



REPORT

To: Services Committee

7 May 2009

From: Sport and Leisure Service Manager

Capital Grants to Voluntary Organisations Refurbishment of Ollaberry Public Hall

1. Introduction

- 1.1 The purpose of this report is to consider a request for funding from the St Olaf Community Club to refurbish the Ollaberry Public Hall.

2. Links to Corporate Plan

- 2.1 This project will assist the Council to achieve its corporate priorities by supporting the enhancement of a well used community facility. It will stimulate economic activity in Shetland and the creation of employment opportunities during the works phase. It will also contribute towards the strengthening of the Ollaberry community and help to retain people living in the area.

3. Background

- 3.1 St Olaf Community Club was originally formed in 1964. The Ollaberry public hall was constructed later that year. The hall was further extended and refurbished in 1985, with the Council contributing a grant of £25,253 towards the capital costs of this project.
- 3.2 In recent years the hall has experienced significant problems with its roof leaking, and despite investigating the problem and carrying out several temporary repairs, the Hall Committee has now been advised that the sensible option is to replace the existing roof.
- 3.3 In the spring of 2007, the hall committee carried out a thorough community consultation survey in order to gauge the opinion of local residents and user groups in regards to the Hall. Following this consultation process, it was identified that the Hall Committee needed to address a number of issues, which included: improving access into the hall, upgrading the dated kitchen facilities and bar area, addressing the need for increased storage space and providing baby changing facilities.

- 3.4 Ollaberry Public Hall serves a local community of approximately 200 people and is the only community facility in the village. The facility is very well used by the community and provides a venue for a wide range of activities and functions including social, recreational, educational and training events, weddings, funerals, parties, meetings, dances, music nights, school concerts, youth club venue and Sunday teas. The hall has almost 20 regular user groups and is used most weeks of the year.
- 3.5 In August 2007, Shetland Islands Council awarded a Feasibility Grant of £5,000 to St Olaf Community Club to explore the possibility of refurbishing the Ollaberry Public Hall.
- 3.6 In November 2008, Shetland Islands Council awarded St Olaf Community Club a Design Grant of £15,000 to undertake the detailed design phase of this project.

4. Present Position

- 4.1 The Feasibility and Design stage of this project has now been completed including the approval of a Building Warrant. No planning permission is required.
- 4.2 Members should note that during the past two years St Olaf Community Club has been working closely with officers in the Education and Social Care Department and have submitted a Capital Grant application form requesting grant assistance towards the proposed refurbishment of Ollaberry Public Hall.
- 4.3 The estimated construction costs of this project are £222,185. However, with an allowance for professional fees, statutory consents and VAT the total cost of this project is £300,038. This project cost is based on a pre-tender estimate and has been calculated by the group's Design Team. St Olaf Community Club intends to competitively tender the project as soon as capital funding is in place.
- 4.4 It is proposed that Shetland Islands Council agree a grant of up to £100,000, which is the maximum amount available from the Capital Grants to Voluntary Organisations (General) Scheme. If approved this award should assist St Olaf Community Club to secure the necessary matched funding required to undertake this project.
- 4.5 When complete, the works will provide the Ollaberry community with a modern, fully compliant, extensively refurbished hall that has the following improvements:
- A new hall roof;
 - An upgraded kitchen with new appliances;
 - Provision of a disabled toilet and baby change facility;
 - Replacement of electric and plumbing services throughout;
 - Provision of external ramp access into hall;
 - Improvements to bar and storage areas.
- 4.6 It should be noted that St Olaf Community Club has charitable status but is not registered for VAT.

5. Financial Implications

5.1 The following funding arrangement is proposed:

	Total Project Costs (£)	Total Paid to Date (£)	Remaining Funding Required (£)
Shetland Islands Council	120,000	20,000	100,000
Scottish Rural Development Programme	136,439	0	136,439
Awards for All (Lottery)	10,000	0	10,000
Lloyds TSB Foundation	5,000	0	5,000
Robertson Trust	<u>8,437</u>	<u>0</u>	<u>8,437</u>
Total Public Funding	279,876	20,000	259,876
St Olaf Community Club	<u>20,162</u>	<u>7,160</u>	<u>13,002</u>
TOTAL PROJECT COSTS	300,038	27,160	272,878

5.2 At present Scottish Rural Development Programme has not made a decision on the above amount, although a decision is expected later this year.

5.3 At present Awards for All has not made a decision on the above amount although a decision is expected in June.

5.4 At present Lloyds TSB Foundation has not made a decision on the above amount although a decision is expected in the near future.

5.5 At present the Robertson Trust has not made a decision on the above amount although a decision is expected in the near future.

5.6 St Olaf Community Club has confirmed that its contribution is in place.

6. Financial Implications

6.1 The Sport and Leisure Service's budget for Capital Grants to Voluntary Organisations (GCJ3006 2406) for financial year 2009/10 has sufficient funds to meet the request from St Olaf Community Club.

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 on the matters within approved policy and for which there is a budget.

8. Recommendation

I recommend that the Services Committee agree that: -

- 8.1 a grant of up to £100,000 be offered to St Olaf Community Club for the purposes outlined in this report. The source of this grant is Sport and Leisure Services budget for Capital Grants to Voluntary Organisations (GCJ3006 2406) for financial year 2009/10;
- 8.2 that the above grant be subject to the standard Council conditions applying to the Capital Grant Aid Scheme.

May 2009
Our Ref: NWW/MJD/

Report No: CD-231-F



REPORT

To:	Development Committee	30 April 2009
	Infrastructure Committee	6 May 2009
	Audit & Scrutiny Committee	6 May 2009
	Services Committee	7 May 2009
	Shetland Islands Council	20 May 2009

From: Head of Organisational Development

Report No: CE-18-F

Shetland's Single Outcome Agreement - 2009

1 Introduction

- 1.1 This report introduces the final draft of Shetland's Single Outcome Agreement with the Scottish Government for 2009.

2 Link to Corporate Priorities

- 2.1 The Single Outcome Agreement essentially sets the key priority areas, targets and actions which the Council and its local partners propose to agree with the Scottish Government. Therefore, once agreed, all Committee reports and key Council decisions should seek to show how they are contributing to the achievement of the priorities in this Agreement.

3 Background

- 3.1 The Single Outcome Agreement for 2009 has been developed by Shetland Community Planning partners and has previously been circulated to all Members, senior officers and partners in booklet form. The Scottish Government now has Single Outcome Agreements in place with all Councils to set out how key national and local outcomes for individuals, families and communities are going to be achieved.

4 Single Outcome Agreement

- 4.1 The Single Outcome Agreement booklet provides an Executive Summary, introduction and background and details of outcomes, indicators and targets for each of the areas covered by the scope of the Agreement.

- 4.2 It also provides a short overview at the end of the booklet, summarising the position in each main area at the end of March 2009; the “Sustaining Shetland 2009 Summary Update”, section.

5. Financial Implications

- 5.1 The projects and other activities set out in this Agreement may have financial implications, however they all need to be managed within the constraints and financial strategies of each of the Community Planning Partners.

6. Policy and Delegated Authority

- 6.1 All principal policy documents require approval and appropriate monitoring by the Council (Scheme of Delegations – Section 8.0) This report covers the Shetland Single Outcome Agreement 2009 and therefore must be endorsed by Council.
- 6.2 Much of the Council’s anticipated activity within the Agreement will be discharged under the delegated authority of Committees (Scheme of Delegations – Section 7.0). Therefore Committees are invited to discuss and comment on the contents of the Agreement, particularly in those areas where they are a key delivery partner.

7. Conclusion

- 7.1 This report presents the Shetland Single Outcome Agreement – 2009 for Council endorsement. It also provides an opportunity for Committees to comment on its contents.

8. Recommendations

- 8.1 I recommend that Committees discuss the 2009 Single Outcome Agreement and make any comments regarding its contents. These will be collated by the Policy Unit, along with comments from other Community Planning Partners who are going through a similar exercise, and reported to the Council.
- 8.2 I recommend that the Council discusses the 2009 Single Outcome Agreement, taking account of any comments made by its Committees, and makes any further comments, with a view to adopting a final version of the Agreement which the Convenor will sign on behalf of the Council during June 2009.

REPORT

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

**20 April 2009
7 May 2009
12 May 2009**

From: Head of Community Care

**Report No SC-08-09F
Future Interim Placement Service for Older People Awaiting Discharge from
Hospital**

1. Purpose of the Report

- 1.1 This report invites CHP Committee members, Councillors and Board Members to agree the Governance Arrangements, Terms of Reference and Membership for a short-life project group to develop proposals for the future of the Interim Placement Service and thus the Interim Placement Unit at Montfield Hospital.
- 1.2 The Report sets out a proposal to agree a set of working arrangements aiming to review the interim placement service to ensure optimal accommodation outcomes for individuals within one year and thus render the Interim Placement Unit at Montfield Hospital obsolete. The proposal is that the services are redesigned to ensure that patients should not wait inappropriately in the Interim Placement Unit for care home placements and/ or care services to be set up, but instead must be discharged more quickly, with better and more appropriate support. The principal aim is that everyone should be discharged home unless there are insurmountable reasons to prevent an individual going home.

2. Links to Corporate Priorities

- 2.1 This Report contributes to the corporate objective of seeking a modern and affordable community care service. Specifically, this proposal contributes to the Single Outcome Agreement and HEAT target to have no-one waiting in hospital unnecessarily ("delayed discharge") for over a period of 6 weeks.

3. Background

- 3.1 The services provided locally for people with assessed care needs is governed by the Community Health and Care Partnership (CHCP) Agreement, and supporting strategies which are reported regularly through Services Committee and the Shetland NHS Board. The ageing population, ever increasing demand for community care services, the target to not have anyone unnecessarily delayed in a hospital setting and a focus on providing a range of care services which enable people to live safely in their own home for as long as possible have been well debated previously in developing the strategic direction for care services. One of the agreed actions in the CHCP Agreement is to review the services provided by the Interim Placement Unit, predominantly to move the focus of the service from a hospital setting. The principles and scope of the review is now set out in this Report, for CHP Committee members, Councillors and Board Members to approve.
- 3.2 The then Scottish Executive issued new guidance on choice in January 2004.¹ The guidance advocated the use of interim placements in the community for patients ready for discharge, whose first choice care setting was not immediately available. The interim placement could be in a care home or other community setting and could be outwith the local authority area.
- 3.3 In Shetland, patients had already been routinely offered alternative care centre places and transferred to the care centre of their choice at a later date. However, there was a lack of capacity overall and the local authority was unable to provide a care centre place for everyone whose assessed needs would most appropriately be met in this type of facility.
- 3.4 The number of people on the waiting list for a residential care place in 2004 was around 25 to 30 with between 5 and 8 people waiting in hospital.
- 3.5 The IPU was set up in November 2004 and opened in January 2005 initially for a period up to 31 March 2006.

¹ Scottish Executive Health Dept Circular CCD 8/2003 "Choice of Accommodation – Discharge from Hospital."

- 3.6 At that time there were 8 people in hospital whose discharge was delayed due to lack of capacity in the community to support them at home or no residential care place available that was able to meet their assessed needs and accorded with their choice.
- 3.7 The IPU was set up in Vaila Ward of Montfield Hospital to provide additional interim placements in Shetland. It provides a more homely setting for patients who are medically fit for discharge than is available on the hospital wards. The aim of the unit is to maintain patients' readiness for discharge until a place in the community becomes available.
- 3.8 Interim placements off Shetland can be made available where patients would prefer this, however, this is not generally used due to the distances involved.
- 3.9 Over the last five years the number of people delayed in hospital has increased. At the time the service was established, it was believed that the number of people requiring interim placement would decrease, as would length of stay, as social care packages were made more readily available and that patients waiting in IPU would be prioritised to the extent that waiting would reduce. However, since 2005, the length of stay in the Interim Placement Unit has increased and most patients now stay for many months awaiting care home placement, necessitating an increase from the original 10 beds to 16.

4. Current Position

- 4.1 Currently 12 beds in the IPU are occupied and there are a further 7 people in the Gilbert Bain Hospital Waiting to be discharged. There are 37 people on the waiting list for residential care at the time of writing including the afore mentioned 19 people delayed in hospital.
- 4.2 Shetland continues to be able to report zero discharges delayed over six weeks because of the introduction in 2007/08 by the Scottish Government of a new classification (or "Code") as part of the national reporting framework on delayed discharges.
- 4.3 The additional Code ("71X") is to be used in:-
- "limited cases where an interim move under the choice of accommodation guidance is deemed to be unreasonable for the

patient. This may be where reasons of extreme distances or transport infrastructures make visiting residents impossible. This code should only be applied where remaining in a hospital setting is the only viable alternative. In all other choice cases (code 71) the underlying principle remains that remaining in hospital is not an option"; and

- cases where a patient is "exercising statutory right of choice – where an interim placement is not possible or reasonable."²

- 4.4 A consultant led multi-disciplinary, multi-agency team meets weekly to review the circumstances for each patient ready for discharge and make sure that all available resources are being used to best advantage to speed up the discharge process.
- 4.5 The IPU has been fully funded by NHS Shetland up to the present time. A one year agreement to jointly fund the IPU has recently been developed between NHS Shetland and the SIC, which was subject to the review now proposed being undertaken during 2009/10 (SIC Minute Reference: 35/09).
- 4.6 Recent work on the Long Term Care Review and Dementia Redesign has provided information to support future plans to meet the increasing levels of need. Proposals have recently been agreed by the SIC (SIC Minute Reference 03/09) to include provision of a further 120 long term care places comprising both residential care and extra care housing and additional resources to continue to support 40% of all those requiring long term care in their own home. However, the agreed developments have long lead in times thus requiring the interim placement service to be reviewed at this stage to ensure we have the best possible services in place for individuals until such time as the current capacity deficit is resolved.

5. Shifting the Balance of Care

- 5.1 Through "Better Health, Better Care", the Scottish Government set out its policy to improve the health of the people of Scotland by shifting the emphasis of care towards more continuous care in the community. This means increasing the amount of care provided in community settings through greater levels of joint working between the NHS, local authority and voluntary sector partners. The focus of care needs to change to support more people at home; prevent

² Extracts from the Scottish Government Delayed Discharges Definitions and data recording manual regarding Delayed Discharge.

avoidable hospital admissions; and provide better rehabilitation services. This will involve changes in the pattern of community and hospital based care with multi agency teams identifying and working with "at risk" individuals and providing better discharge and support for people at home. This government policy means that all Health Boards are required to make this change in service delivery and therefore NHS Shetland are committed to undertaking the change in line with this policy in partnership with Shetland Island Council and voluntary sector partners.

- 5.2 National policy from the advent of community care in the early 1990s has supported and at times demanded a shift from institutional care settings to care at home; from hospital to community and towards an holistic community led model for health and care service provision.
- 5.3 Locally, service developments over the years have seen more and more care services devolved to localities across Shetland supported by locally based primary care teams.
- 5.4 Consultation with local communities as part of the long term care review; the Dementia Redesign Project and also through the Isleshavn feasibility study has confirmed the desire for locally based services and more support for people to stay at home or close to home for as long as possible and through the last stages of life.
- 5.5 Other work strands that are in hand and will support increasing numbers of people in the community and in locally based care settings include:-
 - Rehabilitation Framework
 - Telecare
 - The construction of a temporary based care home at Montfield
 - The sheltered housing review pilot projects
 - Intensive Support Service development
 - Long Term Conditions work and Anticipatory Care Model and
 - Continuing joint working in localities through, for example, care at home and community nursing teams.
- 5.6 The Scottish Government's Joint Improvement Team (JIT) has identified resources to support Shetland with work required to address some of the immediate issues regarding delayed discharge.
- 5.7 JIT associates came to Shetland in December 2008 and visited the IPU. Their report confirms that Shetland's local community based

service models offer a sound basis for the next stages of service development that will continue to promote a shift in the balance of care away from hospital and institutional settings for the majority of older people and for people with disabilities or other long term care needs.

- 5.8 The JIT will continue to support Shetland's health and care service partners by providing real, practical examples and resources. This will include support for information sharing through electronic single shared assessment; anticipatory care models for primary care to prevent admissions to hospital and Telecare developments.
- 5.9 The JIT have provided funding to Shetland's partners to support the work programme. An initial allocation of £30,000 has been made to support the work in delayed discharges and a separate funding allocation of £128,000 has been made for Telecare.

6. Proposals

- 6.1 With regard to the future of the interim placement service to provide optimal accommodation outcomes for service users, in order to be consistent with both national and local aspirations, the aim must be to render the IPU obsolete in its current form.
- 6.2 This can only be achieved by increasing capacity in the community.
- 6.3 The JIT recognised that there is tremendous potential for the Montfield site to support a range of community based services, for example, by providing an intermediate care setting and step-up step-down services with a focus on re-ablement and promoting continued independence for the majority of people with long term care needs. Intermediate Care is, " a service provided on a short term basis at home or in a residential setting (usually about 6 weeks) for people who need some degree of rehabilitation and recuperation. Its aims are to prevent unnecessary admission to hospital, facilitate early hospital discharge and prevent premature admission to residential care".
- 6.4 It is therefore proposed to establish a short life project group with the following overall purpose:
- To undertake a review of the interim placement services specifically those currently provided through the Interim Placement Unit (IPU) at Montfield Hospital, with a view to

rendering the facility obsolete in its current form by the end of the review period.

- To develop shared goals and vision, creating a reablement philosophy where any delay on returning home from hospital, or unnecessary admission to hospital, is seen as a failure.
- To develop alternative facilities and services to support the redesign, which may involve utilising the IPU space in a different way, such as day rehabilitation and enablement services to support the community care model. Any such proposals would be made on the basis that specific NHS Board and potentially Government approval would be explicitly required.
- To undertake the service review with patients, relatives and the public engaging them in developing proposals from an early stage.
- To determine the financial and staffing implications of any proposed changes.

- 6.5 The detailed governance arrangements and terms of reference for the group is set out in Appendix 1, for approval.
- 6.6 Both NHS Shetland Board and the Council will need to continue to work in partnership to realise the benefits of change. The benefits will be that residents avoid a hospital admission where this is not necessary, and where a hospital stay has been required, they have every opportunity to make a speedy return home.
- 6.7 It is proposed that the review be undertaken within a 12 month period.
- 6.8 The proposed structure creates a reporting hierarchy that apportions the responsibility for success equally on both the NHS Shetland Board and Shetland Islands Council, whilst ensuring that the right support is in place from both organisations.
- 6.9 The Shetland NHS Board has had initial discussions with the Scottish Government and the Scottish Health Council regarding whether this proposed redesign is considered a major service change, and thus is subject to external scrutiny and a 90 day consultation period. A process has been agreed for reaching this

decision, which involves convening meetings with NHS 100 and IPU relatives/ carers to seek their views on the proposals. Subsequent to that a paper will be submitted, in line with the Scottish Health Council guidelines on major service change, to the Government for consideration.

7. Financial Implications

- 7.1 The outcome of the review process may have significant financial implications for both NHS Shetland and in particular for Shetland Islands Council. Specifically, there will be a need to understand the funding mechanism for any new community based services which are developed to enable the interim placement service to be reviewed to ensure optimal accommodation outcomes for individuals and that community health services are available. The cost of any changes to service provision must be met from within Council wide existing resources, or additional funding from external sources.
- 7.2 Expenses incurred by Members in attending meetings etc. are recoverable if they form part of an approved duty in terms of Section 3.2 of the Council's Scheme of Members' Approved Duties. The proposed expenses will be contained within the Members' Travel and Expenses budget and have already been budged for under the 2009/10 Revenue Estimates process.

8. Policy and Delegated Authority (SIC Only)

- 8.1 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.
- 8.2 Attendance at meetings as a nominated or appointed representative is deemed an approved duty in terms of Section 3.2 of the Council's Scheme of Members' Approved Duties.
- 8.3 It is Council practice that voting, if necessary, shall be conducted by secret ballot using first-past-the-post principles.

9. Recommendations

- 9.1 It is recommended that CHP Committee approve the proposals set out in this paper, and the proposed governance arrangements for taking the work forward, set out in Appendix 1.
- 9.2 It is recommended that Services Committee:
- (a) approve the proposals set out in this paper,
 - (b) approve the governance arrangements and remit for the Project Group, set out in Appendix 1; and
 - (c) nominate two elected Members to sit on the Project Board.
- 9.3 It is recommended that the Shetland NHS Board:
- (a) approve the proposals set out in this paper,
 - (b) approve the governance arrangements and remit for the Project Group, set out in Appendix 1; and
 - (c) nominate two Non Executive Members to sit on the Project Board.

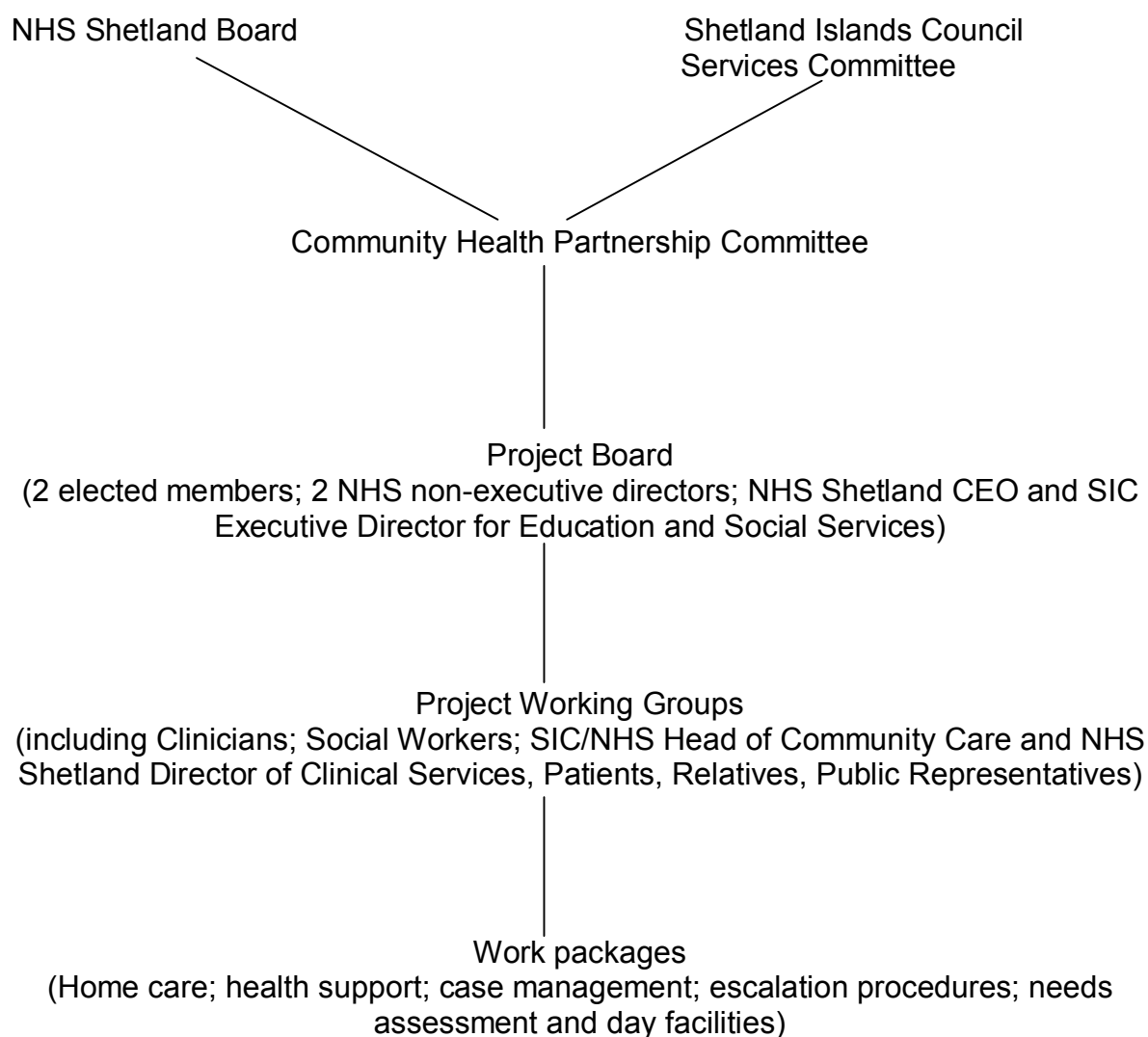
Ref:CF'AN'SC-08-09
Date: 28 April 2009

Report No: SC-08-09F

Appendix 1

Project to Develop Proposals for the Future of the Montfield Interim Placement Unit (IPU)

Governance Arrangements



1. Remit

- To undertake a review of the interim placement services specifically those currently provided through the Interim Placement Unit (IPU) at Montfield Hospital, with a view to rendering the facility obsolete in its current form by the end of the review period.
- To develop shared goals and vision, creating a reablement philosophy where any delay on returning home from hospital, or unnecessary admission to hospital, is seen as a failure.
- To develop alternative facilities and services to support the redesign, which may involve utilising the IPU space in a different way, such as day rehabilitation and enablement services to support the community care model. Any such proposals would be made on the basis that specific NHS Board and potentially Government approval would be explicitly required.
- To undertake the service review with patients, relatives and the public engaging them in developing proposals from an early stage.
- To determine the financial and staffing implications of any proposed changes.

2. Project Board Membership

- 2 SIC Councillors
- 2 NHS non-executive directors
- Chief Executive of NHS Shetland
- Executive Director Education & Social Care, SIC

The Board will be supported by the Director of Clinical Services and the Head of Community Care.

3. Authority And Reporting

The Project Board is a short life working group with no executive powers. Any policy proposals arising from the work of the group must be referred by report from the Head of Community Care to the CHP Committee, Services Committee and/or Shetland NHS Board for decisions as appropriate.

4. Administration

Administration will be provided by the CHCP administrative staff.

5. General

It is proposed that the Project Board meets every six weeks, for the period of up to one year.

REPORT

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

**25 June 2009
7 May 2009
12 May 2009**

From: Head of Community Care

**Report No: SC-09-09F
Community Health and Care Partnership Agreement 2009-2012**

1. Introduction

- 1.1 This report seeks approval for Shetland's Community Health and Care Partnership (CHCP) Agreement 2009-2012. The Executive Summary is attached below at Appendix 1. The full document is being made available separately.

2. Links to Corporate Plan

- 2.1 Community Health and 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. This complements national and local policy drivers for health promoting a shift in the balance of care from institutional settings to care at home; from hospital to community and towards a holistic community led model for health and care service provision.

3. Background

- 3.1 Community Care Plans have been agreed jointly by Shetland Islands Council and Shetland NHS Board since 1992/93.
- 3.2 In 2006 and 2007, the Council and NHS Shetland presented their Community Care Plans together with the Extended Local Partnership Agreement (ELPA), which set out the framework for Shetland's Joint Future service plans and management arrangements. The ELPA has been submitted to the Scottish Executive, now the Scottish Government, annually and contributed to the Joint Performance Information and Assessment Framework (JPIAF) used nationally to measure progress made in implementing the Joint Future Agenda across Scotland.
- 3.3 The Community Health Partnership (CHP) and Joint Future management arrangements were reviewed during 2007 and discussed with a wide range of stakeholders at a CHP Development Day on 19 September 2007.
- 3.4 Proposals for revised management arrangements including additional joint posts at Service Manager level were approved by the NHS Board on 4 December 2007 and by Shetland Islands Council on 12 December 2007 (Min. Ref. SIC 165/07). In 2008, the Community Health and Care Partnership (CHCP) Agreement replaced the ELPA and included information on the new partnership arrangements including management of Shetland's primary care services (Min Ref SC 44/08).
- 3.5 The national performance monitoring framework for Community Care is changing. The JPIAF framework has been replaced by a system of reporting around six interlocking themes:-
- Service user satisfaction
 - Faster access to services
 - Better support for carers
 - Quality of assessment and care planning
 - Identifying those at risk
 - Moving services closer to service users;

The themes each have a number of performance measures, sixteen in all. These are included below at Appendix 2 for information. Full

implementation of the new performance measures is scheduled for 2009.

- 3.6 A key issue for future plans is long-term care provision in an ageing population. This has been highlighted consistently in service plans in recent years. In 2008/09, the Council approved proposals for the provision of an additional 120 long term care places comprising both residential and extra care housing and additional resources to continue to support 40% of all those requiring long term care in their own home (SIC Min Ref 03/09).

4. **Proposals**

- 4.1 The CHCP Agreement contains the joint management and financial framework that underpins the CHCP arrangements and sets out Shetland's community care plans under the following headings.

- Carers
- Learning Disabilities
- Mental Health
- Sensory Impairment
- Palliative Care
- Physical Disabilities
- Older People
- Dementia
- Advocacy
- HIV/AIDS
- Head Injury

These sections are stand-alone and will be available in leaflet form. There is an Executive Summary that provides information on progress made over the last 12 months on key service developments and sets out the priorities for 2009/10. This is attached below at Appendix 1.

The CHCP Commissioning Strategy approved by the Council (Min. Ref. SC 04/09) and Shetland NHS Board is also included in the agreement.

- 4.2 Priorities for 2009/2010 include:

- 4.2.1 To maintain the position of zero discharges from hospital delayed by more than six weeks;
- 4.2.2 To support increasing numbers of older people to remain in their own homes or in homely environments in their local communities. The local target is for 40% of all older people receiving care services long term to be supported at home;
- 4.2.3 To take forward priority capital projects towards the tender stage within existing capital budget allocations; projects include:-
 - Isleshavn replacement
 - Lerwick care homes including replacement for Viewforth and expansion of Taing House and Edward Thomason House;
 - OT Resource Centre
 - Eric Gray replacement – complex needs phase
- 4.2.4 To complete the construction phase of the project to develop a temporary-based care home at Montfield with 17 places;
- 4.2.5 To implement Telecare solutions across a range of care settings including people's own homes;
- 4.2.6 To seek ministerial approval of the revised management and governance arrangements of the CHP through an update of the Scheme of Establishment of the CHP;
- 4.2.7 To continue to promote Local Service Delivery Groups (LSDGs) and the Public Partnership Forum (PPF) Network across Shetland with a view to having on-going dialogue with the community on health and care issues - specifically to establish and promote the role of a PPF Core Group that will support the CHP Committee;
- 4.2.8 To complete a review of Shetland's Interim Placement Services, specifically those currently provided through the Interim Placement Unit (IPU) at Montfield Hospital, with a view to rendering this facility obsolete in its current form;
- 4.2.9 To implement streamlined mental health management arrangements;

- 4.2.10 To complete a review of services for younger adults with physical disabilities including supported accommodation and services provided at Montfield Hospital;
- 4.2.11 To develop a Joint Respite Strategy;
- 4.2.12 To streamline Single Shared Assessment and Care Management processes through the work of the Data Sharing Partnership and using LEAN systems review methodologies.
- 4.3 The CHCP Agreement 2009-2012 will be submitted to the Scottish Government together with the performance information required for the 2008/2009. A summary of the national performance measures being introduced during 2009 is included below at Appendix 2 for information.
- 4.4 Performance reports will be prepared regularly for the senior management team of NHS Shetland, the CHP Committee and the Council.
- 4.5 The CHP Risk Register has been reviewed during 2008/09 and is reported quarterly to the CHP Committee. The CHP Risk Register links with both the Council and NHS Shetland corporate risk assessment frameworks. It is proposed that the CHP Risk Register is included in six monthly update reports to the Council's Services Committee. A copy is attached below at Appendix 3.
- 4.6 Consultation with a wide range of stakeholders including service users, their carers and representatives from the voluntary and independent sectors is a continuing process with comments welcome at any time. Any updates to the CHCP Agreement will be issued as required with a full review by May 2010.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.
- 5.2 The 2009/10 Community Care budget allocations approved by the Council are included in the Agreement. Estimated figures are included for NHS community health budgets. Shetland Charitable Trust budget allocations for community care services are also included.

