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Lynne Geddes
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Date: 5 June 2017

Dear Sir/Madam

You are invited to the following meeting:

Education and Families Committee
Auditorium, Shetland Museum and Archives, Hays Dock, Lerwick
Monday 12 June 2017 at 10.00am

Apologies for absence should be notified to Lynne Geddes at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: Mr G Smith
Vice-Chair: Mr T Smith

AGENDA

- (a) Hold circular calling 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 minutes of meetings held on (i) 26 January 2017, and (ii) 6 March 2017 (enclosed).

ITEM

1. Children's Services Directorate Performance Report 2016-17
CS-09-17
2. Management Accounts for Education and Families Committee:
2016/17 – Draft Outturn at Quarter 4
F-050
3. Shetland College Term Dates
SCB-128



Meeting(s):	Education and Families Committee	12 June 2017
Report Title:	Children's Services Directorate Performance Report -2016/17	
Reference Number:	CS-09-17-F	
Author / Job Title:	Helen Budge, Director of Children's Services	

1.0 Decisions / Action required:
1.1 The Education and Families Committee should discuss the contents of this report and make any relevant comments on the achievements of the Directorate during 2016/17, progress against the priorities set out in the Directorate Plan, and contribute to the planning process for future years.
2.0 High Level Summary:
2.1 This report summarises the activity and performance of the Children's Services Directorate for 2016/17, enabling members to analyse its performance against the Directorate's Service objectives and the Corporate Plan outcomes.
3.0 Corporate Priorities and Joint Working:
3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Plan", the Council's Corporate Plan 2016-2020. <ul style="list-style-type: none">• Our performance as an organisation will be managed effectively, with high standards being applied to the performance of staff and services. Poor performance will be dealt with, and good service performance will be highlighted and shared.
4.0 Key Issues:
4.1 The Directorate's objectives as detailed in the Directorate Plan are the outcomes the Directorate aims to deliver in the year. We said " what we must do in 2016/17 " was: <ul style="list-style-type: none">• 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 infrastructure.

Progress on Corporate Plan Outcomes

4.2 The letter intent to handover the new Anderson High School on 07 September 2017 has been received.

Directorate Achievements in 2016/17

4.4 During 2016/17 the Directorate's achievements included:

- Securing external funding for new posts under the Developing the Young Workforce initiative to provide opportunities for young people leaving school;
- Collaborating with the Northern Alliance to progress improvement in literacy and to close the attainment gap;
- Successful follow-up Care Inspectorate inspection of services to children in Shetland;
- Progressing delivery of Corporate Parenting Strategy due to be implemented in September 2017;
- Collaborative work with national agencies to achieve permanency for children in long term care;
- Met targets for inspection of 71 play areas and 14 multicourts across Shetland;
- Managing the new build Anderson High School and Halls of Residence projects within budget and on time;
- Achieved positive inspection reports for schools, pre-school and children's residential settings;
- Maintained educational attainment targets for 2016 exam results;
- Improved enhanced transition arrangements for children and young people with complex and additional support needs;
- Carried out a pilot for online payments system for school meals;
- Children's Residential Services were awarded Residential Team of the Year by CELSIS;
- Council approval of Fee Paid Foster Carers scheme;
- Opened Windybrae and Arheim residential services for children;
- Established a Disability Sport Branch for Shetland;
- Getting It Right For Every Child (GIRFEC) established as core policy for planning to meet children's needs and underpins practice across Children's Services;
- Led the work to publish the new inter-agency Integrated Children's Services Plan 2017-2020, which identifies three key priorities: Reducing Inequalities, Strengthening Families and Emotional Wellbeing and Resilience, and includes a Participation Strategy for young people;
- Put in place projects to progress work of Scottish Attainment Challenge and Pupil Equity Fund to close the attainment gap;
- Continued to meet targets set for progressing and reviewing case conferences for child protection.

4.5 Analysis of performance data trends and benchmarking allows the Directorate to assess its performance standards.

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

4.7 Appendix B shows progress on the key projects and actions the Directorate set out

to complete or substantially progress in 2016/17. Appendix C shows the Council wide indicators and the Key Directorate Indicators to enable the Committee to monitor service delivery against our performance targets and our Directorate Objectives in 4.1.

Risk and Service Challenges

4.8 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 are still in progress and where we haven't met Performance Indicator Benchmarks. Set out here are key pieces of priorities where work is continuing:

- Our first annual National Improvement Framework Plan for schools needs to be published and in place by September 2017, setting out key strategies to reduce inequalities and close the attainment gap for the most disadvantaged children;
- Finalise a strategy for the 1+2 initiative for pupils to learn a third language;
- Preparing for the expansion of Early Learning and Childcare to 1140 by 2020;
- Further development of Children's Services residential capacity;
- Initiation of project for transforming services to children to focus on early intervention, including funding of Emotional Wellbeing project.

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

5.0 Exempt and/or confidential information:

5.1 None

6.0 Implications :	
6.1 Service Users, Patients and Communities:	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback, service data, self-evaluation 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.
6.3 Equality, Diversity and Human Rights:	The Directorate uses Equalities Impact assessment to ensure its services are supporting those most in need and not making inequalities worse.
6.4 Legal:	The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.
6.5 Finance:	The actions, measures and risk management described in this report have been delivered within existing approved budgets.
6.6 Assets and Property:	A number of the actions in the Directorate Plan relate to maintenance and replacement of Council assets to maintain delivery of services to the people of Shetland.
6.7 ICT and new technologies:	None
6.8 Environmental:	None
6.9 Risk Management:	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p>
6.10 Policy and Delegated Authority:	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they:</p> <p>“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p>

	(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.	
	(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”	
6.11 Previously considered by:	None	

Contact Details:

Helen Budge, Director of Children’s Services, helen.budge@shetland.gov.uk

Appendices:

- Appendix A – Infographic Sheet (Presented at Committee)
- Appendix B – Progress on the Directorate Projects and Actions
- Appendix C – Key Directorate Indicators and Council Wide Indicators
- Appendix D – Complaints Summary
- Appendix E – Risk Register

Background Documents:

[Children's Services Directorate Plan 2017-2020](#)

CHILDREN'S SERVICES REVIEW OF THE YEAR 2016/17

23 pre-school settings

588 children



25 primary schools

1,864 pupils



7 secondary schools

1,367 pupils



558 Shetland pupils receive music tuition



96%



of school leavers have a 'positive destination' (92% in Scotland)

181 pupils doing work experience



29 children legally classed as looked after by the council



The council has corporate parenting responsibility for **31** children who have left care



174 children involved in child protection investigations every year



297,000



attendances at 9 indoor sports facilities across Shetland

19,800 LIBRARY VISITS RECORDED

144,800 LIBRARY ITEMS ISSUED



71

COUNCIL-OWNED PLAY AREAS



58% of pupils took part in Active Schools activities



210,000 attendances in 8 swimming pools across Shetland



Appendix B - Projects and Actions - Children's Services Directorate

Generated on: 05 June 2017

OUR PLAN 2016-2020

A) YOUNG PEOPLE

1) New Anderson High School

The new Anderson High School and Halls of Residence will have been built and will be providing an excellent learning environment as part of an efficient and effective school service.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP006 New Anderson High School	Project Management of new Anderson High School	New build completed on programme and on budget.	Planned Start	01-Jan-2013		Work progressing to current schedule.	Children's Services Directorate
			Actual Start	01-Jan-2013			
			Original Due Date	01-Aug-2016	Expected success		
			Due Date	07-Sep-2017			
			Completed Date		Likely to meet or exceed target		

