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Date: 26 February 2019

Dear Sir/Madam

You are invited to the following meeting:

Development Committee
Council Chamber, Town Hall, Lerwick
Tuesday 5 March 2019 at 10am

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

Yours faithfully

Executive Manager – Governance and Law

Chair: Alastair Cooper
Vice-Chair: Stephen Leask

AGENDA

- (a) Hold the circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest – Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.
- (d) Confirm the minutes of the meetings held on 11 December 2018 (enclosed)

ITEM

1. Development Services Directorate Performance Report –
9 Month/3rd Quarter 2018/19
DV-04
2. Local Development Plan – Development Plans Scheme 2019
DV-05
3. Knab Masterplan - Consultation
CPS-04
4. Rapid Rehousing Transition Plan
DV-08

The following Item contains exempt Information

5. SSQC Ltd – Funding 2019/20
DV-02
6. Support for Inshore Fisheries Management –
Shetland Islands Regulated Fishery (Scotland) Order 2019/20
DV-01



MINUTES

A & B – Public

Development Committee
Council Chamber, Town Hall, Lerwick
Tuesday 11 December 2018 at 2 pm

Present:

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

Apologies

M Burgess	A Duncan
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In Attendance (Officers):

N Grant, Director of Development Services
A Jamieson, Executive Manager - Housing
J Manson, Executive Manager – Finance
S Duncan, Management Accountant
M Mulla, Performance and Improvement Officer
P Sutherland, Solicitor
B Kerr, Communications Officer
L Malcolmson, Committee Officer

Also:

R Thomson

Chair:

Mr Cooper, Chair of the Committee, presided.

Circular:

The circular calling the meeting was held as read.

Declarations of Interest

Mr Fraser declared an interest in item 3 “Strategic Housing Investment Plan (SHIP) – 2019/20 – 2023/24” as a tenant and £1 shareholder as well as being a member of the Tenants Focus Group and Scrutiny Committee. He advised that his declaration would not prevent him from taking part in the meeting.

Minutes

The Committee approved the minutes of the meeting held on 27 August 2018 on the motion of Mr Leask, seconded by Mr Coutts.

The Committee approved the minutes of the meeting held on 1 October 2018 on the motion of Mr Fraser, seconded by Mr Priest.

Development Services Directorate Performance Report – Six Month/2nd Quarter 2018/19

The Committee considered a report by the Director of Development Services (DV-39-18-F) that presented progress against Council priorities from the Council's Corporate Plan by the Development Services Directorate.

The Director of Development Services summarised the main terms of the report and responded to a number of questions raised from Section 4 and the appendices as follows:

- Local Development Plan – There is no plan to approach landowners at this stage. It was noted that there had been a good response to date and the steps taken was to promote the development plan and attract interest that way. It was also acknowledged that the Council is also a landowner and Officers were in dialogue with the necessary services on this matter.
- Employability Service – Members were advised that there were around forty jobs in a year appointed to from this service and all were in long term sustainable employment. It was acknowledged however that some people may be in the pathway from some time. It was noted that the redesign would see the employability service working jointly with the youth services from Islesburgh by the end of the financial year.
- Shetland Investment Fund – The use of kilowatts as a measure for fishing licences was explained as being based on days at sea. It was reported that the Council had been successful in getting licences that were used for new boats that had now been mostly allocated.
- Funding for Fibre Connectivity in North Isles – There will be an announcement by 18 December 2018 from the Department of Culture, Media and Sport. The Committee heard that the business case is investible as it “stacks up”, and this is the type of project that the Scottish Government are looking to invest in. It was acknowledged that a fibre connection would assist businesses and the community but comment was made that individuals can go to Shetland Broadband for a solution.
- House Building – It was suggested that the programme of house building for Shetland was ambitious and Officers were asked if there was a need for contractors to be brought in or were officers confident that the houses can be built by local contractors. The Committee were advised that Officers are working with the CITB (Construction Industry training Board) and schools and the construction industry generally welcome the programme. Members however recognised the level of the challenge ahead.

Decision:

The Committee NOTED the contents of the report.

Management Accounts for Development Committee: 2018/19 - Projected Outturn at Quarter 2

The Committee considered a report by the Executive Manager – Finance (F-82-18-F) that presented the management accounts showing the projected outturn position at Quarter 2.

The Executive Manager - Finance summarised the main terms of the report, and the Committee noted its content.

Decision:

The Committee reviewed the Management Accounts showing the projected outturn position at Quarter 2.

26/18

Strategic Housing Investment Plan (SHIP) – 2019/20 – 2023/24

The Committee considered a report by the Executive Manager – Housing (DV-41-18-F) which sought approval of the Strategic Housing Investment Programme 2019/20-2023/24 for submission to Scottish Government.

The Executive Manager – Housing summarised the main terms of the report and in responding to questions Officers agreed to take on board the points made that growing the housing population would have an impact on demand for infrastructure and it was advised that representation had already been made with regard to the NHS meeting the needs of Lerwick's growing population. It was noted that the ten year plan would consider school provision, education and health care going forward.

Comment was made on the success of Walls community in getting the houses on the strategic plan and the Executive Manager – Housing Services was thanked for driving that project on.

During further discussions the Executive Manager – Housing advised that in terms of the plans for the future it is possible to look at data that includes needs assessment by the Public Health Team. She said that this needs to be reviewed more regularly to join up services better but good strides were being made in terms of NHS and Education.

During debate comment was made that there is an emphasis on where people want to stay and some remote areas may feel aggrieved therefore it was important to encourage more people to do more for themselves. Walls housing was given as a good example of where the aquaculture industry was thriving in a remote community which was also a well-paid employer, within a remote location.

The Committee approved the recommendations contained in the report on the motion of Mr Cooper, seconded by Mr Leask.

Decision:

The Committee:

- APPROVED the Strategic Housing Investment Programme 2019/20– 2023/24 as set out in Appendices 1a and 1b for submission to Scottish Government; and
- GRANTED delegated authority to the Director of Development Services (or his nominee) to assign approved projects from the SHIP to meet programme variations e.g to pull forward an approved project from later years if additional funding becomes available.

27/18 **Housing (Scotland) Act 2014 – Briefing Paper**

The Committee considered a report by the Executive Manager – Housing (DV-40-18-F) which sought the approval of a tenant and applicant consultation timetable.

The Executive Manager – Housing introduced the report and advised that a further report would be brought to committee again in April or May 2019 before implementation.

The Committee approved the recommendations in the report on the motion of Mr Cooper seconded by Mr Fraser.

Decision:

The Committee RESOLVED to approve the tenant and applicant consultation timetable.

28/18 **Economic Footprint**

The Committee considered a report by the Director of Development Services (DV-43-18-F) that presented an assessment of the Council's "economic footprint" in relation to the Council's role as an employer, a procurer of goods and services, an asset owner and as a service provider and how this impacts the local economy.

The Director of Development introduced the report.

Concern was expressed that the community transfer in Nesting would impact on the community centre which is only 100 yards away and that both venues may compete for the same activities. The Director of Development Services advised that any community transfer has to produce a business case for the transfer and another for funding of assets. He said that this is a rigorous process to ensure that the transfer does not displace other activities and that the Nesting transfer would be complementary to the existing assets rather than competing with them. The Committee were further reassured that the community transfer has a development manager and a meeting would be held this week to engage with the community in how to move forward in areas that are not aligned to the local hall. It was noted that it was important to ensure that this transfer is a success before rolling out other transfers. The Chair advised that the community were being realistic and added that there was a lot of technical, architectural and building expertise within the community.

During debate it was noted that the recommendations in Footprint report made reference to the employer role which all had a bearing on training, emphasising the position for colleges and the community.

Decision:

The Committee NOTED the contents of the report.

The meeting concluded at 2.55pm.

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Chair



Meeting(s):	Shetland College Board Environment and Transport Committee Development Committee	4 March 2019 4 March 2019 5 March 2019
Report Title:	Development Services Directorate Performance Report – 9 Month/3rd Quarter 2018/19	
Reference Number:	DV-04-19-F	
Author / Job Title:	Neil Grant - Director of Development Services	

1.0 Decisions / Action Required:

- 1.1 The Committee/Board should discuss the contents of this report and make any relevant comments on the achievements of the Directorate during the third quarter of 2018/19, progress against the priorities set out in the Directorate Plan and contribute to the planning process for future years.
- 1.2 NOTE that there is a requirement for an increased contribution to ZetTrans of up to £0.484m to fund the additional cost of running the public bus and air services; and consultancy costs to carry out the public transport network re-design. This will be presented to Policy and Resources Committee as a part of the overall management accounts.

2.0 High Level Summary:

- 2.1 This report summarises the activity and performance of the Development Directorate for the third quarter 2018/19, enabling Members to analyse its performance against the Directorate's Service objectives, the Corporate Plan 2016-2020 outcomes, and Shetland's Partnership Plan 2018-28.

3.0 Corporate Priorities and Joint Working:

- 3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Plan", the Council's Corporate Plan 2016-2020.
 - Our performance as an organisation will be managed effectively, with high standards being applied to the performance of staff and services. Poor performance will be dealt with and good service performance will be highlighted and shared.

4.0 Key Issues:

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

PARTICIPATION

- Support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Shetland's Partnership Plan, Governance, and Delivery Plans.
- Enable a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland.
- Develop a shared policy approach and arrangements in relation to resilient rural communities.
- Continue to develop the Council's approach to Community Choices/Participatory Budgeting.

PLACE

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

2021.

- Progress opportunities to extend local networks, using external funding, and where there is a business case justification.
- Achieve sustainable and affordable internal and external transport links
 - Inter-Island transport service provision, including fair funding of Ferries and internal air services.
 - Influence External Transport provision, new North Isles Ferry Contracts, fares and charging structures
 - Develop and promote internal transport networks including new public bus services
 - Work with stakeholders to develop a system of fares within internal transport services which help to address inequalities

At the same time we will continue to:

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

Progress on Directorate Plan Outcomes

4.2 A summary of progress on the Directorate Plan key outcomes at Q3 is as follows:

- **Shetland's Partnership Plan 2018-28**, has been adopted by all Schedule 1 community planning partners and the Plan was launched in August 2018. A draft Delivery Plan has been developed for the four priorities, with planned stakeholder sign off in April and May.
- **Community Asset Transfer:** South Nesting, transfer of the old school, is an exemplar project from both a community and Council perspective.
- **'Building for the future in Shetland':** structured engagement with housing developers, building companies and agents to enable new build housing is progressing, with workshops on agreed priorities, Procurement, Skilled Workforce and Business Development and Support having taken place. The Developing Young Workforce group are helping to connect the building sector with schools and the future young workforce. However, a shortage of Planning Officers is creating backlogs in Planning. Special effort is being applied to recruit and backfill Planning posts.
- **Local Development Plan (LDP)** – Call for sites and adverts for submission of interest have been published and will run for a period of 6 months. Further promotion will be done during this period. A detailed report on LDP progress is also on the agenda for the Development Committee on 5 March 2019.
- **Knab Site Masterplan:** A report containing the draft Masterplan is on the agenda for the Development Committee on 5 March 2019.

- **Scalloway Making Places Project** is achieving very good community engagement and will help to establish the community priorities and how they can be achieved in future place and service plans.
- **Islands Deal** proposal is being developed, based on attracting young people to the islands to live, work, study. A report containing an update on the Islands Deal is on the agenda for the Policy & Resources Committee on 6 March 2019.
- **Shetland Space Centre Project:** Development services are currently engaging with Shetland Space Centre Ltd, HIE, UK Space Agency and other key private sector stakeholders to identify how this very significant opportunity can best be supported and facilitated by the Council.
- **Colleges Merger:** The Full Business Case was approved in December 2018. Implementation under UHI project management resource is progressing.
- **Employability Services:** service redesign completed and implemented on 1 January 2019.
- **Fair Funding of internal ferry services:** Outline Business Cases are being progressed in partnership with Transport Scotland to properly identify appropriate specifications for the inter-island transport network. In the meantime, Shetland's £7.9m revenue ask for 2019/20 has not been fully met in the Scottish Government Budget settlement. Peter Brett Associates have been contracted and are currently working on the Outline Business Cases (OBCs) for Fair Isle, Whalsay and the revenue options of inter-island ferry services, to be completed by 31 March 2019.
- **Public bus network:** Specification of the school and public bus network is being worked on with the intention to contract in specialist support. It has been agreed to also include Social Care transport
- **Northern Isles Ferry Services:** ZetTrans officers have been facilitating consultation with Transport Scotland and local stakeholders on the specification of the new contracts which are planned to start in October 2019.
- **Centre for Rural Creativity:** This is now making significant progress and a full update report is being presented the Shetland College Board during this Committee cycle.

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

4.4 Appendix H contains the Planning Performance Feedback Report for 2017/18, and demonstrates continued improvement across the 15 'Key Markers'. However, as noted earlier in this report, recruitment of vacant posts remains a key priority for the service and has held back progress over the year which is reported.

4.5 Appendix I contains an update on the Shetland Investment Fund

Financial Performance

- 4.6 The Directorate is expecting to spend £14.792m in controllable costs by the end of the year, an overspend of £600k compared to the Directorate's approved budget of £14.192. The key drivers of this forecast overspend are delays to the Tertiary Education Review project which means that savings anticipated from this project will not be realised in the current financial year, unexpected aircraft repairs, increased cost of providing public and school transport and public transport redesign costs. See appendix D for more details.
- 4.7 The Shetland College is expecting to spend £75k to cover all of its net costs, requiring £913k contribution from the Shetland Islands Council to do so. Train Shetland are expecting to spend £181k in controllable costs, an overspend of £47k when compared to the service's budget of £135k. See appendix E for more details.
- 4.8 The Director of Development will seek to mitigate the projected overspend through a combination of the following actions:
- Management of the Colleges Merger project and project funding from the Scottish Funding Council;
 - Planning Service Recruitment;
 - Implementation of the Review of Economic Development Services;
 - Finding further efficiencies across all services;
 - Sharing of project costs with Community Planning partners; and
 - Pursuing commercial opportunities relating to telecoms infrastructure
- 4.9 Included within the service revenue budget are the following service redesign saving proposals:
- £250k – Tertiary Sector Redesign: Following the conclusion of the Full Business Case for the tertiary merger, it is anticipated that that savings will not be achieved until 2020/21. Actions being taken include prioritising this project to ensure that it can be delivered to the target staging date of August 2020; minimising costs associated with the project by obtaining funding from the Scottish Funding Council; and seeking efficiencies across the Development Directorate over the course of the year to meet the 2018/19 shortfall.
 - £40k – Promote Shetland Contract: this contract has been awarded, and savings of £33k per annum realised. Action to achieve the remaining £7k saving will be taken across all budget areas as the year progresses.
- 4.10 The projected contribution from the Housing Revenue Account Reserve is £1.299m, which is £10k more than budgeted. Please see appendix F for more details.
- 4.11 Included within the revenue projected overspend is the projected additional grant contribution to ZetTrans to meet the additional cost of running the public bus and inter-island air service; and re-design of the public transport network. This shortfall has arisen from additional consultancy fees and an underachievement of fare income on the public bus service. A decision of the Policy and Resources Committee is required to increase the payment to ZetTrans. This is to be funded by the budgets held in the Development Directorate.

4.12 Appendices D, E and F are attached for detailed information on the Revenue and Housing Revenue Account outturn position.

Risk and Service Challenges

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

- Internal ferries – Fair Funding by Scottish Government – the implications of not achieving Fair Funding from the Scottish Government would likely result in a significant reduction in service.
- Colleges Integration - the Full Business Case was agreed in December 2018 with implementation (vesting) of agreed single entity model planned for start of academic term 2020. The current distributed operating model is not sustainable. The Council and the stakeholder organisations are applying significant resources to this project to present a robust business case which can be supported by all parties. Discussions are continuing with UHI and Scottish Funding Council who are also involved in this project.
- Homelessness and Temporary Accommodation - we continue to experience significant pressure on housing stock particularly in the Lerwick area, leading to long periods in temporary accommodation. New build housing is a Council, Community and Government priority.
- We continue to experience difficulty in recruiting to posts within the service notably Planning Service posts where there is an acute national shortage of qualified staff. The shortage of planning staff is now having serious knock on effects in the local economy and a short term project team is working through recruitment, workforce development and backfill actions to resolve the situation as quickly as possible.