6. **Policy & 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 within approved policy and for which there is a budget.

7. **Conclusions**

- 7.1 Community health and care services make a major contribution to the corporate priorities of the Council and Shetland NHS Board.
- 7.2 Community Care Plans for Shetland have been prepared jointly by the Council and NHS Shetland since 1992.
- 7.3 The Council and NHS Shetland continue to work well together to meet shared priorities for health and care services that meet national standards and are appropriate for the Shetland community.
- 7.4 The main challenge for health and social care services in the future is to develop timeously services that are sustainable in a remote islands context and will meet the needs of an ageing population.
- 7.5 Strategic planning is a continuous process and for community health and care services, this work is done through the CHCP.
- 7.6 Shetland's Community Care Plans are an integral part of the CHCP Agreement and comply with both national and local performance monitoring processes.

¹ for Shetland Islands Council Services Committee only

8. **Recommendations**

I recommend that:-

- 8.1 Services Committee and Shetland NHS Board approve the CHCP Agreement for 2009 – 2012.
- 8.2 CHP Committee considers the information presented in the CHCP Agreement for 2009 – 2012 and advises the Council and Shetland NHS Board of their views through the work of the committee.

Date: 22 April 2009
Ref: CF'AN'SC-09-09

Report No: SC-09-09F



Community Health & Care Partnership Agreement 2009 – 2012

Executive Summary

The CHCP Agreement sets out the funding and management arrangements agreed by Shetland NHS Board and Shetland Islands Council that underpin community health and care service provision in Shetland.

The Agreement is reviewed annually and has been expanded over time to include a wider range of services as part of the progress made in shifting the balance of care towards the community.

Contact details for all CHCP services are published in the CHCP Access Guide which is available separately.

The CHCP Agreement 2009 - 2012 covers the three financial years from 1 April 2009 through to 31 March 2012. The gross outturn in 2009/10 is expected to be approximately £35M. This includes funding streams as follows :

- £19M Shetland Islands Council,
- £1.3M income from charges,
- £2.8M Shetland Charitable Trust and
- £12.1M NHS Shetland (*note: this figure includes funding for GP Services*)

Generally, in Shetland, budgets are aligned rather than pooled although where services are commissioned from a third party they are pooled e.g. for the purchase of independent advocacy services.

The expenditure per capita on community care services in Shetland is the highest in Scotland. The levels of service are very high as is the standard of care provided. However, it is becoming increasingly difficult to maintain this position as the population ages. In 2008/09 community health and care services found recruitment to posts in and around Lewick, Scalloway, Burra and Trondra particularly difficult.

Key objectives are

- to maintain the position of zero hospital discharges delayed over 6 weeks;
- to increase the number of people with long term care needs who are supported to live at home;
- to decrease the number of people waiting for an occupational therapy (OT) assessment; and
- to reduce the number of older people (65+) admitted to hospital as an emergency.



These objectives are reflected in Shetland's Single Outcome Agreement and progress is monitored through local improvement targets reported to the Council and Shetland NHS Board and in the national Community Care Outcomes Framework.

Achievements in 2008/09

- The national target of zero discharges from hospital delayed by more than six weeks has been met consistently throughout the year.
- 40% of older people with intensive needs have been supported at home. A new, Intensive Support Service has been developed to facilitate discharge and prevent admissions to hospital
- The detailed designs for a replacement for Isleshavn and for the Eric Gray complex needs service development are almost complete.
- Work has started on site for the new residential care home at Montfield Hospital.
- A prospective work plan for service developments that will increase the capacity of community care services over the next 15-20 years has been approved and the Council's commitment to "secure an additional 120 care places over the next 20 years" is articulated in the Council's Corporate Plan 2008 – 2011.¹
- A comprehensive review of sheltered housing provision has been completed.
- A Commissioning Strategy for Shetland's CHCP has been approved by the Council and Shetland NHS Board. The Strategy is included in this agreement.
- The requirements of the Adult Support and Protection (Scotland) Act 2007 have been met; inter-agency procedures have been approved and the Adult Protection Committee established.
- Revised GP contracts have been put in place with effect from 1 April 2009.
- Proposals for a core group for the Public Partnership Forum (PPF) Network have been prepared with support from the Patient Focus Public Involvement (PFPI) steering group. Once the core group is in place it will act as a link between the wider PPF network and the CHP and complete the implementation of the PPF locally.
- Revised management arrangements for the CHCP have been implemented:
 - ◆ The new joint post of Service Manager Mental Health has been filled. Revised joint management arrangements are being developed and mental health service developments are being promoted with support from the Scottish Government as part of the national Mental Health Collaborative Programme.

¹ Shetland Islands Council Corporate Plan 2008 - 2011



Shetland Islands Council

- ◆ The new joint post of Service Manager Occupational Therapy has been filled. Service developments in this area include continuing work on the Telecare project and work on the rehabilitation framework locally.
- ◆ The Service Manager Primary Care has taken over responsibility for some allied health professions to shift the focus from hospital to community. These are podiatry, speech and language therapy, physiotherapy, orthotics and dietetics.
- The Health Needs Assessment for Fair Isle has been completed as part of the Well North project.

Areas where progress has been disappointing

- There has been no progress made on the review of services for younger people with physical disabilities or in developing a joint respite strategy.
- The waiting list for an assessment by the community OT service remains at a high level.
- Work on the redesign of day care facilities for people with learning disabilities has been slow.
- Work on the design for a replacement for Viewforth has been slow.
- The national project for collaborative electronic Single Shared Assessments has failed to deliver.
- Further work is needed to support better integration of Children's Services in the work of the CHCP.

Priorities for 2009/10

- To maintain the position of zero discharges from hospital delayed by more than six weeks;
- To complete a review of Interim Placement Services in Shetland, i.e. services for people waiting for support to return home or move to a community based care setting following discharge from hospital;
- To support increasing numbers of older people to remain in their own homes or in homely environments in their local communities. The local target is for 40% of all older people receiving care services long term to be supported at home;
- To complete the detailed design work for replacement facilities for Viewforth and Isleshavn;



Shetland Islands Council

- To complete the construction of a temporary-based care home at Montfield;
- To continue to promote Local Service Delivery Groups (LSDGs) and the Public Partnership Forum Network across Shetland with a view to having on-going dialogue with the community on health and care issues;
- To complete a review of services for younger adults with physical disabilities including supported accommodation and services provided at Montfield Hospital;
- To develop a Joint Respite Strategy;
- To complete a LEAN review of the SSA processes and implement electronic sharing of the Single Shared Assessment through the work of the Data Sharing Partnership;
- To develop proposals for better integration of Children's Services in the organisation and work of the Community Health & Care Partnership;
- To implement Telecare solutions to support more people at home or in extra care housing; and
- To take forward the recommendations from the Sheltered Housing Review.

Extract from Final Definitions – Community Care Outcomes Framework¹**Outcome Framework for Community Care 2009/10****National Outcomes**

Improved health

Improved well-being

Improved social inclusion

Improved independence and responsibility

Performance measures and targets

Themes	Code	Measure	Type	Data Source / Status	E/N
Satisfaction	S1	% of community care service users feeling safe	Outcome	Data drawn from NMIS	N
	S2	% of users and carers satisfied with their involvement in the design of care package.	Outcome	Data drawn from NMIS	N
	S3	% of users satisfied with opportunities for social interaction.	Outcome	Data drawn from NMIS	N
Faster access	A1	No. of patients waiting in short stay settings, or for more than 6 weeks elsewhere for discharge to appropriate setting.	Output	HEAT Standard	E
	A2	No. of people waiting longer than target for assessment, per 000 population	Output	Pending Implementation of Lord Sutherland's Review of Free Personal Care	
	A3	No. of people waiting longer than target time for service, per 000 population	Output	Pending Implementation of Lord Sutherland's Review of Free Personal Care	
Support for carers	C1	% of carers who feel supported and capable to continue in their role as a carer	Outcome	Data drawn from NMIS	N
Quality of assessment and care planning	Q1	% of user assessments completed to national standard	Process	Data drawn from NMIS and local systems	N
	Q2	% of carers' assessments completed to national standard	Process	Data drawn from NMIS and local systems	N
	Q3	% of care plans reviewed within agreed timescale	Output	Data drawn from NMIS	N
Identifying those at risk	R1	No. of emergency bed days in acute specialties for people 65+, per 100,000 pop	Outcome	HEAT target (T12)	E
	R2	No. of people 65+ admitted as an emergency twice or more to acute specialties, per 100,000 pop	Outcome	National indicator reported in Scotland Performs	E
	R3	Percentage of people 65+ admitted twice or more as an emergency who have not had an assessment	Output	Measure administered through ISD	E
Moving services closer to users patients	BC1	Shift in balance of care from institutional to 'home based' care	Input	No overarching measure	
	BC2	% of people 65+ with intensive needs receiving care at home	Input/ Outcome	Measure administered through ASD	E& N
	BC3	% of people 65+ receiving personal care at home	Output (Proxy)	Measure administered through ASD	E

Measures: 6 (7) Outcomes 7 output 2 process 2 (1) input

- NMIS is National Minimum standards for assessment, shared care and support plans and review (July 2008)
- HEAT is the NHS Scotland suite of measures and targets on which NHS Boards base their annual Local Delivery Plans
- ISD is the information Services Division of NHS Scotland
- ASD is the Analytical Services Division of Scottish Government
- E – Existing measure
- N – Measure defined in this document

¹ Community Care Outcomes Framework – Final Definitions 2008,' Scottish Government, 11 December 2008

CHP Risk Register April 2009

Date	Risk Description	Previous Risk Rating	Additional Actions to manage the risk	Residual Risk	Risk Owner	Standing Committee	Review Date
04/07/07	The Board fails to meet its delayed discharge HEAT target of zero on an ongoing basis (523)	Medium	A Delayed Discharge Strategic Action Group was established in May 2007 and undertook a range of tasks to ensure the national target of zero delayed discharges by April 2008 was met. Some short term funding was identified locally to support work in this area. Funding from the Scottish Government for delayed discharges is now routed through SIC as part of the Single Outcome Agreement. The Admissions and Discharges Group meet regularly to review protocols and address any operational issues regarding discharge. Our joint delayed discharge action plan has been revised and updated for 2008-09. The national Joint Improvement Team has visited Shetland and provided £30,000 to support further work on discharges locally. Construction work has	Medium	CEO	Board	01/07/09

27 April 2009

HEAT: Health Efficiency Access and Treatment
CEO: Chief Executive, NHS Shetland

DN: Director of Nursing
DCS: Director of Clinical Services

Page 1 of 8
EDED&SC: Executive director Education & social Care



			started on a temporary based care home at Montfield.				
17/04/08	<p>Difficulty in ensuring continuity of resident nursing service on remote Non-Doctor Islands of Foula, Fair Isle, Skerries, Fetlar and Bressay thus potentially increasing the risk to patient safety with subsequent risk to the reputation of the Board within the Community.</p> <p>Greatest difficulty is experienced in finding nursing cover for the island of Foula (538)</p>	Medium	<p>Cover provided using either permanent post holder or the Peripatetic Relief District Nurse. Temporary cover provided by members of Community Nursing staff. Further temporary cover is provided by Acute Sector and both the Community and Hospital Banks. Clinical risk assessments have been documented on individuals living on Foula, Fair Isle and Skerries. Discussion regarding the nursing cover has been held with relevant GP for each island where cover issues have arisen. Information on Nursing cover provided to all islanders via the Local Community Counsellor by fax/email or telephone. Patient specific arrangements for accessing services made as necessary. Details of what to do in an emergency provided to all islanders. Emergency evacuation available re Helicopter or Coastguard services. Simple Medicine box prepared and held by responsible local resident (contents agreed with GP and</p>	Medium	DN	CHCP	31/01/09



			Pharmacist). NHS 24 notified if nurse is not resident on island. Medium term plan involves re-designing the nursing service on Fair Isle and Foula.				
29/11/06	Provision of consistent, high quality, sustainable Out of Hours care. (513)	High	QIS external assessment of OOHs services took place in April 2006. Quarterly reports presented to Board Clinical Governance Committee. Winter Action plan approved by Board Monitoring of A&E waiting time targets to SMT on a monthly basis. Participation in Audit Scotland review of OOHs service. Weekly and monthly monitoring reports received from NHS24. Monthly meeting with OOHs GPs. Quarterly Governance meeting with NHS24 and other partners e.g. SAS. Brae Health Centre now part of local OOH co-operative arrangements. New OOHs vehicle purchased able to cope better with adverse road conditions	High	DCS/CHP	CHCP	01/07/09



06/08/08	Public Partnership Forum (PPF) not entirely in place to support public involvement in developing new services and improving health services. (542)		A project manager has been commissioned to lead the new re-design project to redevelop the PFPI framework including a PPF for NHS Shetland. PFPI Steering Group and NHS 100 fulfils some of PPF requirements currently .	Medium	DN/CHP		01/07/09
12/11/08	Lack of direction, strategy and forward planning	Medium 01/12/08	CHCP Agreement documents service priorities and needs for the next 3 years. Dementia Redesign and Long Term Care Review projects have established future needs and actions are being taken forward. Commissioning Strategy has been developed for CHCP	Low	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/2010
12/11/08	Conflict of interest between roles of NHS and Council. Failure to agree	Medium 01/12/08	Development of joint strategies including Health Strategies for Older People, Disability Strategy, Mental Health Strategy, Carers Strategies, Service plans incorporated in CHCP Agreement. CHCP Agreement signed off by both Council and NHS Board. Single Outcome Agreement includes health targets	Low	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/09



12/11/08	Different levels of autonomy between the NHS and the Council. NHS required to comply with national NHS Scotland imperatives. Council has greater discretionary powers to act in the interest of the local community.	Not set	Links to risks above. Partnership working with agreed local priorities put in place through CHCP Agreement, pooling skills, expertise, methodologies, duties and responsibilities to achieve shared goals	Medium	DCS/ EDEd&S C	CHP/ SIC Services Committee	01/07/09
12/11/08	Contractual arrangements unclear between SIC/NHS and external organisations providing services for NHS and Council. Failure to provide services and value for money	High	SLAs put in place for all services purchased from local voluntary and not for profit organisations. Procedures set out in clear document available to all. Revised GP Contracts came into effect on 1 April 2009 and these will be reviewed annually. A CHCP Commissioning Strategy has been developed. More work is needed to embed new procedures.	Medium	DCS/ EDEd&S C	CHP/ SIC Services Committee	01/07/09



12/11/08	Meeting expectations of the community, including staff, at a time where there are financial constraints on both organisations. Locally service levels and service quality are very high.	Not set	Improve communication. Communication strategy is included in CHCP Agreement. Develop more public information resources. Set clear criteria for services. Work is required to inform public/families regarding the proposal to review local Interim Placement Services	High	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/09
12/11/08	Availability of funding or lack of alternative immediate/achievable management options, determines priorities rather than service need.	Not set	CHCP Agreement and strategy documents set out strategic direction and more detailed plans on how to spend specific funds e.g. pump priming agreed across both agencies should have exit strategies. Seek wider management range of responses to meet complex service needs.	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/10/09
12/11/08	Unable to demonstrate that new funding initiatives make improvements in services e.g. Adult Support & Protection Act	Not set	Establish performance monitoring systems reporting to both agencies	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/09



12/11/08	Failure to recruit staff a) to key posts and b) frontline staff in sufficient numbers to meet the needs of an ageing population	Medium	Innovative recruitment for key posts. Sell Shetland using packs from Tourist Board. Improve/streamline recruitment processes. Involve other staff as guides for applicants from outwith Shetland. SM Occupational Therapy, SM Primary Care, Dietician and SM Community Care Resources all recruited successfully. Good response to recent adverts in adult services.	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/09
12/11/08	Inadequate management information - budgetary - operational to allow good performance monitoring and service planning. Inequalities, diverse formats of data unavailable	Not set	Budget monitoring reports available at each period end. Performance information collated and circulated monthly. Balanced scorecard performance monitoring framework established across CHP/NHS Shetland to report against HEAT and other joint performance indicators. Joint service improvement (and informatics resources) are being aligned to the CHP to take forward service development and enhance performance management data and systems available for Long Term Conditions and Mental Health services.	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/09

27 April 2009

HEAT: Health Efficiency Access and Treatment
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Page 7 of 8
EDED&SC: Executive director Education & social Care



12/11/08	Resource requirements for future plans exceed available resources: - human - revenue and capital programmes.	Not set	Cash Releasing Efficiency Savings (CRES) targets set for both Council and NHS Board. Prioritisation systems put in place for service developments. External funding sought whenever possible	High	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/09
12/11/08	Failure to achieve value for money through high unit costs.	Not set	Service redesign projects will look at funding issues and seek better value for money through economies of scale	High	DCS/ EDED&S C	CHP/ SIC Services Committee	01/10/09



REPORT

To: Services Committee

7 May 2009

From: Head of Schools

SCHOOL HOLIDAY DATES - CHANGE TO SCHOOL YEAR 2009/2010

1. Introduction

- 1.1 The Head of Schools met with a focus group of Head Teachers to compile proposed school term dates for the next four sessions from 2009/2010 to 2012/2013.
- 1.2 The report asking for approval of the dates was presented to Services Committee in May 2008 (SC min ref: 31/08).
- 1.3 It has now been realised that the planned date of return to school after the 2009/2010 Christmas Break, 4 January 2010, is a public holiday (Appendix A(i)).

2. Proposals

- 2.1 It is proposed that the schools open after the 2009/2010 Christmas break on Wednesday, 6 January 2010 (Appendix A(ii)).
- 2.2 It is proposed, to ensure that pupils have the statutory 190 school days, that the first day of the Christmas break be changed from Monday 21 December to Wednesday, 23 December 2009.

3. Link to Council Priorities

- 3.1 This report has no explicit link to the Corporate Plan priorities, but will help to create a culture where individual learners can strive to reach their full potential.

4. Financial Implications

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

- 4.2 If schools were to open on 4 January 2010, then additional costs would be incurred, as ancillary staff would be entitled to over-time, as they would be required to work on a public holiday.

5. Policy and Delegated Authority

- 5.1 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.
- 5.2 The requirement for all education authorities to ensure that schools under their management are open for at least 190 days (excluding Saturdays and Sundays) in each school year is set out in the Schools General (Scotland) Regulations 1975 (as amended). Using these Regulations as the basis for determining term dates and holidays, authority to determine schemes for school term dates is delegated to the Services Committee.

6. Recommendations

- 6.1 I recommend that the Services Committee approve the change to School Term dates for the 2009/2010 school year, as detailed in 2.1 and 2.2.

April 2009

Our Ref: HB/sm

Report No: ED-12-F

Appendix A (i)

TERM DATES FOR SESSION 2009-2010		
Term 1	Monday 17 August – Friday 9 October inclusive	40 days
<i>October holidays</i>	<i>Monday 12 October – Friday 23 October</i>	<i>10 days</i>
Term 2	Monday 26 October – Friday 18 December inclusive	40 days
<i>Christmas holidays</i>	<i>Monday 21 December 2009 – Friday 1 January 2010</i>	<i>10 days</i>
Term 3	Monday 4 January – Friday 26 March inclusive	60 days
<i>Spring holidays</i>	<i>Monday 29 March – Friday 9 April</i>	<i>10 days</i>
Term 4	Monday 12 April – Friday 2 July inclusive	60 days

Appendix A (ii)

TERM DATES FOR SESSION 2009-2010		
Term 1	Monday 17 August – Friday 9 October inclusive	40 days
<i>October holidays</i>	<i>Monday 12 October – Friday 23 October</i>	<i>10 days</i>
Term 2	Monday 26 October – Tuesday 22 December inclusive	42 days
<i>Christmas holidays</i>	Wednesday, 23 December 2009 – Tuesday, 5 January 2010	<i>10 days</i>
Term 3	Wednesday, 6 January – Friday 26 March inclusive	58 days
<i>Spring holidays</i>	<i>Monday 29 March – Friday 9 April</i>	<i>10 days</i>
Term 4	Monday 12 April – Friday 2 July inclusive	60 days



Shetland Islands Council

REPORT

To: Services Committee

7 May 2009

From: Executive Director – Education and Social Care

Services Provided by Disability Shetland: A Way Forward

1 Introduction

- 1.1 This Report asks Members to provide policy direction on services provided by Disability Shetland, where funding for the project from external sources appears likely to come to an end.

2 Link to Council Priorities

- 2.1 This Report contributes to the Council's corporate priority to support and encourage children and young people to enjoy being young.

3 Background

- 3.1 The Children's Services team, within the Education and Social Care Department, provides support to children and young people with assessed needs. They use a range of services, both "in-house" and by referral to service providers in the local voluntary sector, including Disability Shetland.
- 3.2 Disability Shetland run a Children and Young People's Service, including the Saturday Club (for social and recreational activities) and provision of advice and information, such as the Helping Hands packs.
- 3.3 The service is provided by two part time and one seasonal worker member of staff, with the support of a number of volunteers. Young people with complex needs get one-to-one support.
- 3.4 Funding for the project is currently provided from sources outwith Shetland (predominantly from Children in Need). Children in Need have now notified Disability Shetland that the level of funding in the

current year will reduce and that they will not be providing funding beyond the current year.

- 3.5 The service has funding in place to operate until June 2009. Three external funding applications have been unsuccessful to date; decisions on a further three applications are pending. The projected deficit to the end of this financial year is £34,000.
- 3.6 Disability Shetland has in place a management and administrative agreement with Shetland Council of Social Services (SCSS). The Executive Officer of SCSS has approached the Council with a request to consider putting in place a funding package, to enable the service to continue. Should additional external funding applications be successful, the amount of funding requested from the Council would reduce accordingly. Shetland Islands Council has no budget in place to support this request, so support could only be provided by reducing services in another area.

4 Proposal

- 4.1 Shetland Islands Council has not previously provided financial support for this service, so currently has no information on service performance or costs. The service will be valuable to those using it, and their families, but it is not an identified priority in the Integrated Children and Young People's Services Plan. There is reference in the Single Outcome Agreement, under the Social Welfare Outcome, to, "ensure children with care or other needs get the best life chances". The options available to the Council are:

(a) to note with regret the financial position of Disability Shetland and take no further action; or

(b) to enter into a dialogue with Disability Shetland to explore ways in which the service could continue to be provided: either

i. within existing resources; or

ii. by identifying a source of funding from another service area within the Department, to enable the Council to provide financial support.

- 4.2 If it were the case that in future the Council wish to provide support for this service, the arrangement would be formalised through the application of the Commissioning Strategy. This would establish a Service Level Agreement and formal service performance, financial information and quality assurance arrangements, once the requirements of the EU Procurement of Goods and Services requirements had been met.

5 Financial Implications

- 5.1 There is no provision in the approved 2009/10 budget for Children's Services to meet the cost of a £34,000 contribution to Disability

Shetland to pay for the Children and Young People's services. Any financial contribution would therefore have to be met by way of a reduction or underspend on another service area. It is too soon in the new financial year to be able to identify any underspends. The Children's Services budgets will be under pressure in the current financial year, to deal with increasingly complex child protection cases and the need for social work intervention, and to respond to the likely recommendations from the recent inter-agency Child Protection inspection.

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 matters within approved policy and for which there is a budget.

7 Recommendations

- 7.1 I recommend that Services Committee ask the Executive Director of Education and Social Care, or her nominee, to enter into a dialogue with Disability Shetland, through Shetland Council of Social Services, to explore ways in which the service could continue to be provided and report back with options to the next cycle of meetings.

Our Ref: HAS/sa

Report No: ESCD-85-F



REPORT

To: Services Committee

7 May 2009

From: Head of Schools

CLOTHING GRANTS – REVISED POLICY

1. Introduction

- 1.1 The purpose of this report is to seek approval from Elected Members for a revised Schools Service Policy on the eligibility criteria for clothing grants. The proposed revised policy is attached to this report as Appendix A and the accompanying leaflet for parents/carers is attached as Appendix B.

2. Link to Council 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 criteria for eligibility for Free School Meals is set in legislation while local authorities are responsible for setting their own criteria for clothing grants. The provision of clothing grants is a way of dealing with the authority's duty under section 54 of the Education (Scotland) Act 1980. The duty is to make such provision as the authority may determine of adequate and suitable clothing for pupils attending school who would otherwise be unable to take full advantage of the education provided by reason of the inadequacy or unsuitability of their clothing.
- 3.2 Recent changes to the tax credit system have required us to revisit our eligibility criteria for clothing grants.
- 3.3 Clothing grants are currently £50 per secondary school pupil per school year, and £45 per primary school pupil per school year.

4. Proposals

- 4.1 In line with most other local authorities the criteria proposed by the Schools Service for eligibility for a clothing grant are now as follows. Parents / carers who are in receipt of:
- Income Support
 - Income-based Jobseeker's Allowance
 - Any income related element of Employment and Support Allowance
 - Guaranteed Pension Credit
 - Child Tax Credit and/or Working Tax Credit with and income of less than £16,040
 - Help under Part VI of Immigration and Asylum Act 1999.
- 4.2 In addition, until now, S5 and S6 pupils whose parents/carers meet the criteria, have been able to receive a clothing grant. This is quite unusual for local authorities in Scotland. As these pupils are now eligible to claim an Education Maintenance Allowance, Schools Service wishes to remove their eligibility for a clothing grant.
- 4.3 Instead, it wishes to allow parents/carers of pupils attending pre-school education, in a nursery class or in a partner provider to be eligible to claim a clothing grant.
- 4.4 As pre-school education is provided in a 2.5 hour session per day, increasing to 3 hours per day from August 2010, it is proposed that the grant offered to parents of pre-school children who are eligible be set at £40 per child.

5. Financial Implications

- 5.1 There are no financial implications arising from this report. The budget set for clothing grants for 2009/2010 can absorb the proposed change, should it receive members' approval.

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 relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.
- 6.2 As the recommendation to approve the criteria for eligibility for clothing grants falls outwith delegated powers, a decision of the Council is required.

7. Recommendation

I recommend that the Services Committee recommend that the Council:

- 7.1 Approve the eligibility criteria for clothing grants proposed at 4.1;
- 7.2 Remove the eligibility of parents/carers of pupils attending school beyond compulsory school age to apply for a clothing grant;
- 7.3 Approve the eligibility for a clothing grant to be extended to parents /carers of pre-school children attending one of Schools Service's nursery classes or partner providers.

May 2009

Our Ref: AE/sm

Report No: ED-11-F

Shetland Islands Council: The Clothing Grant Policy 2009/10

Table of Contents

Introduction	2
Aims	2
Eligibility	2
Application	2
Award	3
Assessment and Appeals	3

INTRODUCTION

A Clothing Grant is assistance towards the cost of school clothing and footwear.

AIM

The aim of this policy is to determine who should be eligible for a Clothing Grant.

ELIGIBILITY

Clothing Grants are linked to the level of income/benefit a family receives and will be provided if a family is in receipt of:

Benefit Received

- Income Support
- Income-based Jobseeker's Allowance
- Any income related element of Employment & Support Allowance
- Guaranteed Pension Credit
- Child Tax Credit and/or Working Tax Credit with and income of less than £16,040
- Help under Part VI of Immigration and Asylum Act 1999.

Students are eligible for a Clothing Grant if they are attending Nursery or attending School and are of compulsory school age.

Children eligible must have a date of birth between 1st October 1994 and 28 February 2007.

APPLICATION

Application forms should be received on or before the 30th September.

No Application forms will be accepted after the 31st March. However, there will be allowances made for unexpected circumstances. This will be at the discretion of the Education and Social Care Department.

If a student moves to the area from a different authority, checks will be made to ensure that the student has not already received a Clothing Grant in the current academic year.

A new application should be made each academic year.

AWARD

Only one Clothing Grant will be payable each academic year.

Rates

The current rates of Clothing Grant are:

Nursery	£40.00
Primary	£45.00
Secondary	£50.00

Payment

When an application has been approved, the applicant should receive payment into their Bank Account within 14 days of date of approval letter.

ASSESSMENT AND APPEALS

All applications will be assessed in accordance with this policy.

Unsuccessful applicants will be advised that they can make a written appeal to the Head of Schools Service who will in turn present their appeal to the Services Committee for its consideration.



REPORT

To: Services Committee

7 May 2009

From: Head of Schools

Mid Yell Junior High School New Build Project Update

1. Introduction

- 1.1 The purpose of this report is to update Members of the progress of the Mid Yell Junior High School new build project.
- 1.2 It also seeks a decision between the accommodation schedules detailed as option A and option B.
- 1.3 The supporting appendices to this report are:-
 - Appendix 1 - Accommodation schedule option A
 - Appendix 2 - Accommodation schedule option B

2. Link 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 and Mid Yell Junior High School.

3. Background

- 3.1 The Council meeting in August 2007 agreed an overall budget for the Mid Yell Junior High School new build project of £8.5M (Min Ref: SIC 37/07).
- 3.2 In February 2008 the Council approved a plan to progress the Mid Yell new build project as two separate works packages (Min Ref: SIC 27/08). Package one related to the site preparation and ground works and package two the construction of the new school.

