



REPORT

To: Services Committee

20 November 2008

From: Executive Director of Education and Social Care

Consultation on Guidance on the Role of the Chief Social Work Officer

1 Introduction and Key Decisions

- 1.1 This Report invites Members to consider a response to the Scottish Government's consultation on the role of the Chief Social Work Officer. Generally, the guidance is useful and relevant to the arrangements in place in Shetland and I would wish to put forward a supportive response to the flexible way in which the guidance has been framed.

2 Links to Council Priorities

- 2.1 Effective and efficient Social Work services are key to delivering the Council's priorities of social justice and community safety. Child protection is a principal priority of the Services Committee and there is a desire to maintain a modern and affordable range of community care services.

3 Background

- 3.1 The Government is undertaking a consultation exercise on the role of the Chief Social Work Officer and the deadline for responses is 19 December 2008. The Draft Guidance is included at Appendix 1.
- 3.2 The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO) is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of a number of "proper officers" which the Council is required to appoint.
- 3.3 The CSWO must be registered as a social worker with the Scottish Social Services Council. The overall objective of the CSWO is to provide professional advice on social work services, undertake certain specific tasks and provide an overall quality assurance role on the services and systems in place for the social work function.
- 3.4 The management structure for the Education and Social Care Department is now based around service users, not the Social Work function. Social Work services are provided directly within the Community Care, Children's

Services and Criminal Justice teams. The role also extends into ensuring that services which the Council commissions from other providers are of an appropriate standard and also into partnership working with other statutory and voluntary services. There is a specific role in the management of complaints from service users, carers or their families. There is therefore a need to think carefully about where accountability rests.

- 3.5 The Council's CSWO is Ann Williamson, who carries out this role in addition to her management role of Service Manager of the Community Care Fieldwork Team.

4 Guidance

- 4.1 The Scottish Government has produced guidance on the role of the CSWO, to support Section 5 (1) of the Social Work (Scotland) Act 1968.

- 4.2 The guidance is useful in that it focuses on the role and function, rather than on the position or place within a management structure, and helps to support the management structures which the Council has established within the Education and Social Care Department.

- 4.3 The guidance clearly sets out the competencies, scope and responsibilities of the CSWO, which is useful in drawing distinctions between line management responsibilities and overall responsibility for the social work function across a range of services. There is a focus on ensuring good standards of practice, appropriate training for staff, good risk management systems and effective quality assurance.

- 4.4 In terms of accessibility, the guidance sets out how the CSWO has to ensure that they have access to people and information to enable them to effectively carry out the role. There is a need to be accessible to staff (for professional advice and guidance) and the Chief Executive (to ensure professional standards and values are in place) as well as to elected Members, partner agencies and organisations providing commissioned services.

- 4.5 The guidance on Accountability and Reporting arrangements explains the various levels at which the CSWO is expected to interact with senior managers, corporate systems and the decision making process. This part of the guidance sets out a useful checklist for Council's to consider. The opportunity this gives us to further clarify the current arrangements will be the subject of a further Report, once the guidance is finalised following this period of consultation. The checklist covers:

- (a) how the CSWO is enabled to influence corporate issues, such as managing risk, setting budget priorities and public service reform;
- (b) access arrangements for the CSWO to the Chief Executive and elected members;
- (c) how the CSWO reports to the Chief Executive;
- (d) the potential for conflicts of interest and agree a statement on how these will be resolved;
- (e) the relationships, responsibilities and respective accountabilities of operational line managers and the CSWO;
- (f) inclusion of an independent, professional perspective to the appointment of the CSWO;

- (g) procedures for removal of a CSWO postholder, bearing in mind the need for continuity in the provision of the CSWO functions, the value of independent professional advice and the arrangements for the appointment and removal of the local authority's other proper officers.

5 Financial Implications

- 5.1 There are no direct financial implications arising from this report.

6 Policy and Delegated Authority

- 6.1 All social work matters stand referred to the Services Committee. The Committee has delegated authority to make decisions on matters within its remit and for which the overall objectives have been approved by the Council, in addition to appropriate budget provision, in accordance with Section 13 of the Council's Scheme of Delegations. This Report does not impact on policy or budget issues so a decision to respond to this Scottish Executive Guidance rests with Services Committee.

7 Recommendations

- 7.1 I recommend that Services Committee write to the Scottish Government to welcome the clarity provided in the Guidance on the Role of the Chief Social Work Officer, set out at Appendix 1, as follows:

“Shetland Islands Council welcomes the Guidance on the Role of the Chief Social Work Officer. The Guidance reflects the challenges faced by Councils in drawing a distinction between management responsibility for service delivery and the role of the CSWO as a professional adviser on the social work function. The guidance is clear, straight-forward and practical and provides a framework within which Councils can build good lines of accountability, communication systems and reporting arrangements to support the role of the CSWO.”

Our Ref: HAS/sa

Report No: ESCD-61-D1

Appendix 1

Description	Changing Lives, the Report of the 21st Century Social Work Review, recommended a strengthening of the governance and leadership roles of the Chief Social Work Officer.
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Consultation: The Role of the Chief Social Worker

Principles, requirements and guidance pursuant to Section 5(1) of the Social Work (Scotland) Act 1968

Introduction

1. The overarching purpose of the Scottish Government is to focus government and public services on creating a more successful country with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Five Strategic Objectives - Wealthier & Fairer, Smarter, Healthier, Safer & Stronger and Greener - support delivery of the Purpose and, in turn, these are supported by 15 National Outcomes, which describe in more detail what the Government wants to achieve over the next 10 years.
2. The Scottish Government's Concordat with Scottish local government, agreed with COSLA in November 2007, and its new National Performance Framework, integrated into its 2007 Spending Review, signaled a new relationship between national and local government and a fundamental shift to focus the whole of government on an outcomes focused approach to performance. The Government has set the direction and indicated the outcomes that need to be delivered for Scotland's people. It is for each local authority and its partners, including those in the third sector, to deliver these through

Single Outcome Agreements, based on the national outcomes and agreed with the Government which reflect local needs and priorities.

3. Social work and social care services are essential to the delivery of good outcomes, particularly but not exclusively, to the most vulnerable in our communities. Social work makes an important contribution to the public domain; working with people and helping them achieve change in their lives and helping them to contribute through the social relationship. This requires a particular balance of need, risk and rights.

4. The 21st Century Social Work Review, Changing Lives, described the changing social environment in which we operate and the complexities, challenges and expectations this brings. Engaging with people in developing the solutions which best meet their needs in line with local priorities will make a significant contribution to improved outcomes for individuals and communities. This requires a confident, competent and valued social care workforce, capable of working flexibly in a variety of settings. Particular challenges are raised for staff working in integrated service delivery arrangements whether they be internal, inter-departmental settings or multi agency partnerships with NHS or Police partners. While these matrix arrangements can carry great benefits for effective service delivery, they do re-emphasise the need for clarity of accountability and professional leadership.

5. Clarification of the role and function of the Chief Social Work Officer will support local authorities and elected members in ensuring that this statutory post not only enhances professional leadership and accountability, but provides a key support and added value to a local authority and its partners in delivering positive outcomes locally.

Background

6. The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO) is contained within Section 3 of the Social Work (Scotland) Act 1968. The particular qualifications are set down in

regulations. This is one of a number of statutory requirements in relation to posts, roles or duties, with which local authorities must comply.

7. The minimum qualifications for the post are prescribed in Regulations. Candidates for, and holders of, this post should be registered as a social worker with the Scottish Social Services Council (SSSC).

8. The overall objective of the CSWO post is to ensure the provision of effective, professional advice to local authorities - elected members and officers - in the authorities' provision of social work services. The post should also assist authorities in understanding the complexities of social work service delivery and the key role social work plays in contributing to the achievement of National Outcomes, local outcomes, overall performance improvement and the management of corporate risk. Clarity and consistency as to the purpose and contribution of the CSWO is particularly important given the diversity of organisational structures that exist.

9. Changing Lives concluded that there was a need to strengthen the governance and professional leadership roles of the CSWO to oversee social work services and ensure the delivery of safe, effective and innovative practice. In doing this there are a number of key issues to be clarified and addressed:

(a) Role and function

(b) Competencies, scope and responsibilities

(c) Accountability and reporting arrangements

10. This guidance:

- (a) will assist local authorities in the discharge of their social work responsibilities;
- (b) will help local authorities maximise the added value of the CSWO - both at a corporate and professional level;
- (c) acknowledges that local authorities operate with very different management and organisational structures;
- (d) provides advice on how best to locate the CSWO role within operational structures to maximise its effectiveness;
- (e) is sufficiently generic to remain relevant in the event of future management or organisational structural change.

Role and Function

11. The CSWO is required to ensure the provision of appropriate professional advice in the discharge of local authorities' statutory social work duties. For the role to be effective in the varying circumstances and configurations of Scottish local authorities, a focus on role and function rather than position or structures is considered appropriate.

12. The CSWO is a 'proper officer' in relation to the social work function: an officer given particular responsibility on behalf of a local authority, where the law requires the function to be discharged by a specified post holder.

Competencies, Scope and Responsibilities of the CSWO

13. Clarification of competence, scope, responsibilities and access, should maximise the effectiveness of the post and the corporate and professional contribution it makes.

13.1 Competencies

The qualifications of the CSWO are set down in regulations [\[1\]](#). The postholder must be a qualified social worker, registered with the Scottish Social Services Council or equivalent UK body. Local authorities will want to ensure that the CSWO can demonstrate extensive experience at a senior level of both operational and strategic management of social work and social care services commensurate with the management role of a head of service.

13.2 Scope

The scope of the role relates to all social work and social care services, whether provided directly by the local authority, in partnership with other agencies or purchased on behalf of the authority, including through the third sector.

13.3 Responsibility for values and standards

The CSWO should:

- (a) establish values and standards of professional practice, including a clear statement of expectation of social services workers (consistent with the SSSC Codes of Practice) to be agreed with the Chief Executive and elected members;
- (b) ensure that these values and standards are communicated on a regular basis, adhered to and reviewed periodically;
- (c) support Human Resources in ensuring that all social service workers meet the requirements of the SSSC's Code of Practice and that all registered workers meet the requirements of their regulatory body;
- (d) support and advise managers in maintaining and developing standards of practice;

(e) ensure that only registered social workers undertake those functions reserved in legislation or are accountable for those functions described in guidance;

(f) satisfy themselves that there are effective governance arrangements for the management of the complex balance of need, risk and civil liberties, in accordance with professional standards. Where the council's corporate policy on risk management does not reflect this balance, the CSWO is required to bring this to the attention of the Chief Executive and to contribute to the development of appropriate governance arrangements;

(g) advise on corporate workforce planning and quality assurance, including safe recruitment practice, probation/mentoring arrangements, managing poor performance;

(h) actively promote continuous improvement, raising standards and evidence-informed good practice, including the development of personalised services that are focussed on the needs of the user;

(i) satisfy themselves that appropriate systems are in place to identify and address weak and poor practice and work with managers to monitor their effectiveness. Where this is not the case, the CSWO has the responsibility for bringing this to the attention of the Chief Executive and contributing to the development or improvement of such systems;

(j) take final decisions on behalf of the local authority in relation to a range of social work matters, including adoption, secure accommodation, guardianship and other statutory decisions required from time to time;

(k) report to the Chief Executive and elected members on the findings of performance review reports, including reports by SWIA, Care Commission, HMLe, Adult Protection Committees and other scrutiny bodies and internal self evaluation or Performance Improvement reviews, setting out:

- i. implications for the local authority, for services, for service users and carers, for individual teams/members of staff/partners as appropriate;
 - ii. implications for delivery of Single Outcome Agreements/National Outcomes;
 - iii. proposals for remedial action;
 - iv. means for sharing good practice and learning;
 - v. monitoring and reporting arrangements for identified improvement activity;
- (l) report to the local authority on any other social work related issues;
- (m) prepare an annual report to the local authority on all of the statutory, governance and leadership functions of the role;

13.4 Access

To discharge these responsibilities effectively, the CSWO needs:

- (a) **access** to people and information across the local authority, including the Chief Executive, elected members, managers and frontline practitioners, partner services and agencies. These arrangements will vary according to individual councils, but should be clearly articulated;
- (b) to bring matters to the attention of the Chief Executive to ensure that professional standards and values are maintained;
- (c) to **be available** to all registered social workers and other staff requiring professional advice and guidance.

13.5 Leadership Responsibilities

The CSWO is responsible for providing professional leadership. The CSWO should:

- (a) support and contribute to evidence-informed decision making - at professional or corporate level - by providing appropriate professional advice;
- (b) seek to enhance professional leadership and accountability throughout the organisation to support the quality of service and delivery;
- (c) support the delivery of social work's contribution to achieving local outcomes;
- (d) promote partnership working across professions to support the delivery of suitably integrated social work services.

Accountability and Reporting Arrangements

14. Local authorities will need to consider:

- (a) how the CSWO is enabled to influence corporate issues, such as managing risk, setting budget priorities and public service reform;
- (b) access arrangements for the CSWO to the Chief Executive and elected members;
- (c) how the CSWO reports to the Chief Executive;
- (d) the potential for conflicts of interest and agree a statement on how these will be resolved;
- (e) the relationships, responsibilities and respective accountabilities of operational line managers and the CSWO;
- (f) inclusion of an independent, professional perspective to the appointment of the CSWO;

(g) procedures for removal of a CSWO postholder, bearing in mind the need for continuity in the provision of the CSWO functions, the value of independent professional advice and the arrangements for the appointment and removal of the local authority's other proper officers.

[\[1\]](#) 1996 No. 515 (S.49) The Qualifications of Chief Social Work Officers (Scotland) Regulations 1996 HMSO



REPORT

To: Services Committee

20 November 2008

From: Chief Social Work Officer

Report No. SC-13-08F
Annual Report from the Chief Social Work Officer

1. Introduction

- 1.1 This report introduces the first annual report to the Council by the Chief Social Work Officer.
- 1.2 It presents information regarding the role and responsibilities of the Council's Chief Social Work Officer, which includes quality assurance of all social work activity.
- 1.3 Members are asked to note the content of the Annual Report, which is attached below at Appendix 1.

2. Links to Corporate Priorities

- 2.1 The Social Work function is "To support and protect the most vulnerable members of the community promoting independence and ensuring services are targeted at those most in need."
This is reflected in the Mission Statement for Shetland Social Work Services that was approved by Services Committee in August 2008 (Min. Ref. SC 66/08.)
- 2.2 The Social Work function contributes to the Council's corporate priorities on the quality of life and reducing social inequalities.

3. Background

- 3.1 The background to the appointment of Shetland's Chief Social Work Officer is included in the Annual Report and is not repeated here.

- 3.2 In previous years, the Chief Social Work Officer has reported annually to the Council on the outcome of any complaints received about the social care services provided or purchased by the Council. The last report was considered by Members on 31 August 2006 (Min. Ref. SC56/06.)
- 3.3 Other reports have tended to focus on particular aspects of social work practice, for example the Adult Support and Protection (Scotland) Act 2007 (Min. Ref. SC 64/08.)
- 3.4 This is the first report that brings together the range of duties pertaining to the Social Work function.

4. Proposals

- 4.1 It is proposed that the Chief Social Work Officer reports annually to the Council via the Services Committee on the role of Chief Social Work Officer. The report will provide an update on activities carried out, any changes affecting the role, for example in legislation such as the Adults Support and Protection (Scotland) Act 2007.
- 4.2 The report will include information relating to the investigation and findings from any Social Work complaints received during the year.
- 4.3 The report will be made available to the public through the Social Care Service and on the Council's website.

5. Policy & Delegated Authority

In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on the matters with approved policy and for which there is a budget.

6. Financial Implications

There are no financial implications arising directly from this report.

7. Conclusions.

- 7.1 The Chief Social Work Officer's Annual Report at Appendix 1 sets out information about the role of the Council's Chief Social Work Officer.
- 7.2 The role of Chief Social Work Officer is a critical part of the Council's Social Care Service, which aims to support and protect the most vulnerable people in the community.
- 7.3 The Annual Report includes information on the investigation of complaints and summarises information on performance and quality assurance across the social work function.

8. Recommendation

- 8.1 I recommend that Members note the information presented in the Chief Social Work Officer's Annual Report; and agree that the report should be made available to the public.

Date: 5 November 2008
Ref: CF'AN'13'08

Report No. SC-13-08F



Shetland Islands Council

Annual

Chief Social Work Officer Report

2007/2008

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Annual Report from the Chief Social Work Officer

This is the first annual report to the Council by the Chief Social Work Officer.

Background

- 1.1 Section 3 of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government (Scotland) Act 1994 requires every Local Authority to nominate a professionally qualified Chief Social Work Officer (CSWO) to maintain a professional overview of the Council's Social Work Services both provided and purchased.
- 1.2 The current CSWO was appointed on 20th August 2007, following the appointment to the post of Executive Director of Education and Social Care who was not social work qualified.
- 1.3 Guidance on the CSWO Role was issued by the Scottish Office in 1995 and has not been superseded. It states that the CSWO must be a professionally qualified Social Worker, appointed at Senior Level, with the status and support necessary to undertake the role, and with a direct line of accountability to the Council.
- 1.4 The CSWO also has professional responsibility for some specific statutory decisions made in respect of individuals. These include:
 - Certain decisions in relation to the placement and movement of children in secure accommodation.
 - Emergency movement of accommodated children in terms of 5.72 of the Children (Scotland) Act 1995.
 - Adoption Applications
 - Enforcement of Probation Orders, Community Service Orders and Supervised Attendance Orders
 - Actions required under the Adults with Incapacity (Scotland) Act 2000
 - Consultation on Anti-Social Behaviour practices
 - Investigation of complaints
- 1.5 Other aspects include general responsibilities such as:
 - An oversight of all Social Work Services provided or purchased by the Council
 - Monitoring of all Social Work Service
 - Advising on best practice
 - Challenging Policy and Practice
- 1.6 The Guidance notes, that except where otherwise stated in statute, Authorities may determine appropriate local schemes of delegation, but this must be to staff who hold a prescribed Social Work qualification. The CSWO is still expected to maintain a professional over view.

- 1.7 The report of the National Review of Social Work in Scotland “Changing Lives” was launched in February 2006. This proposed stronger professional leadership and governance for Social Work. The report concluded that each Local Authority should continue to have a single CSWO and that the role should be clarified, strengthened and better supported. The Draft Guidance on the Role of the Chief Social Work Officer has now been completed and is out for consultation. It is the subject of a separate report.

2. Reporting Arrangements

- 2.1 In order to support the Council in meeting its obligations and to ensure the development and promotion of an effective and responsive Social Work Service, an agreed system of reporting to and by the CSWO is necessary

This is particularly important in relation to Children’s Services and Criminal Justice where the CSWO has no operational management responsibility.

Communication is well established both informally and formally across services and departments. It is planned to formalise and develop the following:

- 3 monthly meetings with the Chief Executive, involving the Executive Director of Education and Social Care
- 3 monthly meetings with the Executive Director and Head of Service, Community Care
- 6 weekly line management from Head of Service, Community Care
- 3 monthly meetings with the Head of Children Services – at which the Children Service Improvement Officer will attend for part.
- 3 monthly meetings with the Service Manager Criminal Justice
- 2 monthly meetings with Lead Officer for Child Protection
- Contact with Chair and Vice Chair of Services Committee as required

The reporting mechanisms pertaining to each service area will be discussed with the relevant managers to allow a mutually agreed system to be developed.

- 2.2 The CSWO is also required to represent the Council on a number of initiatives with partner agencies:

- The Northern Community Justice Authority
- MAPPA (Multi Agency Public Protection Approach)
- Child Protection Committee
- Adult Protection Committee
- Care Commission Liaison

3. Social Work – The Context

- 3.1 The 21st Century Review of Social Work was commissioned by the then Scottish Executive in the summer of 2004.

The overall aim of this Review was to take a fundamental look at all aspects of Social Work, in order to strengthen its contribution to the delivery of integrated services and to ensure that Social Work was fit for the 21st Century.

It had six main objectives:

- To clearly define the role and purpose of Social Workers and the social work profession.
- To identify improvements in the organisation and delivery of Social Work services
- To develop a strong quality improvement framework, supported by a robust inspection
- To strengthen leadership and management, giving clear direction to the service
- To ensure a competent and confident work force
- To review, and if necessary modernise legislation

3.2 The Report of the review's findings entitled "Changing Lives" was published in February 2006. Extensive consultation across Scotland led to the following overriding conclusions:

- Doing more of the same won't work. Increasing demand, greater complexity and rising expectations means that the current situation is no longer sustainable
- Social Work does not have all the answers, and needs to work closely with other universal providers in all sectors to find new ways to design and deliver services across the public sector
- Social Workers skills are highly valued and increasingly relevant to the changing needs of society. However, best use is not made of these skills, and there is a need to refocus on the core values of Social Work.

3.3 An implementation plan was published in June 2006, which included the intention to establish five work strands or Change Programmes to drive the work forward. Each of these would be led by a Chair from a Service Delivery Area.

3.4 During 2007, each of the Change Programme groups worked on identifying their role, remit and contributions. At the end of the year, it was agreed that each should deliver a number of key pieces of work to be published during 2008.

3.5 The Change Programmes are:

- Practice Governance
- Service Development
- Performance Improvement
- Work Force Development
- Leadership & Management

Although identified as individual pieces of work, they reflect a single agenda and are pitched at strategic level but intended to assist in delivering the aspirations of Changing Lives.

- 3.6 It was acknowledged that all of these contribute to the delivery of 2 main outcomes - building the capacity to deliver personalised services, and developing a confident, competent, valued workforce. *See Appendix 1.*

3.7 Practice Governance

- 3.7.1 Changing lives recommended a strengthening of the governance and leadership roles of the CSWO which reflects the recommendation for a new organisational approach to managing risk, which ensures the delivery of safe, effective and innovative practice in Social Work Services.

The draft Guidance on the Role of the CSWO has now been agreed by Association of Directors of Social Work (ADSW), Convention of Scottish Local Authorities (COSLA), Society of Local Authority Chief Executives (SOLACE) and representatives of NHS Community Health Care Partnership. It was issued for formal consultation on 18th September 2008. The consultation period will end on 19th December 2008.

The Guidance on CSWO:

- Will assist Local Authorities in the discharge of the Social Work recommendations
 - Will help Local Authorities maximise the added value of CSWO – both at corporate and professional level
 - Acknowledges that Local Authorities operate with very different management and organisational structures
 - Provides advice on how best to locate the CSWO role within operational structures to maximise its effectiveness
 - Is sufficiently generic to remain relevant in the event of future management or organisational structural change.
- 3.7.2 A team of consultants has been commissioned to help develop a Practice Governance Framework for Social Work Services.
- 3.7.3 Following the publication of Changing Lives, the Scottish Government established the User and Carer Forum to allow Service Users to directly influence and shape the development and implementation of the Changing Lives. The forum was asked to follow up on the concept of Citizen Leadership and has now developed a set of principles, by which the leadership contribution of those who use services can be guided and supported.

The document - Principles and Standards of Citizen Leadership was published in April 2008 and will be piloted by 2 Local Authorities in Scotland, a training programme for roll out across Scotland will be developed, thereafter.

3.8 Service Development

- 3.81 Personalisation is seen as key in the shaping of all public services, in the context of a growing public expectation that services will meet their needs

and help them achieve personal goals and aspirations. The challenge is designing and delivering support and services around the needs of individuals, their carers and communities.

A simple definition is that “it enables the individual alone, or in groups, to find the right solutions for them and to participate in the delivery of a service”. From being a recipient of services, citizens can become actively involved in selecting and receiving the services they need.

Local Authorities will be asked for clear views on how current activities contribute to the advancement of the principles of personalisation by the Service Development Group.

3.9 Performance Improvement

The key product from this group will be Social Work Inspection Agencies (SWIA) Guide to Supported Self Evaluation. The Guide is currently being tested by 5 Local Authorities and will be ready for distribution in 2009.

3.10 Workforce Development

The Continuous Learning Framework was completed at the end of May. Scottish Social Services Council (SSSC) and the Change Group are now considering the document with a view to launching the final framework in December 2008.

3.11 Leadership and Management

The Leadership and Management Framework is closely linked to the continuous Learning Framework. A range of learning opportunities, such as Learning to Deliver Courses have been piloted and are now being evaluated.

3.12 ADSW is taking a lead role in driving forward Changing Lives. Professional Development Managers from ADSW are being linked to geographical areas to assist with the implementation of the various work standards. Shetland is part of the Northern Group, which encompasses Orkney, Western Isles and Highland Region. The CSWO will sit on this group.

3.13 Local Practitioners Forums (LPF)

Changing Lives proposed that the implementation process should actively involve front line professional practitioners in the development of Social Work services, and thus provide an opportunity for the involvement of practitioners in developing practice and influencing policy.

A Local Practitioner Forum is seen as a way of achieving this. The expectation is that LPF will operate at Local Authority level and involve staff from the statutory, voluntary, and independent and private sectors, with a view to ensuring that effective partnerships are established.

- 3.14** Representatives from LPFs will come together through the National Practitioners Forum in a two-way information and agenda sharing process with Scottish Government officials. Currently, of the 32 Local Authorities across Scotland, 16 already have LPF's established and the remaining 16 are engaged with the Scottish Government setting up process.
- 3.15** Shetland is one of those "engaged" authorities. An initial meeting in July 2008 indicated interest and enthusiasm for seeing a Forum established in the Islands. A second meeting is planned during November, which will see the Chair from the Clackmannanshire LPF travelling to Shetland to present on their experiences in establishing their forum.

4. Regulation and Inspection

4.1 Regulated Social Care Workforce

- 4.1.1** The SSSC commenced registration of Social Services workforce on 1st April 2003, following the implementation of the Regulation of Care (Scotland) Act 2001.
- 4.1.2** Protection of the Title – Social Worker
Section 52 of the Regulation of Care (Scotland) Act 2001, which came into effect on 1st September 2005, protects the title of Social Worker. It is an offence for anyone who – with intent to deceive – while not registered with the SSSC takes or uses the title Social Worker or purports in anyway to being a Social Worker.
- 4.1.3** As part of the commencement of protection of the title "Social Worker", the then Scottish Executive commissioned a piece of work to identify functions which should only be carried out by, or under the supervision of Registered Social Workers.

The primary reason for setting out these functions is to safeguard people who use their services and to protect their rights. A clear articulation of what it is only a Registered Social Worker can do, will also strengthen professional identity and bring greater clarity to their contribution, particularly in relation to integrated services.

It is stressed that these are not the only functions that a registered Social Worker can undertake. This paper is currently being redrafted and will be presented to the Scottish Government for comment.

A discussion document was drafted in June 2007 when the under noted was identified as likely functions:

- Care and Protection
- Children Looked After and Accommodated
- Child Care Protection
- Criminal Justice
- Mental Health
- Adults with Incapacity
- Adult Community Care

The role of the Registered Social Worker must be considered in the context of a Registered Social Care workforce.

- 4.1.4 Phase 1 also included Managers of Residential Care services; Managers of Care Homes for Adults; Manager of Adult Day Care services; Residential Childcare workers with supervisory responsibilities and other residential care workers.
- 4.1.5 All registered services require staff to adhere to the SSSCs Code of Practice. The code has been rolled out across all staff groups and is issued to all new Social Workers and Social Care employees.

4.2 Disclosure Scotland

- 4.2.1 Staff recruitment is a key theme to ensuring the workforce is regulated and appointments made are safe, in terms of protecting children and vulnerable individuals, for whom we provide a service.
- 4.2.2 Part V of the Police Act 1997 allows for the issue of information relating to criminal convictions and other criminal record information to be shared, on application, to an organisation which is registered with Disclosure Scotland. Shetland Islands Council is a "Registered Body" which allows the organisation to receive such information.
- 4.2.3 The CSWO is the lead signatory for the Council, and, as such is responsible for ensuring that all the requirements, of the Act, as well the Code of Practice are adhered to, on behalf of the Council.
- 4.2.4 In April 2008, Disclosure Scotland undertook a Compliance Audit of the Council, when a visit was made to Shetland by 2 of their Compliance Managers.
- 4.2.5 The report received from the Audit visit was positive, with a small number of recommendations which formed the basis of an Action Plan. Themes included:
 - Training issues for Lead and Countersignatories
 - Updating of some Recruitment Policies to reflect changes in legislation
 - Review of all posts to ensure the appropriate level of Disclosure is requested

Following the points on the Action Plan being addressed, Disclosure Scotland confirmed in July 2008, that the Council remains suitable as an organisation to receive Disclosure information.

4.3 Care Commission

- 4.3.1 Since the Regulation of Care (Scotland) Act 2001 came into effect, a range of services have been registered with the Care Commission and inspected

against national care standards. Since 1st April 2008 a six point grading scales has been introduced:

- 6 = excellent
- 5 = very good
- 4 = good
- 3 = adequate
- 2 = weak
- 1 = unsatisfactory

4.3.2 The new inspections are based on 4 quality themes, which vary slightly from service to service, depending on their registration category. Broadly speaking they cover:

- Quality of Life (or experience)
- Environment (or information)
- Staffing
- Management and Leadership

Services are required to provide documentary evidence of their achievements in these areas and, in particular, to involve Service Users in assessing the services they receive.

4.3.3 Since April 2008 the following establishments have been inspected under the new grading system

Community Care:

Service	Inspection Date	Grade for Quality of Care	Grade for Quality of Environment	Grade for Quality of Staffing	Grade for Quality of Management & Leadership	Grade for Quality of Information	Regulation Support Assessment (i.e. planned frequency of future inspections)
Wastview – Care Home Service	29.05.08	4	4	4	4	4	Low
Edward Thomason House – Care Home Service	30.05.08	3	4	3	3	3	Medium
Taing House	07.08.08	4	4	4	4	N/A	Medium
Overtonlea	07.08.08	4	4	4	3	N/A	Unknown
Newcraigielea – Support Service	29.07.08	5	4	4	4	N/A	Low
Newcraigielea – Care Home Service	29.07.08	4	4	4	4	5	Low

Children's Services:

Service	Inspection Date	Grade for Quality of Care	Grade for Quality of Environment	Grade for Quality of Staffing	Grade for Quality of Management & Leadership	Grade for Quality of Information	Regulation Support Assessment (i.e. planned frequency of future inspections)
Laburnum House (Support Service)	18.07.08	4	4	4	4	4	Low
Laburnum House (Care Home)	18.07.08	4	4	4	4	4	Low
Leog House (Care Home)	15.07.08	4	4	4	4	4	Low
Fostering Service	13.08.08	3	Not inspected	3	3	Not inspected	Medium
Adoption Service	05.08.08	3	Not inspected	3	3	Not inspected	Low

4.3.4 It is understood that grade 6 can only be awarded if a very good performance is sustained. Therefore there are no grade 6s in the first round of inspections. It is important to note that although the focus is on care services themselves, inspections also take account of the quality of support services, such as Finance and Staffing. In addition, progress with multi-agency work, such as the implementation of the new Adult Support and Protection Act, is considered when the grades are awarded.

4.4 Social Work Inspection Agency (SWIA)

4.4.1 The performance inspection of Shetland Islands Council took place in February/March 2007. The Inspection Report was published in August of that year, where against the 10 areas which were evaluated – 7 were seen as good and 3 were evaluated as adequate.

The service was required to draft an Action Plan, based on this 19 recommendations were made by SWIA, which were aimed at improving services. A follow up inspection took place in August 2008.

4.4.2 The Performance Inspection follow up Report was received in October 2008 and will be the subject of a separate report.

Overall, the SWIA team felt that good progress has been made on the action plan and, do not therefore, plan to make further follow up visits. The following themes emerged:

- Progress was slower than they would have anticipated
- Training strategy and workforce development required to be linked and further developed.
- Need to extend and increase the bond between service and financial planning

4.5 Mental Welfare Commission

4.5.1 The Social Work Commissioner accompanied by staff members from the Mental Welfare Commission spent 3 days in Shetland in June 2008 as part

of a programme of planned visits. During the visit, particular emphasis was on meeting individuals who use Mental Health Services in Shetland.

4.5.2 A number of emergent themes were highlighted which included:

- Lack of crisis response services
- Lack of supported accommodation for individuals with Mental Health issues
- Availability of Allied Health Professionals for young people with learning disabilities in transition from Children to Adult Services

4.5.3 The Commissioner reported back at the end of visit meeting, making a number of positive observations:

- The enthusiasm of staff both in Social Work and Health
- The welcome enhancement of the Mental Health Officers Service
- The good attention to the rights of individuals by both Health and Social Work
- Good care plans in place for users of the Service

4.5.4 Inspections are by Local Authority Area and Shetland is one of the last to be inspected in the first 3 year cycle.

4.6 HMIE Inspection of Child Protection

4.6.1 Interagency Child Protection Inspections were put in place by the then Scottish Executive as part of a 3 year Child Protection Reform Programme that arose from a national audit and review of Child Protection Services, culminating in the report "Its Everyones Job....."

This inspection is different from others in that the focus will be on Child Protection and will look at performance across all agencies involved in Child Protection – of which Social Work is one.

4.6.2 An inspection of Child Protection in Shetland is due to take place early in 2009. The Inspection will be led by a multidisciplinary team based in the Services for Children Units of HMIE. Services are inspected against a number of Quality Indicators which will look at "How well are Children in Shetland protected".

4.6.3 The quality indicators are designed to focus on achieving good outcomes for children and young people.

4.6.4 The inspection team will arrive in Shetland on 8th January 2009, when they will meet Chief Officers – Chief Executive of SIC, Chief Executive of NHS Shetland and Chief Constable for Northern Constabulary.

Week 1 of the inspection will commence the week of the 23rd February 2009, with a further 2 week visit during the weeks of 9th and 16th March.

5. Complaints

5.1 The CSWO is responsible for the management of the Council's statutory Social Work Complaints Procedure.

- 5.2 The Social Work (Scotland) Act 1968 as amended by the National Health Service and Community Care Act 1990, requires Local Authorities to publish information on complaints received and action taken in relation to services either provided or purchased by the Social Work Service.

This report is completed from records kept on complaints within Shetland Islands Council, Social Work Service.

