2017-2021 provides analysis that shows 97% of employees in the Marine occupational category are men, while 89% of employees in the Care occupational category are female. The data also shows an under representation of male employees in lower grades relative to their share of total employees, and an over representation at higher grades, with the reverse that case for female employees.</p> <p>These will also place a demand on resources and require specialist legal input, there will be financial pressure from legal costs and any damages, reputational damage and negative media coverage should there be equal pay claims, and a detrimental impact</p>	<p>• <b>Various significant activities are in place: The SIC Workforce Strategy,</b> Equal pay Statement; Equal pay Audit Action plan.</p> <p>A new council-wide approach is being developed in the Council's travel at work arrangements for implementation by 1 April 2019, a new pool car scheme has been approved for use by the care at home service to address inequalities identified through the equal pay audit.</p> <p>The council published its equal pay gap information in April 2019, and is carrying out a further equal pay audit.</p> <p><i>Denise Bell</i></p>	Implemented	<p>High</p> <p>12</p> <p>Major</p> <p>Possible</p>	

## Risk Register - Shetland Islands Council

	on staff confidence and morale. Increased recruitment and retention difficulties are likely.				
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**Review Comments** Reviewed  
24/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
<p>Risk of harm to a child - Children's Services manage services for children across the breadth of Shetland and in a range of contexts. In all areas of the department's work, every encounter matters. There are robust systems and procedures in place to support the early identification of risk. Preventative measures, effective communication, and information sharing to ensure that any changes or increased risk are identified quickly. Inter-agency Child Protection Training is led by Shetland Islands Council and overseen by the Shetland Public Protection Committee (SPPC) with training activity reported on a quarterly basis to SPPC.</p> <p>Children's Services is working to increase capacity in Shetland to provide accommodation for looked after children. This includes growth in the Foster Care and Residential Childcare Services, to reduce demand for more expensive out of area/ off island placements, and new accommodation building begins in Sept 2019.</p> <p>Child Protection - Children's Social Work manage high risk, complex situations in their work with families. This often requires significant resource provision to mitigate risks, and ensure the safety of children and young people. There are circumstances when Children's Social Work must accommodate children and young people away from home, and the Department's most significant risk is failure to appropriately accommodate looked-after children. Currently, there is a shortage of residential placements in Shetland and this results in placements being sought away from Shetland, which is undesirable, and comes at a high cost to the Council.</p>	Accidents /Injuries - Staff/Pupils/ Clients/Others	Helen Budge	ORG0025	12/08/2020	12/12/2020

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
<p>Crisis or unanticipated escalation of a complex situation, which puts child at increased risk of harm.</p> <p>There is currently a shortage of residential placements in Shetland, and in some situations a specialist service may be required that cannot be provided in Shetland, such as secure accommodation or a parenting assessment unit.</p> <p>Failure to act quickly or to the extent that is required, because of restricted resources.</p>	<p>A child is exposed to harm for a longer period of time. This impacts on the child, the service and its staff, and sometimes the community. There is a financial risk, as placements have to be sought out with Shetland, which come at a high cost to the Local Authority.</p>			<p>High</p> <p>12</p> <p>Major</p> <p>Possible</p>	

## Risk Register - Shetland Islands Council

		<p>• <b>Interagency child protection procedures and childrens services procedures ensure</b></p> <p>staff know how to respond to a child in need of protection.</p> <p>Staff have received appropriate training to enable them to complete assessments and child's plans that address need and risk.</p> <p>Multi agency discussions ensures a holistic approach to enquiries. Single point of referral through the duty system ensures consistent approach to investigations.</p> <p>Quality assurance measures in place which include case audits - these measures should highlight areas of good practice and learning.</p> <p>Independent reviewing officer provides oversight on child protection and looked after children processes and raises issues to children's social work quality assurance group and SPPC.</p> <p>Issues raised with the Chief Officer Group by the independent chair of SPPC</p> <p>A new residential care facility is being built in Tingwall which will provide on-island accommodation and an opportunity to better support vulnerable children and young adults.</p> <p>The current five priorities are:</p> <ul style="list-style-type: none"> <li>-carrying out condition and suitability surveys for schools estate to ensure that it is appropriate for the safe, efficient and effective delivery of services. This includes ensuring that buildings are used efficiently with spare capacity utilised, for example, by other services;</li> <li>-Employability - includes preparing children/ school leavers for current posts and those that will be available after service redesign, and apprenticeships in key areas. Focussing on innovating recruitment for Social Workers and Teachers, working with HR to look at vacancies, need to develop recruitment packs for trade fairs, ensure SIC vacancies are in Times Educational Supplement, and currently targeting reserve applicants (where suitable);</li> <li>- Early learning and childcare expansion;</li> <li>- Emotional wellbeing and resilience - for staff, pupils and all children with which we have contact. In the longer term, it is hoped that this will support young people to live well in Shetland, and will contribute to retaining a workforce of the future;</li> <li>-Residential care -starting building a new facility in Tingwall which will provide on-island accommodation and an opportunity to better support vulnerable children and young adults, particularly at points of transition and provides the opportunity to teach life skills.</li> </ul> <p><i>Helen Budge</i></p>	In Progress		
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**Review Comments** Updated to take account of a range of controls which are now in place  
12/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Risk of harm to a vulnerable adult - Shetland has an increasing older population and an increase in people with a learning disability reaching older age. Statutory services will need to have oversight of an increasing number of vulnerable adults to prevent harm occurring.	Communications failure	Jo Robinson	ORG0024	23/03/2020	23/09/2020
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Shetland Islands Council