- 3.3 In March 2009 the project team reported to Services Committee its belief that the project was making good progress towards completion of the project within the allocated budget.
- 3.4 Prior to Services Committee of 12 March 2009, all Members received a letter from the Chairperson of the Mid Yell Parent Council outlining some concerns shared between some parents and staff of Mid Yell Junior High School. The main focus of these concerns was that the savings in floor areas that had been identified to remain within the allocated budget for the project and how these would impact on educational delivery. The Head of Schools and Education Spokesperson committed to meet with parents and staff to further explore the issue.

4. Progress Report

- 4.1 The appointed contractor M T Højgaard identified a timber framed modular construction method called Scandibyg, which they have extensive experience of, would be an appropriate construction method for a school the size of the new build in Mid Yell.
- 4.2 Whilst the school would outwardly look the same as the previous design, the modular construction method would allow for a very short on-site construction period and would be a cost-effective option.
- 4.3 Representatives from the project team were joined by the technical manager of the Council's Building Services Unit when they travelled to Denmark to visit several examples of buildings constructed using this system. They also visited the factory where the modules are constructed. Additionally, the project architect has experience of using similar modular systems on the Scottish Mainland.
- 4.4 The project team consider that this construction method is the most appropriate for the new Mid Yell Junior High School.
- 4.5 Having decided on this method of construction, the project team have held preliminary discussions with the planning department and building control to update them on the progress of the project.
- 4.6 In preparation for this, all staff in Mid Yell Junior High were invited to meet with members of the project team to discuss proposed floor space allocations for the school. On 23 March 2009, officers from the Schools Service, Capital Projects and project architects travelled to the school and met staff both individually and in small groups. The day ended with a presentation by the architect of the concept drawings to school staff.
- 4.7 Almost all staff who attended consultation meetings, whilst expressing some disappointment at the savings that have had to be implemented, were positive about the progress that the project was making and accepted that the floor space allocations would allow for service delivery.

- 4.8 Four issues were noted as outcomes from the series of meetings:
- the need for increased area for use by ASN staff
 - the need for a pupil support office for the secondary department
 - an increase in area for the delivery of music
 - a request for additional general storage for the school
- 4.9 It was agreed that the architects would explore ways of addressing the issues and report back to the project team with proposals.
- 4.10 The project architects were able to add an office space to the existing ASN area and were also able to add a further storage room. The positioning of the main hall could allow for it to be used for teaching of music to larger groups of pupils.
- 4.11 Subsequent to these consultations, on 24 March 2009, the Head of Schools and Education Spokesperson attended meetings with school staff and with representatives of the Parent Council to discuss similar concerns with the project.
- 4.12 At this meeting it was suggested that a possible solution to the issues raised by the staff and parent council representatives would be to add two additional modules.
- 4.13 It was noted that this progress report would include a proposal for an accommodation schedule for approval from Services Committee.
- 4.14 As a result of the meetings with the Head of Schools and Education Spokesperson, the project team developed a second accommodation schedule option that took account of the requests from the school staff and parents. Services Committee will be asked to make a decision on which option to progress.
- 4.15 On 2 April a design freeze was agreed. This allows the contractor to calculate and commit to a cost for completion of the project. The contractor has supplied estimate costs for the two accommodation schedule options.

5. Proposed Accommodation Schedule Options

5.1 Accommodation Schedule Option A

- 5.1.1 The project team believes that this option will allow adequate space for the delivery of education in Yell. The spaces allowed for the function of the school are comparable with schools of similar roles both in Shetland and on the Scottish Mainland. They are also confident that this option can be delivered within budget and completed on schedule.

5.1.2 Option A includes office space for ASN staff and an additional storage room of approximately 10 sqm which were identified as required by school staff on 24 March. The gross internal floor area of option A is 2215 sqm. Should this option be accepted, it is anticipated that the project team will present a report to the July cycle seeking approval to progress to the construction phase.

5.1.3 The project team consider that this option represents best value for the Council.

5.2 Accommodation Schedule Option B

5.2.1 Option B is essentially the same as option A. The addition of two modules to the building, however, will add approximately 30 sqm additional storage space, 3.5 sqm additional space for ASN staff and 14 sqm increased accommodation for the music department. There will also be an extra 21.5 sqm in additional circulation space.

5.2.2 The cost of the two additional modules is estimated at £210K. In addition to this sum, costs estimated at £40K will be incurred in added design fees and service costs.

5.2.3 Therefore, should this option be approved as the preferred one for the new school, an additional investment of £250K will be required to be added to the existing £8.5M budget.

5.2.4 Additionally, selection of option B would add an estimated six weeks to the overall project timetable. The implications of this have yet to be fully explored. However, it would be unlikely that the proposed opening date of summer 2010 can be met.

5.2.5 It is not known whether the additional design work resulting from option B will be completed in time to seek approval to move to the construction phase in the July cycle.

6. Financial Implications

6.1 There are no further financial implications anticipated from approval of option A.

6.2 Approval of Accommodation Schedule B will require additional funding totalling £250K to be added to the existing budget. The Council's Capital Programme for 2009/10 is fully committed and any additional funding requirement would need to be identified from other funded projects.

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.
- 7.2 The Council currently retains full authority for decisions on the Capital Programme so there is no delegated authority for Services Committee to amend the priority and funding for Capital Projects.
- 7.3 Recommendation of option B requires a decision of the Council as it is outwith existing budget which has not been approved.

8. Conclusions

- 8.1 The project team considers that good progress continues to be made with this project.
- 8.2 Both options will provide a new school for the Mid Yell community.
- 8.3 Option A meets the approved brief and is contained within the approved budget.
- 8.4 Option B adds an additional 70 sqm floor area. With this option, however, there are implications to the project in terms of programme and budget.

9. Recommendation

I recommend that Services Committee recommend that Shetland Islands Council approve option A which will allow the project to move to the construction phase.

Our Ref: HB/JE/me

Report No: ED-10-F

NEW MID YELL JUNIOR HIGH SCHOOL ACCOMMODATION SCHEDULE

Room No.	Room Name	Frequency of use	Max group size	Proposed Area m2
Admin / Reception				
01	Entrance Lobby	constant		10
02	Pupil support room	50% time		10
03	Reception, Admin (3 staff + reprog equip)	constant	3 or 4	15.3
04	Secure records store			6.5
05	Deputy Head & Principal teacher's office	constant	2	10
06	DSMO			6.3
07	Parent's waiting area			6.6
08	Visitor / Accessible WC			5.1
09	Head Teacher's Office	constant	6	18
10	Meeting room / quiet area / hot desk			18
11	Staff WC's			3.6
12	Tea Prep			3.4
13	Staff Room	constant	35	44.6
Shared Spaces				
14	Library (inc careers area + 3 computers)	constant	25 (class)	67.5
15	Gallery			80
16	Stair			10
General Classrooms				
17	Additional Support Needs Main area/lifeskills	constant access required		26.5
18	Social studies classroom + store		20	47
19	Modern Languages Classroom + store		20	52.7
20	English classroom + store		20	52.7
21	Maths classroom + store		20	60
22	Shared Maths / Science Store			15.5
23	Science Lab & Store		20	78.5
24	Janitor's Room & Store	constant	2 max	10
25	Cloaks / Social Area	break times		7
26	Secondary WC's Male			5.5
27	Secondary WC's Female			5.8
28	Cloaks / Social Area	break times		12
29	Cleaner's Store			3.6
30	Hygiene Room / Accessible WC			7.6
Nursery / Primary Classrooms				
31	Entry/cloaks/parent's waiting area			15
32	Nursery	constant	20	71
33	Nursery/infants WC's			9
34	Hygiene Room / Accessible WC			5.2
35	Staff work base nursery/primary & store		3	23
36	Lower Primary classroom	constant	25	70
37	Social Area / Cloaks	break times		32
38	Primary WC's			15.3
39	Greenhouse			10
40	Middle Primary classroom	constant	25	70
41	Upper primary classroom	constant	25	68
42	External Escape Stair North			
43	External Escape Stair South			

	Ancillary & General Classrooms			
44	Plant room			21.8
45	Store			19.4
46	Home Economics classroom + store		12	47
47	Kitchen (incl stores, staffroom, wc & cleaner)			74
48	Dining Room			90
49	Tuck Shop			3
50	Cleaner's Store			6
51	Assembly Hall			130
52	Central Store			26.5
53	Music (incl. Store)		20	49
53a	Practice room / recording studio			11
54	PE / Theory Room	8 P per week	10	26.5
55	ICT		12	43.5
56	Art room + store (incl. Kiln area)		20	71.4
57	Technical Room, Store & CAD / drawing room		20	135
58	Server Room			7
59	Secondary WC's unisex			5.6
60	Accessible WC			5
61	Social Area / Cloaks	break times		11.5
	TOTAL INTERNAL NET AREA (Usable space)			1871
	allowance for circulation (12.8%) + Internal walls			344
	TOTAL ADDITIONAL INTERNAL AREA (Circulation/construction space)			344
	TOTAL GROSS INTERNAL AREA m2			2215

= Rooms increased in size /added

NEW MID YELL JUNIOR HIGH SCHOOL ACCOMMODATION SCHEDULE

Room No.	Room Name	Frequency of use	Max group size	Proposed Area m2
Admin / Reception				
01	Entrance Lobby	constant		10
02	Pupil support room	50% time		10
03	Reception, Admin (3 staff + reprog equip)	constant	3 or 4	15.3
04	Secure records store			6.5
05	Deputy Head & Principal teacher's office	constant	2	10
06	DSMO			6.3
07	Parent's waiting area			6.6
08	Visitor / Accessible WC			5.1
09	Head Teacher's Office	constant	6	18
10	Meeting room / quiet area / hot desk			18
11	Staff WC's			3.6
12	Tea Prep			3.4
13	Staff Room	constant	35	44.6
Shared Spaces				
14	Library (inc careers area + 3 computers)	constant	25 (class)	67.5
15	Gallery			80
16	Stair			10
General Classrooms				
17	Additional Support Needs Main area/lifeskills	constant access required		30
18	Social studies classroom + store		20	47
19	Modern Languages Classroom + store		20	52.7
20	English classroom + store		20	52.7
21	Maths classroom + store		20	60
22	Shared Maths / Science Store			15.5
23	Science Lab & Store		20	78.5
24	Janitor's Room & Store	constant	2 max	10
25	Cloaks / Social Area	break times		7
26	Secondary WC's Male			5.5
27	Secondary WC's Female			5.8
28	Cloaks / Social Area	break times		12
29	Cleaner's Store			3.6
29a	Store			15.9
30	Hygiene Room / Accessible WC			7.6
Nursery / Primary Classrooms				
31	Entry/cloaks/parent's waiting area			15
32	Nursery	constant	20	71
33	Nursery/infants WC's			9
34	Hygiene Room / Accessible WC			5.2
35	Staff work base nursery/primary & store		3	23
36	Lower Primary classroom	constant	25	70
37	Social Area / Cloaks	break times		32
38	Primary WC's			15.3
39	Greenhouse			10
40	Middle Primary classroom	constant	25	70
41	Upper primary classroom	constant	25	68
42	External Escape Stair North			
43	External Escape Stair South			

	Ancillary & General Classrooms			
44	Plant room			21.8
45	Store			19.4
46	Home Economics classroom + store		12	47
47	Kitchen (incl stores, staffroom, wc & cleaner)			74
48	Dining Room			90
49	Tuck Shop			3
50	Cleaner's Store			6
51	Assembly Hall			130
52	Central Store			40.7
53	Music (incl. Store)		20	57
53a	Practice room / recording studio			17
54	PE / Theory Room	8 P per week	10	26.5
55	ICT		12	43.5
56	Art room + store (incl. Kiln area)		20	71.4
57	Technical Room, Store & CAD / drawing room		20	135
58	Server Room			7
59	Secondary WC's unisex			5.6
60	Accessible WC			5
61	Social Area / Cloaks	break times		11.5
	TOTAL INTERNAL NET AREA (Usable space)			1918.6
	allowance for circulation (13.2%) + Internal walls			366.4
	TOTAL ADDITIONAL INTERNAL AREA (Circulation/construction space)			366.4
	TOTAL GROSS INTERNAL AREA m2			2285



REPORT

To: Services Committee

7 May 2009

From: Head of Children's Service

ADDITIONAL SUPPORT NEEDS BEFRIENDING SERVICE

1.0 Introduction

- 1.1 The purpose of this report is to approve funding to Shetland Befriending Scheme towards its befriending service to young people aged between 7 –15 years old with additional support needs.

2.0 Links to Corporate Priorities

- 2.1 This report supports the Council's Corporate priority regarding children and young people, to encourage and support them to enjoy being young. Child Protection will remain one of the Council's main priorities.

3.0 Background

- 3.1 Shetland Islands Council has a duty to provide an assessment of need for a child who has a disability when requested to by a parent or carer.
- 3.2 The Council's Children's Services support children and young people with assessed needs using a range of services, both "in house" and by referral to service providers in the local voluntary sector, including Shetland Befriending Scheme.
- 3.3 Shetland Befriending Scheme (SBS) was established in June 2000 and is under the umbrella of Shetland Council of Social Service. SBS has proved to be very successful and has significantly expanded over the years, providing the following befriending services:
 - Children and Young people at risk (7-15 years old)
 - Young Adults at risk (16 – 25 years old)
 - Children and Young people with Additional Support Needs (7-15 years old)

3.4 SBS help clients with:

- Increasing Self Esteem and Confidence Building;
- Increasing feelings of achievement;
- Developing Positive Relationships with others;
- Experiencing new things.

4.0 Present Position

- 4.1 Members should note that the number of children and young people with additional support needs is on the increase. Records indicate that this trend is expected to rise yet further in the next 10 years.
- 4.2 It has been identified that a number of children and young people between the ages of 7-15 years old with additional special needs would benefit from a befriending service.
- 4.3 In August 2008, SBS launched its Children and Young People's Additional Support Needs Service following a successful 3 year funding bid to Children In Need (CIN). However it should be noted that the CIN funding only covers the service's staffing costs, so in Year One Children's Services awarded SBS with grant assistance of £7,564 to assist with running costs such as insurance, stationary, volunteer and activity costs.
- 4.4 Following a number of meetings with the Head of Children's Service, SBS has submitted an application for funding towards its Children and Young People's Additional Support Needs service for financial years 2009/10 and 2010/11. It is proposed that this funding will be used to assist with running costs and a financial breakdown of the service is set out in table 1 below.

Table 1

DESCRIPTION	2008/09	2009/10	2010/11
Staffing costs	£27,054	£28,579	£30,220
Activity costs	2,100	8,400	12,600
Volunteer costs	1,584	1,624	1,664
Other running costs	2,800	2,868	2,938
Equipment	1,080	0	0
TOTAL COST	34,618	41,471	47,422
FUNDED BY:			
Children In Need	27,054	28,579	30,220
SHORTFALL	7,564	12,892	17,202

- 4.5 The approval of this funding request would enable SBS to sustain a full time member of staff for a period of two more years and help with the recruitment at least 5 new volunteers per year. The service should

provide up to at least 12 new places per year for children and young people with additional support needs.

- 4.6 Members should note that SBS provide good value for money and the group has a proven track record in delivering high quality services.

5.0 Financial Implications

- 5.1 Members should note that if recommendation 7.1 is approved, then the Council will be committing itself in principle to funding SBS for a two year period to provide the services agreed with them, subject to the 2010/11 budget setting exercise.
- 5.2 The Children's Services budget for GRG6005 2402 for financial year 2009/10 has sufficient funds to meet the amount requested by SBS for this financial year.

6.0 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.

7.0 Recommendations

I recommend that that the Services Committee recommends to the Council to:

- 7.1 Agree that a new Service Level Agreement should be developed and approved between Shetland Islands Council and Shetland Befriending Scheme for a period of two years, subject to annual review and the availability of finance.
- 7.2 Approve funding of up to £12,892 to SBS for the purpose outlined in this report. The source of this grant is the Children's Service budget GRG 6005 2402 for financial year 2009/10.
- 7.3 Approve in principle funding of up to £17,202 to SBS for the purpose outlined in this report. The source of this grant is the Children's Service budget GRG 6005 2402 for financial year 2010/11, subject to the 2010/11 budget setting exercise.
- 7.4 Note that the above funding is subject to the standard conditions as specified in the Service Level Agreement with the Council.

Date: May 2009
Our Ref: SM/MD/01

Report No: CS-04-F1



REPORT

**To: Services Committee
Shetland Islands Council**

**7 May 2009
20 May 2009**

From: Head of Finance

ANDERSON HIGH SCHOOL – FUNDING PROPOSALS

Report No: F-015-F

1. Introduction

- 1.1 Report F-015-F to the Shetland Islands Council on 14 May 2008 (Min. Ref.63/08) was approved, which meant that the Council approved a sale/leaseback deal with the Shetland Charitable Trust (in practice, with Shetland Leasing and Property Development Ltd., or SLAP) as the most promising approach to funding the new Anderson High School.
- 1.2 I was given the task of exploring this option with SLAP, the external auditors and the Scottish Government, with a view to reporting back to the Council with specific details of a prospective deal. This report sets out those details for Council consideration. The SCT/SLAP side of the deal will be reported to them in the same cycle.

2. Links to Corporate Plan

- 2.1 This report links to the Council's corporate priorities and financial policies, defined in its Corporate Plan, especially with regard to the financial sustainability of capital spending.

3. Background

- 3.1 The conclusions from Report F-015-F are summarised below.
- 3.2 The Anderson High School project is such a major and unprecedented investment that its funding has required a review of Council financial policy and capital spending plans. It has become apparent that the status quo on financial policy cannot be maintained in the face of such a major infrastructure investment.
- 3.3 It is clear that whatever method of funding the AHS is used, the project is of such a magnitude that it will to some degree constrain other capital spending. But it can be concluded that cutting non-AHS capital spending cannot by itself preserve financial policy and provide financial sustainability.

- 3.4 Simply changing the Council's financial policy targets (especially lowering the Reserves Floor to, say, £200 million from £250 million) can be seen as moving the goalposts, and permanently impairs the sustainable level of ongoing capital spending.
- 3.5 Going back into debt is not technically possible in respect of commercial debt (because that would be borrowing in advance of need), and it makes no practical sense for the General Fund to borrow from General Fund Reserves.
- 3.6 Commercial PPP/PFI is unpopular with many Councils, and is expensive, and is used only by those who have no choice.
- 3.7 Leasing, especially a finance lease negotiated with SLAP/Charitable Trust, is an approach that involves the minimum of change to Council financial policy, and holds sufficient attractions for the Charitable Trust (SLAP's parent) as to hold out the hope of a negotiated deal between the parties that serves both their interests and those of the wider Shetland community. It should be noted, however, that the lease payments will have an ongoing impact on achieving sustainable use of reserves, which will require to be balanced by either:
 - 3.7.1 further efficiency gains in General Fund revenue spend;
 - 3.7.2 reduced Reserve Fund programmes;
 - 3.7.3 reduced annual Capital Programme allocations.

4. Leasing in Principle

- 4.1 The Council, even during the period of the Debt Free Policy, has made occasional use of leasing as a way of spreading the costs of acquisition over an asset's lifetime. It has usually done so in response to particular circumstances and advantages (such as the few areas in which lease payments have generated financial support from central government) and has retreated from such arrangements when those advantages have been eroded or circumstances have changed (for example the buy-back of leased ferries in 2005/06).
- 4.2 That pragmatic approach seems appropriate in principle for the financing of the new AHS, and/or for other infrastructure projects in present circumstances, and that option will now be explored in some detail.
- 4.3 Leases can be of two different types: operating leases or finance leases. Operating leases leave most of the burdens of ownership with the lease company, whereas finance leases substantially transfer the risks and rewards of ownership to the lessee (in this case the Council). A finance lease, which ultimately gives rise to title being transferred back to the Council, appears to be the most appropriate approach for key infrastructure, which is vital to the delivery of Council services (such as the AHS). The accounting treatment of finance leases requires the value of such leased assets to be accounted for on the Council's balance sheet, but the bottom line in cash terms is that the Council only needs to find the cash to pay the lease company its annual lease charges.

- 4.4 The remaining policy question is whether a finance lease solution meets the Council's Debt Free Policy. Technically speaking, a finance lease deal does not involve incurring debt, so on a literal interpretation the Council's General Fund would remain debt free. However, it must be recognised that the spirit of the Debt Free Policy involved the objective of leaving no financial liabilities for future generations to bear. A finance lease leaves obligations for the length of the lease (in this example for 30 years) so it does represent that degree of departure from the spirit of the Debt Free Policy.
- 4.5 There is no doubt that a finance lease deal on the AHS has significant practical advantages in present circumstances. It recognises the extraordinary size of the investment required, and provides a special means of spreading the cost of that investment with the minimum need for modifying the Council's financial policy framework. It does, however, represent the biggest change in the Council's financial approach since it went debt free in 1992. It is not a change to make lightly.

5. External Consultees

- 5.1 I met with officials in the Scottish Government in late 2008, the main objective being to clarify that there were no alternative approaches to funding the AHS which would be preferable to a sale/leaseback deal with SLAP. The problem has always been that any attempt to tap into a different Government funding stream contains the risk of unsettling the existing capital funding arrangements with the Scottish Government (principally the Notional Loan and Leasing Charges deal bilaterally negotiated in 1994, which is currently worth £15.7 million per annum to the Council).
- 5.2 I was satisfied by the discussions in Edinburgh that none of the existing Scottish Government funding mechanisms hold out the promise of improved funding from the Scottish Government. I was also convinced that the Government's preferred vehicle for future capital funding (the Scottish Futures Trust) is still not sufficiently developed as to offer any prospect of improved external funding in the foreseeable future.
- 5.3 I have recently requested a view from Audit Scotland (the Council's external auditors) on the prospective sale/leaseback deal, to seek assurances that there are no regulatory or technical impediments to the deal. I have started this dialogue from a position of high certainty that there won't be a problem, on the basis that the Council has entered into several similar arrangements in the last fifteen years (notably the sale of the Sullom Voe Terminal site, and the sale/leaseback of ferries), but the AHS deal is of such significance it is still worth double checking its feasibility. I have received an initial response from Audit Scotland and have entered into a dialogue with them on this subject, and when that is concluded I will report to the Council as soon as possible. Given that there is no need to implement the deal until the new Anderson High School is completed I do not believe the current absence of their conclusive views should hold up the project in the meantime.

6. Leasing in Practice

- 6.1 All recent leasing deals of any magnitude have been done between the Council and SLAP, and there are a number of reasons why that might be the most appropriate way forward in this case also.
- 6.2 I am conscious of recent controversy in dealings between the Council and the Charitable Trust (SLAP's owner), and it might therefore be argued that the Council should not concern itself with the Charitable Trust's interests. However, in any negotiation it pays to understand the other party's interests in the deal, and in this case there is also the wider interest of the Shetland community for both parties to the prospective deal to consider.
- 6.3 The Shetland Charitable Trust is, in orthodox fund terms, a very mature fund (meaning that its regular annual outgoings far exceed its regular annual income, so that it is heavily reliant on investment returns to meet its ongoing liabilities). A mature Pension Fund would respond by switching from risky investments providing potentially high returns (equities) to more stable investments providing guaranteed, but lower, returns (bonds), but the Charitable Trust has not been able to afford to do so because of its high outgoings. It should therefore be attractive to the Charitable Trust to put a sizeable portion of its capital into something which provides a good guaranteed rate of return.
- 6.4 It is therefore reasonable to conclude that there is sufficient mutual benefit and common interest for the Council and the Charitable Trust to make a negotiated finance lease deal with SLAP worthy of exploration. It was on that basis, and on the basis of the Council's decision on 14 May 2008, that I negotiated the following prospective deal with officers of SCT/SLAP:
- 6.4.1 SIC will fund the construction of the new Anderson High School for the estimated cost of £49 million in the estimated period 2009-2013;
- 6.4.2 in 2013 (or after completion) the SIC will sell the AHS at cost (estimate £49 million) to SCT/SLAP;
- 6.4.3 SIC will lease the AHS back from SCT/SLAP for a thirty year period, during which all the burdens of ownership will fall upon the Council (maintenance, rates, running costs, insurance, and so on), and after which the title to the AHS will pass to the Council at no further cost;
- 6.4.4 the price of the lease, based on a fair return on capital to SCT/SLAP and a fair cost of capital to the SIC (5% real) is £3.19 million per annum at 2013/14 prices (to be index linked to the Consumer Prices Index thereafter). The discounted cash flow which calculates the price is contained in Appendix A.
- 6.5 The General Manager and Financial Controller of SCT/SLAP have commented as follows on the prospective deal:

- 6.5.1 “we like the deal as proposed, in terms of it being commercial, fair and attractive, and will recommend it to both the Trust (which will need to provide some fresh funds) and SLAP (the actual vehicle);
- 6.5.2 “however, we want to point out to you (and so to the SIC), that this project (£49 million), plus the existing and planned investments in property by SLAP and at SVT, plus the existing and planned commercial investments in the infrastructure of the District Heating Scheme, will take the Shetland Charitable Trust Group up to, or very near to, the limit that I believe that the Trust Group should invest in these type of leasing investments. This means that if the SIC asks the Trust (through SLAP) to commit to this proposed financing route, then the SIC should not expect this type of funding to be available for other significant purchase and leaseback type projects”.
- 6.6 The fact that this deal will use up the Charitable Trust’s capacity to do this kind of transaction should be noted by the Council. There is no obvious merit in applying this capacity to any other kind of project, since the effect on the Council’s bottom line will be the same.
- 6.7 Appendix B shows the possible effect on the Council’s discretionary reserves of a finance lease deal on the new AHS costing £3.19 million per annum. It is also based on reducing the non AHS Capital Programme to £15 million for 2010/11 (as has long been recognised in policy), £15 million for 2011/12, followed by the maximum possible non-AHS capital spend compatible with the Reserves Floor Policy of £250 million (which scales the General Fund Capital Programme down to £10 million per annum for 2013/14 and beyond).
- 6.8 Appendix C shows that under this scenario the Annual Limit Policy of £20 million would be breached in 2009/10, 2010/11 and 2011/12 and that the Reserves Floor Policy would be temporarily breached in 2009/10, 2010/11 and 2011/12. However, after that temporary period covering the construction of the AHS, both policies could be adhered to, provided that the Council accepted that it could afford on average no more than £10 million per annum on non-AHS capital spending thereafter.

7. Further Observations

- 7.1 A concern which has been expressed is that over thirty years the Council will make payments of £95.7 million to buy a £49 million school. The difference is apparent and not real, however. Provided that the price is right (and Appendix A is calculated at a 5% discount rate, which is my judgment of a fair price for capital) then paying £49 million now is exactly equivalent to paying £3.19 million per annum for thirty years, no more and no less. That same calculation applies to Housing Revenue Account debt and to personal debt, such as mortgages.
- 7.2 Another view which has been expressed is that the prospective deal is more valuable to the Shetland Charitable Trust than it is to the Council, on the basis that it provides them with thirty years of secure funding for what might be regarded as optional, “value added” services, at the expense of core Council services. It does provide them with increased security (which is why it may be appealing to the Trust), but as stated

above it is not at a punitive cost to the Council, provided the price on the deal is a fair one.

- 7.3 The choice of whether to finance the Anderson High School out of Council Reserves or by sale/leaseback with SCT/SLAP is, in the end, quite finely balanced. If the Council wishes to spread the cost and defend its Reserves Floor Policy at £250 million, it makes sense. If those objectives are not considered important, it may be as well to fund the School directly.

8 Policy and Delegated Authority

- 8.1 The funding of the Capital Programme is a matter for the Full Council to decide upon. However, the Anderson High School is a project of such importance to the Services Committee that it was considered important to give the Committee the opportunity to consider this report and make its views known to the Council.

9. Conclusions

- 9.1 The proposed sale-leaseback deal for the Anderson High School is estimated to cost the Council £3.19 million per annum (in 2012/13 prices) for 30 years for a £49 million school. This is a fair cost of capital for the Council (there are no known alternatives offering a better price) and a fair return on capital for the Charitable Trust (meeting their planned level of financial return while providing a very low risk source of cash flow).
- 9.2 The deal allows the Council to maintain its discretionary Reserves at the £250 million Reserves Floor level after 2011/12 and, on the assumption that the lease payment will be met out of Capital Programme resources, will allow an ongoing General Fund Capital Programme of £10 million per annum from 2013/14.

10. Recommendations

- 10.1 I recommend that Committee should recommend to the Council, and that the Council should:
- 10.1.1 approve the sale/leaseback deal with SLAP set out in 6.4 and Appendices A, B and C) as the preferred method of financing the new Anderson High School, with the detailed paperwork to be concluded with SLAP in time for implementation on completion of the building (current estimate 2013); and
- 10.1.2 in the meantime keep all other options under review in case circumstances change in a way, which would favour an alternative approach.