2) Vulnerable Children and young people's opportunities

Children and young people, particularly those from vulnerable backgrounds, will be accessing the learning and development opportunities that allow them to best fulfil their potential.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP138 Northern Alliance	Collaborate effectively in the Northern Alliance to improve aspects of Children's Services delivery.	Progress made in closing the attainment gap. Closer working on education policy.	Planned Start	01-Sep-2015		Head Teachers, Quality Improvement Officers, Executive Managers and the Director of Children's Services are all involved collaboratively in developing strands of the Northern Alliance including leadership, early literacy and tackling inequalities.	Children's Services Directorate; Quality Improvement; Schools
			Actual Start	16-Aug-2016			
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date		Likely to meet or exceed target		

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Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP139 Excellence and Equity in Scottish Education	Implement locally the key priorities from the Delivery Plan.	Progress made in closing the attainment gap.	Planned Start	01-Jun-2016		Delivery Plan and timeline shared with all Head Teachers. Governance Review consultation responses being analysed. Workload Review guidance being developed on reporting to parents and forward planning. This will be shared in Term Four of 2016/17 with all head teachers. Pupil Equity Funding allocations have been supported by a half day briefing session for head teachers, and local guidance.	Children's Services Directorate; Quality Improvement
			Actual Start	01-Jun-2016			
			Original Due Date	01-Jul-2020	Expected success		
			Due Date	01-Jul-2020			
			Completed Date				

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP149 National Improvement Framework	Implement all strands of the NIF.	Progress made on closing the attainment gap.	Planned Start	01-Apr-2016		Specific support is being provided by our attainment adviser. A working group is in place. Identifying aspects of poverty and deprivation in Shetland to carry out focussed work is a priority. There is also a local project being established to improve early literacy. The Northern Alliance of local authorities also has made two successful bids to the Attainment Challenge Fund which will provide professional development opportunities for central staff, head teachers and other school staff to work together to raise attainment. The Northern Alliance bids have also resulted in a specific additional project in early literacy; three of our schools will participate and work collaboratively with schools across the Alliance. The 2016 data collection has been published. Prior to this, we carried out our own in house analysis. QIOs took school level data compared to Shetland wide, out to all settings as part of their attainment visit. The Delivery Plan will impact on future developments in this area.	Quality Improvement; Schools
			Actual Start	26-Jan-2017			
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date				

3) Shetland Learning Partnership

Shetland Learning Partnership will be delivering important opportunities for young people to gain workplace experience and vocational qualifications while at school, equipping them with the skills to enable them to get jobs or continue into further education.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start	Original Due Date		
DP 140 Developing the Young Workforce (DYW)	Young people are ready for employment and almost all achieve positive destinations on leaving school.	Operational teams and strategic teams meet the 39 recommendations relating to vocational and Youth employment as laid out in the DYW report.	Planned Start	01-Apr-2016		Four groups have been formed to bring together the 39 recommendations of the DYW report. We are in year three of a seven year action plan. The groups are: The Regional Group, comprising industry and some public sector representatives, the Steering Group, made up of representatives from across the various skills sectors, the Project Team, made up of representatives from different services, and the Head Teacher group. Almost all of the recommendations that can be taken forward at a local level are in development. Funding bid was presented to the National DYW Group on 6 December 2016. We await the outcome of that. Skills Investment Group now formed as part of the Community Planning Partnership umbrella. This group will now oversee progress against a number of the DYW recommendations. This is a multi agency group. This means that our DYW Steering Group is no longer required. DYW bid for funding was successful. Funding will run for three years from 3 April 2017.	Quality Improvement; Schools
			Actual Start	01-Dec-2015	<input type="text" value="30%"/>		
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet or exceed target		

4) Protecting vulnerable children and young people

Vulnerable children and young people in need of our care and support will be protected from harm.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 141 Early Learning and Childcare	Develop the provision early learning and childcare to meet national requirements.	Shetland to be able to offer 1140 hours of early learning and childcare by 2020.	Planned Start	01-Apr-2016		Planning underway for Blueprint infrastructure model for delivery. Blueprint for Early Years consultation responses have been submitted and the bid for trials money has been successful. A trial at Urafirth Primary School is due to commence in April 2017. A Project Board has been set up. A delivery model is being drafted which will set out requirements for infrastructure changes, workforce development and additional staffing. The Scottish Government have announced capital and revenue allocations for 2017/18, and require a strategic plan to be submitted by each local authority by 29 September 2017. Scottish Government have now published their Action Plan and their Planning Guidance to support local authorities.	Quality Improvement
			Actual Start	16-Aug-2016	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #0070C0; color: white; display: flex; align-items: center; justify-content: center;">10%</div>		
			Original Due Date	31-Mar-2020	Expected success		
			Due Date	31-Mar-2020			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 142 Corporate Parenting Strategy	Monitor the implementation of the Corporate Parenting Strategy to help ensure that our looked after children have the same opportunities to succeed as their non-looked after peers.	Our looked after children and care leavers are supported by the corporate parent to achieve outcomes similar to the broader population of young people in Shetland.	Planned Start	01-May-2016		Corporate Parenting Strategy will be presented to the Shetland Partnership in June 2017.	Children's Services Directorate
			Actual Start	01-May-2016	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #0070C0; color: white; display: flex; align-items: center; justify-content: center;">30%</div>		
			Original Due Date	30-Sep-2017	Expected success		
			Due Date	30-Sep-2017			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP 144 Permanency	Children in need of long term care do not experience unnecessary delay	Clear and timely decision making with regard to permanency.	Planned Start	01-Apr-2016	 20%	Work continues, in partnership with CELCIS and the Scottish Government, to achieve excellence in permanency	Children's Services Directorate
			Actual Start	01-Apr-2016			
			Original Due Date	01-May-2020	Expected success		
			Due Date	01-May-2020			
			Completed Date				

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP 145 Residential and Foster Care	Build capacity in our residential and foster care resources.	Children requiring to live out with their family can do so in the Shetland community unless there is a significant level of need that cannot be met from within Shetland resources	Planned Start	01-Nov-2015	 20%	Business Case for residential services currently being developed.	Children's Services Directorate
			Actual Start	01-Nov-2015			
			Original Due Date	30-Nov-2016	Expected success		
			Due Date	01-Apr-2018			
			Completed Date				

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP148 Emotional Wellbeing Project	Improved emotional wellbeing and resilience for our children and young people.	Improved emotional resilience and intelligence for all children and young people. Sustain children in their families, when it is the right thing to do. Vulnerable children achieve equality in achievement of a positive destination.	Planned Start	01-Jun-2016	 5%	A Spend to Save Application with full business case was submitted in December 2016.	Children's Services Directorate
			Actual Start	01-Jun-2016			
			Original Due Date	01-Jun-2022	Expected success		
			Due Date	01-Jun-2022			
			Completed Date				

5) Listen to young people

Young people will feel that their voices are being heard by the council, having regular opportunities to put forward their thoughts on the issues that affect them.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 146 Participation Strategy for Shetland's Young People	We will ensure schools are involved in the development of the Participation Strategy for Shetland's young people.	The children and young people across Shetland's views will be heard.	Planned Start	01-Aug-2016		Draft Participation Strategy presented to Integrated Children and Young People's Strategic Planning Group.	Children's Services Directorate
			Actual Start	01-Aug-2016			
			Original Due Date	31-Aug-2017	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP 147 Consultation with Young People	Consultation with young people will be a priority in all areas of the Directorate.	All areas of the Directorate will engage appropriately with children and young people on their service area.	Planned Start	01-Sep-2016		Who Cares commissioned to advocate for looked after and vulnerable children and young people.	Children's Services Directorate
			Actual Start	17-Feb-2017			
			Original Due Date	31-Jul-2017	Expected success		
			Due Date	01-Apr-2018			
			Completed Date		Likely to meet or exceed target		