- 5.3 All required actions on the part of the Service that have been identified as a result of these complaints have been initiated.

5.4 **Findings**

During the period 1st April 2007 to 31st March 2008, the Social Work Service recorded a total of 8 complaints.

SERVICE	Number	Upheld	Initial Response within 5 days	Final Reply within 28 days
Community Care Older Peoples Service	2	1 No 2 Yes	Yes No	Yes No
Community Care OT Services	1	Yes	No	No
Community Care Adult Services	0			
Children & Families	4	1 Partially 2 Yes 3 No 4 Partially	No Yes Yes Yes	No Yes No No
Criminal Justice	1	No	Yes	No

5.5 **Complaints Review Committee**

There were 0 complaints referred to the Complaints Review Sub Committee during this period.

Details of individual complaints are detailed as follows.

5.5.1 **Community Care – Older People Services**

1. *Complaint from Advocacy Shetland on behalf of a Service User that the Care at Home worker had been unavailable to attend outwith scheduled times.*

The complaint was not upheld as Care at Home is delivered on a planned basis. A risk assessment was undertaken and it was agreed that the Service User would not be at risk, and the task undertaken during the next visit in 2 hours time.

However, an apology was issued for the discomfort experienced by the Service User.

2. *Complaint from a relative following the loss of personal items in one of the Care Centres.*

This complaint was upheld as the item could not be located. An apology was offered along with cash compensation.

New procedures for logging and checking residents possessions and storing and checking of valuable items have now been introduced.

3. *Complaint from a family member about the delays in the provision of an external safety structure which had been commissioned by OT Services.*

The then CSWO met with the complainant and following these discussions, an alternative contractor was secured.

5.5.2 Children & Families

1. *Complaint received from relative whose children were the subject of a Child Protection investigation and subsequent registration.*

The complaint included a number of points relating to the length of time taken for the family to receive support, and the length of time to convene a Core Group. This was due to staff shortages at the time and these aspects were upheld.

The Children and Families Team have increased their staff numbers and are seeking to strengthen the team further with the recruitment of a 3rd Senior Social Worker.

There was also some factual information which was incorrectly recorded and this was altered

A system is now in place whereby any biographical information is checked at all case conferences.

There are some points in this complaint which are ongoing. The outcome will be reported in due course.

2. *Complaint received from a couple expressing concern about the way in which their assessment as substitute carers was being managed by the allocated Social Worker.*

It was apparent that the Social Worker allocated to this couple did not conduct themselves in a manner which would be expected of a professional Social Worker. This complaint was upheld and the assessment taken forward by a Social Worker independent of the department.

The professional issues were progressed by Head of Children's Services through Human Resources. An apology was made to the couple.

3. *Complaint received from the parent of children who were subject to a Contact and Residence report which was requested by the Court for consideration in a Child Welfare Hearing. Issues were raised about the competence of the Social Worker who prepared the report, which the parent saw as prejudicial against them.*

The author of the report was an experienced worker who was regarded as having a range of relevant child care experience and the report had been prepared in accordance with accepted practice. The resultant document was a fair and balanced report. The complaint was not upheld.

Although not part of the complaint, the report had not been shared with the parent prior to being submitted to court, which is a diversion from current practice – for which an apology was given.

4. *Complaint was received on behalf of a parent whose child was the subject of a Contact and Residence report for consideration as part of a Child Welfare Hearing. Issues raised included that the recent information was not used and that there was an over reliance on historic information; that the report had not been shared with the parent prior to submission to court.*

Both of these were upheld.

This report was prepared by an Independent Social Worker who has since left Shetland.

The CSWO has discussed the practice issues with both the Head of Service and Service Manager in Children's Services and has been reassured that the procedures for preparation of Contact and Residence Reports have been improved.

A 3rd point relating to previous complaints in relation to a Senior member of staff were not upheld as there were no record of any complaint on file.

5.5.3 Criminal Justice

1. *Complaint received from a Service User who had been the subject of a Social Enquiry and associated Reports for the Sheriff Court, and was unhappy with the conduct of the Social Worker who was the author of the reports.*

It was apparent from the file that the reports had been prepared in line with National Standards and there was no suggestion that the Social Worker had not accepted the opinions put forward by the subject.

The complaint was not upheld.

5.6

Delays

There was a delay on providing a final response to 5 of the 8 cases.

5.5.1

2. The delay was as a result of the Unit Manager going on sick leave and lack of clarity around how far the complaint had been progressed. It was later actioned by the Service Manager.

5.5.2

1. The delay was caused by the parent being unavailable for interview. The then CSWO did draft a response without the Investigating Officer having been successful in arranging a meeting face to face.
3. The delay was as a result of the complainant moving away from Shetland without notifying the Investigating Officer.
4. This response was delayed due to the lack of availability of a Senior Manager to take on the role of Investigating Officer.

5.5.3

The delay occurred due to the CSWO being sick.

5.7 There were 0 complaints referred to the Complaints Review Sub Committee.

5.8 Complaints received between 1st April 2008 and 30th September 2008

There have been a total of 4 complaints received during this period.

3 relate to Community Care – Older Peoples Services

1 relates to Children and Families

These will be reported on at a later date.

5.9 Two complaints have been referred to the Complaints Review Sub Committee between 1 April and 30 September 2008. Both cases considered were in relation to Children and Families Services and were investigated by the former CSWO during the previous 12 months.

There is an obligation on the local authority to publish any recommendations made by this group.

The Complaints Review Sub Committee sits as an Appeals Panel for any complainant who does not accept the decision of the CSWO.

1. The Complaints Review Subcommittee met to consider a complaint in relation to an assessment process.

The following recommendations were made:

- a) That factual errors in a child's assessment, which was held on file, be amended in line with current practice and to itemise those parts which could not be amended, as they form part of an exercise of professional judgement and opinion on the part of Social Work Officers
- b) The requirement for a consideration of the need for a Carer's Assessment be incorporated into procedures as part of a Family Assessment.

It has been established by the Head of Childrens Services that these recommendations have been acted upon.

- 2. The Complaints Sub Committee also considered a complaint in relation to the application of Shetland Interagency Child Protection.
 - a) That the Child Protection Procedures were written "by Adults for Adults" and a piece of work was necessary to make the procedures more accessible to children.
 - b) The issue of identifying a person to act as a supportive role to the child when being interviewed should be explored. A written briefing on the roles and responsibilities of the supportive adult should be drafted.

As the first step in addressing the above recommendations , the CSWO alerted members of the Child Protection Committee to the complaint, with a request that they are included on the agenda for a future meeting.

As a result, a Report will be submitted to the QA Sub Committee of the Child Protection Committee on 6th November 2008 and will also be reported at the meeting of the Child Protection Committee on 10th December 2008.

The Child Protection Committee is seen as the appropriate forum through which these recommendations should be progressed.

6 Challenges

6.1 Delayed Discharges

The Delayed Discharge Action Plan was launched in 2006 by the Scottish Government.

- 6.1.1 It set out a number of short term and long term measures to reduce the number of people inappropriately delayed in hospital. A series of year on year targets were set culminating in a demand that by 1st April 2008, there would be zero delayed discharged in each Local Authority/NHS Partnership area.
- 6.1.2 A delayed discharge occurs when a patient, clinically ready for discharge, cannot leave the hospital because the other necessary care, support or accommodation for them is not readily accessible.

- 6.1.3 There is an accepted period beyond the clinically ready for discharge date during which an assessment and follow on arrangements are put in place.
- 6.1.4 Figures are reported monthly to NHS Information Services Division for Scotland (ISD). From April 2004, figures collected focus mainly on those patients who have been ready for discharge for more than 6 weeks.
- 6.1.5 Having achieved this target, the expectation is that this will be maintained. Although there is an elaborate coding system which is applicable to all delayed discharges, the maintenance of a zero figure demands a high level of integrated and joint working from both health and social care staff. It is solely as a result of this collaborative working that the figure has been maintained in Shetland.
- 6.1.6 This will continue to pose huge challenges for staff.

6.2 Availability of Permanent Residential Care Places

- 6.2.1 The availability of a residential care place not only has an impact on our ability to maintain zero delayed discharges, but more importantly to ensure that individuals who require 24 hour care have access to that facility when they need it.

- Currently there are 33 people on the Waiting List. The breakdown of their current placement is as follows:

Interim Placement Unit	12
Hospital	6
Care Centres – awaiting 1 st choice	3
Community	12

- The breakdown for permanent placements are as follows:

Taing House	10
ET House	2
Viewforth	2
W & J Gray	2
Overtonlea	6
Wastview	2
North Haven	2
Nordalea	3
Fernlea	4
Isleshavn	0

6.3 Substance Misuse

Parental misuse, particularly alcohol, is still by far the biggest challenge for Children and Families Social Work. There are also concerns around the misuse of alcohol by young people.

A recent survey undertaken by the Young Persons Services of Community Alcohol and Drugs Services Shetland (CADSS), indicated that while an

increasing number of young people are not drinking alcohol, the consumption level of those who do, is rising.

- 6.3.1 Children and Families are looking at an innovative improving approach in assisting young people who misuse alcohol understand the consequences of such behaviour. Young people and their parents are invited to meet with a Social Worker and undertake a session on alcohol and its effects, and then are given an information pack prepared by CADSS. It is the intention to broaden out the sessions to include a Police Officer and the Young People's Alcohol Worker from CADSS. This is with the aim of raising awareness for young people of the effects alcohol misuse can have on their physical, emotional and developmental needs.
- 6.3.2 The work is also aimed at making parents aware of their responsibilities as parents to ensure that they too understand the seriousness of the consequences. The Authority Reporter is willing to participate in this work, whereby a second offence may result in a meeting with the Reporter with a warning about a Hearing to follow if things do not improve.

6.4 Criminal Justice

- 6.4.1 Community Justice Authorities (CJAs) were established by the Management of Offenders etc (Scotland) Act 2005 and have been operating since 2006, assuming their full responsibilities as set out in the Act and supporting regulations in 2007.
- 6.4.2 CJAs were established as democratically accountable bodies whose purpose is to provide leadership, direction and in legislation to all partners involved in Offender Management.
- 6.4.3 CJAs are accountable to the Scottish Government and are required to submit an Area Plan and Annual Report. In addition, CJAs must provide Ministers with a copy of each Local Authority's report on its arrangements to assess and manage risks posed by certain specific offenders.
- 6.4.4 Shetland Islands Council is a member of the Northern Community Justice Authorities (NJCA) which covers Orkney, Western Isles, Aberdeen City, Aberdeenshire, Moray and Highland Region.
- 6.4.5 The challenge for the Criminal Justice Service is to balance the needs and priorities of the Shetland Community with those of the NCJA, as the service strives towards continuous improvement and the delivery of the best possible service within limited resources.

7. Conclusion

- 7.1 The CSWO role is ultimately about managing risks around the professional judgements associated with the Social Work function on behalf of the Council.
- 7.2 Over the coming year, this can only become more demanding as the levels of risk increase along with the levels of work. It is therefore essential that

Social Workers are freed up to concentrate on those areas which are becoming more and more risky – across all of the client groups.

- 7.3 In Children and Families, we know that the children who are registered are becoming younger (8 out of 14 are preschool) with an increase of pre birth conferences over recent years.

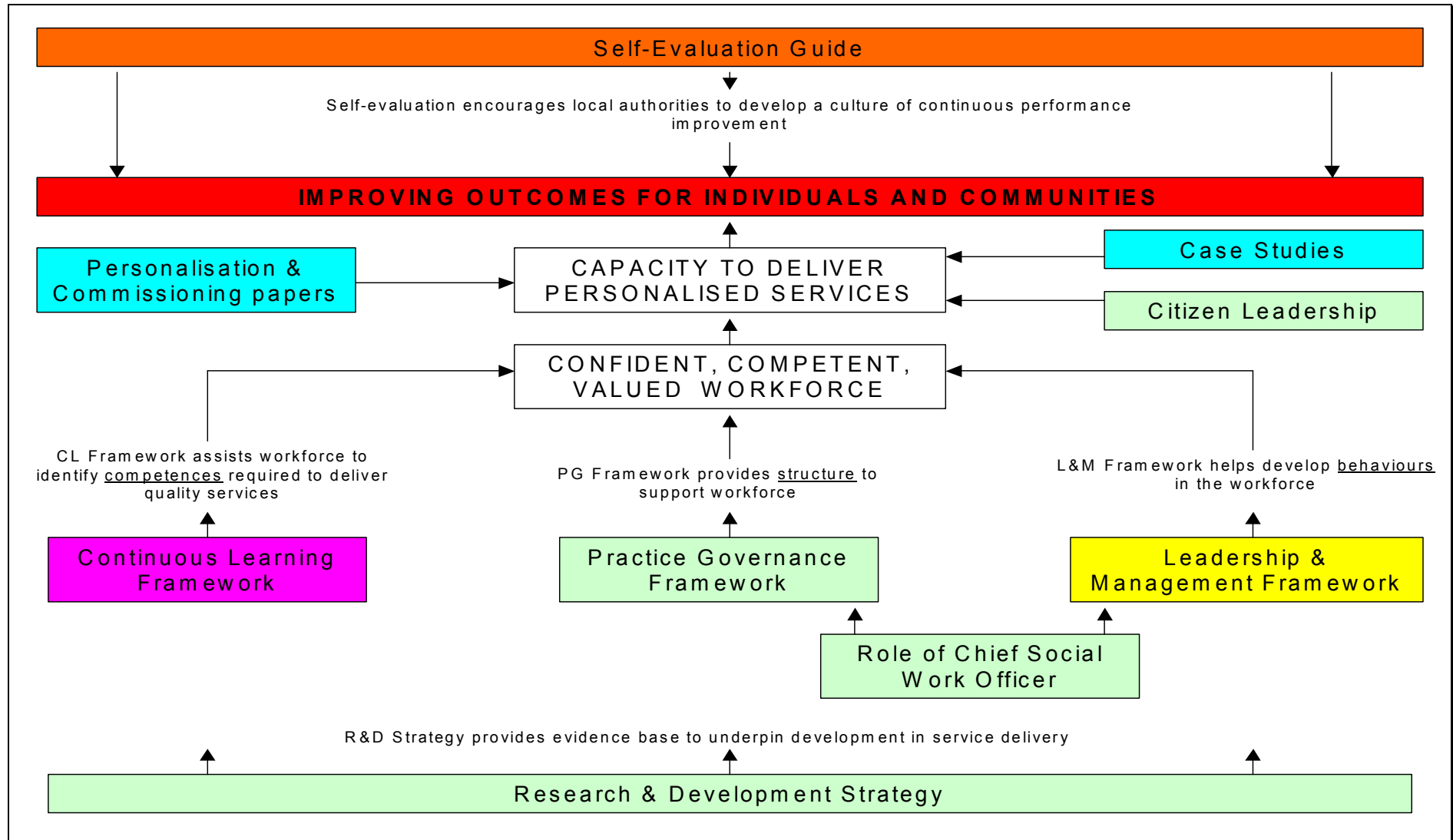
The risk factors are becoming increasingly complex and the protection work demands more and more time from staff.

- 7.4 For Criminal Justice, the challenge will be to look at greater formal multi agency risk management processes which cut across the three main areas of public protection – MAPPA, Adult Protection and Child Protection.

- 7.5 In Community Care, the drive to shift the balance of care to community-based provision, will place even more demand on resources which currently have limited capacity. Keeping more people with increasingly complex needs at home for longer will present issues around keeping individuals safe.

- 7.6 It is anticipated Adult Protection will assume a higher profile as public and professional awareness increase following the implementation of The Adult Support and Protection (Scotland) Act 2007 on 29th October 2008.

- 7.7 The Scottish Government with its emphasis on outcomes has shifted intervention for focussing on the process to the impact of intervention on the individual, which in many ways represents a return to basic Social Work values. This, coupled, with the Change Programmes from Changing Lives places Social Workers in a strong position to undertake work with the most vulnerable and risky Service Users on behalf of the Council.





REPORT

To: Services Committee

20 November 2008

From: Head of Capital Programmes and Housing

Report No: HS-24-08

Re-Modelling of Kitchens for Ladies Drive Properties

1. Introduction

- 1.1 In March 08 (Min ref 30/08), the council agreed to the closure of the Ladies Drive office to facilitate wider service improvements and regeneration of the Hoofields / Ladies drive areas.
- 1.2 This report seeks authorisation for additional capital expenditure arising from that decision.

2. Links to Corporate Priorities

- 2.1 Sustainable Organisation - Help us to make sure that we are making best use of our resources and delivering services as effectively as possible.

3. Background

- 3.1 As stated in 1.1, the Council agreed to the closure of Ladies Drive office complex (Min ref 30/08). The office complex included the provision of cooking and clothes washing facilities for those living in the Ladies Drive bedsits.
- 3.2 With the closure of the office building came a loss of cooking and clothes washing amenities for tenants in the Ladies Drive bedsits.
- 3.3 As a result, it is necessary to alter the existing kitchens to make provision for cookers and washing machine spaces. It is also necessary to provide washing machines and cookers for properties used as temporary accommodation. The estimated cost of this works to 20 properties is £30k. An additional rental charge is made for the provision of white goods in temporary accommodation.
- 3.4 All expenditure must be properly authorised by the Council. The HRA capital programme submitted to Council in February 2008, did not anticipate this work and so made no provision for the kitchen alterations outlined in

3.3 above. Work on these kitchens cannot be progressed without the necessary delegated authority.

- 3.5 Services Committee would have to authorise these works in order to proceed.

4. Financial Implications

- 4.1 Approval of these works would add £30k of authorised expenditure to the HRA capital programme for 2008/09. However there is identified slippage in the current year due to the delay in awarding the Cruden Lerwick contract and it is recommended that £30k be vired from that source to create a new Capital Cost Centre for this project. HRA Capital Expenditure is ring fenced and so does not need to be prioritised alongside the Council's General fund Capital Program

5. Policy and Delegated Authority

- 5.1 All matters relating to Housing stand referred to the Services Committee in accordance with Section 13 of the Council's scheme of delegations. The Committee has delegated authority to make decision on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.

6. Recommendations

- 6.1 I recommend that Services Committee approve additional expenditure of £30k on the HRA capital programme for re-modelling of the Ladies Drive kitchens to be funded by virement from existing budget slippage

Date: November 2008
Our Ref: CM/SP

Report No: HS-24-08



REPORT

To: Services Committee

20 November 2008

From: Head of Capital Programmes and Housing

Report No: HS-25-08

Prioritisation of Housing General Fund Capital Programme

1. Introduction

- 1.1 This report asks Services Committee to start the process of agreeing the prioritisation of the capital projects within the remit of the Housing Service, in line with recent changes to the method by which Capital Projects are ranked for funding.
- 1.2 This report seeks recommendations from Services Committee on the prioritisation of Housing General Fund Capital Projects.

2. Links to Corporate Priorities

- 2.1 Sustainable Organisation - Help us to make sure that we are making best use of our resources and delivering services as effectively as possible.

3. Background

- 3.1 The Council has changed the mechanism by which it wishes to assess the relative priority of capital project proposals (Min Ref 122/08). Under the new system, there will be no points system to determine priorities. Instead, each Committee will decide the relative priority of each project, based on the Committee's aspirations for service developments over the next 4-5 years. The Council has agreed that the need to maintain existing assets will be the first call on available resources. The Council will then merge all the priorities from each of the spending committees, to agree an overall programme.
- 3.2 The Housing General Fund Capital programme is entirely necessary to maintain existing assets
- 3.3 The Housing General Fund Capital Programme is relatively small. Similar amounts are spent each year to maintain existing assets. It is anticipated that expenditure would be at a similar level for the next 5 years with uplift for inflation.

- 3.4 The proposals and justification for the Housing General Fund Capital Programme are attached as Appendix A to this report.

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report. However, additional costs are likely to be incurred into the future where existing assets are allowed to deteriorate.

5. Policy and Delegated Authority

- 5.1 All matters relating to Housing stand referred to the Services Committee in accordance with Section 13 of the Council's scheme of delegations. The Committee has delegated authority to make decision on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.

6. Recommendations

- 6.1 I recommend that Services Committee approve prioritisation of the projects in Appendix A for the next five years, for further consideration by the Council.

Date: November 2008
Our Ref: CM/SP

Report No: HS-25-08

Appendix A

Housing General Fund Capital Programme – Prioritisation Information

There are currently three projects in the Housing General Fund Capital Programme. These projects formerly comprised a Rolling Programme of Ongoing Maintenance and Repair of Assets to comply with legislative requirements.

Ranking	Project	Reason	Budget 08/09
1	Homelessness	Ongoing maintenance of assets to comply with statutory requirements e.g. HMO licensing, Temporary Accommodation Standards, Health & Safety requirements, Building Standards etc.	£16,025
1	Chalets	Ongoing maintenance of assets to comply with statutory requirements, e.g. Health & Safety requirements, Building Standards etc	£12,175
1	Staff Accommodation	Ongoing maintenance of assets to comply with statutory requirements e.g. HMO licensing, Temporary Accommodation Standards, Health & Safety requirements, Building Standards etc.	£10,969

Although there are three separate headings, the justifications for these projects are very similar.

Purpose, Objective, Service Need

All three projects fulfil the Council's obligation to provide suitable temporary accommodation.

Social, Economic and Environmental Impact

The Council is obliged to maintain its housing assets to a minimum standard of wind and watertight. In addition to this there are legal requirements in relation to shared accommodation under the Houses in Multiple Occupation (HMO) licensing scheme, compliance with Building Standards and Temporary Accommodation Standards. Poor accommodation can have a very negative impact on peoples' lives. Failure to maintain its assets could have far-reaching consequences for the Council and its inhabitants.

Legal Obligations

The Council has a statutory duty to provide temporary accommodation for homeless people. The Council has a statutory duty to maintain its housing assets in wind and weather tight condition and to comply with other relevant building legislation e.g. HMO licensing

Financial Impacts

This is a relatively small sum of money, which, if spent on the ongoing maintenance of these assets, will prevent the Council being exposed to greater financial risk in the future.

Options for Delivery

There are no immediate alternative options for these projects.



REPORT

To: Services Committee

20 November 2008

From: Head of Capital Programmes and Housing

Report No: HS-23-08

Grass cutting

1. Introduction

- 1.1 The current level of service provision entitles any elderly or disabled person in Shetland to 10 cuts of their grass each year. There is no charge for this service, no means testing and no assessment to determine if there are able-bodied family members living in or close to the applicant who might be able to cut the grass. Therefore, unchanged the existing service can only increase due to demographic changes.
- 1.2 This report sets out some of the problems that have developed and options for consideration. As a result this report is seeking a decision in two parts. Firstly, expenditure for this year and secondly service provision into the future.

2. Links to Corporate Priorities

- 2.1 Sustainable Organisation - Help us to make sure that we are making best use of our resources and delivering services as effectively as possible.

3. Background

- 3.1 Historically, the Housing service traditionally provided a grass cutting service for its tenants who were elderly or disabled and who had no family or friends nearby to assist. Sheltered housing tenants also benefited from a grass cutting service provided by the Housing service.
- 3.2 For a number of years the Shetland Amenity Trust provided a grass cutting service to those not living in council housing. The Charitable Trust funded the service at that time. In 2004/05 a number of budget transfers took place between the Charitable Trust and the Council. The original proposal at that time was to cease the service. However Members voted to retain the service and transferred the budget to Housing in an attempt to align it with the existing housing grass cutting service (Min ref 74/04). The Housing Service has attempted to manage that instruction since that time.

- 3.3 Three years ago the Council, through Infrastructure Services, carried out a review of grass cutting contracts for open spaces, which incorporated Sheltered Housing grass cutting but not the grass cutting for SIC tenants, owners and / or private tenants. These contracts are split into 5 area-based contracts for a 4-year period. The contracts are due for renewal on the 1 April 2010. Therefore, grass cutting services for SIC tenants, owners and / or private tenants continued with the Housing service.
- 3.4 The situation set out in 3.1 to 3.3 has created some anomalies. These are set out below:
- 3.4.1 The grass cutting for sheltered housing is treated differently to grass cutting for other SIC tenants;
- 3.4.2 All tenants pay for the service through their rents. Owners or those in private rented properties pay for the service indirectly through council tax. Therefore, tenants that pay council tax are making a contribution twice;
- 3.4.3 Similarly, while the grass cutting for owners/ private rented is funded indirectly through the general fund, there is no charge made for this service. Thus, there is no additional cost for owners. As stated in 3.4.2 the cost for tenants is included in budgets for rent setting. Therefore, it may be argued that tenants have to pay for a service provided free of charge to the rest of the community. This might be interpreted as the Housing Revenue Account (HRA) cross subsidising a general fund activity. This would be against the principles of operating a HRA:
- 3.5 At the same time, the requests for this service have grown significantly as word goes around of its availability. In this sense, the service has become a victim of its success. Demographic changes also mean that the number of elderly or disabled households is increasing. As a result, the annual amount that was originally spent on this service is no longer sufficient to meet the current and increasing demands for the service.
- 3.6 In normal operating circumstances the relatively small amounts discussed within this report relating to 2008/09 expenditure would be covered by management adjustments to contain budget costs. However, in this case the relatively small size of the housing general fund budgets prevents this from happening.
- 3.7 This increase in demand over the summer period has led to an over spend in this current financial year 2008/09. An additional amount of £17k (general fund) and £14k in the Housing Revenue Account (HRA) is required to meet financial commitments for this year.
- 3.8 The HRA adjustments can be made by virements within existing resources. However, as stated in 3.6 the general fund budgets available to the housing service are very small in relative terms, and so there is no budget available for virement. Therefore, Council are asked to agree the authorisation of the

additional general fund spend required for this financial year. A sum of £16k is required.

- 3.9 Currently, the Housing service has no alternative means of funding from this budget area, no means of virement and no statutory duty to provide this service.
- 3.10 In the past the Housing service would provide six cuts per year for eligible tenants. Under current arrangements the Council is contracted to ten cuts per year.
- 3.11 The Housing service does not have the staffing resources to assess individual applicants, even if there was a decision to do so. In the past housing would check eligibility of its own tenants. If this service is to continue in its present form additional staffing resources will be required in any event.
- 3.12 Further, it is becoming increasingly difficult to resource the necessary administrative arrangements to run the grass cutting service. This has led to some incidence of customer complaint. There is a growing amount of staff time compiling address lists etc and liaising with the contractor. In my judgement, an additional 1.0 Full time equivalent (FTE) post is required to properly manage the process at existing levels of demand.
- 3.13 As the grass cutting is predominantly a general fund activity, the question should be asked, is the Housing Service best placed to deliver grass cutting services? Unification of all contracts might achieve some economies. However, it remains likely that additional staffing resources will be required wherever this service is located within the council. Such additional costs would offset any efficiency savings that might be made.
- 3.14 Possible solutions as options for the future are set out below:
 - 3.14.1 Transfer of all grass cutting currently carried out by the Housing service to another part of the Council under a unified contract where appropriate monitoring resources can be put in place. This should include any additional staffing required. This could then be a unified grass cutting service provided to all Shetland residents regardless of tenure. This would remove the HRA and General fund anomalies identified in 3.1 above.
 - 3.14.2 Transfer only the private rented and owner service to another part of the Council to be aligned with existing contract arrangements. This would leave the Housing service to administer grass cutting for its own tenants who meet the criteria of, being elderly or disabled with no close family or relative living close by who are able to cut their grass for them.
 - 3.14.3 Retain the service within the Housing service and authorise an additional member of staff to administer the process.
 - 3.14.4 Increase the total estimated general fund budget for 2009/10 to include a new post (estimated GS3 at £21k per annum) plus £78k to

meet existing and expected increase in demand. Estimated HRA expenditure increases would be met through future rent setting.

3.14.5 Introduce charges in whole or in part to cover the cost of the service. However, unless all costs were recovered through charges, this would add a further administrative budget burden to the service and would be unlikely to achieve sufficient income to offset the necessary costs involved;

3.14.6 Set a budget ceiling and reduce the contracted cuts from ten each year to what can be done with the agreed budget on a first come first served basis;

3.14.7 Stop provision of the service altogether:

4. Financial Implications

4.1 There is a requirement to authorise adjustment of budgets in the current financial year. This will result in additional general fund expenditure of £16k for 2008/09. The budget setting is underway for 2009/10 and will be adjusted to take into account the decision made by Services Committee. Continuation of service at its present levels without charges will result in increasing HRA and General fund expenditure into the future. Estimated HRA expenditure increases would be met through future rent setting.

5. Policy and Delegated Authority

5.1 All matters relating to Housing stand referred to the Services Committee in accordance with Section 13 of the Council's scheme of delegations. The Committee has delegated authority to make decision on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.

6. Recommendations

6.1 I recommend that Services Committee approve the additional General Fund expenditure of £16k required for 2008/09.

6.2 I further recommend that Services Committee make recommendations to Council, giving consideration to the contents of this report and deciding on the following:

6.2.1 If the grass cutting service is to continue;

6.2.2 If the grass cutting service is to continue, is there to be a funding distinction between services for Council tenants and others;

6.2.3 If the grass cutting service is to continue, decide the number of cuts to be provided each year;

6.2.4 If the grass cutting service is to continue, is there to be budget provision for 1.0 FTE, additional staff to administer this activity;

- 6.2.5 If the grass cutting service is to continue, decide if the grass cutting service is to be unified and where it is to be placed within the Council;
- 6.2.6 If there is to be any charges for providing the grass cutting service;
- 6.2.7 Taking all of the factors above into account decide if Services Committee wish to set a budget ceiling for planning purposes in 2009/10;
- 6.2.8 Any other combination of options:

Date: November 2008
Our Ref: CM/SP

Report No: HS-23-08



REPORT

To: Services Committee

20 November 2008

From: Executive Director of Education and Social Care

Report No: ESCD-60-F

Shetland's Domestic Abuse Strategy

1 Introduction

- 1.1 This reports asks Services Committee to agree the Shetland Domestic Abuse Partnership Strategy 2008 - 2011.

2 Links to Corporate Priorities

- 2.1 The Corporate Plan aims to, “..ensure people in Shetland feel safe and protected” and set a specific target to, “reduce the incidents of repeat domestic abuse victimisation by 15%” to help break the cycle of domestic abuse.
- 2.2 This new Strategy helps to draw together all the actions which Shetland Domestic Abuse Partnership wish to put in place to reduce the incidence of domestic abuse in Shetland.

3 Background

- 3.1 Shetland Domestic Abuse Partnership has representatives from statutory and voluntary agencies and reports to Shetland Community Safety Partnership. The strategy has been refreshed to take account of the latest guidance and best practice from the Scottish Government and covers the period 2008 - 2011.
- 3.2 The incidence of domestic abuse in Shetland is no different to elsewhere. While we need to be mindful of the potential for double-counting, the statistics below provide an indication of the level of incidents which local services need to respond to:
- In 2007/08, 48 incidents of domestic abuse were reported to Northern Constabulary's Shetland Area Command.

- In 2007/08, the Council's Housing Service recorded 20 instances of homelessness caused by a, "dispute within household: violent or abusive".
- In 2007/08, the Community Alcohol and Drugs Services Shetland recorded 78 clients with domestic abuse issues (out of a total client base of 371 people).

4 Proposal

4.1 The refreshed Shetland Domestic Abuse Partnership Strategy is attached as Appendix 1. The Strategy has been developed around three key themes:

- The active **prevention** of domestic abuse – to prevent, remove or diminish the risk of abuse by various means, ranging from promoting social attitudinal change to creating physical and other barriers to the commission of violent acts.
- Appropriate legal **protection** for those who experience domestic abuse – to protect victims from repeat victimisation or harassment by perpetrators.
- Adequate **provision** of support services for people experiencing abuse – to provide adequate services to deal with the consequences of abuse against women and children to help both to rebuild their lives.

4.2 The strategy has four main aims:

- To establish the extent of identifiable domestic abuse in Shetland
- To increase the safety and well-being of victims of domestic abuse in Shetland by improving and co-ordinating responses
- To challenge the social and organisational structures and culture, which reinforce inequality and domestic abuse in Shetland
- To develop a strategic, multi-agency approach to tackling domestic abuse in Shetland, which responds to the needs of victims.

4.3 The Partnership has developed a range of objectives, around these four aims, and will work up a detailed Action Plan, which will set out the tasks which the Partnership wish to undertake to reduce the incidence of domestic abuse in Shetland (which we acknowledge to be a long term culture change programme) whilst providing effective, joined up services to children and families affected by domestic abuse.

5 Financial Implications

5.1 There are no financial implications arising from the approval of this Strategy. The development work will be taken forward by existing staff, in the statutory and voluntary sector. There is a specific budget for training, which is funded through a ring fenced grant aid programme from the Scottish Government. At the moment, Shetland's allocation stands at £7987 per annum.

6 Policy and Delegated Authority

- 6.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on the matters within approved policy and for which there is a budget. Community Safety issues fall within the remit of Services Committee. As this Report concerns the development of a new Strategy, the recommendations from this Committee will need to be endorsed by the Council.

7 Recommendations

- 7.1 I recommend that Services Committee recommend that the Council approve the Shetland Domestic Abuse Partnership Strategy 2008 – 2011, as set out in Appendix 1.

Ref: HAS/sa

Report no: ESCD-60-F

Shetland Domestic Abuse Partnership Strategy 2008-2011

DRAFT
Last updated 4.11.08

“If it were between countries, we'd call it a war. If it were a disease, we'd call it an epidemic. If it were an oil spill, we'd call it a disaster. But it is happening to women, and it's just an everyday affair.

It is violence against women. It is sexual harassment at work and sexual abuse of the young. It is the beating or the blow that millions of women suffer each and every day. It is rape at home or on a date. It is murder.

There's no secret enemy pulling the trigger. No unseen virus that leads to death. It is only men. Not all men, but far too many men..... And just who are these men? Just regular guys. Men from all social backgrounds and of all colours and ages. Rich men and poor men, men who toil in the fields and men who sit behind desks.”

**Michael Kaufman
International Director
White Ribbon Campaign**

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Foreword

On behalf of the Shetland Domestic Abuse Partnership I am pleased to introduce our 3-year Domestic Abuse Strategy for Shetland.