Date: 29 April 2009
Ref: GJ/DS/F/1/1

Report No: F-015-F

5.00

Year	Discount Factor	Cash Flow Sale	Cash Flow Lease	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£million	£million	£million	£million
-	1.000	(49.00)		(49.00)	(49.00)
1	0.952		3.19	3.04	(45.96)
2	0.907		3.19	2.89	(43.07)
3	0.864		3.19	2.76	(40.31)
4	0.823		3.19	2.62	(37.69)
5	0.784		3.19	2.50	(35.19)
6	0.746		3.19	2.38	(32.81)
7	0.711		3.19	2.27	(30.54)
8	0.677		3.19	2.16	(28.38)
9	0.645		3.19	2.06	(26.33)
10	0.614		3.19	1.96	(24.37)
11	0.585		3.19	1.87	(22.50)
12	0.557		3.19	1.78	(20.73)
13	0.530		3.19	1.69	(19.03)
14	0.505		3.19	1.61	(17.42)
15	0.481		3.19	1.53	(15.89)
16	0.458		3.19	1.46	(14.43)
17	0.436		3.19	1.39	(13.04)
18	0.416		3.19	1.33	(11.71)
19	0.396		3.19	1.26	(10.45)
20	0.377		3.19	1.20	(9.25)
21	0.359		3.19	1.15	(8.10)
22	0.342		3.19	1.09	(7.01)
23	0.326		3.19	1.04	(5.97)
24	0.310		3.19	0.99	(4.98)
25	0.295		3.19	0.94	(4.04)
26	0.281		3.19	0.90	(3.14)
27	0.268		3.19	0.85	(2.29)
28	0.255		3.19	0.81	(1.47)
29	0.243		3.19	0.77	(0.70)
30	0.231		3.19	0.74	0.04
	Total	(49.00)	95.70		
NET PRESENT VALUE				0.04	

Shetland Islands Council Discretionary Reserves

(values on Balance Sheet at cost)

Finance Lease Deal on AHS

As at 31 March	Capital Programme Expenditure (4)	Special Items	AHS Cost (2)	AHS Sale/ Leaseback	Reserve Fund Programme Expenditure	General Fund Revenue Deficit (1)	TOTAL RESERVES (3)
	£million	£million	£million		£million	£million	£million
2005							(318.7)
Investment Returns							(16.9)
Harbour Surpluses (5)							(5.2)
Expenditure	13.9	20.1	0.7		7.4	4.0	46.1
2006		(4 ferries)					(294.7)
Investment Returns							(18.0)
Harbour Surpluses (5)							(2.0)
Expenditure	14.2	1.8	0.3		7.8	3.6	27.7
2007		(Single Status)					(287.0)
Investment Returns							(20.1)
Harbour Surpluses (5)							(4.0)
Expenditure	16.6	2.0	1.4		6.5	3.5	30.0
2008		(Single Status)					(281.1)
Investment Returns							(19.7)
Harbour Surpluses (5)							(3.0)
Expenditure	16.4	6.0	1.6		6.0	4.0	34.0
2009		(Islesburgh, Single Status)					(269.8)
Investment Returns							(18.9)
Harbour Surpluses (5)							(3.0)
Expenditure	20.0	6.0	16.0		6.8	3.0	51.8
2010		(Shetland Towage)					(239.8)
Investment Returns							(16.8)
Harbour Surpluses (5)							(3.0)
Expenditure	15.0	0.0	12.0		6.9	2.0	35.9
2011							(223.7)
Investment Returns							(15.7)
Harbour Surpluses (5)							(3.0)
Expenditure	15.0	0.0	12.0		7.0	1.0	35.0
2012							(207.4)
Investment Returns							(14.5)
Harbour Surpluses (5)							(3.0)
Expenditure	11.0	0.0	5.0	(49.0)	7.2	0.0	(25.8)
2013							(250.7)
Investment Returns							(17.6)
Harbour Surpluses (5)							(3.0)
Expenditure	10.0	0.0		3.2	7.3	0.0	20.5
2014							(250.8)
Investment Returns							(17.6)
Harbour Surpluses (5)							(3.0)
Expenditure	10.0	0.0		3.2	7.5	0.0	20.7
2015							(250.6)
Investment Returns							(17.5)
Harbour Surpluses (5)							(3.0)
Expenditure	10.0	0.0		3.2	7.6	0.0	20.8
2016							(250.4)
			TOTAL	49.0			
Notes							
Gross Investment Returns (%)							7.0
Inflation Rate (%)							2.0
Real Investment Return (%)							5.0

(1) SIC policy involves reducing the draw on Reserves to support revenue to £0 by 2012/13.

(2) Current best estimate for Anderson High School cost is £49 million.

(3) SIC policy is to maintain Reserves at no less than £250 million (the "Reserves Floor").

(4) SIC policy is to allocate £20 million per annum from Reserves to support the Capital Programme.

(5) Harbour surpluses are running well below the normal £8 million per annum at present (mainly due to poor traffic levels through Sullom Voe).

Shetland Islands Council Discretionary Reserves

(values on Balance Sheet at cost)

Finance Lease Deal on AHS

As at 31 March	Bad Case	Good Case	Forecast
	£million	£million	£million
2006	314.3	314.3	294.7
2007	300.1	301.6	287.0
2008	284.9	289.4	281.1
2009	260.7	270.3	269.8
2010	234.2	250.9	239.8
2011	213.5	254.8	223.7
2012	187.3	252.0	207.4
2013	157.0	254.0	250.7
2014	121.9	255.9	250.8
2015	78.8	255.1	250.6
2016	25.6	249.9	250.4

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REPORT

To: Services Committee

7 May 2009

From: Executive Director of Education and Social Care

Workforce Development Strategy

1 Introduction

- 1.1 This Report asks Members to agree a Workforce Development Strategy for the Education and Social Care Department, which also provides a focus for training and development opportunities for staff. It also proposes a Draft Staff Charter, for consultation with staff.

2 Links to Corporate Priorities

- 2.1 This Report supports the Services Committee approved priority to:

“recognise the pivotal role of well-trained and highly motivated staff in providing the diverse range of services to the community. We must value those staff and commit to their health, well-being and professional development. We will support work to recruit new and retain existing staff, invest in their training needs and promote career development opportunities. We are committed to listening to their views and ideas to inform future planning of services, particularly from staff who deliver services at the front line. We will communicate in a clear and regular fashion the work of the Services Committee and how it might impact on them”.

- 2.2 The Report also contributes to the Corporate Plan objective to, “establish Train Shetland as the principal training provider for Council services, delivering quality training opportunities, which are responsive to the needs of service users”.

3 Background

- 3.1 The Education and Social Care Department employs a significant proportion of the Council’s workforce. In August 2007, Members agreed the framework for developing a Strategy, to help to better plan the Department’s staffing needs.

3.2 The Department does not have an overall Mission Statement, as our service users are diverse, but, broadly speaking, the Department exists to provide services which:

- keep people safe;
- enable them to fulfil their full potential; and
- support them to lead healthy lives.

3.3 The specific over-arching statements of intent for each of the main service areas are set out below.

Children's Services	Children and Young People should be encouraged and supported to enjoy being young and to lead full, safe, healthy, active and responsible lives in their communities.
Community Care (Social Work function)	To support and protect the most vulnerable members of the community, promoting independence and ensuring services are targeted at those that are most in need.
Schools	To create and maintain a framework and culture in which individual learners can strive to realise their full potential.
Shetland College and Train Shetland	Shetland College UHI seeks to make a major contribution to the local economy through the provision of high quality further and higher education and training which meets the needs of the population and employers.
Housing	With the resources available to offer a choice of affordable housing options across all tenures that are warm and safe, energy efficient and in keeping with the Shetland environment, of good quality and in good repair, able to meet demand and the particular needs of households in inclusive and vibrant communities.
Sport and Leisure	To help people to achieve their full potential and to develop healthy, active lifestyles

3.4 At the moment, there is an ad hoc approach to workforce development, with some areas of the Department being successful in gaining quality standards, such as Investors in People (IIP).

3.5 There are a number of significant gaps in terms of our ability to recruit the right number of suitably qualified staff, in the right areas. There are significant and costly training requirements and, in some areas, our staff group will reach retirement around the same time.

3.6 The Social Work Inspection made a recommendation that, "Social Care Services should prepare a comprehensive workforce planning strategy to cover short, medium and long term requirements. This should include

consideration of having the right staff in the right place". I have chosen to broaden this recommendation to cover all the services provided by the Department, as the key processes are the same across a range of service areas.

- 3.7 Drawing up a Workforce Development Strategy will assist the Department in describing the skills, knowledge and competencies that staff will need, now and in the future. The work will also greatly assist in identifying training needs, to feed into Corporate and Departmental Training Plans.

4 Proposal

- 4.1 The proposed Workforce Development Strategy is attached as Appendix 1, for approval.

- 4.2 There are a number of general themes which underpin the workforce development strategy and the need for the Department to continue to learn to work in a different way. These challenges include:

- Our service users expect choice and flexibility, and they expect to work with us to design services to meet their needs.
- Each sector is facing ever-increasing regulation over training requirements for staff.
- Services need to be provided locally, wherever possible.
- Partnership working will be the norm.
- There is an expectation that service users need only tell their story once, so we need to work hard at appropriate sharing of personal data to better respond to their needs (and always in line with Data Protection guidance).
- New technology gives us the opportunity to think creatively about how we deliver services.

- 4.3 The projected changes to Shetland's population poses some significant challenges to the Department, in particular:

- Lower school class sizes, and higher unit cost of delivery;
- Increasing demand for care services;
- A reduction in the number of working age population so less people to employ to provide care services; and
- Trends towards centralising population around Lerwick and the challenge of sustaining services in more remote communities.

- 4.4 The process of developing this strategy has identified some specific difficulties in the recruitment and retention of staff, in the areas of:

- Home care staff - in Lerwick, central mainland and south mainland
- Specialist teachers for some junior high schools
- Head Teacher posts
- Catering staff
- Very part time posts within schools
- Senior and middle managers from outwith Shetland
- Qualified Community Learning and Development Staff
- Physical fitness for all aspects of the care work

- 4.5 The key development and action points proposed by the strategy are set out below.
- 4.5.1 To set out a Management Model, which supports a locally based, highly devolved model of working, supported by flexible corporate business processes.
 - 4.5.2 To develop a new management development competency framework, to support managers at all levels in fulfilling their corporate responsibilities and core management functions.
 - 4.5.3 To support managers to meet the challenges of modern public sector delivery models and expectations (such as use of ICT, creativity and innovation, integrated and partnership working, engagement with service users, continuous learning and managing people through performance).
 - 4.5.4 To develop targeted and innovative recruitment campaigns, to attract people who may not have considered working for the Education and Social Care Department to apply for vacant and difficult to fill posts.
 - 4.5.5 To continue to expand, as appropriate, the school leavers, modern apprenticeships and graduate placement programmes, to attract people to take up careers in Education and Social Care services.
 - 4.5.6 To continue to pro-actively manage the sickness absence rates for the Department, through the Promoting Attendance initiative.
 - 4.5.7 To support the project team which are overseeing the improvements to the length of time taken to recruit to vacant posts.
 - 4.5.8 To continue to respond as flexibly as possible, while continuing to provide services, to the ever-increasing regulation of training, across a number of services.
- 4.6 I am also proposing to introduce a Staff Charter, which is already in place in the Housing Service, to all services within the Department. This will clearly set out what staff can expect of the Department and what the Department, as an employer, can expect of staff. The proposed charter is set out below, for consultation with staff.

“What you can expect of us:

- to be led and managed competently and professionally
- to be treated equitably, with respect, courtesy and consideration
- to be provided with open channels of communication, listened to and informed
- to be motivated and challenged to contribute to the best of your individual ability
- to be set stretching, yet achievable objectives and be regularly appraised of your performance
- to be recognised and rewarded on the basis of your skills,

performance and contributions

- to be given opportunities to develop to your full potential
- to be provided with the tools and training to do your job efficiently and effectively
- to have a safe and pleasant working environment
- to be involved in developing the quality of services?

What we expect of you:

- to take personal responsibility for your work, performance and career
- to strive to continuously increase your level of performance
- to be flexible and adaptable, understanding who your customers are and always being responsive to their needs
- to be innovative, continuously seeking new and better ways of doing things
- to seek and to grasp opportunities to achieve and develop
- to work well with others, within and beyond your existing team
- to take responsibility for continually learning and re-learning so that skills are up to date
- to take pride in the Department and be committed to its aims”

4.7 The process of ongoing staff development and training will need to acknowledge the output from the Single Status discussions, particularly where services require to be redesigned to enhance some roles and responsibilities. It is acknowledged that investment in the key competencies required to implement single status will need to be given priority.

4.8 In terms of the Corporate objective to ensure that Train Shetland is the principal training provider for the Council, this work will assist with identifying clear training needs. Train Shetland will have a role in developing and delivering new courses to meet new training needs.

5 Financial Implications

5.1 There are no direct financial implications arising from this Report. The cost of new and changing training needs will need to be met from the existing budgets for staff training, which are set out below.

Table 1: Approved Budgets for Training and Staff Development 2009/10

Service Area	Approved Budget 2009/10 £000
Children's Services	81,918
Community Care	1,021,548
Schools	259,804
Shetland College	35,500
Housing	56,947
Sport and Leisure	26,808
Community Work	7,674
Directorate & Resources	4,599
Total	1,494,798

- 5.2 The figures include the cost of staff cover, where separately budgeted at £577,000.

6 Policy and Delegated Authority

- 6.1 In accordance with Section 13 of the Council's Scheme of Delegation, the Services Committee has delegated authority to make decisions on the matters within approved policy and for which there is a budget. This is a new policy initiative, so approval of the Council is required, supported by a recommendation from Services Committee.

7 Recommendations

- 7.1 I recommend that Services Committee recommend to the Council to:
- (a) approve the Workforce Development Strategy for the Education and Social Care Department, set out in Appendix 1; and
 - (b) approve the proposal to consult with staff on a Staff Charter, as set out at paragraph 4.6.

Ref: HAS/sa

Report no: ESCD-83-F

**Shetland Islands Council
Education and Social Care Department**

Workforce Development Strategy

**Draft No 3 for Comment
May 2009**

Foreword

The Education and Social Care Department makes a significant contribution to life in Shetland, through the delivery of a range of social services.

A dedicated workforce planning strategy is one way of supporting staff, who are our key resource in the delivery of those services.

We have a dedicated, committed workforce. We want staff to be proud to work for the Education and Social Care Department and be proud of the contribution they make to the quality of life of folk who live in or visit Shetland.

Improving our approach to workforce development means that we can use the talents and experience of staff in the best possible way, ensuring that they are able to continue to deliver good quality services.

That is why Services Committee gave a commitment to,

“recognise the pivotal role of well-trained and highly motivated staff in providing the diverse range of services to the community. We must value those staff and commit to their health, well-being and professional development. We will support work to recruit new and retain existing staff, invest in their training needs and promote career development opportunities. We are committed to listening to their views and ideas to inform future planning of services, particularly from staff who deliver services at the front line. We will communicate in a clear and regular fashion the work of the Services Committee and how it might impact on them”.

I am delighted to support this approach to putting in place a more formal structure to identify and evaluate the training and development needs of our staff.

Councillor Leslie Angus

Executive Summary

In May 2007, the new Council gave an express commitment to continue to develop a well-trained and highly motivated workforce. The Education and Social Care Department set up a small working group to find out information about the current workforce – in terms of how many people are employed, their age, the turnover of staff, etc – and draw that together in a way to better plan our future staff development needs. Specifically, the aims were to identify areas where the Department has difficulty in recruiting people and what training might be required to meet future service needs.

One of the key tasks, was to identify future staffing and skills needs, based on how services might change in the future. For some service areas, that work is not yet complete, for example the Schools Service is currently developing ideas to shape the future structure of the schools service in light of some significant changes in national policy direction, changes to population within the islands and the cost of providing the existing service.

More generally, however, there are themes which indicate a need for the Department to continue to learn to work in a different way. Some of the changes facing the Department are set out below.

- Our service users expect choice and flexibility. They expect to be listened to and to work with us to design services (and not have things done “to” them).
- Each sector is facing ever-increasing regulation over the training requirements for staff.
- Services should be provided at a local level, where at all possible.
- Partnership working will be the norm.
- There is an expectation that service users need only tell their story once, so there is a need to work hard at recording information about service users needs in a way in which it can be shared with other agencies to better respond to their needs (where it is appropriate to do so).
- New technology provides an opportunity to think creatively about how services are delivered.

The projected changes to Shetland’s population poses some significant challenges to the Department, for example:

- lower class sizes, higher unit cost of delivery for the Schools Service;
- an increasingly elderly population, with an expectation of growing care needs;
- increasing numbers of people with learning disabilities requiring support into adulthood;
- reduction in the working age population, so less people available to work in education and social care services; and
- a trend towards centralising the population around Lerwick, and how best to sustain services in more remote areas.

The Working Group identified some areas where the Department faces difficulties in recruiting staff to vacant posts, including:

- Home care staff - in Lerwick, central mainland and south mainland
- Specialist teachers for some junior high schools
- Head Teacher posts
- Catering staff
- Very part time posts within schools
- Senior and middle managers from outwith Shetland
- Qualified Community Learning and Development Workers
- Physical fitness for all aspects of the care work

In response to concerns raised over the length of time taken to fill vacant posts, a recent exercise, using the LEAN approach, has identified ways in which the current systems can be redesigned to speed up the process. The new approach is being piloted, starting from April 2009.

The key development points identified by the Working Group are set out below.

- To set out a Management Model, which supports a locally based, highly devolved model of working, supported by flexible corporate business processes.
- To develop a new management development competency framework, to support managers at all levels in fulfilling their corporate responsibilities and core management functions, linked to the implementation of Single Status.
- To support managers to meet the challenges of modern public sector delivery models and expectations (such as use of ICT, creativity and innovation, integrated and partnership working, engagement with service users, continuous learning and managing people through performance).
- To develop targeted and innovative recruitment campaigns, to attract people who may not have considered working for the Education and Social Care Department to apply for vacant and difficult to fill posts.
- To continue to expand, as appropriate, the school leavers, modern apprenticeships and graduate placement programmes, to attract people to take up careers in Education and Social Care services.
- To continue to pro-actively manage the sickness absence rates for the Department, through the Promoting Attendance initiative.
- To support the project team which are overseeing the improvements to the length of time taken to recruit to vacant posts.
- To continue to respond as flexibly as possible, while continuing to provide services, to the ever-increasing regulation of training, across a number of services.

It is also proposed to introduce a Staff Charter, which is already in place in the Housing Service, to all services within the Department. This will clearly set out what staff can expect of the Department and what the Department, as an employer, can expect of staff.

Section 1 - Introduction

Background

The Education and Social Care Department employs a significant proportion of the Council's workforce.

At the moment, there is an ad hoc approach to workforce development, with some areas of the Department being successful in gaining quality standards, such as Investors in People (IIP).

There are a number of significant gaps in terms of our ability to recruit the right number of suitably qualified staff, in the right areas. There are significant and costly training requirements and, in some areas, our staff group will reach retirement around the same time.

Drawing up a Workforce Development Strategy will greatly assist the Department in describing the skills, knowledge and competencies that staff will need, now and in the future. This is a key element of the work on designing Job Families for the Single Status pay agreement. The work will also greatly assist in identifying training needs, to feed into the Corporate Training Plan, through a more robust employee review and development programme.

This strategy covers all staff within the Education and Social Care Department, apart from teachers where workforce development planning is done at a national level.

Population

Various population projections undertaken recently have identified that local and national demographics will change significantly over the next twenty years. This will have far-reaching implications for the effective delivery of services as our population gets older and there will be less people of working age available to work.

Recently, the Council has considered a Report on Shetland's Population and Migration Study. Some key findings are set out below.

- Evidence shows that housing constraints can be a barrier to sustaining fragile populations and in other Island Communities house building has been an essential factor in developing local economies.
- Since 1991 there has been a significant decline in the number of house completions, although last two years have been higher because of the increase in the number of homes being built by Hjalmland Housing Association.
- With available land in Lerwick in decline, the Central belt and the South have become much more important for development. The average size of households is becoming smaller, so there is a need for more houses to sustain the current population.
- Shetlands birth rates are higher than the death rates so Shetland's population decline can be linked to net out migration.
- A primary factor in net out migration is young people leaving for Higher Education and to gain better career opportunities but not returning to Shetland.

- There is a drift of the population from peripheral areas, especially the North Isles, to the central mainland.
- Since EU expansion in 2004/05, Shetland has had a greater number of incoming overseas workers than the other two Island Local Authorities - the Western Isles and the Orkney Islands.
- Many sectors of the Shetland economy now rely heavily on migrant workers, which in turn leads to increasing demand on services such as English for Speakers of Other Languages and school provision. The future of economic immigrants is uncertain, however, as immigration legislation is tightening and economic factors may mean that the UK is not viewed as such an attractive destination in forthcoming years.

The current population of Shetland is 21,880. With a population model based on current birth rates and migration trends, this indicates the following changes in Shetlands population by 2030:

- The overall population dropping to around 20,000
- A drop of 18% in the number of women in the child-bearing age group
- A drop in the working age population (18-64) of 3,000
- An increase of 63% in the number of residents aged 65 and over
- A decline of almost a third in the number of school-age children

The breakdown of the age of the population is:

13,400 people between age 18 and 64,
1,816 people between the ages of 65 and 74,
1,141 between 75 and 84,
284 between 85 and 90,
160 over the age of 90.

The projected change in the population of people in Shetland over pensionable age is much more dramatic, as can be seen in the table below.

Table 1: Population Projections for Over Pensionable Age

	2006	2012	(Change)	2018	(Change)	2024	(Change)
18 – 64	13,400	12,900	(-4%)	11,900	(-11%)	10,800	(-19%)
65 – 74	1,816	2,337	(29%)	2,684	(48%)	2,662	(47%)
75 – 84	1,141	1,257	(10%)	1,601	(40%)	2,018	(77%)
85 – 90	284	328	(15%)	376	(32%)	492	(73%)
90 +	160	215	(34%)	266	(66%)	328	(105%)
All 65+	3,401	4,137	(22%)	4,927	(45%)	5,500	(62%)

Source – General Register Office for Scotland (September 2007)

Given the increase in the numbers of people who will be over pensionable age and the relative decrease in those of working age, it is anticipated that demand on social care services will increase year by year. In the period up to 2024 it is projected that there will be an increase of 62% in the number of people over 65 in Shetland.

However, the most dramatic rise can be seen in the number of people over the age of 90, which is expected to increase by 66% by 2018 and to more than double in number (105%) by 2024.

Working in Shetland

Working in Shetland poses a particular set of challenges for our staff.

We are a distance from other local authorities, which means that particular effort needs to be made to network with other areas to exchange ideas and share best practice.

All legislation applies equally to Shetland as it does elsewhere but our resources means that we do not usually have dedicated staff to undertake the work to implement new legislation, guidance or regulation. This “jack of all trades, master of none” suits people who relish a challenge and hard work.

Our service users are on our doorstep and know the people who work for the Council, either personally or by sight. The media interest in our business is intense. Any changes or issues which arise are usually played out in public and in the local media. Any changes to service delivery needs to be sensitively handled, as there is nowhere to hide from direct feedback from the community.

There is a limited workforce pool and often people move from one job to another within the authority (or between public sector agencies). It is often difficult to recruit to specialist posts, which puts particular emphasis on the need to “grow our own” staff.

There is a trend for people to choose to live and work around the main centres of population, particularly Lerwick, and away from the more remote and rural areas, which is in keeping with patterns of population change elsewhere.

Section 2 – A Profile of our Current Workforce

An analysis of the workforce has been carried out, using data from 2007/08. The Education and Social Care Department employs nearly 1,500 full time equivalent staff.

An age profile of our workforce is shown below, together with an indication of the length of service for each service area.

Table 1: Age by Service Area

AGE GROUP FTE - ALL SERVICES

Age Group	Children's Services	Community Care	Community Work	Criminal Justice Unit	Directorate	Library	Resources	Schools	Shet. College & Train Shet.	Sport and Leisure	Total
16-25	12.53	36.92				1.00	10.65	43.38	3.12	2.93	110.52
26-35	27.58	85.21	2.44	1.00		6.32	11.19	129.66	14.72	7.92	286.04
36-45	26.85	125.90	2.51	2.00	2.00	6.45	11.31	189.88	32.75	13.33	413.00
46-55	28.77	138.23	4.03	2.54		12.72	8.59	213.53	23.16	15.99	447.57
56-60	8.59	62.24		1.47		1.00	1.00	80.89	6.82	4.57	166.58
61-65	4.22	15.10				1.00		19.18	0.26	1.70	41.47
66-70		2.03						3.22	0.17	0.90	6.32
>=71		1.00						0.08	0.13		1.22
Total	108.56	466.63	8.99	7.01	2.00	28.49	42.74	679.84	81.13	47.33	1472.71

Turnover and Recruitment

The overall turnover of posts is about 500 posts.

From November 2006 until November 2007, the Department filled 539 posts. Of those, 425 were advertised locally and 38 were advertised nationally. There was a need to re-advertise (where recruitment first time was not successful) on 29 occasions. About 114 posts were filled from the Council's own staff wishing to take up a new post.

Sickness Absence Rates

The level of sickness absence is significant in some service areas, particularly Community Care. This issue has been highlighted at a political level and is a particular area of concern. We are working on understanding the reasons and solutions for the higher than usual sickness rates in some service areas or establishments. The current sickness absence rates are shown in Table 2 below.

Table 2: Sickness Absences Rates by Service Area (For Financial Year 2007/2008)

Service	=/<7 Days	%	=/<28 Days	%	>28 Days	%	Grand Total
Children's Services	772.0	8.83%	481.0	8.01%	1432.0	5.80%	2685.0
Community Care	4433.0	50.72%	3410.5	56.78%	15276.0	61.85%	23119.5
Criminal Justice Unit	31.0	0.35%	9.0	0.15%		0.00%	40.0
Library	198.5	2.27%	51.0	0.85%	197.0	0.80%	446.5
Resources	180.0	2.06%	99.0	1.65%		0.00%	279.0
Schools	2653.5	30.36%	1692.0	28.17%	6665.5	26.99%	11011.0
Shet. College & Train Shet.	232.0	2.65%	83.0	1.38%	304.0	1.23%	619.0
Sport & Leisure	197.5	2.26%	181.0	3.01%	707.0	2.86%	1085.5
Community Work	42.0	0.48%		0.00%	117.0	0.47%	159.0
Directorate	1.0	0.01%		0.00%		0.00%	1.0
Grand Total	8740.5	100.00%	6006.5	100.00%	24698.5	100.00%	39445.5

Service areas where there is particular difficulty in recruiting and retaining staff, as well as some specific issues, have been identified as follows:

- Home care staff - in Lerwick, central mainland and south mainland
- Specialist teachers for some junior high schools
- Head Teacher posts
- Catering staff
- Very part time posts within schools
- Senior and middle managers from outwith Shetland
- Qualified Community Learning and Development Workers
- Physical fitness for all aspects of the care work

Section 3 – Drivers for Change

National Philosophy

There is in place a new relationship between the Council and Scottish Government, called the Concordat. This document sets out the objectives upon which the Council needs to deliver, for the funding it receives. It removes certain funding streams which were given for a specific purpose, called “ring fenced” funding. It promotes a non prescriptive approach to service delivery, except in some particular areas, where there is a degree of discretion at local level as to how services are organised to deliver the key objectives.

The key strategic documents which support the approach to drawing up a workforce development strategy is a Report called Skills for Scotland, a Lifelong Skills Strategy. In this Report, the Scottish Government sets out their vision for a “smarter Scotland” and calls upon all their partners to work together to work towards that Vision. The Vision is set out below:

“Our vision is for a smarter Scotland with a globally competitive economy based on high value jobs, with progressive and innovative business leadership:

- Where people can work in teams, are creative and enterprising and hungry to continually learn new skills. They expect to realise their aspirations and are equipped to achieve their potential in a constantly changing world. People are motivated to contribute to Scotland's future and are confident that they can do so.
- Where people are entrepreneurial and innovative; small businesses are encouraged to grow and there is strong, coherent support for businesses of all sizes. Migrant workers and overseas students play a valuable role in an expanded workforce and economy.
- Where employers improve productivity by investing in their own staff and are able to access a skilled workforce that is increasingly literate and numerate with good ICT and problem solving skills.
- Where learning and training providers work as one system and thanks to wider use of technology and e-learning, barriers of geography and rurality have been reduced.”

Whilst the main emphasis of this report might have been on increased economic activity, the aspirations are equally relevant to our own staff in terms of investing in new skills and access to life long learning opportunities.

In general terms, the public sector in Scotland is being challenged to deliver change and improvement across every service.

Key services to citizens and the community have to become more accessible, more efficient, better integrated and of higher quality.

This must be achieved within current resources, or with fewer, and a greater proportion of those resources must be directed to front line delivery.

“What works is what matters”, has become the guiding tenet across the public sector. Individuals, families and communities are not concerned with the organisational intricacies of how agencies are structured or how they interrelate and engage with each other. They care about how well the key services they depend on are delivered to them, how accessible, flexible and responsive these services are and how they meet their needs effectively.

Customers and citizens do care about having a say in how services are developed, about having their voice heard in decisions about change and how their needs are met. They want to tell this to the public sector once, rather than repeating it over and over to bodies who should be sharing and working together effectively in any case. They want to tell it to people who listen and can act on what they have heard, so things change in their lives.

Legislation, Regulation, Registration and Guidelines

The Scottish Social Services Council (SSSC) describes the standard of professional conduct and practice required of all social services workers, and the SIC as an employer of social services staff.

The Community Learning and Development Standards Council has recently been set up to approve professional qualifications, provide a registration system for CLD workers and to provide access to continuous professional development.

There is a range of legislative requirements with regard to health and safety and food hygiene, across a range of service delivery points.

Disclosure Scotland require staff involved in services provided to children and young people to be checked to ensure that they do not have criminal convictions, which might render people unsuitable to work in that area.

There is an every increasing requirement or expectation that staff will participate in informal and formal learning opportunities, in support of continuing professional development. In some cases staff may need to prepare for learning by refreshing their core skills prior to participating in formal learning.

Redesign of Services

Shetland Islands Council has identified a wish to reconsider the design of the education service, referred to as an “Education Blueprint”. This will look at the location in which education might take place, the method of delivery (with reference to ever increasing IT opportunities for learning).

The programme called Curriculum for Excellence is a major change to the way in which the schools service works. It changes the thinking on the curriculum, potentially the exam structure and the time at which pupils sit exams. Although teaching staff are not included in this Strategy, the changing philosophy is important for the other staff who support the work of the school (such as educational psychology, sport and leisure, cultural activities and the arts).

The Community Care Service has recently reported on the Long Term Care and Dementia Services Redesign projects. These projects seek to establish the long term service needs for care. On the whole, the philosophy of enabling people to stay safely in their own homes for as long as possible is endorsed. Thereafter, care should be located and managed as close as possible to where people live, often referred to as Locality Based Management. Where needs are significant, specialist centres will be able to support particular conditions and will usually be located in Lerwick (for example, to support people with dementia or who are physically very frail).

The Report called 21st Century Review of Social Work placed some challenges on the Council to re-focus the work of social workers onto the higher end of service needs, with the potential to change the work done by our social workers to a significant extent.

The desire for service users to only have to tell their story once and for service providers to wrap services around the needs of service users, and not the needs of professionals or organisation, is moving us towards ever increasing joint work. Integrated Assessments with our partners (through the Integrated Assessment Framework, Individual Learning Plans, Child Support Plans and Single Shared Assessments) should be common place. This places significant training requirements on staff to explain the shared frameworks, including the need to identify best practice on Data Sharing, in line with the requirement of the Data Protection Act.

Service Users Expectations

It is no longer enough for public sector organisations to deliver a range of services which are considered to be appropriate from a professional's point of view. Service users are looking for choice in service delivery models, flexible in services and programmes which are responsive to their particular needs. This is underpinned by a philosophy that people should take responsibility for their own lives and be actively involved in planning services to suit their needs. This is sometimes referred to as person centred care or capacity building.