6) Physical and cultural activities

More children will be taking part in physical and cultural activities – developing healthy lifestyles for playing a full and active part in Shetland community life.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
DP115 Active Shetland - A strategy for Physical Activity and Sport	Undertake consultation and publish the new Active Shetland - A Strategy for Physical Activity and Sports Strategy for Shetland 2017 - 22.	Clear strategic direction and efficient use of resources agreed for sport and physical activity in Shetland through community and stakeholder consultation. Increased likelihood of individuals being more physically active and reaching their potential in sport.	Planned Start	01-Apr-2015		The Shetland Sporting Partnership - Strategic Group have undertaken a public consultation review of the current Sports Strategy, which also included seeking priorities for the development of the new Shetland Physical Activity and Sports Strategy. The findings of this review were presented to the Shetland Partnership Board on 25 October 2016 and a Shetland Sports Forum on 16 November 2016. Final drafting of the strategy has been undertaken during February and March 2017.	Children's Services Directorate
			Actual Start	18-May-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2018			
			Completed Date		Likely to meet or exceed target		

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
SP 606 Leisure Reading	To actively promote leisure reading and literacy in school and public libraries, including reading and writing in Shetland dialect.	Young people enjoy and develop personal reading and creative writing.	Planned Start	01-Apr-2016	 	Primary 1 book gifting reached every P1 child in Shetland. Range of projects successful in engaging readers in school and public libraries e.g. Whalsay Accelerated Reader; Dunrossness 'wider achievement' visits; AHS speed-reading; Harry Potter book night.	Shetland Library
			Actual Start	01-Apr-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017	 Likely to meet or exceed target		
			Completed Date	20-Mar-2017			

D) COMMUNITY STRENGTH

5) Vulnerable people's opportunities

People, particularly those from vulnerable backgrounds, will be getting access to the learning and development opportunities that allow them to best fulfil their potential.

Code & Title	Description	Desired Outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
SP 607 Free Library and Information Services	Continue to provide adequate free library and information services, including internet access and to give people support and encouragement to use digital technology.	All members of the public, particularly those who are isolated or on low incomes, are aware of library services and feel confident about accessing them.	Planned Start	01-Apr-2016	 	Promotion and outreach ongoing including strong engagement through social media. Customer survey showed good knowledge of range of library services and their value and impact.	Shetland Library
			Actual Start	01-Apr-2016			
			Original Due Date	31-Mar-2017	Expected success		
			Due Date	31-Mar-2017	 Likely to meet or exceed target		
			Completed Date	20-Mar-2017			

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

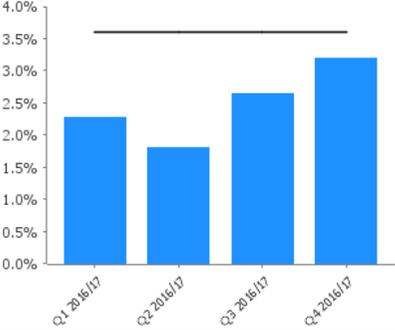
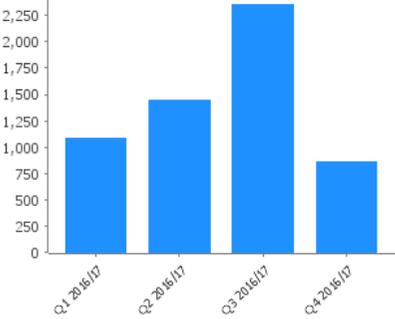
NOTE: Sickness absences are very seasonal, therefore this quarter is compared to the same quarter last year (rather than compared to the previous quarter).

Generated on: 05 June 2017

Short Name	Previous Years				Last year	This year
	2012/13	2013/14	2014/15	2015/16	Q3 2015/16	Q3 2016/17
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	4.1%	3.6%	4.2%	3.7%	3.5%	3.3%
Sick %age - Chief Executive's "Directorate"	4.5%	1.2%	2.4%	3.6%	4.8%	1.0%
Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	2.9%	2.9%	2.6%
Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	5.6%	5.3%	5.2%
Sick %age - Corporate Services Directorate	3.1%	1.6%	2.4%	1.8%	2.0%	2.5%
Sick %age - Development Directorate	3.7%	2.7%	4.2%	3.5%	3.3%	3.4%
Sick %age - Infrastructure Directorate	3.9%	3.5%	4.1%	3.8%	3.0%	2.4%

Appendix C Performance Indicators (Quarterly)- Children's Services Directorate

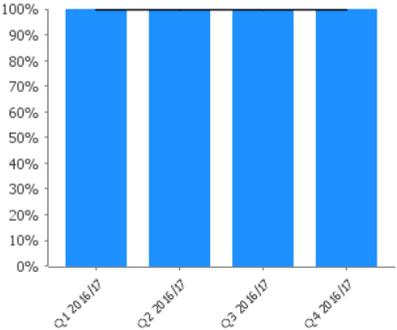
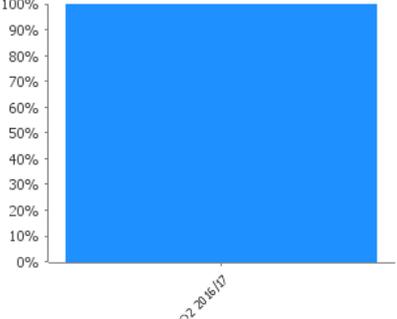
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Code & Short Name	Previous Years		Quarters				Q4 2016/17 Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17			
	Value	Value	Value	Value	Value	Value			
OPI-4C-B Sick %age - Children's Services Directorate	2.9%	2.5%	2.3%	1.8%	2.6%	3.2%	3.6%		Sickness levels down on same quarter as last year and below target. Absence levels being closely monitored by Executive Managers and Team Leaders.
OPI-4E-B Overtime Hours - Children's Services Directorate	6,250	5,748	1,087	1,439	2,359	863		Janitors' overtime in AHS has increased due to increased number of school lets.	

Code & Short Name	Previous Years		Quarters				Q4 2016/17	Target	Graphs	(past) Performance & (future) Improvement Statements									
	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17													
	Value	Value	Value	Value	Value	Value													
OPI-4G-B Employee Miles Claimed - Children's Services Directorate	308,597	293,882	82,473	54,299	75,884	81,226		<table border="1"> <caption>Employee Miles Claimed Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>82,473</td> </tr> <tr> <td>Q2 2016/17</td> <td>54,299</td> </tr> <tr> <td>Q3 2016/17</td> <td>75,884</td> </tr> <tr> <td>Q4 2016/17</td> <td>81,226</td> </tr> </tbody> </table>	Quarter	Value	Q1 2016/17	82,473	Q2 2016/17	54,299	Q3 2016/17	75,884	Q4 2016/17	81,226	Pattern of mileage claims and opening of Windybrae have increased the number of mileage claims.
Quarter	Value																		
Q1 2016/17	82,473																		
Q2 2016/17	54,299																		
Q3 2016/17	75,884																		
Q4 2016/17	81,226																		
CF01 LAC reviews done within required timescales	88%	71%	80%	50%	69%	83%	90%	<table border="1"> <caption>LAC reviews done within required timescales Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>80%</td> </tr> <tr> <td>Q2 2016/17</td> <td>50%</td> </tr> <tr> <td>Q3 2016/17</td> <td>69%</td> </tr> <tr> <td>Q4 2016/17</td> <td>83%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2016/17	80%	Q2 2016/17	50%	Q3 2016/17	69%	Q4 2016/17	83%	Missing targets over recent reporting periods. New Independent Review Officer in place from November 2016 and procedures for improved collation of data to be put in place.
Quarter	Value																		
Q1 2016/17	80%																		
Q2 2016/17	50%																		
Q3 2016/17	69%																		
Q4 2016/17	83%																		
CF06 Number of Case Conferences held within 21 days of decision to progress	100%	100%	100%	100%	100%	100%	90%	<table border="1"> <caption>Number of Case Conferences held within 21 days of decision to progress Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>100%</td> </tr> <tr> <td>Q2 2016/17</td> <td>100%</td> </tr> <tr> <td>Q3 2016/17</td> <td>100%</td> </tr> <tr> <td>Q4 2016/17</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2016/17	100%	Q2 2016/17	100%	Q3 2016/17	100%	Q4 2016/17	100%	Target consistently being met.
Quarter	Value																		
Q1 2016/17	100%																		
Q2 2016/17	100%																		
Q3 2016/17	100%																		
Q4 2016/17	100%																		