Domestic abuse impacts on every one of us - in our lives, our work places and our communities. It can affect anyone regardless of sex, race, class, age, religion, sexuality, income, lifestyle or where they live. Domestic abuse is common with statistics estimating that one in five women and one in six men will experience domestic abuse at some stage during their life. We all have a responsibility to respond to domestic abuse in a co-ordinated and creative way. It is well understood that at least two thirds of incidents still go unreported and many survivors do not access the support they need.

For the past two years the Shetland Domestic Abuse Partnership has taken the lead on this issue and a number of initiatives have been achieved during that time including the delivery of a range of multi-agency domestic abuse awareness raising training and the production of a Domestic Abuse Survival Card.

However the Partnership has developed this Strategy to take forward the issue of domestic abuse in a corporate and strategic way. It has a major commitment to tackle both the cause and effect of domestic abuse throughout Shetland, and our vision is to identify ways to prevent domestic abuse and where this is not possible to protect its victims. Where people are at risk from the effects of domestic abuse they should be identified and empowered to live without fear. Those most vulnerable will be protected through effective services, which are accessible to all.

Domestic abuse is unacceptable. We will work to ensure that this issue is a key priority throughout Shetland. By working together we hope to generate the resources and create the services needed to make a real difference to people experiencing domestic abuse in Shetland. At the same time we will continue to raise awareness of the consequences of domestic abuse.

Hazel Sutherland

Chair - Shetland Domestic Abuse Partnership

Introduction

In recognition of the seriousness of domestic abuse, its prevalence and the damaging effects it has on victims, the Shetland Domestic Abuse Partnership has been formed to take forward the development of a Strategy to address the question of domestic abuse in Shetland in a co-ordinated and consistent way.

Tackling domestic abuse is a national priority for the Scottish Government, and they are committed to implementing their “National Strategy To Address Domestic Abuse In Scotland”.

The National Strategy definition of domestic abuse is: -

“Domestic abuse (as gender-based abuse), can be perpetrated by partners or ex-partners and can include physical assault (assault and physical attack involving a range of behaviour), sexual abuse (acts which degrade and humiliate women and are perpetrated against their will, including rape) and mental and emotional abuse (such as threats, verbal abuse, racial abuse, withholding money and other types of controlling behaviours such as isolation from family and friends).”

The Strategy goes on to state that “the existence of violence against men is not denied, nor is the existence of violence in same sex relationships, nor other forms of abuse, but domestic abuse requires a response which takes account of the gender specific elements and the broader inequalities which women face.” However, their Strategy focuses primarily on domestic abuse, as one form of violence against women.

It is difficult to know how many people suffer domestic abuse, but research shows that it is widespread, under reported and that the level of repeat victimisation is high. Domestic abuse is associated with broader inequalities in society, is part of a range of behaviours constituting abuse of power and is linked to other forms of violence such as rape and child abuse. It occurs in all social groups and is likely to escalate in frequency and intensity over time and may increase at specific points in a person’s life such as redundancy, separation, divorce, being in debt and, in the case of women, during pregnancy.

It can be perpetrated by partners or ex-partners and can include physical abuse, sexual abuse and mental/emotional abuse. The Strategy also recognises that children who witness, or are used in, the abuse of their mothers, can experience stress and fear, and may suffer a range of adverse effects, including mental, physical and sexual abuse. The range of common effects of domestic abuse includes physical injury, poor health and a range of psychological difficulties. The effects on children must also be recognised as including a range of forms of stress or fear, as well as the additional correlation between domestic abuse and child sexual abuse.

Locally, the Shetland Domestic Abuse Partnership is a multi-agency partnership working together to tackle and address domestic abuse throughout the isles.

The Nature & Characteristics of Domestic Abuse

Domestic abuse is a fundamental violation of human rights that crosses all social boundaries. It is not race, religion or class specific, nor is it restrained by wealth or educational attainment. Domestic abuse is committed by all types of people from all walks of life. Domestic abuse comprises of behaviour that is both socially unacceptable and is often criminal in nature. It is largely hidden and unspoken of, and it generally takes place within the privacy of the home and behind closed doors, making it difficult for those who experience domestic abuse to seek help.

Domestic abuse can be physical, sexual, verbal or emotional. Physical and sexual abuse speak for themselves and can be anything from a slap to rape and murder, but among survivors of abuse it is commonly agreed that emotional abuse leaves the deepest wounds and is also the most difficult to see and understand. It is often domination by fear, hidden threats, isolation, humiliation, blame and the destruction of self-esteem. Often the abused becomes so focused on the abuser that fear of reprisal can influence the person's decision to stay and even defend their partner's actions. Abuse may start with subtle actions such as moodiness and jealousy over minor incidents and frequently intensifies over time until the abused may be constantly watched, monitored and controlled by the abuser.

Domestic abuse is one person's need to control and dominate another and while alcohol, drugs or mental ill health may exacerbate the situation, the fact remains that domestic abuse is often, although not always, deliberate, systematic and planned. Sexual stereotyping with the woman as the inferior is a common feature of domestic abuse and is partially condoned by the society in which we live. It protects both male and female abusers.

Purpose of this Strategy

The purpose of this Strategy is to effectively address domestic abuse in Shetland and to provide consistent and co-ordinated services to those who experience it.

The Strategy aims to:

- Raise public awareness of domestic abuse and its consequences
- Challenge attitudes towards domestic abuse
- Protect and provide support to those who experience or are affected by domestic abuse
- Provide a co-ordinated and consistent approach by all agencies who provide services which support those affected by domestic abuse
- Support and develop a range of services for those who have experienced domestic abuse.

In tackling domestic abuse this Strategy is committed to promoting equality, ending discrimination and social exclusion, recognising and addressing the specific issues facing those from minority ethnic groups, those with disabilities and other groups facing additional forms of discrimination and exclusion.

All forms of domestic abuse can have a devastating affect on people's lives. There may be a need for more than one agency to be involved and this requires good partnership working between the agencies in order to work efficiently and offer the best support to those who have been affected by domestic abuse.

National Strategy to Address Domestic Abuse in Scotland

In November 2000, the Scottish Partnership on Domestic Abuse prepared the “National Strategy to Address Domestic Abuse in Scotland”. The main aim of the Strategy is *“to take all practicable measures towards the elimination of domestic abuse, including a clear acknowledgement that the responsibility for abuse lies firmly with the perpetrator”*.

The National Strategy document focuses on women, as it is often women and their children who experience or are affected by domestic abuse. Although this is widely acknowledged, this Strategy is written for the whole community regardless of gender or sexual orientation.

Three key issues are identified to address domestic abuse:

- Active **prevention** of domestic abuse
- Appropriate legal **protection** for those who experience domestic abuse
- Adequate **provision** of support services for people experiencing abuse

The National Strategy identifies the need for work in four broad areas to support the key issues:

1. Policy & Legislation - Clear, consistent policies and guidelines need to be developed between all agencies involved with tackling domestic abuse. Consideration must be given to enforcement of appropriate and effective legislation as well as the need for new legislation.

2. Access to Services - There is a need to ensure that all those who experience domestic abuse are aware of, and have access to, a range of appropriate services and support to meet their needs. This should include provision in areas such as accommodation, finance, health, education, transport and emotional support.

3. Education & Training - Attitudes towards, and understanding of, domestic abuse, need to be raised within the general public and within and between agencies.

4. Data Collection & Information - Consistent methods of data collection need to be developed between all involved agencies to provide a coherent picture of domestic abuse.

Definitions of Domestic Abuse

The Shetland Domestic Abuse Partnership, in working together towards equal opportunities and social justice, challenges all forms of domestic abuse - whether emotional, physical and/or sexual - as totally unacceptable.

The following is the nationally agreed definition of domestic abuse and is endorsed by the Partnership.

“Domestic abuse can be perpetrated by partners or ex-partners and can include physical abuse (assault and physical attack involving a range of behaviour), sexual abuse (acts which degrade and humiliate and are perpetrated against the victim’s will, including rape) and mental or emotional abuse (such as threats, verbal abuse, withholding money and other types of controlling behaviour such as isolation from family or friends). Children witness and are subjected to much of this abuse; there is a correlation between domestic abuse and the mental, physical and sexual abuse of children.

By far the highest incidence of domestic abuse is associated with broader inequalities in society, is part of a range of behaviours constituting male abuse of power, and is linked to other forms of male abuse, such as rape and child abuse. Domestic abuse occurs in all social groups and is not caused by stress, unemployment, poverty, alcohol or mental illness, nor by the women or children who experience the abuse.

The range of common effects of domestic abuse includes physical injury, poor health and a range of psychological difficulties. The effects on children who may witness the abuse, or who may be used in the abuse, are also recognised as including a range of forms of stress or fear, as well as the additional correlation between domestic abuse and child sexual abuse.”

Context

The National Picture

In the Scottish Government's "*Domestic Abuse Recorded By The Police In Scotland 2006-7*" Statistical Bulletin, there were 48,801 incidents of domestic abuse recorded in 2006-7, a 7% increase on the previous year. In 2006-7, 57% of cases involved known repeat victimisation. Northern Constabulary recorded 1,224 incidents of domestic abuse, the lowest incidence among the 8 Scottish Police Forces.

Incidents with a female victim and a male perpetrator represented nearly 87% of all incidents of domestic abuse where this information was recorded.

Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) Thematic Inspection: Domestic Abuse (August 2008) reports that:

- Every year, over 150 people (typically 80% of whom are women) are killed in Britain by a current or former partner. Statistically, 1 in 4 women and 1 in 6 men will experience domestic abuse during their lifetime¹.
- Domestic abuse accounts for 15% of all violent crime recorded nationally, and amounts to 31% of all violence against women and 5% of all violence against men². Yet, the 2006 Scottish Crime & Victimisation Survey³ found that only 1 in 5 victims of physical harm inflicted by a partner had reported the incident to the police. For homicides recorded in the last 10 years, over half (53%) of the female victims aged between 16 and 69 were killed by their partner. Furthermore, the most common set of circumstances in which females become victims of homicide are in a dwelling, in a rage/fight with a partner⁴.
- The effects of domestic abuse are far-reaching in terms of the victim's physical and mental wellbeing, the impact on children of victims, the links to child abuse and other violent crime and the costs to society as a whole both in terms of social cohesion and demand on services.

The Local Picture

It is difficult to know exactly how many people suffer domestic abuse in the UK, but research shows that it is widespread, under reported and that the level of repeat victimisation is high. Therefore it is fair to assume the same can be said for Shetland.

Between January and December 2005, the Scottish Domestic Abuse Helpline received 29 calls from Shetland. Meanwhile, figures collated by Northern Constabulary's Shetland Area Command shows that there were 52 incidents reported to Police in 2005-6, 62 in 2006-7 and 48 incidents in 2007-8.

In Northern Constabulary's "2007 Excellence in Community Policing" survey, 6.1% of the 112 respondents stated that they felt domestic abuse was a major or a minor concern in Shetland. When asked about the types of crime they were most concerned about being a victim of, 14.6% expressed concern about becoming a victim of domestic abuse.

¹ Government Equalities Office. *Domestic Violence: Key Facts 2008*. London: Government Equalities Office, 2008.

² Home Office. *Tackling Domestic Violence Over Christmas & the New Year*. Press Release. London: Home Office, 2007.

³ Bolling, K., Brown, M. *Scottish Crime & Victimisation Survey 2006*. Edinburgh: Scottish Executive, 2006.

⁴ Scottish Government. *Domestic Abuse Recorded by the Police in Scotland, 2006-07*. Edinburgh: Scottish Government, 2007.

However, the “Your Voice” Public Opinion Panel - Spring 2008 Survey found that 8% of respondents had experienced domestic abuse, with 81% of them seeking help from a friend or family member, 27% going to the Police and 19% seeking help from Scottish Women’s Aid.

Shetland Islands Council Housing Service

The following table illustrates the homelessness statistics where the reason given is “dispute within household: violent or abusive”.

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
2004-5	2	1	0	2	1	2	0	2	2	0	0	1	13
2005-6	2	1	1	0	1	3	2	3	0	0	1	0	14
2006-7	1	2	1	1	2	2	2	0	3	0	2	0	16
2007-8	1	0	3	4	1	1	1	2	5	1	1	0	20
Total	6	4	5	7	5	8	5	7	10	1	4	1	63

Community Alcohol & Drugs Services Shetland (CADSS)

CADSS is an independent voluntary organisation that exists to develop and deliver a range of services to those affected by alcohol and/or drug use in Shetland.

Domestic abuse has been an issue for many of CADSS clients in different ways:

- people experiencing or having experienced domestic abuse by a substance user
- substance users that drink and/or take drugs as a result of domestic abuse
- young people witnessing domestic abuse

The following table illustrates the number of CADSS clients who have brought up domestic abuse as an issue between April 1st 2007 and March 31st 2008.

	Total	Alcohol	Drugs	Young People	Aftercare & Resettlement
CADSS Clients	371	156	115	34	66
CADSS clients with domestic abuse issues	78	40	21	7	10

From April 1st 2008, CADSS will be recording domestic abuse statistics in 3 different categories: perpetrator, victim & other people affected by domestic abuse.

Aims & Objectives

The Scottish Government has set out 3 overall goals in relation to domestic abuse:

Prevention

To prevent, remove or diminish the risk of abuse by various means, ranging from promoting social attitudinal change to creating physical and other barriers to the commission of violent acts.

Protection

To protect victims from repeat victimisation or harassment by perpetrators.

Provision

To provide adequate services to deal with the consequences of abuse against women and children and to help both to rebuild their lives.

In pursuit of the above, the following strategic aims with their related objectives have been agreed:

Aim 1: To establish the extent of identifiable domestic abuse in Shetland

Objective	
1.1	To establish systems that encourage the reporting of domestic abuse.
1.2	To recognise the existence of domestic abuse against males and encourage reporting of incidents.
1.3	To ensure that all partner agencies develop a mechanism for the recording of information on the incidence of domestic abuse.
1.4	To design systems for the inter-agency collation of statistical information

Aim 2: To increase the safety and well being of victims of domestic abuse in Shetland by improving and co-ordinating responses

Objective	
2.1	To ensure that frontline staff from all partner agencies are aware of services available for victims
2.2	To ensure that the public generally and victims in particular are aware of services available to them
2.3	To ensure that funding continues to be made available in support of the work of Shetland Women's Aid and other service providers
2.4	To ensure that a high standard of refuge accommodation continues to be available for victims and that refuge accommodation is affordable
2.5	To develop support services for men, women and children who are faced with homelessness resulting from domestic abuse
2.6	To review, promote and support the development of therapeutic interventions for victims of domestic abuse <i>* Is there a gap? What can be done to plug the gap? There is currently a 4 month wait to see primary care counsellors</i>
2.7	To ensure a multi-agency response with regards to the establishment and publicising of procedures for responding to domestic abuse and to establish a multi-agency system for monitoring the effectiveness of procedures
2.8	To establish an inter-agency system for monitoring the effectiveness of procedures
2.9	To develop a system for obtaining feedback from users on information and support

	services (<i>SWA offer a feedback option already</i>)
2.10	To respond to the needs of men who are victims of domestic abuse
Aim 3: To challenge the social and organisational structures and culture, which reinforce inequality and domestic abuse in Shetland	
Objective	
3.1	For each agency to analyse the training and support needs of staff and volunteers
3.2	To develop a programme of inter-agency training to address these identified needs
3.3	To explore social and cultural perceptions in relation to domestic abuse, and to develop a local awareness-raising campaign (<i>look for parallel's with SADAT's "Drink Better" campaign</i>)
3.4	To develop a programme of awareness training for children and young people in schools, youth clubs and other relevant settings
Aim 4: To develop a strategic, multi-agency approach to tackling domestic abuse in Shetland, which responds to the needs of victims	
Objective	
4.1	To establish a local Domestic Abuse Partnership and maintain a commitment from all participating agencies to representation on the Partnership
4.2	To agree a strategy expressed in terms of aims and objectives and an action plan detailing activities, responsibilities, timescales and resources
4.3	To develop and maintain information and training materials as a resource for all agencies
4.4	To monitor practice within agencies to ensure consistency with the agreed Strategy, and to include feedback from service users in the monitoring process
4.5	To review and support the development of programmes of intervention to tackle the behaviour of those who perpetrate domestic abuse. <i>Perpetrator programmes for men - is this a gap? How practical is it to provide a "Working With Men Who Abuse" perpetrator programme?</i>
4.6	To review membership of the Partnership at regular intervals

Current Service Provision

Shetland Domestic Abuse Partnership

In Shetland, the Domestic Abuse Partnership is a multi-agency partnership working together to tackle and address domestic abuse.

Representation includes: -

- Shetland Islands Council
- Northern Constabulary
- NHS Shetland
- Hjaltland Housing Association
- Shetland Youth Information Service
- Scottish Council of Social Service
- Community Alcohol & Drugs Services Shetland
- Shetland Women's Aid (Children's Services)
- Scottish Children's Reporter Administration
- Shetland Art Therapy
- Victim Support Shetland

To ensure consistency it is important that each organisation establishes regular representation and is responsible for feeding back information to all parts of their service. Replacements can be sent in the absence of the nominated representative, and additional attendees will be invited where relevant to the agenda items.

Working in Partnership

"A multi agency approach to the issue is an essential prerequisite for the provision of appropriate assistance" - Home Office 1995 Inter-Agency Co-ordination to Tackle Domestic Violence Circular

Statutory Services

Shetland Islands Council

Children's Services, Social Work

Children & Families Social Workers are often involved with families where sadly domestic abuse is a part of family life. When a referral is received, most often from the Police following an incident of domestic abuse, contact is made with the family. In most cases contact would usually be made by a home visit to assess the situation. This is particularly the case when the children have been directly involved.

Support and advice is always given in the best interests of the children and we seek to help the victim contact Women's Aid for their more specialist support. Contact is also made with other relevant agencies, for example, Education, Health and Housing. Where appropriate, victims are also encouraged to seek legal advice to take legal action to obtain an Interdict to further protect the victim.

We appreciate that this is a very difficult area of work as most victims are trapped and are unable to change their circumstances without going through a very difficult process of freeing themselves from the guilt, dependency and powerlessness inherent in their position. In such circumstances the often traumatic and long lasting effects on children are minimised by their parents, many of whom have lived through similar experiences in their childhoods.

We are hoping through the Domestic Abuse Strategy we can develop a multi-agency protocol to develop best practice in this most difficult area of work.

Housing Service

If someone comes into Housing and says that they are experiencing or are threatened with, domestic abuse, they will be offered a meeting with the duty Housing Officer as soon as possible on the same day. We won't ask the person to prove that they have been abused, and we won't get in touch with the person they say has been abusing them. We may make enquiries into the person's situation to support their application for housing, but will only contact agencies or individuals that the person thinks can help with that, and only with their permission. However, if the person has not told anyone about the abuse before, we will believe what they tell us and take their concerns seriously.

We will tell them about other services that can help them for example Women's Aid. We will also advise the person of their rights and where they can get advice about other legal options to take action against the perpetrator of abuse, for example, an interdict, but we will not force the applicant to pursue these options, nor expect them to justify a wish not to pursue actions. We will also make sure they have a safe place to stay, for example temporary accommodation. Even if an applicant has successfully raised an interdict against a partner, we will not assume that this would make their previous housing safe.

We aim to cause as little disruption to the person's family life as possible. If they need to stay somewhere near their children's school(s), their work, their family, or if they have particular health needs, we try to take that into account when finding them temporary or permanent accommodation.

We would take the same approach in relation to violence or threats of violence against children or young people who are living or used to live in the same household as the perpetrator. However, in relation to children we would follow the child protection guidelines and make a referral to Social Work.

If someone stated they were a perpetrator of domestic abuse, and needed to move out of their current accommodation because of this, we would carry out a homeless interview and investigation in line with our homeless procedures. We may also make a referral to Social Work if there are any children in the household, under the terms of the child protection procedures.

Education Service

In Shetland schools and educational establishments, if a child or young person were to tell an adult about an incident of domestic abuse it would be treated as a child protection issue and an immediate referral would be made to the Duty Social Worker.

Sadly we have to recognise that living with domestic abuse is becoming more of an issue for young people today and that more support needs to be made available. As far as the Schools Service is concerned we believe that education around the issues of domestic abuse is an essential part of our agenda, sitting alongside antisocial behaviour, bullying, racism and all forms of behaviour that have to be treated as unacceptable.

We have recently carried out a pilot involving Women's Aid working alongside Sandwick Junior High School to make education available for pupils as well as opportunities to discuss the issues with trained staff. This has involved training personnel, firstly in the school but more recently across the Service, to understand what effect domestic abuse has on young people and how they can best be supported to deal with it. Following the pilot, we are now ready to roll out the concept of Women's Aid supporting staff in schools to educate children and young people to understand how to recognise domestic or any other forms of violence and abuse, and how to deal with it.

We appreciate that this is a very sensitive area and have recently arranged inter-agency training that we hope will help us to link better with other agencies to provide specialist help whenever it is needed.

We trust that through our close involvement in the Domestic Abuse Strategy we can help to develop the level of multi-agency working that we need to ensure the best possible outcomes for all our young people.

Criminal Justice Social Work

The criminal justice social work service is responsible for providing a social work service to the court and for the supervision and management of offenders who are subject to a community-based disposal. Our main role with domestic abuse offences is with the person who commits the assault who will be referred to as the offender or he. The majority of individuals who commit domestic assaults are male, however, it is acknowledged that there are also female offenders.

During court proceedings the offender may be released on bail. If he is residing with the victim, bail conditions can be made which prohibits him from residing at that address or contacting his victim. We may become involved at this stage by assisting him to find alternative accommodation and by speaking to the victim and advising her of the bail conditions. If there are children involved then we will make enquiries to establish if the offender can have access and if so how this will occur.

If the person is found guilty then it is normal procedure for the court to request a Social Enquiry Report. This report will enable the Sheriff to gain a picture of the offenders lifestyle and it will also include a risk assessment of his likelihood of reoffending and risk of harm. For those offenders who want to change their behaviour a recommendation of a probation order with a condition that they undertake a programme of work will be made.

If the offender receives a probation order a further assessment will be made on what type of programme is suitable. In domestic abuse cases the programme used is time intensive and focuses on challenging the persons attitudes and values towards women. Domestic abuse is not a case of 'just losing ones temper' but more to do with issues around expectations, value and control. It is quite common for domestic abuse offenders to be law abiding citizens in other areas of their life and not have a history of general violence towards members of the public.

Although we work predominantly with the offender, we are very aware of the needs of the victim, children and other family members and work closely with other services to try and ensure that a support package is put in place. We do have some direct contact with the family but this is limited and reliant on the agreement of those involved.

We are always trying to improve our services and are working with the partnership to review the programmes we use and to try and develop a service that will offer independent assistance to the victims.

NHS Shetland

NHS Shetland is implementing an action plan in response to guidelines published by the Scottish Executive in 2003: *Responding to Domestic Abuse: Guidelines for Health Care Workers in NHS Scotland*. The aim of this work is to ensure an appropriate and sensitive response to all those affected by domestic abuse presenting within NHS Shetland. The Guidelines are part of the broader strategy to tackle domestic violence: *A National Strategy*

to Address Domestic Abuse in Scotland, which was published in 2000 by the Scottish Partnership on Domestic Abuse.

The objectives of the action plan are:

- To establish and maintain a framework for planning, developing and monitoring the implementation of the action plan.
- To raise awareness and improve understanding of domestic abuse within NHS Shetland.
- To develop, disseminate and implement local guidance to help staff in recognising and responding to domestic abuse.
- To develop a sustainable programme of training for NHS Shetland staff, building on previous work and including opportunities for staff to participate in multi-agency training.
- To provide appropriate support for staff personally affected by domestic abuse.
- To provide easily accessible information for staff and patients.

Northern Constabulary

The police attend incidents, provide crisis intervention, carry out investigations, report incidents and perpetrators to the Procurator Fiscal in Lerwick as well as responding to breaches of legal orders. In addition, they provide immediate support and information on available services to people experiencing domestic abuse, for example, Shetland Women's Aid. The Procurator Fiscal is responsible for the investigation and prosecution of crime. Where incidents of domestic abuse are reported to the police these will often lead to a report being submitted to the Procurator Fiscal who will then have to consider whether there is sufficient admissible evidence of a crime being committed and secondly whether it is in the public interest to prosecute.

Many instances of domestic abuse will be reported to the Procurator Fiscal with the person accused being held in police custody. In these circumstances the Procurator Fiscal will also require to make a decision as to whether or not to oppose bail or seek special conditions of bail (provided there is sufficient evidence to take proceedings). All cases of domestic abuse are referred to VIA (Victim Information & Advice) who assist in providing such services to 'complainers'. In 2004 the Police and the Procurator Fiscal Service published a Protocol on Domestic Abuse, which regulates how such cases are dealt with.

Northern Constabulary's Shetland Area Command also have local orders in relation to the way officers deal with reports of domestic abuse.

Reporter to the Children's Panel

Reporters are employed by the Scottish Children's Reporters Administration and are independent of other local statutory agencies. Incidents of domestic abuse that have affected children and young people are reported to the Reporter by the police who are often the first statutory agency to become aware of the problem. Occasionally other agencies and individuals may report incidents of domestic abuse as anyone can refer a child to the Reporter.

The Reporter's responsibility is to understand the impact of domestic abuse on children and young people and to consider whether that child or young person's situation should be referred onto a Children's Hearing. Children's Hearings have the responsibility of deciding whether or not compulsory measures of care need to put in place to safeguard the child and to promote their welfare. Evidence of domestic abuse affecting children emotionally, psychologically or physically can constitute grounds of a lack of parental care. There are many situations that do not require formal consideration at a Children's Hearing and children can be kept safe and provided with protection through plans of support put in place by social work, education, police and other voluntary agencies. In these situations the role of the

Reporter is to liaise with others to ensure that children get the help they need when they need it.

Non-Statutory Services

There are numerous other local organisations who offer support to people experiencing domestic abuse. It may not be the main presenting factor, but is often highlighted as a significant issue. These agencies are often the first point of contact for people experiencing domestic abuse. It is important that staff are suitably trained and are competent to recognise the signs of a person suffering from abuse, as the client may not initially present with an abuse issue, or admit to it if asked.

The following agencies provide their own specialist support to those experiencing domestic abuse and their families:

- Advocacy Shetland
- Victim Support Shetland
- Family Mediation
- Scottish Women's Aid

In addition, the following all play their part in supporting people experiencing domestic abuse and tackling the wider issues throughout Shetland:

- Church groups
- Citizens Advice Bureau
- Community Alcohol & Drugs Services Shetland
- Benefits Agency
- Mental Health Workers
- Hjaltland Housing Association

Victim Support Shetland

Victim Support Scotland is the national independent charity for people affected by crime - victims and witnesses, their families and friends - and we're here in your community. Our trained staff and volunteers offer free and confidential information, support and practical help after all crimes including domestic violence whether or not it has been reported to the police.

Every year Victim Support helps thousands of victims of domestic violence. Our trained staff and volunteers can provide emotional support and help victims explore their options. If they decide at any stage that they do want to leave the home, we can give them information on health, housing and social security benefits and also contact numbers for the police and Women's Aid. We can provide information and support if they decide to report the abuse - and we can help if their case goes to court. We will prioritise their safety and confidentiality if they choose to talk to us. We will not disclose to anyone outside Victim Support without their permission unless it is thought that there is immediate risk of harm to a young person.

We can offer:

- Long-term support, regardless of the decisions made
- Help to explore the choices that are open to them
- Time to let them think and make decisions about their plans
- Contact with other agencies that can help

- Support and information if they choose to go to court
- Practical advice, help filling in forms.

Community Mediation

As far as the Community Mediation Team is concerned, we are aware that we could come across situations and people where domestic abuse is an issue/concern in all areas of our work. Our task would be to take all statements seriously and explain that we would support them to gain help and support from the relevant agencies. We would also explain that we could not keep the information confidential and would have to share it with our line manager. Any of the clients we work with, whether through Community Mediation or Restorative Justice, might be a victim/perpetrator or witness of domestic abuse, although we have tended recently to interview our restorative justice clients in the offices at Market House, which potentially might make it easier for them to make a disclosure.

Our service is broadly a restorative one, which means we do attempt to help people identify what, if anything, clients need to make their situation a better or more tolerable one, and what support they could benefit from, for instance Anger Management, Counselling.

Family Mediation

Domestic abuse is an area included in our training and we follow the policy created by Family Mediation Scotland.

Family Mediation recognises the impact that domestic abuse has on the abused person and the children and it is our policy to ensure that:

- Screening for domestic abuse will be carried out at all initial individual interviews (all parents have an individual interview - known as intake - before coming to a joint session)
- In reaching a decision about whether to proceed with mediation, the intake worker will give priority to the individuals perception of abuse over any judgment about levels of severity or types of abuse.
- We enable each parent to make a fully informed and voluntary decision to enter mediation and to opt out at any stage of the process.
- Mediators are trained to respond to power imbalances to ensure equality of participation
- The safety of all participants is paramount and if mediation is deemed appropriate, procedures to ensure client, child and mediators safety will be implemented.
- Even if domestic abuse has not emerged as an issue at initial interviews, continued attention is paid to its possible existence throughout mediation and if mediation has to be terminated for this reason, then it will be terminated safely and alternatives explored with clients.

We will work with families where domestic abuse has been identified, but will ensure that all appropriate safety measures are in place:

- Ensure confidentiality of all personal details
- Safe venue for mediation
- Stagger arrival and departure times of parents
- Don't leave parents alone
- Ensure that there is at least one other person on the premises

Given that we are a service that seeks to help parents communicate in respect of arrangements for their children we must be sure that we are not helping parents to agree on contact arrangements for the children that are unsafe. Domestic abuse and child protection screening are both carried out during Intake. Where concerns about the safety of children have been highlighted we will make contact with Social Work.

We would take all disclosures of domestic abuse seriously and explain that we would help them to gain support from the appropriate agencies, for example, Social Work, Shetland Women's Aid, the Police etc.

Advocacy Shetland

Advocacy Shetland is an independent advocacy organisation, which offers a service to all users of health and social care facilities in Shetland, with specialist advocacy services for:

- Clients with mental health issues
- Clients with homelessness issues
- Care in the community clients; &
- Their carers.

We provide advocates who can:

- Help clients explore the options available to them when faced with difficulties
- Accompany and support clients before, during and after meetings with organisations
- Put forward clients' point of view to those who are not listening when they feel that cannot
- Help with correspondence and/or phone calls on clients' behalf
- Safeguard people who are discriminated against, or whom services find difficult to serve
- Empower people who need a stronger voice by enabling them to express their own needs and make their own decisions, where possible
- Enable people to gain access to information, explore and understand their options, and make their views and wishes known
- Speak on behalf of people who are unable to do so for themselves

Independent Advocacy is about challenging systems and decisions made by those who work within those systems.

The Independent Advocate **will**:

- Take time to get to know the person and significant others in their lives, where appropriate.
- Ensure the person's rights are upheld with regard to the appropriate legislation.
- Challenge service systems in order to promote a person-centred approach.

The Independent Advocate **will not**:

- Give her/his own opinion;
- Work to their own agenda;
- Do anything their client does not want them to do.

Shetland Art Therapy

Art Therapy is a form of psychotherapy that uses art media as its primary mode of communication.

Clients who are referred to an art therapist do not need to have previous experience or skill in art, as the art therapist is not primarily concerned with making an aesthetic or diagnostic assessment of the client's image. The overall aim of its practitioners is to enable a client to effect change and growth on a personal level through the use of art materials in a safe and confidential environment.

The relationship between the therapist and the client is of central importance, but art therapy differs from other psychological therapies in that it is a 3-way process between the client, the therapist and the image or artefact. Thus it offers the opportunity for expression

and communication and can be particularly helpful to people who find it hard to express their thoughts and feelings verbally.

Art therapists have a considerable understanding of art processes underpinned by a sound knowledge of therapeutic practice, and work with both individuals and groups in a variety of residential and community-based settings, for example, adult mental health, learning disabilities, child and family centres, palliative care and the Criminal Justice system.

Due to the impartial approach adopted by art therapy, the techniques can be utilised with domestic abuse victims, perpetrators and family members.

Specialist Services

Shetland Women's Aid

We are a registered charity, which offers counselling, advice and assistance and provides refuge accommodation (when available), to women and their children, if any, who are being or have been physically, emotionally, or sexually abused by their partners, or members of their family whether living together or not. We are run as a collective, and our members comprise all our staff, both paid and unpaid.

All our staff are women. We employ two full-time adult counsellors, both of whom have many years experience working with Women's Aid. We also have, at any time, a number of unpaid workers who provide emergency assistance in evenings and weekends whenever possible. All volunteers undergo training by one of our counsellors before they become members of the charity, and begin working with us.

We offer clients confidentiality within the charity i.e. no member of the charity will share information with someone outside the charity without the clients' permission, unless a court order tells us to do so, or if a child or young person is thought to be in immediate risk of significant harm.

At weekends and in the evenings, although our offices are closed, we are sometimes able to offer an emergency telephone service to assist with either refuge accommodation, or just someone to talk to in a crisis. This service is provided by our unpaid workers. If emergency assistance is required outwith our normal office hours, please call the Women's Aid number, and you will be advised of the services available.

Shetland Women's Aid Children's Service comprises of therapeutic workers who offer therapeutic sessions to under 16 year old males and under 18 year old females. We also have an outreach worker who does awareness raising work in the wider community and is the contact point for harder to reach young people.

We accept self and agency referrals to all of our services.

Men's Aid

Men's Aid is a registered charity, based in Milton Keynes, which provides free practical advice and support to men who have been abused. The UK Government define abuse as *"the violation of an individual's human and civil rights by any other person or persons"*.

Abuse can take many forms, including:

- Physical abuse,
- Neglect (and acts of omission such as withholding food or medicine)
- Psychological abuse (bullying, threats, emotional blackmail, etc.)

- Sexual abuse,
- Financial or material abuse (theft or misappropriation of money or possessions)
- Discrimination (racist, sexist, homophobic, disability abuse, etc.)
- Institutional abuse (inappropriate care given by an organisation).