Statutory services fail to identify and take account of all vulnerable adults within their remit, systems failure means that information is not fully collated and/or shared	Vulnerable adult is not given access to full range of services that they need, delay in access to services leads to harm to vulnerable adult, reputational risk to organisation, potential for HSE action, Care Commission/ external advisors' negative report, civil action.	<p>• <b>There are well established mechanisms in place to support the detection of risk</b> with an active Public Protection Committee overseeing the work. There is good multi-agency working within formal arenas to discuss individual cases causing concern. Transitions group in place for Learning Disability Services to manage childhood support to adult support. Ongoing work to review services to make effective use of limited and reducing budgets. Chief Officers Group provides assurance on the effectiveness of the Public Protection Committee. <i>Jo Robinson</i></p> <p>• <b>New Adult Protection Format in place.</b> New Adult Protection Format in place, which is to combine Child and Adult Protection into one Public Protection Committee with the Chief Officers Group retaining oversight. This is an improved arrangement where the Directorate provides care for both Adults and Children. <i>Jo Robinson</i></p> <p>• <b>Interagency adult support and protection procedures are in place -</b> these ensure staff know how to respond to an adult in need of support and protection. One central point of referral ensures robust following of procedures. Multi agency discussions ensures a holistic approach to enquiries. Social workers are trained council officers. Staff have received appropriate training to enable them to complete assessments and support plans that address need and risk. Quality assurance measures in place which include case audits - these measures should highlight areas of good practice and learning. Issues raised with the ASP quality assurance group and SPPS. Issues raised with the Chief Officer Group by the independent chair of SPPC <i>Denise Morgan</i></p>	Implemented	High	12 Major Possible
			In Progress		
			Implemented		

**Review Comments** Reviewed for date  
23/03/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Failure of medium term financial planning - The Medium Term Financial Plan covers the period from 2018/19 to 2023/24 and as an instrument to direct the organisation's budget setting and expenditure is prudent and in line with available resources. Over 75% of the Council budget is funded by the Scottish Govt. The local authority's annual grant from the Scottish Govt is expected to reduce in the short and medium term but is currently un-quantified, a reduction of 7.29% has been assumed across the MTFP period. This amount has been estimated based on a best case scenario of a possible growth of 2.7% and a worst case scenario of a reduction of 14.4% over the next 5 years.	Economic climate	Jamie Manson	ORG0039	21/02/2020	21/02/2021
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Shetland Islands Council

Organisation's failure to plan or put in place sustainable services for future years, continued reductions to govt grant of an unanticipated or unknown magnitude.	If there is no adequate planning to take account of grant reduction then the Council will be unable to respond to the uncertainty presented by austerity which could result in knee-jerk decisions being made to balance budgets and/ or an unsustainable draw from Council reserves.	<ul style="list-style-type: none"> <li><b>Service redesign across all areas to identify and implement sustainable</b> levels of service going forward. Implementation of business transformation programme to support service redesign. Impact of 19/20 financial settlement is generally in line with MTFP expectations, however full funding of internal ferry services is not included which creates an immediate pressure of £2.9M on the Council's 19/20 budget (and on the MTFP). Settlement also reinforces the need for the Council to transform the way it provides services in the future in order to deliver the right outcomes in an efficient and cost-effective way (for the community), i.e. to proceed with the ambitious Service Redesign programme and Business Transformation Programme <i>Jamie Manson</i></li> </ul>	Implemented	High	12 Significant Likely
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**Review Comments** Reviewed  
21/02/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
The SIC Pension Fund is currently not 100% funded. At 31 March 2017 triennial evaluation the Fund was 90% funded. The SIC Pension Fund, as well as the Council has a number of Scheduled and Admitted Bodies that have liabilities to fund over the long term. Admitted bodies failing or being unable to meet their contributions places risk from these arrangements on the Council, as the largest contributor to the Pension Fund.	Customer / Citizen - Other	Jamie Manson	ORG0034	24/08/2020	24/02/2021