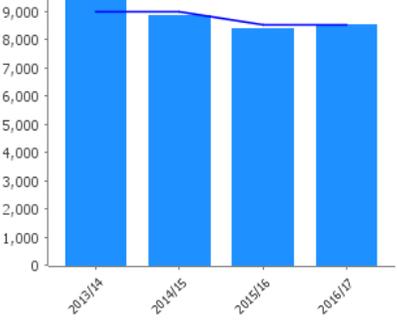
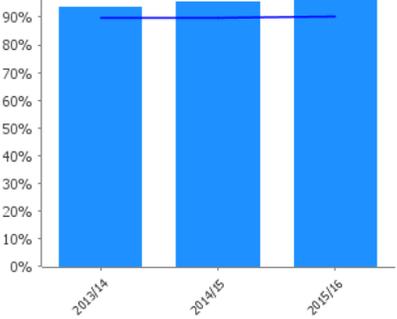
Code & Short Name	Previous Years		Quarters				Q4 2016/17	Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17				
	Value	Value	Value	Value	Value	Value				
CR01 Annual Inspection Reports - Children's Residential properties graded as 'Adequate' or better	100%	100%	100%	100%	100%	100%	100%		<p>Performance: Consistently meeting all Care Inspectorate inspection standards.</p> <p>Improvement: Maintain existing standards within existing resources.</p>	
LB01 Number of library items issued quarterly (1,000s)	147.9	144.8	35.3	36.7	37.0	35.8	37.5		<p>Performance: Slightly under target. This slow decline in borrowing is national trend but Shetland still has second highest borrowing rate in Scotland.</p> <p>Improvement: Continued work to encourage borrowing including more promotion of ebooks in coming year.</p>	
SL01 All play areas inspected at least 4 times a year	97%	95%	96%	97%	96%	95%	90%		<p>Performance Statement: Target met for 2016/17 with inspections being completed routinely.</p> <p>Improvement Statement: Ensure all targets continue to be met within existing resources.</p>	

Code & Short Name	Previous Years		Quarters				Q4 2016/17	Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17				
	Value	Value	Value	Value	Value	Value				
SL06 Room bookings in Islesburgh - % of rooms in use	56.58%	59.75%	61.33%	45.67%	63%	76%	60%		<p>Performance Statement: Target met for 2016-17 as Islesburgh Community Centre continues to be well used throughout the year. However, overall usage is affected by a decrease in usage over the holiday periods.</p> <p>Improvement Statement: To maintain high level of usage within current operational and budgetary constraints.</p>	
SQ04 Attendance rates - primary school pupils	95.9%	95.9%	96.5%	96.9%	94.3%				<p>Performance: Below national average for Quarter 3 but consistently higher than national average (95.1%) over the course of the year.</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>	
SQ05 Attendance rates - secondary school pupils	93.2%	93.07%	94.1%	93.4%	91.7%				<p>Performance Consistently higher than national average over the course of the year (91.9%).</p> <p>Improvement: To be monitored quarterly to maintain high levels.</p>	

Code & Short Name	Previous Years		Quarters				Q4 2016/17	Target	Graphs	(past) Performance & (future) Improvement Statements
	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17				
	Value	Value	Value	Value	Value	Value				
SQ06 Positive inspection reports of pre-school settings	100%	100%	100%	100%	100%	100%	100%		<p>Performance: Consistently meeting all Care Inspectorate inspection standards.</p> <p>Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.</p>	
SQ07 Positive inspection reports for schools	100%	100%		100%			100%		<p>Performance: Consistently meeting all Care Inspectorate inspection standards. No inspections done in Q1, Q3 or Q4.</p> <p>Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.</p>	

Appendix C (cont) - Performance Indicators (Annual)- Children's Services Directorate

Generated on: 05 June 2017

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	2016/17	2017/18		
	Value	Value	Value	Value	Target		
CR08 Looked After Children with permanence plan within 6 months of being accommodated							New Indicator.
SPI12ai Number of Library visits per 1000 population	9,552	8,836	8,384	8,513	8,500		<p>Performance: On target and small rise in visits during 2016/17. Number of visits remains healthy.</p> <p>Improvement: The Library will continue to promote services widely and to consult with customers so that the library meets changing needs..</p>
SQ08 Positive destinations for school leavers	93.4%	95.3%	97.4%				<p>Performance: Consistently above national average.</p> <p>Improvement: The new opportunities offered through the Shetland Learning Partnership augment what opportunities schools have to offer Senior Phase pupils.</p>

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	2016/17	2017/18		
	Value	Value	Value	Value	Target		
SPI10b Number of attendances per 1,000 population to all pools	9,623	9,364	9,061	9,501	9,500		<p>Performance Statement Our performance improved by 4.8% between 2015/16 and 2016/17. This has been achieved through an overall increase in schools and community use of pools across Shetland and the Clickimin Pool being operational for the whole year after its extended closure the previous year.</p> <p>Improvement Statement We will continue to promote regular use of all leisure centres and swimming pools by school, clubs, community groups and individuals in Shetland.</p>
SPI10d The number of attendances per 1,000 population for - other indoor sports and leisure facilities, excluding pools in a combined complex	12,814	12,707	12,814	15,294	14,900		<p>Performance Statement Our usage figures have increased by over 19% between 2015/16 and 2016/17. This is due to a general increase in school and community usage in most leisure centres and games halls but particularly from an increase in usage at the Clickimin Centre from the opening of the Aspire gym and the 60/40 indoor training facility.</p> <p>Improvement Statement We will continue to promote regular use of all leisure centres and games halls by schools, clubs, community groups and individuals in Shetland.</p>
CF01 LAC reviews done within required timescales	93%	93%	88%	71%	90%		<p>Missing targets over recent reporting periods. New Independent Review Officer in place from November 2016 and procedures for improved collation of data to be put in place.</p>

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements												
	2013/14	2014/15	2015/16	2016/17	2017/18														
	Value	Value	Value	Value	Target														
CF06 Number of Case Conferences held within 21 days of decision to progress	100%	100%	100%	100%	90%	<table border="1"> <caption>Data for CF06 Graph</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>100%</td> </tr> <tr> <td>2014/15</td> <td>100%</td> </tr> <tr> <td>2015/16</td> <td>100%</td> </tr> <tr> <td>2016/17</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>90%</td> </tr> </tbody> </table>	Year	Value	2013/14	100%	2014/15	100%	2015/16	100%	2016/17	100%	Target	90%	Target consistently being met.
Year	Value																		
2013/14	100%																		
2014/15	100%																		
2015/16	100%																		
2016/17	100%																		
Target	90%																		
CF07 Child Protection - % of Case Conference reviews held within 6 month timescales	100%	100%	95%	93.83%	90%	<table border="1"> <caption>Data for CF07 Graph</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>100%</td> </tr> <tr> <td>2014/15</td> <td>100%</td> </tr> <tr> <td>2015/16</td> <td>95%</td> </tr> <tr> <td>2016/17</td> <td>93.83%</td> </tr> <tr> <td>Target</td> <td>90%</td> </tr> </tbody> </table>	Year	Value	2013/14	100%	2014/15	100%	2015/16	95%	2016/17	93.83%	Target	90%	Q2 - 5 reviews out of 6 completed within timescale.
Year	Value																		
2013/14	100%																		
2014/15	100%																		
2015/16	95%																		
2016/17	93.83%																		
Target	90%																		
LB05 Library customer satisfaction rates from in-house survey	91%	91%	93%	93%	88%	<table border="1"> <caption>Data for LB05 Graph</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>91%</td> </tr> <tr> <td>2014/15</td> <td>91%</td> </tr> <tr> <td>2015/16</td> <td>93%</td> </tr> <tr> <td>2016/17</td> <td>93%</td> </tr> <tr> <td>Target</td> <td>88%</td> </tr> </tbody> </table>	Year	Value	2013/14	91%	2014/15	91%	2015/16	93%	2016/17	93%	Target	88%	<p>Performance: Maintained previous year's high of 93%. Annual survey also gathered valuable impact comments from customers which have been published on the Library website.</p> <p>Improvement: Continue to focus on customer service within reduced budget.</p>
Year	Value																		
2013/14	91%																		
2014/15	91%																		
2015/16	93%																		
2016/17	93%																		
Target	88%																		