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

5.0 Exempt and/or Confidential Information:

5.1 None.

6.0 Implications:

6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement.
6.2 Human Resources and Organisational Development:	There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through

	periods of challenge and change is a key consideration for the Directorate Management team. Recruitment continues to be an issue particularly acute in Planning Services.
6.3 Equality, Diversity and Human Rights:	The Directorate carries out Integrated and Equalities Impact Assessments to ensure its services are supporting those most in need and not making inequalities worse.
6.4 Legal:	<p>The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.</p> <p>In accordance with Section 3 of the Transport (Scotland) Act 2005 the net expenses of ZetTrans, for each financial year, shall be paid by the Council. However, the main financial objective for ZetTrans shall be to ensure that the financial outturn achieved in 2018/19 is within the approved resource budget, and in line with that allocated by Scottish Ministers.</p>
6.5 Finance:	This report demonstrates that the services under the remit of the Development Committee are projecting to spend more than their Council approved budget, which may require additional resources if the Directorate's mitigating actions outlined above are insufficient to remedy the overspend.
6.6 Assets and Property:	A number of the actions in the Directorate Plan relate to maintenance and replacement of Development and Council assets to maintain delivery of services to the people of Shetland.
6.7 ICT and New Technologies:	Limitations of the Shetland wide Broadband and Mobile networks impact on delivery of services which require remote access to digital networks and databases.
6.8 Environmental:	The Directorate works closely with Infrastructure and other Directorates to reduce energy usage and carbon emissions.
6.9 Risk Management:	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p>
6.10 Policy and Delegated Authority:	The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

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

Contact Details:

Neil Grant, Director of Development Services,

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Date Cleared: 25 February 2019

Appendices:

Appendix A - Progress on the Directorate Projects and Actions (Development Committee, Environment and Transport Committee, Shetland College Board)

Appendix B – Key Directorate Indicators and Council Wide Indicators (Development Committee, Environment and Transport Committee, Shetland College Board)

Appendix C – Complaints Summary (Development Committee Only)

Appendix D – Development Committee Management Accounts (Development Committee Only)

Appendix E – Shetland College Board Management Accounts (Shetland College Board Only)

Appendix F – Housing Revenue Account Management Accounts (Development Committee Only)

Appendix G – Risk Register (Development Committee Only)

Appendix H – Planning Performance Framework (Development Committee Only)

Appendix I - Financial Investment Fund (Development Committee Only)



Background Documents:



[Directorate Plan 2018/21](#)

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


Generated on: 25 February 2019

Shetland Partnership Plan 2018-2028


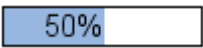

. Participation							People participate and influence decisions on services and use of resources			
Code & Title		Description	Long-term Outcome	Dates		Progress	Progress Statement			
SP568 Shetland Partnership		Development of Shetland's Partnership Plan, associated delivery plans and establishment of new governance arrangements	Community Strength: People in Shetland will be feeling more empowered, listened to and supported to take decisions on things that affect them, and to make positive changes in their lives and their communities.	Planned Start	01-Apr-2017		Shetland's Partnership Plan 2018-28 was formally signed off by all 14 statutory partners in July 2018 with publication and launch following in August 2018. Interim Management and Leadership arrangements have been put in place whilst the proposed Delivery Planning and Partnership Framework arrangements are being developed.			
				Actual Start	17-Aug-2017	<div><div>85%</div></div>				
Original Due Date				31-Mar-2018	Expected success					
Due Date				31-May-2019	 Likely to meet target					
Completed Date										
Lead										
Community Planning & Development							A draft Delivery Plan has been developed through various stakeholder and partner workshops. Target partner sign off of Delivery Plans and governance arrangements during April and May 2019.			
. Place									Shetland is an attractive place to live, work, study and invest	

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP200 Increase supply of housing across all tenures	Deliver refreshed Local Housing Strategy and Local Development Plan Main Issues Report in 2018, and increase confidence and engagement of developers to build in Shetland a) Local Development Plan 2 b) Knab site Master Plan c) Local Housing Strategy Refresh d) Strategic Housing Investment Plan e) Work closely with local builders developers and agents to increase house build.	Housing supply is facilitating an increased population	Planned Start	01-Apr-2017		a) LDP2 Call for sites is currently open, and is running for a 6 month period.
			Actual Start	17-Aug-2017	<div><div>70%</div></div>	b) Knab Master Plan will be presented to Committee on 5 March, with recommendation for 8 week public consultation.
			Original Due Date	01-Apr-2020	Expected success	
Lead			Due Date	01-Apr-2020		c) Housing Needs and Demand Assessment is currently being assessed by Scottish Government CHMA team
Development Services Directorate			Completed Date		Likely to meet target	d) SHIP update submitted to Government, which optimises build programme of affordable housing over the next 5 years. e) We are continuing to work with builders and agents to discuss opportunities to increase public and private sector new build in Shetland. Workshops have been held on Procurement, and Workforce Development, and further workshop on Business Support is being planned. Acute shortage of staff in Planning and Building Standards is continuing to impact on Planning Application and Building Warrant times but is being addressed

Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP204 Digital and mobile connectivity	Work with Scottish Government to influence rollout of broadband and mobile services in Shetland under the Government R100 plan, and identify where there are business cases for council engagement in provision of services and infrastructure. a) Find means to develop fibre network in Yell Unst and Fetlar. b) Develop a Digital Strategy for the Council	Achieve 100% high speed broadband and mobile coverage throughout Shetland	Planned Start	01-Apr-2017		UK Government Full Fibre Challenge Fund bid for fibre network to North Isles has been successful and details are being worked through with DCMS (Dept for Digital, Culture, Media) regarding delivery of the project. April 2021 is the target date for completion of the Scottish Government R100 programme.
			Actual Start	17-Aug-2017	<div><div>50%</div></div>	
			Original Due Date	01-Apr-2021	Expected success	
Lead			Due Date	01-Apr-2021		
Development Services Directorate			Completed Date		Experiencing issues, risk of failure to meet target	

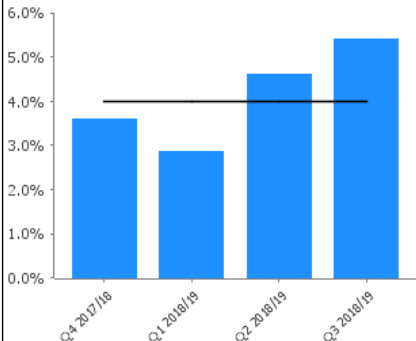
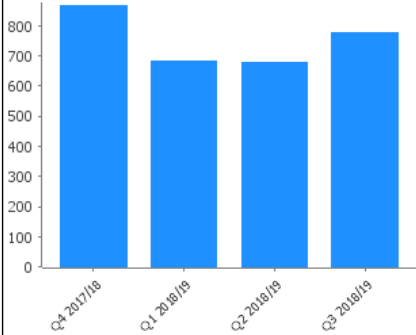
Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP208 The Council's future role in the port of Sullom Voe	Work with the Sullom Voe Terminal owners, Shetland gas Plant, and Oil & Gas Authority to develop future plans for the terminal	Maximise the economic life of the Terminal and the port of Sullom Voe.	Planned Start	31-Mar-2018		Work package to engage industry expert advice in appraisal of the future options for the terminal is being progressed. Project led jointly between Infrastructure and Development on behalf of the Chief Executive
			Actual Start	31-Mar-2018		
			Original Due Date	01-Sep-2020	Expected success	
			Due Date	01-Sep-2020		
Lead			Completed Date		Likely to meet target	
Development Services Directorate; Infrastructure Services Directorate						

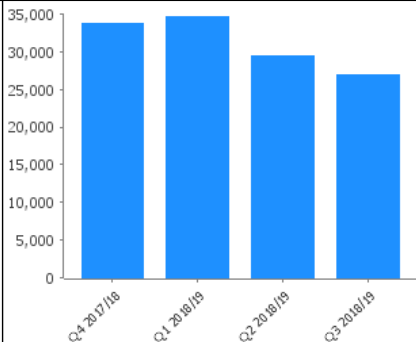
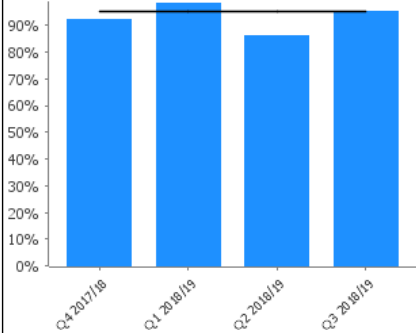
<u> </u>	Money	All households can afford to have a good standard of living
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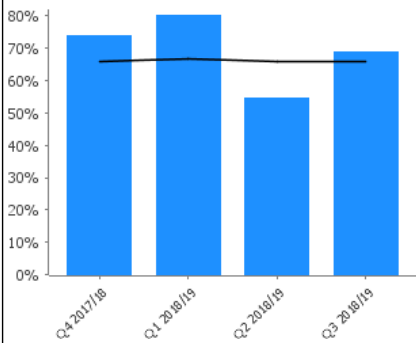
Code & Title	Description	Long-term Outcome	Dates		Progress	Progress Statement
DP203 Support for local businesses and entrepreneurs	Promote Enterprise and provide support for local businesses. a) Develop an Islands Deal along with Orkney and Western Isles. The deal will have a key focus on increasing Shetland's economically active population.	Sustainable economy with access to skilled workforce	Planned Start	01-Apr-2017		a) The Islands Deal project is being progressed along with Orkney and Western Isles. b) Various work streams are being progressed regarding talent attraction, including Promote Shetland activity c) Various partner and stakeholder meetings and workshops have been held to identify risks, mitigating actions and business continuity plans. d) The Council is working closely with the Shetland Space Centre, to develop satellite Tracking Ground Station and Launch Facilities.
			Actual Start	17-Aug-2017		
			Original Due Date	01-Apr-2019	Expected success	
			Due Date	01-Apr-2019		
Lead			Completed Date		Experiencing issues, risk of failure to meet target	
Development Services Directorate						

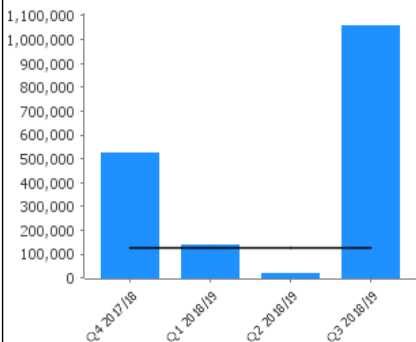
Appendix B Performance Indicators (Quarterly)- Development Directorate -> Development Committee

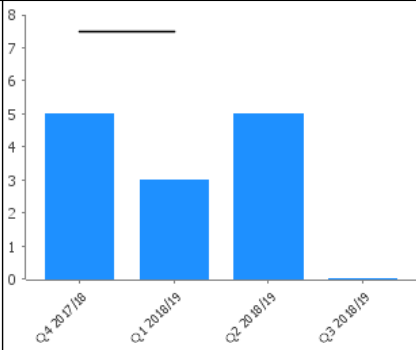
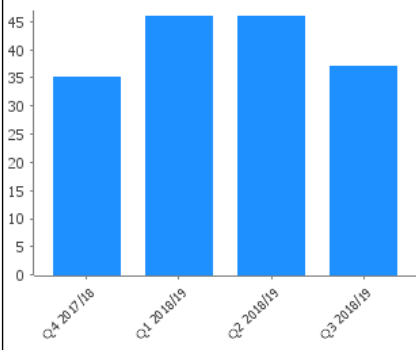
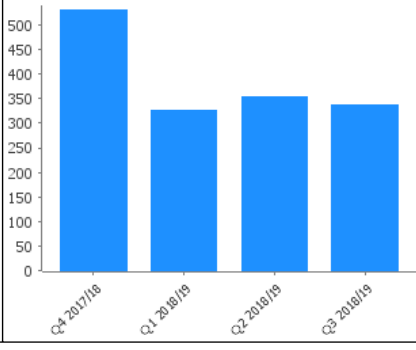
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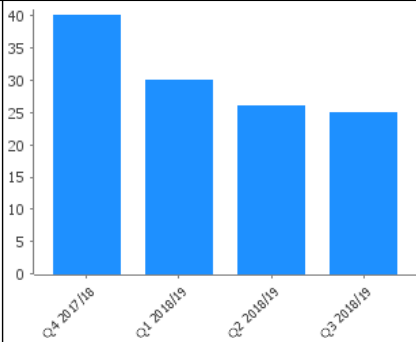
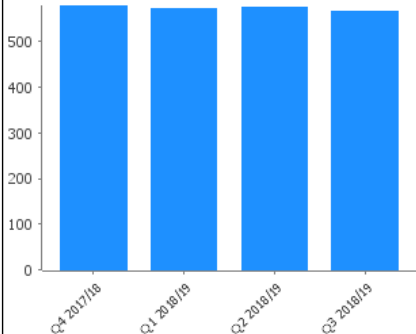
Code & Short Name	Previous Years		Quarters				Q3 2018/19	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
OPI-4C-G Sick %age - Development Directorate	2.9%	2.8%	3.6%	2.9%	4.6%	5.4%	4.0%		The sickness level for the Development Directorate continues to be monitored.
OPI-4E-G Overtime Hours - Development Directorate	3,366	3,204	867	682	677	775			The Development Directorate overtime hours have increased slightly. Overtime continues to be managed on a pre-authorisation basis.

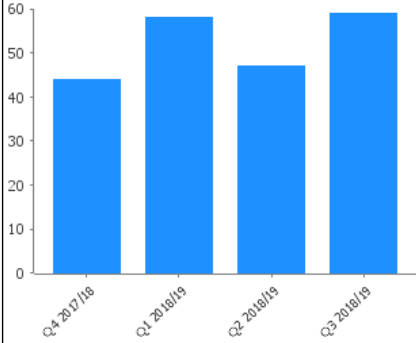
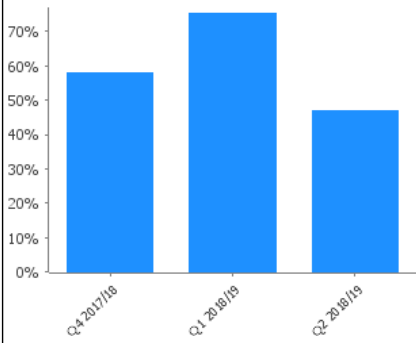
	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
OPI-4G-G Employee Miles Claimed - Development Directorate	112,437	128,880	33,784	34,677	29,436	26,895		 <p>Q4 2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19</p>	Miles claimed is monitored regularly, with a recent decrease.
G01 FOISA responded to within 20 day limit - Development Services	92%	93.25%	92%	98%	86%	95%	95%	 <p>Q4 2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19</p>	Between October-December 2018, 35 out of 37 Freedom of Information requests were responded to within the 20 day timescale. The majority of FOISAs received related to the Housing, Planning and Transport Planning services.

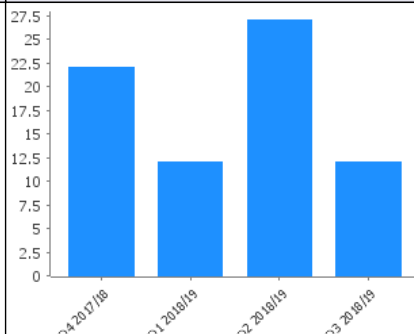
	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
GD-02 Success rate - external funding applied for by community groups (%)	65.63%	72.66%	73.91%	80%	54.54%	68.75%	66%	 <p>In Q3, staff in CP&D have assisted with 8 external funding applications. During the quarter decisions were received on 5 applications, with all five bids successful. This is a success rate of 100% for the period, with the year to date success rate 68.75%. These results are above target.</p> <p>During the period the External Funding Officer continued to engage with external funding bodies. EFO attended a workshop on the Natural & Cultural Heritage Fund in October, and also facilitated a Big Lottery Fund event in November which was attended by over 20 people. A number of projects also had 1-2-1 meetings with lottery staff.</p> <p>External funding landscape continues to be very competitive.</p>	

Code & Short Name	Previous Years		Quarters				Q3 2018/19 Target	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			
	Value	Value	Value	Value	Value	Value			
GD-03 External funding secured by Community Groups	280,486	1,116,110	525,409	138,585	18,581	1,059,180	125,000	 <p>A further 8 new funding applications have been submitted during Q3. During the period decisions on 5 applications were received; all 5 decisions were successful, thereby securing a total of £1,059,180 for local projects. At the end of the quarter there are currently 8 applications under consideration and pending a decision.</p> <p>As at Q3, staff in CP&D have assisted to secure a total of £1,216,346 for local groups and projects – this sum significantly exceeds the annual target.</p> <p>During Q3, the Grants Unit issued a total of 9 updates via its funding mailing list which reaches over 200 contacts from a wide range of community groups, partners and Council officials.</p> <p>The External Funding Officer (EFO) attended a workshop with the Natural & Cultural Heritage Fund in October as well as facilitating a visit from the Big Lottery Fund in November. The Big Lottery Fund held a funding workshop for over 20 individuals, and held 1-2-1 appointments with a number of projects. In addition to this, BIG staff were able to hold a number of meetings with funded bodies during their time in Shetland.</p> <p>The EFO is in discussion with other national funding bodies with a view to visiting Shetland to deliver funding workshops during 2019.</p>	

Code & Short Name	Previous Years		Quarters				Q3 2018/19 Target	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			
	Value	Value	Value	Value	Value	Value			
GD-04 Number of people moving into employment through Employability Pathway	25	27	5	3	5	0			Improvement is limited by the current Pathway structure and processes. Change process is complete, with a fully integrated team, based at Islesburgh and Managed by the Team Leader, Youth Services. This will lead to an improvement in performance.
GE-05 Numbers accessing Business Gateway Start Up Services	69	95	35	46	46	37			<p>Business Gateway is a Scottish Government resource that offers advice and guidance to start up and established companies across Scotland, and in Shetland is administered through SIC Economic Development Service.</p> <p>In quarter 3, 37 engagements relating to start-up services have been dealt with by Business Gateway Shetland. This includes individuals undertaking the 2 day start-up course and enquiries received directly at the local office and those from the national enquiry fulfilment centre relating to Shetland.</p>
GH-05 Average length of time in temporary or emergency accommodation (Days)	491	500	529	325	355	338			The average time in temporary accommodation has decreased from the overall average in 2017/2018 but still remains high. This demonstrates the pressure on housing stock and demand.