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Any circumstance that triggers a liability to crystallise	Financial impact, significant long term obligations on pension fund employers	<ul style="list-style-type: none"> <li><b>The 2017 Triennial valuation has been completed,</b> along with a revised Funding Strategy Statement (FSS). This provides an up-to-date funding position for the SIC Pension Fund along with a revised FSS to ensure the Funds deficit can be met over the long term. Deficits are estimated to be recovered over a period of less than 20 years. A review of the Pension Fund strategy was approved by the Pension Committee and Board on 22nd May 2018 and is now in progress. KPMG are advising us of options in relation to the Pension Fund investment Strategy in order to realise the Pension Fund Strategy objective of reaching 100% funding level by 2027.</li> <li>For Bodies seeking admission to the Pension Fund, if they are not a scheduled body with tax raising powers, they must provide a guarantee and/or bond to meet any liabilities should they default in the future. This mitigates the risk to the Fund in relation to new employers. <i>Jamie Manson</i></li> </ul>	In Progress	High	12 Major Possible

**Review Comments** Reviewed  
24/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
AHS Knab site redevelopment failure/ delay - The old Anderson High School campus at the Knab is a large open site with a number of buildings on it. There are various access points to the campus and it is surrounded by residential properties. The school was vacated in Sept/ Oct 2017 when the service/ staff/ pupils, etc moved to the new build at the Clickimin. The Council has completed a Masterplanning Exercise, The Knab Masterplan was adopted as	Missed opportunities	Robert Sinclair	ORG0035	21/02/2020	21/02/2021

## Risk Register - Shetland Islands Council

Supplementary Guidance to the Local Development Plan in June 2019, and the Project is now entering the implementation phase.

A new project team has been formed to bring this forward, and planning permission is in place for demolition, which will soon be out to tender. However, Covid-19 has delayed plans and there is a risk of further delays.

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to properly plan for the future of the site	A failure to plan for the future of the site could lead to missed opportunities to capitalise on this asset. There will be on-going costs associated with the site, rates, maintenance etc. and a risk of vandalism or other damage. There is also a risk of reputational damage if the site is not developed.	<ul style="list-style-type: none"> <li><b>The Council has undertaken</b> a master-planning exercise for this site. It was completed in June 2019 and approved by Council. Asbestos survey and preparatory work prior to demolition work are now complete.</li> <li>A project risk register has been prepared and details to various challenges and measures planned and in place to mitigate risks.</li> <li><i>Robert Sinclair</i></li> </ul>	In Progress	High 10 Extreme Unlikely	

Review Comments	Reviewed
	21/02/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Viewpoint survey findings and fall-out - A second organisation-wide Staff Viewpoint Survey was carried out in late 2017 for the purpose of gauging staff opinions and levels of engagement. The returns were analysed with the issues prioritised, and that information was reported to Directors, Managers and staff with Action Plans developed for services as well as a council-wide plan led by the Chief Executive. The comments made reflect concerns about the Council, recent changes, and the impact of those changes.	Missed opportunities	Denise Bell	ORG0031	27/03/2020	27/09/2020

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Perception (real or imagined) that organisation, senior management or specific manager(s) will not/ have not acted upon the findings of the survey. No change evidenced, status quo despite assurances or promises to the contrary. Failure to communicate change to front-line staff, failure to embed change, so situation reverts to that which led to dis-satisfaction.	Disillusioned/ unhappy / disengaged staff, increased disillusionment following the expectation that the survey would make a difference, no confidence in manager or organisation, demotivated staff, poor commitment to Service, impact on Service and/or productivity. Staff retention issues - Increased turnover of staff with resulting recruitment costs and service impacts. Reputational damage, staff more likely to raise grievances. Stress, increase in sickness absence, perception that the whole exercise was a waste of public money.			Medium 9 Significant Possible	



## Risk Register - Shetland Islands Council

		<p>• <b>Ensure good two way communication between staff and management,</b> a new communications strategy is being developed to put in place a framework to deliver this that has been informed by the results of the Viewpoint Survey. PDPs and carried out and staff training needs are met. A new set of Values and Behaviours are now in place and promoted widely, the next stage is to embed these in to our business as usual. The Council's Workforce Strategy, Staff Development Policy and Personal Development Plan Policy set out clear direction and framework to ensure the tools are in place to make sure this happens. Directorate Consultation Forums are in place to bring together senior managers and staff representatives at least 4 times a year to exchange information and maintain communication throughout the organisation. The second Viewpoint Survey completed in January 2018 shows improvement in all factors. A new Viewpoint Action Plan is in place with a new approach taken using focus groups to deliver these actions. This is combined with providing opportunities for development for staff as part of the Council's talent management in leading or participating in these groups. Every opportunity is taken to encourage staff to reflect on the values and participate in focus groups. A new staff recognition scheme has been introduced and led by the Chief Executive. The Chief Executive has carried out three "meet the Chief Executive" sessions to open up channels of communication even wider.</p> <p><i>Denise Bell</i></p>	Implemented		
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**Review Comments** Reviewed for date  
27/03/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Challenges to implement Corporate Address Gazetteer - The Corporate Address Gazetteer is a Scottish Government system that is populated by each Local Authority with address information for residential and domestic properties. The information in the gazetteer is increasingly being used by emergency services to locate properties, and the plan is to use it for the 2021 census, which is to be completed electronically for the first time. The data in the Shetland section of the gazetteer is less than satisfactory. ICT have taken on the role as Custodian and are working with colleagues across departments to improve the quality of the data.	Records/Research data/systems/security/confidentiality/ back-up.	Susan Msalila	ORG0048	21/02/2020	21/02/2021