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	2016/17	2017/18		
	Value	Value	Value	Value	Target		
LB06 How satisfied are residents with local libraries? from My Local Council Survey	92.1%	91.7%	88.7%				<p>Performance: National survey used for Local Government Benchmarking Framework. Well above Scottish average of 77% and correlates closely with our in-house survey.</p> <p>Improvement: Continue to prioritize good customer service and promotion of the library.</p>
SC01 Free School Meals - % of Primary pupils (P4-7) registered for Free School Meals	8.7	7	6.7	6.5			<p>Performance: Slight decrease from last year. Lowest rate of take-up in Scotland, national average is 17.9%.</p> <p>Improvement: More advertising and communication with schools. Letters issued to previous applicants.</p>
SC02 Free School Meals - % of Secondary pupils registered for Free School Meals	5.7	4.8	4.9	4.5			<p>Performance: Slight decrease from last year. Lowest rate of take-up in Scotland, national average is 14.2%.</p> <p>Improvement: More advertising and communication with schools. Letters issued to previous applicants.</p>

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements										
	2013/14	2014/15	2015/16	2016/17	2017/18												
	Value	Value	Value	Value	Target												
SC03 Clothing grants	298	286	273	278		<table border="1"> <caption>SC03 Clothing grants</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>298</td> </tr> <tr> <td>2014/15</td> <td>286</td> </tr> <tr> <td>2015/16</td> <td>273</td> </tr> <tr> <td>2016/17</td> <td>278</td> </tr> </tbody> </table>	Year	Value	2013/14	298	2014/15	286	2015/16	273	2016/17	278	<p>Performance: Small decrease from last year.</p> <p>Improvement: More advertising and communication with schools. Letters issued to previous applicants.</p>
Year	Value																
2013/14	298																
2014/15	286																
2015/16	273																
2016/17	278																
SL02 Islesburgh Hostel - Bed nights	6,773	6,240	5,069	5,819	5,000	<table border="1"> <caption>SL02 Islesburgh Hostel - Bed nights</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>6,773</td> </tr> <tr> <td>2014/15</td> <td>6,240</td> </tr> <tr> <td>2015/16</td> <td>5,069</td> </tr> <tr> <td>2016/17</td> <td>5,819</td> </tr> </tbody> </table>	Year	Value	2013/14	6,773	2014/15	6,240	2015/16	5,069	2016/17	5,819	<p>Performance Statement: Hostel bed nights continue to be higher than target and have increased by 750 on the previous year.</p> <p>Improvement Statement: Work is on going to increase usage of the hostel with more advertising and initiatives such as open days.</p>
Year	Value																
2013/14	6,773																
2014/15	6,240																
2015/16	5,069																
2016/17	5,819																
SL03 Islesburgh Hostel - Overall customer satisfaction rate	94%	95%	95%	95%	90%	<table border="1"> <caption>SL03 Islesburgh Hostel - Overall customer satisfaction rate</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>94%</td> </tr> <tr> <td>2014/15</td> <td>95%</td> </tr> <tr> <td>2015/16</td> <td>95%</td> </tr> <tr> <td>2016/17</td> <td>95%</td> </tr> </tbody> </table>	Year	Value	2013/14	94%	2014/15	95%	2015/16	95%	2016/17	95%	<p>Performance Statement: Target met for 2016-17 as Islesburgh Hostel continues to have high customer satisfaction levels.</p> <p>Improvement Statement: To continue providing high quality services within existing budgets.</p>
Year	Value																
2013/14	94%																
2014/15	95%																
2015/16	95%																
2016/17	95%																

Code & Short Name	Previous Years				This Year	Graphs	(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	2016/17	2017/18		
	Value	Value	Value	Value	Target		
SL07 Percentage of pupils participating in Active Schools activities	51%	55%	58%		60%		<p>Performance Statement: The number of individual children participating in Active Schools Activities is continuing to increase.</p> <p>Improvement statement: The continue developing a wide range of after school activities that are attractive to all school children across Shetland.</p>
SQ02 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 4 or higher at end of S4	93.2%	90.5%	89.5%				<p>Performance: Consistently above national average. Comparator authority average is 80.7%. 2016/17 data not available yet.</p> <p>Improvement: Specific issues in individual schools were addressed by Quality Improvement Officers.</p>
SQ03 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 5 or higher at end of S6	48%	54.2%	57.3%				<p>Performance: Consistently above national average. Comparator authority average is 48%. 2016/17 Data not available yet.</p> <p>Improvement: Early information on 2015 outcomes indicates continued improvement in this indicator.</p>

Appendix D - Complaints - Children's Services 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: 05 June 2017

Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-16/17-598	Investigation	07-Mar-2017	Closed	04-Apr-2017	Children's Services Directorate	20	Upheld
COM-16/17-602	Investigation	14-Mar-2017	Closed	08-May-2017	Children's Services Directorate	39	Upheld

Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-16/17-601	Frontline	07-Mar-2017	Closed	15-Mar-2017	Children's Services Directorate	6	Upheld
COM-16/17-607	Frontline	21-Mar-2017	Closed	29-Mar-2017	Schools	6	Upheld

Dissatisfaction with Council policy

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-16/17-599	Investigation	13-Mar-2017	Closed	02-May-2017	Schools	36	Not Upheld

Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service/Directorate	Days Elapsed	Complaint Upheld?
COM-16/17-550	Investigation	16-Nov-2016	Closed	12-Jan-2017	Schools	37	Upheld
COM-16/17-567	Frontline	12-Jan-2017	Closed	18-Jan-2017	Schools	26	Upheld
COM-16/17-582	Frontline	07-Feb-2017	Closed	09-Feb-2017	Schools	4	Upheld

Childrens Services Directorate Risk Register

Appendix E

Risk & Details	Current			Current and Planned Control Measures	Probability	Target		Responsible Officer
	Likelihood	Impact	Risk Profile			Impact	Risk Profile	
Category	Corporate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							
Failure to deliver major AHS build project on time and on budget. Complex project involving several external parties, following a methodology not previously used by the Council Design Build Financial Model (DBFM) which increases the risk of the project going off track. However, financial close was achieved in July 2015, and construction has commenced. A lack of understanding of DBFM, project management failure or partner failure can lead to project delay and/or budget rises, negative reaction in press and public. Project completion is currently timetabled for Sept 2017 Trigger : Lack of understanding of DBFM, project management failure, partner failure Consequences : A project is delayed and/or budget rises, negative reaction in press and public. Risk type : Professional - Other	Possible	Significant	Medium	• Project risk register which is closely monitored and managed	Unlikely	Significant	Medium	Mark Boden Childrens Services
Category	Directorate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							
Children's Services has a large number of staff across many services. A failure or lapse in professional standards, or unforeseen incident could cause or lead to injury or harm to staff in the course of their employment, impact on communities, litigation, liability, press interest. Trigger : Failure or lapse in professional standards / unforeseen incident Consequences : Injury or harm to staff in the course of their employment, Local press interest, impact on communities, litigation, liability Risk type : Accidents /Injuries - Staff/Pupils/ Clients/Others	Possible	Significant	Medium	• DMT to review PIN stats and policies. MAPA training (new CALM) for staffMay '16 update - MAPA training underway. PIN stats analysis requested	Possible	Minor	Medium	Helen Budge Childrens Services