	Previous Years		Quarters						
Code & Short Name	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 2018/19	Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
GH-08 Number of Homeless Applications Made	114	127	40	30	26	25		 <p>A total of 81 households have made homeless presentations since April 2018. Preventative work is carried out where possible, where housing options are explored.</p>	
GH-09 The number of housing applications on housing register	661	578	578	571	575	565		 <p>The number of housing applications remains quite similar over the last few quarters, with a high demand for social housing.</p>	

Code & Short Name	Previous Years		Quarters				Q3 2018/19	Graphs	Past performance & future improvement Statements
	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			
	Value	Value	Value	Value	Value	Value	Target		
GP-01 Average days taken to obtain a building warrant	63.16	54.22	44	58	47	59		 <p>50 warrants were issued during Q3 with an average time taken of 59 days. The average time taken for Domestic applications (39) was comparable with previous periods (reduced by 2 days to 49 days) and accounts for most of the applications received. However, non-domestic applications (11) have taken considerably longer (97 days) causing the overall average to increase. This is mainly due to the complex nature of some applications with one instance taking over 8 months for the applicant to respond to queries raised and another requiring an extension to the 9 month deemed refusal deadline as it took over 11 months to resolve all queries raised.</p> <p>Another factor is that 2 out of 4 building surveyor positions have been vacant since the end of October 2018.</p>	
GP-02 % planning applications dealt with within 2 months	46.6%	55.1%	58.1%	75.4%	46.9%			 <p>No update for Q3 is available at this time. The Development Management Team began Q1 of 2018/19 carrying 1 vacant FTE post, but ended its Q2 with 3.4 FTE posts vacant. From this time on, and with a recruitment exercise undertaken having failed to yield replacement planning officers, the opportunities to take up with applicants issues that are raised by consultees early in the process have dwindled, and the time by which assessment work has begun has progressively been pushed back, lengthening the decision making times. The position has not been helped by those planning officers remaining with the most experience having had to work on major wind farm development proposals of strategic importance. A further recruitment exercise was carried out in January 2019.</p>	

	Previous Years		Quarters																
Code & Short Name	2016/17	2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 2018/19	Graphs	Past performance & future improvement Statements										
	Value	Value	Value	Value	Value	Value	Target												
GP-10t Housing completions (Private & Affordable)	80	103	22	12	27	12		 <table><caption>Housing Completions Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>22.5</td></tr><tr><td>Q1 2018/19</td><td>12</td></tr><tr><td>Q2 2018/19</td><td>27</td></tr><tr><td>Q3 2018/19</td><td>12</td></tr></tbody></table>	Quarter	Value	Q4 2017/18	22.5	Q1 2018/19	12	Q2 2018/19	27	Q3 2018/19	12	House building in Shetland continues. In Q3, 12 properties were completed, with half of them in the south mainland. So far in 2018/2/2019, just under half of properties completed since April 2018 were within the Central area.
Quarter	Value																		
Q4 2017/18	22.5																		
Q1 2018/19	12																		
Q2 2018/19	27																		
Q3 2018/19	12																		

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

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

Generated on: 25 February 2019

Short Name	Years				2 years ago	Last year	This year
	2014/15	2015/16	2016/17	2017/18	Q3 2016/17	Q3 2017/18	Q3 2018/19
	Value	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	4.2%	3.7%	3.1%	4.0%	3.2%	3.5%	4.2%
Sick %age - Chief Executive's "Directorate"	2.4%	3.5%	1.2%	2.9%	1.0%	2.2%	1.8%
Sick %age - Children's Services Directorate	3.7%	2.9%	2.5%	3.5%	2.6%	3.5%	3.7%
Sick %age - Community Health & Social Care Directorate	6.0%	5.6%	5.2%	6.3%	5.2%	5.1%	6.0%
Sick %age - Corporate Services Directorate	2.4%	1.8%	1.9%	2.6%	2.5%	2.3%	1.7%
Sick %age - Development Directorate	4.2%	3.5%	2.9%	2.8%	3.4%	2.4%	5.4%
Sick %age - Infrastructure Directorate	4.0%	3.8%	2.5%	3.3%	2.4%	2.8%	3.5%

Appendix C - Complaints - Development Directorate

This shows all complaints that were open during the Quarter.

Frontline complaints should be closed within 5 working days

Investigations should be closed within 20 working days

Generated on: 25 February 2019

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-877	Frontline	29-Nov-2018	Closed	30-Nov-2018	Housing	1	Not Upheld

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-18/19-816	Investigation	27-Jul-2018	Closed	12-Nov-2018	Development Services Directorate	76	Partially Upheld
COM-18/19-842	Investigation	28-Sep-2018	Closed	29-Nov-2018	Housing	44	Partially Upheld
COM-18/19-878	Frontline	05-Dec-2018	Closed	11-Dec-2018	Housing	4	Not Upheld

Development Department

1. Projected Revenue Outturn Position 2018/19

Budget v Projected Outturn Variance at Quarter 2 (Adv)/ Pos £000	Service	2018/19 Revised Annual Budget £000	2018/19 Projected Outturn at Quarter 3 £000	Budget v Projected Outturn Variance at Quarter 3 (Adv)/ Pos £000
(239)	Director of Development	2,495	2,828	(333)
43	Community Planning & Development*	1,290	1,204	86
29	Economic Development	1,575	1,477	98
60	Housing	1,549	1,458	91
	Planning	1,058	1,040	18
(200)	Transport Planning	6,225	6,785	(560)
(306)	Total Controllable Costs	14,192	14,792	(600)

**All of Community Planning & Development's activities are presented here, however £8k of the projected underspend are activities under the remit of Education & Families Committee.*

Explanations for the main outturn variances by service at Quarter 3 are set out below:

1.1 Director of Development - Projected outturn overspend (£333k) (14%)

The main reasons for the projected outturn variance are:

- Work is ongoing to produce the Effective and Sustainable Tertiary Education, Research and Training in Shetland Full Business Case, which anticipates savings will be delayed until 2020/21, therefore the intended savings target in 2018/19 will not be achieved (£250k); and
- Salary costs of seconded staff to the project team to deliver the Business Case are projected at an unfavourable variance of (£70k);

1.2 Economic Development - Projected outturn underspend £98k (6%)

The main reasons for the projected outturn variance are:

- Grants for the purpose of economic growth not being taken up as anticipated £146k;
- Staff savings as a result of restructure and temporary secondment, £61k; offset by
- Additional cost of economic research (£82k).

1.3 Housing - Projected outturn underspend £91k (6%)

The main reasons for the projected outturn variance are vacancies, leading to anticipated staffing savings, £74k.

1.4 Planning - Projected outturn underspend £18k (2%)

Whilst the Planning Service is expected to conclude the year within its budget, there are significant variances within the service:

- A general shortage in professional planning posts nationwide and difficulties in recruitment to Shetland has resulted in a range of temporary vacant professional posts, a team leader position and an instance of maternity leave, resulting in projected saving in salary costs, £85k; offset by
- The expected shortfall in income in Building Warrants and Planning Applications are to be less than previously anticipated, partly due to the staffing shortage explained above. (£70k).

1.5 Transport Planning - Projected outturn overspend (£560k) (9%)

The main reasons for the projected outturn variance are:

- Unexpected repair to damaged aircraft engine, (£107k);
- Public bus service income shortfall and cost increases, (£287k);
- Consultancy fee's for transport network re-design (£129k);
- Increase in cost for provision of School Transport mostly due to the delivery of additional services (£70k); offset by
- Saving in delivery of ASN Transport primarily due to costs in running the fleet being lower than expected and slightly lower demand in bespoke services, £80k.

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

Housing Revenue Account

1.0 – Projected Housing Revenue Account Outturn Position 2018/19

Description	2018/19 Revised Annual Budget £000	2018/19 Projected Outturn at Quarter 3 £000	Budget v Projected Outturn Variance at Quarter 3 (Adv)/ Pos £000
Expenditure:			
Supervision & Management	853	796	57
Repair & Maintenance	2,164	2,367	(203)
Void Rents & Charges	167	227	(60)
Garages	31	36	(5)
Capital Funded from Current Revenue	-	-	-
Capital Charges - Dwellings	1,330	1,268	62
Total: Expenditure	4,545	4,693	(148)
Income:			
Interest on Revenue Balances	(1)	(1)	-
Rents - Dwellings	(6,730)	(6,730)	()
Rents - Other ie garages/sites etc	(229)	(245)	16
Total: Income	(6,960)	(6,976)	16
Net HRA Revenue - (Income)/Expenditure	(2,415)	(2,282)	(132)
HRA Capital Expenditure	3,734	3,611	123
HRA Capital Receipts	(30)	(29)	(1)
Net HRA Capital - (Income)/Expenditure	3,704	3,582	122
Contribution to/(from) HRA Reserve	(1,289)	(1,299)	10
Overall Total	-	-	-

Included in the above table are the projected variances presented at Quarter 3.

Explanation of the main projected variances at quarter 3 are set out below:

1.1 Supervision & Management – Draft outturn underspend £57k (7%)

The projected underspend is due to vacant Senior Housing Officer and Quality & Standards Officer posts. Senior Housing Officer is currently under recruitment and the Q&S Officer remains vacant.

1.2 Repair & Maintenance – Draft outturn overspend (£203k) (9%)

The projected overspend relates to increased costs of materials due to prices rising beyond expected inflation (£46k) and increased requirement for

contracted & hired services, (£151k) due to vacant tradesperson posts in the Housing Repair team, notably a FT Electrician. An underachievement of internal income from the recharge of Housing repair service works of (£100k) is also expected. This is off-set by projected underspend in employee costs of £92k due to vacant posts.

1.3 Void Rents & Charges – Draft overspend (£60k) (36%)

The projected overspend is due to estimated void costs for the year being higher than budgeted

1.4 Capital Charges – Dwellings – Draft outturn underspend £62k (5%)

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

2.0 - Draft Capital Outturn Position 2018/19

Capital Projects	Budget £000	at Qtr 3 £000	at Qtr 3 (Adv)/ Pos £000
Heating Replacement Program	787	787	-
Housing Quality Standard	2,425	2,425	-
Vehicle Replacement Programme	172	172	-
Structural Remedial Works	200	150	50
Accessible Adaptions	150	75	75
			-
Total Controllable Costs	3,734	3,609	125

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

2.1 Structural Remedial Works – projected outturn underspend - £50k (25%)

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

2.2 Accessible Adaptions – projected outturn underspend - £75k (50%)

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

Risk Register - Development Services

Risk & Details	Likelihood	Current Impact	Risk Profile	Current and Planned Control Measures	Probability	Target Impact	Risk Profile	Responsible Officer
Category	Directorate							
Corporate Plan	C1. Economy and Housing - Promote Enterprise							
Planning suffers from acute national shortage of qualified staff, general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition. Trigger : Resignation, retirement, Consequences : Impact on service delivery, workload on staff and consequent impact. Risk type : Key staff - loss of Reference - C0017	Almost Certain	Significant	High	• A corporate workforce development plan is progressing - HR workforce strategy has been approved.*Management to ensure that exit interviews are always completed, and to track exit interview statistics; *Ten year plan to attract people to live, work, study and invest in Shetland has been adopted by the Shetland Partnership *Management to look to extending the 'grow your own'/ trainee posts; *Careful monitoring of the impact of policy interventions such as market forces; *Consideration to be given to wider use of adjusted posts to 'fill gaps' on a temporary basis, and for temporary '2-way probation' or 'secondments' so that staff can try out an advertised post before committing. *Recruitment pilot currently being run in Planning Service	Possible	Significant	Medium	Neil Grant Development Services
Development Service operates within a complex legislative environment and is expected to be an exemplar. Current controls include, e.g. ICT security policy, ICT automatic encryption of all laptops and USBs are auto-encrypted before any data can be downloaded. Trigger : Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc. Consequences : Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc Reference - C0018	Likely	Significant	High	• Ensure projects are a priority activity in achieving the Outcomes identified in the Corporate Plan 2016-20, "Our Plan 2016-2020" and Shetland's Partnership Plan and ensure proper process for identifying and allocating project resource; Train staff and adhere to standing orders, on-going staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with; All staff to make themselves aware of the ICT security policy - http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf (Exec summary on page 5).	Unlikely	Minor	Low	Neil Grant Development Services
Corporate Plan	E1. Connection and Access - Community transport solutions							

<p>C0027 - Central Govt Funding Issues - Central Govt Funding Issues - Provision of Air and Ferry Services, Revenue and Capital Funding - subject to Inter-Island Transport Review, and work ongoing with Scottish Government and Transport Scotland.</p> <p>Trigger : Scottish Government decision not to support Revenue and Capital cost of service. Delay in Scottish Government's decision beyond next year. Islands Deal. Brexit also can affect this risk.</p> <p>Consequences : Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure for ferries and Development for air contract.</p> <p>Risk type : Central Govt Funding Issues</p> <p>Reference - C0027</p>	Possible	Minor	Medium	<p>• *The Council has worked with the Scottish Government using Transport Methodology and Business Case planning to identify specification for inter island transport.</p> <p>*A joint statement on Fair Funding has been prepared by Shetland and Orkney Islands Councils to clarify funding amounts and timescales with Scottish Government Ministers.</p> <p>*Funding request for 2019/20 revenue budget and capital costs.</p>	Possible	Extreme	High	Neil Grant Development Services
<div>Corporate Plan</div> <div>F1. Our "20 by '20" - Leadership & Management</div>								
<p>Council commitment to partnership working. This became a statutory requirement following implementation of the Community Empowerment Act 2015.</p> <p>Trigger : There is a risk that the Council as lead for Shetland's Community Planning Partnership fails to engage effectively with all partners to develop a coherent Partnership Plan</p> <p>Consequences : Censure/ action against the Council for failing to comply with legislation, Failure to achieve the best outcomes for the community.</p> <p>Risk type : Partnership working failure</p> <p>Reference - C0030</p>	Possible	Major	High	<p>• Community Planning is supported by the Community Planning and Development Team in the Development Department. Seminars and wider engagement activities were delivered, including collaboration regarding locality working which informs strategic planning for Health & Social Care Services</p> <p>*An interim management and leadership team to progress Shetland's Partnership Plan workstreams and governance.</p> <p>*Shetland's Partnership Plan was agreed and launched in August 2018.</p>	Unlikely	Major	Medium	Neil Grant Development Services
<p>Failure to deliver the College merger would result in an unsustainable tertiary sector within Shetland. A Full Business Case for merger was agreed in December 2018, with targeted vesting date August 2020. We are working with SFC and UHI to recruit a Project Manager for the implementation phase (expected by end of February 2019), though the SIC element of the implementation team is already in place, to support the Project Manager and the Principal Designate once appointed.</p> <p>Trigger : Project management failure, partner failure, project resources.</p> <p>Consequences : Failure to deliver a sustainable and affordable model for tertiary education, training and research.</p> <p>Risk type : Professional - Other</p> <p>Reference - C0031</p>	Unlikely	Significant	Medium	<p>• Implementation Plan has been prepared*Project Manager and Shadow Board to be put in place quickly, and partner project team participants to be identified.</p>	Unlikely	Minor	Low	Neil Grant Development Services
<div>Corporate Plan</div> <div>F5. Our "20 by '20" - Standards of Governance</div>								

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

One or more communities fail to be sustainable Trigger : Demographic and socio-economic problems on remote communities Consequences : Depopulation of remote areas, sudden impact on development services Risk type : Economic climate Reference - C0026	Possible	Significant	Medium	• Impact of connectivity from broadband and transport links, working with communities to develop sustainable plans Progressing 'Islands with small populations' project	Unlikely	Significant	Medium	Neil Grant Development Services
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Minister for Local Government and Housing
Kevin Stewart MSP



T: 0300 244 4000
E: scottish.ministers@gov.scot

Ms Maggie Sandison
Chief Executive
Shetland Islands Council
10 January 2019

Dear Ms Sandison

PLANNING PERFORMANCE FRAMEWORK FEEDBACK 2017/18

I am pleased to enclose feedback on your authority's 7th PPF Report for the period April 2017 to March 2018. Considerable progress has been made since the introduction of the Planning Performance Framework and key markers, although performance still remains variable over some authorities and markers.

As you may be aware, the Planning Bill has recently passed through the second stage of parliamentary consideration, during which the Local Government and Communities Committee voted to remove the proposed provisions on planning performance, provisions to make training for elected members mandatory, and the existing penalty clause provisions. We expect Stage 3 of the bill process to begin in the new year.