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
The gazetteer, which is required to support service delivery (e.g. for the census), does not function as required due to the poor quality of the data.	Impact on service, possible incidents of emergency services not being able to identify property locations, delay to census, national embarrassment, potential penalty from Scottish or UK Government.	<p>• <b>ICT has</b> taken on the responsibility for the post of Custodian, and work is ongoing to update and correct entries to ensure that the Gazetteer is fit for purpose for all uses.</p> <p><i>Susan Msalila</i></p>	In Progress	Medium  9 Significant  Possible	

**Review Comments** Reviewed  
21/02/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Workload/ pressure on organisation and on Corporate Services - Recent Council activities plus local / national issues have led to an increased workload for Services across the Council and within Corporate Services - and particularly for Finance, Governance and Law, ICT, Capital Programme and Human	Corporate/Community plan - failure to meet	Christine Ferguson	ORG0032	23/03/2020	23/03/2021

## Risk Register - Shetland Islands Council

Resources. There is a limit to how much additional work staff can absorb - staff and services are considered to be at capacity. Currently many member of staff are working from home which poses a number of challenges in the way we work. Digital connectivity is an issue for some and new ways of working are required in response to the pandemic

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Main triggers include: revised budget post Scottish Govt settlement, budget setting challenges - the requirement to make savings now and in the future, implementing various pay and conditions requirements plus 3rd edition of JE scheme, the tertiary review is a significant on-going piece of work, as are the various tasks and activities around the establishment and operation of the IJB. Governance and law workload includes governance reviews and organisation-wide project work. Service redesign work also requires significant staff time.	Impact on planned work including in particular important corporate/ strategic reviews and strategy development: there is a risk that work will not be scheduled or will not be completed on time, leading to missed opportunities and/or increased costs. Teams at capacity, stress on staff, potential sickness absence, any reduction in resources, e.g. from absences, or resources diverted, can lead to missed opportunities or deadlines/ impact on quality of work as well as difficulty in meeting timescales. Significant work/ strategic planning/ long-term vision is affected or displaced by urgent tasks, short deadlines, reactive work and external demands. Impact on quality of work, missed information, failure to take adequate account of all relevant information, poor quality input / information can lead to poor decision-making.	<ul style="list-style-type: none"> <li>• <b>Our Plan 2016-20 has been agreed. This explains the outcomes that the SIC wants to achieve by April 2020.</b> Our financial planning process is more robust and in line with other planning processes. The risks to Directorate and Service plans are articulated and considered in reports. The Risks for new initiatives including the allocation of resources are considered at Project start up and kept under review. <i>Christine Ferguson</i></li> <li>• <b>The effects of the Covid 19 pandemic</b> are being monitored and adjustments made where possible to ensure minimal disruption to services. <i>Christine Ferguson</i></li> </ul>	Implemented	Medium	
			In Progress	9 Significant Possible	

Review Comments	Reviewed for date 23/03/2020
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Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Risk of harm to employees - Shetland Islands Council has circa 3,000 staff working across a range of services and a large geographic area. In 19/20, 599 Personal Incident Notifications were submitted for incidents and near misses involving employees, and of those, 16 incidents were required to be reported to the HSE under RIDDOR (Reporting of Incidents, Diseases, Dangerous Occurrences Regulations). xx EL claims. SIC staff, services and facilities also come into contact with members of the public, neighbours and passers-by, all of whom can be affected by Council's acts and omissions.	Accidents /Injuries - Staff/Pupils/ Clients/Others	Christine Ferguson	ORG0052	24/08/2020	24/02/2021

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Shetland Islands Council

Unanticipated incident that involves an employee. Any event, act or omission which results in harm to an employee, or which is considered a 'near miss'. Any event, act or omission which causes, or has the potential to cause, harm or injury to a member of the public.	Near miss or incident resulting in injury or harm, negative impact on injured person, investigation, bad publicity, HSE criminal and civil action, penalty/prosecution/ claim, financial loss, lost time, impact on service.	<b>• Health, safety and welfare policies in place, underpinned by procedures and monitoring</b> to ensure robust management of health and safety risk. Reporting of incidents, analysis of incident reports, monitoring at safety forums and Central Safety Consultative Committee. Programme of inspections, monitoring of systems and stats. Training programmes in place. Health and safety training for all managers. Premises compliance regime in place and monitored. <i>Christine Ferguson</i>	In Progress	<b>Medium</b>  9 Significant  Possible
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**Review Comments** Reviewed  
24/08/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Shortage of key staff/ skills - The Council is required to manage changes and challenges in its workforce and in some services across the organisation there are considerable challenges in recruitment, such as social work, teaching and other technical and professional posts. These difficulties are not limited to Shetland. Services must review the demands on services, consider strategies to attract and retain employees and they need accurate and timely data and analysis from the council's HR system to inform their decision making. Human Resources must ensure that effective use is made of information management and reporting to support services to enable effective workforce and succession planning. HR and Council services must work together to develop and review policies, procedures and the employment offer from the Council to minimise the risks of having insufficient staff to deliver council services.	Employment issues	Denise Bell	ORG0018	24/08/2020	24/02/2021