Children's Services operate within a complex legislative environment and is required to comply with national and local policies including equalities, etc, a breach of any of these could lead to a failure to meet statutory objectives, Care Inspectorate/ Health and Safety investigation, Poor report, censure, HSE improvement/ prohibition notice or prosecution Trigger : Breach of standards/ procedures/ risk assessment controls, investigation following incident, inspection Consequences : Statutory objectives not met, Care Inspectorate/ Health and Safety, Poor report, censure, HSE improvement/ prohibition notice or prosecution Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice. Health and Safety etc.	Rare	Significant	Low	• Wide-ranging GIRFEC training delivered and rolled out by CS staff inc to ASN service, implement of DPA training, Comply with ERD policy to ensure training needs are met. FOISA training being provided for staff. • Safety Section to be asked to review schools risk assessments in order to identify gaps and support staff with training and other input as and when identified	Rare	Minor	Low	Helen Budge Childrens Services
Organisation works within the, sometimes conflicting requirements for confidentiality, to meet FOISA, address complaints and be transparent and publicly accountable. Trigger : Failure to meet legislative timescales and provide information, e.g FOISA, Complaints procedure and annual reporting not on time Consequences : Vulnerable to external scrutiny and litigation. Risk type : Deadlines - failure to meet	Possible	Significant	Medium	• System and plan in place to ensure new complaints are recorded and managed consistently. SW is carrying out a piece of work to ensure that complaints are handled consistently. Covalent access and understanding is improving. CSMT have proposed a Head Teacher to participate in complaints review.	Unlikely	Significant	Medium	Helen Budge Childrens Services
Corporate Plan								
F5. Our "20 by '20" - Standards of Governance								
Children's Services operates within the requirements of FOISA, confidentiality and public accountability. These different priorities can conflict. Communications and media misperception continues to be a challenge. A failure to share information/ mis-perception by media or incident can lead to negative media coverage & reputational damage Trigger : Failure to share information, mis-perception by media, Incident or comments on service or organisation Consequences : Negative media coverage, reputational damage Risk type : Publicity - bad	Possible	Significant	Medium	• Communications Policy/ Strategy is followed by staff, major projects have specific communications strategies as required under PRINCE2, e.g. Quality Improvement Framework.	Unlikely	Significant	Medium	Helen Budge Childrens Services
Children's Services has a large cohort of staff with many specialist teaching posts. Shetland is a small place with a limited pool of labour. Also, unemployment is low. Vacant posts are difficult to fill, and this is acute in some areas. Retirement or resignation, particularly in specialist posts in secondary, can lead to recruitment costs, on-going vacancies and pressure on remaining staff Trigger : Retirement, resignation Consequences : Recruitment costs, vacant posts, pressure on remaining staff. Risk type : Key staff - loss of Reference - EC0022	Possible	Major	High	Transfer agreement in place to support the efficient use of resources. Regular monitoring of workforce profile information including recruitment and retention is carried out to be able to respond appropriately where there are hot spots. A further review of social work by the Chief Social worker in partnership with HR will also inform where further changes can be made.	Possible	Significant	Medium	Helen Budge Childrens Services

Corporate Plan		F8. Our "20 by '20" - Efficient						
EC0017 - Economic / Financial - Other - Children's Services is required to make significant savings as part of the organisation's Medium Term Financial Plan. If savings projects fail or are delayed, the Service/ Directorate will fail to make the required savings, organisation wont meet requirements of MTFP. Trigger : Savings project fails, delay, political change of direction, consultation proposal called in. Consequences : Failure to make the required savings, Organisation does not meet the requirements of the Medium Term Financial Plan. Risk type : Economic / Financial - Other	Almost Certain	Major	High	• Children's Services continues to work towards realising efficiency savings	Unlikely	Significant	Medium	Helen Budge Childrens Services
Category		Operational						
Corporate Plan		A4. Young People - Protecting vulnerable children and young people						
Misplaced or lost Unencrypted Pen Drives by member of staff, containing sensitive information regarding pupils with additional support needs. A current work stream is in place to address this but until that is complete, the risk remains live. In the interim, further (temporary) controls have been put in place following an incident. Trigger : Unencrypted Pen Drives used outwith council offices for holding personal data. Consequences : Legal action, bad press, reputational damage. Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Possible	Significant	Medium	• Check to ensure that confidential/Sensitive information is held securely. Work plan in place -staff to meet with rep from Legal and the Team Leader, Admin Services, to review electronic data management. Children's Services employee currently reviewing Children's Services paper records. Once those pieces of work are complete, further requirements will be identified and work plan timetabled. pen drives now encrypted, and staff reminded about risk and controls.	Rare	Minor	Low	Helen Budge Childrens Services
Corporate Plan		D5. Community Strength - Vulnerable people's opportunities						
Hayfield House is a large building with 96 staff. A Serious incident, including loss of life or serious injury, Loss of part or all of the building, Failure to ensure regular health and safety checks are carried out within Hayfield House could lead to a HSE inspection/ investigation. Could result in Legal and Financial Implications, Service delivery disrupted or stopped. Trigger : Serious incident, including loss of life or serious injury Loss of part or all of the building Failure to ensure regular health and safety checks are carried out within Hayfield House Consequences : Legal and Financial Implications Service delivery disrupted or stopped Risk type : Health and safety - Statutory inspections	Unlikely	Major	Medium	• Regular Safety ChecksBuilding Services - PAT testing - annual Fire Risk Assessment and Plan reviewed annually Weekly fire alarm checks Yearly fire evacuation drills Annual check of fire fighting equipment Building checklist emailed to management team - 11 Oct 2016 Monthly safety checks including emergency lighting etc •Business Continuity Plan in place	Rare	Significant	Low	Helen Budge Childrens Services



Meeting(s):	Education and Families Committee	12 June 2017
Report Title:	Management Accounts for Education and Families Committee: 2016/17 – Draft Outturn at Quarter 4	
Reference Number:	F-050-F	
Author / Job Title:	Jonathan Belford - Executive Manager - Finance	

1.0 Decisions / Action required:

1.1 The Education and Families Committee RESOLVES to:

- NOTE the Management Accounts showing the draft outturn position at Quarter 4; and
- NOTE the proposed budget carry forwards which will be included in the overall Draft Outturn report to be presented for approval at Policy and Resources Committee on 19 June 2017.

2.0 High Level Summary:

- 2.1 The purpose of this report is to enable the Education and Families Committee to note the financial performance of services within its remit for the 2016/17 financial year. This report shows the financial consequences of the services performance detailed in the Children's Services and Development Directorate Performance Reports, and will be subject to final accounting and audit adjustments as part of the year end accounts process.
- 2.2 This report presents the draft outturn position for 2016/17 financial year as at the end of the fourth quarter for revenue and capital. The position has been determined by Finance Services after consultation with relevant budget responsible officers.
- 2.3 The draft revenue outturn position for the services under the remit of this Committee is an underspend of £204k (0.5%) which means the services in this Committee area have collectively spent less than their Council approved budget. This includes £305k of recurring savings.
- 2.4 The draft capital outturn position for the services under the remit of this Committee is an underspend of £5,131k in 2016/17, with a requirement for slippage of £5,149k to 2017/18 resulting in an overall overspend position of £18k (0.1%) which means the services in this Committee area have collectively spent more than their Council approved budget.
- 2.5 See appendices 1 and 2 attached for detailed information on the revenue and capital outturn position.