Abuse can occur in any personal relationship, or any situation where a service is being given, including formal or informal caregivers, or by a person who has power or influence over the life of a dependent adult. The abuse could be a single act, or repeated acts over a period of time. It may take place because of a failure to act, or a failure to carry out appropriate care tasks. It may happen to one person, or several people at the same time.

Men's Aid also provides free information and advice to parents who are seeking to maintain a meaningful and responsible relationship with their children after family break down or divorce. We aim to assist these parents in their endeavours to achieve equal and just treatment in the Family Courts and from their associated services. We recognise the value of fatherhood and support the concept of equal parenting where parents work together for and in the best interests of their children.

Awareness-Raising, Education & Training

To date, the Partnership has organised a wide range of multi-agency training on a variety of issues relating to domestic abuse.

In October 2006, training courses on Working With Men Who Abuse, Understanding Domestic Abuse, Supporting Women Experiencing Domestic Abuse, Domestic Abuse: The Manager's Role, Domestic Abuse & Substance Misuse, and the 2-day Dismantling Domestic Abuse and The Trouble With Trouble course were made available to both statutory and voluntary agency staff.

Due to high demand, we offered the Dismantling Domestic Abuse and The Trouble With Trouble course again in October 2007.

The training courses are available to any member of staff who may come into contact with someone that has been affected by domestic abuse. The Partnership recognise the importance of having staff armed with the necessary skills to be able to identify domestic abuse, and support a client in a sensitive and compassionate manner.

In October 2007 Sandra Paton returned to Shetland where she delivered prevention sessions to pupils in five classes in Sandwick Junior High School.

In February 2008 the Schools Service in partnership with Shetland Women's Aid visited a number of schools in South Ayrshire with a view to gathering information from teachers whose classes have been involved in prevention work funded by the Scottish Government and delivered by Sandra Paton on behalf of South Ayrshire Women's Aid. The visits were fairly informal, and teachers involved were all encouraged to speak freely and openly about their experiences of Prevention Work.

In October 2008 Sandra Paton will be in Shetland again, holding a further two training days. The first, *Supporting Children & Young People affected by Domestic Abuse*, will cover the scale of the problem; profile of an abuser; making the links between domestic abuse & child protection; through the eyes of a child; learning from children's experiences; coping strategies & resilience techniques; triggers, reactions & responses and communication skills.

The second training course, *Understanding Domestic Abuse*, will include defining domestic abuse; the scale of the problem; identifying domestic abuse; why women stay; profile of an abuser, understanding action & impact; routes to safety and improving service responses.

In addition to organising domestic abuse training, the Partnership has produced a Domestic Abuse Survival Card, which provides information for people suffering from domestic abuse and signposts them to agencies that can offer support and assistance.

Shetland Youth Information Service

Shetland Youth Information Service co-ordinates an Outreach Programme in a number of schools and within this we will respond to a range of issues raised by young people, including domestic abuse. We will also introduce awareness-raising sessions around domestic abuse at least once a year in these schools, widening the programme to cover all Junior High Schools is planned and is subject to resources becoming available.

Monitoring & Evaluation

The Shetland Domestic Abuse Partnership is committed to reducing incidents of domestic abuse throughout Shetland, but to do this effectively it is important to monitor our progress, and regularly carry out self-assessments to ensure that all partners are effectively engaged in the process. This will be carried out as we implement our Action Plan.

The results of this will be reported through: -

- The Shetland Community Safety Partnership
- The Shetland Community Planning Board
- Shetland Islands Council's Services Committee

And the management committees of:

- Northern Constabulary
- Shetland Council of Social Service
- NHS Shetland
- Individual voluntary sector agencies

The Strategy will be subject to review ensuring the aims and objectives are always realistic and achievable.

Conclusion

Biography & Reading List

Scottish Executive: '*National Strategy to Address Domestic Abuse in Scotland*' (Crown Copyright 2000)

Scottish Office: '*Preventing Violence Against Women*' (November 1998)

Scottish Executive: '*Domestic Abuse, A National Training Strategy*' (Crown Copyright 2004)

Scottish Executive: '*Preventing Domestic Abuse. A National Strategy*' (Crown Copyright 2003)

Scottish Executive: '*Guidelines for Health Care Workers in NHS Scotland*' (Crown Copyright 2003)

Scottish Executive: Report '*Domestic Abuse Against Men in Scotland*' (Crown Copyright 2002)

Appendices

Appendix 1: Membership of the Shetland Domestic Abuse Partnership

Anita Jamieson	Housing Service, Shetland Islands Council
Anne Bain	Psychological Services, Shetland Islands Council
Barry Callieu	Shetland Youth Information Service
Catherine Hughson	Executive Officer, Shetland Council of Social Service
Christine Hughson	Shetland Women's Aid (Children's Services)
Denise Morgan	Criminal Justice Social Work, Shetland Islands Council
Fiona Robertson	Hjaltland Housing Association
Gill Hession	Community Alcohol & Drugs Service Shetland
Hazel Sutherland (Chair)	Education & Social Care, Shetland Islands Council
Hughina Leslie	Children & Families Team, Social Work, Shetland Islands Council
Jenny Wylie	Community Safety, Shetland Islands Council
Jim Reyner	Schools Service, Shetland Islands Council
Kate Gabb	Scottish Children's Reporter Administration
Lynda Smith	NHS Shetland
Lynne Falconer	Northern Constabulary
Pamela Wilson	Victim Support Shetland
Rhonda Richardson	Shetland Women's Aid (Children's Services)
Stephen Morgan	Children's Services, Social Work, Shetland Islands Council
Susan Keay	NHS Shetland
Susan Laidlaw	NHS Shetland
Wendy Hatrick	NHS Shetland
Wilma Stewart	Shetland Art Therapy

Appendix 2: Further Information

Useful Websites

Action On Violence - www.actiononviolence.com/aov/21.81.21.html

Men's Aid - www.mensaid.com

Scottish Women's Aid - www.scottishwomensaid.co.uk

The CHANGE Programme - www.changeweb.org.uk/index.htm

The Freedom Programme - www.freedomprogramme.co.uk/freedomprogramme/index.cfm

The White Ribbon Campaign UK - <http://www.whiteribboncampaign.co.uk/>

The Zero Tolerance Charitable Trust - www.zerotolerance.org.uk

Contacts

Advocacy Shetland Market House, 14 Market Street, Lerwick, ZE1 0JP	01595 743929
Citizens Advice Bureau Market House, 14 Market Street, Lerwick, ZE1 0JP	01595 694696
Hjaltland Housing Association Ltd. 2 Harbour Street, Lerwick, ZE1 0LR	01595 694986
Men's Aid	0871 223 9986
National Domestic Abuse Helpline	0800 027 1234
NHS Shetland Gilbert Bain Hospital, South Road, Lerwick, ZE1 0TB	01595 743000
Northern Constabulary Lerwick Police Station, Market Street, Lerwick, ZE1 0JN	01595 692110
Procurator Fiscal's Office Sheriff Court, Lerwick, ZE1 0HD	01595 692808
Reporter to the Children's Panel	01595 692436
Shetland Islands Council Housing Service, Fort Road, Lerwick, ZE1 0LW	01595 744360
Shetland Islands Council Social Work, 91-93 St Olaf Street, Lerwick, ZE1 0ES	01595 744400
Shetland Women's Aid St Olaf Street, Lerwick, ZE1 0ES	01595 692070
Victim Support Shetland	07541 858465

Appendix 3: Links to other strategies

The Scottish Government has set out its key objectives for office in a document entitled, “The Purpose of the New Government and the need for the Government Economic Strategy”.

The over-arching purpose of the government’s objectives is “to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth”.

To achieve this they set out the 5 priorities for sustainable economic growth:

- Learning, skills & well-being
- Supportive business environment
- Infrastructure development & place
- Effective government
- Equity

Then come 5 strategic objectives:

- Wealthier & fairer
- Smarter
- Healthier
- Safer & stronger
- Greener

These are defined below:

Wealthier & Fairer - enable businesses and people to increase their wealth and more people to share fairly in that wealth.

Smarter - expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.

Healthier - help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

Safer & Stronger - help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

Greener - improve Scotland’s natural and built environment and the sustainable use and enjoyment of it.

The **Domestic Abuse Strategy** is part of the “Safer & Stronger” strategic objective.

Within the Concordat, there are a number of Indicators, which Shetland Islands Council has agreed with the Scottish Government to be priority areas to improve public services.

Improving services for incidents of Domestic Abuse will contribute to the following strategic indicators:

22	All unintentionally homeless households will be entitled to settled accommodation by 2012
23	Reduce overall reconviction rates by 2 percentage points by 2011
24	Reduce overall crime victimisation rates by 2 percentage points by 2011

- 31 | Increase positive public perception of the general crime rate in local area
Shetland has in place a Community Safety Strategy, supported by the Community Safety Partnership. The Partnership works together with communities to reduce crime, the fear of crime, victimisation and antisocial behaviour, in order to protect and enhance the quality of life for those who live, work and visit the isles. One of their priorities is to ensure that everyone is safe and feels safe.

Within A Community Safety Strategy For Shetland 2005-2010, there is an agreed objective on domestic abuse to *“break the cycle of domestic abuse, by reducing repeat victimisation”*.

There are a range of services, which the public and voluntary sector can provide to support victims of domestic abuse and their families. These services are supported by the following strategic documents (although this list is not exhaustive):

- Children’s Services Plan
- Criminal Justice Service Plan
- Datasharing Policy & protocols
- Early Years Strategy
- Homelessness Strategy
- Joint Community Care Plan (particularly for support services commissioned from the voluntary sector)
- Schools Improvement Plan
- Shetland Area Command Policing Strategy
- Shetland Community Safety Strategy 2005-2010
- Shetland NHS Board Corporate Objectives
- Skills & Learning Strategy (currently being developed)
- Transport Strategy

Appendix 4: Internal Policy Guidelines

In any workforce there is likely to be both people experiencing domestic abuse and perpetrators of domestic abuse. Particular issues for managers are:

- Ensuring staff understand the seriousness of domestic abuse and operate any safety precautions necessary to minimise the risk
- Acknowledgement that staff who support people experiencing domestic abuse may find it difficult and stressful
- Being alert to the possibility of staff or colleagues experiencing or perpetrating domestic abuse

All partner agencies must develop internal policies and procedures, which tackle domestic abuse issues within their own organisation and should be consistent with those of the other partners.

This will be more easily achieved in the public sector where it can be reasonably expected that national policy will influence practice.

Internal policies should include:

- A clear commitment by the organisation to protect people who are experiencing or are threatened with abuse/violence
- A clear commitment by the organisation towards raising the awareness of and changing attitudes towards domestic abuse
- Positive measures to create a supportive and non-threatening culture within the organisation
- An indication of where staff and, where appropriate, service users can obtain relevant information and support
- A link to internal other relevant policies and procedures such as equal opportunities, family friendly policies and policies on violence and harassment in the workplace
- A link to an intervention service for employees who are perpetrators to address their violent behaviour
- Formal training strategy aimed at both general awareness raising and more specifically for those responsible for implementing the strategy
- Monitoring and updating provision

Appendix 5: National Strategy - The Foundations of Protection for Women & Children

There are a number of relevant policies and legislation which impact upon the response to women or children experiencing domestic abuse, some of which are as follows:

- The United Nations General Assembly has established domestic abuse as a human rights issue;
- The fourth UN World Conference on Women in 1995 adopted a Global Platform for Action to improve the status of women world-wide, committing signatories to the development of plans to address violence against women;
- States have a duty, through the UN Convention on the Rights of the Child, to take all the appropriate measures to protect a child from physical or mental violence, injury or abuse, negligent treatment, maltreatment or exploitation, including sexual abuse;
- States must take measures to protect their citizens and legislation must be compatible with relevant European Human Rights Convention rights (although it has been recognised it is important to ensure that this legislation is used to protect women/children and not to enable the release of perpetrators of abuse);
- The Council of Europe is drafting a recommendation to member States for the protection of women and young girls against violence;
- Children who experience domestic abuse could be regarded as “children in need” under the Children (Scotland) Act;
- The UK government has expressed a commitment to tackling domestic abuse;
- The Scottish Government recognises the links between violence and broader gender inequalities and a media campaign focuses on raising awareness of the issue.



REPORT

To: Services Committee

20 November 2008

From: Executive Director of Education and Social Care

Report No: ESCD-59-F

New Anderson High School Capital Project Update

1 Introduction and Key Decisions

1.1 At the Council meeting in June 2008, Members agreed a way forward for the Anderson High School capital project (Minute Reference 94/08). This Report provides an update for Members on the actions which were agreed to progress this project. Specifically, this Report asks Members to approve the Accommodation Schedule and a draft overall Brief, for consultation. This Report also includes:

- Concept drawings and a site plan; and
- The educational impact of building close to the existing school.

1.2 The supporting Appendices to this Report are set out below:

- | | |
|------------|---|
| Appendix 1 | Accommodation Schedule, for approval |
| Appendix 2 | Site Plan of Knab, showing proposed location of new school in relation to current school, for information |
| Appendix 3 | Concept Drawings of latest ideas, for information |
| Appendix 4 | Educational Impact of building on the Knab site, for information |
| Appendix 5 | Overall Brief, draft for consultation. |

2 Links to Council Priorities

2.1 The Council's Corporate Plan includes reference to the following specific capital projects:

- Improve our teaching facilities by completing the new Anderson High School....”

3 Background

3.1 A summary of the decision taken by Council in June 2008 is set out below.

- There is a target budget of £49m set for the whole cost of the project (subject to an inflationary increase year on year).
- There is a need to report progress to Services Committee, every cycle of meetings.
- Services Committee will be asked to make decisions on the detail of the project, in particular:
 - the overall design size; and
 - the revised brief and accommodation schedule; and
 - the principles of the redesign and siting of the new school on the Knab site, such as to seek as far as possible to minimise the disruption to the existing school during the construction phase and minimise the dominance and visual impact on the Knab site; and
 - the detailed educational and technical impacts of the possibility of any demolition or decant options, which might be developed.
- The Chief Executive was tasked with:
 - appointing a dedicated project manager with a proven record of successfully managing large capital projects;
 - investigating and reporting on whether Early Contractor Involvement (ECI) remains the best option for the SIC in relation to this particular project;
 - investigating what advice and assistance Scottish Government experts can contribute to this process.

3.2 In August 2008, Members considered reports on the site appraisal and confirmed that the Early Contractor Involvement arrangements are the most appropriate, given the stage of the project and the circumstances of the construction industry (minute reference 67/08). Members also approved an initial Accommodation Schedule for the school, to meet the target size of 15,000 m², set by the Council in June 2008. The planning application is scheduled to be submitted by March 2009.

- 3.3 In October 2008, Members requested that the concept designs be shared with Members and that consideration be given to the Anderson Educational Institute becoming an integral part of the final design (minute reference 84/08).

4 Progress Report

- 4.1 The Revised Accommodation Schedule was submitted to the Contractor and Architect on 10 October 2008 (Appendix 1). This will enable detailed design work to commence. The first detailed drawings should be available by mid-November. A site plan is included for information at Appendix 2. The original concept drawings were made available in the Members Room at Lystina House and the latest ideas are included with this Report at Appendix 3, for information at this stage. These ideas will develop and change over the next few months as the detailed design progresses. Full size colour copies will be available at the meeting and in Lystina House prior to the meeting.
- 4.2 At the last Services Committee, a Member asked the Project Team to consider if the Anderson Educational Institute might be able to become an integral part of the new school. This will be a challenge to the design team, but the Architect is currently considering some options. The Institute is of a size which does not naturally fit any of the existing space requirements for teaching, ancillary or social spaces. The current design concept builds the teaching and ancillary accommodation around the atrium space, the heart of the school. The Institute will be about 30 m away from the proposed new school design, so connections to the new school will need to be carefully considered.
- 4.3 The Project Team, comprising the contractor, consultants and representatives from the Education and Social Care and Capital Programme Service, meet fortnightly, once in Edinburgh and once in Shetland. The focus at this time is the detailed design work, developing cost estimates and preparing the technical studies to support the Planning Application.
- 4.4 The Head of Schools and the Head Teacher of the Anderson High School have undertaken a detailed assessment of the impact on the operation of the school and the possible educational impact on pupils during construction, based on the initial concept designs and site plans. Their general conclusion, at September 2008, is set out below.

“The Proposed Decant. It would seem that the decant is technically feasible and manageable only if the concerns listed above are addressed. The potential impact on learning and teaching, and potentially exam attainment, would need to be recognised from the start, with an absolute commitment to ensure that the generation of pupils in the school at that time did not have their secondary education seriously disrupted.

The Proposed Design. The outlined ideas have not yet captured the hearts and minds of the staff. Further development of the plans may help to support staff as they try to imagine how the service could be best delivered in this new building. It must offer the pupils at least as much, in terms of learning and teaching opportunity and social space, as they have in the old building at the moment, and currently there is not necessarily an appreciation that this will be the case.”

The Architect continues to work closely with the school to address the issues and respond to concerns.

- 4.5 Subject to the receipt of compliant tenders, interviews for the position of Project Manager were scheduled for 17 and 18 November 2008 in Edinburgh. Following the EU procurement regulations prescribed periods, it is envisaged that a preferred contractor will be appointed by the first week of December 2008.
- 4.6 Contact has been made with Architecture and Design Scotland (A+DS), which works on behalf of the Scottish Government, “to inspire better quality in design and architecture in the public and private sectors so that Scotland’s built environment contributes in a positive way to our quality of life and our built heritage”. The consultant met with the Project Team in Edinburgh on 22 October 2008 and met with senior managers of the Anderson High School, the Architect and some members of the Project Team in Shetland on 4 November 2008. A+DS are committed to assisting the Council to develop the detailed design to ensure that the school meets all current and future teaching and learning requirements, in particular to address the more flexible requirements of Curriculum for Excellence, and a representative will join the AHS Project Team for the next few months.
- 4.7 As well as the Accommodation Schedule, it is important for the Council to be clear as to its requirements in term of design parameters, planning and sustainability requirements, outside space, traffic management considerations, etc. This is described in the overall Brief, a draft of which is attached as Appendix 5 for consultation. This is a key document and is part of the contractual arrangement between the Council and the contractor.
- 4.8 The Project Team have shared the site plans and concept designs with other interested partners, such as the Planning and Roads Services. A dialogue has started with Sport and Leisure Services and Shetland Recreational Trust over possible solutions to the loss of the PE facility for a year.
- 4.9 Another newsletter will be prepared for all interested parties for circulation around the time of this meeting, to ensure that everyone is up to date with the current position.

5 Financial Implications

- 5.1 There are no direct financial implications arising from this Report. The cost of preparing the various studies required by the Council was met from the existing consultants budget for the project (currently £1.4m for 2008/09). To date, the project spend is about £3m. Expenditure to date in the current year stands at £664,162.90.

6 Policy and Delegated Authority

- 6.1 Section 13 of the Council's Scheme of Delegations enables Services Committee to approve capital expenditure within any allocation delegated to the Committee by the Council.
- 6.2 Shetland Islands Council, at its meeting in June 2008 [Minute Reference 94/08], made a specific recommendation to remit the detailed development of the Anderson High School project to Services Committee.
- 6.3 However, Shetland Islands Council holds overall responsibility for the capital programme so recommendations will be made from Services Committee to the Council, as the project develops.

7 Conclusions

- 7.1 The Project Team is making good progress in working through the actions to develop the project. The Council was two weeks late in providing the revised Accommodation Schedule to the Contractor and Architect, but there is no indication at this stage that that will adversely affect the programme to have a Planning Application submitted by March 2009, although it is recognised by the Project Team that this is a challenging timescale.

8 Recommendations

- 8.1 I recommend that Services Committee recommend to the Council to:
- (a) note that good progress is being made against the tasks and timescales established, to be in a position to submit a planning application by March 2009; and
 - (b) consider and agree the revised Accommodation Schedule, at Appendix 1; and
 - (c) note the educational impact assessment prepared by the Head of Schools and the Head Teacher of the Anderson High School, at Appendix 4; and
 - (d) note and comment on the draft overall Brief, at Appendix 5, which is currently subject to consultation with interested parties.

Date: 12 November 2008
Our Ref: HAS/sa

Report No: ESCD-59-F

Department	Room	Floor Area (sqm)
English		
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom GP/PSE	49
General Teaching	Seminar Room - English	17
Non-Teaching Spaces	Faculty Base - English	42

Mathematics		
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General Teaching	Seminar Room - Maths	17
Non-Teaching Spaces	Faculty Base - Maths	42

Humanities		
General teaching	Classroom (Humanities:History)	60
General teaching	Classroom (Humanities:History)	60
General teaching	Classroom (Humanities:Geography)	60
General teaching	Classroom (Humanities:Geography)	60
General teaching	Classroom (Humanities:Geography)	60
General teaching	Classroom (Humanities:Modern Studies)	60
General teaching	Classroom (Humanities:Modern Studies)	60
General teaching	Classroom (Humanities:RMPS)	60
General teaching	Classroom (Humanities:RMPS)	60
General Teaching	Seminar Room - Humanities	17
Non-Teaching Spaces	Faculty Base - Humanities	42

Sciences - Chemistry

Science	Science Laboratory (Chemistry)	77
Science	Science Laboratory (Chemistry)	77
Science	Science Laboratory (Chemistry)	77
Storage	Science Prep/Storage	42
Science	Science Laboratory (AH)	53

Sciences - Physics

Science	Science Laboratory (Physics)	77
Science	Science Laboratory (Physics)	77
Science	Science Laboratory (Physics)	77
Storage	Science Prep/Storage	42
Science	Science Laboratory (AH)	53

Sciences - Biology

Science	Science Laboratory (Biology)	77
Science	Science Laboratory (Biology)	77
Science	Science Laboratory (Biology)	77
Non-Timetabled Spaces	Greenhouse	12
Storage	Science Prep/Storage	42
Science	Science Laboratory (AH)	53

Sciences - Shared

Science	Science Laboratory (Biology/Physics/Chemistry)	77
Non-Teaching Spaces	Faculty Base - Science	42

Modern Languages

General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom GP/PSE	60
General Teaching	Seminar Room - MFL	17
Non-Teaching Spaces	Faculty Base - MFL	39

Business Studies

General teaching	Classroom (Business Studies)	60
General teaching	Classroom (Business Studies)	60
Practical Teaching	Computer Studies (Business Studies)	68
Practical Teaching	Computer Studies (Business Studies)	68
Non-Teaching Spaces	Faculty Base - ICT	39

ICT

Practical Teaching	Computer Studies (ICT)	68
Practical Teaching	Computer Studies (ICT)	68
Practical Teaching	Computer Studies (ICT)	68

General Teaching	Seminar Room - ICT	17
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Technology		
Practical Teaching	CDT - Craft (wood/metal)	116
Practical Teaching	CDT - Craft (wood)	87
Practical Teaching	CDT - Craft (metal)	87
Practical Teaching	CDT - Non Craft (Drawing/Design)	78
Practical Teaching	CDT - Non Craft (Drawing/Technology)	78
Practical Teaching	CDT - Non Craft (Drawing/Technology)	78
Non-Teaching Spaces	Faculty Base - CDT	34
Storage	Wood Store (CDT)	49
Storage	Craft Store	35
Storage	Non Craft Store	23

Art and Design		
Practical Teaching	Art and Design (3D)	112
Practical Teaching	Art and Design (2D)	87
Practical Teaching	Art and Design (2D)	87
Practical Teaching	Art and Design (2D)	87
Non-timetabled space	Art and Design resource area	42
Non-timetabled space	Kiln	10
General Teaching	Seminar Room - A&D	17
Non-Teaching Spaces	Faculty Base - A&D	34
Storage	Art & Design Store	31

Music		
Practical Teaching	Music	69
Practical Teaching	Music	69
Practical Teaching	Music	69
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	57
Non-timetabled space	Music Group Room	57
Non-Teaching Spaces	Faculty Base - Music	25
Storage	Music Store	29
Storage	Music (Large Instrument store) pupils	39

Home Economics		
Practical Teaching	Home Economics	84
Practical Teaching	Home Economics	84
Practical Teaching	Home Economics	84
Practical Teaching	Vocational Training	29
Non-Teaching Spaces	Faculty Base - HE	29
Storage	Home Economics Store	42

ASN		
Non-timetabled space	ASN General	29
Non-timetabled space	ASN General	29
Non-timetabled space	ASN General	58
Non-timetabled space	ASN General/Life Skills	58
Non-timetabled space	ASN/Learning Support	29
Non-timetabled space	ASN/Learning Support	29
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support large	19
Non-timetabled space	ASN/Learning Support large	19

Pupil Support		
Non-Teaching Spaces	Guidance Office	58
Non-Teaching Spaces	Guidance / Interview Rooms	12
Non-Teaching Spaces	Guidance / Interview Rooms	12
Non-Teaching Spaces	Guidance / Interview Rooms	12
Non-Teaching Spaces	Pupil Support / Behaviour	29
Non-Teaching Spaces	Pupil Support / Behaviour	29
Non-Teaching Spaces	Pupil Support / Behaviour	29
Non-Teaching Spaces	Pupil Support / Behaviour Office	12

Physical Education		
General teaching	Classroom (PE)	60
PE	Games Hall(s)	1048
PE	Gymnasium (19X10)	190
Non-Teaching Spaces	Fitness Suite	87
Non-Teaching Spaces	Faculty Base - PE	34
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Storage	Games Hall Store	78
Storage	Gymnasium Store	39

Public/ Spectator Toilets		
Staff Toilet / Changing		
Disabled Toilets / Changing		

Whole School		
Non-timetabled space	Library (inc. Librarians office)	252

	Stage (fixed)/Drama	106
Assembly / Social Space	Main Hall/Social/Dining areas	1000
Non-timetabled space	Recording/control room	15
Non-Teaching Spaces	Changing Drama	31
Non-Teaching Spaces	Changing Drama	31
Storage	Drama Store	19
Storage	Assembly/Social Space store (furniture)	34
Non-Teaching Spaces	Meeting Room	49
Non-Teaching Spaces	Staffroom	97
Non-Teaching Spaces	Medical Suite	29
Non-Teaching Spaces	Kitchen	160
Non-Teaching Spaces	Toilets (Pupils, staff, visitors)	174
Non-Teaching Spaces	Disabled Toilets	41
Non-Teaching Spaces	Hub / Server	10
Non-Teaching Spaces	Plant Rooms	668
Non-Teaching Spaces	Exam Office & Store	19
Storage	Exam Desk Store (near Games Hall)	24
Storage	Exam Desk Store (near Main Hall)	10
Storage	Cleaners' office, central and local stores	20
Storage	General Classroom Storage across the school	98

SMT

Non-Teaching Spaces	Head Teacher	24
Non-Teaching Spaces	Depute Head Teacher	19
Non-Teaching Spaces	Depute Head Teacher	19
Non-Teaching Spaces	Depute Head Teacher	19

Janitorial

Non-Teaching Spaces	Janitor	19
Storage	Janitor (Workshop and Office)	29
Storage	Garage for tractor, quad,outdoor sports	19

Administration

Non-Teaching Spaces	Admin / Repro	107
Storage	Admin / Repro store	19

Science Technician Service

Non-Teaching Spaces	Technicians (store)	87
Non-Teaching Spaces	Technicians (Chemicals prep and store)	63
Non-Teaching Spaces	Technicians (workshop and office)	24

IT Technician Service

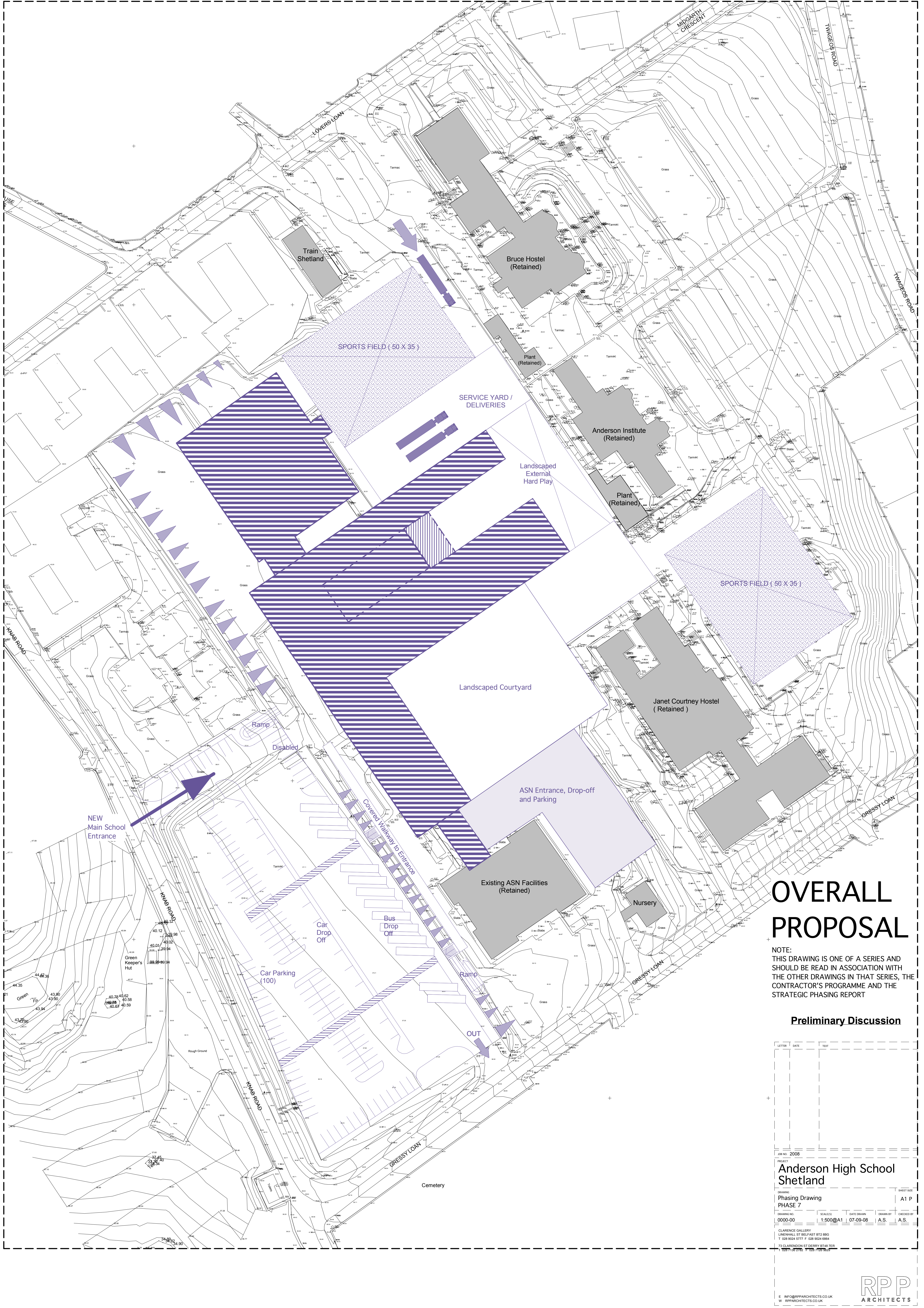
Non-Teaching Spaces	ICT Technician Workshop	32
Storage	ICT Technician Store	16

Circulation and Cores (Level -2)		
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Circulation and Cores (Level -1)		
Circulation and Cores (Level 0)		
Circulation and Cores (Level 1)		
Circulation and Cores (Level 2)		
Circulation - PE Department		

Total Room Area	11343
* Circulation and Partitions - (25%)	2836
Total Floor Area	14179

* This total will be subject to change as the development of the design progresses.



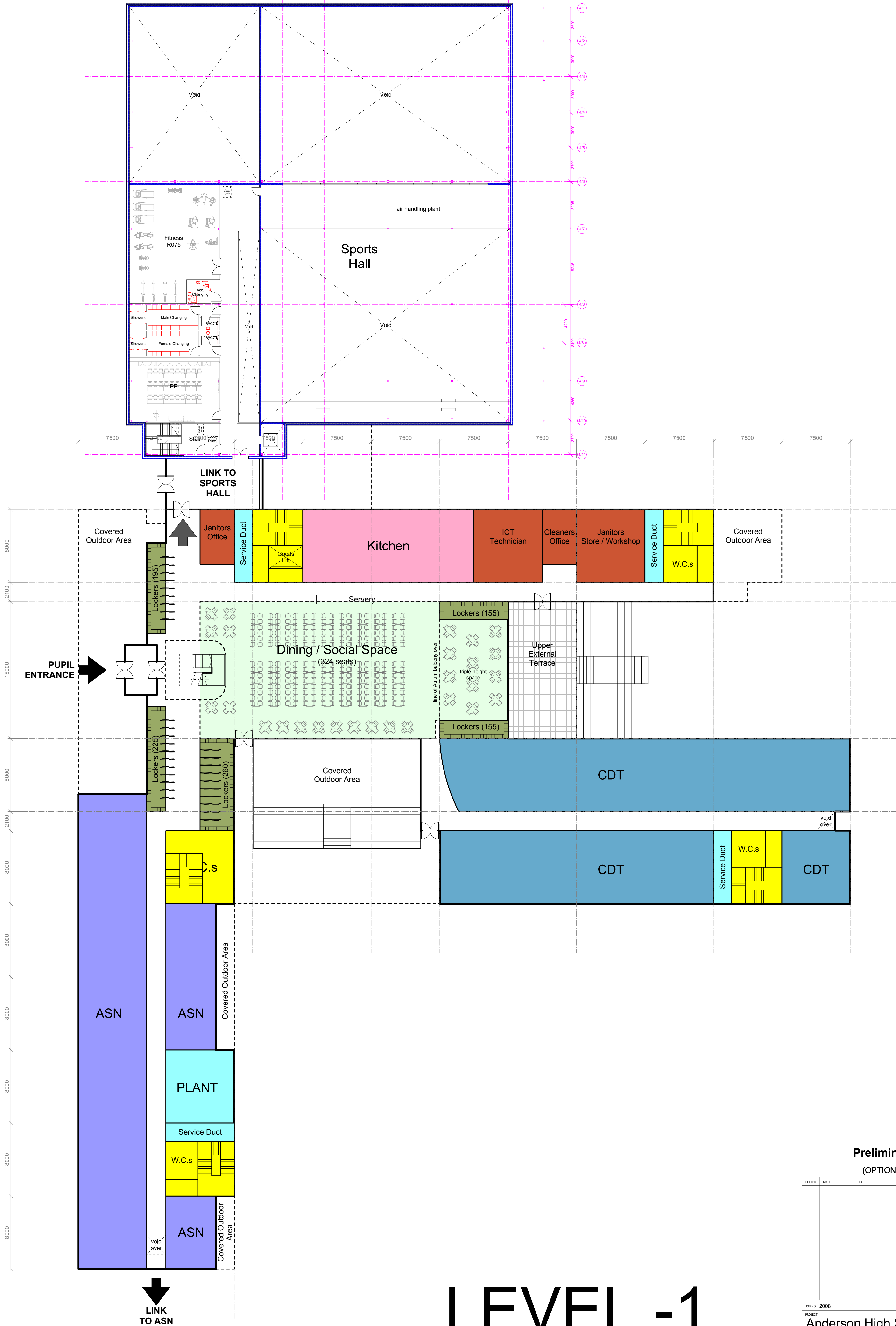
OVERALL PROPOSAL

NOTE:
THIS DRAWING IS ONE OF A SERIES AND SHOULD BE READ IN ASSOCIATION WITH THE OTHER DRAWINGS IN THAT SERIES, THE CONTRACTOR'S PROGRAMME AND THE STRATEGIC PHASING REPORT

Preliminary Discussion

LETTER	DATE	TEXT

JOB NO. 2008		PROJECT		SHEET SIZE	
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Phasing Drawing		SCALE		DATE DRAWN	
PHASE 7		1:500@A1		07-09-08	
DRAWING NO.		DRAWN BY		CHECKED BY	
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CLARENCE GALLERY					
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73 CLARENDON ST DERRY BT48 7ER					
E 028 1 87 2782 F 028 1 87 8629					



LEVEL -1

Preliminary
(OPTION 6)

LETTER	DATE	TEXT

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DRAWING Concept Sketch - Option 6 Level -1 Plan				SHEET SIZE A1 P
DRAWING NO. 2008-SK-0011	SCALE(S) 1:200	DATE DRAWN Sept '08	DRAWN BY KW	CHECKED BY AS

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LEVEL 0

Preliminary
(OPTION 6)

LETTER	DATE	TEXT

JOB NO. 2008

PROJECT

Anderson High School Shetland

DRAWING

Concept Sketch - Option 6

Level 0 Plan

DRAWING NO.