Whatever the outcome of the Planning Bill, I believe now is the time to look again at how we measure the performance of the planning system. The High Level Group on Planning Performance recently met to discuss performance measurement and other improvements. I very much hope that we can continue to support ongoing improvements in our planning service and further demonstrate the value which the planning system can add to people's lives. Ministers see an important connection between performance and fees and I am aware that any proposals to increase fees will raise applicants' expectations of an efficient and effective service.

We need to be able to measure performance to provide that crucial evidence to support any increases in fees, to help ensure that authorities are appropriately resourced to deliver on our ambitions. With this in mind, we will continue to liaise with COSLA, SOLACE and Heads of Planning Scotland on matters of the Bill's implementation and planning performance measures going forward.

If you would like to discuss any of the markings awarded below, please email chief.planner@gov.scot and a member of the team will be happy to discuss these with you.

Kind Regards

KEVIN STEWART

CC: Iain McDiarmid, Head of Planning

PERFORMANCE MARKERS REPORT 2017-18

Name of planning authority: **Shetland Islands Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	Green	<p>Major Applications Your timescales of 14 weeks are slower than the previous year but are faster than the Scottish average of 33.6 weeks. However, this is faster than the statutory timescale of 16 weeks. RAG = Green</p> <p>Local (Non-Householder) Applications Your timescales of 10.7 weeks are faster than the previous year and are the same as the Scottish average of 10.7 weeks. RAG = Green</p> <p>Householder Applications Your timescales of 8.3 weeks are faster than the previous year but are slower than the Scottish average of 7.3 weeks. RAG = Amber</p> <p>Overall RAG = Green</p>
2	Processing agreements: <ul style="list-style-type: none"> offer to all prospective applicants for major development planning applications; and availability publicised on website 	Red	<p>You have not entered into any processing agreements and it is not clear from the report whether they are offered to prospective clients. RAG = Red</p> <p>It is not clear from your report if you advertise the availability of processing agreements on your website. RAG = Red</p> <p>Overall RAG = Red</p>
3	Early collaboration with applicants and consultees <ul style="list-style-type: none"> availability and promotion of pre-application discussions for all prospective applications; and clear and proportionate requests for supporting information 	Amber	<p>You offer a pre-application advice service to applicants and uptake has increased the reporting period. RAG = Green</p> <p>You provide case studies on your developers workshops which demonstrate a commitment to more proportionate and clear process for requesting supporting information, however, it is unclear from your report whether you have any examples of these being enacted or if there is a policy for supporting information requests. RAG = Amber</p> <p>Overall RAG = Amber</p>

4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	Green	You have not entered a legal agreement since 2012-13.
5	Enforcement charter updated / re-published within last 2 years	Green	Your enforcement charter was 9 months old at the end of the reporting year.
6	Continuous improvement: <ul style="list-style-type: none"> • progress/improvement in relation to PPF National Headline Indicators; and • progress ambitious and relevant service improvement commitments identified through PPF report 	Amber	<p>Your LDP is up-to-date and your enforcement charter was renewed this reporting year. Elsewhere the number of stalled sites has decreased. While, your major and householder decision making timescales are slower than last years, the major timescales are faster than the statutory levels.</p> <p>RAG = Green</p> <p>You completed 4 out of 5 of your improvement commitments, with one partly completed. However there are no new commitments for next year. Your identified service improvements for the coming year are to continue to address issues identified in your report, but further improvements are considered unrealistic due to ongoing recruitment difficulties.</p> <p>RAG = Red</p> <p>Overall RAG = Amber</p>
7	Local development plan less than 5 years since adoption	Green	Your LDP was 3 years, 6 months old at the end of the reporting year.
8	Development plan scheme – next LDP: <ul style="list-style-type: none"> • on course for adoption within 5 years of current plan(s) adoption; and • project planned and expected to be delivered to planned timescale 	Amber	<p>Your LDP remains on course to be replaced within the required 5 year timescale.</p> <p>RAG = Green</p> <p>Using the development plan scheme at the start of the reporting year, it is expected to be delivered to the planned timescale. But the report does not elaborate on how this has been project planned.</p> <p>RAG = Amber</p> <p>Overall RAG = Amber</p>
9	Elected members engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A	We note that you were preparing your MIR last year. However, it is not clear from your report what activity took place this year in regards to this. We expect your next report will include information about how you engaged elected members and other stakeholders in its preparation.
10	Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i> <i>*including industry, agencies and Scottish Government</i>	N/A	
11	Regular and proportionate policy advice produced on information required to support applications.	Green	The report shows evidence of advice being produced on information to support applications, such as the Staney Hill Masterplan.
12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green	Following customer feedback, you upgraded your website and have worked towards more paperless processes, in partnership with the communications team.

13	Sharing good practice, skills and knowledge between authorities	Green	Following your Development Management Team's visit to Orkney to share best practice, several changes were made to each other's respective services. This involved some cultural and procedural change. Elsewhere, your team has trained with SNH, though the case study does not make clear what training took place. Future reports should be more specific as to what this involved and how this has improved customers outputs.
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Green	You have cleared 3 cases during the reporting year, with no cases still awaiting conclusion. Based on this and last year's figures, only 3 reached legacy status during the reporting year. This shows a commitment to reducing the number of stalled sites in your area.
15	Developer contributions: clear and proportionate expectations <ul style="list-style-type: none"> • set out in development plan (and/or emerging plan); and • in pre-application discussions 	Red	<p>You held workshops with developers to improve mutual understanding. Elsewhere, you streamlined delivery of projects as shown in the report, but there is no specific mention of developer contributions. You stated in the last 2 years that you decided against producing guidance with regards developer contributions.</p> <p>RAG = Red</p> <p>It is not clear from your report whether developer contributions are discussed in your pre-application discussions.</p> <p>RAG = Red</p> <p>Overall RAG = Red</p>

SHETLAND ISLANDS COUNCIL
Performance against Key Markers

Marker		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Decision making timescales						
2	Processing agreements						
3	Early collaboration						
4	Legal agreements						
5	Enforcement charter						
6	Continuous improvement						
7	Local development plan						
8	Development plan scheme						
9	Elected members engaged early (pre-MIR)	N/A	N/A	N/A	N/A		N/A
10	Stakeholders engaged early (pre-MIR)	N/A	N/A	N/A	N/A		N/A
11	Regular and proportionate advice to support applications						
12	Corporate working across services						
13	Sharing good practice, skills and knowledge						
14	Stalled sites/legacy cases						
15	Developer contributions						

Overall Markings (total numbers for red, amber and green)

2012-13	6	5	2
2013-14	3	7	3
2014-15	5	3	5
2015-16	1	5	7
2016-17	2	5	8
2017-18	2	3	8

Decision Making Timescales (weeks)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2017-18 Scottish Average
Major Development	-	14.0	23.5	11.9	9.3	14	33.6
Local (Non-Householder) Development	20.6	11.7	9.9	13.4	13.0	10.7	10.7
Householder Development	16.6	7.8	8.6	7.1	8.8	8.3	7.3

Shetland Investment Fund (Development Committee only)
9 month/3rd Quarter 2018/19

Activity (Oct-Dec 2018):

New Approvals	1 loan approval
Amended Agreements	None in the period
Completed Investments	None in the period
Decommitted investments	None in the period
New Enquiries	1 enquiry

Investment Portfolio (as at 31 December 2018):

Investment Type	Number
Loans	7
Hire Purchase Agreements	1
Equity Holdings	4
Loan Guarantees	1
Fishing Licences (Kilowatt Licences)	5 (1,200 kilowatts)
Quota (Fixed Quota Allocation Units)	143,448

Financial Position (as at 31 December 2018):

Excluded from the table below is the value of equities, fishing licences, quota and contingent liabilities relating to loan guarantees.

	£m	£m
Shetland Investment Fund		15.00
<u>Less:</u>		
Loans & Hire Purchase Balance	- 1.52	
Committed Loans	- <u>0.30</u>	
Total Value of Loans Made and Committed Which Remain Outstanding		- <u>1.82</u>
Balance Invested in Managed Funds		<u>13.18</u>



Meeting(s):	Development Committee	5 March 2019
Report Title:	Local Development Plan - Development Plans Scheme 2019	
Reference Number:	DV-05-19-F	
Author / Job Title:	Suzanne Shearer / Team Leader Development Plans and Heritage	

1.0 Decisions / Action Required:

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

2.0 High Level Summary:

- 2.1 Section 20B of the Town and Country Planning (Scotland) Act 1997 requires each planning authority to prepare a Development Plan Scheme (DPS) at least annually. The DPS sets out the authority's programme for preparing and reviewing its Local Development Plan (LDP).
- 2.2 Development Plans are spatial land use plans. Their purpose is to guide the future use of land by addressing the spatial implications of economic, social and environmental change. Development Plans should set out realistic long-term land use visions for the Council. The LDP should indicate where development should and should not happen, thereby providing confidence to both communities and investors.
- 2.3 The LDP must complement other policies and strategies across the Council. The Development Plans and Heritage Team therefore continue to need significant levels of input from other Council services.
- 2.4 The Council is required to engage in meaningful consultation and engagement during the preparation of the LDP; the participation statement, which forms part of the DPS, states when and how the Planning Authority intends to consult during the various stages of the LDP.
- 2.5 The Current LDP was adopted in September 2014. The Development Plans & Heritage Team are currently engaged in the evidence gathering stage for the next LDP (LDP2). The main statutory stages in the preparation and delivery of the LDP and the timeline for achieving them are detailed in Appendix 2 of this document. At the same time, work continues on completion of the agreed list of Supplementary Guidance documents associated to the LDP adopted in 2014. It should be noted that this is only one of many workstreams for the Development Plans & Heritage team

3.0 Corporate Priorities and Joint Working:	
3.1	When complete, the next LDP will become the strategic tool for the Council's development priorities. In conjunction with other Council Policies (including the Local Housing Strategy), it will contribute to meeting the spatial aims of Shetland's Partnership Plan 2018-2028 and the Council's Corporate Plan.
4.0 Key Issues:	
4.1	<p>Slippage in delivery of the current timetable for completion of LDP2 has occurred due to a number of factors –</p> <ul style="list-style-type: none"> • Staffing – The Development Plans and Heritage team has been understaffed in various posts for the past 3 years. The team was carrying 2 x vacant posts and 1 x vacant maternity cover for the most of 2018. • Other priority workloads including Masterplanning sites in Lerwick and the re-create Scalloway project have taken up a significant amount of officer time. It is now a requirement for LDP Planning Officers to enable and facilitate delivery of the sites included within the LDP, this means additional input at the Masterplanning and Development stages of sites included in the LDP. • Additional short term workload resulting from the National Review of Planning.
4.2	The LDP is dependent on the evidence provided in a number of other strategic documents, most prominently the Housing Needs and Demands Assessment (HNDA) the Local Housing Strategy (LHS) and Shetland's Partnership Plan 2018-2028. Shetland's Partnership Plan was adopted in 2018 but the HNDA is yet to be determined as robust and credible by the Scottish Government. Progression beyond the evidence gathering stage of the LDP cannot happen until the HNDA is completed. Progression beyond the Main Issues Report (MIR) Stage cannot happen until the LHS has been published.
4.3	The DPS presented today is subject to change as the Review of Planning progresses. The Scottish Government is recommending a number of proposals which, if they are adopted, are likely to significantly change the Plan making process. The Council will be kept up to date of these changes and an updated DPS may be presented to the Council within the 12 month lifetime of this DPS.
5.0 Exempt and/or Confidential Information:	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	There is a requirement for extensive consultation through the Plan, particularly at the early stages (Pre MIR & MIR). The Development Plans & Heritage Team is committed to achieve this, as set out in the Participation Statement, and will seek to work with the Community Planning and Development Service and the Communication Section to maximise these opportunities.

6.2 Human Resources and Organisational Development:	All workload relating to the Plan making process will be met within the resources of the existing Development Plans & Heritage Team.	
6.3 Equality, Diversity and Human Rights:	The Council is obliged to address its obligation to comply with equalities legislation and policies when preparing the LDP, and all policies, guidance and actions are being analysed and assessed in these terms. A full assessment will be completed for submission alongside the LDP.	
6.4 Legal:	This report relates to the fulfilment of the Council's statutory duties under the Town and Country Planning (Scotland) Act 1997 and other legislation. Advice and assistance will be obtained from the Council's Legal Service as required.	
6.5 Finance:	There are no direct financial implications arising from this report.	
6.6 Assets and Property:	None.	
6.7 ICT and new technologies:	None.	
6.8 Environmental:	The LDP is subject to strategic environmental assessment with a draft Environmental Report to accompany the MIR and a revised environmental report to accompany the LDP, this will show how environmental implications have been considered and impacts mitigated. The Planning Authority is also subject to the overarching requirement to exercise the function (of preparing development plans) with the objective of contributing to sustainable development imposed by The Planning etc. (Scotland) Act 2006. A Habitats Regulations Appraisal must be undertaken (to comply with the Conservation (Natural Habitats &c.) regulations 1994) in order to determine whether the LDP is likely to have a significant effect on any European site.	
6.9 Risk Management:	The lack of an up to date Development Plan could prevent the Council from supporting developments that are in line with its priorities, and result in more challenges to Council decisions. The LDP is formulated to reflect the Council's priorities.	
6.10 Policy and Delegated Authority:	In accordance with Section 2.3.1 of the Council's Scheme of Delegations, the Development Committee has delegated authority to implement decisions within its remit.	
6.11 Previously considered by:	None.	

Contact Details:

Suzanne Shearer

Team Leader Development Plans and Heritage

Suzanne.shearer@shetland.gov.uk

Date Cleared: 18 February 2018

Appendices:

Appendix 1 – The Local Development Plan Development Plans Scheme 2019

Appendix 2 – The Main statutory stages in Plan Preparation Delivery

Background Documents:

END

Development Plan Scheme 2019

Introduction

Shetland Islands Council is required to prepare and keep under review a Local Development Plan (LDP) that guides how and where places can be developed and improved across Shetland. The LDP includes Local Development Plans that set out policies and site allocations and Supplementary Guidance (SG) that contain more detailed guidance and, in some instances policy, on specific issues or places. The Council adopted the Shetland LDP in September 2014 and some of the associated Supplementary Guidance has been adopted since then. The Planning Service has been working on the next LDP (LDP2) since 2015.

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

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

Purpose of the Development Plan Scheme

The Development Plan Scheme (DPS) sets out the Council's proposed timetable for review and replacement of the LDP, setting out the steps the Council will take to prepare the LDP. It also shows where there are opportunities for consultation and participation – by stakeholders, the general public and for everyone with an interest. The DPS must include a participation statement, which explains in detail the proposed arrangements and opportunities for involvement in the various participation and consultation stages.

The DPS must be reviewed at least annually and the Council is ultimately judged on whether or not it has sufficiently adhered to the participation statement.

This DPS provides details of:

- An update on the work programme, including current progress and future priorities
- The Supplementary Guidance List
- The Participation Statement showing the key pieces of work we propose to undertake in the coming year

The Current Position

LDP2:

The Council adopted the Shetland LDP in September 2014 and the Scottish Government's target is for it to be replaced by autumn 2019; we refer to the next LDP as LDP2.

We commenced work on LDP2 in January 2015; this initial work requires the Development Plans team to engage with key stakeholders and communities to assemble the data and information needed to inform the Main Issues Report (MIR), set the strategic vision and the spatial strategy for the LDP. All of this requires an up

to date, detailed and credible evidence base. This is the most labour intensive part of the LDP process and takes the largest percentage of the plan preparation time. Gathering an evidence base requires us to thoroughly update our understanding of key areas of service and infrastructure provision throughout the isles, in the context of changing social, environmental and economic objectives.

During 2017 we engaged in a number of stakeholder engagement sessions in order to inform our LDP2 Vision. This Vision was adopted by Council in 2017 and is now used to inform the direction of our plan.

We still await the publication of the replacement Housing Need and Demand Assessment (HNDA), which will form the evidence base for the Local Housing Strategy and also for the housing land requirement for the LDP2; the HNDA was due to be published in 2017 and is now expected to be published in 2019 (date to be confirmed). After the publication of the HNDA we will continue to work with Housing during the development of the Local Housing Strategy which also informs the LDP.

We have made good progress on developing our Spatial Strategy. This has involved engaging with key stakeholders, other Council departments and undertaking site visits to all the key settlements throughout Shetland in order to identify potential areas for development.

To progress our Spatial Strategy and Main Issues Report we need to work with the Council's Housing Service to agree the Housing Land Requirement figures for Shetland. Once the HNDA is published and housing numbers in the Local Housing Strategy are agreed, we can progress towards a draft Spatial Strategy which we will then consult on as part of the Plan preparation process.

A significant part of 2018 was spent preparing for and launching the call for sites process. The call opened in October 2018 with an initial closing date of end March 2019, we are now proposing to extend the Call until June 2019.

As part of the work relating to both our Spatial strategy and Call for Sites we have been successful in receiving funding from Scottish Government's Making Places Initiative. This project focuses on developing a future vision for the village of Scalloway and the outcomes will be used to inform LDP2. Team members have worked on this throughout 2018 with the project expected to conclude with the publication of a Local Place Plan in Summer 2019.