3.0 Corporate Priorities and Joint Working:

3.1 There is a specific objective in the Corporate Plan that the Council will have excellent financial management arrangements to ensure that it continues to keep a balanced and sustainable budget, and is living within its means; and that the Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's resources with its priorities and expected outcomes, and maintaining a strong and resilient balance sheet.

4.0 Key Issues:

- 4.1 On 10 February 2016 (SIC Min Ref: 2/16) the Council approved the 2016/17 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £8.106m. It is vital to the economic wellbeing of the Council that the financial resources are managed effectively and expenditure and income is delivered in line with the budget, as any overspends will result in a further draw on reserves and would be evidence that the Council is living beyond its means.
- 4.2 This report forms part of the financial governance and stewardship framework which ensures that the financial position of the Council is acknowledged, understood and quantified on a regular basis. It provides assurance to the Corporate Management Team and the Committee that resources are being managed effectively and allows corrective action to be taken where necessary.
- 4.3 Since the approval of the 2016/17 budget, revisions to the budget have been incorporated for the Council's budget carry-forward scheme. Therefore this report refers to the revised budget that is now in place for each of the services.
- 4.4 Provision was made in the Council's 2016/17 Budget for cost pressures and contingencies. This budget covers both Council-wide and service specific issues. It is held centrally by the Executive Manager - Finance.
- 4.5 Cost pressures are recurring in nature and increase the base cost of the service being delivered, eg pay awards, whereas contingency items are deemed non-recurring and likely to vary year on year, eg off island placements.
- 4.6 This approach assists the Council to mitigate any spending risks. However, it is expected that services will endeavour, in the first instance, to meet any additional costs from within existing resources.
- 4.7 An allocation of £1,883k has been made to the Children's Services Directorate from the contingency budget to meet the costs of holiday pay and living wage £226k, teachers' pay award £340k, off island placements £498k, increased demand within Children's Residential Services £148k and debt charges for the new Anderson High School £671k.

5.0 Exempt and/or confidential information:

5.1 None.

6.0 Implications :

6.1 Service Users,	Any impacts on service users and communities in relation to the actions and service provision in this report will be included in the
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Patients and Communities:	Director of Children's Services and Director of Development Performance Management reports also presented at this meeting.
6.2 Human Resources and Organisational Development:	Any implications in relation to the actions and service provision in this report will be included in the Director of Children's Services and Director of Development Performance Management reports also presented at this meeting.
6.3 Equality, Diversity and Human Rights:	Any implications in relation to the actions and service provision in this report will be included in the Director of Children's Services and Director of Development Performance Management reports also presented at this meeting.
6.4 Legal:	The Council's Financial Regulations state that the Executive Manager - Finance has a responsibility to ensure that detailed monitoring by Directors and Executive Managers is carried out and that the Council will determine the reporting content, timescale, frequency and receiving committee(s) required for monitoring statements and the Executive Manager - Finance will be responsible for ensuring compliance with this.
6.5 Finance:	<p>6.5.1 The 2016/17 Council budget does not require a draw on reserves in excess of the returns that the fund managers can make on average in a year, and therefore demonstrates that the Council is living within its means. To achieve this, a one-off underspend from the 2015/16 budget has been used to balance the General Fund.</p> <p>6.5.2 For every £1m of reserves spent in excess of a sustainable level will mean that the Council will have to make additional savings of £73k each year in the future as a result of not being able to invest that £1m with fund managers to make a return.</p> <p>6.5.3 It is therefore vital that the Council delivers its 2016/17 budget, and this report demonstrates that the services under the remit of the Education and Families Committee have achieved this from the Children's Services and Development Directorates' overall budgets.</p>
6.6 Assets and Property:	Any implications in relation to the actions and service provision in this report will be included in the Director of Children's Services and Director of Development Performance Management reports also presented at this meeting.
6.7 ICT and new technologies:	Any implications in relation to the actions and service provision in this report will be included in the Director of Children's Services and Director of Development Performance Management reports also presented at this meeting.
6.8 Environmental:	Any implications in relation to the actions and service provision in this report will be included in the Director of Children's Services and Director of Development Performance

	Management reports also presented at this meeting.	
6.9 Risk Management:	<p>6.9.1 There are numerous risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.</p> <p>6.9.2 From a financial perspective, risks are an integral part of planning for the future, as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.</p> <p>6.9.3 The main financial risks for services reporting to this Committee are:</p> <ul style="list-style-type: none"> • Unexpected demand for services which may be costly depending on the circumstances. <p>6.9.4 This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and requires remedial action.</p> <p>6.9.5 The Council makes provision within its budget for cost pressures that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.</p> <p>6.9.6 A strong balance sheet and the availability of usable reserves ensure that the Council is prepared for significant unforeseen events.</p> <p>6.9.7 Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments. This situation would require to be addressed quickly to ensure no long term erosion of the investments.</p> <p>6.9.8 The figures presented in this report are subject to final accounting and audit adjustments as part of the year end accounts process and as such there is a risk that the outturn position will be amended following this process.</p>	
6.10 Policy and Delegated Authority:	Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2016/17 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.	
6.11 Previously	Not Applicable.	

considered by:		
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Contact Details:

Mairi Thomson, Management Accountant, 01595 744695, mairi.thomson@shetland.gov.uk

Appendices:

Appendix 1 – Education and Families Committee Draft Revenue Outturn Position for 2016/17

Appendix 2 – Education and Families Committee Draft Capital Outturn Position for 2016/17

Background Documents:

SIC Budget Book 2016-17, SIC 10 February 2016

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=18870>

Education and Families Committee

1. Draft Revenue Outturn Position 2016/17

2016/17 Projected Outturn Variance at Q3	Service	2016/17 Revised Annual Budget Q4	2016/17 Draft Outturn at Q4	2016/17 Budget v Draft Outturn Variance at Q4 (Adv)/ Pos
£000		£000	£000	£000
2	Director of Children's Services	2,307	2,284	23
(23)	Children & Families	1,130	1,164	(34)
(44)	Children's Resources	4,007	4,111	(104)
(1)	Library	894	892	2
231	Quality Improvement/Schools	30,558	30,328	230
2	Sport & Leisure	1,185	1,175	9
71	Community Planning & Development	318	241	77
239	Total Controllable Costs	40,399	40,195	204
	Less proposed budget carry forward to 2017/18 (including relevant unallocated contingencies)	233	0	233
	Revised Total	40,166	40,195	(29)

The projected outturn variance figures at quarter 3 are included above for reference. The main reasons for the change from the quarter 3 projected outturn variance to the quarter 4 position is due to a continued requirement to utilise agency staff within Children's Residential Services and expenditure on Off Island Placements being higher than the budget transferred from contingency.

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

1.1 Director of Children's Services - projected outturn underspend £23k (1%)

There are no significant variances in this service area.

1.2 Children and Families - projected outturn overspend (£34k) (3%)

This overspend is due to the use of agency staff to cover the vacant Independent Reviewing Officer post at a net cost of (£15k), and the use of external consultants and legal experts to give advice on complex social work

cases (£60k). These overspends are partially offset by underspends as a result of vacancies (now filled) and operational efficiencies across the service.

1.3 Children's Resources - projected outturn overspend (£104k) (2.6%)

This overspend is due to additional staffing and property costs in order to re-open Windybrae and continue to utilise a property in Lerwick due to the increased need of the Children's Residential service and the use of agency and care staff until these posts were filled and to provide annual leave cover due to a shortage of relief staff (£253k). This overspend is over and above the £148k transferred from the cost pressure and contingency budget, as referred to in paragraph 4.7 of this report. This is offset by one-off savings due to vacancies and operational efficiencies within the Short Breaks service £145k.