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Increase in staff turnover and inability to recruit staff to vacant posts .	Posts remaining unfilled due to failure to recruit which places strain on services to deliver and increases pressure on existing workforce. The relocation and interview expenses budget increases with the increasing need to recruit from outwith Shetland. We are also having to advertise more frequently with teaching posts in particular being difficult to fill. Services must engage proactively with HR in order to analyse the reasons why staff leave to minimise staff turnover. Working patterns, and terms and conditions of service should also be reviewed by services to remove any unnecessary barriers to employment.	<b>• HR continually reviews the council's HR policies and processes to</b> ensure policies and procedures support the organisation to become more responsive and flexible in the deployment of existing staff. The Council's Workforce Strategy provides a framework to focus attention and prioritise work streams that identify and develop talent as well as increase the number of ways young people can join the organisation. Attracting and retaining staff is a priority and a pilot recruitment exercise to support the Planning service to fill large number of vacancies has tried a range of new approaches to try to increase and improve our ability to recruit. The Council's Market Forces Policy can be applied in appropriate circumstances. A business transformation project to streamline HR and payroll activities is being developed in order to increase self-service and improve workflow. <i>Denise Bell</i>	Implemented	<b>Medium</b>  8 Minor  Likely	

**Review Comments** Reviewed  
24/08/2020

## Risk Register - Shetland Islands Council

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Malicious cyber attack - this could happen at any time. ICT and SIC have a host of security systems and approaches in place. However, an attack, successful or otherwise, can always happen. It may be impossible to tell whether there has been an attack, or what any attack has looked at/ taken/ copied. Any attack could result in compromise /damage to systems or reputation, data leak, loss of data or system downtime.	Malicious damage/ vandalism/sabotage	Susan Msalila	ORG0029	27/03/2020	27/09/2020
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Attack on the Council's network resulting in compromise/damage to systems or reputation, data leak, etc	Loss of data, system downtime	<ul style="list-style-type: none"> <li>• <b>Anti-virus and firewall defences, ICT security policy,</b></li> <li>, boundary appliance scan all incoming e-mail;</li> <li>Corporate anti-virus installed on all servers and workstations;</li> <li>Corporate firewalls, Systems support team ensure software and hardware are patched to the latest secure versions;</li> <li>Annual penetration testing resulting in security remediation actions, PSN and Cyber Essentials Plus certification;</li> <li>Regular internal system scans and reviews to ensure systems are up to date and secure. System monitoring for unusual activity, which may be linked to a cyber-attack</li> <li>Fortnightly Security Review meetings discuss and evaluate threats;</li> <li>Active participation in national Security forum CiSP, and implementation of advice from government bodies such as Secure Email Blueprint, Webcheck, and Secure DNS.</li> <li>Documentation of a Cyber Incident Response plan, including escalation points of contact at central government level, including Netcraft.</li> <li><i>Susan Msalila</i></li> </ul>	Implemented	Medium	

**Review Comments** Reviewed for date  
27/03/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
<p>Failure to deliver the College merger would result in an unsustainable tertiary sector within Shetland.</p> <p>A Full Business Case for merger was agreed in December 2018 and the subsequent Ministerial Merger Business Case (MMBC) was agreed by NAFC in April and the Council in May 2020. The target vesting date is now likely to be August 2021 – which would allow time for the necessary consultation, engagement from Scottish Funding Council (SFC) as well as formal consultation by the Scottish Government prior to Ministerial approval being sought.</p> <p>Delay was not factored into the Council's own 20/21 budget setting.</p> <p>The Shadow Board meets monthly and the Principal Designate took up post in early October 2019.</p> <p>The delays extend uncertainty for staff and students, following a number of years of uncertainty.</p> <p>The merger is a 'Phoenix' model which provides challenges, especially in relation to TUPE for having a legal entity in place prior to vesting for e.g. formal consultation.</p> <p>The most important goal is to achieve merger and to do so in the best way, as timescales become pressurised good practice and necessary diligence can become lost.</p> <p>Director Corporate is now the Senior Responsible Officer for the project and there are dedicated Council project resources in place to support transition to the new college.</p> <p>EIS have raised a number of concerns about the proposed governance model of the new entity (unincorporated), which includes a number of communications. It has also received press coverage.</p>	Professional - Other	Christine Ferguson	ORG0049	03/09/2020	03/03/2021

## Risk Register - Shetland Islands Council

There were delays to registering the new entity but that was completed in November 2019. It is proposed that the new entity is unincorporated and registered as a charity.