Work has also commenced on producing our Monitoring Statement for LDP2, which will inform the Main Issues Report.

LDP 1 Associated Supplementary Guidance Documents:

During 2018 the Council adopted . SG Wind Energy as Statutory Supplementary Guidance.

For progress on all SG see table 2.

Table 1. The LDP 2 Work Programme

Key Stage	Details	Timeline
Evidence Gathering	<ul style="list-style-type: none"> • Publish Development Plan Scheme • Engage with Key Agencies and Shetland Community • Gather Evidence Base • Call for Sites • Prepare Monitoring Statement • Prepare Main Issues Report • Prepare draft Environmental Report 	Quarter 1 2015 to Quarter 2 2019
Main Issues Report	<ul style="list-style-type: none"> • Publish Main Issues Report • Publish Monitoring Statement • Publish Draft Environmental Report • Consultation on Main Issues report 	<ul style="list-style-type: none"> • Quarter 2 2019 to quarter 4 2019(dependent on the publication date of the LHS)
Proposed Plan	<ul style="list-style-type: none"> • Consider Representations on MIR • Prepare Proposed Plan (LDP2) • LDP2 SEA Scoping • Prepare Action Programme • Prepare revised SEA Environmental Report • Report Proposed Plan to Committee • Publish and consult on Proposed Plan, Action Programme and Environmental Report • Consider Representations on Proposed Plan, Action Programme and Environmental Report • Prepare Summary of unresolved issues & report of conformity with Participation Statement. • Prepare Report to Council of Representations and suggested modifications on the Proposed Plan. • Preparation of a Summary of unresolved Issues for Examination 	<ul style="list-style-type: none"> • Quarter 1 2020 – Quarter 4 2020
Submission to Ministers	<p>Submit the following to Scottish Ministers:</p> <ul style="list-style-type: none"> • Proposed Plan • Proposed Action Programme • Report of Conformity • Note of representations and how taken in to account • Publish Submission of Plan 	2020
Examination	<p>Examination of Proposed Plan</p> <ul style="list-style-type: none"> • Examination report Published and submitted to Planning Authority 	2021

Table 2. Supplementary Guidance

	Adopted by SLC as: (1) Statutory Guidance; or (2) Non Statutory Guidance	Sent to Scottish Government for Adoption	Approved for submission to Scottish Government	Review Consultation responses & redraft	Consultation	Approved for consultation	Research (1), Draft (2), Pre-Consultation inc consider responses, Committee Draft (4)	
Supplementary Guidance								Additional Information
Marine Spatial Plan	1							
Local Nature Conservation Sites	1							
Onshore Wind Energy	1							Adopted 2018
Placemaking								
Parking Standards & Residential Access	1							
Aquaculture	1							Adopted 2017
Works Licence	2							Adopted 2017
Local Landscape Areas								Draft consulted 2013, presently on hold
Open Space								As above
Natural Heritage								As above
Business and Industry								As above
Water and Drainage								As above
Historic Environment								As above
Lerwick Town centre								As above
Minerals								As above See: Interim Planning Policy Minerals December 2009.

PARTICIPATION STATEMENT

How to get involved in preparing the next Local Development Plan

It is essential that everyone living, working and investing in Shetland has the opportunity to be involved in the preparation of the Local Development Plan and we encourage you to get involved from the start. This Participation Statement sets out the opportunities for you to have your say and how and when the Planning Authority intends to consult on the various stages of the LDP.

Purpose of Participation Statement

Shetland Islands Council is committed to ensuring that all consultation is carried out in a constructive and respectful manner and as such any consultation carried out by the Council will adhere to the National Standards for Community Engagement details of the National standards can be found here: <http://www.scdc.org.uk/what/national-standards/>

The Shetland Local Development Plan

The production of the next LDP is a continuous process with a number of key stages and opportunities for engagement. The key stages have decreasing levels of opportunity for influencing change as the Plan progresses towards conclusion, which means you can have more impact on the outcomes the sooner you get involved. In summary the 3 key stages can be summarised into one of the three groups below:

Engagement	<div style="width: 50px; height: 15px; background-color: #d9ead3; border: 1px solid black;"></div>
Consultation	<div style="width: 50px; height: 15px; background-color: #fdd49e; border: 1px solid black;"></div>
Informing	<div style="width: 50px; height: 15px; background-color: #f4cccc; border: 1px solid black;"></div>

Diagram 1 illustrates the different stages of plan preparation and the proportionate level of opportunity for engagement at each stage.

Diagram 1

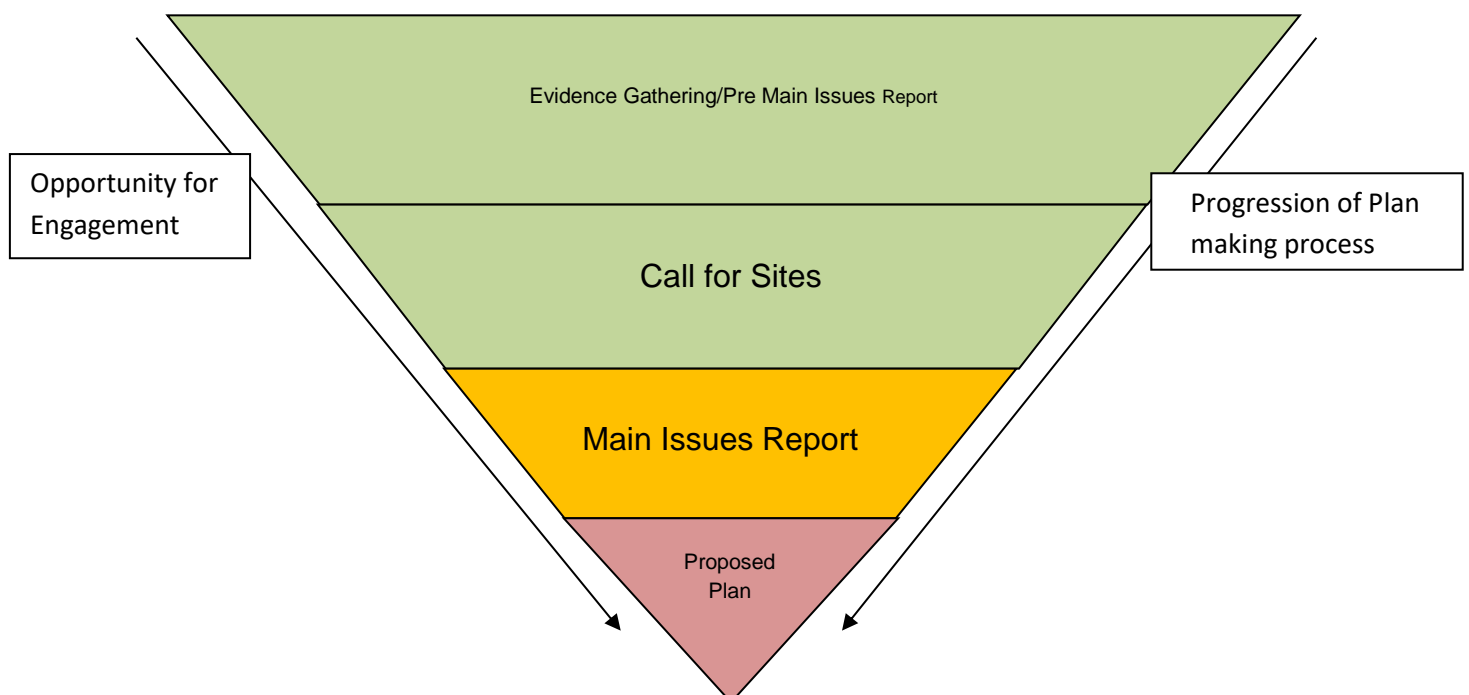


Table 3 focuses on the 4 key stages of the Plan preparation process and the key methods for engagement to illustrate the actions the Planning Service will take in order to engage with stakeholders throughout the process. The Planning Service will endeavour to build on these methods as resources and local circumstances allow.

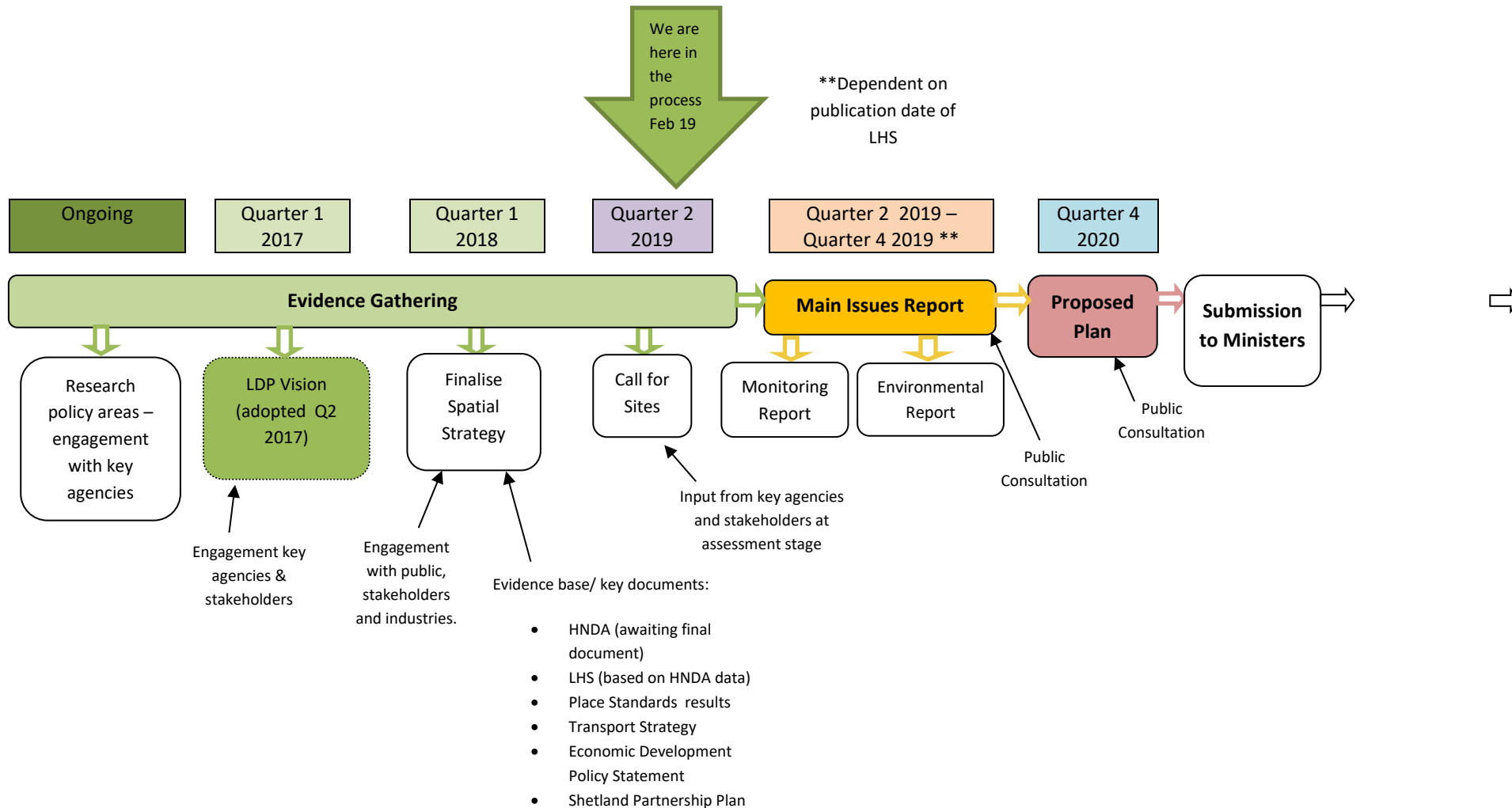
Table 3 Participation in the Shetland Local Development Plan

Key Stage	Who	Key methods	Timescale
Evidence Gathering & Pre – Main Issues Report	<ul style="list-style-type: none"> Community Groups Key Agencies Public Sector Organisations Private sector stakeholders General Public with an emphasis on ensuring underrepresented groups are given the opportunity to engage in the process e.g. Young people 	<ul style="list-style-type: none"> Newsletter Newspaper articles Radio Community Road show/ workshops Targeted workshops Youth workshops with schools/youth clubs Social Media Focus groups SIC Planning Service website updates 	Quarter 1 2015 to Quarter 3 2019
Call for Sites - Promotion	<ul style="list-style-type: none"> Community Groups Land Owners Developers General Public 	<ul style="list-style-type: none"> Newsletter Newspaper articles Radio You Tube Video Attendance at Community Council Forum Developers workshop Newspaper articles Availability of Duty Officer drop in/appointments SIC Planning Service website updates 	Promotion Quarter 1 2018 to Quarter 2 2019
Call for Sites Submissions & Pre MIR Engagement	<ul style="list-style-type: none"> Land Owners Developers General Public Community Groups Key Agencies Public Sector Organisations Private sector stakeholders General Public with an emphasis on ensuring 	<ul style="list-style-type: none"> Newsletter Newspaper articles Radio Availability of Duty Officer drop in/ appointments SIC Planning Service website updates Attendance at Community Council Forum Groups 	Submissions Quarter 4 2018 to Quarter 2 2019

	underrepresented groups are given the opportunity to engage in the process e.g. Young people	Locality based workshops/events <ul style="list-style-type: none"> • Stakeholder Meetings/workshops • Key Agencies workshop/events 	
Main Issues Report – preparation and engagement	<ul style="list-style-type: none"> • Community Groups • Key Agencies • Public Sector Organisations • Private sector stakeholders • General Public with an emphasis on ensuring underrepresented groups are given the opportunity to engage in the process e.g. Young people 	<ul style="list-style-type: none"> • Newsletter • Availability of Duty Officer drop in/ appointments • SIC Planning Service website updates • Stakeholder Meetings / Workshops 	Preparation Quarter 2-4 2019
Main Issues Report - Consultation	<ul style="list-style-type: none"> • Community Groups • Key Agencies • Public Sector Organisations • Private sector stakeholders • Land Owners • Developers • General Public with an emphasis on ensuring underrepresented groups are given the opportunity to engage in the process e.g. Young people 	<ul style="list-style-type: none"> • Newsletter • Availability of Duty Officer drop in/ appointments • Newspaper articles • Radio • Attendance at Community Council Forum Groups • Deposit of MIR in Council HQ, Libraries, Inter-Island Ferries • SIC Planning Service website updates • Statutory publicity (adverts etc) 	Consultation Quarter 2 2019 & Quarter 4 2019
Proposed Plan	<ul style="list-style-type: none"> • All parties involved in the previous Plan development stages. 	<ul style="list-style-type: none"> • Newsletter • Letter to respondents of MIR • Deposit of Proposed Plan in Council HQ, Libraries, Inter-Island Ferries • SIC Planning Service website updates • Statutory publicity (adverts etc) 	Quarter 4 2020

Local Development Plan (LDP2) – process and timeline diagram

Shetland's Local Development Plan seeks to guide development and ensure we continue to build successful places for present and future generations. We are currently in the process of taking forward LDP2 which will replace our 2014 plan





Meeting(s):	Development Committee	5 March 2019
Report Title:	Knab Masterplan - Consultation	
Reference Number:	CPS-04-19-F	
Author/ Job Title:	Neil Grant, Director of Development Services Robert Sinclair, Executive Manager – Capital Programme	

1.0 Decisions / Action required:

- 1.1 That the Development Committee considers the terms of this report in relation to the functions delegated to it, and approves an eight week period of public and stakeholder consultation on the draft Knab Masterplan.

2.0 High Level Summary:

- 2.1 During the development of plans for the new Anderson High School (AHS) project, Members made it clear that the site of the existing school at the Knab in Lerwick should not be allowed to lie disused for an extended period of time following the occupation of the new facilities and that plans for the future of the site should be developed, ready for implementation when it became vacant.
- 2.2 Following a period of stakeholder involvement, on 3 November 2016 the Council approved a Development Brief for the site (Min Ref: 71/16).
- 2.3 During the statutory consultation period associated with the Development brief, on 31 August 2016 the Council agreed to procure consultancy services to develop a masterplan for the site (Min Ref: 61/16).
- 2.4 The draft masterplan is now complete. A paper copy of the Knab Masterplan report has been provided in the Members' room at Lystina House. The Masterplan can also be accessed by the following link: [Knab Masterplan](#)
- 2.5 It is proposed that, subject to Members approval, the Masterplan should be adopted as non-statutory supplementary guidance to the Local Development Plan. For this to happen, the Council must first undertake consultation, similar to that carried out for all other Supplementary Guidance. This report seeks approval to commence that consultation.