This puts a requirement on some staff to develop new skills in consulting and engaging with service users / carers / parents in a different way, in a way in which they are able to be actively involved in the delivery of those services. Not only is there a need to engage on an individual basis, but also this new type of approach will involve users groups (such as parent councils, community councils) as well as the broader community. How best to approach consultation requires a particular set of skills.

For the most part, service users have an expectation that services will be able to be locally based, within or near to their own communities. This places particular challenges on us to deliver value for money services, where service user numbers are often low. Staff may feel isolated within this service delivery model and the importance with maintaining contact with peers and other staff should be acknowledged.

In terms of listening to our services users and responding to the issues which they raise means that we need a positive learning approach to any complaints or

concerns which our service users feel able to share with us. This means we should actively use information on complaints to redesign our services.

Single Status

Single status and the use of Job Families moves our thinking on staff terms and conditions away from assessing worth on the basis of predominantly formal qualifications and time spent in post and onto assessing worth based on what is known as “key competencies”. This will involve an assessment of the softer type skills (partnership working, communication, team work, etc) being assessed by supervisors and managers. That is a new skill and moves our current approach on Employee Review and Development onto another level.

It might be worth noting, at this time, that the approach to ensuring that staff who were deemed to lose financially under the previous assessment framework may require proportionately more investment in new skills and competencies than other staff groups, in order that they may gain new skills and knowledge.

Partnership Working

Partnership working is becoming the norm and that comes with its own particular set of skills. Many aspects of partnership working are about cultural issues (shared objectives and values), which takes time and commitment to work through. Other relevant training issues will be around the governance and accountability issues of all the partners (how are decisions made, how does the finances work and who can spend money, how can we draw on staff from each of the partner agencies, etc).

Local Service Delivery Models / Decentralised Models of Working

The Community Health and Care model, mentioned above, endorses an approach which tries to ensure that as much service as is possible is delivered at a local level. Further, Local Service Delivery Groups were established to try to enable people to identify service gaps and issues and try to find solutions locally to address any problems. This is a devolved model of working which tries to encourage front line staff to work together across geographical areas, to support the needs of individuals, families or communities. We consider this model is much better than all decisions having to be referred up a management line for a decision, which takes time and is not the most effective use of staff time.

A community learning approach to service delivery encourages individuals and communities to take responsibility for their own lives and areas. Rather than doing things “to” people or communities, we need to strive as far as possible to do things “with” them to help communities develop the skills they need to make the changes they want to make.

The University of the Highlands and Islands (UHI) model also promotes a decentralised model of learning, with a philosophy that location should be no barrier to learning with an imaginative approach to new models of learning using ICT.

Within a school setting, the concept of integrated services involves support services being wrapped around the needs of pupils and their families.

Incorporating New Technologies

New technologies are developing new models of service delivery, particularly with regard to learning and care models.

For learning within the community, there are in place local learning centres and new models of learning using IT based packages.

For care, technology is used to assist people to live safely within their own home, through the Community Alarm System. The developing Telecare project takes this concept much further and seeks to identify a whole new range of ICT based services and equipment, to enable people to live safely in their own homes for longer.

Some services require staff to gain new qualifications as demands change regarding registration and standards. With this comes an increased demand on services to provide the infrastructure to support up-skilling of workers. For instance increased demands to provide practice tutors and mentors to support workplace based university courses in Community Learning and Development. There are future demands such as potential need for youth work staff to gain SVQ qualifications with the attendant need to support staff to undertake qualifications.

Labour Market

Shetland is in the fortunate position of having near full employment. This can, however, result in limited responses to recruitment vacancies or staff moving between jobs within the Council or between public sector agencies.

Section 4 – Development and Action Plan

Management Model

It is the intention to work towards a highly devolved model of management, as set out below. The use of the term “service manager” does not assume any particular level of management within the Department.

“Service managers” will have full delegated responsibility to deliver an efficient and effective range of public services for a functional service area. They would have responsibility for delivering a set of service outcomes for a given allocation of resources, within legislative parameters and within agreed policy and service standards. They would have freedom to deliver their services through whichever was the most appropriate means – direct employment, bought in from other service providers or in partnership with the local community or voluntary sector. They would have responsibility for ensuring that their service clearly demonstrated how it was meeting the needs and aspirations of the service users.

This model requires service managers to have the capacity and confidence to take full responsibility for all aspects of their service area. Performance will be managed through delivery of agreed service outcomes. It will not be possible to pass the blame for non delivery onto politicians, the corporate centre or up/down any hierarchical management structure. There is a feeling that this will improve accountability for service delivery as it will be clear where responsibility lies and that it will not be possible to hide difficult issues within layers of bureaucracy.

Service managers will be responsible for designing their own management arrangements to suit the particular circumstances of each service. They will be required to develop a network of contacts and a team with various skills to support the service needs.

Tension can exist between the requirements of corporate support services and service delivery staff. In this proposed management model, the business support services have equal status with service managers – not more, not less. Their function is to wrap effective support services around the service delivery models to ensure that legal obligations are met and that business systems genuinely support front line service delivery.

A (Proposed) Staff Charter

To better explain the relationship between the Department as an employer and our staff, it is proposed to develop a “Staff Charter”. It is intended to set out the roles and responsibilities of each party. A draft proposed Staff Charter is set out below.

What you can expect of us:

- to be led and managed competently and professionally
- to be treated equitably, with respect, courtesy and consideration
- to be provided with open channels of communication, listened to and informed
- to be motivated and challenged to contribute to the best of your individual ability
- to be set stretching, yet achievable objectives and be regularly appraised of your performance
- to be recognised and rewarded on the basis of your skills, performance and contributions
- to be given opportunities to develop to your full potential
- to be provided with the tools and training to do your job efficiently and effectively
- to have a safe and pleasant working environment
- to be involved in developing the quality of services.

What we expect of you:

- to take personal responsibility for your work, performance and career
- to strive to continuously increase your level of performance
- to be flexible and adaptable, understanding who your customers are and always being responsive to their needs
- to be innovative, continuously seeking new and better ways of doing things
- to seek and to grasp opportunities to achieve and develop
- to work well with others, within and beyond your existing team
- to take responsibility for continually learning and re-learning so that skills are up to date
- to take pride in the Department and be committed to its aims

Summary of Skills Needed to Support new expectations and ways of working

Core Management Skills

In terms of the elements of management, the training needs can be described as:

- Service specific
- Corporate Council
- Core Management

Service specific management knowledge and skills would be around understanding the legislative framework specific to that service area and the needs and aspirations of the service users. It would cover understanding appropriate service levels and choices, standards of service and inspection and/or quality assurance arrangements.

Corporate Council skills would be around how the Council works, such as:

- Understanding all Council services and how they fit together
- Understanding the committee system and what to report to Members (the distinction between “policy” and “operational”)
- Understanding the extent of your legal / council / service delegated authority to take decisions or act
- Knowledge of the community plan and corporate plan and how that impacts on how services are delivered
- Understanding the core Council business processes (the Administrative and Financial Regulations, the Capital Programme, the budget process, service planning and performance monitoring, internal audit, etc)
- Understanding cross cutting legislation and regulation, such as EU procurement employment law, best value, equalities, health and safety, contracts, data protection, records management, freedom of information.

Core management skills are those which are not necessarily specific to the Council but are key to any supervisor / manager or leader being able to manage all the resources within a particular service area, such as:

- managing self, people and teams
- managing money
- understanding customer needs and aspirations
- managing information
- managing risk
- service planning
- managing capital projects

The new skills which staff will need to support the new expectations and demands being placed on them are:

- creativity and innovation
- self motivation
- confidence / capacity building (in self and in others)
- core skills: literacy and numeracy, working with others, problem solving, ICT

- supporting service users where English is not their first language or who have specific communication needs
- use of ICT to design new models of service delivery
- problem solving
- integrated working, usually through multi-disciplinary teams
- listening and engaging with service users
- awareness of person centred service delivery
- networking
- awareness of continuous learning and improvement
- devolved working, often in isolation from peers

Key Actions

- To set out a Management Model, which supports a locally based, highly devolved model of working, supported by flexible corporate business processes.
- To develop a new management development competency framework, to support managers at all levels in fulfilling their corporate responsibilities and core management functions.
- To support managers to meet the challenges of modern public sector delivery models and expectations (such as use of ICT, creativity and innovation, integrated and partnership working, engagement with service users, continuous learning and managing people through performance).
- To develop targeted and innovative recruitment campaigns, to attract people who may not have considered working for the Education and Social Care Department to apply for vacant and difficult to fill posts.
- To continue to expand, as appropriate, the school leavers, modern apprenticeships and graduate placement programmes, to attract people to take up careers in Education and Social Care services.
- To continue to pro-actively manage the sickness absence rates for the Department, through the Promoting Attendance initiative.
- To support the project team which are overseeing the improvements to the length of time taken to recruit to vacant posts.
- To continue to respond as flexibly as possible, while continuing to provide services, to the ever-increasing regulation of training, across a number of services.

Acknowledgements

I wish to thank the following participants on the short-life working group for their contributions, ideas and enthusiasm in putting together this Strategy. They are: Max Barnett, Shona Thompson, Denise Bell, John R Smith, Jo Robinson, George Smith, Nancy Heubeck, Jackie Watt and Gail Bray.

Policy and Planning Framework

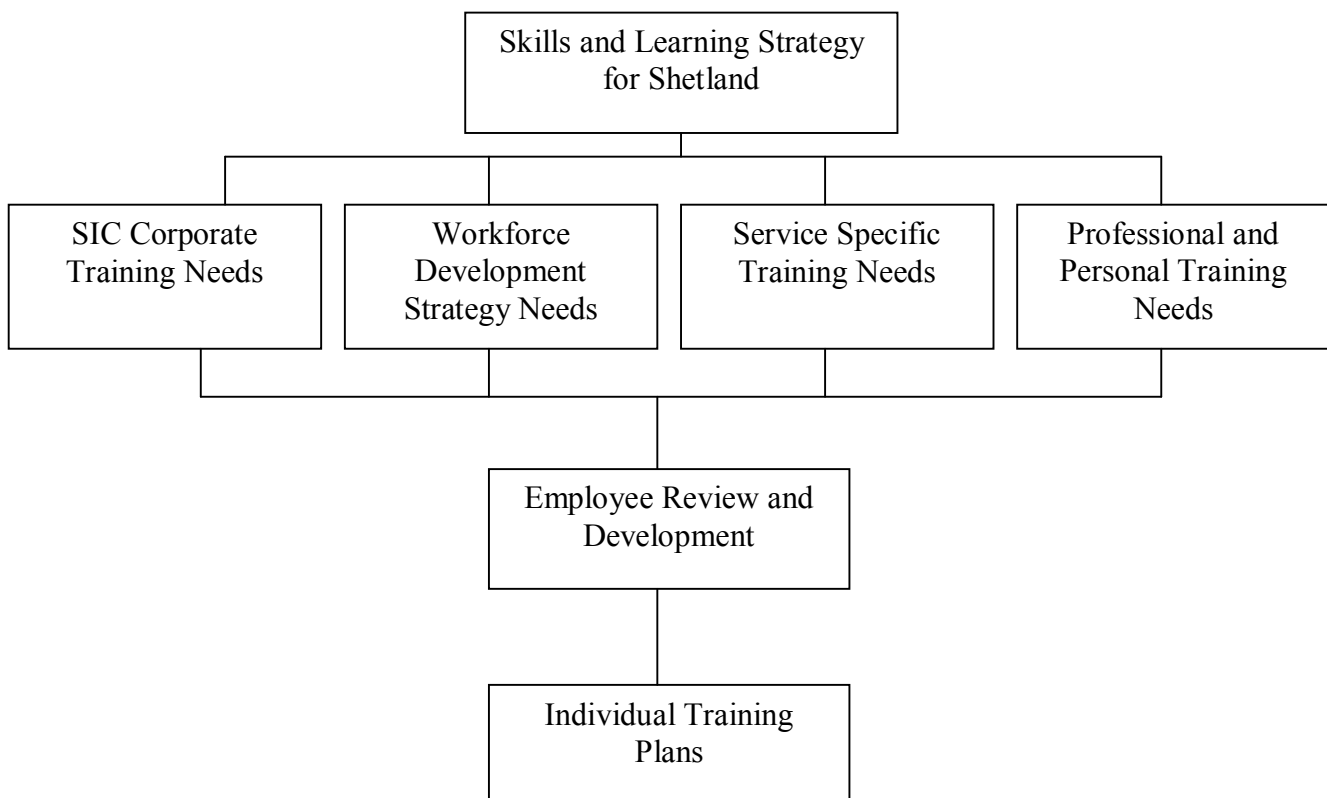
It is important that this document can be used to help identify training needs, across all areas of the Department.

Any assessment of training needs will cover:

- service specific training needs
- personal training needs
- departmental training needs
- corporate training needs

In this main, this strategy addresses Departmental and Corporate training needs.

The policy and practice framework is set out below.





REPORT

To: Services Committee

7 May 2009

From: Executive Director of Education and Social Care

Shetland's Cultural Strategy

1. Introduction

- 1.1 This reports asks Services Committee to agree the refreshed Cultural Strategy, following a period of consultation.

2. Links to Corporate Priorities

- 2.1 Culture is embedded in the Community Planning Board's aim to, "create a secure livelihood, look after our stunning environment and care well for our people and our culture".
- 2.2 The Council's Corporate Plan, aims to, "... support individuals and communities to help them reach their full potential, cherish and promote our traditions and seek to promote cultural activities." Further, there is a commitment to, "deliver the actions set out in a refreshed Cultural Strategy ..." in order to, "help us to celebrate, promote and invest in the islands' distinctive creativity, diverse culture, heritage and environment".

3. Background

- 3.1 The original Shetland Cultural Strategy was approved by the Council in February 2004. The Strategy was formally launched in June 2005 and copies have been widely distributed both within Shetland and outwith to national agencies and local authorities.
- 3.2 In October 2007, Services Committee agreed to refresh the Cultural Strategy [Minute Reference 58/07]. Services Committee acknowledged that there is a considerable amount of cultural activity and projects already taking place. The proposal to update the Strategy sought to provide focus and clarity on

the objectives which we are seeking to achieve, around leisure, learning and economic opportunities.

- 3.3 The Cultural Strategy Partnership includes Councillors Florence Grains and Caroline Miller and is chaired by the Culture and Recreation Spokesperson, Councillor Rick Nickerson. A wide range of partners participated in the development work and were enthusiastic as to the value of refreshing the strategy, to take the work forward for the next 5 years or so. The Strategy is seen as particularly valuable when seeking funding from sources outwith Shetland.
- 3.4 A drafting group was formed, to write the new strategy, based on the original (which is still considered to be appropriate and relevant) but updated to take account of new areas of activities and policy direction.
- 3.5 In October 2008, Services Committee agreed a Draft Strategy, for the purpose of consultation with the community and local agencies. The period of consultation has now closed and the ideas put forward have been incorporated into the revised strategy.

4. Proposal

- 4.1 The revised strategy, "On The Cusp", is attached as Appendix 1. The strategy covers a range of themes namely: -
- Access, participation and potential;
 - Creativity and heritage;
 - Learning;
 - Culture and the economy.
- 4.2 The key ideas which were put forward through the consultation process are set out below: -
- A proposal to extend the list of examples to support under the physical resources section;
 - To include some community sponsored projects such as the Tingwall Agricultural Museum and the Scalloway Museum. This may help secure external funding from the SRDP scheme;
 - To include more specific links between culture and community learning in general and the library specifically;
 - To include a stand alone section on the contribution which culture can make towards health and wellbeing;
 - To specifically reference the needs for improved infrastructure technology, in line with the priorities of the Community Planning Partnership, and the potential for development in digital media.
- 4.3 The draft strategy has been endorsed by Shetland Amenity Trust, Shetland Arts and the Tourism and Culture Panel.

5. Financial Implications

- 5.1 There are no financial implications arising from this Report. However, funding for the projects listed under the physical assets section will be significant and there is an expectation that the Council will be able to contribute towards the cost through grant aid schemes of economic development budgets. Any future bids for funding to support significant capital investment proposals will be developed in line with the Council's system for prioritising Capital Projects.

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. Culture and Recreation services 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 Council approve the Cultural Strategy as set out in Appendix 1.

Ref: HAS/sa

Report no: ESCD-80-F

On the Cusp....

Shetland's Cultural Strategy

A vision for cultural life in Shetland 2009 - 2013

Shetland's culture is at the heart of our lives. We are very proud of our cultural heritage; we keep our traditions alive and learn from the past, but we are also a forward looking community and have a continual thirst for new cultural experiences and influences. The Strategy recognises Shetland's extraordinarily rich heritage, traditions and creativity and its unspoilt natural environment.

This strategy has been prepared by a number of organisations in Shetland which, working in partnership and individually, will fulfill its aims and objectives. It seeks to offer a shared view of the way in which Shetland's citizens would like life in the islands to develop. The Strategy sets out objectives for developing cultural facilities, services and activities for the benefit of the Shetland community. It recognises that there is a vital contribution to be made by public agencies and private enterprise, but that the essence of Shetland cultural life flows from local communities and individuals. This strategy is therefore for everyone in Shetland.

As the Chairman of the Community Planning Board, I am confident that this Strategy, and the Action Plan flowing from it, will help us work together to achieve the goals in our Community Plan - a prosperous economy; a society which is vibrant, healthy, safe and in which everyone can take part; an environment which is conserved and enhanced; and a cultural identity which is celebrated and promoted.

This is a crucial time for Shetland. Our islands' culture is at last being recognised for the resource it is and some very positive developments are underway or contemplated. We really are 'on the cusp'; I believe that we have the potential to be the most exciting creative and cultural island community in the world.

I wish those involved in leading on cultural activity well. I look forward to seeing continuing progress throughout Shetland.

Sandy Cluness

Chair, Community Planning Board

Contents

Page 4 - Foreword
Page 6 - Background
Page 9 - Vision, themes and objectives
Page 19 - Monitoring and review
Page 19 - Communication

Cultural Strategy Planning Group Members

Rick Nickerson	Chair of Group and Spokesperson for Culture and Recreation
Andy Steven	Visit Shetland
Philip Ashley Smith	SIC Sport and Leisure Service
Sue Beer	Shetland Council of Social Service
Suzanne Shearer	SIC Infrastructure Service
Linda Coutts	SIC Development Service
Bill Crook	SIC Community Work
Silvija Crook	SIC Schools Service
Gwilym Gibbons	Shetland Arts Development Agency
Florence Grains	SIC Elected Member
Alastair Hamilton	SIC Development Service
Noelle Henderson	SIC Schools Service
Kathy Hubbard	Shetland Arts Development Agency
Catherine Hughson	Shetland Council of Social Service
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Jonathan Swale	Scottish National Heritage
Hazel Sutherland	SIC Executive Director
Mary Blance	Shetland For Wirds
Caroline Miller	SIC Elected Member
Jonathan Molloy	SIC Infrastructure Service
Jimmy Moncreiff	Shetland Amenity Trust
Mhari Pottinger	Highlands and Islands Enterprise
George Smith	Shetland College
Neil Watt	SIC Sport and Leisure Service
Margaret Birrell	Health Improvement Team, NHS Shetland
Elsbeth Clark	Health Improvement Team, NHS Shetland

GENERATIONS

Da filskit scallywags dat dey ir
da young eens, wir ain bairns
dem makkin aw yun upsteer an halliracket.
Some bricht new moarnin, no sae lang fae noo
some lang lippened day i da future
dey'll grip da tiller oot o wir haands
an sail dir solo coorse, shaeste dir ain fate.

James Sinclair

Foreword

***By Rick Nickerson, Spokesperson - Culture & Recreation
and Hazel Sutherland, Executive Director of Education and Social Care***

In promoting this second Shetland Cultural Strategy, we recognise that the term 'culture' can mean different things to different people. However, for the purposes of this Strategy, it includes visual arts, music, song, theatre, dance, film, digital media, prose, poetry, food and the built and natural heritage. Sport and physical recreation, which were included in the first Cultural Strategy, will henceforth be covered by a separate strategy.

Shetland is blessed with a rich and diverse culture; it has Pictish, Norse and Scottish roots, but there were other important historical connections, particularly with Germany and the Netherlands. Shetland's geographical remoteness has helped preserve customs, traditions and artifacts; but that remoteness has been tempered by contacts with many peoples, not only around the North Atlantic and North Sea but also much farther afield. Over centuries, this northern crossroads has seen thousands of travellers come and go for every conceivable purpose: fishing, trade, kinship, war and oil are just the more obvious ones. Shetlanders are also conspicuously well-travelled themselves; thanks in part to the Press Gang, they were prominent in the Royal Navy but also sailed the world on merchant ships or whalers. Today's young Shetlanders forge links with their contemporaries in many countries, from Japan to the USA and the Czech Republic to South Africa or southern India, particularly through the Global Classroom.

The islands' fishing, knitting and agricultural traditions are essential foundations for the islands' culture and have impacted on the cultural heritage of Shetland in terms of language, dialect and traditional skills. However, Shetlanders have also responded to many new influences. Today, island life is enriched by the participation of people from many different parts of the world. The result is a culture that is distinctive, strong and dynamic. It is an enviable legacy.

Culture is central to any community's quality of life and wellbeing; it largely defines the identity of a place and its people and it promotes personal growth and community cohesion. A vibrant and distinctive culture is also a hugely important economic asset. Investment in culture, which can take many forms, may therefore be expected to produce many different benefits. In Shetland, physical infrastructure provided over the last 30 years has included many new or improved community halls, the Bonhoga Gallery, improved interpretation at many sites, the restoration of many significant buildings, archaeological excavations, a library and, last but most certainly not least, a new Museum and Archives that is a stunning achievement in both conception and execution.

However, there have also been many other kinds of investment, not only in cash but also in time, imagination and energy. Shetland's education system helps nurture traditional skills and knowledge but also provides a springboard for creative talent in every sphere; its record in the encouragement of local music and musicians is exemplary. Local voluntary groups have undertaken all kinds of cultural projects, from dialect recording and work in schools through the operation of local heritage centres to the promotion of the work of Shetland's contemporary artists. There has been important private investment too, for example in recording facilities and in gallery space. Several events have become established, including the Shetland Folk Festival, the Fiddle and Accordion Festival, Wordplay, Screenplay and the Johnsmas Foy, incorporating Flavour of Shetland. New fire festivals have appeared around the islands alongside the Lerwick Up Helly Aa. These events are recognised world wide.

There can be no doubt that these developments have been a source of pride and confidence in the community, that they have made life in the islands so much more rewarding and that they have significantly strengthened Shetland's reputation. In all these respects, they have improved the prospects for economic development, most obviously through tourism but in other ways too. To the extent that the Council supports these facilities, it discharges its statutory duty to 'ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities'¹.

The foundation for further development is sound and we must aspire to make progress on all fronts, for culture is at the heart of any new Shetland, vital for future health, social strength and economic prosperity. It has been estimated that Shetland's creative industries contribute around £25m to the economy. Within the lifetime of this Strategy, Shetlanders can look forward to the provision of Mareel, one of the outcomes of the first Cultural Strategy. A first class cinema, music venue and educational facility, it will not only bring a real cinema experience and celebrate one of Shetland's most robust resources, namely the islands' musical heritage; it will also demonstrate confidence in the creative industries in general, a sector which is seen as having real growth potential. We hope that other important projects will also come to fruition over the period of the Strategy.

This Strategy brings together a partnership of agencies and communities with the aim of ensuring that our cultural life continues to thrive and develop. Each of these partners will, where appropriate, prepare or revise their own strategies, but we have included what we regard as the 'flagship' projects and opportunities in the Action Plan that forms part of this Strategy. There are opportunities for everyone in Shetland to participate at whatever level they wish. We want them to have the chance to be challenged, excited, inspired and educated and, above all, to fulfill their potential.

¹ Local Government and Planning (Scotland) Act 1982, Section 14

Background

The Shetland Cultural Strategy is a strategy for all of Shetland, for all who live here and all who visit us, and it could not have been prepared without the assistance of many individuals and organisations that contributed their knowledge, opinions and recommendations during 2008. A Steering Group, convened by Shetland Islands Council, has guided the development of the Strategy.

The Strategy is important because it covers so many areas of people's lives. It touches on all the things we do and enjoy: the things in which we believe or take pride and the things we want to achieve, whether as individuals or communities. It must conserve our inheritance while capturing Shetland's potential for the future. It needs to reach into our outlying communities.

In developing strategies of this kind and putting them into effect, we must also bear in mind the interests of people beyond the islands, because our cultural life is one of the things that attract people to visit us or to join us as new Shetlanders. Shetland, as a whole or in its parts, has been recognised by growing numbers of writers and broadcasters. We must recognise the islands' value in their terms as well as in ours; it will be important not to take our strengths for granted.

When we refer to Shetland's potential, we do not only mean the cultural value of our heritage and contemporary practice or the sheer skill that may be displayed by our artists, musicians, cooks or craftspeople, though developing these for their own sake is essential in itself. We also mean the economic potential of Shetland's culture. Because it is distinctive and authentic, it not only attracts visitors but is partly responsible for building the kind of reputation that can inspire people to seek out the best of Shetland products, wherever they live. A cherished, vibrant culture is an indispensable tool in building a healthy economy and healthy community.

Culture plays an important role in supporting individual and community wellbeing. At the heart of Shetland becoming 'healthier' is effort to help the population stay well. Participation and attendance at cultural events reduces isolation, brings communities together and in doing so provides opportunities to maintain social networks that are vital to mental wellbeing. Further, the very act of coming together provides 'a sense of place' and a range of collective experiences, which strengthen communities and increase community confidence and ability to respond to change. However it doesn't stop there. There are many known physical health benefits associated from attending and engaging in cultural activity.

The Cultural Strategy builds on existing cultural strengths. It is intended to influence policies, activities and investment across all aspects of Shetland life. By exposing the possibilities and options, it should assist communities and politicians when they need to decide between competing priorities. It seeks to identify important cultural development opportunities and suggest means by which they can be seized. These opportunities include:

- Improving access for all, removing barriers (including lack of transport) where possible and promoting the use of information technology.
- Improving recognition of the value of volunteers.
- Making more and better use of the available facilities.
- Continue to support in development and maintenance of community facilities such as public halls and help groups access funding.
- Encouraging new facilities where they will strengthen what Shetland has to offer.
- Increasing the range of cultural activities to meet the needs of new user groups and visitors.
- Developing and improving promotion of the unique Shetland natural environment, archaeology and cultural traditions.
- Ensuring that cultural activities are available from pre-school age throughout school years and beyond.
- Maintaining and developing inclusive formal and informal arts education programmes.
- Using cultural resources to improve health and well-being.
- Exploring new partnerships to support fresh approaches to creative industries, tourism and regeneration.
- Recognising the importance of diverse cultural provision in retaining young people in Shetland and attracting new people to settle in the islands.
- Maximising financial support and sponsorship so that more can be achieved within available resources.

By explaining how individual cultural developments fit into an overall framework that has the support of the partners and the community, the Strategy should provide evidence to local and external funding bodies that new projects are being brought forward in a considered and coherent manner.

In general terms, the principles behind this second Shetland Cultural Strategy echo national policy and 'Culture Delivers' (Scottish Government). The Shetland partners wish to endorse the need for equality of opportunity and the participation of all sections of the community. This Strategy seeks to:

- unite the community and service providers in partnership
- support and involve all individuals and communities wishing to engage in cultural activity, wherever they are in Shetland
- improve Shetland's economic prospects

- preserve and conserve Shetland's heritage, culture and environment
- nurture new Shetland talent and provide an environment in which creative skills can flourish both in and outside Shetland
- strengthen confidence, pride and a sense of place

The development of cultural opportunities in Shetland should satisfactorily balance economic, environmental and social considerations; in other words, the process should be sustainable.

The Shetland Cultural Strategy is a means of enriching life in Shetland. It is expected to have a five-year life, but it will be reviewed at least once during that period.

Vision, Themes and Objectives

A vision for cultural life in Shetland

We seek to ensure that Shetland's cultural assets are conserved, developed and supported in order to allow everyone to reach his or her potential, strengthen community identity, pride and confidence and secure prosperity for the benefit of present and future generations. We intend that Shetland's cultural assets will be recognised as among the richest and most diverse to be found anywhere. We want Shetland to be the most exciting creative and cultural island community in the world.

Themes

1. Access, participation and potential

Encourage active and participative lifestyles, equality of opportunity, personal growth and community development through increasing access to, and participation in, the broadest range of cultural activities throughout Shetland, particularly for people who may be excluded or marginalised at present.

2. Creativity and heritage

Celebrate and promote the islands' creativity, multinational culture, distinctive heritage, dialect and environment, and develop and promote them within Shetland and to the wider world and recognise the value of collaboration and partnership in and outwith Shetland.

3. Learning

Recognise the value of creative and cultural skills as a source of self-fulfillment and a foundation for community learning and identity, ensuring that the broadest practicable range of related educational opportunities are available both informal/formal for a range of ages (including cross generational) and backgrounds.

4. Culture and the Economy

Ensure that the connections between culture and economic development are explored and understood and that investment in cultural assets and creative activities is actively pursued as a means to increasing prosperity. Shetland has a chance to exploit its unique place in a connected digital world that makes us more accessible than ever before.

5. Health and Wellbeing

Recognise the impact that participation in cultural activities and cultural development has on the health and wellbeing of individuals and communities. Encourage and promote programmes that improve health and wellbeing through culture and cultural activities.

Aims

Within each of these five themes, it is possible to set out three or four main aims linked to aspects of Shetland life and culture and identify methods of achieving them. These aims may be pursued by the community in general or, by the Council, Shetland Arts, Shetland Amenity Trust or other organisations, including the voluntary and private sectors.

Theme 1

Access, participation and potential

Aim 1.1

Support the contribution of cultural life to the vitality and economic prosperity of Shetland.

Methods

1.1.1 Promote cultural initiatives in order to build community confidence and increase the sustainability of communities throughout Shetland

1.1.2 Improve access to, and participation in, a diverse range of cultural activities for all residents and visitors, especially those in outlying communities or at risk of social exclusion.

Aim 1.2

Maintain and develop the services and facilities necessary for the vitality and prosperity of Shetland's cultural life.

Methods

1.2.1 Support people who volunteer and recognise those who work in the cultural sectors throughout Shetland; promote their value in terms of the cultural life of the islands and provide the training they need to enable them to contribute effectively.