External stakeholders are fearful that there may be project failure, even though public funds have been invested to over a number of years. They are concerned at the length of delays, lack of joint working as well as the level of scrutiny from EIS (which has included contact with Scottish Government).

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Project management failure; Inadequate transitional planning; Lack of joint working between stakeholders; Ministerial approval not obtained Delays as a result of C-19, Brexit or the 2021 May Scottish Elections	Merger failure; Failure to deliver a sustainable and affordable model for tertiary education, training and research; Impact on SIPF; Impact on Council budgets; Risk of staff being misinformed about their future, etc by other stakeholders; Risk of reputational damage by further delays; Loss of key staff/increase requests for early retirement; Change to Council decision taken in December 2018 / May 2020. Relationship damage and loss of confidence.	<b>• The Director – Corporate represents the Council on the Merger Joint Working Group.</b> The Council's College Merger Implementation Project Board currently meets weekly. Briefing notes are prepared and circulated to the Shetland College Board and/or elected members as required. Informal TUPE consultation meetings are held regularly with Unions and communication with staff is maintained (including circulating FAQs). The merger is a standing agenda item at HRPG meetings and a programme of JCC meetings are in place. The Council's Welfare Service is available to staff. The Council has in place dedicated project resources through the Change Programme as well as resources from within Corporate Service specialisms as required. UHI's Chief Operating Officer has now taken on a more active project role within the merger working group and the Shadow Board A Transition Board is being established which will take on the strategic function of the Shadow Board and also support TUPE consultation, etc. <i>Christine Ferguson</i>	In Progress	Medium	

**Review Comments** Reviewed, revised CF & JB

03/09/2020

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Uncontrolled release of data - The Council handles significant quantities of data including confidential and personal data on a daily basis. It is expected to be an exemplar of good practice and to maintain high standards of security and confidentiality at all times. Information management is managed within the legislative framework as set out by the Information Commissioner.	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Christine Ferguson	ORG0030	17/10/2019	17/10/2020
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Data is released in an uncontrolled manner, accidentally or deliberately, and potentially without the knowledge of the organisation, because of a lack of training/ understanding, poor security, loss of paperwork or data-storing technology.	Release results in reputational damage or action against the organisation by the Information Commissioner. Financial loss/ fine. Negative media coverage and reputational damage. Possible disciplinary action, stress for staff. Loss of confidence in Services.			Medium	

## Risk Register - Shetland Islands Council

		<p>• <b>Current and planned controls -</b></p> <p>There are systems and procedures in place to prevent the loss of data and information. All Directors are identified within the Information Management Strategy and Governance Structure as Senior Information Asset Owners, and as the owners of Information Management Risks they are responsible for ensuring that the risks are managed in accordance with Council policy and practice. The Information Governance Board regularly receives and addresses reports relating to data breaches, and also provides strategic overview in terms of the appropriate handling of the Council's records. A number of staff have now accessed training in basic Data Protection by accessing online training through iLearn. Work continues on implementation of the new Data Protection 2018 Act, including the creation of service Privacy Statements, reviewing personal information audits, management briefings and staff training. In particular, 30 officers have completed training on Data Protection Impact Assessments across all Directorates.</p> <p>Planned: Information management and improvement is a strand of the Business Transformation Programme 2016-2020. This is supported by an Information Management Strategy, which provides a framework for improvement and development of information management policies and procedures to ensure our services can work together in a smarter way. The Improvement Programme includes a number of work streams, including information security, business continuity, culture and training, all of which will contribute to further reducing the risks inherent with maintaining and processing large amounts of information, and will aim to keep these considerations at the forefront of business transformation projects. Governance, accountability and strategic direction for the Information Improvement Programme is provided by the Information Governance Board. The Board includes those who have management responsibility, accountability and ownership of information assets and this will be supplemented by the continued raising of awareness amongst, and further training of, managers, administrators and other staff in the proper handling of information.</p> <p><i>Anne Cogle</i></p>	Approved		
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**Review Comments** Control measure update by A Cogle  
17/10/2019

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Long term financial planning failure - fulfilling the Council duty of best value has been defined (in part) by the Accounts Commission as addressing and doing more long term planning. Failure to recognise the longer term factors that impact on Council finance and service delivery obligations and challenges may result in serious criticism from Audit Scotland and the Accounts Commission, while at the same time impacting on customers and the organisation at large.	Economic / Financial - Other	Jamie Manson	ORG0042	17/02/2020	17/02/2021
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Shetland Islands Council