3.0 Corporate Priorities and Joint Working:

- 3.1 The project described in this report supports 'Our Plan 2016-2020' by:
- 3.1.1 Finding ways to fill our 'hard to fill' posts and increase the number of ways that young people can join our workforce; and,

- 3.1.2 Prioritising spending on building and maintaining assets and being clear on the whole-of-life costs of those activities, to make sure funding is being targeted in the best way to help achieve the outcomes set out in Our Plan 2016-2020 and the community plan; and,
- 3.1.3 Being an organisation that encourages creativity, expects co-operation between services and supports the development of new ways of working.
- 3.2 The Council has worked closely with community representatives, elected Members and stakeholders in developing both the Development Brief and the draft Masterplan.

4.0 Key Issues:

- 4.1 The site of the old AHS at the Knab in Lerwick is identified in the Shetland Local Development Plan (LDP) adopted by the Council in 2014, as a site with development potential for mixed-use development. Due to the strategic importance and potentially complex re-development of this site, the Planning Service produced a draft Development Brief. This was approved by the Council on 3 November 2016 (Min Ref; 71/16). The purpose of a Development Brief is to inform forthcoming developers and other interested groups of the constraints and opportunities presented by a site and the type of development expected or encouraged by the Council as Planning Authority. One of the recommendations included in the Development Brief was that a Masterplan be prepared for the site.
- 4.2 Prior to drafting the Development Brief the Council engaged with Architecture & Design Scotland (A&DS) to carry out a visioning exercise. Three sessions were held over 24-25th June 2014 with Community representatives, elected Members and Stakeholders. The results of this visioning exercise informed the Development Brief. It was clear from the visioning exercise that the community has a strong desire to see a mixture of development types, designed to respect the unique character of this very important site.
- 4.3 The AHS campus inclusion as a site within the LDP means that it went through an initial assessment with key stakeholders and it was deemed that any constraints were limited enough to not compromise re-development of the site. The Development Brief was adopted as non-statutory supplementary guidance to the Local Development Plan. As such, it forms a material consideration in any planning application lodged on this site.
- 4.4 Due to the size of the site, its prominent location and the indications that mixed use would be appropriate, it seems likely that the Council will need to have an active role in leading the physical development of the area. Retaining a degree of strategic control of the site will help to ensure that developments are residentially compatible and deliver on specific housing needs as well as bringing sustainable economic benefits to the Council.
- 4.5 At the point where the Development Brief was approved, the Planning Service indicated that the production of a masterplan would be the recommended next step in taking the project forward. A masterplan is a plan that describes and maps an overall development concept. This includes both present and future land use, built form and landscaping, infrastructure, circulation and service provision. It sets out detailed governing principles such as building heights, spaces, movement,

	landscaping options and the predominant uses within the site. It is intended to provide a structured framework and a realistic and deliverable vision for the site. It is important to note that while this is a prescriptive document it does not necessarily preclude a degree of flexibility in designs within the plan. A masterplan requires the cohesive input and efforts of many professionals and the local community to set out how to deliver and sustain excellent places and spaces in which a community can live, work and play.
4.6	Masterplanning is not an activity that the Council is resourced to undertake in isolation. For that reason, the Council resolved, on 29 June 2016 (Min Ref: 49/16), to instruct officers to engage with A&DS to develop a masterplanning brief for the Knab site and to bring a further report to Policy and Resources Committee and the Council detailing proposals as to how the masterplanning services should be procured. On 31 August 2016, the Council approved the procurement of these services (Min Ref: 61/16).
4.7	The masterplanning brief and tender documents were produced by council officers during early 2017. This culminated in the appointment of 7N Architects in July 2017.
4.8	Following initial information gathering, 7N undertook a series of three engagement workshops with the Shetland community between November 2017 and May 2018. In addition, a drop-in session was undertaken to consult with pupils at the AHS and the project team have met with Lerwick Community Council on numerous occasions to provide updates and seek feedback. Pages 20 and 21 of the draft Masterplan describe the engagement process in more detail.
4.9	This has culminated in the draft masterplan. It is proposed that, subject to Members approval, the Masterplan should be adopted as supplementary guidance to the Local Development Plan. For this to happen, the Council must first undergo a period of community and stakeholder consultation, similar to that carried out in relation to previous Masterplans and all other Supplementary Guidance. This report seeks approval to commence that statutory consultation.
5.0 Exempt and/ or confidential information:	
5.1	None.
6.0 Implications:	
6.1 Service Users, Patients and Communities:	The proposals set out in this report provide for the final stage of community consultation, to inform a Council decision on whether the Masterplan should be adopted as supplementary guidance to the Local Development Plan.
6.2 Human Resources and Organisational Development:	No implications arising directly from this report.
6.3 Equality, Diversity and Human Rights:	No implications arising directly from this report.

6.4 Legal:	Governance and Law provide advice and assistance on the full range of Council services, duties and functions including those included in this report.	
6.5 Finance:	The total cost of the Knab Masterplan project is estimated to be £195k including internal staff time charges and is funded from the existing Knab Masterplan budget in Capital Programme Service.	
6.6 Assets and Property:	The development of the Knab site will have a significant effect on the Council's property and assets as described in the Masterplan report. The full extent of this will not be known until detailed development proposals are brought forward.	
6.7 ICT and new technologies:	No implications arising directly from this report.	
6.8 Environmental:	All maintenance and new-build projects seek to address climate change and carbon management, for example by embedding energy saving measures and environmentally friendly materials in their design. The masterplan described in the appendix to this report would contribute directly to that objective.	
6.9 Risk Management:	Future use of the Knab campus is included in the Council's Risk Register.	
6.10 Policy and Delegated Authority:	In accordance with Section 2.3.1 of the Council's Scheme of Delegations, the Development Committee has delegated authority to implement decisions within its remit.	
6.11 Previously considered by:	Policy and Resources Committee Shetland Islands Council	30 August 2016 31 August 2016

Contact Details:

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5 March 2019

Appendices: [Knab Masterplan](#) - <https://www.shetland.gov.uk/Knab-Masterplan.asp>

Background Documents: Development Brief

END



Meeting(s):	Development Committee	5 March 2019
Report Title:	Rapid Rehousing Transition Plan	
Reference Number:	DV-08-19-F	
Author / Job Title:	Anita Jamieson, Executive Manager – Housing	

1.0 Decisions / Action Required:

- 1.1 That the Development Committee RESOLVES to approve the Housing Service' inaugural Rapid Rehousing Transition Plan (Appendix 1) with effect from 1 April 2019.
- 1.2 That the Development Committee grant delegated authority to the Executive Manager – Housing to update the plan to take account of any comments and feedback from the Scottish Government.

2.0 High Level Summary:

- 2.1 In September 2017, the Scottish Government formed the Homeless and Rough Sleeping Action Group (HARSAG), with cross-sector membership and a remit to address the following issues;
 - How to reduce rough sleeping winter of 2017/18
 - How to end rough sleeping
 - How to transform temporary accommodation
 - How to end homelessness in Scotland
- 2.2 The HARSAG group published a total of 4 reports, with 70 recommendations, to be implemented as part of the £50m 'Ending Homelessness Together' fund.
- 2.3 Where homelessness cannot be prevented, Rapid Re-housing means;
 - A settled, mainstream housing outcome as quickly as possible
 - Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better
 - When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.
- 2.4 The concept of initiating a Rapid Rehousing Transition Plan (RRTP) was detailed in the second of the four reports, recognising the importance of applicants securing settled accommodation as quickly as possible, when homelessness does occur. Settled accommodation being a secure tenancy with a Local Authority, a Registered Social Landlord, such as Hjaltland Housing Association (HHA), or within the private rented sector. Settled accommodation could also include other tenure options, such as home ownership.
- 2.5 All 32 Local Authorities were required to submit a draft Rapid Rehousing Transition Plan by 31 December 2018, with this draft being submitted on Wednesday 19 December. The Scottish Government is now evaluating all drafts and will provide each local authority with feedback. The five year plans are due to commence in April 2019.

3.0 Corporate Priorities and Joint Working:

- 3.1 This report is delivering in line with the Single Outcome Agreement Local Indicator – ‘Improve access to suitable housing options for those in housing need’, and on the Corporate Plan statement section ‘Helping build a healthy economy and strong communities’.
- 3.2 In terms of joint working, particularly in relation to the prevention of homelessness, this report will be issued to the Shetland Health and Social Care Partnership Integration Joint Board.

4.0 Key Issues:

- 4.1 The Homeless and Rough Sleeping Action Group was tasked with ‘transforming temporary accommodation’ across Scotland. There is a Scottish Government desire to improve the quality of temporary accommodation, with many Local Authorities continuing to use hostels, Bed & Breakfasts and night shelters to support those who are in need of accommodation. Management fees levied against temporary accommodation can also be very expensive, considerably higher than the Local Housing Allowance rate.
- 4.2 The Housing Service is in a very strong starting position, in relation to our temporary accommodation stock. The Ladies Drive hostel was disbanded over a decade ago, B&B use is very sporadic, and when used, only for very short periods of time. The cost of temporary accommodation in Shetland is considerably lower than most other local authorities, and is in line with Local Housing Allowance rates. The Temporary Accommodation Strategy ensures there is some rotation of temporary accommodation units throughout Shetland, which assists in reducing stigma, and allows temporary accommodation to be dispersed.
- 4.3 Undoubtedly, the main challenge for the Housing Service is to reduce the length of time an applicant may spend in temporary accommodation. The Housing Service has recognised this as an area requiring attention, has been monitoring performance for a period of time, operational amendments have been made and improvements are helping. The actions contained within the RRTP, therefore, mainly focus on overcoming barriers which may prevent a quicker transition into settled accommodation.
- 4.4 A very small, and expensive, private rented sector, offers little opportunity for homeless applicants to be re-housed in a private let. This, therefore, increases the pressure on the Housing Service and Hjaltsland Housing Association to provide a higher percentage of lettable properties to homeless applicants.
- 4.5 At present, there is a distinct mis-match between the type of accommodation required and the stock held by social housing providers. 75% of all those presenting as homeless are single applicants, and therefore require one bedroom properties. Furthermore, 94% of homeless applicants wish to be accommodated in Lerwick.
- 4.6 The Strategic Housing Investment Plan is addressing this imbalance, and through the Strategic development of the Staneyhill and the Knab site, the opportunities to rehouse homeless applicants will increase, therefore reducing the length of time applicants spend in temporary accommodation.
- 4.7 Further provision of social housing is only one element of this, and collaborative working with partner agencies to prevent homelessness occurring in the first instance remains a high priority as detailed in the RRTP.

4.8	A particular focus of the RRTP is ensuring that the multi-agency wrap-around support is identified and available to enable people with complex support needs to thrive in their settled accommodation.	
5.0	Exempt and/or Confidential Information:	
5.1	None	
6.0	Implications	
6.1 Service Users, Patients and Communities:	None.	
6.2 Human Resources and Organisational Development:	None.	
6.3 Equality, Diversity and Human Rights:	The Council's Rapid Rehousing Transition Plan, and associated documents, such as the Allocation Policy, meets the requirements of equalities and human rights legislation. The move to Rapid Rehousing is a close strategic fit to the aims of the People strand of the Shetland Partnership Plan in tackling inequalities.	
6.4 Legal:	None.	
6.5 Finance:	There are no financial implications arising directly from this report. Implementation of the Council's Rapid Rehousing Transition Plan supports the wider prevention of homelessness agenda, seeking to avoid the likely financial impact on housing, education and health and social care services should housing need be unmet.	
6.6 Assets and Property:	None.	
6.7 ICT and New Technologies:	None.	
6.8 Environmental:	None.	
6.9 Risk Management:	There are political, economic, social, education and health risks associated with high levels of unmet housing need.	
6.10 Policy and Delegated Authority:	Under section 2.3.1 of the Scheme of Administration and Delegations the Development Committee has the remit for matters relating to housing, and has responsibility for monitoring and reviewing the achievement of key outcomes in the Service Plan, as part of its Planning and Performance Management Framework.	
6.11 Previously Considered by:	n/a	

Contact Details:

Anita Jamieson, Executive Manager – Housing, anita.jamieson@shetland.gov.uk

01595 744 360

Date Cleared: 25 February 2019

Appendices:

Appendix 1 Rapid Rehousing Transition Plan

Background Documents:

[Allocation Policy](#)

[Homelessness and Rough Sleeping Action Group: terms of reference - gov.scot](#)



Housing Service

Rapid Rehousing Transition Plan

2019-2024

1 Introduction

1.1 Provision of high quality, affordable, accessible housing for all remains a key aspiration of the Shetland Islands Council, in fulfilling the Scottish Government's vision through the 'Homes Fit for 21st Century' report [Link](#). This Rapid Rehousing Transition Plan will supplement and support existing strategic documents to assist the local authority in achieving our aim of ensuring all Shetland residents have;

'A choice of affordable housing options across all tenures that are warm and safe, energy efficient and in keeping with the Shetland environment, of good quality and in good repair, able to meet demand and the particular needs of households in inclusive and vibrant communities.' SIC Local Housing Strategy

1.2 The prevention of homelessness continues to be a main priority nationally and locally, on both a strategic and an operational level. The responsibility to prevent homelessness not only rests with the local authority housing service, but a cross section of frontline organisations and partner agencies, and it is the support and buy-in of these services that will ensure an effective prevention model. The concept of partnership working was affirmed as part of the Homelessness Prevention Guidance 2009, which stated;

'The prevention of homelessness does not happen in isolation from other issues. An exclusive focus on homelessness may not yield the most efficient results; rather a holistic or systemic approach is needed.'

'Homelessness prevention is a corporate responsibility and must be embraced by all parts of the local authority and, where relevant, their local partners including Registered Social Landlords (RSLs) and Health Services.'

2 Homeless and Rough Sleeping Action Group

2.1 Whilst there is progressive housing policy in Scotland, exemplified by the eradication of priority need in 2012, inevitably, homelessness cannot be prevented in every scenario. Additionally, whilst there has been a decline in the number of rough sleepers, there were still 1500 applicants who answered yes to 'sleeping rough night before presentation' in 2016/17. Source: *Homelessness in Scotland: 2017 to 2018*

2.2 In September 2017, the Scottish Government formed the Homeless and Rough Sleeping Action Group (HARSAG), with cross-sector membership and a remit to address the following issues;

- How to reduce rough sleeping winter of 17/18
- How to end rough sleeping
- How to transform temporary accommodation
- How to end homelessness in Scotland

2.3 The HARSAG group published a total of 4 reports, with 70 recommendations, to be implemented as part of the £50m 'Ending Homelessness Together' fund. The concept of initiating a rapid rehousing transition plan was detailed in the second of the four reports, recognising the importance of individuals securing a settled address as quickly as possible, when homelessness does occur.

2.4 HARSAG commissioned Indigo House to create a guidance document to assist local authorities in the development of their transition models. Indigo House confirm their definition of 'rapid rehousing';

‘Where homelessness cannot be prevented, Rapid Re-housing means;

- A settled, mainstream housing outcome as quickly as possible
- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community’

3 Existing SIC Policies & strategic documents linked to Rapid Rehousing Transition Plans

SIC Allocation Policy

SIC Homeless Policy

SIC Temporary accommodation Policy

SIC Prevention of Homelessness Policy

Housing Need and Demand Assessment

Local Housing Strategy

Strategic Housing Investment Plan

4 Shetland context

4.1 Shetland’s 23,176 inhabitants (’11 census) are ageing, and doing so at a rate higher than the national average. Moreover, the percentage of the population over 60+ is rapidly increasing, and by 2037 will account for 48% of all households. Not only will the type of accommodation need to provide a genuine ‘home for life’, but there will be an increasing demand, with a rise in the number of households, as shown in the table 1. This will result in a continuing demand for smaller, more accessible properties.

Table 1 – number of households in Shetland

	2017	2022	2027	2032	2037	2017-2037 Diff
Shetland	10367	10659	10876	11011	11069	702

Source: National Records of Scotland, 2014

4.2 Housing Tenure

As a comparison to the Scottish average, Shetland has a higher than average number of owner-occupiers, a lower number of those in the private rented sector and a similar percentage of those in social housing.

4.3 The private rented sector is a small market, with only two recently established estate agents. Affordability remains the main barrier to entry, and whilst rents have declined slightly following a boom period linked to major construction developments between 2011 - 2016, they remain high.

Table 2 – Rental costs in Shetland

Average Monthly Charges	1-bed	2-bed	3-bed	4-bed
SIC Average	£266.71	£319.88	£385.21	£448.83
HHA Average	£302.88	£364.38	£383.38	£391.88
Private Rents	£481.27	£612.00	£666.50	£629.71
Local Housing Allowance Rates	£397.84	£479.79	£549.99	£694.98

Source: Shetland Islands Council Housing Service and Hjaltland Housing Association, 2017

4.4 The information contained in the table 2 provides sufficient evidence as to why 95% of those in receipt of Housing Benefit are in social rented accommodation, with only 5% in the private rented sector, as opposed to the national Scottish average of 80% & 20% respectively.