1.2.2 Promote the intrinsic value of cultural facilities, activities and services throughout Shetland.

1.2.3 Develop a Shetland Heritage Association Action Plan in consultation with community history groups.

1.2.4 Develop and support a network of artist led or facilitated groups.

Aim 1.3

Promote activities and facilities that encourage individuals of all abilities, especially young people, to pursue a lifestyle that supports their development.

Methods

1.3.1 Ensure that diverse cultural activities and facilities are provided throughout Shetland to meet the needs of local communities.

1.3.2 Support strategies and activities that encourage individuals to develop healthy lifestyles and participate (and achieve their potential) in cultural activities.

1.3.3 Promote access to and understanding of Shetland's natural environment.

1.3.4 Ensure that modern information communications are available for people to be creative in digital media.

Aim 1.4

Support participation in the cultural life of the islands by ensuring that there are accessible transport services to and from Shetland, and within Shetland.

Method

1.4.1 Seek to ensure that external air and ferry services are convenient and affordable and that internal transport services offer opportunities to participate in cultural events for everyone, whether or not they have personal transport.

Theme 2

Creativity and heritage

Celebrate, promote and invest in the islands' distinctive creativity, diverse culture, heritage and environment and promote these within Shetland and to the wider world.

Aim 2.1

Celebrate and build on the diversity and excellence of artistic and creative activity that is characteristic of Shetland.

Methods

2.1.1 Provide strategic support for cultural and creative infrastructure including training and career development opportunities.

2.1.2 Support and develop a programme of bringing cultural activities and artists into Shetland for the benefit of residents of Shetland.

2.1.3 Maintain and develop arts education in schools, further and higher education; develop facilities which enable young artists to perform and develop their careers.

2.1.4 Support individual and collective expression in traditional and new forms of creative activity.

2.1.5 Develop, promote and support Shetland talent outwith Shetland.

2.1.6 Promote cultural exchange between Shetland and other places recognising both our traditional links and the potential of new ones.

Aim 2.2

Sustain and promote Shetland's dialects and place names within the Islands and beyond

Methods

2.2.1 Support and promote the use and culture of, and develop interest in, Shetland's dialects, place names and literature.

2.2.2 Continue to encourage the use of Shetland dialects in schools and informal settings.

2.2.3 Support organisations that seek to record and promote dialect.

Aim 2.3

Maintain, develop and promote the rich cultural and natural heritage, arts and crafts, architecture, built environment and archaeology of Shetland

Methods

2.3.1 Maintain, develop and promote Shetland's museums, galleries, libraries, archives, recognising them as centres of excellence.

2.3.2 Support the recording of Shetland's cultural heritage.

2.3.3 Ensure the long-term preservation of Shetland artefact, archive, heritage and library collections within the islands including the repatriation of key artefacts and digitising of library material.

2.3.4 Continue to manage Shetland's built environment, including the archaeological heritage, in ways that respect its outstanding quality.

2.3.5 Promote, interpret and facilitate access to Shetland's built environment and its archaeological and cultural heritage.

2.3.6 Encourage traditional skills such as drystane dyking, peat casting, boat building, lime work and hand knitted fine lace.

2.3.7 Encourage appropriate habitat management in order to secure and strengthen biodiversity.

Aim 2.4

Safeguard, promote and ensure access to the natural environment of Shetland and its outstanding landscape, flora and fauna.

Methods

2.4.1 Recognise that Shetland's exceptional landscapes and seascapes are among our strongest assets and ensure that development within them is carefully considered and appropriate.

2.4.2 Support efforts to have the special qualities of Shetland's natural environment recognised and promoted, for example through Geopark designation.

2.4.3 Safeguard, promote, and ensure appropriate access to, Shetland's wildlife, sea life and high quality natural environment.

Aim 2.5

Encourage and promote creative industries

Methods

2.5.1 Support sustainable creative industries and clusters of related industries in Shetland, recognising that they offer potential for employment and the generation of activity in rural areas including the new technologies available.

2.5.2 Ensure that percent for art is incorporated where appropriate in new development proposals and encouraged as part of refurbishment projects.

2.5.3 Recognise the value of architecture and planning in creating surroundings that are distinctive, memorable, rewarding and stimulating.

2.5.4 Develop traditional and contemporary craft industries and use their products to strengthen Shetland's identity throughout the world.

2.5.5 Seek to revitalise craft industries where they are at risk or in decline, promoting the teaching of traditional skills and exploring new market opportunities.

2.5.6 Encourage the use of Shetland locations in film and television productions and the use of Shetland stories and themes in screenplays.

2.5.7 Lobby for the highest possible levels of broadband to encourage creative IT businesses to thrive in Shetland.

Theme 3 Learning

Ensure that, whatever their age, background or interests, people have the opportunity to learn about and participate in Shetland's culture and heritage.

Aim 3.1

Support the contribution of cultural activities to school education and to the lifelong learning process for the wider community

Methods

3.1.1 Offer diverse cultural and multicultural teaching and activities within schools, further and higher education establishments and informal settings.

3.1.2 Promote the cultural benefits of learning, whether formal or informal, for individuals and communities.

Theme 4

Culture and the Economy

Ensure that the value of cultural activity in securing a prosperous future is recognised and captured.

Aim 4.1

Recognise the contribution made by cultural heritage and activity to sustainable economic development and support appropriate projects.

Methods

4.1.1 Support development based on cultural heritage, cultural activity and creative enterprise that is appropriate in environmental, economic and social terms.

4.1.2 Place cultural assets at the heart of the marketing and promotion of Shetland and support activity by Shetland talent outwith the islands where doing so will help to advance these aims.

4.1.3 Consider opportunities for the more effective marketing, in and beyond Shetland, of products related to Shetland culture.

Aim 4.2

Recognise that the principal foundations for developing tourism are Shetland's rich and diverse cultural life and outstanding built and natural heritage.

Methods

4.2.1 Work with all relevant agencies to ensure that cultural and heritage assets are conserved, that appropriate new facilities are developed and that the quality of related services provided to visitors is as good as it can be.

4.2.2 Promote, by the most effective means, the diversity and quality of available cultural and heritage assets, facilities and activities.

Aim 4.3

Promote Shetland's cultural life and activities in order to contribute to the retention and growth of the population of the islands, especially in fragile areas and outlying communities.

Methods

4.3.1 Support in culture to provide facilities, activities and employment opportunities which attract individuals and organisations to locate in Shetland.

4.3.2 Recognise that, in attracting people to live in Shetland, the cultural heritage and the presence of a vibrant creative community are both vital.

4.3.3 Recognise the important role in building confidence and strengthening reputation of events such as Up Helly Aa, the Shetland Folk Festival, the Johnsmas Foy, Fiddle Frenzy, the Shetland Food Festival, the Fiddle and Accordion Festival, WordPlay and ScreenPlay.

4.3.4 Support volunteering, recognising that it makes a vital contribution to creative activities; ensure that training is provided to deal with new challenges; and support efforts to ensure that the legislative framework within which volunteers work is realistic and appropriate.

4.3.5 Work with the media to promote and report cultural issues, activities and achievements.

Theme 5 Health and Well-being

Ensure that the reciprocal relationship between culture and health is considered in all areas of cultural promotion and development.

Aim 5.1

Recognise and support cultural activities for their value in promoting health and well-being.

Methods:

5.1.1 Build the health and well-being benefits of cultural activities into promotional activities such as mental health awareness campaigns.

5.1.2 Build the health and well-being benefits of cultural activities into all relevant strategies and action plans.

Aim 5.2

Where appropriate, carry out health impact assessments on cultural developments.

Methods:

- 5.2.1 Educate multi-agency staff involved in cultural development on the benefits of health impact assessments.
- 5.2.2 Promote services provided by Health Improvement in carrying out health impact assessments.
- 5.2.3 Look into the development of training for multi-agency staff on carrying out health impact assessments.

Aim 5.3

Support and promote projects that complement cultural activities in the promotion of health and well-being.

Recognise aspects of culture that may be potentially detrimental to health and well-being and develop and implement strategies and actions to address these.

Methods

- 5.3.1 Support and promote the Drink Better Programme, obesity programmes, sexual health and smoking cessation programmes and look to extend prescribing programmes to include arts activity and 'green gyms' in heritage and cultural settings.

Action Plan

This Cultural Strategy cannot encompass every project or initiative now contemplated, far less anticipate those that may emerge over its lifetime. However, certain actions are fundamental; they can be seen as foundations that will strongly support cultural activity, raise confidence and enhance Shetland's reputation as a place that is creative, clever and connected. They fall into three categories:

- physical resources
- human resources
- events

Physical Resources

Seven initiatives involving work on the ground are seen as essential catalysts; in alphabetical order, they are:

- Garrison Theatre Refurbishment
- Lerwick Library Refurbishment
- Mareel
- Old Scatness
- Shetland Textile Museum
- Sumburgh Head
- Viking Unst
- Maywick to Scalloway Fibre Optic Link
- Ongoing support for community and development for existing and new facilities, e.g. community halls, community museums, for example Tingwall Agricultural Museum and Scalloway Museum.

Human Resources

Progress depends on:

- Identifying talented people and offering them appropriate training and support.
- Attracting creative people to live and work in Shetland.
- Encouraging the widest possible participation by the people of Shetland in cultural and creative activity.

Events

Events offer opportunities to discover and highlight talent. They can also contribute strongly to efforts to raise confidence and develop reputation. The key action required is the development of an Events Strategy that will:

- Define the ways in which events may contribute to cultural and economic development.
- Establish criteria to assist in assessing the value of existing and proposed new events and determining the level of support that they should receive.
- Indicate how benefits to Shetland can best be realised from one-off or irregular events to which commitments have been made, including: -
 - The Year of Architecture (Power of Place) 2009/10
 - Hamefarin' 2010
 - Inspire – Festival of Light 2010
 - Tall Ships Races 2011
 - Cultural Olympiad – London 2012
 - A Year of Island Cultures 2011

It is proposed that an outline Events Strategy will be developed by June 2009.

Monitoring and review

Monitoring

This Cultural Strategy provides a framework for policy and the development of action plans by many different organisations, most of which have their own more detailed strategies. This Strategy and the accompanying Action Plan indicate practical methods of achieving goals. Initially the Council, the Charitable Trusts, and the many potential partner organisations should revise their departmental and corporate strategies in order to ensure that, as far as practicable, they reflect the proposals outlined here.

Review

This second Shetland Cultural Strategy builds on the work done between 2004 and 2008. It is intended to stimulate progress and change rather than being seen as something static, for that is how it can remain relevant to the Shetland community. This Strategy covers a five year period from 2009 to 2013, and within the Council it is the responsibility of the Executive Director, Community Services. It is recommended that the Strategy be formally reviewed at least once during its lifetime by the Cultural Strategy Planning Group. The reviews should allow account to be taken of changing circumstances and new ideas. A summary review and progress report should be prepared annually and distributed widely; revisions should appear on the section of the Council's web site devoted to the Cultural Strategy.

Communication

This Strategy is for everyone in Shetland, not just the Council. It is important that it is widely available and relevant. The Strategy is available in three forms:

the full Strategy document
a summary leaflet version
on the Council's web site (www.shetland.gov.uk/cultural_strategy)

Print and online versions are obtainable through the Library Service. The web site offers updates and opportunities for feedback.



Shetland Islands Council

REPORT

To: Services Committee

7 May 2009

From: Executive Director – Education and Social Care

Capital Projects Update

1 Introduction

- 1.1 This report sets out the current status and activity of some of the Capital Projects which fall within the remit of the Education and Social Care Department.
- 1.2 Specifically, this Report asks Members to ask the Council to allocate a proportion of the overall Fees budget in 2009/10 towards the Eric Gray Replacement and Occupational Therapy (OT) Resource Centre projects. It outlines the way forward for developing a new Home for Looked After Children and asks Members to agree in principle to enter into a long term lease for the land upon which to build the OT Resource Centre.

2 Link to Council 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, Housing and Shetland College. Currently, there are no bids directly in support of the work of the Criminal Justice service or the Community Work team.
- 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 Projects Update

- 3.1 Appendix 1 contains a list of all the projects within the remit of the Education and Social Care Department. The following section describes work in progress for the major projects.

Sandwick School Extension This project was completed on 2 April 2009

Mid Yell Junior High School Design freeze on the proposals has been achieved. Detailed design and costings are now being worked up and a report will be presented to Services Committee on 18 June. This will present a fully designed and costed proposals for members decision on notice to proceed.

Anderson High School Planning Application submitted and being considered.

Funding proposals presented separately by Head of Finance.

- 3.2 A proposal has been developed in partnership with Hjaltsland Housing Association to build a new home for Looked After Children (as a replacement to the current facilities at Leog House). Shetland Islands Council can grant aid Hjaltsland Housing Association to design and build the new home, as part of their new build programme at a site within Lerwick. Agreement to proceed with a new build in or near Lerwick was given by Services Committee in November 2005 (Min ref: 73/05). The new facility will have provision of accommodation for four children. The cost of the proposal is £400,000. The Capital Programme Service has undertaken an assessment of the rates per square metre for the project and consider that these represent a value for money way of achieving a new home in Lerwick within a realistic timescale. Upon completion, this project would render the current facilities at Leog House obsolete from a Children's Services perspective, although it may be possible to develop the asset for an alternative use in future (perhaps for community care services or supported, general needs or private housing).

- 3.3 A budget of £500,000 has been approved by the Council in 2009/10 for Fees to progress with the feasibility and/or design of projects which the Council has approved as priority projects. The allocation of Fees to projects was remitted to the Finance Review Working Group.
- 3.4 Work on the OT Resource Centre to date has taken the project to Feasibility Stage. More detailed design work now needs to commence, to enable the project to progress to tender stage (subject to the Council allocating funding in future years capital programmes). The current allocation of £100,000 in 2009/10 is now considered insufficient to progress this project to tender stage so I am proposing to ask the Council to allocate an additional £50,000 from the overall budget allocation for Fees in 2009/10. The preferred site for this project is behind the Brevik offices on land owned by NHS Shetland and it is therefore proposed to enter into a long term lease with NHS Shetland, to secure the site for this project.
- 3.5 In order to progress the detailed design of the Eric Gray Replacement project, I am also proposing that Services Committee bid for £290,000 of the Fees Budget. This project is ranked as the next highest priority project on the Services Committee's capital projects aspirations. The Feasibility Study was approved by Services Committee on 5 February 2009 and approval given (subject to funding being made available) to progress the Stage 1 proposals for Complex Needs (minute reference 01/09).
- 3.6 Two further Feasibility Studies were recently approved by Services Committee – Laburnum House and the Lerwick Library Redevelopment. Due to financial constraints on the capital programme, those two projects will need to wait until future years before more detailed design work can commence.
- 3.7 The Feasibility Study for the Isleshavn care centre replacement project will be complete within the next few weeks and the findings will be reported to Services Committee in the next cycle. This work will establish the blueprint for future care provision, covering permanent, respite and day care as well as very sheltered and sheltered housing. It will be important to link the proposals for the care centre with the new school, and ideas are currently being explored for shared facilities within Mid Yell.
- 3.8 The key to shaping future care provision will be to develop the services for Lerwick and the surrounding area. This work will be further developed through the Feasibility Study started on the replacement for Viewforth Care Home. The study on Lerwick will:
- Set out the community care services required in Lerwick, at all locations (including: permanent and respite beds; day care; rehabilitation and enablement services; supported accommodation; very sheltered and sheltered housing, accommodation for young physically disabled and ancillary services).

- Link to the current work being done by the Capital Programme Service on which sites in Lerwick are suitable for which services.
- Set out a design brief and preferred location for the replacement of the Viewforth facility (a new 20 bed unit).
- Link to the proposed work to redesign interim placement services (to replace those currently provided at Montfield) which is the subject of a separate report on today's agenda.
- Link to the Community Planning Partnership efficiency project to determine the most cost effective mechanism for providing laundry and catering services across health and care locations.
- Link to the Sheltered Housing Review pilots and Telecare projects.
- Link to the developing palliative care strategy, including hospice type services.

3.9 An overall budget of £90,000 was approved to bring forward the work on Isleshavn and Viewforth replacement and service redesign projects. There remains £40,000 in that budget to carry forward into the current financial year and allocate towards the Viewforth / Lerwick study outlined above.

3.10 The agreed programme for additional beds for Community Care is shown in Appendix 2, for information. This builds on the decisions taken previously on long term care and dementia redesign.

4 Proposals

4.1 It is proposed that Services Committee:

- 4.1.1 note that the Council will enter into a partnership agreement with Hjaltsland Housing Association to build a new home for Looked After Children, at a capital cost of up to £400,000, the contractual details for which to be delegated to the Head of Children's Services; and
- 4.1.2 agree that upon completion of the new project, that Leog Children's Home be determined to be no longer required by Children's Services and remit the Accommodation Working Group to determine an appropriate future use or disposal for this asset; and
- 4.1.3 ask the Council to allocated an additional £50,000 from the overall fees budget of £500,000, towards the detailed design work to progress the OT Resource Centre to tender stage; and
- 4.1.4 ask the Council to allocate £290,000 from the overall fees budget of £500,000 for detailed design work on the Eric Gray Centre Replacement Project – Stage 1 Complex Need; and

- 4.1.5 ask the Council to agree in principle to enter into a long term lease with NHS Shetland for a suitable site at the Brevik complex, upon which to build the new OT Resource Centre.

5 Financial Implications

- 5.1 This Report requests that the Council allocate part of the overall Fees budget of £500,000 in 2009/10, as follows:

OT Resource Centre	£50,000
Eric Gray Replacement Centre – Stage 1 Complex Needs	£290,000

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 matters within approved policy and for which there is a budget.
- 6.2 The Council currently retains full authority for decisions on the Capital Programme so there is no delegated authority for Services Committee to amend the priority and funding for Capital Projects.

7 Recommendations

- 7.1 I recommend that Services Committee:
- (a) note that a partnership agreement with Hjaltsland Housing Association will be developed to build a new home for Looked After Children, at a capital cost of up to £400,000, the contractual details for which to be delegated to the Head of Children's Services; and
 - (b) agree that upon completion of the new project, that Leog Children's Home be determined to be no longer required by Children's Services and remit the Accommodation Working Group to determine an appropriate future use or disposal for this asset; and
 - (c) note the scope of the works planned for the Viewforth / Lerwick Feasibility Study, outlined at paragraph 3.8.
- 7.2 I recommend that Services Committee recommend to the Council:
- (a) to allocate an additional £50,000 from the overall fees budget of £500,000, towards the detailed design work to progress the OT Resource Centre to tender stage; and
 - (b) to allocate £290,000 from the overall fees budget of £500,000 for detailed design work on the Eric Gray Centre Replacement Project – Stage 1 Complex Needs; and

- (c) to agree in principle to enter into a long term lease with NHS Shetland for a suitable site at the Brevik complex, upon which to build the new OT Resource Centre.

Our Ref: HAS/sa

Report No: ESCD-81-F

	Approved Budget 2009/10 £000
GENERAL FUND CAPITAL PROGRAMME	
Rolling Programmes	
Fire Upgrades to Care Homes	342
Education Capital Maintenance	1,355
Play Areas and Park Equipment	210
Capital Grants to Voluntary Organisations (General)	426
Capital Grants to Water Based Facilities	30
Occupational Therapy Rolling Programme	869
Housing Rolling Programme	35
Older People's Rolling Programme for new care places	225
Projects Under Construction	
Mareel	2,967
Knab Dyke	71
New Temporary Care Home for Lerwick (Montfield)	2,600
Detailed Design / Tender Period	
Mid Yell Junior High School	4,000
Anderson High School Replacement	15,000
New Children's Home for Looked After Children	400
Developing Design	
Occupational Therapy Resource Centre	100
Little Tikes	38
Awaiting Prioritisation and Funding¹	
Eric Gray Replacement	0
Shetland College Extension	0
Lerwick Primary Provision	0
Lerwick Library Redevelopment	0
Laburnum Replacement	0
Replacement Viewforth	0
Replacement Isleshavn	0
Family Centre	0
Sandwick JHS Additional Primary Classrooms	0
Happyhansel Primary School Additional Classrooms	0
Indoor Children's Activity Centre	0
Hall of Residence	0
Scalloway Junior High School Science Block	0
Total Services General Fund Capital Programme	28,668
Funding:	
SIC General Fund Capital Programme	11,068
NHS Shetland	2,600
AHS Funding package (being developed)	15,000
Total Funding	28,668

¹ In order of priority determined by Services Committee 20 Nov 2008

	Approved Budget 2009/10 £0
HOUSING REVENUE ACCOUNT	
Project Name	
Land & Property Acquisition	679
Environmental Improvements	259
Community Care Projects	107
Feasibility Studies	26
Opportunity Conversion	125
Heating Replacement Programme	157
Re-harling Programme	388
Lerwick Crudens	1,147
Retentions / Final Accounts	40
Housing Quality Standard	360
Replacement MIS System	200
Capital Rec / Sale Council Houses	-890
Total HRA Capital Programme	2,598

Community Care - Programme of Projects for Additional Care Beds

Year	Location	Additional Capacity	Estimated Capital Cost £m
2009/10	Nordalea Sheltered Housing Pilot	3	0.1
2010/11	Montfield Care Home	17	2.6
2012/13	Edward Thomason House and Taing House Development	6	3.5
2012/13	Isleshavn	11	4.5
2012/13	Overtonlea	5	1.5
2014/15	Viewforth	15	4.5
2014/15	Lerwick Extra Care Housing	8	1.2
2017/18	King Erik House	4	1.0
2017/18	Fernlea	3	1.0
2017/18	Wastview	5	1.5
2017/18	North Haven	5	1.5
2019/20	New Central Care Home	20	4.5
2019/20	Wastview	5	1.5
2019/20	Fernlea	3	1.0
2019/20	Nordalea	2	0.5
2019/20	Overtonlea	5	1.5
2019/20	North Haven	5	1.5
Total		122	33.4

	Approved Budget 2009/10 £000
GENERAL FUND CAPITAL PROGRAMME	
Rolling Programmes	
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Play Areas and Park Equipment	210
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Little Tikes	38
Awaiting Prioritisation and Funding¹	
Eric Gray Replacement	0
Shetland College Extension	0
Lerwick Primary Provision	0
Lerwick Library Redevelopment	0
Laburnum Replacement	0
Replacement Viewforth	0
Replacement Isleshavn	0
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2017/18	Fernlea	3	1.0
2017/18	Wastview	5	1.5
2017/18	North Haven	5	1.5
2019/20	New Central Care Home	20	4.5
2019/20	Wastview	5	1.5
2019/20	Fernlea	3	1.0
2019/20	Nordalea	2	0.5
2019/20	Overtonlea	5	1.5
2019/20	North Haven	5	1.5
Total		122	33.4



Shetland Islands Council

REPORT

To: Services Committee

7 May 2009

From: Executive Director – Education and Social Care

Addendum to Capital Projects Update Advance Works for new Anderson High School Project

1 Introduction

- 1.1 This Report asks Members to give authority to incur up to £540,000 on advance works on the new Anderson High School capital project, in order to meet the current anticipated start on site date of 29 June 2009.

2 Link 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 Proposal

- 3.1 The work required and timescales for decisions to enable the new Anderson High School project to start on site in the summer of 2009 is very tight. Members will be aware that the Planning Application is currently being considered. If the decision on the Planning Application is favourable, the anticipated start on site date is 29 June 2009. The contractor will require at least two weeks notice to mobilise the site. The programme has been developed to maximise the use of the summer holiday period, for undertaking demolition and site preparation.
- 3.2 There are some elements of the project which require a greater lead in time than two weeks. For example, the temporary buildings to be used for social space and PE facilities, when the sports hall is

demolished, need to be ordered 6 weeks in advance. This Report therefore seeks approval to authorise up to £500,000 of advance works, before the Council has made the final decision on the new Anderson High School project.

3.3 The Council needs to ensure that this expenditure is undertaken at reasonable risk, prior to the final decision on the way ahead. There is still work to be done before the Council is able to make a final decision on the project, specifically:

- a decision is required on the Planning Application;
- The Council and Shetland Charitable Trust need to agree the funding proposal (scheduled for the May cycle of meetings); and
- the costs from the sub-contractors have to be analysed, to ensure that the overall budget can be achieved (meetings scheduled for 20/21 May and 27/28 May in Belfast, to agree the costs).

3.4 Proposals are being put together for a series of special meetings (Planning Board, Services Committee and Council) in mid-June, to ask Members to take the final decision on the way forward on the new Anderson High School project (and subject to the Planning Application being approved). Members of the Planning Board may find it helpful to be reminded of the need to keep each of the decision making processes separate. Guidance states that, "Members who may be involved in taking a decision on the planning application, should avoid making statements which indicate any prejudgement of that application".

3.5 Table 1 below sets out the list of Advance Works, for which I am requesting authority to release funding. I have included an assessment of the risk associated with each element, in terms of the potential to have wasted that expenditure should the project not proceed as currently envisaged.

Table 1: New Anderson High School Advance Works 2009

Element	Estimated Cost £000	Risk if Expenditure being Wasted in Project does not Proceed
Temporary Buildings (Social space and PE facilities)	350	Low financial risk. The school would make good use of the temporary facilities, as an enhancement to current provision. At risk from a Planning Application point of view regarding the siting of the temporary buildings, as this

		will be considered by the Planning Board in mid-June.
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Table 1: New Anderson High School Advance Works 2009 (Continued)

Element	Estimated Cost £000	Risk if Expenditure being Wasted in Project does not Proceed
Diversion of Electricity Cables	20	At risk. This work would not otherwise be required.
Securing decant accommodation for services subject to demolition (Hairdressing, Sound Engineering, Drum Hut and Train Shetland)	100	At risk. This work would not otherwise be required.
PE Equipment	70	Low risk. The school would make good use of the new equipment, as an enhancement to current provision. This equipment will be used in both temporary accommodation and in the new school.
Total	540	

- 3.6 The site investigation and preparatory works will be procured under the existing contractual arrangements, by issuing a Notice to Proceed to Enabling Works with the main contractor (O'Hare and McGovern).

4 Financial Implications

- 4.1 This Report requests that the Council allocate up to £540,000 from the approved budget of £15m in 2009/10, for the Advance Works set out in Table 1.

5 Policy and Delegated Authority

- 5.1 In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on matters within approved policy and for which there is a budget.
- 5.2 The Council retains full authority for decisions on the Capital Programme.

6 Recommendations

- 6.1 I recommend that Services Committee recommend to the Council to give the Executive Director of Education and Social Care, the authority to spend up to £540,000 on the advance works set out in Table 1.

Our Ref: HAS/sa

Report No: ESCD-84-F



REPORT

To: Services Committee

7 May 2009

From: Human Resources Manager

**Promoting Attendance Strategy
Report No. CE-21-F**

1. Introduction

- 1.1 This report provides an up-date to members of the Services Committee on the promoting attendance strategy, which has been developed by the Human Resources Service in the last financial year. The report also provides information on sickness absence within the Department of Education and Social Care.
- 1.2 The aim of the strategy is to initiate a change in culture, to challenge acceptance of poor attendance and to improve Statutory Performance Indicators through a programme of targeted initiatives.

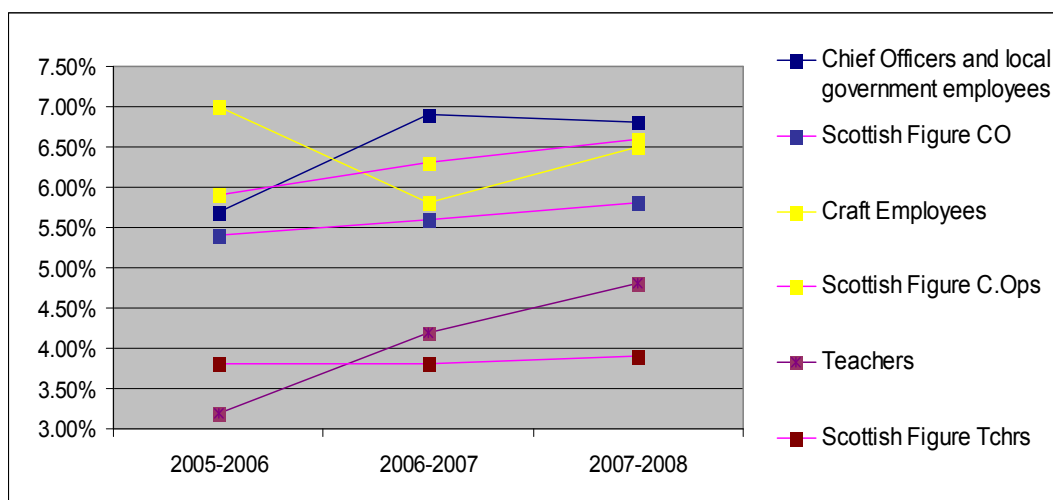
2. Links to Council Priorities

- 2.1 The Council's Corporate Plan 2008-11 contains a specific target to "Reduce the employee sickness absence rate for the whole Council to less than 4.5%, thereby ensuring that the Council is ranked in the top 8 Councils in Scotland".

3. The Current Position

- 3.1 As this committee is aware, the Council must report on sickness absence amongst its Statutory Performance Indicators (SPI's). The indicator requires the Council to report on "the number of days lost through sickness absence expressed as a percentage of the total working days available, for Chief officers and local government employees; Craft operatives and for Teachers".
- 3.2. The comparative figures in the specified groups as a percentage of working days lost in 05/06 and 06/07 and 07/08 are set out in the follow table and graph: -

Specified Group	05-06	06-07	07-08	Scottish 07-08
Chief Officers and local government employees	5.7%	6.9%	6.8%	5.8%
Craft Employees	7.0%	5.8%	6.5%	6.6%
Teachers	3.2	4.2	4.8%	3.9%
Overall	5.6%	6.4%	6.5%	



- 3.3 The 07/08 figures for Shetland Islands Council show an improvement in only one area from 06/07 with performance declining for the overall figure, Craft Operatives, and Teachers. The Teachers SPI has got worse year on year over the last three years, having been better than the overall Scottish figure in 05/06, to being the worst in Scotland in 07/08.
- 3.4 These figures show that this Council's performance in regard to sickness absence indicators remains disappointing, and that there is still some way to go before the target set out in paragraph 2.1 of a reduction to 4.5% time lost can be achieved.
- 3.5 Data gathered as part of the quarterly performance review process shows a council-wide absence figure of 5.82% for the first 9 months of 2008-2009, which matches the Scottish figure for 2007-2008. It is hoped that the 08-09 SPI figures will be available at the meeting.
- 3.6 The Education and Social Care absence figure for the first 9 months of 2008-2009 is 6.75%, with Community Care having the highest absence figure at 11.25% and Children's Services with the second highest at 7.98%. The lowest absence figures for Education and Social Care for the same period are within the Directorate and Administration service at 2.54% and the Library service at 2.97%.