Failure to prepare and take account of longer term scenario planning and to make informed assumptions about the impact of those on services and finance. A trend in the one-off use of reserves to balance revenue budgets. Use of invested capital for one-off or recurring expenditure and failing to recognise the cost of that capital and the impact on future budgets.	If the Council operates unsustainably and without intervention it will have to increasingly rely on its reserves, the compounding effects of this eventually resulting in the depletion of reserves/investments and being no longer able to provide additional funds to support services in the General Fund budget. Reputational damage, the current expectations of customers not met and the Council outcomes not achieved.	<p>• <b>Strong financial management arrangements in place, with MTFP refreshed and</b> reported to Council in August 2018. A clear and robust financial cycle of annual budget process, regular monitoring and annual accounts in place, with positive feedback from external auditors. Regular / annual review of MTFP based on adoption of current year's budget and any likely changes in wider local government funding environment.</p> <p>Work to review the LTFP is expected to commence over the next 12 - 18 months.</p> <p>Service redesign across all areas to identify and implement sustainable levels of service going forward. Implementation of business transformation programme to support service redesign.</p> <p><i>Jamie Manson</i></p>	Implemented	<div>High</div> <div>5</div> <div>Extreme</div> <div>Rare</div>	
<div>Review Comments</div> <div>Reviewed for date</div> <div>17/02/2020</div>					





## **Motion to Shetland Islands Council**

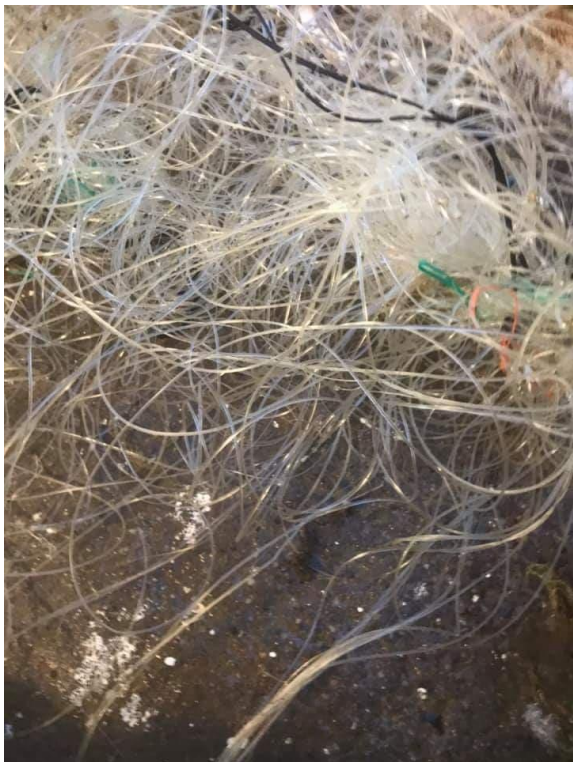
In recent years I have become aware of many reports from local fishermen and even the Shetland Fishermen's Association regarding the increasing level of marine pollution from discarded fishing gear, primarily of the type utilised by mainly French and Spanish owned long liners and gill netters which operate in the waters around Shetland. There have also been stories of aggressive behaviour and closing off vast areas of seabed. One of these alleged incidents was videoed and well publicised recently.

The problem does not seem to be going away, even one of our own ferries, the MV Filla, has wound up in this gear in recent months. In a short time period, I was able to obtain many photos taken by local vessels of gear they have either trawled up or have been fouled with. Some of these are included with this agenda.

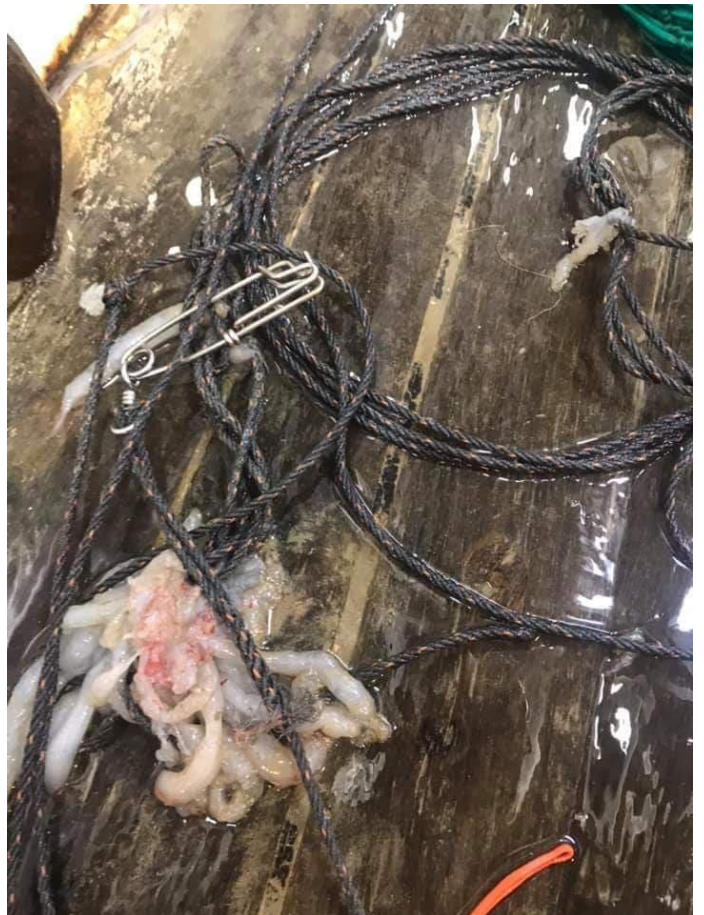
With the condition of the marine environment being of paramount importance to Shetland, I would like to move that the Shetland Islands Council makes official representation to Marine Scotland, the MCA and the Scottish Government to address this growing problem.