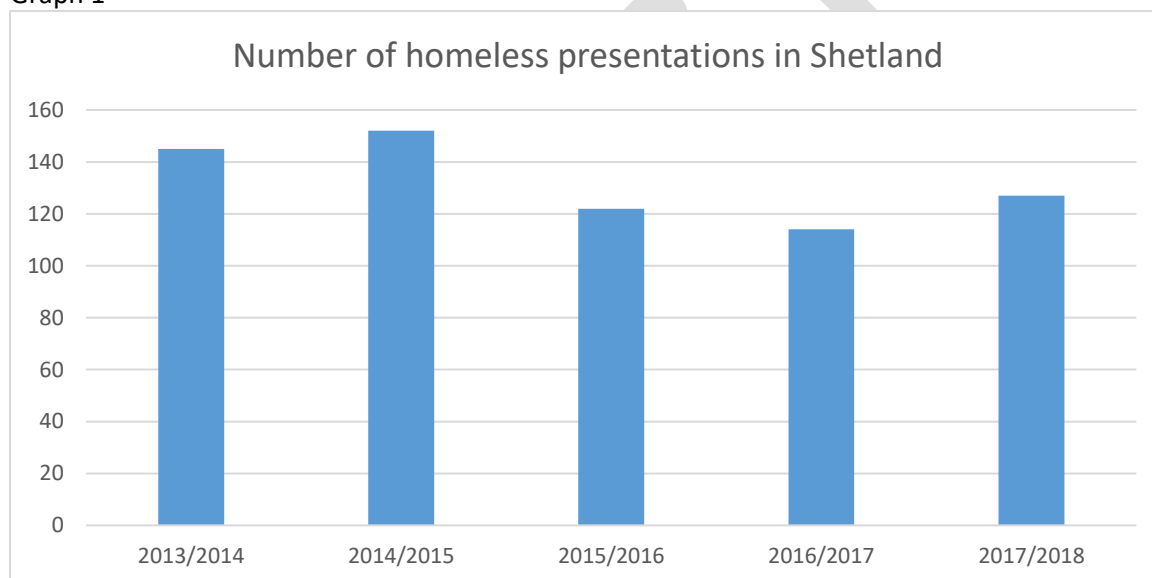
4.5 This creates a significant challenge in using the private rented sector as a viable opportunity to prevent homelessness. Furthermore, it presents little opportunity for those who have been accepted as homeless in moving into this sector with a view to it providing permanence. This further exacerbates the demand on social housing as being the main tool to alleviate those who have been accepted as unintentionally homeless.

5 Homelessness in Shetland

5.1 The number of applicants presenting as homeless in Shetland has reduced, year on year, since its peak in 2010-11, when it was as high as 270. However, similar to the national trend in 2017/18, there was a slight increase in the number of applications received in the last full reporting year.

5.2 In 2017/18, there were 98 applicants accepted as unintentionally homeless/threatened homeless, resulting in the local authority having a duty to provide permanent accommodation. There is also a duty to provide interim temporary accommodation until a 'settled' outcome can be achieved.

Graph 1



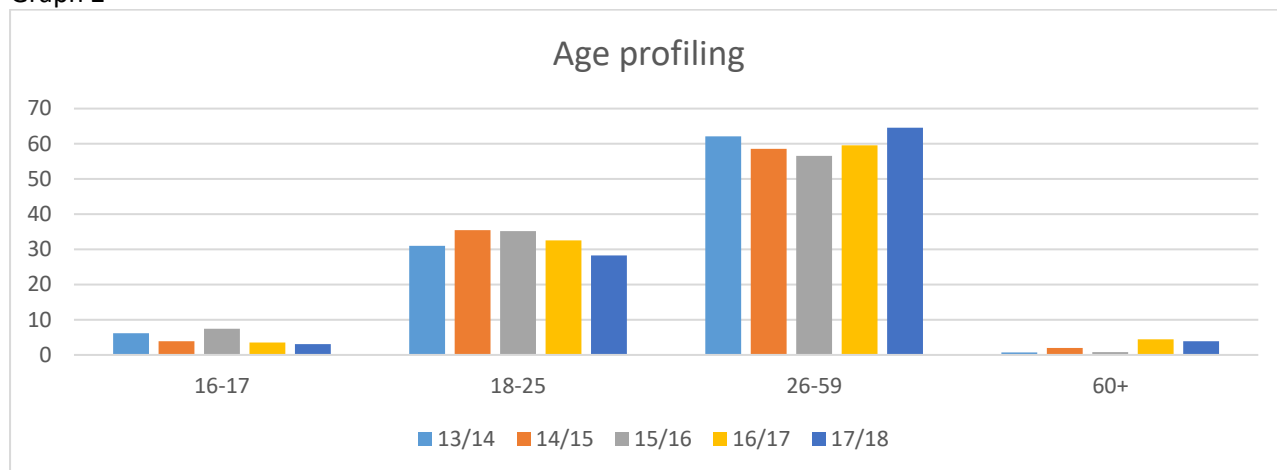
5.3 A combination of increasing the number of permanent lets to homeless applicants, along with the gradual decline in those presenting as homeless, has resulted in the number of live cases reducing, year on year. The Quarter two performance in 2018/19 continues this trend, with open cases down to 104.

Live Cases	13/14	14/15	15/16	16/17	17/18
Number of live cases	166	194	172	144	139

Table 3 – MOVE TO MORE APPROPRIATE LOCATION

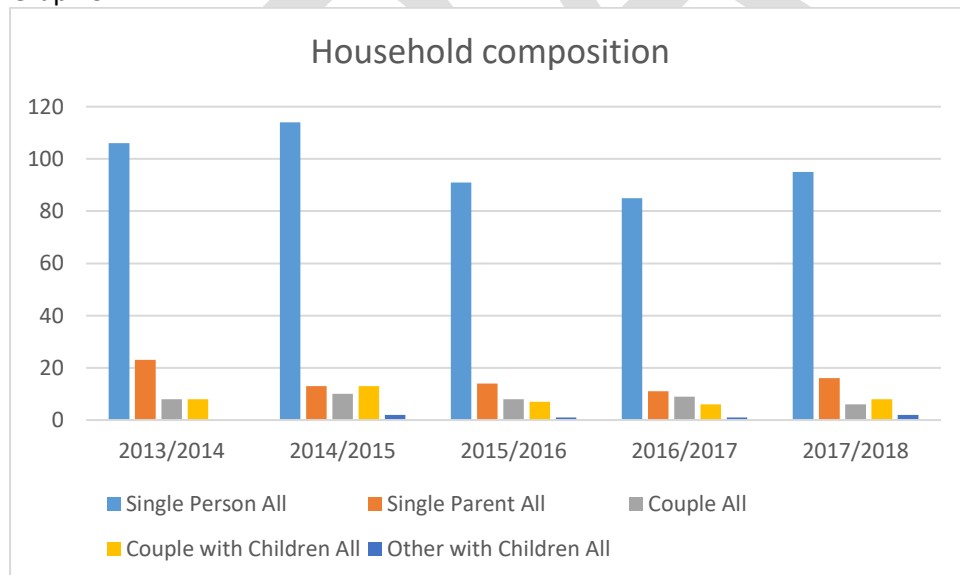
5.4 As shown in Graph 2, the majority of applicants presenting as homeless are within the 26-59 banding. The Housing Service has in place a service level agreement with Relationships Scotland – Family Mediation Shetland, to assist families where those under 21 may be threatened with homelessness from the family home. This initiative has seen a reduction in the number of young applicants presenting as homeless, and highlights the importance of effective partnership working to prevent homelessness collectively.

Graph 2



5.5 75% of all homeless applicants are single persons. With a statutory duty to offer permanent accommodation to homeless applicants, this figure indicates the requirement to increase the supply of single person accommodation in Shetland.

Graph 3



Rough sleeping

5.6 Sleeping rough means sleeping outside, in the open air, such as on the streets or in doorways, or in a building or other place not designed for humans to live in, such as a barn or shed, car park, abandoned boat, railway station and so on.

5.7 The number of applicants in Shetland who declared they had slept rough the night preceding the homeless assessment accounted for 4% of all applicants. This is marginally below the national

average, and is an example where small numbers, represented as a percentage, can skew interpretation. There are no known rough or street sleepers in Shetland, however there are applicants who may spend an evening in a car or vehicle, presenting the following day.

Repeat homelessness

5.8 Repeat homelessness has been virtually eliminated in Shetland, with only one applicant being registered as a 'repeat' in 2017/18. Converted to a percentage, this equates to less than 1%, in comparison to the Scottish Average of 6.4%. This indicates applicants are only being duty discharged once genuine settled accommodation has been secured, and appropriate support is in place for tenancy sustainment.

5.9 The rate at which homeless applicants are sustaining their tenancies is improving year on year, with the service reporting tenancy sustainment levels for homeless applicants at 97.14% for the 2017/18 Annual Charter Return.

Prison leavers

5.10 In the 2017/18 reporting year, there were 3 homeless assessments received where the applicant's last accommodation was 'prison'. Effective partnership working with criminal justice social work ensures each presentation from prison, where the release date is known, is done in a planned manner. A video conference meeting takes place in the weeks prior to release, to complete the assessment, and to start to plan temporary accommodation, where required. This process will be further enhanced once the SHORE (Sustainable Housing on Release for Everyone) standards are fully implemented, and a protocol is in place with the Scottish Prison Service. The Housing Service is planning for the implementation of the standards, and working in conjunction with other members of the Community Justice Partnership to improve outcomes for prison leavers.

Action point – implement shore standards

Care Leavers

5.11 Through the Children and Young People (Scotland) 2014 Act, there is now a greater emphasis on the corporate responsibility and on-going duty toward care experienced applicants. A partnership approach with the Throughcare and Aftercare Team support care leavers through a transition from temporary to permanent accommodation, via 'special case' status under the Allocation Policy, ensuring those leaving care do not need to present as homeless.

5.12 As part of the Corporate Parenting Strategy, the Housing Service is currently reviewing the 'Care Leaver's Protocol', to ensure the needs of care leavers are being fully met, in terms of Housing provision.

5.13 In 2017/18 there were 4 homeless applications from former Looked After Children, two of which were looked after at least five years ago. *Action point* – review and implementation of protocol

6 Temporary Accommodation

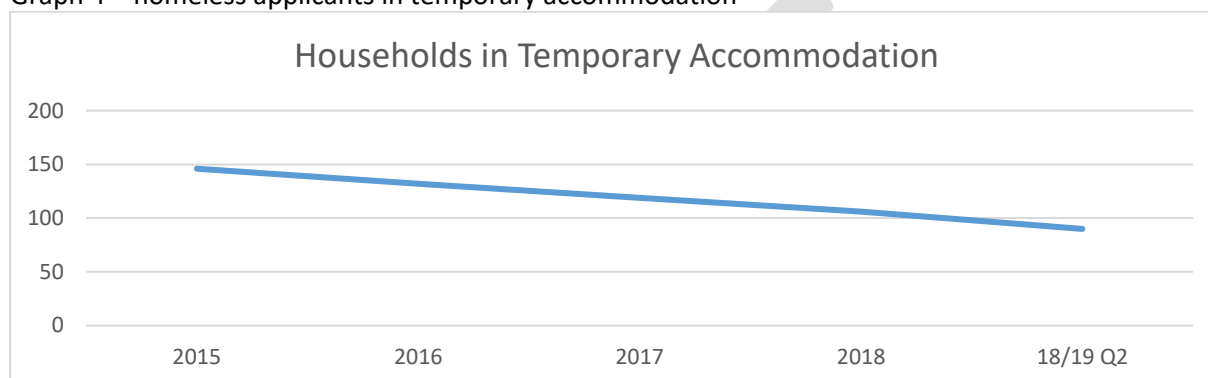
6.1 Temporary accommodation consists of furnished properties which are, in the main, self-contained and belong to the Shetland Islands Council. There is no hostel-style accommodation, and B&B is used only sporadically. Where shared accommodation is used, each tenant will have a risk assessment to ensure they are suitable for shared accommodation.

6.2 A survey of temporary tenants in 2018 confirmed 79.66% were either satisfied or very satisfied with the standard of temporary accommodation.

6.3 Private Sector Lease agreements have been phased out, and although there are a small number of units leased via the RSL for the provision of temporary accommodation (5), these will be phased out as part of the review of temporary accommodation. This will increase the number of available lets for permanent accommodation, whilst consolidating the temporary accommodation stock to include only SIC owned properties. *Action – reduce temp stock via RSL*

6.4 Where temporary accommodation can meet the long-term needs of a household, consideration will be given to 'converting' the tenancy into a secure SST, thus allowing the homeless applicant to remain in their community, negating the need for an expensive and unsettling move. This principle has been used with success, with 7 temporary tenancies converted in the 2018/19 reporting year alone. *Action – continue to look at 'converting' of tenancies where appropriate.*

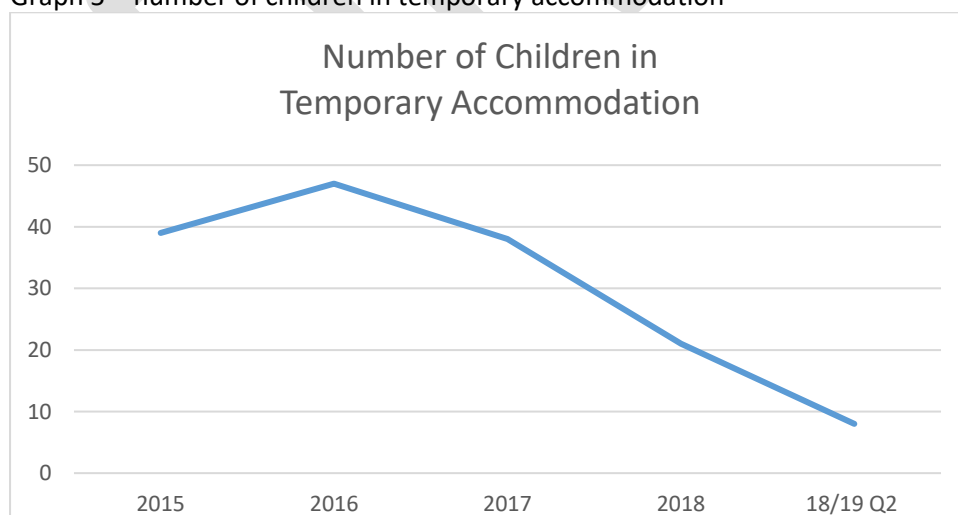
Graph 4 – homeless applicants in temporary accommodation



6.5 The size and location of our temporary accommodation stock is guided by our Temporary Accommodation Strategy. Minimising the time spent in temporary accommodation is one of the main aims, and the service is now starting to see an improvement in performance.

6.6 Due to a lower level of demand for family-sized accommodation, which makes up a significant proportion of our stock, we have the ability to move families on into permanent accommodation quicker than we can single applicants.

Graph 5 – number of children in temporary accommodation



6.7 There has been a significant reduction in the number of households with children in temporary accommodation, along with an overall reduction in the number of children in temporary accommodation.

Cost of temporary accommodation

6.8 There is no management fee levied against temporary accommodation units, therefore ensuring rent is well within with the Local Housing Allowance rates.

	Shared	1 apt	2 apt	3 apt	4 apt
Temp Monthly Charges	£235.52	£235.52	£315.03	£385.88	£462.37
Local Housing Allowance Rates	£255.84	£397.84	£479.79	£549.99	£694.98

Table 4

6.9 The information contained in table 4 does not include a weekly furniture charge of £12.55, and in shared accommodation there is an additional electricity charge of £19.40.

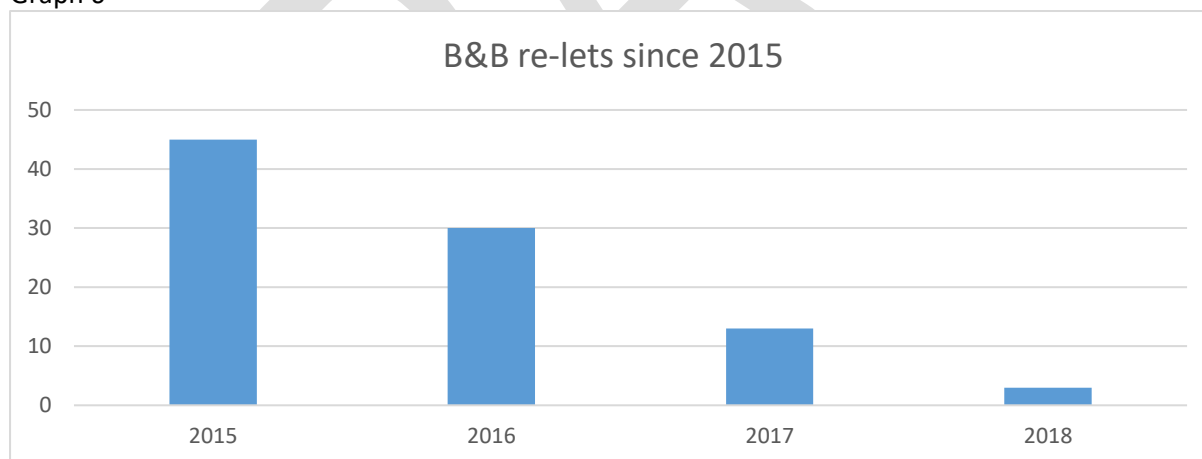
Bed & Breakfast for temporary accommodation

	Adult	Child
Weekly B&B charge	£122.40	£61.20

Table 5

6.10 The use of B&B as temporary accommodation has significantly declined since 2015, with only sporadic use, often as out of hours or an interim measure until more suitable accommodation is ready to let. In addition to these trends, which are highlighted below, the Housing Service does not breach the Unsuitable Accommodation Order.