- 3.7 The cost of sick pay within Education and Social Care over the last 3 financial years are shown in the table below:-

	06-07	07-08	08-09
Total Cost of Sick Pay	£1,245,849.31	£1,383,354.16	£1,501,972.06

- 3.8 As these figures only show the cost of sick pay, they do not actually represent the true cost of sickness absence within Education and Social Care. The nature of the services delivered by this department generally requires costly additional cover to be provided by colleagues on overtime or through relief staff. Taking account of this issue, some initial work has been done looking at one residential unit, over a six month period, which indicated that on average the equivalent of 2.5 FTE additional care staff were employed on an additional hours or relief basis. Research is ongoing looking at patterns of additional demands in other establishments, in order that real costs of absence in the care fields are identified.
- 3.9 The Department of Education and Social Care employs people in over 3000 posts, representing 78.16% of the total workforce, or 1811.31 FTE, representing 68.95% of the Council's total workforce.

The table below shows how this workforce is distributed across the Department:-

Service	FTE	% - FTE	Posts	% Posts
Children's Services Total	120.77	4.63	252	6.27
Community Care Total	563.67	21.59	1094	27.21
Criminal Justice Unit Total	6.01	0.23	8	0.20
Education & Social Care Total	118.07	4.52	220	5.47
Life Long Learning Total	108.67	4.16	135	3.36
Schools Total	810.34	31.04	1346	33.47
Housing & Cap Programme Total	83.77	3.21	88	2.19
Education & Social Care Department Total	1811.31	69.38	3143	78.16
Others	799.35	30.62	878	21.84
Grand Total	2610.66	100.00	4021	100.00

4. Promoting Positive Attendance Strategy

- 4.1 In tackling the issue of relatively poor performance in relation to the SPI's the Human Resources Service in partnership with Council Services are working within the Promoting Attendance Strategy. This strategy is a system of initiatives, focussing on leadership and management handling of absence, alongside improvements in information systems and performance management systems.
- 4.2 One facet of the strategy aims to examine the absence notification and recording systems, considering the most appropriate point where an episode of absence is recorded. This will enable us to explore options for improving the availability of accurate and up to date information to managers regarding triggers for action.

- 4.3 Another facet of the strategy is to consider how the Council can improve the health and wellbeing of staff, through focused activities such as physical activity and healthy eating but also by providing earlier intervention schemes such as physiotherapy, something that NHS Shetland is currently providing to their workforce.

5. Progress during 2008/2009 and plans for 2009/2010

- 5.1 The greatest focus of work so far has been taking account of trends identified through improved data collection and analysis of 2007-2008 data. The HR service identified absences due to Stress, and Depression, and Musculo-skeletal disorders as areas for particular action.
- 5.2 A short-term pilot project ran from September to December 2008 looking to support employees with these conditions to avoid a period of absence, or to achieve a quicker return to work. Taking account of trends in 07-08 the project was focussed on the Roads service, two schools (Anderson High School and Bells Brae Primary School) and two care centres (Viewforth and Edward Thomason House).
- 5.3 During the pilot period managers referred 24 employees, primarily to avoid a period of absence, but in 6 cases to achieve a quicker return to work. These were evenly split between supporting employees with issues relating to musculo-skeletal disorders and stress/anxiety/depression. The support provided took account of assessment by Occupational Health, and was delivered by a physiotherapist, masseuse or counsellors. The pilot is still being assessed, which includes sustained improved attendance as a success indicator. Consideration will be given to costs and benefits of extending the pilot and the impact this could have on attendance.
- 5.4 Proposals for further attention during the forth-coming year include improvements in notification and recording systems making use of Lean techniques (referred to in paragraph 4.2); a continuing focus on health surveillance as a priority for occupational health, and improvements in pre-employment screening processes. It is also intended that work continue on identifying “real” costs of absence.
- 5.5 Providing training to managers in applying the Council’s Absence Management Policy is an ongoing part of the annual Corporate Training and Development plan. However, internal audit has identified an inconsistent approach by managers to conducting Return To Work Interviews. These meetings are widely regarded as the most effective tool in managing sickness absence and with that in mind, additional training will be delivered by ACAS to managers during 2009 in Managing Sickness Absence and Having Difficult Conversations to supplement and reinforce the existing training.
- 5.6 Taking account of trends identified during health checks carried out by the Health Checks nurse, Elaine Nicolson it is intended to explore whether the council can take part in the Scottish Government’s plans

set out in the Healthy Eating, Active Living 2008 action plan, for Healthy Weight Communities.

- 5.7 As the high absence figures for Community Care and Children's Services are of particular concern, a short-life officer working group was established at the end of 2008. This group consists of representatives from Community Care and Children's Services Service Management, Unit Managers, Support Staff and HR with a remit to agree actions needed to address sickness absence across their service areas.
- 5.8 This group has already identified the true cost of absence across a number of care homes and has developed a portfolio of checklists for Occupational Health to use when assessing employees mental and physical fitness for different care settings.
- 5.9 Plans are already underway to set up some focus groups within these two Services – taking account of the particular needs of staff working directly with vulnerable people. A colleague from within the Environment Health Service has been identified as a suitable facilitator to take this forward.
- 5.10 A number of other authorities facing similar challenges in tackling sickness absence have introduced a case management approach in partnership with senior managers, focusing on specific areas where levels of sickness absence are a particular concern. This approach will be the subject of discussions with senior managers within Social Care in the first instance as a pilot project.
- 5.11 Evidence suggests that this targeted approach supporting and challenging services is successful in helping to reduce sickness absence when resourced adequately. Detailed discussions will take place in the coming months to agree how this might be put in place.

6. Policy and Delegated Authority

- 6.1 All matters relating to education and social care come under the remit of the Services Committee. In accordance with Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to implement decisions within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budgetary provision.

7. Financial Implications

- 7.1 There are no direct financial implications arising from this report as all actions outlined have been met from within existing budgets.

8. Conclusions

- 8.1 The publication of Statutory Performance Indicators on absence provides an opportunity to benchmark this council's performance

against other local authorities in Scotland. While there may be some differences in data collection across councils the process re-enforces the need for continued attention to attendance management in Shetland Islands Council.

- 8.2 If we are to achieve the target of an overall absence rate of less than 4.5% during the period 2008-2011 there will need to be improvements made across all Services, requiring better management information, policies and procedures, and above all a change in attitudes towards absence amongst managers and staff.
- 8.3 Improving the health and wellbeing of staff is a continuing aspiration and is dependant for success on working well with other agencies and services across the Council.

9. Recommendation

- 9.1 I recommend that the Committee note the content of this report.

Date: 28 April 2009
Ref: DB/AO

Report No: CE-21-F



REPORT

To: Services Committee

7 May 2009

From: Head of Schools

BLUEPRINT FOR EDUCATION IN SHETLAND - UPDATE

1. Introduction

- 1.1 The purpose of this report is to provide Members with an update on the development of action plans within the approved areas for the Blueprint for Education.

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.
- 3.2 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.
- 3.3 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 formed the questionnaire which was widely distributed across Shetland.
- 3.4 At Services Committee on 12 February 2009 a report was presented for approval on principles for education, areas for the action plans and a timetable to come forward to the meeting on 12 March 2009.
- 3.5 Areas for actions plans and a timetable were approved at Services Committee on 12 March 2009 (Min ref: SC 22/09).

4. Current Position

- 4.1 Final Learning Outcomes have now been published on the Curriculum for Excellence website and will be sent to all teachers at the end of May 2009.
- 4.2 Pre-school / Primary Strategy Group – This group will meet during this term and report back to Services Committee in June 2009. Central officers and Head Teachers are represented on this group.
- 4.3 The final outcome of the national consultation on the new Qualifications Framework is now due for publication at the start of the school session 2009/2010.
- 4.4 Residential Accommodation for Learners – This group will meet during this term and will report back to Services Committee in June 2009. Mr George Smith, Director, Shetland College is the lead officer for this group. Centrally based officers and Head Teachers are represented on this group.
- 4.5 The Blueprint Member / Officer Working Group will meet during the third week of May to consider the information gathered from the working groups and advise them of any further information required.
- 4.6 The temporary Quality Improvement Manager post has been advertised and is awaiting short listing.

5. Proposals

- 5.1 It is proposed that members note the progress made on taking forward the development of actions plans for the Blueprint for Education.

6. Financial information

- 6.1 There are no financial implications arising from this report.

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. Recommendation

I recommend that Services Committee note the content of this report.

May 2009

Our Ref: HB/AE/sm

Report No: ED-13-F



REPORT

To: Services Committee

7 May 2009

From: Head of Housing

Report No: HS-09-09

Provision Of Affordable Housing – Funding update

1. Introduction

- 1.1 Services Committee asked the Head of Housing & Head of Finance to review funding options for affordable housing (Min ref 07/09). This report advises Services Committee on the progress made so far.
- 1.2 This report is to consider the appraisal of the funding options relating to the provision of affordable housing.

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 Services Committee issued an instruction to consider possible funding options and appraise each possibility. Colleagues within the Finance service have considered each option. The results so far are attached for information and consideration as *Appendix A*.
- 3.2 This work has identified some further areas to be considered. Thus, there remain some points that require further investigation and analysis.
- 3.3 The main point from *Appendix A* is that up to £20m might be affordable for the HRA using a combination of borrowing, use of reserves and rental increases. Services Committee will need greater detail on the ratio of funding sources to be used before proposals and decisions can be made. This would supersede any earlier commitment for new build housing and so is not in addition to the £13m approved earlier by Services Committee
- 3.4 The Head of Housing will seek to narrow down options and present more detailed proposals over the summer period. This will include working with the member led working group to develop such proposals.

- 3.5 It is clear that more work needs to be done to supplement any SIC money with the pulling together of available funding from the private sector and / or the Scottish Government.
- 3.6 There is also a further need to propose and consider ways in which the money and land / property assets available can be best utilised to get as many extra houses as possible for the resources available.
- 3.7 Services Committee is asked to note and consider the appraisal of options in *Appendix A* and confirm any parameters they wish to define at this stage.

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 these discussion points are taken forward in whole or in part. Any proposal to increase the Council's financial commitment to housing will involve making a judgement on the level of reserves to hold, the impact on rent levels of current tenants and the potential impact on other council services and plans.

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

- 7.1 I recommend that Services Committee note the contents of this report and *Appendix A*.

Appendix A

Provision Of Affordable Housing – Funding Update

May 2009

1. Housing Proposals – Preliminary Conclusion

- 1.1 The overall conclusion of preliminary modelling is that the HRA can afford in the medium term to spend approximately £20m to build in the region of 200 houses. However, beyond that, the Council would be required to commit resources to the housing service to ensure that social housing is affordable and can be maintained. It is hoped in the long term that there will be future funding opportunities arising e.g. renewable energy, to provide such a resource.
- 1.2 A number of options have modelled, from straightforward building of houses and renting these to a mix of options for purchase, shared ownership and rental. Top-up funding to Hjaltland for existing assistance schemes and loan facility, private developers, SLAP etc will all have to be part of the package if the Council is to meet the housing need. An analysis of the waiting list need is required to get a fuller picture to ensure that the optimal mix of activity is taken to meet need. The service need and the method of provision will ultimately determine the cost.
- 1.3 To meet the need for social housing will require financial input from a number of sources such as external funding, SIC funding, changes to rents, reduction of revenue spending etc.

2. Provision of Mortgages

- 2.1 Various bodies were approached within Shetland to gauge views and discuss issues concerning the effects of the credit crunch on Shetland in relation to the housing market. This involved looking at availability of houses, types of funding, mortgages with banks, builders, estate agents and Hjaltland Housing Association.
- 2.2 It emerged that mortgage providers can find mortgages for people who have the now necessary deposit of between 10 to 30% of the valuation price. There are also various mortgage schemes available, some of which are government backed through certain local banks. Successful applicants are therefore able to purchase properties but not at the premium prices above valuation as seen in recent years but rather at prices generally around the valuation price, which has a calming effect on general house prices. Houses are though being sold through estate agents at a steady pace and the greatest volume of sales are in the medium to small house sizes i.e. 2 - 3 bedroom size with less interest in the larger properties.

- 2.3 The Council could consider some form of mortgage service or loan but as there are already various mortgage providers with a varied array of schemes, (some government backed) it would only be an option if the Council could provide something new and beneficial to the market. It is difficult to see how the Council could achieve this as the Council's mortgage package is a standard product and does not offer anything different. Any form of additional alternative lending outside of a mortgage would be unsecured and this is not a sensible prudent option. The housing market in Shetland is seeing a steady reasonable turnover of houses and there are various mortgage products available so any intervention by the Council using mortgages would have minimal overall effect.
- 2.4 The main issue concerning the housing market is not in the mortgage market but in the supply of housing. The Council has a large waiting list for Council housing and Hjaltsland is continually over subscribed for any houses, which they make available. In a recent Hjaltsland advertisement there were eleven applicants for each available property. The supply of housing is where the priority lies and the Council must consider all options to help in this area. The simplest solution is for the Council to build more houses but these must be targeted at the correct market where the greatest demand is, i.e. properties of the correct size in the correct location.

3. Shared Ownership

- 3.1 This is already carried out by Hjaltsland, further dialogue is needed with Hjaltsland to find out which if any factors are limiting this scheme, and if there is anything the Council could do to improve the situation. It is a possible option for part of any Council housing development, but further data is required to correctly determine the proportions.

4. Selling of Services Sites/Built Properties at Cost

- 4.1 This is a possible option for part of any Council housing development but further data is needed on proportions to ensure that any development meets the housing needs. A further option on this to selling serviced sites and building properties at cost is the discounting of the cost price of a house/site whereby a current council tenant gives up a high demand Council property.

5. Land Transfer/Sale to Developers

- 5.1 Colleagues within the Capital Programme Service (CPS) have held preliminary discussions with local contractors to determine what might be the blockages limiting private developments. The Head of Housing is leading discussions between housing and CPS to explore ideas for stimulating private sector involvement. These ideas will be part of proposals to be presented to Services Committee in due course.

6. Arms Length Organisation

- 6.1 Hjaltnland Housing Association is already in place which gives the Council a means of progressing housing needs outwith the confines of local authority regulation i.e. Right to Buy etc.
- 6.2 There are 250 houses proposed/being built by Hjaltnland over the next 3 years which are being funded mainly by HAG (external funding) with temporary bridging loan assistance from the Council which funds expenditure upfront but which is repaid quickly (in the year or beginning of the next financial year). This is a very cost effective method of providing housing in Shetland, as nearly 100% of the funding is external and should be pursued where possible.
- 6.3 Hjaltnland also have a number of schemes running for shared ownership/deposits etc, which assist individuals to start on the property ladder. This is an area, which could be expanded but will need further dialogue to determine what assistance could be provided and what should be provided based on an analysis of need.
- 6.4 SLAP is another organisation which could be involved in house building and lease back. Projects have been progressed using this route for other activities and there was a pilot in 2004 in relation to providing housing. This was not taken up at that time but the model exists and may be appropriate as part of the mix of options to be considered.
- 6.5 The Head of Housing is going to investigate a model of arms length organisation, which exists in Orkney.

7. Internal Borrowing/External Borrowing

- 7.1 The Council has the ability to internally borrow from its reserves. There will be a need to internally borrow to fund housing development or initiatives. This is being modelled to see the impact on rents and the Housing Repairs & Renewals Fund.
- 7.2 The Council cannot externally borrow as it has reserves. External organisations could but may, in terms of viability, need assistance to repay interest on funding.

8. PFI

- 8.1 This option should be avoided, this is a very expensive model of undertaking capital projects and one, which is only undertaken when there are no other options. Any form of borrowing or use of Private Finance Initiatives can bring added cost and complication to plans and would invariably involve arms length financial organisations. .

9. Five Year Contracts

- 9.1 The Head of Housing is investigating this possibility along with CPS staff to determine the best value approach to procurement. Again, the detail of any procurement proposals will be presented to services Committee in due course.

10. Other Funding/Supply Initiative

- 10.1 Currently Hjalmland has approached the Council to extend the current 0% bridging loan assistance to Hjalmland Housing Association. This could be extended further should additional HAG funding become available.
- 10.2 An injection of funding, from reserves into Housing R&R Fund which would be a draw on Council reserves.
- 10.3 Top-up funding for Hjalmland Housing Association to provide grant/loan assistance to meet deposit requirements of individuals who cannot afford this upfront.
- 10.4 SLAP/other private developers involvement in building properties for SIC, which would be leased, at the end of the lease period there would be an option to purchase or continue leasing at a reduced rate. This would remove right to buy entitlement.

11. Further work to be carried out

- 11.1 Modelling of further options based on additional information from Housing Service and other external organisations to achieve optimal mix.
- 11.2 More detailed investigations with Hjalmland Housing Association to look at current schemes i.e. deposits/shared ownership/loans etc.
- 11.3 Life costing of housing to produce fixed rent levels.

- 11.4 More detailed discussions with SLAP/private developers re future housing development.
- 11.5 An analysis of the building sector capacity to determine the ability to accommodate future housing projects. The Council will need to recognise that there are a number of existing/proposed large-scale capital projects such as the new Anderson High School, Mid Yell School, and Mareel which need to be taken into account. This could hamper the speed of future house building projects unless the SIC contract outwith Shetland. Any planning and scheduling of housing projects will need to recognise this limiting factor.



REPORT

To: Services Committee

From: Service Manager Children's Resources

RESIDENTIAL CHILD CARE PROVISION: UPDATE

1. Introduction

- 1.1 This Report is intended to inform members of the progress of the redesign of residential provision for children and young people in Shetland.

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 the Services Committee's principal responsibility. Being aware of the nature of Shetland's Looked After Children will enable the Council to achieve these priorities.

3. Background

- 3.1 Leog House traditionally has been used to accommodate children and young people in emergencies as well as permanently. It was identified in a Report to Council in December 2005 that the building was not fit for purpose and that this model of service delivery did not provide children with the stability they required.
- 3.2 In recent years, additional properties have been used to accommodate young people with very specific needs, with varying levels of success. In December 2005, a facility was urgently required to provide accommodation for a young person with a significantly high level of need. Elected members agreed a property in the south of Shetland, Windybrae, could be used as an additional resource to Leog House.
- 3.3 A range of factors contributed to the situation where Windybrae was not used in the way initially planned. This included changing needs, challenges in recruiting suitably qualified and experienced staff and difficulties in registering the property with the Care Commission. In the interim, Windybrae was used by the local authority to accommodate a family for a period of time.

- 3.4 In December 2007, a Service Manager for Children's Resources was appointed whose remit included line management responsibility for children's residential services.
- 3.5 Following an internal review of service provision early in 2008, which involved extensive consultation, it was agreed by Children's Service Management Team on 28 May 2008 that Leog House should be solely used for the accommodation of children and young people who were assessed as being in need of residential provision for a lengthy periods of time.
- 3.6 Windybrae would be used for children and young people who were assessed to be in need of accommodation for shorter stays. This would include, for example, a young person requiring care in an emergency; or, a young person presenting with a high level of social, emotional or behavioural needs who required an intensive support package for a time; or, a sibling group who may need to be accommodated until alternative arrangements are made.
- 3.7 The review process also identified an emerging need for a facility where a parent and baby could be accommodated for a short period of time to allow comprehensive assessments to be undertaken in order to inform future planning for the child.
- 3.8 A Redesign Working group was established to monitor the progress of the implementation action plan.

4. Update on Progress

- 4.1 Leog House replacement has been approved by elected members and plans for a new build at Quoys are being consulted on. This house will provide longer term accommodation for up to 3 young people.
- 4.2 Leog House is registered for 4 young people. It is presently occupied by 3 young people and the service aims not to exceed this number.
- 4.3 There are two other satellite properties being used to meet the very specific needs of two individual young people. Although staff intensive, these arrangements have served to meet the needs of the young people very well. As the young people move on from here, it is anticipated that Windybrae will develop in response to the freeing up of staffing resources.
- 4.4 The management of residential services for children has been strengthened with the review of the manager post, renamed Team Leader, and the creating of a Depute Team Leader. Both posts are currently being recruited to.
- 4.5 Over the past year the staff team have undertaken intensive training, which will help to ensure better standards of care provision to children and young people.
- 4.6 Over the past year Windybrae has been extensively refurbished and upgraded in line with legislative requirements. The registration of the house with the Care Commission is almost complete.

- 4.7 In addition to providing accommodation for children and young people on a short term basis, Windybrae is an excellent resource for weekend or holiday breaks for children and young people currently accommodated at Leog House.
- 4.8 Elected members in December 2005 shared their concern that the distance from Lerwick may prove a challenge to service delivery at Windybrae. This was shared by social care management and will be kept under review as the service becomes fully operational.
- 4.9 Service delivery from Windybrae will develop incrementally over three phases. As soon as the Care Commission have provided registration, it will be used by young people accommodated at Leog House for short breaks, and for emergency admissions. As staffing becomes available, young people requiring high levels of support for time limited periods will be provided.
- 4.10 A multi-agency strategy is required to accompany this phase of the development. This will involve social work, education and other agencies working together with residential staff to meet young people's needs in a child-centred and holistic way. It is anticipated this will develop from an ASN review beginning shortly.
- 4.11 Research on best practice to ensure the best way to provide in-house parenting assessments locally will be undertaken with a view to provision of this service from the smaller unit at Windybrae.

5. Financial Implications

- 5.1 Financial provision of £400,000 has been included in the Council's 2009/10 capital programme for the new build replacement of Leog House. The revenue running costs of any change in service delivery shall be met from within the 2009/10 approved revenue budget.

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 content of this report.



MINUTE

**Shetland College/Train Shetland Board of Management
Room 4, Train Shetland, Gremista, Lerwick
Wednesday 22 April 2009 at 2.15 p.m.**

Present:

A J Hughson	L Angus
L F Baisley	J Irvine
W H Manson	R Nickerson
G Robinson	J L B Smith

Apologies:

None

Observers:

L Sinclair, EIS Lecturer's Representative
H Seatter, Student Representative

In attendance (Officers):

G Smith, Director
L Geddes, Committee Officer

Chairperson

Mr A Hughson, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

Mr W H Manson declared an interest in agenda item 3, but advised that he intended to take part in the discussion.

Minute

The minute of the meetings held on 25 February 2009 was confirmed.

23/09 – Shetland College 6 Month Performance Management Report

The Chairperson advised that the proposal for Board members to take on a 'Champions' role in relation to the various College departments was not working as well as hoped. He therefore proposed that Board members visit different departments immediately preceding Board meetings, and the Board agreed.

The Director advised that he would set up a programme of visits to the different departments.

16/09 – Train Shetland (Vocational Training) 9 Month Performance Management Report

Ms L F Baisley referred to the accommodation issues and advised that she had not raised it at the Accommodation Working Group. However she would raise it at the next meeting if she received a reminder to do so.

Mr W H Manson advised that he had raised the issue of College accommodation at the Accommodation Working Group meeting in relation to the development of the Anderson High School site, as there would be a need to relocate some of the College departments when work commenced

The Director confirmed that he had been assured that the departments concerned would be relocated and alternative accommodation sought.

Board members suggested that the Capital Programme Service be invited to attend the next Board meeting in order to advise of the arrangements that were being made to relocate the relevant College departments.

The Chairperson advised that HIE were proposing Mr S Robertson as their new representative on the Board, and that a report would be presented to the Council in May to confirm this.

26/09

Director's Report

1. Scottish Funding Council Settlement 2009/10

The Director advised that there had been a 1.1% decrease in funding for Shetland College, which equated to around £14,000. He explained that a complicated formula was used to calculate the funding, and that it had not worked in Shetland's favour on this occasion. The figures for Shetland tended to be reliant on short course numbers, and these fluctuated quite a lot from year to year. There were also a number of other factors in relation to projections that affected the formula.

He went on to say that there were some additional staffing costs that had to be met next year, which the College could not budget for in advance. There would also be a staff pay claim to be settled, so it was likely there would be a shortfall in budget projections. He would present the budget projections to the Board in June, but he would be looking to apply some of the College reserves to meet this shortfall.

He explained that he felt there was a need to have firm discussions with the Scottish Funding Council regarding a review of funding methodology. The new Chief Executive would be visiting Shetland in May to have discussions regarding the College's strategic direction, so it may be possible to highlight the issue then.

Mr L Angus advised that he had had discussions with the Executive Director of Education and Social Care, as he was keen that Train Shetland and Shetland College became the principal training provider for the SIC. He highlighted the future

training requirements of the Social Work Service in particular, and said that there would be significant demand for training in future from other departments. He had questioned if it would be appropriate to second departmental staff involved with training to the College so that the training issues could be worked on.

The Director advised that due to the complicated funding methodology, it was not necessarily the case that an increase in short courses would result in an increase in income to the College, although the College had lost out on some funding in respect of knowledge transfer. However the issues relating to the funding methodology would be raised with the Funding Council.

2. Estates

The Director advised that he had had a meeting with representatives of the Highlands and Islands Programme Partnership and the Scottish Government, and had ascertained that it was not necessary to go through the UHI to access ERDF funding if matched funding could be found locally. This was encouraging in terms of the Phase 3 development, and there was potential for SLAP to become involved.

3. Train Shetland

The Board noted that Fiona Stirling had been appointed as Short Course Manager, and would take up her position on 4 May.

4. Contracts

The Board noted that the College had won two contracts recently – to co-ordinate the training for the Shetland Construction Training Group, and the three-year contract for the Business Gateway short-course business skills.

5. College Open Evenings

The Director advised that there had been two open evenings and he thanked the Chairperson for attending both. The evenings had been busy and it was hoped this would translate into applications.

6. School Leaver Destination Report 2007/08

The Board noted that this report had now been published, and that Shetland tended to differ from the rest of Scotland in that more school leavers entered employment on leaving school rather than entering training. The College tended to pick up these students when they accessed work training.

7. HMI Annual Engagement

The Director advised that this had gone well and that he was happy with the outcomes. HMI would prepare a report for the Funding Council and he would check to see if this report could be shared with the Board.

8. "Shetland Life" Article

The Director advised that comments had been made in the most recent issue of "Shetland Life" regarding an educational establishment producing material with a number of grammatical and spelling errors. Having checked with the Editor to see if it was the College Prospectus that was being referred to, he went on to raise the issue with the author of the article as the Prospectus had been fully proof-read and did not contain the errors referred to. He subsequently received a written apology from the author, which advised that the information would be corrected in the following issue.

However he still had concerns that the article would be damaging to the reputation of the College, and he highlighted the work that had been undertaken over the last few years to build the reputation of the College. He questioned if the Board was in agreement with him seeking recompense from the publishers, perhaps in the form of free advertising, for the damage caused by the article.

The Board agreed that this was potentially very damaging to the College's reputation, and agreed that the Director should approach the publishers in order to seek some recompense for the damage caused.

9. Music Courses

The Director advised that advertising had taken place for a co-ordinator, but that it had not been possible to shortlist from the applications received. This would have to be revisited, with more emphasis being placed on the contract element.

It was suggested that the co-ordinator did not have to be located in Shetland.

10. Centre for Nordic Studies

The Board noted that there had been a worldwide response to the posts advertised, with a high level of interest from Scandinavia. Arrangements would be made soon for shortlisting and interviews.

It was requested that the Director's report was presented as a written report to the Board in future.

27/09

Micro-Renewables Energy Courses

The Board considered a report by the Director, Shetland College (Appendix 1).

The Director summarised the main terms of the report, advising that the bid for matched funding had been unsuccessful so the proposal would require to be funded from reserves. However he felt that it would be valuable for the College to offer these courses, particularly given the demand for domestic micro-renewables in Shetland and that fact that there were only a small number of approved installers in Shetland.

He went on to say that as it was likely that most operators in Shetland would come from small operations of one to two people, it was unlikely that it would be viable for them to attend longer training courses. However the ESF allowed for compensating for loss of earnings through attendance at training, and it was intended to encourage Economic Development to follow this up.

The Board approved the recommendation in the report on the motion of Mr G Robinson, seconded by Mr L Angus.

28/09

Shetland's Cultural Strategy - Consultation

The Board considered a report by the Director, Shetland College (Appendix 2).

After some discussion, it was agreed that the Board should respond by commenting on the lack of reference to the impact of Shetland's traditional industries on culture, particularly in relation to areas such as dialect, skills and music. It was felt that this would particularly relate to Theme 2 – Creativity and Heritage.

It was also suggested that Shetland College should be included in the list of Physical Resources referred to in the Action Plan, in recognition of the role that the College plays in supporting learning activity around cultural practices.

The following typographical errors were also pointed out:

Page 11 – paragraph 2.3.6 “*drystane* dyking” and “*peat* casting”
Page 15 – second paragraph “...important role *in* supporting....”

The Board otherwise approved the recommendation in the report on the motion of Ms L F Baisley, seconded by Mr J Irvine.

(Ms H Seatter left the meeting)

29/09

Estates Strategy for Shetland College

The Board considered a report by the Director, Shetland College (Appendix 3).

The Director summarised the main terms of the report, advising that it was an attempt to get collective input into taking the College estate forward. He went on to say that attempts to get funding from the UHI and Council had been frustrated, and there was a desperate need for better facilities in the short to medium term. Whilst the Council had expressed a commitment to ensuring the best educational experience for school-age children, there was no commitment to this once they left school and entered further or higher education. He hoped that formation of a working group would result in some strategic thinking as to how to get around the current problems.

After some discussion, the Board approved the recommendation in the report on the motion of Mr J L B Smith, seconded by Ms L F Baisley, and agreed to the following three nominations to the Working Group:

Mr L Angus
Mr J Irvine
Mr A J Hughson

The Board further agreed to a suggestion from Mr L Sinclair that two staff representatives should be included in the membership.

(Mr J L B Smith left the meeting)

30/09

Financial Update – End February 2009

The Board noted a report by the Director, Shetland College (Appendix 4).

(Ms L F Baisley left the meeting)

The Director summarised the main terms of the report, outlining the various positive and negative variances that contributed to the current position.

The Board noted that the current surplus was £172,912, but that this would come back in line as the year progressed.

31/09

Shetland College Student Enrolments – March 2009

The Board noted a report by the Director, Shetland College (Appendix 5).

The Director summarised the main terms of the report, highlighting the current position in relation to enrolments which compared favourably with the projections in most areas.