1.4 Library - projected outturn underspend £2k (0.2%)

There are no significant variances in this service area.

1.5 Quality Improvement and Schools - projected outturn underspend £230k (0.8%)

This underspend is due to recurring savings of £305k identified through staffing reductions and operational efficiencies which will go towards meeting savings targets required in 2017/18, and underspends on employee costs across the service due to staff turnover and difficulties recruiting to some posts £122k. This is partially offset by overspends in relation to sickness cover in Primary Schools (£116k) and maternity benefit payable to staff (£105k).

1.6 Sport and Leisure- projected outturn underspend £9k (0.8%)

There are no significant variances in this service area.

1.7 Community Planning and Development – projected outturn underspend £77k (24.2%)

The main variances in this area are due to instances of temporary staff vacancies £53k; and grants repaid from this and previous periods £13k.

Education and Families Committee

2. Draft Capital Outturn Position 2016/17

2016/17 Budget v Proj. Outturn Variance at Q3 (Adv)/ Pos £000	Service	2016/17 Revised Annual Budget Q4 £000	2016/17 Draft Outturn at Q4 £000	2016/17 Budget v Proj. Outturn Variance at Q4 (Adv)/ Pos £000	Slippage Required in 2017/18 £000	Overall Projected Outturn Variance (Adv)/Pos £000
(6)	Quality Improvement/ Schools	13,064	7,933	5,131	5,149	(18)
(6)	Total Controllable Costs	13,064	7,933	5,131	5,149	(18)

An explanation for the main variances is set out below.

2.1 Quality Improvement and Schools - projected outturn overspend (£18k) (0.1%)

- The outturn for contract works payments for the Halls of Residence and the Clickimin works have been revised downwards due to the payments not being drawn down as fast as originally anticipated.
- The outturn overspend of (£18k) is due to a minor overspend on roofing and electrical works carried out at Foula Schoolhouse during 2016/17.



Meeting(s):	Education and Families Committee Shetland College Board	12 June 2017 14 June 2017
Report Title:	Shetland College Term Dates 2017/2018	
Reference Number:	SCB128-F	
Author / Job Title:	Willie Shannon Interim Joint Principal	

1.0	Decisions / Action required:
1.1	That the Education and Families Committee approves the College Term Dates for the Academic Year 2017/18 and that these will be noted by Shetland College Board.
1.2	That delegated authority is granted to the Interim Joint Principal to align the term dates with school term dates in the future.
2.0	High Level Summary:
2.1	The purpose of this report is to propose term dates for Shetland College for academic session 2017/18 for the Committee's approval (Appendix 1).
3.0	Corporate Priorities and Joint Working:
3.1	Shetland College's term dates link to the corporate priority of continuing to ensure that we provide high quality further education and training which meets the needs of the population and employers.
4.0	Key Issues:
4.1	Every further and higher education college is required to set term dates for full-time and part-time classes. (Student bursaries and loans require start and finish dates).
4.2	A full-time further education course lasts 38 weeks. Other training programmes (eg Construction) vary according to the terms of the contract set by the industry-related body.
4.3	Higher education courses at Shetland College are delivered either discretely at the college or on a networked basis with other UHI academic partners. These require common start and finish dates (eg for student loans) and common delivery and examination dates are set across the university.
4.4	It benefits mature students with family commitments to try to match college dates as far as possible with local school dates, although given the diverse nature of term dates across the university this continues to be a complex exercise:

- Varying October and Easter holiday dates across the university's academic partner colleges continue to disadvantage students on some networked courses;
- A changing student client group with significantly more part-time students in employment (so that other public holidays also become significant);
- Ongoing sensitivity to the financial burden of full-time programmes: the shorter the term, the less costly it is for students to undertake such courses.

4.5 The majority of college teaching staff members continue to express a view to retain the match with school term dates as far as possible.

4.6 Single Status staff will not be at work on UHA/Public Holidays.

4.7 As the College dates align with school term dates, delegated authority is sought for the Interim Joint Principal to align the dates with school term dates in future.

5.0 Exempt and/or confidential information:

5.1 There is no exempt or confidential information contained within this report.

6.0 Implications :

6.1 Service Users, Patients and Communities:

N/A

6.2 Human Resources and Organisational Development:

There are no implications arising from the proposal contained within this report.

6.3 Equality, Diversity and Human Rights:

N/A

6.4 Legal:

N/A

6.5 Finance:

There are no financial implications arising from the content of this report.

6.6 Assets and Property:

N/A

6.7

N/A

ICT and new technologies:	
6.8 Environmental:	N/A
6.9 Risk Management:	N/A
6.10 Policy and Delegated Authority:	<p>To support the Interim Joint Principal of Shetland College / Train Shetland / NAFC Marine Centre in carrying out his roles and to monitor progress against objectives approved by the Board or which have been set by the Council, including: -</p> <ul style="list-style-type: none"> a Strategic direction for Shetland College: specifically, the Board shall have the delegated authority to approve immediate short and medium term joint strategic plans with reference to the Council's agreed deliverables and milestones until June 2018. Approval of long term plans shall be reserved to SIC and Education and Families Committee as a component of their longer term vision wider strategic remit for learning at all stages of life. b Ascertaining the needs of users and promoting access between school, work, research and further and higher education, including approval for submission of annual, strategic and operational plans to UHI on behalf of the Council. c Developing resources, including financial resources, to support the learner. d Authority to review and develop structure plans to provide the staffing required for the College and to meet needs and provision for staff development and career review. e To give direction on matters of quality assurance and improvement. f To monitor and give assurance that the College operates sound financial management, including developing budgets and pursuing credit funding. g Liaising with UHI and other appropriate bodies, e.g. SQA, Scottish Funding Council and Education Scotland. h Take such decisions as appropriate to support the Interim Joint Principal in meeting the Council approved integration milestones. <p>The Education and Families Committee has authority to determine the College term dates, in accordance with its delegated remit to determine matters within the functional areas relating to schools and lifelong learning.</p>

6.11 Previously considered by:	n/a	

Contact Details:

Willie Shannon, willie.shannon@uhi.ac.uk

02 June 2017

Appendices:

Appendix 1 – Draft Shetland College Term Dates 2017/18

END



Term Dates 2017/18

	Term 1	Term 2	Term 3	Term 4
Students	Monday 28 August – Friday 06 October	Monday 23 October - Friday 22 December	Monday 08 January - Friday 30 March	Monday 16 April – Friday 29 June
Lecturers	Monday 14 August – Friday 06 October	Monday 23 October – Friday 22 December	Monday 08 January - Friday 30 March	Monday 16 April – Friday 29 June
	<i>40 days</i>	<i>45 days</i>	<i>60 days</i>	<i>55 days</i>

Shetland Schools	Monday 14 August – Friday 06 October	Monday 23 October – Friday 22 December	Monday 08 January - Friday 30 March	Monday 16 April – Friday 29 June
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UHI Semester Dates	Semester 1 - HN Provision	Semester 2 - HN Provision
	11 September 2017 – 19 January 2018	29 January – 08 June 2018
	Semester 1 - all UG/PGT Degree Provision	Semester 2 - all UG/PGT Degree Provision
	11 September 2017 – 01 December 2017	29 January – 04 May 2018
	October Reading Week – 16 – 20 October 2017	

In-service dates – 14&15 August 2017, 23&24 October 2017 (*October In-service is in line with Shetland Schools and whilst college staff can apply to attend these events, Shetland College classes will not be cancelled, so staff will need to arrange cover or self-study for their pupils on these days*).

Up Helly Aa holiday Tuesday 30 January 2018 - if teaching staff take this as a holiday, they must make up these hours at another time throughout the session