Graph 6



7 Social housing stock

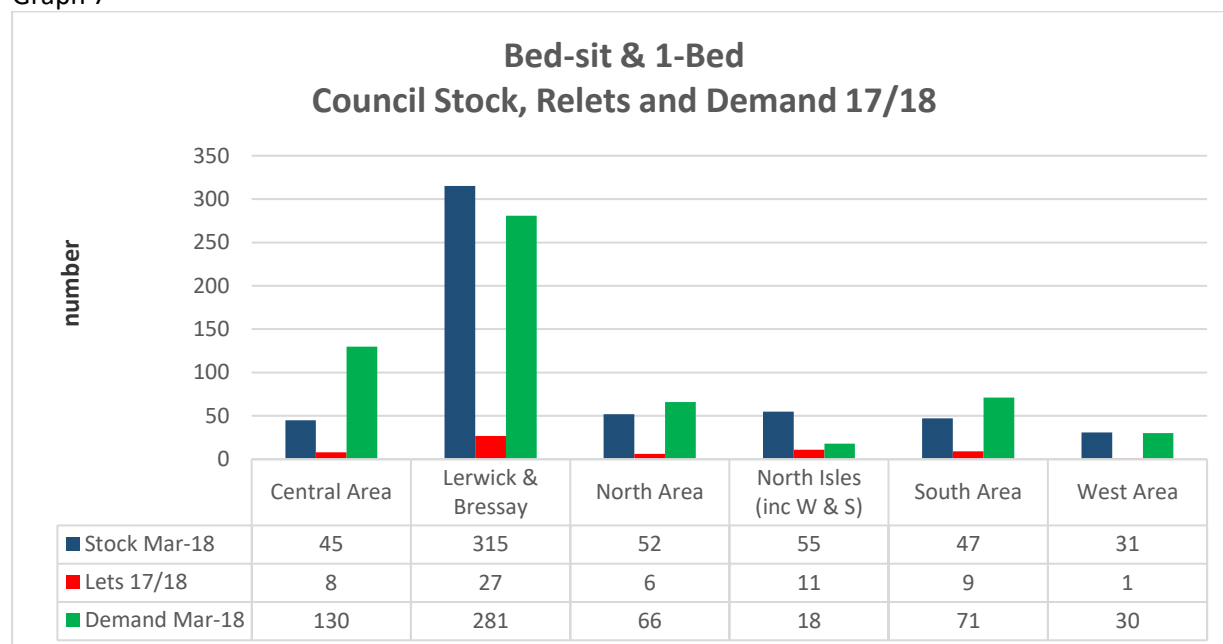
7.1 The adequate provision of social housing, which compliments the size and location demands of the applicants, is key to meeting demand, alleviating homelessness and ensuring time in temporary accommodation is minimised.

7.2 Demand for permanent accommodation by statutory homeless households is highest for single occupancy properties in central Shetland, predominantly Lerwick. 94% of all homeless applicants wish to be re-housed in Lerwick.

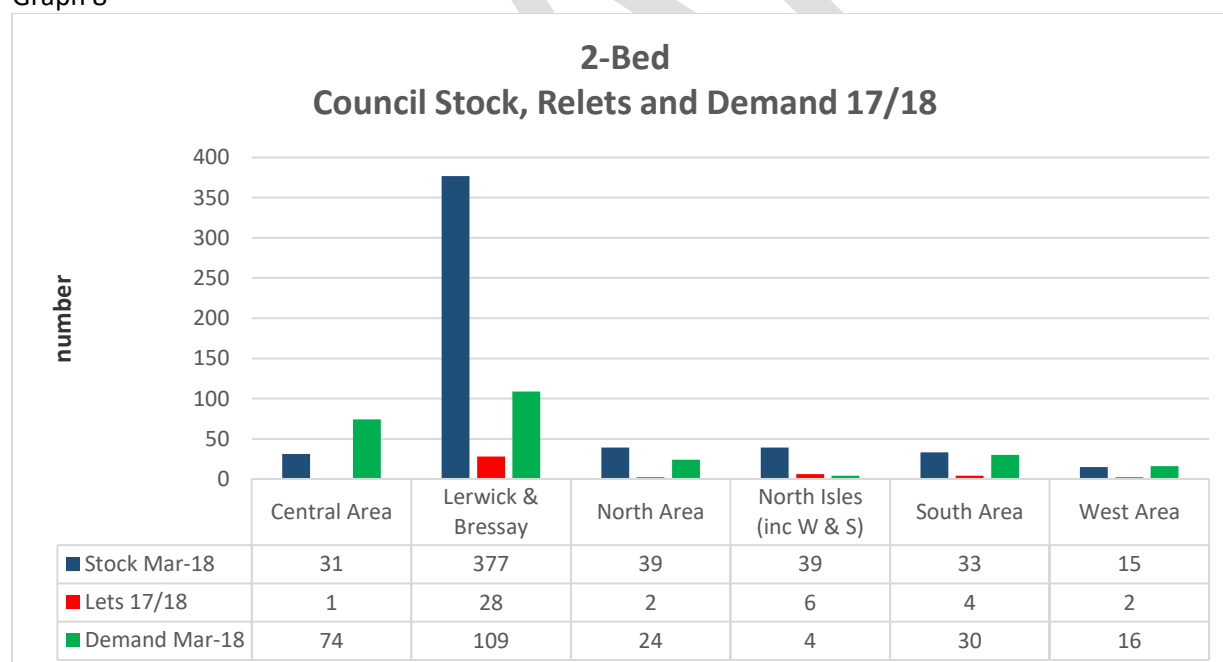
7.3 The Scottish Household Survey confirms Shetland has a much higher percentage of three bedroom properties, in comparison to the national average (42% vs 26%). This mis-match is further

illustrated by the following tables, which show the relationship between supply and demand across Shetland.

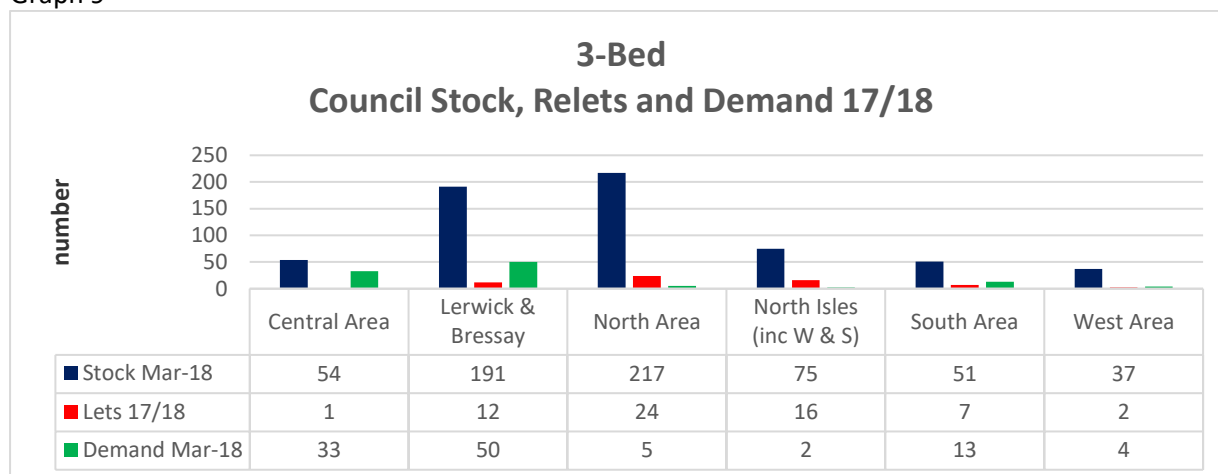
Graph 7



Graph 8



Graph 9



7.4 Allocation of social housing

Statutory homeless households already receive a high proportion of lets, as detailed in the Housing service Allocation Policy, with allocation quotas reviewed annually;

Quota 2018/19	Homeless	Waiting List	Transfer
Lerwick	70%	15%	15%
Landward	30%	40%	30%

Table 6

7.5 Effective partnership working with Hjaltland Housing Association, via the nominations agreement, also ensures homeless applicants are considered for a significant proportion of lets. The SIC receives a 50% nomination right, of which 75% is targeted towards the statutory homeless.

7.6 In addition to this, an amendment to the nominations process is being trialled in 18/19 with a view to re-housing those who have been in temporary accommodation the longest. Although HHA ordinarily operate a Choice Based Lettings system, the Housing Service now nominate the homeless applicant who has been in temporary accommodation the longest. This will ensure the more vulnerable applicants, who may not have the opportunity to monitor voids through choice based lettings, are not disadvantaged.

Action - A review of this will take place in April 2019, with the intention to adopt this as a permanent amendment to the nomination agreement.

7.7 Indigo House created a toolkit to assist the formulation of the Rapid Rehousing Transition Plan, and to identify the resources required to bridge the gap between supply and demand. This takes into account the number of social houses available each year, set against the trends of homeless presentations, whilst also factoring in applicants who may cancel their applications, or move 'off-island'.

7.8 These figures are projections only, but indicate an additional 15 properties would need to be allocated to homeless applicants, each year. These properties will need to be of the correct size, and in the correct location to assist in sustainable housing outcomes.

8 SHIP

8.1 The Strategic Housing Investment Plan is the vehicle with which to deliver the Local Housing Strategy, ensuring resources are targeted in the correct areas, using the datasets gathered through the Housing Need and Demand Assessment. The SHIP for 2019/20 – 2023/24 confirms the following;

- Projected investment of £25.571m
- 53-72 units of affordable housing required each year, spanning a decade
- Lerwick, Scalloway & Tingwall areas of greatest development with some smaller rural projects
- Focus on smaller units to 're-balance the proportion of stock of the right size'
- Acknowledgement of RRTP and the importance of sourcing settled accommodation for homeless applicants

9 Prevention of homelessness

9.1 Whilst the focus of the RRTP is on re-housing homeless applicants, the prevention of homelessness agenda does not diminish, and it is important to understand developments in this area. The increase in supply of social housing via the SHIP will significantly improve options over time, but prevention is also vital to reduce the significant demands on this scarce resource.

Section 11 project with HHA

9.2 As a member of the North & Island Housing Options Hub, the Housing Service is taking part in a development project with Hjaltland Housing Association to offer greater support to tenants at risk of homelessness. When a registered social landlord, or a creditor, takes formal action to recover a property, a section 11 notice is issued to the Local Authority, to alert them of the potential homelessness. This project will ensure information received is adequate, timeous and put in place greater partnership working, which should all reduce the likelihood of tenants being evicted. *Action – follow through project and review impact*

Medical assessment process

9.3 The Housing Service is undertaking a review of the way in which medical need, in relation to housing circumstances, is assessed. A new assessment model is being introduced which will see a greater level of involvement and partnership working with Occupational Therapy. It is anticipated this model will identify required adaptations at an earlier stage, prevent applicants needing to enter or move within the social rented market, and ultimately reduce unnecessary delayed discharges. *Action – follow through on new model*

Health and Homelessness

9.4 The socio-economic impact of homelessness is well documented. However, thanks to a National data linkage project, analysing the relationship between Health and Homelessness, there is now a significant suite of information to highlight the detrimental impact homelessness can have on an individual's health.

The full report is available;

<https://www.gov.scot/publications/health-homelessness-scotland/>

Over-view findings

9.5 Homeless applicants will, in comparison to a non-homeless person;

- Present at A&E at least twice as often
- Have a higher number of outpatient appointments
- Be at least four times as likely to have admission to mental health specialities
- Be ten times more likely to have initial assessments at Drug Treatment Services

9.6 This information is set against a national study, and is not Shetland-specific figures. However, the trends are transferrable, and what the report confirms is there is a very clear spike in service input at the point of 'crisis', the homeless assessment.

9.7 This therefore places greater emphasis on all stakeholders to work together to ensure the number of individuals presenting as homeless is minimised.

10 Supporting vulnerable people

10.1 The Housing Support Service 'offers support with the skills to manage and maintain a home'. The housing support team will provide support, assistance and advice to individuals with particular needs, all with a view to maintaining accommodation and preventing homelessness. Referrals are accepted regardless of tenure, and despite the geographical challenges of island living, anyone who needs the service, can benefit from support.

10.2 The Shetland Partnership Plan (SPP) 2018-2028 has now been launched, with a shared vision;

'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'

10.3 There are four key strands to the SPP;

- Participation
- People
- Place
- Money

10.4 Whilst it is important to recognise the links with all four strands, the Housing Service is in dialogue with the lead officers responsible for the 'people' element, recognising a genuine opportunity to positively impact on the outcomes for the more vulnerable members of the community. The 'People' strand will;

'Work with the individuals and households who can benefit most from a different approach to public service delivery.

This priority will involve finding permanent, sustainable solutions to the causes of poor outcomes. Working to improve the life chances and outcomes for those people who are born into more disadvantaged families.'

10.5 There are no immediate plans to implement an asset-led Housing First approach by identifying specific properties, but instead work with partner agencies to provide wrap around support with a person-centred focus.

11 The Action Plan

11.1 Appendix One documents the identified actions required for successful implementation of this Rapid Rehousing Transition Plan.

Appendix One – Shetland Islands Council Rapid Re-housing Action Plan; 2019 – 2024

<u>Objective</u>	<u>Action Required</u>	<u>Current Performance</u>	<u>Projected Performance</u>	<u>Links to current policies</u>	<u>Partners involved over and above Housing Service</u>
Increase allocations to Homeless applicants	Nominations from HHA to focus on single person accommodation	62% of one bedroom properties nominated to SIC in 2017/18	70% of one bedroom properties nominated to SIC	Nominations Agreement	Hjaltland Housing Association
Increase allocations to Homeless applicants	Review Nominations project to move away from CBL	Pilot project to remove CBL from nominations	Date order allocations	Nominations Agreement	Hjaltland Housing Association
Increase allocations to Homeless applicants	Release RSL stock used as temp for permanent re-let	4 temporary tenancies within properties owned by RSL	Reduce leased properties to 0	Temporary Accommodation Policy	Hjaltland Housing Association
Increase allocations to Homeless applicants	SHIP to continue delivery of affordable housing in high demand areas		As a minimum, 265 affordable properties delivered by 2024	Allocation Policy HNDA Local Housing Strategy	Hjaltland Housing Association
Increase allocations to Homeless applicants	Continue practice of converting temp to permanent where appropriate	Opportune conversions where appropriate	Continue in line with current practice	Allocation Policy Temporary Accommodation Policy	Internal only
Expediate transition to settled	Continue housing options approach once accepted HP to consider all available avenues for settled accomm.	Regular contact with HP's, but no on-going personal housing plans	On-going, pro-active options discussions and PHPs with all accepted homeless	Allocation Policy	Internal only

			apps		
Expediate transition to settled	Reduce the average case duration for homeless applicants	16/17 – 84.8 weeks 17/18 – 79.95 weeks	Review annually	Allocation Policy Prevention of Homelessness Policy	Hjaltland Housing Association
Prevention of homelessness	Section 11 project to reduce number of tenants evicted from secure tenancies	Minimal information received from RSL, initial letter sent to applicant with no continued follow-up	Pro-active approach to offer support & quality info received from section 11 ref.	Homeless Policy	Hjaltland Housing Association
Prevention of homelessness	Full implementation of the SHORE Standards	Good practice exists where information is shared & prisoner release date known	All prisoners provided full housing options package at start and end of sentence	Homeless Policy Allocation Policy Prevention of homeless policy	Scottish Prison Service Criminal Justice Social Work DWP
Prevention of homelessness	Medical assessment review for housing allocation policy – partnership approach with SIC, HHA & OT to assess housing need	Completed by Director of Public Health Office	New model involving OT's, with prevention of homelessness and practical solutions the main focus	Allocation Policy	Occupational Therapy NHS Hjaltland Housing Association
Prevention of homelessness	Review Housing protocol for care leavers	Care Leavers do not present as homeless immediately after leaving care	Care leavers/former care leavers given optimum opportunity to succeed	Allocation Policy Care Leavers Protocol	Children and Families Throughcare and Aftercare Hjaltland Housing Association
Prevention of	Work with partner agencies in the 'People' strand of the		Vulnerable	Prevention of Homelessness	All partners of the Shetland Partnership

homelessness	Shetland Partnership Plan	-	individuals provided with wrap-around support to maintain tenancies and prevent homelessness	policy	Plan
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As a member of the North & Island Housing Options HUB, along with Orkney, Western Isles, Aberdeen City, Aberdeenshire, Moray and Highland, the Housing Service is committed to continuous improvement and reviewing processes to achieve desired outcomes. Quarterly meetings enable the local authorities to share best practice, benchmark, complete research projects, and comment, as a collective, on Scottish Government initiatives.