2008-SK-0012

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DATE DRAWN

Sept '08

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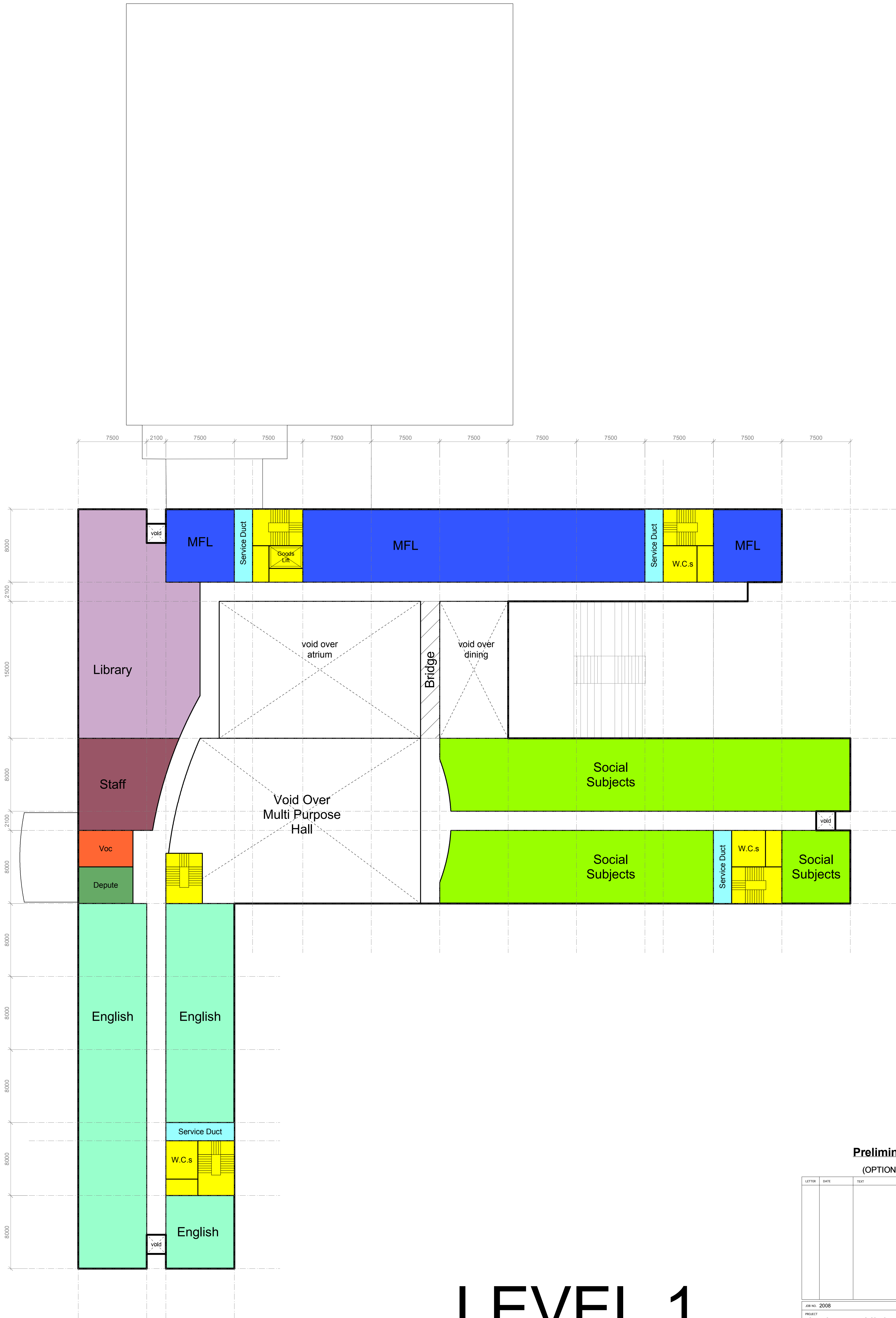
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LEVEL 1

Preliminary
(OPTION 6)

LETTER	DATE	TEXT

JOB NO. 2008

PROJECT

Anderson High School
Shetland

DRAWING

Concept Sketch - Option 6
Level 1 Plan

DRAWING NO.

2008-SK-0013

SCALE(S)

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Sept '08

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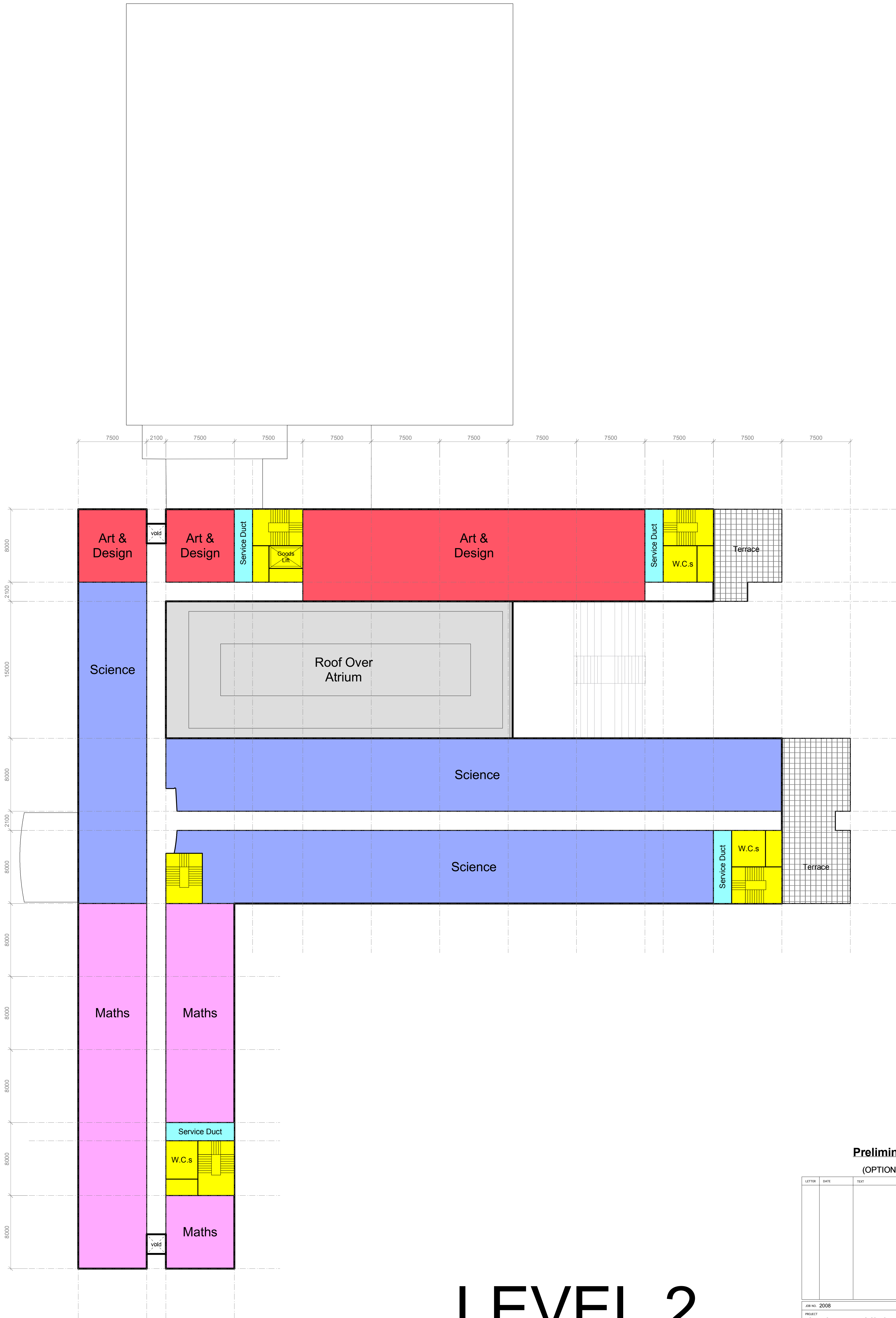
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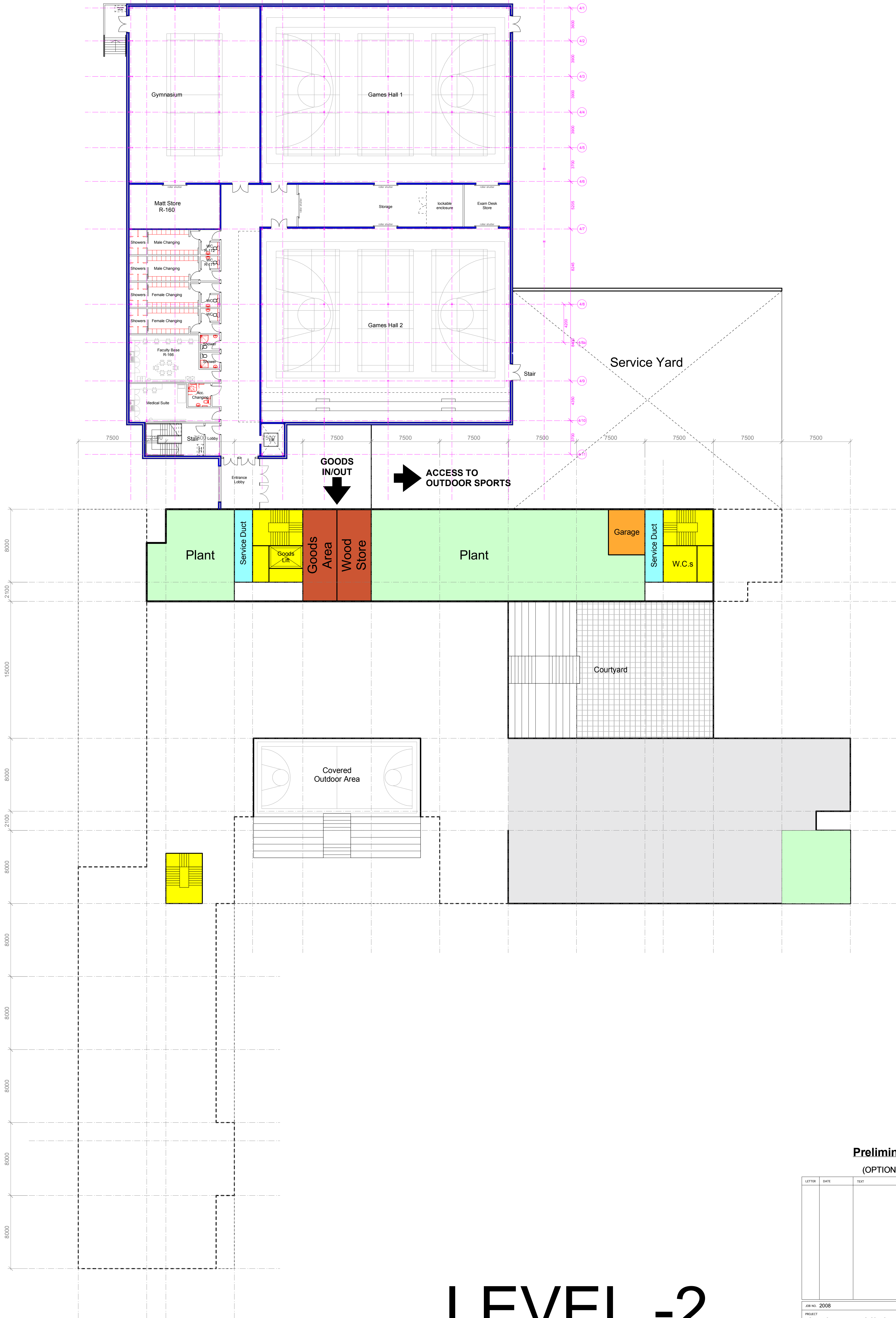


LEVEL 2

Preliminary
(OPTION 6)

LETTER	DATE	TEXT

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PROJECT Anderson High School Shetland				
DRAWING Concept Sketch - Option 6 Level 2 Plan				SHEET SIZE A1 P
DRAWING NO. 2008-SK-0014	SCALE(S) 1:200	DATE DRAWN Sept '08	DRAWN BY KW	CHECKED BY AS
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LEVEL -2

Preliminary
(OPTION 6)

LETTER	DATE	TEXT

JOB NO. 2008				
PROJECT				
Anderson High School Shetland				
DRAWING				SHEET SIZE
Concept Sketch - Option 6				A1 P
Level -2 Plan				
DRAWING NO.	SCALE(S)	DATE DRAWN	DRAWN BY	CHECKED BY
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JOB NO. 2008				
PROJECT Anderson High School Shetland				
DRAWING Concept Sketch Main Block / Atrium Section				
DRAWING NO. 2008-SK-1012	SCALE(S) 1:100	DATE DRAWN OCT. 2008	DRAWN BY WP	CHECKED BY AS
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JOB NO. 2008				
PROJECT				
Anderson High School Shetland				
DRAWING				
Concept Sketch Multi Purpose Hall / Atrium Section				
DRAWING NO. 2008-SK-1011	SCALE(S) 1:100	DATE DRAWN OCT. 2008	DRAWN BY WP	CHECKED BY AS
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JOB NO. 2008				
PROJECT				
Anderson High School Shetland				
DRAWING				
Concept Perspectives Main Block / Atrium Section				
DRAWING NO.	SCALED	DATE DRAWN	DRAWN BY	CHECKED BY
2008-SK-1013	NTS	OCT 2008	WP	AS
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Educational Impact of building on the Knab site

To: Executive Director, Education and Social Care

September 2008

From: Head of Schools

Schools Service Response to the New Anderson High School Proposals

1 Content of this Response

- Proposed phasing: Physical Education provision
- Proposed phasing: Other issues raised by staff
- Proposed Outline Design of September 2008
- Conclusion

2 Proposed phasing: Physical Education provision

- (a) The greatest concern is the impact upon the Physical Education Department. It is hard to predict the impact of moving pupils to Clickimin Centre on learning and teaching, although attainment in SQA examinations could fall, as a direct result of having less contact time in performance.
- (b) The implications, for the provision of Physical Education, are outlined below by Mr K. Smith, Principal Teacher of PE.

These proposals could only be implemented if:

- (i) Suitable decant accommodation were provided. Along with the current gym, engineering block we would need:
- all the accommodation close to the small gym as per discussed with Mr Shields, and creating a temporary covered link to temporary accommodation from the gym
 - Fitness suite with 20 machines – The size of a badminton court would probably be suitable
 - Changing facilities for the small gym and fitness suite
 - Staff base which would also give network access
 - Storage facilities for equipment from the games hall
 - Classroom, due to a lack of games hall, there will need to be more classroom based work. There is therefore a need for a decent space.
 - Does there have to be showering and toilets?
 - Staff shower
 - Outdoor space – Bruce Hostel tennis court.
- (ii) A service level agreement was drawn up between SRT (Clickimin) and Schools Service (AHS).

It is perhaps possible to alter to the timing of the course, in terms of what is taught when. However it cannot be expected that the staff are able to offer a complete standard grade or higher course without games hall access.

To minimise impact and stay as near to what is currently provided the ideal situation would be:

- Currently there are 4 Higher classes and 6 Standard Grade Classes
- Higher classes require 3 games hall periods per week (Generally $\frac{1}{2}$ a hall would be required which would be badminton and basketball facilities)
- Standard Grade require 1 games hall period per week (This would vary from $\frac{1}{2}$ hall to 1 court and would be trampolining and, badminton and hockey facilities)
- Giving us a total of 18 periods of games hall space per week for certificate classes
- Physical Activities and Games and S1 & 2 would also require games hall space as otherwise their P.E. experience will be greatly affected. This works out at an additional 8 periods of games hall space per week.

(iii) The preferred timing of the decant/demolition

- Decant time would ideally be Christmas to Christmas. If this does not happen then the PE Department will require possibly more time at Clickimin. This however is not ideal, particularly for certificate classes as a lot of time will be lost while travelling. This will greatly affect the quality of the courses which can be offered. The impact of not having Christmas to Christmas may be quite severe, and if it goes beyond the year then the staff of the PE Department don't feel that it is really viable.

(iv) Other issues for the PE Department

- Transport to Clickimin – pick up and drop off
- Looking at the columns that PE is in and perhaps looking at a double period options – particularly when going down to Clickimin to maximise time
- Activities offered will be limited so may have to look at alternative activities which may require purchasing new equipment. Perhaps look at more cross curricular work which would help keep activities interesting for the pupils
- Ideally the PE Department would like to timetable swimming and dry side classes at the same time so as to reduce costs with bus hire. This may also require changes in bookings for the swimming pool.

3 Proposed phasing: other issues raised by staff

- (a) appropriate and accessible accommodation would need to be provided for the Music Department
- (b) further consideration would need to be given to the timing of the decant of the English Department

- (c) staff are very concerned about noise levels when phased construction is so close to existing buildings. This is not only in Scottish Qualification Award examination time, as senior courses are all internally assessed, so testing takes place year round. Many mentioned the impact on learning and teaching generally
- (d) several staff are concerned about the impact on morale and well-being during this period of disruption, and
- (e) staff are very concerned about traffic management during the construction phases, including where to park, access for works vehicles off Lovers Loan being viable.

4 The proposed outline design of September 2008 (all comments made by staff are listed as an appendix to this report)

Very few people commented “positively” on their initial impressions of the outline design. Those who did found it “compact” and liked the “destination” idea for departments.

Many concerns are listed at the end of this report, but the main ones seem to be:

- (a) not flexible in terms of learning and teaching (eg no “break out” spaces as seen in some new schools on the mainland) and not being well placed to take on curricular changes (eg teaching in different ways – groups, cross-curricular work);
- (b) are there enough spaces for vocational provision?
- (c) corridors, with the implication of more narrow corridors;
- (d) dull rows of corridors eg Modern Languages Department;
- (e) office location and access security;
- (f) feeling of “bittiness”, and
- (g) not much to look at – “Russian Utilitarianism” school of architecture.

5 Conclusion

- (a) **The Proposed Decant**
It would seem that the decant is technically feasible and manageable only if the concerns listed above are addressed. The potential impact on learning and teaching, and potentially exam attainment, would need to be recognised from the start, with an absolute commitment to ensure that the generation of pupils in the school at that time did not have their secondary education seriously disrupted.
- (b) **The Proposed Design**
The outlined ideas have not yet captured the hearts and minds of the staff. Further development of the plans may help to support staff as they try to imagine how the service could be best delivered in this new building. It must offer the pupils at least as much, in terms of learning and teaching opportunity and social space, as they have in the old building at the moment, and currently there is not necessarily an appreciation that this will be the case.

**Overall Brief and Accommodation Schedule for New Anderson High
School Capital Project
(DRAFT for consultation)**

Justification

The current AHS does not fully meet modern educational and building standards in the following areas:

- disabled access is restricted in some areas of the site
- the maintenance liability is high, due to the lifespan and condition of the current building
- dining room space is very limited (so the school will have difficulty in meeting new healthy eating legislation)
- the Halls of Residence is used to provide meals as lunchtime and their dining room space is limited and operating at near capacity
- circulation and gathering spaces (to acknowledge the local weather conditions) is insufficient and not suitable for pupil's needs
- examples of recent school disruption include:
 - during the past winter, the school had to close unexpectedly as a result of health and safety issues concerning plumbing and electrical problems.
 - last session, a partition wall was dismantled, over a weekend, to try to repair a burst pipe in a stairwell
 - before the summer holidays, the school experienced a burst heating pipe, flooding three floors
 - problems in external pipework have caused flooding and loss of heating to parts of the school
- School closure causes disruption to the pupils' learning as well as transport and childcare difficulties. It also causes problems for the Halls of Residence, where the heating and electrical systems are linked to the school, and pupils are being sent to another building with the same problems as the school.

The overall purpose of the Anderson High School project set out below.

A school to deliver secondary education from Secondary 1 (S1) to Secondary 6 (S6), for the pupils of Lerwick and the surrounding area, pupils transferring from the small islands and pupils transferring from junior high schools. Although to be built in Lerwick, it is a school which serves the needs of the whole Shetland community.

The space should meet the learning needs of all pupils at present and be flexible enough to accommodate learning needs of the future (through technological advances, changes to models of delivery such

as the Curriculum for Excellence, etc). It should be fully compliant with the disabled access requirements.

The space should embrace the concept of community use and have the ability to serve pupils, parents, learners and other service users beyond the school day. Where possible spaces for community use should be located in areas which can be closed off from the rest of the building (for reasons of safety, security and supervision).

When planning for future service needs, the following factors need to be considered in deciding on the scope and size of the new Anderson High School:

- Implementing the Curriculum for Excellence;
- The Additional Support for Learning Act;
- The forthcoming review of the structure of the curriculum and the qualifications framework in terms of what that might mean for pupils in Secondary 3 and Secondary 4 and how that might impact on the current Junior High School model (currently out to consultation by the Scottish Government); and
- A national drive to deliver more vocational learning opportunities.
- School Roll
- New developments in learning and teaching, and exam provision, using ICT
- Blueprint for Education
- This accommodation schedule allows for linking into the Gressy Loan Additional Support Needs Unit.

It might be worth explaining why the recommendation is for a size of school to accommodate 1,000 pupils. If it were the case that the proposed examination structure changes under the Curriculum for Excellence, resulting in secondary 4 pupils starting Higher and Intermediate grade courses earlier, building to Advanced Higher and Baccalaureate courses, this may change the point of transfer for pupils from junior high schools. Setting the size of the school to accommodate 1,000 pupils would mean that more pupils could be accommodated than at present, without an extension to facilities at an early stage in the life of the new school. In addition, the reasons for the size set in the original brief remain valid and are set out below:

- One teacher – one classroom (this is generally consistent with educational experience across Shetland)
- A higher than national percentage of pupils in Class 5/6. This means more small “higher” and “advanced higher” classes for university preparation, hence more independent or small group learning situations
- Designated social space to accommodate total pupil roll. The area needs to be able to accommodate all year groups in bad weather
- Integration of the behavioural support base

- The science technician service which supports all Shetland Schools is based at Anderson High School
- Good practice in modern school design would suggest that each child benefits from having a secure locker space and a peg for outdoor clothing. Space for 1000 lockers and pegs is included within this accommodation schedule.

Capacity

The school should have the capacity for up to 1,000 pupils.

The current school roll, and projections for the next 10 Years is set out in the Table below. These are shown as the “status quo” and also what the numbers might be should all Secondary 4 (S4) pupils transfer earlier under the changes to exam structure through the Curriculum for Excellence developments.

Ten Year projection of AHS under three scenarios

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Status Quo	846	820	765	744	683	684	690	718	734	755
Curriculum for Excellence	977	948	880	881	823	846	829	848	864	875

Notes:

Status Quo - School estate remains unchanged with existing cluster primaries feeding existing high and junior high schools.

Curriculum for Excellence - Under Scottish Government Curriculum for Excellence all S4 pupils would transfer to AHS.

For reasons of future planning, it is proposed to build in the capacity to accommodate Secondary 4 (S4) pupils who are currently educated in junior high schools, as it is likely that changes to the exam structure at a national level will mean that the current model of delivery will need to change.

The design should be flexible enough to accommodate future extensions to the building should the current pupil number trends significantly change (for example as a result of the Community Planning Board’s aspirations to increase the population of Shetland).

Requirements

Design Criteria

The Council wish to ensure that the new Anderson High School is designed to inspire pupils, in line with guidance provided by national agencies such as The Commission for Architecture and the Built Environment (CABE) and Architecture and Design Scotland (A+DS).

CABE has produced a design guide called, “*Creating excellent secondary schools*”

<http://www.cabe.org.uk/default.aspx?contentitemid=1935>

A+DS has produced a range of publications on School Design, Sustainability, Optimising the Internal Environment, and Building Excellence, which focuses on the implications of the Curriculum for Excellence for school design.

<http://www.scotland.gov.uk/Topics/Education/Schools/Buildings/Design>

Case studies are available which highlight good practice in school design across Scotland, and includes plans, images, user views and information on the design features of 20 projects covering all sectors.

www.scotland.gov.uk/schoolestate-casestudies

It is therefore a requirement of this brief:

- that the design has taken account of SIC policies relating to design including the size, scale and dominance of the building in relation to the site;
- that the design and the external finishes and building materials will help integrate the building successfully into the Lerwick skyline;
- that the design of the building integrates sympathetically with the existing buildings to be retained on the site,
- that appropriate access to the ASN building and for disabled visitors and pupils is in place;
- that the external surroundings of the school must be landscaped and planted in a manner the will enhance the aesthetic qualities of the site whilst ensuring that all areas can be easily maintained. External sheltered areas to be provided where possible;
- that the school design and grounds offer educational opportunities;
- that the landscape helps integrate the school into its surroundings and provides areas for encouraging physical activities;
- that hard play space is provided in the immediate vicinity of the building

- Ensure during construction, as well as operation, minimum inconvenience and disruption from breakdowns, repair and maintenance activities.

Access

There should ideally be a single point of access to the building for both staff and pupils as well as for out-of-hours community use.

- Pedestrian Access
 - Safe pedestrian access required irrespective of direction of approach. Pedestrian access should be physically segregated from vehicle access wherever possible. Steps should be avoided wherever possible – ramps should be provided in line with the Council's integration aspirations.
- Vehicular Access and Parking
 - Vehicle access and parking layouts should facilitate free flow of traffic and avoid conflict between buses and car parking.
- Pupil Drop Off / Collection
 - Vehicles dropping-off or collecting pupils should be separated from the flow of traffic accessing the car park to avoid queues forming
- Deliveries Access
 - Delivery access should be by way of a service yard, well separated from staff/ pupil access

Community Use Requirements

SIC believe that areas that provide for shared use can assist in connecting the school to the surrounding community and therefore welcome use of certain school facilities outwith the normal curriculum day. Existing community uses include:

- Evening classes
- Sport and leisure facilities
- Meeting spaces for community groups
- Social events

The new school must therefore:

- Be welcoming to the public
- Have a layout where community-used facilities and accommodation are easily accessed and clearly signposted
- Have a layout where community-used facilities and accommodation can easily be segregated from the rest of the school building
- Ensure that the security of the school is not compromised by community use
- Ensure that community use can be provided with the minimum of staffing and revenue costs

Design for Integration

The new school should as far as possible be 'barrier free' for all disabilities. This should not only be for those people with physical impairment, but also for those with mental, visual, hearing and learning difficulties, and physical measures should be included in the design to address each of these areas.

The following points should be noted:

- Access for disabled persons must be available to all areas;
- There must be sufficient flexibility in the furniture and fittings so that it is suitable for use by persons with varying disabilities, as agreed with the Council. This may be achieved by the inclusion of variable height desks/ benching in designated teaching spaces;
- Toilet facilities suitably tailored for the use of persons of varying disabilities must be available in each toilet block as agreed with the Council.
- Shower facilities that are height adjustable and suitable for the use of disabled persons must be available in each shower block as agreed with the Council
- Moveable height or varying height benches or with knee spaces for wheelchair users in all classrooms and café areas;
- Reception desks with varying height counter top to account for disabled people both working in and visiting this area;
- Glazing at a lower level to provide wheelchair users with as much visibility as ambulant people both internally and externally – except where not possible due to health and safety reasons, for example, kitchen areas, etc.
- The inclusion of an induction loop or sound field system for people with hearing impairments in the assembly hall and at the main reception;
- The use of appropriate visual tracking colour schemes to aid those people with visual impairments to circulate easily within the building;
- Visual/pictorial signage in addition to written signage;
- Braille signage in addition to written signage;
- Facilities are required for the safe evacuation of disabled persons in the event of a fire alarm;
- Overhead hoists may need to be fitted within designated areas in the future to accommodate the therapy and hygiene needs of wheelchair bound pupils. Manual hoists must also be available in other designated areas; this provision should be able to accommodate future needs;
- Playground facilities must include arrangements for enabled access for all pupils;

- Vehicular access arrangements must ensure that disabled access is not hindered due to traffic congestion at peak times such as school opening and closing hours.

Designed Environment

- **Temperature/ Ventilation**

- The building must be of energy efficient design and must ensure thermal comfort during occupied hours for seasonal variations. Particular care shall be taken to ensure that ventilation air during cold weather does not cause discomfort, and that summertime temperatures are controlled by passive approaches such as fabric pre-cooling and adequate ventilation.

- **Acoustic Aspects**

- All rooms must be acoustically insulated to ensure that lessons are not disturbed by noise from adjoining rooms, external ambience, or circulation space in accordance with Building Bulletin 93 Acoustic Design of Schools, a Design Guide.
- Where appropriate, sound-absorbing materials must be provided on floors, walls and ceilings, taking into consideration the requirements of those pupils with hearing impairments. Sound Transmission Index (STI) values appropriate for hearing impaired pupils shall be used.
- Where retractable partitions are specified, the level of soundproofing must be to an agreed standard that will permit the areas on either side of the partition to be used simultaneously without sound transfer.
- Active, noisy areas such as music rooms, sports hall and the cafeteria must be acoustically separated from teaching or quiet study areas. No undue disturbance shall occur to other occupants from air borne or structural noise transmission as other occupants open doors to move around the building.

- **Flexibility**

Responsiveness to an evolving curriculum is a key success factor for each school, and the accommodation must be designed to allow the greatest degree of flexibility to respond to change. Flexible learning spaces are therefore anticipated to be an important feature of the accommodation. The accommodation must meet the schools' requirements through:

- Flexible internal building structures where non-load bearing partitions can be removed without affecting the structural stability of the building
- Ability to accommodate new techniques, technologies and equipment and changes in operational policy through improvement works

- Incorporating a layout that allows potential extension with the minimum of structural and services modification

Environmental Factors/ Sustainability

The design should fully adopt the Council's environmental, sustainability and transport aspirations as set out in Appendix (to be completed). In summary, it is a requirement:

- that the design has taken account of SIC policies relating to design including the size, scale and dominance of the building in relation to the site;
- that the design and the external finishes and building materials will help integrate the building successfully into the Lerwick skyline;
- that the landscape helps integrate the school into its surroundings and provides areas for encouraging physical activities;
- that all aspects of the school have been designed to take account of national and local sustainability targets and responded to these (and where this has not been possible robust reasons for not meeting them)
- that whole life costs have been considered in the decision making process;
- that environmental aspects have been addressed (identification of potential impacts; agreed mitigation; residual effects) and demonstration of Council commitments in the design (for example meeting the Council's Biodiversity Duty);
- access to natural daylight has been maximised
- re-use of existing resources, where possible

Affordability/ Value for Money

Strategic long term investment and whole life cycle costing methods will be expected to be applied to ensure that the new accommodation is economic, durable and adaptable, in both capital and revenue operational costs, and capable of coping with curriculum changes. These whole life costing appraisals should include the implications for transport, bearing in mind predicted trends.

The building design shall address foreseeable legislative and environmental changes that would be more expensive to retrofit/ repair/ replace in service rather than install from new build.

The Council will expect to see evidence of the specification of high quality building materials, fixtures, furniture and equipment.

The school shall be designed and constructed of materials that maximise the level of Utilities efficiency, minimise heat loss, make the most appropriate use of solar gain and minimise expenditure on Utilities, whilst achieving an internal environment that complies with the statutory and operational requirements of the users

Integration with Existing Buildings

The design should take account of the existing buildings that are to be retained on the site in terms of:

- Visual integration
- Potential uses within the new school
- Physical link to new building

Building Services

Mechanical and electrical engineering service installations must be designed in accordance with good industry practice. All installations must be sustainable and have efficient, low maintenance operation with the latest technology applied to minimise running and replacement costs.

All mechanical and electrical systems and equipment must be specified and designed so that locally based companies can carry out routine maintenance, servicing and repairs.

The design must incorporate a Building Management System (BMS). The Contractor is required to liaise with the Council's Building Services Unit during design development to ensure correct specification and compatibility with current systems.