Signature  
Duncan Anderson

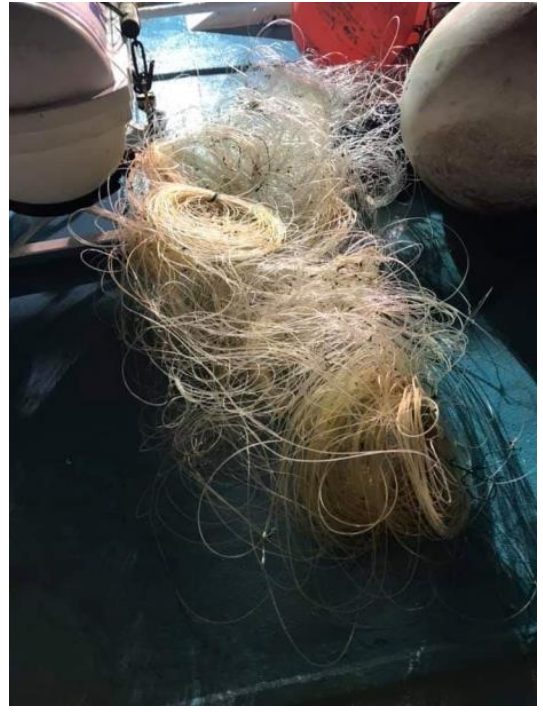
Signature  
Alec Priest



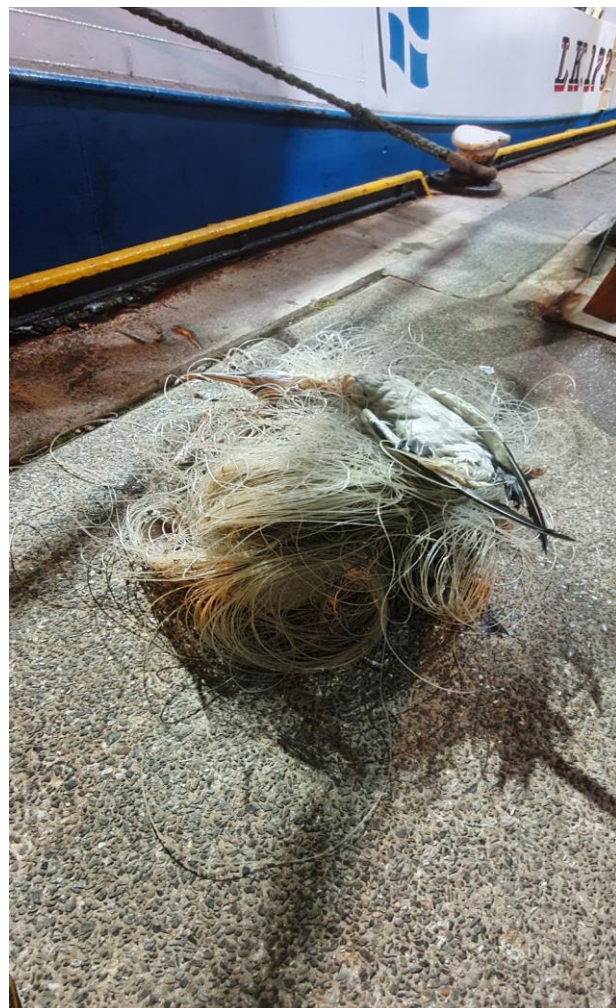














**Notice of Motion for Shetland Islands Council 9<sup>th</sup> September**

We believe that Shetland has the wherewithal to have a positive future. However, in recent times we have seen more and more decision making being centralised and public funding being consistently reduced.

We are concerned that this ongoing situation is seriously threatening the prosperity, and even basic sustainability, of Shetland as a community.

In order to look at alternatives to ensure Shetland can reach and maintain its full potential, we, the undersigned, move that:

The Shetland Islands Council formally begins exploring options for achieving financial and political self-determination.

ENDS

**Signatories**

Steven Coutts

Duncan Anderson

Alastair Cooper

Andrea Manson

Malcolm Bell

George Smith

Ryan Thomson

Alec Priest

Emma MacDonald