Maintainability

The building should be designed so as to minimise wherever possible the need for regular cleaning and maintenance.

Where regular cleaning and maintenance are required this should be made as easy and safe as possible, with only minimal requirements for specialist equipment or mobile access arrangements.

These principles should also be applied to external landscaped and planted areas as well as to external site furniture, drainage arrangements, etc.

Outside Space

There is a requirement for the following outside PE spaces:

- (to be completed)

Security

The security of the facilities is of the utmost importance to the Council and the schools should be designed with discrete forms of security in mind, in particular the number and location of entrances, the ability to monitor movements, location of car parking, lighting, etc.

The building must be designed in such a way as to encourage ease of access for legitimate use, whilst managing pupil and staff entrances to prevent

unauthorised access. There is a need to provide an effective but unobtrusive security system to ensure the safety of pupils, staff, visitors, personal property, furniture, equipment, buildings and the site, 24 hours per day.

This must be achieved by using:

- A CCTV system that is capable of 24 hour recording.
- Controlled entry.
- Effective external illumination.
- Prevention of unauthorised access to the site outside school hours.
- Provision of secure storage for both pupils and staff.
- Landscaping and building design that, as far as possible, allows clear unobstructed views of the site and buildings.

The school building must be capable of being secured in separate zones at times of limited use.

Depending on design, there may be a requirement for lockable bollards to restrict access to some areas of the site.

Unauthorised access to areas with a high risk of theft, malicious damage, or possible hazard must be minimised through suitable security measures such as door access systems. Areas for consideration include:

- Changing/ locker areas
- ICT rooms, including the communications room
- Workshops
- Offices
- Plant rooms

Pupil access should be restricted to areas such as offices, stores and the staff room.

The security and safety of all school property from possible vandalism must be addressed. Vandal resistant finishes must be provided where appropriate.

Technology

There is a requirement for up to date ICT infrastructure, to support modern learning methods.

The Contractor is required to provide a flexible infrastructure for ICT throughout the school buildings, the detail of which will be developed in association with the Council's ICT unit during the design development phase. The provision of ICT hardware and software will be excluded from the scope of the contract.

Regular upgrading of ICT provision is foreseen. The infrastructure must allow flexibility to ensure that additional equipment can be provided and any existing equipment upgraded without undue cost or disruption.

Wireless technology and availability of laptops, palms etc to pupils is a main factor in the future considerations. It is envisaged that each pupil will have access to personal computers readily within the next few years. This should mean the identification of wireless hub positions, communications room, and size of server. It would also be appropriate to ensure that cable routes for future wireless installations are identified and these routes are fitted with ducts or other safe cable conduits to facilitate future installations. This will be required within the design.

Furniture and Equipment

The contractor shall provide all internal fixtures, fittings, furniture and equipment as set out in the Room Data Sheets.

In addition, the following should be noted.

- Moveable furniture and furniture to transfer to new school
 - Inventory to be prepared by Schools Service
- Estimated value of moveable furniture and equipment to be procured as part of this project is (£to be determined)
- Home Economics department do not intend to move any existing equipment into the new school. Fit out of this department must be included within the project budget. An inventory of required equipment will be prepared by Schools Service.
- Removal assumptions
 - The contractor will be expected to move all equipment and furniture into the new building
- Technical equipment and machinery within the science and CDT departments shall be transferred, fitted and recommissioned in the new school by the contractor. An inventory of CDT equipment to be transferred will be prepared by Schools Service. This will detail what equipment can be moved without modification and the nature of any upgrading to other machinery that may be required.

Lockers

Lockers and coat pegs should be provided for each pupil. These should be located in a secure, clearly visible area.

Signage

- The school name must be displayed on a sign at the main entrance and at an agreed external position on the school building
- The site and building must be clearly 'signed' to visitors;
- Visitors must be aware of the facilities on offer and their location;
- External signposting must identify speed restrictions and access routes. Signage must guide visitors directly to the main reception and other designated locations such as visitors parking areas.
- All floors must have a main orientation signboard detailing the rooms and their uses on the particular door.
- All rooms must be clearly identified by a sign either on the entrance door or on the wall beside the door.
- Signs indicating that the school is a no smoking environment must be placed at all entrance doors and other prominent locations.
- Information signs must be provided detailing emergency evacuation procedures and location of muster points.
- Clearly marked zones should make it possible to evacuate only part of the building during emergency evacuations. Zones may also assist in numbering of rooms;

Demolition Assumptions

- Early demolitions as part of the phased construction are understood to include:
 - Sports Hall
 - Gym
 - Admin area
 - Dining hall and kitchens
 - Home economics
 - Pupil Support offices
 - Music department
 - Assembly hall

The contractor is also required to demolish the following buildings within the site as part of this project.

- CLASP buildings
 - It is intended that all the CLASP buildings will be demolished as part of the contract. This includes
 - A, B and C Blocks
 - the New Bruce Hostel

- The extension to the Janet Courtney Hostel is excluded
- Huts
 - All timber hut accommodation to be demolished namely:
 - Train Shetland hut to the north of existing music department
 - 'Drums' hut to the north of existing music department
 - College hairdressing hut north of ASN
 - Store building north of ASN
 - English classroom to east of AEI
 - 'Seamanship' hut to east of AEI
- Block D (New Science Block) will not be demolished as part of this contract. The link to the existing CLASP blocks must be removed and the building made good at that point.



REPORT

To: Services Committee

20 November 2008

From: Executive Director of Education and Social Care

Report No: ESCD-62-F

Prioritisation of Education and Social Care Capital Projects: Update

1 Introduction

- 1.1 This report provides additional information to enable Services Committee to agree the prioritisation of the capital projects within the remit of the Education and Social Care Department, in line with recent changes to the method by which Capital Projects are ranked for funding. The Report takes account of the proposed changes and additional information requested by Services Committee on 9 October 2008.

2 Links to Corporate Priorities

- 2.1 Investment in capital assets will enable the Council to support the aspirations set out in the Corporate Plan in respect of the following service areas – Community Care, Children's Services, Schools, Sport and Leisure, and Shetland College.
- 2.2 The Council's Corporate Plan includes reference to the following specific capital projects:
- "Complete a review of services for Long Term Care, young adults with physical disabilities and the Eric Gray Resource Centre.
 - Complete strategies for Long Term Mental Health and Joint Respite Care.
 - Complete feasibility studies or necessary capital works, including Viewforth and Isleshavn Care Centres.
 - Progress the Joint Occupational Therapy Service and Resource Centre.
 - Consider investment decisions on the replacement of Leog, Laburnum and the Bruce Family Centre
 - Improve our teaching facilities by completing the new Anderson High School and Mid Yell Junior High School."

3 Background

- 3.1 In the last cycle of meetings, the Council changed the mechanism by which it wishes to assess the relative priority of capital project proposals [Minute Reference 122/08]. Under the new system, there will be no points system to determine priorities. Instead, each Committee will decide the relative priority of each project, based on the Committee's aspirations for service developments over the next 4-5 years. The Council has agreed that the need to maintain existing assets will be the first call on available resources.
- 3.2 At the October Services Committee meeting, I provided a list of the order in which I considered that projects could be prioritised for the Department, together with reasons to justify my approach from a service delivery point of view.
- 3.3 Members of Services Committee made some specific suggestions for changes to the ranking order and asked for additional information by way of the potential for projects to secure external grant funding and the impact on service delivery. The Minute of that meeting is set out in full below.

Prioritisation of Education and Social Care Capital Projects (82/08)

The Committee considered a report by the Executive Director of Education and Social Care.

The Chairperson proposed that the Occupational Therapy Resource Centre, currently ranked ninth, should be moved to the top of the new build list as the project had secured 50% NHS funding and the site had been identified.

Mrs B L Fullerton referred to the elderly population projections and noted that the proposed Community Care projects did not include any proposals to extend current care homes or to build new care homes. Mrs Fullerton said that with the requirements for this type of care increasing there was a need to look at future provision.

Mr A S Wishart requested that a report be prepared for the next Council meeting on the present level of reserves and the impact on the current financial crises. Mr A J Cluness clarified that a report was currently being prepared and would be presented to Council in October.

Mrs I J Hawkins noted that the new science block at the Scalloway School had not been included in the Schools Services priority ranking order. The Executive Director explained that the projects which had been included had been considered as live projects, however the science block would be added to the list.

Mr A T J Cooper proposed that community effort should be ranked at the top of the list of priorities and made a plea for Members to set aside the rolling programme for community effort for the lifetime of this Council. He referred to the Sports and Leisure Services remit and moved that Capital Grants to Voluntary Organisations and Water Based Facilities are combined into one single rolling programme, and that Park Equipment

and Play Areas are combined in a single rolling programme. Regarding Capital Grants to Water Based Facilities, Mr Cooper proposed that the Council could fund one marina each year for the lifetime of this Council. Mr A J Cluness seconded.

Mr A G L Duncan stated that he was totally opposed to Mr Cooper's proposal, and said that the priority areas should be Social Care, Education and Housing. Mr A G L Duncan moved as an amendment that Sports and Leisure services should be abolished completely. However this did not receive a seconder.

During the discussion Dr J W G Wills said that he generally agreed with Mr Cooper's proposals, however he did not regard marinas in Shetland as a priority. Mr R C Nickerson said that he supported Mr Cooper, however he had concerns regarding how new projects would get into the system.

Dr Wills then referred to the proposed ranking of the Schools Services projects, and proposed that the Lerwick Library Refurbishment should be ranked below Lerwick Primary Provision. Mrs C H J Miller seconded.

Mr G Robinson noted that the additional classrooms at Happyhansel Primary School had been ranked sixth in priority, however he explained that there was a pressing need for the additional classrooms to be built.

Mr B L Fullerton referred to Recommendation 10.1 (d) and asked that the further report should include details on the exploration of external funding, and the effect on service delivery on future projects should current facilities not be fit for purpose.

Mr L Angus commented that there were clearly restrictions on the Council's aspirations. Mr Angus moved that with the exception of the Occupational Therapy Resource Centre, the Executive Director take forward the issues raised, and report back to the next meeting. Mr A S Wishart seconded.

4 Proposed Ranking for Education and Social Care Department Projects

- 4.1 Appendix 1 contains the list of projects, as originally ranked by me for the October meeting. I have expanded the summary information provided to include the estimated cost of, or budget for each project or rolling programme, the likelihood of securing external funding, together with an extended summary of the impact of service issues, as agreed at Services Committee. Any project which has the potential to improve the health and well-being of the population would be suitable for potential funding from NHS Shetland. However, the current arrangement in place through the Head of Finance means that there is no overall benefit to the Council's reserves from a contribution towards the cost of capital by NHS Shetland.
- 4.2 Appendix 2 contains the proposed ranking order, taking account of the suggestions made at Services Committee in October, as follows:

- The Occupational Therapy Resources Centre is the Committee's number one new build priority;
- The Lerwick Primary School provision is inserted ahead of the Lerwick Library Redevelopment project. By way of background information, a summary condition survey of Bells Brae and Sound Primary Schools is attached as Appendix 3.
- The Science Laboratory at Scalloway Junior High School has been included, and ranked by me as project number 24 in terms of service need. A detailed justification for this project is included at Appendix 4, similar to those produced for the October meeting.
- The Sport and Leisure programmes for Capital Grants and Parks and Play Areas have been combined, as suggested, and given a higher priority ranking at numbers 3 and 4.
- I have also included the Halls of Residence project, which was omitted in error from my original list, as project number 23. The Brief for this project will be developed once the Anderson High School project is underway and the way forward from the "Education Blueprint" is agreed.

4.3 The potential to secure external funding for projects being supported through the Capital Grants to voluntary Organisation - General and Water Based Grants Schemes has been analysed separately and included as Appendix 5.

4.4 Appendix 5 shows that projects with an estimated cost in excess of £14m are seeking funding from the Council through the General Scheme, but with projects costing in excess of £7.2m, proposed to be funded over the next 5 years. You can also see that the estimated cost of projects seeking funding through the Water Based Facilities Scheme is in excess of £9m. Many of these costs are rough estimates at this stage and therefore actual costs will vary considerably, most probably upwards given the local construction scene at present.

4.5 The level of funding requested for each of the Grant Aid Schemes is not expected to increase even if project costs do e.g. £1.5m for the General Scheme and £2.5m for the Water Based Facilities Scheme over a 5 year period. Accordingly it is hoped that the grant budgets can lever in a considerable amount of external funding, albeit this is not guaranteed.

4.6 In percentage terms the Council's contribution in relation to estimated project costs would be as follows, over the 5 year period:

Capital Grant - General Scheme

$$£1.5m / £7.2m \times 100 = 21\%$$

Capital Grants - Water Based Facilities Scheme

$$£2.5m / £9m \times 100 = 28\%$$

4.7 Members are invited to consider the proposed priority ranking, as expressed in Appendix 2, and make recommendations as to the order in which they wish projects to be ranked for consideration by the Council in the overall capital programmes.

5 Financial Implications

- 5.1 There are no direct financial implications arising from this Report, as the programming and costing of the Capital Projects, once the priority ranking has been agreed, will be developed by the Capital Programme Service, based on the agreed allocation of funding year on year.
- 5.2 The existing Council strategy is based on an annual allocation for capital expenditure of £20m.
- 5.3 The best estimate available of the cost of each of the projects has been provided in Appendix 1. However, at this stage, these estimates should be viewed with a considerable degree of caution (as the specification for the works has not yet been agreed by Services Committee). For some projects, the ideas are at too early a stage to provide estimates of cost at this stage.
- 5.4 The Council agreed, as part of the change to the prioritisation process, that the maintenance of existing assets would be a priority.
- 5.5 On information currently available, the bids for capital investments are more than double the available allocation over the five year period.

6 Conclusions

- 6.1 Appendix 2 puts forward a proposed priority ranking system for the Department for Members to consider, from a political dimension.

7 Policy and Delegated Authority

- 7.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to co-ordinate and monitor the effective use of resources, human, physical and financial, for the provision of those services that are within the remit of the committee. This includes the assessment of need in terms of capital investment, referred to as the Business Case and Feasibility Study stage of the capital programme prioritisation method.
- 7.2 The Council retains full authority for decisions on the Capital Programme. Services Committee is required to make recommendations to the Council as to the priority ranking of projects within its remit.

8 Recommendations

- 8.1 I recommend that Services Committee consider the ranking by Department, set out at Appendix 2 and apply a political overview to the list.
- 8.2 I further recommend that Services Committee recommend to the Council the order in which it wishes to put forward projects for consideration within the overall capital programme.

Project Name	Category	Service Area	Reason for Ranking	Estimate of Cost / Budget £	Potential for External Funding
Fire Upgrades to Care Homes	New Project – Must Do	Community Care	To meet fire regulation and building control standards.	341,768	NHS Shetland
Park Equipment	Rolling Programme – Maintain Existing and Enhancement of Some Assets	Sport and Leisure	Breadth of community benefit for level of investment.	14,000	None
Maintenance / Refurbishment	Rolling Programme – Maintain Existing Assets	Schools	To fulfil health and safety, disabled access and building regulations for existing premises.	545,000 - 1,505,000 (depending on projects)	
Play Areas	Rolling Programme – Maintain Existing and Enhancement of Some Assets	Sport and Leisure	Breadth of community benefit for level of investment.	210,000	There are no known sources of external funding to support an ongoing LA rolling programme for this type of projects.
Capital Grants to Voluntary Organisations (General)	Rolling Programme – Maintain Existing and Enhancement of Some Assets	Sport and Leisure	Breadth of community benefit for level of investment.	300,000	See separate sheet

Anderson High School Replacement, including moving Train Shetland from premises at the Knab	New Project – Need to Do	Schools	Long term stated policy that this is the Council's number one capital investment priority, in order to resolve the condition of the current school and to deliver continuity of service for AHS pupils.	49,000,000	Head of Finance exploring a leaseback arrangement with Shetland Charitable Trust so cost to SIC Capital Programme may be zero.
Occupational Therapy (OT) Rolling Programme	Rolling Programme – Create New or Enhance Existing Assets	Community Care	Increasing numbers of service users, with specific service needs, this enable people to remain safe in their own homes for longer.	9,000	
New Temporary Care Home for Lerwick (Montfield)	New Project – Need to Do	Community Care	Delayed Discharge target is zero and this project is key to ensuring that NHS Shetland and SIC achieve that Government target. Contribution towards Council policy of creating an additional 120 care beds by 2024.	-	Capital cost of £2.4m to be met by NHS Shetland in first instance.
Occupational Therapy Resource Centre	New Project – Need to Do	Community Care	Target to reduce waiting times and numbers, with a focus on enabling service users to remain safe in their own homes for longer. Current premises facing significant health and safety challenges.	2,700,000	NHS Shetland (50%)

Leog Replacement	New Project – Need to Do	Children's Services	Statutory duty to provide suitable accommodation for Looked After Children. Current facility not fit for purpose due to limitations on layout and use of space.	300,000	
Eric Gray Replacement	New Project – Need to Do	Community Care	Current facilities not fit for purpose and increasing demand for services for people with specific and identified service needs into adulthood.	7,000,000	NHS Shetland
Shetland College Extension	New Project – Need to Do	Shetland College	Key project for population retention and skills development for current and future skills and training needs.	4,522,000	Funding Council £300,000. ERDF application for £1.8m.
Little Tikes	New Project – Need to Do		Fragility of current premises and voluntary management arrangements	383,000	ERDF grant, up to 40% of eligible costs.
Lerwick Library Redevelopment, including replacement premises for Adult Learning	New Project – Need to Do	Schools	A project which will enhance existing services and facilities, where the design work is well developed.	2,477,000	

Laburnum Replacement	New Project – Need to Do	Children's Services	Services for children and young people with specific and significant identified care needs. Current facility not fit for purpose due to limitations on space needs and layout.	2-3,000,000	NHS Shetland
Replacement Viewforth	New Project – Need to Do	Community Care	To contribute to increasing the number of care beds by 120 by 2024 and meet Care Commission standards for residential accommodation.	3,600,000 (care centre) 1,200,000 (extra care housing)	NHS Shetland
Replacement Isleshavn	New Project – Need to Do	Community Care	To contribute to increasing the number of care beds by 120 by 2024 and meet Care Commission standards for residential accommodation.	4,200,000 (care centre) 960,000 (extra care housing)	NHS Shetland
Family Centre	New Project – Need to Do	Children's Services	Early intervention services for children and families. Current facility not fit for purpose due to limitations on layout and use of space.	Not yet known.	
Older People's Rolling Programme for new care places	Rolling Programme – Create New or Enhance Existing Assets	Community Care	To contribute to increasing the number of care beds by 120 by 2024, by extending and re-modelling existing facilities.	1,500,000 - 2,000,000 pa annum	NHS Shetland

Sandwick JHS Additional Classrooms	New Project – Need to Do	Schools	Project dependent on new housing developments proceeding, current facilities are adequate to meet existing numbers.	451,600	
Happyhansel Primary School Additional Classrooms	New Project – Need to Do	Schools	Project dependent on new housing developments proceeding, current facilities are adequate to meet existing numbers.	300,000	
Lerwick Primary Provision	New Project – Aspirational	Schools	Existing facilities meet current requirements; this project will plan for longer term requirements.	Not yet known.	
Indoor Children's Activity Centre (former Islesburgh Squash Courts	New Project – Aspirational	Sport and Leisure	Enhancement of existing service provision.	850,000	There are a number of potential sources that could be explored. These include the Big Lotter Fund and Sportscotland.
Capital Grants to Water Based Facilities	Rolling Programme –New and Enhanced Assets	Sport and Leisure	More targeted community benefit.	500,000	See separate sheet
Halls of Residence	New Project – Need to Do	Schools	Linked to new Anderson High School project. Revised Brief yet to be developed.	Not yet known.	
Scalloway Science Room Extension	New Project - Aspirational	Community Care	To extend range of science courses.	Not yet known.	

No	Project Name
1	Fire Upgrades to Care Homes
2	Park Equipment
3	Maintenance / Refurbishment
4	Play Areas
5	Capital Grants to Voluntary Organisations (General)
6	Anderson High School Replacement, including moving Train Shetland from premises at the Knab
7	Occupational Therapy (OT) Rolling Programme
8	New Temporary Care Home for Lerwick (Montfield)
9	Occupational Therapy Resource Centre
10	Leog Replacement
11	Eric Gray Replacement
12	Shetland College Extension
13	Little Tikes
14	Lerwick Library Redevelopment, including replacement premises for Adult Learning
15	Laburnum Replacement
16	Replacement Viewforth
17	Replacement Isleshavn
18	Family Centre
19	Older People's Rolling Programme for new care places
20	Sandwick JHS Additional Classrooms
21	Happyhansel Primary School Additional Classrooms
22	Lerwick Primary Provision
23	Indoor Children's Activity Centre (former Islesburgh Squash Courts)
24	Capital Grants to Water Based Facilities

No	Project Name
1	Fire Upgrades to Care Homes
2	Maintenance / Refurbishment
3	Play Areas and Park Equipment
4	Capital Grants to Voluntary Organisations (General) and Capital Grants to Water Based Facilities
5	Occupational Therapy (OT) Rolling Programme
6	Anderson High School Replacement, including moving Train Shetland from premises at the Knab
7	New Temporary Care Home for Lerwick (Montfield)
8	Occupational Therapy Resource Centre
9	Leog Replacement
10	Eric Gray Replacement
11	Shetland College Extension
12	Little Tikes
13	Lerwick Primary Provision
14	Lerwick Library Redevelopment, including replacement premises for Adult Learning
15	Laburnum Replacement
16	Replacement Viewforth
17	Replacement Isleshavn
18	Family Centre
19	Older People's Rolling Programme for new care places
20	Sandwick JHS Additional Classrooms
21	Happyhansel Primary School Additional Classrooms
22	Indoor Children's Activity Centre (former Islesburgh Squash Courts)
23	Hall of Residence
24	Scalloway Junior High School Science Block

Appendix 3

Summary Sheet - Feasibility Study Lerwick Primary Schools

Bells Brae Primary School Main defects/issues

Failed curtain walling to three-storey block.

- *Contract underway to replace cladding 2008/2009.*

Disabled access issues throughout building.

- *Issues will be eliminated with the completion of an access contract due for completion October 2008.*

Air Conditioning issues throughout the school.

- *Pilot scheme carried out, air conditioning installed on the ground floor. If successful further schemes should be installed.*

Games hall roof and upper floor escape route coverings are at the end of their effective life and water ingress through these coverings is an issue. These coverings will need replacing in the short term.

- *No scheme in place to carry out these works.*

Boiler house and calorifier require refurbishment.

- *No scheme in place to carry out these works.*

Electrical distribution system requires some upgrading.

- *No scheme in place to carry out these works.*

Car parking is a major issue. The school has in the region of 90 staff but only 30 car parking spaces. There is no clear answer for this issue and further investigation would be required into off site parking.

Sound Primary School

Main defects/issues

Asbestos tiled roof coverings are coming to the end of their effective life and will require replacing within 5 years.

- *No scheme in place to carry out these works.*

Areas of poor render finishes and dated window installations.

- *No scheme in place to carry out these works.*

Some electrical and plumbing installations are dated and require upgrading.

- *No scheme in place to carry out these works.*

Schools Service or occupants have not raised any issues regarding the accommodation provision. However the site does offer the potential for expansion should they wish to expand on this site.

Scalloway Junior High School – Additional Science Accommodation

Purpose / Objectives / Service Need - identifying the service need and what would happen if the capital investment did NOT happen.

Additional accommodation is required to be added to the science department to allow the school to offer a wider a choice of science courses. It would be expected that that the main subject taught in this area would be physics however a new room would be equipped to offer the full range of science subject. Without this extension the school is likely to be constrained in the range of options that it can offer pupils.

Social / Economic / Environmental impacts

- The proposed extension would offer an enhanced facility for the community to access during out of school hours.
- The school currently employs approximately 4 members of staff who deliver science subjects on a full time or part time. Over a period of 10 years the extension would expect to directly benefit 300 pupils.
- It is expected that this contract would be attractive to local contractors.

Legal Obligations

The Education authority has a statutory duty under The Standards in Scotland's Schools etc Act 2000, to provide:

- accommodation to “secure the education is directed to the development of the personality, talents, and mental and physical abilities of the child or young person to their fullest potential.

Financial Impacts - capital and ongoing running costs

Probable costs of £330,000 est.

There will be an additional revenue cost in maintenance. This is estimated to be c. £1600 per annum.

Options for considering how to deliver objectives / service need.

The feasibility study for this project is outdated and would need to be revisited.

Organisation Name	2009/10	2010/11	2011/12	2012/13	2013/14		Total Project Costs (Estimated)
Contractual commitments c/fwd							
Shetland Golf Club	£10,000.00	£10,000.00	£10,000.00	£10,000.00	£10,000.00	Shetland Wide	£10,000.00
Sandness Public Hall	£50,000.00	£40,000.00	£5,000.00			West Mainland	£190,000.00
North Unst Public Hall (Haroldswick)	£50,000.00	£40,000.00	£5,000.00			North Isles	£230,000.00
Cunningsburgh History Group	£50,000.00	£35,000.00	£5,000.00			South Mainland	£250,000.00
North Roe and Lochend Public Hall	£35,000.00	£5,000.00				North Mainland	£75,000.00
Ness Boating Club	£20,000.00	£5,000.00				South Mainland	£30,000.00
Bressay Sports Club	£50,000.00	£38,000.00	£5,000.00			Lerwick & Bressay	£238,000.00
Sullom and Gunnister Public Hall	£5,000.00	£35,000.00	£45,000.00	£5,000.00		North Mainland	£276,000.00
St. Olaf Community Club (Ollaberry Hall)	£5,000.00	£35,000.00	£45,000.00	£5,000.00		North Mainland	£275,000.00
Hillswick Public Hall	£10,000.00	£5,000.00	£45,000.00	£35,000.00	£5,000.00	North Mainland	£300,000.00
Shetland Ladies Hockey Association	£5,000.00	£12,000.00	£25,000.00	£50,000.00	£25,000.00	Shetland Wide	£1,000,000.00
Bixter Public Hall	£5,000.00	£15,000.00	£30,000.00	£33,000.00	£5,000.00	West Mainland	£150,000.00
South Nesting Public Hall	£5,000.00	£15,000.00	£40,000.00	£5,000.00	£5,000.00	North Mainland	£150,000.00
Unst Boating and Swimming Club		£5,000.00	£10,000.00	£20,000.00	£10,000.00	North Isles	£70,000.00
Symbister Public Hall		£5,000.00	£15,000.00	£25,000.00	£50,000.00	North Mainland	£500,000.00
Old Haa Trust			£5,000.00	£15,000.00	£50,000.00	North Isles	£400,000.00
Fair Isle Public Hall			£5,000.00	£20,000.00	£10,000.00	South Mainland	£90,000.00
Walls Marina Users Association			£5,000.00	£10,000.00	£30,000.00	West Mainland	£80,000.00
Skeld Public Hall				£42,000.00	£50,000.00	West Mainland	£800,000.00
Whalsay History Group				£25,000.00	£25,000.00	North Mainland	£2,000,000.00
Whiteness and Wesidale Boating and Sports Club					£25,000.00	West Mainland	£100,000.00
	£300,000.00	£300,000.00	£300,000.00	£300,000.00	£300,000.00	TOTAL	£7,214,000.00

Other Projects on Waiting List	Estimated Funding Required		
Bressay Public Hall	£100,000.00	Lerwick & Bressay	£165,000.00
Uyeasound Boating Club	£45,000.00	North Isles	£100,000.00
Burra Boating Club	£30,000.00	West Mainland	£100,000.00
Brough Lodge Trust	£100,000.00	North Isles	£3,500,000.00
Yell Crafts	£100,000.00	North Isles	£500,000.00
The Equestrian Association of Shetland	£100,000.00	Shetland Wide	£300,000.00
Walls Regatta Club	£30,000.00	West Mainland	£100,000.00
North Nesting Public Hall	£20,000.00	North Mainland	£30,000.00
Strom Park Development Trust	£100,000.00	West Mainland	£600,000.00
Unst Youth Centre Trust	£20,000.00	North Isles	£40,000.00
Fraser Park Trust	£30,000.00	West Mainland	£60,000.00
Skeld Waterfront Development Trust	£100,000.00	West Mainland	£1,000,000.00
Westсандwick Play Area	£100,000.00	North Isles	£250,000.00
TOTAL	£875,000.00	TOTAL	£6,745,000.00

Priority projects	Priority projects	Other projects	Totals
Shetland Wide	2	1	3
West Mainland	3	5	8
North Mainland & Whalsay	7	1	8
North Isles	3	5	8
South Mainland	3	0	3
Lerwick & Bressay	1	1	2
TOTAL	21	13	34

CAPITAL GRANTS TO VOLUNTARY ORGANISATIONS - WATER BASED FACILITIES

Organisation Name	2009/10	2010/11	2011/12	2012/13	2013/14	Total Project Costs (Estimated)
Contractual commitments c/fwd						
Toft Marina Users Association	£365,000.00	£30,000.00	£5,000.00			North Mainland £500,000.00
Sandwick Social Economic and Development Co.	£95,000.00	£5,000.00				South Mainland £802,000.00
HEARD	£5,000.00	£170,000.00	£5,000.00			North Mainland £300,000.00
South Nesting Boating Club	£15,000.00	£235,000.00	£160,000.00	£5,000.00		North Mainland £540,000.00
Gruting Marina Users Association	£5,000.00	£15,000.00	£310,000.00	£85,000.00	£5,000.00	West Mainland £500,000.00
Scalloway Boating Club	£15,000.00	£15,000.00				West Mainland £60,000.00
Whiteness Voe Marina Users Association		£15,000.00	£5,000.00	£285,000.00	£115,000.00	West Mainland £600,000.00
Lerwick Boating Club		£15,000.00	£5,000.00	£95,000.00	£5,000.00	Lerwick & Bressay £400,000.00
Mid Yell Waterfront Trust			£5,000.00	£15,000.00	£370,000.00	North Isles £2,000,000.00
Uyeasound Waterfront Trust			£5,000.00	£15,000.00	£5,000.00	North Isles £3,200,000.00
	<u>£500,000.00</u>	<u>£500,000.00</u>	<u>£500,000.00</u>	<u>£500,000.00</u>	<u>£500,000.00</u>	
Other Projects on Waiting List	Estimated Funding Required					
Symbister Marina Users Association		£100,000.00				North Mainland £200,000.00
Fetlar Boating, Angling and Recreation Club		£100,000.00				North Isles £200,000.00
TOTAL		<u>£200,000.00</u>				TOTAL £9,302,000.00



REPORT

To: Services Committee

20 November 2008

From: Head of Schools

Schools Music Festival 2009 – Appointment of a Co-ordinator

1 Introduction

- 1.1 The purpose of this report is to inform Members of progress towards the Schools Music Festival 2009.

2 Links to Corporate Priorities

- 2.1 The Council will work to create and maintain a culture where individual learners can strive to realise their full potential.

3 Background

- 3.1 The Schools Music Festival is a longstanding feature of the Schools Service annual calendar. Due to administrative difficulties in the Schools Service in 2008, no co-ordinator was appointed.
- 3.2 An alternative to the Music Festival was proposed by Schools Service which was felt to be a workable compromise. However, this did not meet with favour from the music staff.

4 Current Position

- 4.1 Following a Head Teachers' meeting in March 2008, a working group was formed to review the Festival. The Working Group comprised of central staff, head teachers, music teachers and music instructors. It has met several times.
- 4.2 The format of the Festival which has been used for a number of years has been agreed as the format for 2009. This will include classes for secondary pupils and Primary 7 pupils, plus workshops for primary pupils.

- 4.3 The Festival will run from the 9 – 13 March 2009. An external adjudicator has been secured and all venues have been booked.
- 4.4 Following a tendering process supported by Legal and Administration, Atlantic Edge Music Services have been successful in securing the contract to co-ordinate the Festival.
- 4.5 Dedicated administrative support for the co-ordinator has been identified from within Schools Service. Support will also be provided for organising the event from Schools Service Creative Links team, principally through our Cultural Co-ordinator.

5 Proposals

- 5.1 In previous years, co-ordination for the Schools Music Festival has not been secured in a consistent fashion.
- 5.2 This year, and from now on, through the use of a contract, it is hoped the Festival is now on a firm footing.

6 Financial Implications

- 6.1 There are no financial implications arising from the content of this report. Funding for the Schools Music Festival comes from the Youth Music Initiative Formal Fund grant allocation to Shetland Islands Council.

7 Policy and Delegated Authority

- 7.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.

8 Recommendations

- 8.1 I recommend that Services Committee note the contents of this report.

November 2008

Ref: HB/AE/sm

Report No: ED-55-F



REPORT

To: Services Committee

20 November 2008

From: Head of Schools

Free School Meals for all Primary 1 to Primary 3 Pupils from August 2010

1 Introduction

- 1.1 The purpose of this report is to highlight sections of the Concordat between the Scottish Government and all local authorities. In particular the commitment the authority has to provide free school meals for primary 1 to primary 3 pupils from August 2010.

2 Links to Corporate Priorities

- 2.1 The Council will ensure a model for education is developed by 2009 that considers the educational and financial viability for schools and communities and its outputs are then implemented.
- 2.2 The Council will work to create and maintain a culture where individual learners can strive to realise their full potential.

3 Background

- 3.1 The Concordat signed in November 2007 between the Scottish Government and all local authorities determined the financial settlement for all Councils up to and including the financial year 2010-11.
- 3.2 It includes a specified list of commitments which local authorities have agreed to deliver on. Commitments which have relevance for the School Service are:
- Free School Meals for Primary 1 to Primary 3 pupils from August 2010
 - Reducing class sizes in P1 – P3 to a maximum of 18 and improving early years provision
 - Expanding pre-school provision.

- 3.3 In relation to free school meals for Primary 1 to Primary 3 pupils, the Concordat states that:

“Free school meals – Providing nutritious free school meals for all P1 to P3 pupils in the pilot areas until the end of the current academic year (ie up to June 2008). The remainder of 2008-09 will be taken up with evaluation of the trials. In 2009-10, provided the evaluation of the trials is positive, legislation will be introduced to allow extension of the nutritious free school meals to all pupils in P1 to P3. Assuming the legislation is passed, local authorities will provide free school meals to all P1 to P3 pupils from August 2010.”

- 3.4 In relation to reducing class sizes in P1 – P3 to a maximum of 18 and improving early years provision, the Concordat states that:

“Improving the learning experience for children and young people by improving the fabric of schools and nurseries; developing and delivering A Curriculum for Excellence; and, as quickly as possible, reducing class sizes in P1 to P3 to a maximum of 18 and improving early years provision with access to a teacher for every pre-school child. The provision of additional capital allocation and specific arrangements for local authorities to maintain teacher numbers in the face of falling schools rolls will allow significant progress on this policy over the Spending Review period. Taking into account retirements, the capacity of the universities to train new teachers, changing demographic trends, and the different circumstances across authorities including accommodation pressures, it is recognised that the pace of implementation of class size reduction will vary across authorities depending on local circumstances and needs. Local government will be expected to show year on year progress toward delivery of the class size reduction policy.”

- 3.5 In relation to expanding pre-school provision, the Concordat states that:

“Expanding pre-school provision and making substantial progress towards a 50% increase in pre-school entitlement for 3 and 4 year olds. The entitlement to pre-school provision will be maintained at the new level of 475 hours per annum (equivalent to 38 weeks at 12½ hours) in 2008-09 and 2009-10. This will increase to 570 hours per annum (equivalent to 38 weeks at 15 hours) in August 2010.”

- 3.6 Further sections of this report details the progress made in relation to Free School Meals for Primary 1 to Primary 3 pupils (section 3.3 above).

- 3.7 The cost of the aspects of the Concordat detailed in 3.4 and 3.5 will also have to be absorbed into the current budget, and at this time there is still work to be done to understand the cost and impact of these commitments.

4 Current Position Regarding School Meals

- 4.1 There is already a high uptake of school meals in Shetland, especially in primary. In some schools 100% of pupils in primary take a school lunch. Our average uptake in 2007 in primary was 87.4%.
- 4.2 There are currently on average 250 pupils in each primary class year group in Shetland. This means that for P1-3 there are, on average 750 pupils each year. With an uptake rate of 87.4 %, this equates to an average 656 meals per day in Primary 1-3.
- 4.3 The overall maximum increase in the number of meals we may be required to produce, assuming the legislation generated a 100% uptake would therefore only be 94 meals per day distributed across all of Shetland's 31 schools where meals are provided. As a result we do not anticipate any additional costs to the Service for infrastructure or staffing resulting from providing free meals to all pupils in P1-3.
- 4.4 In 2007 9% of pupils in primary schools in Shetland were entitled to free school meals.
- 4.5 Our current charge per meal in primary is £1.50 for the school session 2008-09. Schools Service increases the charge by 5p or 10p each academic year depending on the level of inflationary increase in the costs of meal supplies.
- 4.6 Meal Supplies revenue estimates for 2009-2010 predict an average cost per meal of £3.54.

5 Implications of Scottish Government Proposals

- 5.1 It is proposed by the Scottish Government that, from August 2010, all pupils in Primary 1 to Primary 3 will receive a free school meal every day.
- 5.2 Given the current economic climate it is envisaged that the cost of meal supplies will increase by 5% over the next financial year, giving an average meal price by August 2010 of £3.72.
- 5.3 It is anticipated that by August 2010, our school meal charge in primary will be £1.60. This income per meal will be lost for pupils in P1-3, and will be the additional cost to the Service. In addition, if we assume that 100% of pupils in P1-3 will take a meal from August 2010, this would mean an overall increase in school meal costs of the equivalent of 94 school meals per day. Currently we produce approximately 656 meals for this age group, with 9% of these being free. From August 2010, this might be 750, all of which would be free.

6 Financial Implications

- 6.1 If we assume that the provision of free school meals to all P1-3 pupils results in school meal uptake in these classes increasing to 100%, the **estimated** increased revenue implications for the authority in the **school year** 2010-2011 are set out below. Figures assume 100% uptake of school meals.

Anticipated Loss of Income

Anticipated Charge Per School Meal for 2010-2011	Expected No of Pupils in P1-3 who would now receive a free meal who didn't before	No of additional Free School Meals Provided to P1-3 for school year 2010-11	Total Cost of Additional Provision in school year 2010-2011 due to loss of income
£1.60	691	131,290	£210,064

Cost of Producing Additional Meals Required Through Increased Uptake

Anticipated cost of Producing a School Meal in 2010-2011	Anticipated additional school meals required per day	No of additional meals required for school year 2010-11	Total Additional Cost
£3.72	94	17,860	£66,440

- 6.2 For the **school year** 2010-2011 the estimated additional revenue implications are approximately £276,504.
- 6.3 For the financial year 2010-2011 the estimated additional revenue implications are approximately £204,613.

7 Policy and Delegated Authority

- 7.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.

8 Recommendations

- 8.1 I recommend that Services Committee note the contents of this report.

November 2008

Ref: HB/AE/sm

Report No: ED-57-F



REPORT

To: Services Committee

20 November 2008

From: Head of Schools

BLUEPRINT FOR EDUCATION IN SHETLAND – UP-DATE

1. Introduction

- 1.1 This report is to provide members with an up-date on the meetings and timetable for the consultation on the Blueprint. It proposes some additions to the meetings schedule of consultation meetings in the communities across Shetland.

2. Link to Council Priorities

- 2.1 In July 2007, the Services Committee agreed a 4-year plan, as the service element of the Council's Corporate Plan. In relation to the Schools Service, the plan states:-

“Shetland schools population projections anticipate a substantial reduction in pupils within a relatively short time frame. The challenge for the authority is, therefore, to develop a modern “blueprint” for the shape of the Service across Shetland for 10 years time. This model will consider the educational and financial viability levels for schools, their host communities as well as important associated issues such as transport requirements. It will consider links with pre-school services and life long, vocational, further and higher education and training. It will consider the development of centres of excellence, focused on particular sectors of the economy across Shetland building on existing high quality facilities. It is anticipated that significant capital investment will be required to bring some schools and facilities up to a modern standard”.

- 2.2 The Council will ensure a model for education is developed by 2009 that considers the educational and financial viability for schools and communities and its outputs are then implemented.
- 2.3 The Council will work to create and maintain a culture where individual learners can strive to realise their full potential.

3. Background

- 3.1 At the Services Committee in November 2007 a report was presented entitled, "Developing a Blueprint for the Education Service". Members considered the report and agreed that:
- (a) the key drivers should be to provide the best quality educational opportunities and learning environment for all;
 - (b) in so doing, the opportunity for savings to bring budgets to a sustainable level should be considered; and
 - (c) the final blueprint comes back to Services Committee with an action plan to look at all schools, internal management, the necessary investment required, quality of education, new ways of delivering education and the potential for each school within a realistic timescale.
- 3.2 At the Council meeting in December 2007, the Vice Chair of Services Committee clarified that the revised "Blueprint" should come back to Services Committee in January 2008.
- 3.3 At Services Committee in January 2008 a report was presented entitled, "Developing a "Blueprint" for the Education Service". The Committee agreed to the establishment of the working group to undertake the 'blueprint' review (Min Ref: SC 09/08).
- 3.4 At Services Committee in June 2008 a report was presented to inform members of ongoing work on the Blueprint by the sub-groups of the working group. At that meeting Members requested a seminar on the work undertaken so far on the Blueprint (Min Ref: SC 55/08). This seminar took place on 3 July 2008.
- 3.5 The Blueprint working group met on the 26 June 2008 to review the information which had been gathered by each of the sub-groups, and to agree on emerging issues which would require further exploration. As previously agreed sub-groups were formed to look at quality education and transitions at three stages: Pre-School/Primary, Secondary/Further/Higher and for pupils with Additional Support Needs.
- 3.6 It became clear at the meeting that any Blueprint for Education in Shetland will require to be informed by current Scottish Government policy direction in education.
- 3.7 The specific issues here are:
- The increase in hours within the entitlement to pre-school education;
 - The Skills for Scotland, a Lifelong Skills Strategy;
 - The content of the new Curriculum for Excellence for Scottish Schools as described in Building the Curriculum 3, published in June 2008;

- The current consultation on changes to the National Qualifications Framework in Scotland, which runs until 31 October 2008.

3.8 At Services Committee in August 2008 a report was presented for approval which set out the key issues from the three sub-groups, Pre-School/Primary, Secondary/Further/Higher and Additional Support Needs.

4 Current Situation

4.1 At Services Committee on 9 October 2008 a report was presented for approval on the proposed methods of consultation with each stakeholder group and the format for the key issues. This has formed the questionnaire which is being widely distributed across Shetland.

4.2 The Community consultation meetings have begun and have been well attended.

- Monday 3 November Central Mainland 54 people attended
- Tuesday 4 November Fetlar 8 people attended
- Sunday 9 November Skerries 26 people attended
- Monday 10 November South Mainland 33 people attended

4.3 Unfortunately due to weather the meetings for Fair Isle and Foula have had to be changed.

5. Emerging Issues

5.1 Within each area of Pre-School/Primary, Secondary/Further/Higher and Additional Support Needs, the Working Group identified critical issues both national and local, which require further consideration as they will impact on how any Blueprint for Education in Shetland may look in the future.

5.2 The Skills for Scotland strategy challenges us to seek to put in place cohesive structures for learners, as follows:

- Simplifying structures to make it easier for people to access the learning, training and development they need, including formal and informal learning by merging a number of bodies into one, focussed on skills.
- Ensuring that *Curriculum for Excellence* provides vocational learning and the employability skills needed for the world of work and is the foundation for skills development throughout life.
- Achieving parity of esteem between academic and vocational learning, recognising that vocational learning is a valuable alternative to the academic pathway and important to all.

- Encouraging providers to see themselves as part of a continuum of provision - links in a chain - which helps individuals to see the relevance of learning to them, progress in their learning and make full and effective use of the skills they have acquired. Judging that system by how well it serves those who need the most support.

6. Proposals

- 6.1 The schedule of the Community Consultation meetings are attached as Appendix A. Three additional meetings have been set up as parents evenings clashed with the original proposed dates for Central, South Mainland and North Mainland. These dates will be advertised across the local media over the next few weeks.

7. Financial Implications

- 7.1 There are no financial implications from this report. The resources required for the proposed consultation will be met from existing resources. There is a budget code, GRE 1522, which has been established and all associated costs are being recorded and will be reported back to Committee at the end of the consultation period.

8. Policy and Delegated Authority

- 8.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.

9. Recommendation

- 9.1 I recommend that Services Committee note the proposed additional dates.

November 2008

Our Ref: HB/sm

Report No: ED-56-F

Visits to Communities to discuss Blueprint

27 October to 19 December 2008



Date	Location	Venue	Time	Personnel	Group Facilitators	Clerical
30 October	Facilitators meeting	Islesburgh Room 10	4pm and		Jake Williams James Johnston Louise Jamieson	
30 October	Facilitators meeting	Islesburgh Room 10	6pm		Mandy Henderson Linda Thomson Philip Ashley-Smith	
31 October	Members Seminar	Islesburgh Room 12	10am	H Budge		
Monday 3 November	Central Mainland	Scalloway Junior High School	7pm	J Reyner	R Sim, QIO Mary Scott, CLDO Philip Ashley-Smith, AS J Gear, HT T Johnston, HT	Heather
Tuesday 4 November	Fetlar	School	7.45pm	G Smith	J Edwards, QIO Paul Gill PC Chair	Heather
Wednesday 5 November	Fair Isle	School Hall	11am	J Reyner	Head Teacher Lise Sinclair	Katie
Friday 7 November	Foula	School Hall	11am	A Edwards	Head Teacher PC Chair	Jocelyn
Sunday 9 November	Skerries	Skerries Hall	4.15pm	H Budge	R Sim, QIO Head Teacher PC Chair	Katherine

Monday 10 November	South Mainland	Sandwick Junior High School	7pm	A Edwards	C Geldard, ESO G Smith Pat Christie, CLDO Jake Williams, AS Head Teachers PC Chair	Heather
Tuesday 11 November	Whalsay	Whalsay School	7pm	G Smith	R Sim Maureen Stewart, CLDO Philip Ashley-Smith, AS Head Teacher PC Chair	Susan
Thursday 13 November	Lerwick	Sound Primary School	7pm	H Budge	J Cuthbert A Nicol June Porter, CLDO Bill Crook, CLDO Pat Christie, CLDO Mary Scott, CLDO Philip Ashley-Smith, AS Louise Jamieson, AS Sylvia Crook Head Teachers PC Chair	Heather/Susan
Monday 17 November	Unst	Baltasound JHS	7pm	J Reyner	Robert Thomson, CLDO Linda Thomson, AS Andy Spence, HT PC Chair	Katherine
Wednesday 19 November	Fair Isle (rescheduled)	School Hall	11am	J Reyner	Head Teacher PC Chair	Katie
Tuesday 25 November	Papa Stour	Papa Stour Primary School	Open from 9am	H Sutherland	Bill Crook	Katie

Tuesday 25 November	North Mainland	Brae High School	7pm	H Sutherland	J Reyner, QIM L Roberts, QIO C Geldard, ESO Maureen Stewart, CLDO James Johnston, AS Head Teachers Karen Hetherington, PC Chair Lunnasting. Anne Robertson, PC Brae. S Henry, CPD	Carol
Tuesday 25 November	Lerwick	Sound Primary School	7pm	H Budge	J Cuthbert, QIO G Smith Bill Crook, CLDO Mary Scott, CLDO June Porter, CLDO Mandy Henderson, AS Louise Jamieson, AS Sylvia Crook Head Teachers PC Chair	Heather / Jocelyn
Wednesday 26 November	Yell	Mid Yell JHS	7pm	H Budge	J Reyner, QIM J Edwards, QIO Robert Thomson, CLDO Linda Thomson, AS Head Teachers PC Chair	Susan
Wednesday 26 November	Bressay	Bressay Primary School	7.15pm	G Smith	J Cuthbert, QIO June Porter, CLDO Mandy Henderson, AS Head Teacher N Wagstaff, PC Chair	Katie
Thursday 27 November	West Mainland	Aith Junior High School	7pm	A Edwards	M Spence, QIO C Geldard, ESO Mary Scott, CLDO Jake Williams, AS Head Teachers Sylvia Mercer, PC Chair	Carol

Tuesday 2 December	Central Mainland	Scalloway Junior High	7pm	J Reyner	Sylvia Crook Jerry Edwards Philip Ashley Smith Bob Sim	Heather
Wednesday 3 December	North Mainland	Brae High School	7pm	tbc	Philip Ashley-Smith	tbc
Wednesday 3 December	South Mainland	Sandwick School	7pm	A Edwards	Gillian MacElvogue Christine Geldard AS staff CLDO	tbc
Friday 12 December	Foula (rescheduled)	School Hall	11am	A Edwards	Head Teacher PC Chair	Jocelyn

REPORT

**To: Services Committee
CHP Committee
Shetland NHS Board**

**20 November 2008
4 December 2008
9 December 2008**

From: Head of Community Care

**Report No: SC-14-08F
Community Health & Care Partnership (CHCP) Update Report**

1. Introduction

- 1.1 This report presents an update on progress made with CHCP development priorities for 2008/09 and identifies areas that are a cause for concern.
- 1.2 Members of SIC Services Committee, the CHP Committee and Shetland NHS Board are asked to note the contents of the report and make comments if they so wish.

2. Links to Corporate Priorities

- 2.1 Community Care Services contribute to the corporate priorities of the Council and Shetland NHS Board in the following areas:-
 - improving health
 - promoting equal opportunities
 - promoting social justice
 - enabling active citizenship
 - community safety
 - achieving potential
 - strengthening rural communities.
- 2.2 The principal aim of community care is to enable people with assessed needs to live as normal a life as possible in their own homes or in a homely environment in their local community.
- 2.3 The Community Care Service will provide or purchase services to meet the assessed needs of vulnerable people in the Shetland community who cannot care for themselves through disability, age,

illness or other circumstances, working with the most vulnerable to help them achieve their full potential and reducing social inequalities.

3. Background

- 3.1 The Community Health and Care Partnership Agreement 2008 – 2011 was approved by Shetland NHS Board in May 2008 and by the Council in June 2008 (Min. Ref. SC 44/08.)
- 3.2 The CHCP Agreement sets out the funding and management arrangements that underpin the joint community health and care services in Shetland and the service plans for the next 3 years.
- 3.3 The CHCP Agreement 2008-2011 identifies service development priorities for 2008/09.
- 3.4 This report presents an update on progress made on the CHCP service development priorities at Appendix 1 and reports on the performance monitoring arrangements for community care services.
- 3.5 The National Outcomes Performance Framework for Community Care includes outcome targets based on the national policy framework set out in Delivering for Health, Changing Lives (the report of the 21st Century Social Work Review) and Joint Future.
- 3.6 The National Outcomes Framework is based on six interlocking themes:-
 - service user satisfaction
 - faster access to services
 - better support for carers
 - quality assessment and care planning
 - identifying those at risk
 - moving services closer to service users.
- 3.7 A self-evaluation of Shetland's performance in these areas during 2007/08 was submitted to the Planning Improvement and Outcomes Division (PIOD) of the Scottish Government earlier in the year and is attached below at Appendix 2 for information. Performance against Shetland's Local Improvement Targets from 1 April to 30 September 2008 is attached at Appendix 3.
- 3.8 Representatives of the Scottish Government's Joint Improvement Team (JIT) which is part of the PIOD visited Shetland on 5th and 6th November 2008 and advised that Shetland is performing above the

Scottish average in most areas and demonstrating good performance in terms of the shift in the balance of care to the community and reducing unnecessary admissions and time spent in hospital.

- 3.9 From 2009 it is expected that statutory performance monitoring mechanisms will be simplified and that key performance indicators will be reflected in Shetland's Single Outcome Agreement.
- 3.10 One of the main challenges facing health and care services locally is the difficulty in recruiting staff in sufficient numbers to support increasing levels of need.
- 3.11 The policy framework supporting the recruitment of care workers means that frontline managers can recruit people with little or no experience as trainees and use career graded posts to allow staff to progress through to senior social care worker. Managers can adjust the hours of posts to suit service needs and use flexi contracts to offer more workers guaranteed hours. More work is needed to promote these opportunities to attract people into health and care roles.

4. **Proposals**

- 4.1 Members will note from the information in Appendix 1 that, due to vacancies at service manager level, there have been delays in starting work on the following:
 - Review of services for younger adults with physical disabilities including supported accommodation and services provided at Montfield Hospital;
 - The development of a Joint Respite Strategy;
 - The investigation of options for better integration of Children's Services in the organisation and the work of the Community Health & Care Partnership; and
 - The review of all out of hours service provision across the CHCP.
- 4.2 It is proposed that the immediate priorities in the current financial year should be:
 - 4.2.1 recruitment of frontline staff and to the three vacancies in the CHCP management team i.e. Service Manager Occupational Therapy, Service Manager Community Care Resources and Primary Care Manager;
 - 4.2.2 to continue to work to reduce the waiting list for an OT assessment; and

4.2.3 to implement the CHCP Commissioning Strategy to promote Best Value and support joint working with voluntary and not-for-profit service providers locally.

4.3 The priority targets will continue to be:

4.3.1 to maintain the position of zero discharges from hospital delayed by more than six weeks; and

4.3.2 to support increasing numbers of older people in their own homes in the community as far as possible.

5. **Financial Implications**

5.1 There are no financial implications arising directly from this report.

6. **Policy and Delegated Authority - SIC¹**

6.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on the matters with approved policy and for which there is a budget.

7. **Conclusions**

7.1 The Council and NHS Shetland continue to work well together to deliver a range of high quality community health and care services.

7.2 The good performance against the national performance framework for community care has been acknowledged by the Joint Improvement Team of the Scottish Government.

7.3 The priority targets for the CHCP are to maintain the position of zero discharges from hospital delayed over 6 weeks and to maintain increasing number of older people in their own homes.

¹ For Shetland Islands Council Services Committee only

8. Recommendations

I recommend that Members of SIC Services Committee, the CHP Committee and Shetland NHS Board:-

- i. note the information presented in this report and its Appendices; and
- ii. comment if they so wish.

Date: 11 November 2008
Ref: CF'AN'14'08

Report. No. SC-14-08F

Action Plan on Main Priorities from Community Health & Care Partnership Agreement

Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
1. To maintain the position of zero discharges from hospital delayed by more than six weeks	Head of Community Care	To implement actions identified in Discharge Action Plan. To continue to explore innovative solutions.	Ongoing	No one is inappropriately placed in a hospital setting	Target achieved by national deadline of 1 April 2008. Zero position maintained to date.
2. To support increasing numbers of older people to remain in their own homes or in homely environments in their local communities.	Head of Community Care	To continue to develop flexible, responsive care at home services in all localities across Shetland. To promote self-care and self-managed care.	Ongoing	The local target is for 40% of all older people receiving care services long term to be supported at home.	Care staff in the community and home helps have been offered contracts with guaranteed minimum hours. Flexi-contracts with annualised hours have been introduced. Work on generic health and care workers is at the pilot stage.
3. To complete the detailed design work for replacement facilities for Viewforth and Isleshavn.	Service Manager Community Care Resources Wolfgang Weis	To complete the design work and detailed costings and present to the Council for inclusion in the capital programme	TBA	To increase the number of places available for residential care and ensure all care centres meet national standards.	Architect for Isleshavn has been appointed and work on the detailed design has started.
4. To develop a temporary-based care home at Montfield	Head of Community Care	To make the best use of the space available at Montfield to create additional care home places in the short term.	Contract to be awarded November 2008	To reduce the number of people waiting for a residential care placement and help maintain the position of zero delayed discharges.	Tenders for the work have been received and reports are being prepared for Shetland NHS Board and the Council informing both agencies of the outcome.

TBA: To be advised

13/11/2008

Action Plan on Main Priorities from Community Health & Care Partnership Agreement

Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
5. To prepare a detailed plan of proposed service developments that will increase the capacity of community care services to meet the anticipated increase in support needs, including built environments, of the Shetland community due to the ageing population.	Head of Community Care	Pull together all the existing work on population projections, Montfield, Isleshvn and Viewforth in a briefing paper and project plan.	Dec 2008	Clarity on way forward in the longer term. Committed action plan to meet increasing needs levels in an ageing population.	Timescales for the Montfield Care Home development will be confirmed once the contract has been awarded. A detailed plan with indicative timescales will be presented to the Council and Shetland NHS Board in January 2009.
6. To fully implement the revised management and governance arrangements of the CHP and update the Scheme of Establishment of the CHP accordingly.	Head of Community Care	Complete recruitment to vacancies in the CHCP Management Team. Redraft Scheme of Establishment to reflect new structures and any comments from the Scottish Government.	April 2009 Sept 2009	More efficient streamlined governance arrangements. Increased capacity at managerial level to take forward service developments.	Revised management structure approved. Service Manager Mental Health started in post on 15 September 2008. Service Manager OT post has been re-advertised and interviews arranged for 17 November 2008. There are two further vacancies in the CHCP Management Team - Service Manager Community Care Resource - Primary Care Manager. The recruitment process has been started for both posts.

TBA: To be advised

13/11/2008

Action Plan on Main Priorities from Community Health & Care Partnership Agreement

Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
7. To continue to promote Local Service Delivery Groups (LSDGs) and the Public Partnership Forum Network across Shetland	Head of Community Care	Seminar for SIC councillors to be arranged. Ongoing support of LSDGs is being provided by Planning in Locality Steering Group. Establish CHP reps group.	Dec 2008	To have on-going dialogue with the community on health and care issues.	Chairs of LSDGs are included in meetings of the Steering Group. Further work on the PPF Network is being discussed through Shetland NHS Board Patient Focus Public Involvement Steering Group. The meeting of the Council's Community Services Forum on 12 December 2008 will focus on LSDGs.
8. To agree and implement a joint Commissioning Strategy for the CHCP	Head of Community Care	Draft strategy to be checked by SIC Legal Services and contracts compliance.	Dec 2008	Best Value in health and care service delivery.	The Strategy will be presented to the Council and Shetland NHS Board in Nov/Dec for approval.
9. To meet the requirements of the Adults Support and Protection (Scotland) Act 2007, revising the joint Vulnerable Adults Procedures as appropriate	Service Manager Community Care Fieldwork	To develop and complete training programme. To set up Adult Protection Committee.	Oct 2008	Clear framework providing effective and timeous support for vulnerable adults.	Revised procedures have been approved. Work is in hand to establish the Adult Protection Committee for Shetland. The first meeting is due to take place on 1 December 2008.
10. To complete a review of services for younger adults with physical disabilities including supported accommodation and services provided at Montfield Hospital	TBA	Terms of reference required. Project team to be established and lead officer identified.	TBA	Make appropriate service provision for younger physically disabled adults.	Start delayed due to lack of capacity at management level to lead this service review.

TBA: To be advised

13/11/2008

Action Plan on Main Priorities from Community Health & Care Partnership Agreement

Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
11. To develop a Joint Respite Strategy	TBA	Terms of reference required. Project team to be established and lead officer identified.	TBA	Equitable framework or respite care. More flexible responsive respite care provision.	Start delayed due to lack of capacity at management level to lead this service review.
12. To implement electronic sharing of the Single Shared Assessment, through the work of the Data Sharing Partnership	Data Sharing Manager		April 2009		This work is being supported by the Scottish Government Partnership Improvement and Outcomes Division (PIOD.) Representatives from PIOD visited Shetland on 5/6 Nov to assess progress to date and discuss next steps.
13. To investigate options for better integration of Children's Services in the organisation and work of the Community Health & Care Partnership	TBA	Look at different models of CHP and CHCP structures and governance, regarding integration of children's services.	April 2009	Better integration of services, seamless transitional arrangements from children's services to adult services.	Start delayed due to lack of capacity at management level to lead this service review.

TBA: To be advised

13/11/2008

Action Plan on Main Priorities from Community Health & Care Partnership Agreement

Appendix 1

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
14. To review all out of hours service provision across the CHCP and make recommendations for change as appropriate.	TBA	Identify current situation, gaps, issues, future needs and develop proposals.	April 2009	Robust, streamlined, efficient out of hours service covering a range of disciplines.	Start delayed due to lack of capacity at management level to lead this service review.
15. To promote joint mental health service developments through the CHCP action plans	Service Manager Mental Health	Project plan to be developed based on Mental Health Strategy.		Seamless service provision. Better integrated and more efficient services.	Work is in hand. Areas where good progress has been made include the introduction of the Crisis Support Service being provided by Shetland Link Up.
16. To promote and monitor work on the Well North project locally	Director of Public Health	Initial focus is on Unst and Fair Isle.		To increase the reach of health improvement intervention that delivers anticipatory care for those experiencing health inequalities in remote and rural areas.	Unst and Fair Isle practices are engaged in the project. Data collection has been slow to start but practices have now started to identify their target populations. LSDGs in South Mainland and North Isles have been asked to support the project and the work is being monitored and evaluated as part of the North of Scotland initiative.

TBA: To be advised

13/11/2008

PERFORMANCE REPORTING FOR COMMUNITY CARE FOR 2007/08

Improving outcomes from community care

Commentary on joint performance 2007/08

The purpose of this commentary is to assist the partnership in reviewing and analysing its performance in improving outcomes over the last 12 months, and to promote actions for further improvement in 2008/09 and thereafter. It sets performance on the 6 measures and 5 targets for 2007-08 in the broader outcomes context. **It is for the partnership to decide whether or not to complete it, and/or return it to the Partnership Improvement and Outcomes Division (PIOD).**

Please indicate your understanding of performance against each theme, identify the evidence you have to support this and describe the predominant causes and effects of that performance.

Increasing levels of satisfaction amongst people using community care services

(National Framework Measure 1-3 and any relevant LITs, plus information from any inspection or regulation activity).

A user consultation was undertaken by SWIA during our recent social work inspection (January 2007) and this showed that levels of user satisfaction were already relatively high. In January 2008 we concluded a further user consultation, which was sent out to service users who had had an assessment undertaken in the period April to October 2007. 5 questions within the questionnaire were identical to those in the SWIA consultation and each question returned an increased percentage of people who “agreed” or “strongly agreed” with the statement. Both the SWIA consultation and the SIC/NHS consultation had a 32% response rate.

Faster access to services or support

(National Framework Measures 4-6 and any relevant Its plus information from any inspection or regulation activity).

The Local Improvement Targets give details of the assessment completion targets, overall target is not being met owing to extensive waiting list for OT assessments, Performance Management Reports over the past 18 months have been included to give detail of assessment targets. In 08/09 a number of service plans have been put in place to relieve some of the pressure on OT teams, such as the appointment of additional staff in the community OT service and increased admin support. Also, creation of a joint OT manager post across health and social care..

Better support for carers

(National Framework Measure 7 and any relevant LITs plus information from any inspection or regulation activity).

In our 2007 Local Improvement Targets we set a target of 40 completed Carer’s Assessments during 2007/0, we have met this target by completing 55 assessments in the reporting period. Our Young Carers Strategy is now in place. Recent SWIA inspection showed that satisfaction levels among carers were high in comparison with other local authority areas. A further survey of carers by questionnaire will take place during the next six months.

Care Commission reports consistently report high levels of carer satisfaction with services.

Improving the quality of assessment and care planning

(National Framework Measures 8-10 and any relevant LITs plus information from any inspection or regulation activity).

Revised SSA guidance and procedures were introduced in April 2008 with the SSA form being redesigned to be more user-friendly and to comply with national information standards. As a result of the new procedures, practitioners have been trained on the new SSA guidance and completion of form as well as care planning and care management. 133 people have now been re-trained on the new procedure.

However, an improvement is required on the recording of assessments and reviews as it appears likely that we are still under-reporting.

Increasing pro-active work with people at risk of admission to hospital

(National Framework Measures 11-13 and any relevant LITs plus information from any inspection or regulation activity).

Through the Admissions and Discharges Group, consultant physicians have agreed to make home visits in order to avoid inappropriate hospital admissions. Government return OC2 highlights the number of over 65's with more than one emergency admission and further lists of patients are to be presented to the Admissions and Discharges Group to identify individual cases where an assessment has not been completed.

Moving services closer to patients/people who use services

(National Framework Measure 14-16 and any relevant LITs plus information from any inspection or regulation activity).

The number of people receiving intensive care packages continues to increase. The baseline figure for our Local Improvement Targets in 2004 was 74 people over the age of 65. As at 31 March 2008 there are 93 people over 65 receiving intensive home care. This has constantly met our own target of 35% of all people receiving long-term care, which is higher than the national target of 30%. Currently Shetland supports 41% of all people requiring long term care in their own home.

The number of residential places available is currently 42.0 per 1,000 population over 65. This compares to 44.5 nationally (and for comparison, Orkney 36.3, Western Isles 40.5, Highland 50.7)

Outwith the targets for those receiving intensive care, we have made progress in ensuring that we prioritise delivery of Care At Home services to those who are most in need of them. For example, in 2006 we delivered 2,842 hours to 543 people but in 2008 we delivered 2,720 hours to 447 people, increasing the number of hours of personal care from 1,990 to 2,291. This reflects the current situation whereby the service is increasingly providing less low-level services such as occasional hours to a client to provide shopping or cleaning and prioritising delivery of a service where a client is at more definable risk.

Discussions with the third sector with a view to commissioning more low level services are on-going.

As part of our commitment to provide responsive locality based services, budgetary responsibility has been devolved to care centres in localities across Shetland and service delivery for residential, respite, day care and home care is now co-ordinated from these centres.

National Outcomes and Local Improvement Targets

September 2008

National Outcome	Local Improvement Targets	Baseline 31 March 04	How LIT will be measured	Progress
1. Supporting more people at home as an alternative to residential and nursing care	<ul style="list-style-type: none"> Intensive home care – increasing the number of people over 65 receiving homecare of over 10 hours per week Local target – 35% of all people receiving long-term care Equipment and adaptation services – reduction of number on waiting lists Local target - reduce by 20% 	<p>32% (Amended Outcome – Baseline at 31 March 2006)</p> <p>74 over 65's receiving Intensive Home Care of 220 receiving long-term care.</p> <p>111 clients on waiting list, reduce to 89.</p>	<p>Monthly monitoring reports</p> <p>Monthly monitoring reports</p>	<p>95 clients over age 65 receive Intensive Home Care. A further 114 (residential) + 23 (hospital and waiting list) = 137 receiving long-term care (at 31 Aug 08), 95/232 = 41% Target met</p> <p>86 @ 30 Sep 08 Decrease of 23% Target met</p>

National Outcomes and Local Improvement Targets

September 2008

National Outcome	Local Improvement Targets	Baseline 31 March 04	How LIT will be measured	Progress
2. Assisting people to lead independent lives through reducing inappropriate admission to hospital, reducing time spent inappropriately in hospital and enabling supported and faster discharge from hospital	<ul style="list-style-type: none"> Reducing inappropriate emergency admissions of over 65+ to hospital Local target - to reduce total number by 5% Reducing delayed discharges over 6 weeks. <i>Please note that this is a national target agreed with the Scottish Executive</i> Local target– to maintain current position of zero 	<p>Total number of people over 65 with 3 or more emergency admissions (1/4/03-31/3/04)= 43</p> <p>0</p>	<p>Monthly monitoring reports</p> <p>Monthly monitoring reports</p>	<p>51 in 2007 Target not met</p> <p>0 (Sep 08) Target met</p>

National Outcomes and Local Improvement Targets

September 2008

National Outcome	Local Improvement Targets	Baseline 31 March 04	How LIT will be measured	Progress
<p>3. Ensuring people receive an improved quality of care through faster access to services and better quality services</p> <p>Local targets in calendar days are:</p> <ul style="list-style-type: none"> From referral to initial contact 1day From referral to completion of assessment 20days (10days for simple assessments) From referral to service provision 21days 	<ul style="list-style-type: none"> Improvements in time taken for assessments to be completed Local target – meet target 65% Improvements in time taken for the first part of a care package to be delivered Local target – meet target 55% Increasing number of carers' assessments Local target – increase by 10% 	<p>Time taken between referral and completion of assessment during the period 1/4/03 – 31/3/04, 461 targets met out of 934 = 49%</p> <p>Time taken between referral and provision of service during the period 1/4/03 – 31/3/04, 402 targets met out of 934 = 43%</p> <p><i>Baseline revised (Sept 07)</i> Number of carers' assessments recorded per year = 40</p>	<p>Monthly monitoring reports</p> <p>Monthly monitoring reports</p> <p>Monthly monitoring reports</p>	<p>176 of 371, 47% Decrease of 2%*¹ Target not met</p> <p>Not available</p> <p>19 assessments (in reporting period) Decrease of 5% Target not met</p>

National Outcomes and Local Improvement Targets

September 2008

National Outcome	Local Improvement Targets	Baseline 31 March 04	How LIT will be measured	Progress
	<ul style="list-style-type: none"> User/carer satisfaction with Single Shared Assessment Local target – 25% response to Q'aire & 95% satisfaction Increase nos of SSA undertaken by community nurses and other health professionals Local target – increase proportion of all SSAs to 10% by 31/3/05 	<p>User consultation response rate – 32 % Satisfaction rate – 93 % (January 2008)</p> <p>0</p>	<p>SSA standard questionnaires and any complaints</p> <p>Monthly monitoring reports</p>	<p>Service user consultation – response rate 32% Target Met Satisfaction rate – 93% Target not met</p> <p>4 of 108 completed Decrease to 4% ^{*2} Target not met</p>

^{*1} These figures are affected by the OT Waiting List. Targets met within the Community Care Team average at 81%

^{*2} Under reporting - some work required to identify and record work done outwith Social Care.

National Outcomes and Local Improvement Targets

September 2008

National Outcome	Local Improvement Targets	Baseline 31 March 04	How LIT will be measured	Progress
4. Better involvement and support of carers	<ul style="list-style-type: none"> Increase in people receiving short breaks Local target – increase by 2% 	<p>During the period 1/4/03 – 31/3/04;</p> <p>RESPIRE CARE</p> <p><u>Over 65's</u> Residential respite (where client has carer) = 5,868 residential nights per year;</p> <p><u>18 – 64's</u> Residential respite (where client has carer) = 1,305 residential nights per yr;</p> <p><u>Under 18's</u> Residential respite (Laburnum) = 687 nights per yr;</p> <p>Shared care (Hame fae Hame) = 155 nights.</p> <p>TEMPORARY CARE</p> <p><u>Over 65's</u> 832 nights per yr</p> <p><u>18 – 64's</u> 302 nights per yr</p>	<p>Six monthly (from monthly monitoring reports)</p> <p><i>Note – Increase of respite / temporary care nights by 1.2% across all age groups (Sep 08) Target not met</i></p>	<p>Nos already very high</p> <p>2,936 (for 6 months) 0.1% Increase Target not met</p> <p>872 (for 6 months) 34% Increase Target met</p> <p>436 nights (6 months) 27% increase Target met</p> <p>58 nights (6 months) 25% decrease Target not met</p> <p>317 nights (for 6 months) 24% decrease</p> <p>9 nights (for 6 months) *³ 95% decrease</p>

National Outcomes and Local Improvement Targets

September 2008

National Outcome	Local Improvement Targets	Baseline 31 March 04	How LIT will be measured	Progress
	<ul style="list-style-type: none"> Increase in total hours of respite <p>Local target – increase by 2%</p>	<p><u>Respite at Home hours (Crossroads):</u></p> <p>Over 65's: 4,539 hours</p> <p>Under 65's: 1,553 hours</p>	<p><i>Increase of 38% across all age groups (Sep 08). Target met</i></p>	<p><u>6 monthly figures</u></p> <p>3,920 hours Increase of 73% Target met</p> <p>281 hours Decrease of 64% Target not met</p>

*³ Respite care is recorded where the person receiving the service has an identified carer, otherwise it is classed as Temporary Care. Improvements in recording have meant that the number of nights of Respite Care has increased while the number of nights Temporary Care has reduced.



REPORT

To: Services Committee

20 November 2008

From: Executive Director of Education and Social Care

Social Work Inspection Agency Performance Agency (SWIA) Inspection Reports – Follow Up Report

1 Introduction and Key Decisions

- 1.1 This Report provides Members with a Follow Up Report on the Social Work Inspection, which was undertaken in 2007, to assess the Council's progress towards achieving the agreed actions to address the recommendations from the original inspection. The Report is for noting and progress is generally good.

2 Links to Council Priorities

- 2.1 Effective and efficient Social Work services are key to delivering the Council's priorities of social justice and community safety. Child protection is a principal priority of the Services Committee's and there is a desire to maintain a modern and affordable range of community care services.

3 Background

- 3.1 The Social Work Inspection Agency (known as SWIA) undertook a review of Social Work services during 2007. Their Report with recommendations was published and reported to Members at a Special meeting of Services Committee on 6 August 2007 (minute reference 30/07). A draft framework Action Plan was presented and approved by Committee in October 2007 (minute reference 57/07). The final Action Plan, agreed with SWIA, was approved at Services Committee in January 2008 (minute reference 05/08). Members received a Progress Report at their meeting on 1 May 2008.
- 3.2 The inspection process identified nineteen recommendations for service improvement.
- 3.3 The Social Work Inspection Agency (SWIA) undertook a follow up visit in August 2008, to assess the Council's progress in delivering the Action Plan. This is a routine part of the inspection process.

4 Progress

- 4.1 The Follow Up Inspection Report is included in full at Appendix 1. Out of the 19 recommended actions, SWIA expressed satisfaction at the Council's progress in securing the recommended improvements to systems and services in 9 areas. In 5 areas, SWIA were generally satisfied with progress, but felt that more work was required or progress had been slower than expected.

- 4.2 On 4 occasions, the Council requires to do more work to progress the agreed actions. This applies to the following recommendations:

Recommendation 10: The service should prepare a comprehensive workforce planning strategy to cover short, medium and long term requirements. This should include the consideration of having the right staff in the right place.

Recommendation 12: The service should develop a comprehensive training strategy, and in doing so, should give consideration to getting best value from its training budget.

Recommendation 14: The council should ensure that service plans are clearly linked to available resources as identified in detailed financial plans. Furthermore the service should ensure that it provides full service planning information (including longer term trends) to corporate finance to provide the necessary financial management and planning support required.

Recommendation 16: The quality of financial reporting to members should be improved through enhanced level of analysis and explanation of budget performance. Furthermore, the financial training programme for budget responsible officers (BROs) should be completed as soon as possible to enable them to manage their budgets more effectively.

- 4.3 In one area, SWIA were not satisfied that enough had been done to properly implement a recommendation and they concluded that this should be given a higher priority. This comment is in relation to the following recommendation:

Recommendation 17: The social care risk register should be reviewed to ensure all risks relevant to the service are identified and recorded. It should be monitored regularly to ensure risks are being managed appropriately and are in line with the council's risk management policy which should be reviewed.

- 4.2 Overall, however, SWIA found that the Council, "...had made good progress. A few recommendations had been implemented in full and for the majority good or steady progress had been made. For only a minority was significant more attention required. SWIA will maintain an interest in these and other matters in the course of our ongoing link with Shetland Islands Council."

- 4.3 The Department will continue to undertake the work necessary to fulfil all the agreed actions, within realistic timescales.

5 Financial Implications

- 5.1 There are no direct financial implications arising from this report. Any recommendations which require additional resources will be reported separately for specific decisions.

6 Policy and Delegated Authority

- 6.1 All social work matters stand referred to the Services Committee. The Committee has delegated authority to make decisions on matters within its remit and for which the overall objectives have been approved by the Council, in addition to appropriate budget provision, in accordance with Section 13 of the Council's Scheme of Delegations.

7 Recommendations

- 7.1 I recommend that Services Committee note the findings of the SWIA Follow Up Report, attached as Appendix 1.

Our Ref: HAS/sa

Report No: ESCD-58-F

Sign-off report for Performance Inspection: Shetland Islands Council

Introduction

The Social Work Inspection Agency (SWIA) was established in April 2005 to undertake performance inspections of all of Scotland's local authority social work services. Each inspection focuses on the approach to continuous improvement of the local authority.

SWIA subsequently monitors the implementation of recommendations made in its performance inspection reports, undertaking a follow-up inspection visit one year after publication.

SWIA uses a six point scale in its evaluation of social work services. It does not re-evaluate these when completing the follow-up report, but does indicate if satisfactory progress has or has not been made for each recommendation. This progress report will also highlight any key issues which have arisen since the inspection.

The performance inspection

The performance inspection of Shetland Islands Council took place in March 2007. The inspection report was published in August 2008.

The inspection found that the council's social work services delivered good outcomes for many people who used its services. People were generally positive about their experience of using social work services. This was particularly true for older people and people with learning disabilities.

The workforce was committed and motivated with many staff enjoying their jobs. After a period when the social work service had lacked effective leadership, the appointment of an interim executive director had made a significant difference and strategic leadership was found to be good.

Staff were effectively undertaking the key social work processes of assessment and case management. Many services were of a high quality. There was a commitment to service improvement and a performance management culture was developing.

A number of key areas for improvement were also identified:

- there were some gaps in services, particularly specialist services
- the pace of change was slow
- there were increasing demands on services which needed to be addressed systematically
- service development needed to be more strategic

- financial planning was weak
- awareness of policy and procedures among front line staff required attention, in particular regarding adult protection procedures; and
- commissioning required consideration and development.

SWIA inspects against 10 areas for evaluation. In seven of these areas, the council's performance was evaluated as good. In the remaining three it was evaluated as adequate.

Basis of follow-up report

The performance inspection made 19 recommendations, aimed at improving services. This report will describe progress made in relation to each in turn. This is based on the following activity since the publication of the inspection report:

- consideration and approval of the action plan drawn up by the council to implement the inspection recommendations;
- consideration of the progress reports then submitted on a quarterly basis by the council; and
- a follow-up inspection in the Shetland Islands between 25 and 27 August 2008. As part of this, SWIA inspectors examined documentation and met with service users, carers, staff, senior managers and elected members.

As the focus of SWIA's inspection process is social work services, we refer to these in the rest of this report as **the service**.

Key developments since the performance inspection

The service is part of the education and social care department. At the time of our inspection, a recruitment process was underway to fill the post of executive director of education and social care on a permanent basis. Hazel Sutherland was appointed to the post. The post does not require a social work qualification, and as such, arrangements were made for the Service Manager (Community Care - Fieldwork) to fill the role of Chief Social Work Officer (CSWO).

An important finding of the inspection was the limited capacity within the department for service planning and development. The new executive director reviewed the management structure of the department and the council agreed funding to allow the establishment of new management posts within both community care and children and families services. Diagrams of the amended structures are attached as appendices at the end of this report.

At the time of the inspection, the council consisted of 22 independent elected members. This remained the case after the local government elections in May 2007, although significantly, two thirds of the members were new. We met with two of these elected members as part of a focus group. They told us they had been provided with a great deal of training and briefings.

As part of the Scottish Government's concordat with local government, the council agreed its Single Outcome Agreement (SOA) with the government shortly before the

follow-up inspection. The SOA had been prepared on a community planning partnership basis.

The Performance Inspection recommendations

Recommendation 1: The service should systematically gather information on outcomes for people who use services.

The service had taken a range of actions on this recommendation. A questionnaire was distributed to almost 150 community care service users and carers in November 2007 which attracted a response rate of 32%.

The questionnaire asked 13 questions and the responses were generally very positive. Five of the questions were the same as in SWIA's survey of service users in January 2007. In all five, the level of satisfaction had improved since the SWIA survey. For example, 76% of respondents either strongly agreed or agreed that they had seen the written assessment of their needs. This compared to 56% in the SWIA survey. Similarly 71% (compared to 50% in the SWIA survey) confirmed that they had been given choices about the type of services they received. In 11 of the 13 questions, the level of agreement was 80% and above.

Further surveys were planned on a six-monthly basis as part the quality assurance framework. A questionnaire had also been distributed to children and young people, the results of which were in the process of being analysed. Plans were also being developed to involve the Shetland Youth Information Service (SYIS) as a vehicle for obtaining the views of children and young people.

A focus has also been given to achieving a more comprehensive use of information systems as a means of generating performance and outcomes data. This now includes exception reporting on the completeness of social work records.

We were satisfied with the action the service had taken in meeting this recommendation.

Recommendation 2: The service should review its administrative structure and should ensure that administrative staff are included in the employee review and development programme.

At the time of our inspection, administrative staff stood out as the staff group amongst whom morale was lowest. The majority who responded to our staff survey disagreed that morale in their team had been good for the previous six months. They were particularly concerned about the proposals for single status, which as they stood, would adversely affect them.

The service had taken the following action in response to this recommendation:

- administrative staff had been deployed in care homes;
- supervision and employee review arrangements for this staff group had been strengthened;

- a career grade structure was prepared and was in the process of being implemented; and
- a bid for additional administrative staffing had been developed. This was unsuccessful, but a review of business processes was being taken forward to ensure best use of administrative resources. The service had been able to increase administrative support to Mental Health Officers and within the children and families service.

We held a focus group with administrative staff during the follow-up inspection. Based on what the staff told us, we concluded that:

- supervision and the corporate employee review and development process now appeared to be well embedded for administrative staff;
- whilst the single status exercise was still to be concluded, the council had identified additional funding for this. Administrative staff were less anxious about this than at the time of the inspection;
- the decentralisation of administrative staff to care centres and service teams appeared to have settled down, and again the staff anxieties about this since the time of the inspection appeared to have diminished; and
- the various actions taken led to an improvement in morale for administrative staff.

Whilst all the staff we met had had their employee development needs identified and reviewed, and this was used to inform the training plan, none actually had a development plan in its own right. This was in line with the current corporate process. Senior managers in the service said they had raised the need for all their staff to have a copy of their own development plan. We agree with this and recommend that the council should review its position in this regard.

For the most part, we were satisfied with the progress made by the service in implementing this recommendation.

Recommendation 3: The service should review the method and format of information made available to the general public and ensure maximum accessibility.

The inspection had found there was a range of information leaflets about services. Only a small proportion were available in alternative languages and formats. Since the inspection, the service had developed new leaflets to ensure coverage of the range of social work services. We saw the leaflets which were written in plain language and where appropriate contained information about charges and waiting times. They were all written in English.

The service wanted to renew the social work content of the council's website to bring it up-to-date and then to maintain it. Additional resources were sought to enable this to be done, but had not been secured. As such no progress on this has been made to date. We saw in the follow-up inspection that the website included information in foreign languages, including some information about how to access social work services. We held a focus group with carers who told us that the small population

and size of the Shetland Islands meant that it was not difficult to find out how to contact and access services.

We were satisfied with progress made by the service in meeting this recommendation.

Recommendation 4: The service should put in place a more detailed eligibility and priority framework.

SWIA's inspection report said day-to-day workload was generally well managed, but that there was no detailed or clear weighting system to guide staff on how to use the existing priorities.

The service had taken the following action to implement this recommendation:

- developed a priority framework for community care services in line with the 21st Century Review of Social work;
- reviewed and updated the eligibility criteria for specific services, such as occupational therapy and care at home; and
- updated the priority allocation procedure for children and families services. As well as detailing the priorities for the allocation work, this included procedural guidance on the receipt, screening and allocation of referrals.

In addition the service's proposals to employ occupational therapy assistants to allow professionally qualified staff to concentrate on people with complex needs had recently been approved. A similar proposal to establish social work assistants had been delayed and remained unresolved.

We were satisfied with the action the service had taken to date to implement this recommendation.

Recommendation 5: The service should ensure that carers' assessments are offered on a consistent basis.

To address this recommendation, the service had revised its single shared assessment (SSA) framework so that carers' needs could be specifically recorded when this was requested. Within children and families services, we heard that the developing integrated assessment framework (IAF) now contained an automatic prompt for staff to offer carers' assessments where appropriate. There had been some delay in fully implementing the IAF which was now being piloted in the South mainland.

More broadly, efforts had been made to identify carers (approximately 100 had registered themselves) to ensure information systems were kept up-to-date and to use training as a means of raising and maintaining staff awareness of carers' needs.

We found there was still work to be done so that the service could record how many carers have been offered, but refused a carers' assessment and also to know how many have been completed. Whereas 17 assessments were completed in 2006, we were told that this had since increased to fifty five.

We were generally satisfied with the action taken to meet this recommendation, but some further progress was required.

Recommendation 6: The service should, with a degree of urgency work in partnership with others to agree, finalise and implement the adult protection procedures. This should include a standard format for risk assessment.

During the original inspection the service acknowledged the need to have written protocols around adult protection and that the procedures which had been in draft form needed to be completed quickly.

We saw the service had moved quickly, in conjunction with NHS Shetland and the Northern Constabulary, to implement this recommendation. The vulnerable procedures were approved in May 2008. They met the requirements of the Adult Support and Protection (Scotland) Act 2007 and took account of the Protection of Vulnerable Groups (Scotland) Act, due for implementation in 2009. They also contained, as recommended, a standard risk assessment framework.

A range of briefing sessions and training was planned to support the implementation of the procedures and the legislation. The first of these had taken place in June of this year.

We were satisfied that the service had given this recommendation the rapid attention it required.

Recommendation 7: The service should ensure the function of policy review and development is given sufficient priority within the remits of operational managers.

A finding of the inspection had been the service's limited capacity for service planning and development. No one had dedicated time for this and managers struggled to balance strategic work with operational priorities.

A number of actions were taken by the service in response to this recommendation. Most notably, management structures were reviewed which had resulted in:

- the appointment of a resources manager in children and families;
- in partnership with the NHS, through the Community Health and Care Partnership (CHCP), the establishment of three new service manager posts. One of these posts, covering mental health had been filled, a second was being covered by an acting-up arrangement and the first attempt to recruit to the remaining post had been unsuccessful. This post was going to be re-advertised; and
- a new senior social worker post (mental health) had been established and filled.

The inspection had also found that the same managers were nearly always involved in the production of plans and strategies. This restricted management capacity

contributed to a number of plans either being out-of-date or in draft form for lengthy periods.

During the follow-up we saw that as well as taking action to increase management capacity, work had been done both within the service and in partnership with the NHS in an effort to avoid duplication and to make best use of management time. Senior managers now appeared reasonably optimistic that the action taken was starting to have some impact on the service's capacity to address strategic planning and the pace of this.

We were satisfied by the action taken by the service to meet this recommendation.

Recommendation 8: The service should more actively seek the involvement of people who use services and their carers at an individual and collective level.

The service's response to this recommendation in terms of the individual involvement of service users and carers had largely been concentrated around the assessment and care management process. Part of the focus of the surveys referred to at Recommendation 1 was to get feedback from users and carers on how included they had felt. Eighty seven per cent of the respondents to the community care survey agreed that they had been fully involved in deciding what help or services they should receive. The findings from the children and families surveys were still being analysed during the follow-up inspection.

On the collective level, the service had a target to have service user and carers' groups in all its care settings. Senior managers told us they were making good progress, with groups now in place in most settings. They also told us there was now service user and carer involvement in all the strategic service planning and redesign groups. Young people for example, had been involved in the redesign of the respite service for children with disabilities and carers had been involved in the redesign exercise for dementia services. We held a focus group with carers who confirmed this.

Five local service delivery groups were in place with links into the Community Care and Health Partnership. These involved staff, community groups, relevant stakeholder groups and interested individuals. The aim was for these groups in all seven electoral wards, but this was still to be achieved.

We were generally satisfied with the action taken by the service in meeting this recommendation.

Recommendation 9: The service should review the transition arrangements for young people moving on to adulthood and ensure they have robust planning systems in place.

We saw that the service, in conjunction with psychological services and health colleagues had developed a procedure on transitional planning for young people with additional support needs. We read the procedure which emphasised the importance of involving young people and their families in the transition process, the right of young people to access independent advocacy and the corporate responsibilities of

both council and health services to manage effectively the transition of the young people concerned into adulthood. The recently filled post of resources manager included responsibilities for the additional support team within schools and for respite services for children with disabilities.

The number of looked after and accommodated young people in the Shetland Islands was small. National statistics showed that there was only one care leaver in 2006-07 but the young person concerned had not had a pathway plan or pathway coordinator. Ninety three care leavers were still in touch with social work services which was greater than the overall national figure. Likewise the proportion of care leavers (46%) with known economic activity were in employment, education or training was also above the national average.

We heard that the local area co-ordinator took on an important role for people with a learning disability, including young people moving into adulthood. The percentage of adults with a learning disability using the services of a local area coordinator had decreased from 15% in 2006 to 12% in 2007.

Overall, we were satisfied with the progress made in meeting the requirements of this recommendation.

Recommendation 10: The service should prepare a comprehensive workforce planning strategy to cover short, medium and long term requirements. This should include the consideration of having the right staff in the right place.

The service had set itself an ambitious timescale to meet this recommendation. Although there had been some slippage in this, a draft workforce development strategy had been completed by the time of our follow-up inspection and was scheduled to be submitted for approval to committee before the end of 2008.

We saw the draft strategy and concluded that whilst it had a number of positives, it required considerable further work before completion.

On the positive side, it contained relevant information about population projections, areas of existing recruitment difficulty, important drivers for change such as service redesign and national policies, and a summary of the skills needed by social care staff in the future.

However, there were some important gaps. For example, the section of the strategy on staff projections was still to be completed and there was no action plan.

We concluded that whilst a reasonable start had been made by having the basis of a draft strategy by January 2008, this remained very much a 'work in progress.'

Recommendation 11: The service should take urgent action to address the safer recruitment issues identified in the internal audit report.

The inspection found that there was a comprehensive set of policies and procedures in place to cover staff recruitment and retention. However, an internal audit report had identified that these were not always complied with.

These issues were quickly addressed after the inspection and were to continue to be the subject of monitoring through internal audit procedures. Senior managers told us that an external audit by Disclosure Scotland of the service's compliance with its requirements had been judged as 'ten out of ten'.

The service was aware that it needed to ensure that its recruitment processes would meet the vetting and barring requirements of the Protection of Vulnerable Groups (Scotland) Act.

We were satisfied with the speed the service had moved to implement this recommendation.

Recommendation 12: The service should develop a comprehensive training strategy, and in doing so, should give consideration to getting best value from its training budget.

There is a close inter-relationship between a workforce development strategy and a training strategy. Indeed the service's action plan said that the training strategy would be built upon the workforce development strategy.

Given our findings about the workforce development strategy, it was not surprising that we found that the draft training strategy still required considerable further development. We thought it could be improved by the following additions:

- a broad statement of business objectives linked to a commitment to staff development;
- an overview of training methods;
- induction arrangements for new staff; and
- a summary of funding sources.

We concluded that more needed to be done before this recommendation could be considered to have been implemented in full.

Recommendation 13: The service should review how it monitors and reports on sickness absence.

The inspection found the level of management information and the extent to which it was used by managers was limited. The service's action plan to address this included:

- the preparation and production of regular summary reports;
- training for managers;
- development of monitoring systems to ensure that return to work interviews were taking place in line with procedures; and
- reviewing the effectiveness of the occupational health service contract.

With the exception of the final action point where we were advised that there was no progress report, the remaining actions appeared to have been completed or put in place at an early date. However, management information we were given indicated

that sickness absence was still a significant problem affecting the service. For example, in April 2008, the service had an absence level of 8.6%. Absence for adult services was over 10%.

It is recommended that the council should take forward as a matter of priority its action point to review the occupational health contract. Local authorities elsewhere have reported an effective occupational health service can have a significant impact on maximising attendance at work, particularly on long term absence.

Whilst we were generally satisfied with the actions taken by the service, it was clear that absence levels remained high and required on-going and rigorous attention.

Recommendation 14: The council should ensure that service plans are clearly linked to available resources as identified in detailed financial plans. Furthermore the service should ensure that it provides full service planning information (including longer term trends) to corporate finance to provide the necessary financial management and planning support required.

In the follow-up inspection we found some evidence of improvement in the approach to financial planning and budgetary control, although there were still shortcomings. There was a Community Health and Care Partnership Agreement 2008-11 and a draft Children's Services Plan 2008-11 which was due to be approved in September 2008. The CHCP Agreement included adequate 2008/09 budget information and other relevant revenue and capital links to the financial plans.

However, there was no meaningful resources information within the Children's Services Plan. Senior managers said they were progressing 2009-10 financial information, linked to the council's strategic objectives that would be included in the following Children's Services Plan. Therefore, in the case of both plans, work was still ongoing to demonstrate clear links between the social work service priorities and available resources.

Whilst we noted the action taken to date, we concluded that more still needed to be done to extend and strengthen the bond between service and financial planning.

Recommendation 15: The council should work towards reconciling the level of service provision with the sustainable funding available to support that level in the medium to longer term.

We expressed concern in the inspection report that the council's demands on its reserves would result in these being depleted and would run out by 2016.

As part of our follow-up we saw that the council had introduced certain limits on the annual draws on reserves, including a "floor" of £250 million on the reserve fund. This should extend the reserve fund well beyond 2016. However, it was also likely to lead to increased pressure on services, including social work services, given the decreasing resources to subsidise these. We concluded that the action taken to date by the council had been prudent. However, it remained to be seen whether it had the determination to take decisions in line with the limitations it has set, especially given a tendency in the past to avoid difficult decisions.

We were satisfied that the council had taken some actions, which if followed through, would help towards reconciling service provision and the funding available.

Recommendation 16: The quality of financial reporting to members should be improved through enhanced level of analysis and explanation of budget performance. Furthermore, the financial training programme for budget responsible officers (BROs) should be completed as soon as possible to enable them to manage their budgets more effectively.

We found that the quality of financial reporting to members had improved and that it was more meaningful. However, there were two areas where further improvement was required. Firstly, budget profiling errors had not been adjusted prior to reports being submitted to members. These 'accounting' errors significantly affected the variances stated within the reports to the extent that the variances could be misleading. For example, on an overall council basis, a favourable variance of £3.2million to December 2007 was overstated by almost £1million due to profiling errors. We did not ascertain what profiling errors related solely to social work services.

Secondly, we concluded that explanations of significant variances could be improved. For example, for an adverse variance of £781,000 (11%) in the older peoples services budget for the period to December 2007 there no explanation within the report. Reports could be further improved by the inclusion of probable outturn figures, particularly in the latter half of each financial year. Overall, we understood that elected members seldom queried variances in financial reports. We consider it essential that elected members adopt a more proactive approach to the financial management of the council as its financial stewardship ultimately rests with them.

Some training for BROs had been progressed and officers told us that regular monthly meetings were now held between BROs and appropriate finance staff. Further training should be considered and monthly reporting procedures should be enhanced and formalised to ensure the operation of robust budgetary control.

Whilst we were satisfied that some steps had been taken to meet the requirements of this recommendation, we concluded that more still needed to be done.

Recommendation 17: The social care risk register should be reviewed to ensure all risks relevant to the service are identified and recorded. It should be monitored regularly to ensure risks are being managed appropriately and are in line with the council's risk management policy which should be reviewed.

We considered the current position in terms of risk management by the service. We were concerned to note that the position remained substantially as it was during our initial inspection. As then, we were provided with an undated risk register which appeared not to have been reviewed to any extent since 2004. The operational and strategic risks it contained were primarily of a corporate nature with few, if any, service specific risks listed.

However, we were supplied with some risk assessments for a small number of specific social work services risks. These indicated that some risk reviews and relevant actions were being progressed, but officers were unable to produce evidence to demonstrate that all appropriate risks were being updated, reviewed or addressed systematically rather than on a limited and ad-hoc basis.

We were not satisfied that enough had been done to properly implement this recommendation. We concluded that this should be given a higher priority.

Recommendation 18: The service should develop a commissioning strategy.

We saw in the inspection that there was only a limited mixed economy of care in Shetland. There was little interest from independent providers from the private and voluntary sectors in entering 'the market'.

In response to this recommendation the service had developed a draft commissioning strategy 2008-2015. It had been prepared as a joint strategy in partnership with the NHS. The draft strategy was subject to consultation at the time of our follow-up inspection. We saw the strategy and concluded that it provided a good basis for commissioning services over the coming years. It contained a number of development priorities, including long term care for older people. It also contained an action plan.

Work was also on-going to ensure that commissioning processes were in line with European Union regulations for commissioned services.

We concluded that the service had made good progress in implementing this recommendation.

Recommendation 19: The service should develop and disseminate a vision for future social work services with clear values and aims setting out how this fits with the council's corporate vision, wider service plans and specific social work objectives.

The service through its social work services professional development team had developed a vision statement for social work services. This had then been subject to consultation with staff groups.

We saw the statement which covered the mission, vision, values and aims of the service. These were very much in line with 'Changing Lives', the 21st Century Review of social work.

We were satisfied that the service had implemented this recommendation.

Other findings

During the follow-up, we also had the opportunity to revisit some of the other areas covered in the performance inspection report.

- **Mental health services.** In the inspection we had found mental health service users to be the least satisfied. We held a focus group with service users during the follow-up. Although, they were critical about the lack of social care services outside Lerwick and the lack of out-of-hours services, they did say there were more social care support services in Shetland than elsewhere. They were highly critical of NHS hospital based services. We saw that Shetland was one of the six NHS board areas who were going to pilot an out-of-hours telephone helpline for people with depression.
- **Out-of-hours arrangements.** At the time of the inspection out-of-hours calls were routed through a call centre in England. This had not been a successful arrangement. In the follow-up, the service confirmed that it had not renewed the contract when it had come up for renewal. It was now delivering its own service and had taken action to strengthen the rota.
- **Children placed off island.** We heard that the service placed a great emphasis on maintaining children on island and there were no children placed off island at the time of the inspection. During the follow-up we were told that despite strenuous efforts there were two children placed off island.

Conclusion

The service had prepared a detailed action plan to meet the 19 recommendations of our inspection report. We found as part of the follow-up arrangements and inspection that they had put a considerable amount of effort to implementing them.

Generally, we concluded that they had made good progress. A few recommendations had been implemented in full and for the majority good or steady progress had been made. For only a minority was significant more attention required. SWIA will maintain an interest in these and other matters in the course of our ongoing link with Shetland Islands Council.

Appendix 1

**Sessions completed during SWIA visit to Shetland Islands Council,
25 – 27 August 2008**

Management / social work resources meetings:

- Senior management team (two meetings)
- Elected members

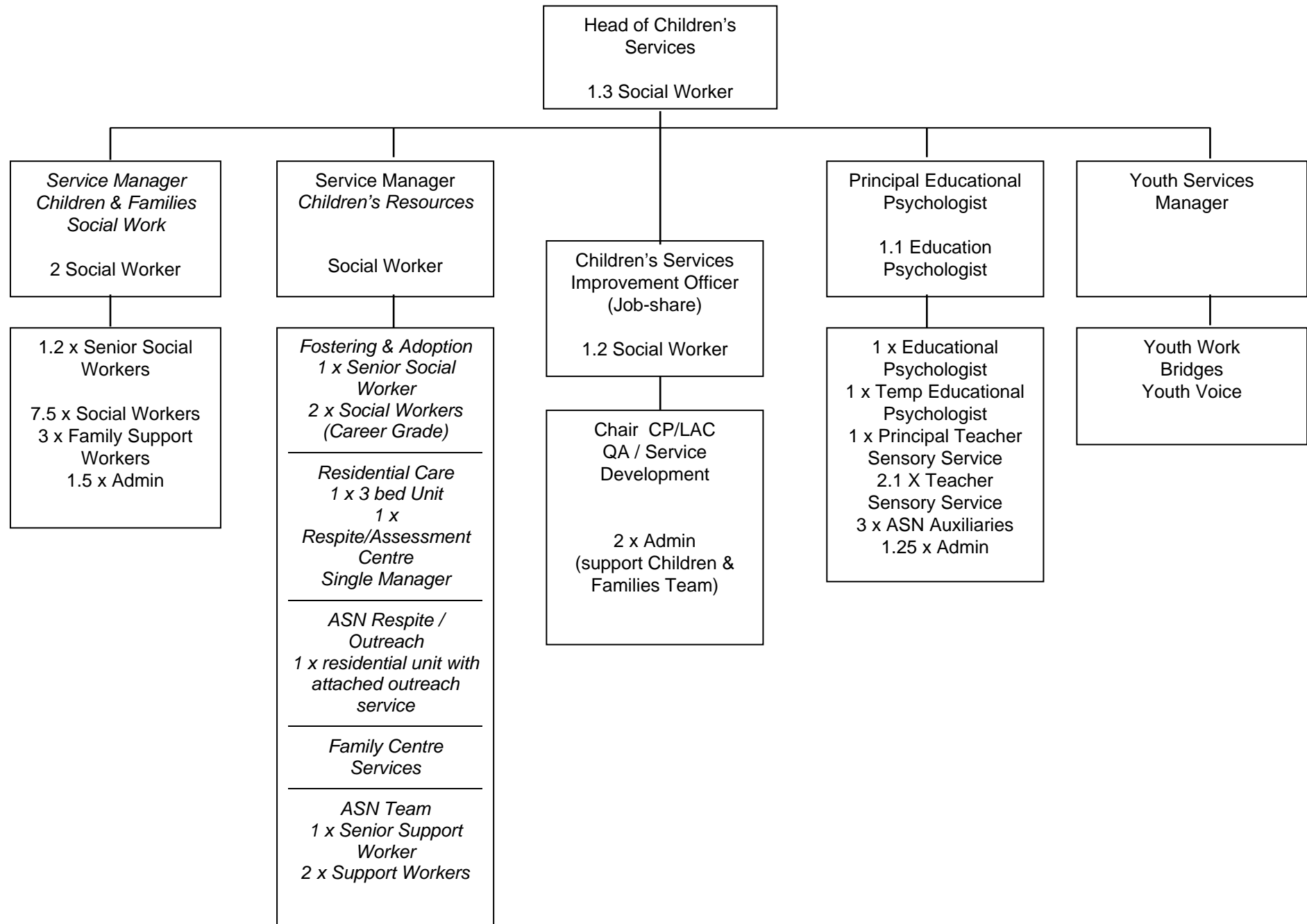
Focus groups

- Service users
- Carers
- Administration staff
- Staff leading on recommendations 10 to 13
- Staff recruited to increase service planning and development

Interviews

- Head of finance
- Head of Children's Services and Head of Service Community Care (regarding finance)

Appendix 2



Appendix 3