In response to a query regarding the recent Government announcement that it would be awarding additional funding for further education and training, the Director advised that increased funding would help indirectly with bursaries and student support. However the average college would only be receiving a 2.4% increase in teaching resources, so it was unlikely that it would have any effect locally.

The meeting concluded at 3.45pm.

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A J Hughson
CHAIRPERSON



REPORT

To: Services Committee

7 May 2009

From: Head of Housing

Report No: HS-08-09

Provision Of Affordable Housing – Update Report

1. Introduction

- 1.1 Services Committee asked the Head of Housing and Head of Finance to review funding options for affordable housing (Min ref 07/09). This will be the subject of a further update report.
- 1.2 This report is to advise Services Committee on the recent activity undertaken to increase the provision of affordable housing in Shetland.
- 1.3 This report is to outline the progress so far and so does not include tasks still to be started.
- 1.4 Further, Shetland Islands Council also established a member review group to monitor progress (Min ref 42/09). This report is to provide Services Committee with a record of monitoring activity so far.

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 Members will be aware that there are already firm plans to build new houses in the Lerwick, Hoofields area and landward areas using existing reserves.
- 3.2 Members will also be aware that Shetland Leasing and Property Developments Ltd (SLAP) are also already in the process of acquiring land at Lerwick, Staney Hill for the provision of new housing.

- 3.3 Therefore, the two strands of provision are being planned in parallel. However, it is anticipated that work on the more advanced will inform and accelerate planning and provision on the latter. Subject to future funding decisions by members, this is also expected to lead to merging of the delivery programme into a unified project at some future stage.
- 3.4 The remit of the Allocation Monitoring Group has been extended to include the monitoring of progress on the provision of affordable housing. The first meeting of this group was held on the 21st April 2009. The minutes of that meeting are attached as *Appendix A*. Subject to member's views on funding options in a separate report, it is anticipated that further detailed enabling reports will be brought to Services Committee over the summer period to seek authority for wider implementation.
- 3.5 It is clear that the overall solution to housing provision will be a multi-agency response. As a result a number of members and council staff at many levels of the Council have been working towards that multi agency solution. The actions undertaken so far are listed on *Appendix B*. Members are asked to note that some of these actions are exploratory in nature and so some initiatives may not reach fruition. Similarly, some actions are at this stage only to establish if something can / cannot be done.
- 3.6 Members are asked to note that, the concept of standardising designs does not mean producing many houses that look the same. It is about designs that share common features but look different. For example, a design where the distance between external walls is the same, so that the same size of roof truss can be used and savings achieved by bulk purchasing. It also aids the build ability of a project, speeding up the process and so achieving cost savings on the labour element.
- 3.7 The reason for the approach set out in 3.6 above also relates to the cost of fees, which may typically represent 10-15% of a project's cost. As an example, if 5% of the fees can be saved by replicating parts of a design, on a £20m project this could mean a saving of £1m overall. This is the methodology adopted by national volume house builders, where they produce a variety of properties based on similar designs with similar detailing.
- 3.8 Examples of the design concepts produced so far are attached as *Appendix C*. These are early, indicative drawings only and do not represent any finalisation of design at this stage. However, *Appendix C*, pages 3,4 & 5 give an indication of how a standard 2 bed design can be easily converted to a 3 bed design if required as a family grows.
- 3.9 In summary, it is expected that the efforts made now to prepare the way will pay dividends as work progresses and minimise delay into the future. Thus ensuring the best value approach.

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report. However, additional costs are likely to incur into the future where these discussion points are taken forward in whole or in part. Any proposal to increase the Council's financial commitment to housing will involve making a judgement on the level of reserves to hold, the impact on rent levels of current tenants and the potential impact on other council services and plans.

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 note the contents of this report and its appendices.

Date: 7 May 2009

Our Ref: LJ/CM

Report No: HS-08-09

HOUSING ALLOCATION POLICY MONITORING GROUP
Council Chamber, Lerwick
Tuesday 21 April 2009 at 2.15pm

Present:

Councillor L F Baisley
Councillor A G L Duncan (Chairperson)
Councillor F B Grains
Councillor I J Hawkins
Councillor J H Henry
J Johnson, Shetland Tenants' Forum

Apologies:

Councillor C H J Miller
Councillor C L Smith

In Attendance:

A J Cluness, Convener
C Medley, Head of Housing
S Mills, Estate Manager
V Simpson, Service Manager – Housing and Property
G Johnston, Head of Finance
H Tait, Management Accountancy Service Manager
M Thomson, Senior Assistant Accountant
H Sutherland, Executive Director – Education and Social Care
L Geddes, Committee Officer

The Chairperson welcomed Ms L F Baisley to her first meeting of the Group, and thanked the Convener for attending.

1. Minute of Meeting held on 20 January 2009

The note of the above was confirmed on the motion of Mr A G L Duncan, seconded by Mrs J Johnson.

It was noted that there was a typographical error on the note of the meeting, and that the date should read 20 January rather than 7 January.

2. Matters Arising

There were no matters arising.

3. Amended Terms of Reference and Additional Appointments to APMG

The Group considered the amended terms of reference and additional appointments, tabled at the meeting (Appendix 1).

After some discussion, the Group agreed that the name of the Allocations Policy Monitoring Group should be amended to "Housing Policy Group", in order to take account of the amended terms of reference.

4. Allocation Policy Monitoring Report

The Group considered the Allocation Policy Monitoring Report for the period April 2008 to March 2009, tabled at the meeting (Appendix 2).

The Service Manager summarised the main terms of the report and answered queries from the Group.

The Group noted the following:

- Transfer payments were currently set at a flat rate of £700, and applied to high demand areas only
- In cases where applications were suspended due to debt, the debt would relate to a debt over one-month old to any Registered Social Landlord
- The Housing Service had recently introduced a survey to ascertain why people were giving up Council tenancies, and information relating to this should be available later in the year

5. Allocation Policy Review Update

The Service Manager advised that following presentation of the Allocation Policy Review to the Services Committee in February, changes had been implemented at the end of the financial year. An allocation audit had been carried out, and work on this was just about finalised. Reviews would be carried out at six-monthly intervals.

6. New Build Housing

The Head of Finance advised that work relating to the Housing Revenue Account (HRA) financial projections was still ongoing, but that the Finance Service had come to the conclusion that a programme of investment in new housing stock in the order of £20 million was something that the HRA could afford over the medium-term. Financing this would cause additional debt to the HRA, and there would be a need to look at other sources of support as part of such a programme. It would also be a matter for the Council to consider it as part of its priorities. Specific project proposals would have to be developed, and these could include a mix of developments and the involvement of SLAP, Hjaltsland Housing Association and the private sector. As a planning objective, proposals should be formulated in the order of 200 units and an upper limit of £20 million investment.

In response to a query relating to the impact on rents, the Head of Finance said that a raise of 1-2% above inflation had been included as a contribution to this programme, but that options such as charging higher rents for new builds only was something that could come out of specific policy proposals. He also confirmed that presuming HRA reserves were available for this programme, the HRA would be a major contributor to the programme. The Head of Housing added that the £20 million package would supersede what had already been decided by the Council.

In terms of timescales, the Head of Finance said that the funding proposals related to the next 5-8 years, but that the timescale for the actual projects would be a matter for the individual project planners. The Finance Service would be willing to work with Housing Service staff as detailed proposals were prepared.

The Head of Housing gave an update on work relating to new builds, advising that it was intended to redevelop the Hoofields site and to develop SLAP's Staney Hill site. There were also separate plans to develop some smaller sites in landward areas, and the Group noted the work that was taking place to help develop these projects. It was noted that staff were currently working on a housing design that could apply across Shetland in conjunction with the Planning Service and Orkney Islands Council. It was hoped share and reduce costs by coming up with a 'North Isles' design that would be more affordable and of good quality whilst being acceptable to the Planning Service. In response to a concerns raised, he confirmed that whilst it was hoped to come up with a 'North Isles' design, it was intended that the design could be altered, reversed or completed in different finishes/colours. Therefore it would not be the case that there would be large housing schemes of identical houses.

Mr A J Cluness suggested the need for the Council to be innovative and think about how to get more closely involved with bodies such as Hjaltland Housing Association and the private sector. He acknowledged that there were already close links with Hjaltland Housing Association, but felt that there was a need for a joint working group with other interested bodies to be formed to consider the new build programme. He felt that efforts should be made to integrate different types of housing, and suggested that it may be possible to secure external funding.

The Head of Housing concurred, and said that it was planned to divide up sites so that a mix of housing could be developed. He went on to say that he would be producing a report for Members regarding the conclusions that had been reached in terms of funding and, if approved, it would then be possible to start work on detailed plans and consider how to take these suggestions forward. In response to a query relating to the building of low energy or carbon neutral housing, he confirmed that staff were actively considering these issues and that there were already some planning requirements in relation to this. It was hoped to use some of the new technologies in the new schemes where they had proven to be effective.

7. Dates of Next Meetings

The Group agreed that meetings should continue to take place on a quarterly basis.

It was pointed out that the meeting scheduled for 21 July would take place during the Council recess, and it was suggested that it would be better to schedule it for the week before when there were already some Council meetings taking place. The Group therefore agreed the following dates for the remainder of 2009:

Tuesday 14 July

Tuesday 20 October

Shetland Islands Council

Executive Services Department

Housing Service

New build - Social housing

Sketch Layouts - 24.04.09



Affordable, Cost effective, Flexible, Easy to construct, Sustainable, Energy efficient

Shetland Islands Council
Capital Programme Service
Greenhead Base

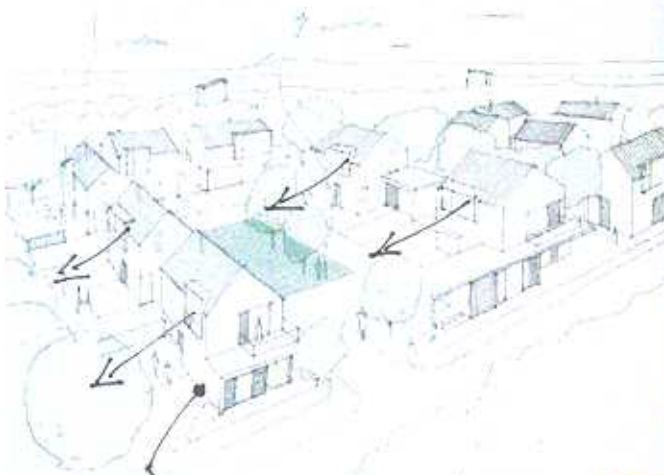


TRAFFIC MANAGEMENT

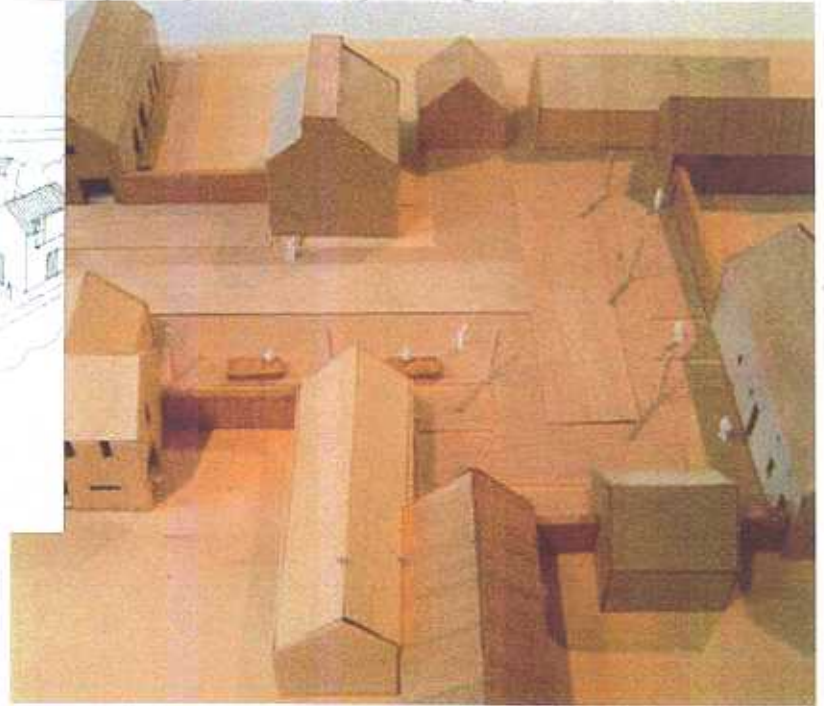
Layout



SIMPLE LAYOUTS.



MAXIMISE SUN & DAYLIGHT



SHARED PUBLIC SPACES / CARS - PEDESTRIANS



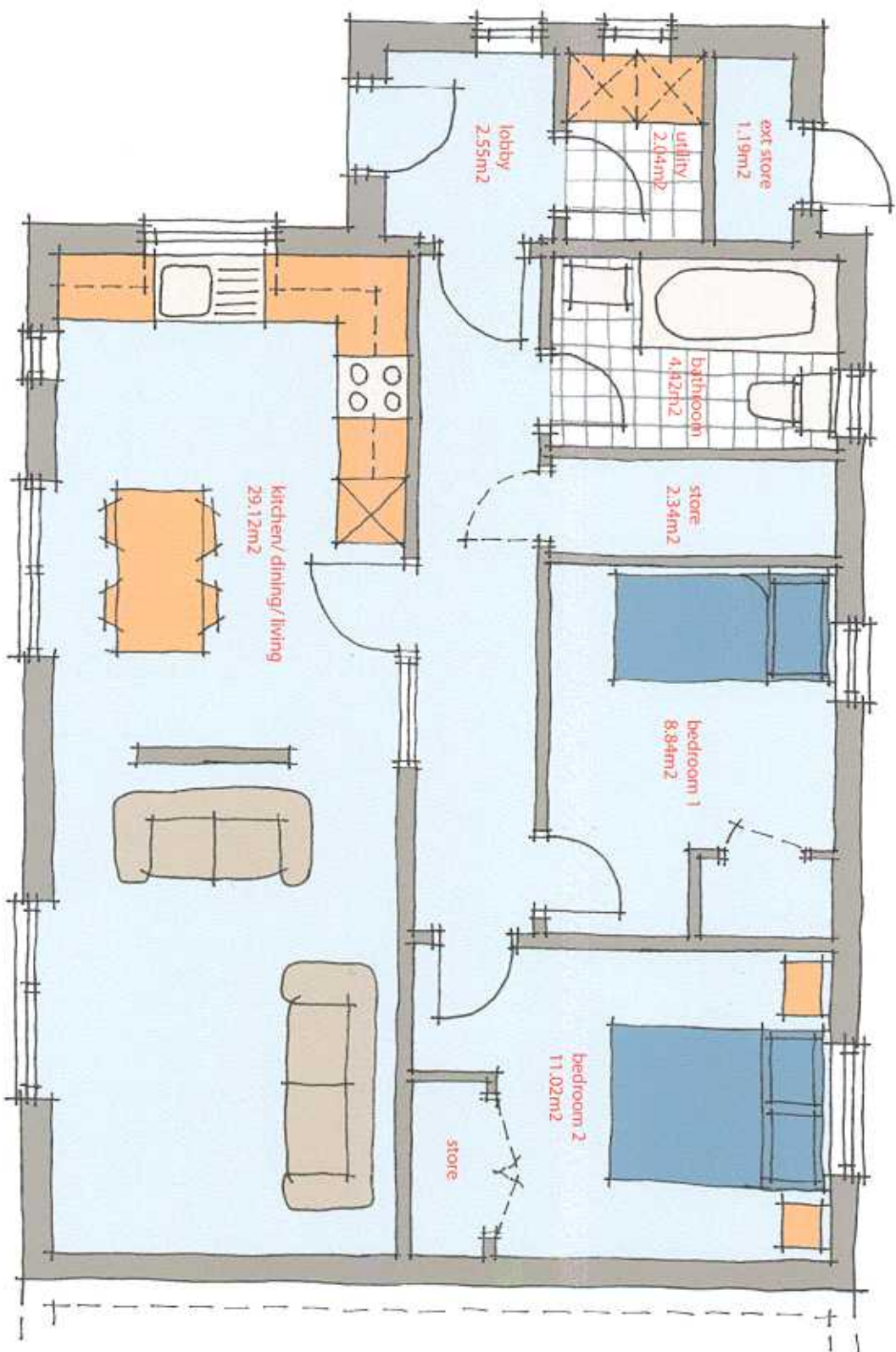
INTEGRATED, SUPERVISED PLAY



ROBUST LANDSCAPING

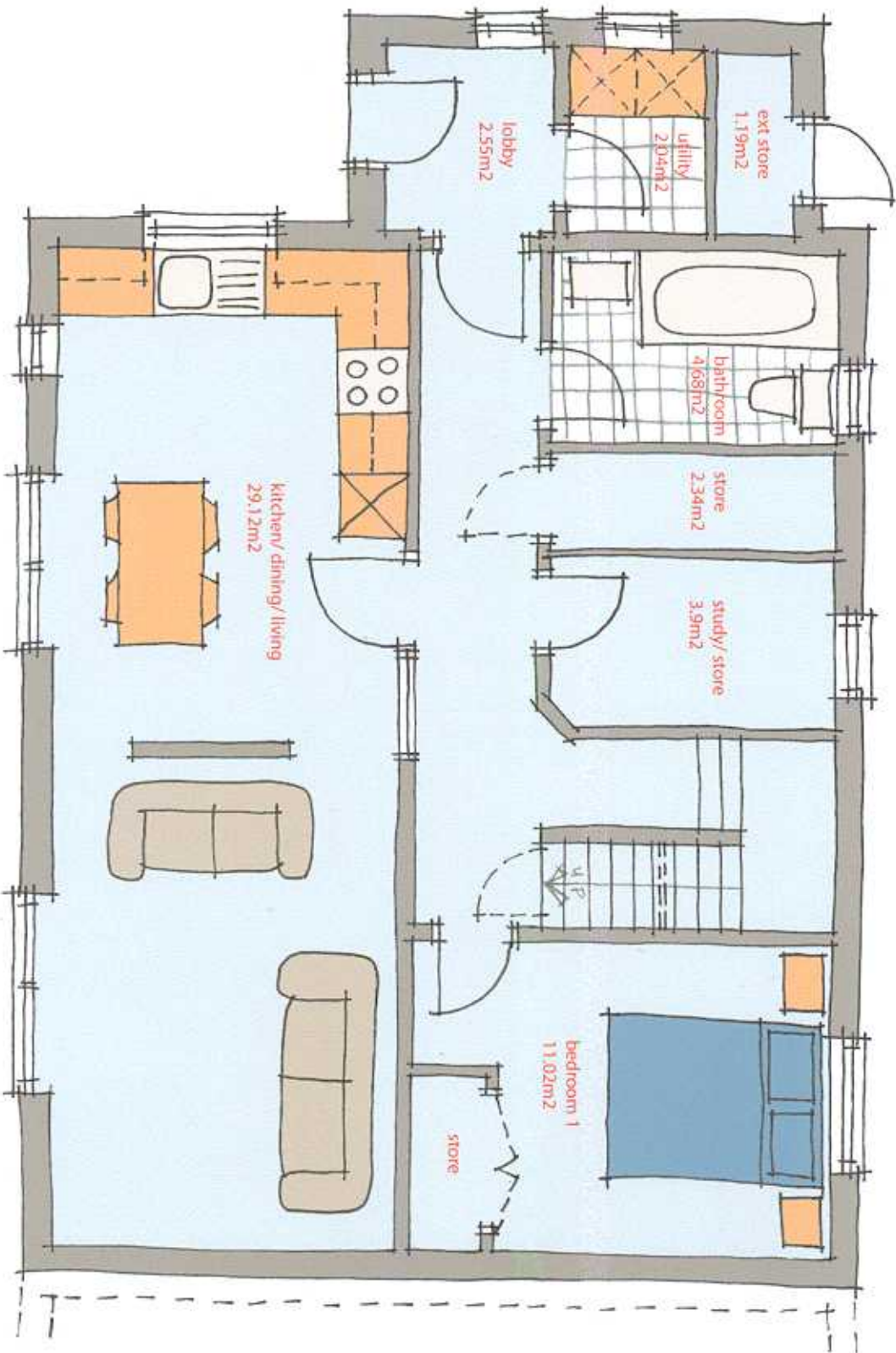


3 person / 2 bedroom
 gf = 70.9m² - ff = 37.36m² undeveloped - total = 70.9m² (possible future 108.26m²)



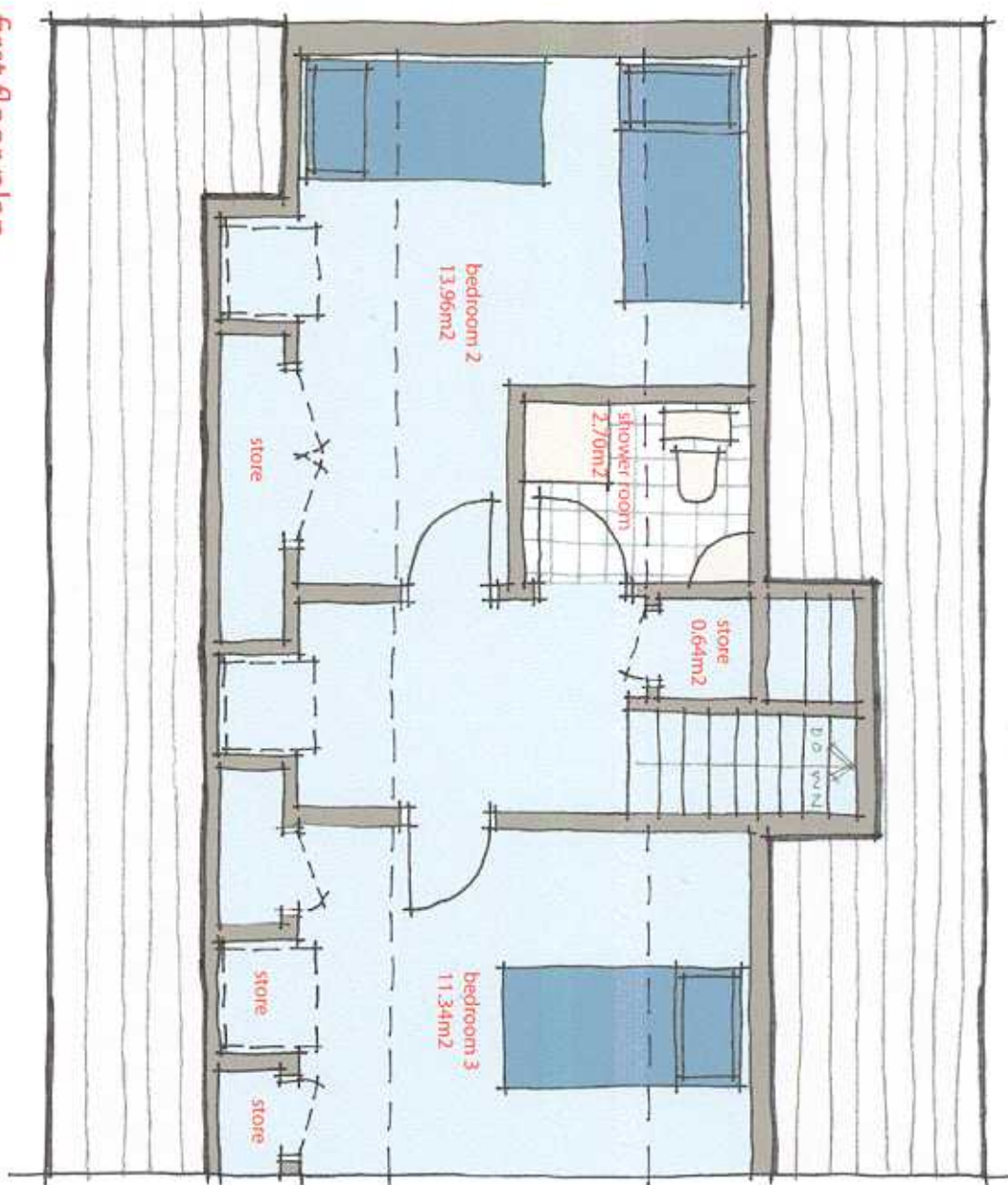
ground floor plan

5 person / 3 bedroom
 gf = 70.9m² - ff = 37.36m² - total = 108.26m²



ground floor plan

5 person / 3 bedroom
ff = 37.36m²



first floor plan



Shetland Islands Council

REPORT

NOT FOR PUBLICATION
Local Government (Scotland) Act, 1973,
Schedule 7A, para(s)

Head of Legal and
Administrative Services

To: Services Committee

7 May 2009

From: Executive Director – Education and Social Care

Office Accommodation, North Ness – Decision to Proceed

1 Introduction

- 1.1 This report sets out the background, current status and financial implications of the developing office accommodation complex at the North Ness, Lerwick.
- 1.2 Specifically, this Report asks Members to allocate additional revenue funding in future years budgets to meet the lease costs of the proposal.

2 Link to Council Priorities

- 2.1 Within the Sustainable Organisation Section of the Corporate Plan, there is a commitment to, “create a single Council Campus for services in Lerwick, to improve efficiency in the use of Council office space, starting with new headquarters for the Social Work and Housing services”.

3 Background

- 3.1 A number of services within the Education and Social Care Department are in office accommodation which no longer meets the service needs and do not provide adequate facilities for visiting members of the public. Two offices face difficulties in addressing the health and safety of staff, due to location and layout within the buildings. Each of the main office buildings have been assessed as

Category B through the Building Maintenance Condition Survey (classified as “Performing as intended with some minor deterioration”).

- 3.2 Community Care, Children’s Services and the Psychological Service are accommodated across a number of locations in properties which no longer meet their needs and which do not facilitate integrated working practices.
- 3.3 All of these services are front line and require a location which is easily accessible by the public, with good public transport links. The existing offices are inadequate in the provision of interview and meeting rooms.
- 3.4 Under Health and Safety legislation the Council has a legal duty to make the workplace safe and without risk to health. Disability Legislation requires that the Council has adequate provision for its workforce and the public. The existing buildings have poor space standards, limited facilities and do not enable full disabled access.
- 3.5 In March 2008, a proposal was put forward, in line with the aspiration in the Corporate Plan, to develop new office facilities at the North Ness in Lerwick. The proposal was agreed by the Accommodation Working Group. The offices from which staff are proposed to be relocated onto the North Ness site and the services provided are listed below:
- 92 St Olaf Street (Community Care and Criminal Justice)
 - 91-93 St Olaf Street (Children’s Services)
 - Quendale House (Community Care)
 - Bank Lane (Children’s Services)
 - Part of Old Library at Hillhead (Adult Learning)
 - Huts at Lovers Loan (Train Shetland)
- 3.6 The former WAG site on the North Ness has been cleared of the existing buildings, which formerly occupied the site and is available for redevelopment. This site is in a town centre location and is a short distance from the bus station. The site can accommodate the space requirements of the services listed at paragraph 3.5 (c. 2,700 m²). It is my understanding that the SLAP proposal currently indicates an area of approximately 3,000 m² which may provide some additional area should the Council wish to occupy all of the building. There is currently flexibility in the design to reduce floor area to meet the brief requirements. Alternatively, the additional space could be used for an alternative purpose, such as for housing.
- 3.7 At the time of the proposal being developed, the issue with regard to the Health and Safety Notice on the Oil Depot had been understood to be resolved. However, the latest position advised by the Planning Service is that the physical changes to the fuel depot are being resolved. However, there is an indication in the determination of the appeal against the temporary condition, attached to the depot's

hazardous substances consent, that the Health and Safety Executive will not reduce the consultation zone to zero around the depot until there is another application for hazardous substances consent. Technically, therefore, the planning blight of the area still exists. The Planning Service continue to pursue a resolution to this matter.

- 3.8 The maximum size of office accommodation which would be able to be located on that site is around the size of the current proposal. Although the site could accommodate a larger building, the constraints on access and car parking restrict the development potential.
- 3.9 The Accommodation Working Group agreed to recommend to the Chief Executive:
- Develop outline design proposals for the building
 - Identify procurement routes and indicative costs for construction
 - Address parking and site access issues in the context of sustainable travel.
- 3.10 Accordingly, the Chief Executive, under delegated authority for office accommodation matters, approached SLAP Ltd, to work up detailed designs based on the Accommodation Schedule provided. SLAP Ltd agreed to develop the project on the understanding that it was “at risk” and potentially a speculative development. Following a tendering exercise for a design and build proposal, SLAP Ltd are nearing the point of appointing a preferred contractor to develop the site. SLAP Ltd have now approached the Council to formally enter into a joint agreement to develop offices for Council use.

4 Proposal

- 4.1 I have assessed the proposal to develop the North Ness for office accommodation in terms of condition of existing buildings, cost of redeveloping existing buildings, receipts from sale of existing buildings and the revenue implications associated with moving from six locations to one location.

(a) Condition of Existing Buildings

The condition of existing buildings, in terms of the fabric of the building, is satisfactory – scored as Level B, performing as intended but with some minor deterioration. However, two offices face health and safety issues, for staff and for visitors. Access for visiting members of the public is limited. Two facilities – Train Shetland and Adult Learning – are being displaced as a result of other capital investment proposals (the new AHS and the redevelopment of Lerwick Library).

(b) Cost of Redevelopment of Existing Buildings

No Feasibility Study has been undertaken to compare the cost of refurbishment with the proposed cost of the new office development.

(c) Alternative Use / Capital Receipts from Existing Buildings

The Train Shetland huts will be demolished as part of the new AHS project.

The Old Library building at the Hillhead will be refurbished, as part of the Lerwick Library Redevelopment project, so the Adult Learning service will be displaced.

The remaining properties will be offered in the first instance to the Housing Service, to find mechanisms to develop the properties into new housing units, in line with Section 203(2) of the Housing (Scotland) Act 1997.

The value of any to off-set costs associated with the new office development has not yet been determined but it is not anticipated that the sums will be significant.

(d) Revenue Implications

The proposal involves moving from six locations to one location. Only one of the offices operates a full time reception, so no changes to staffing levels are anticipated.

All the current premises are now owned by the Council (the lease at Quendale Housing having been recently bought out).

The cost of the new office has been estimated, based on the cost per square metre of the Economic Development Unit and Housing offices at North Ness (being the newest facilities).

Additional lease costs have been estimated by the Acting Asset and Properties Manager at £560,000 per annum which will be required to be payable by the council to SLAP. This rent would be for a 20 year lease and would be subject to inflationary increases during the term of the lease. (A reduced initial rental of about £440,000 per annum could possibly be achieved if the lease were to be for 30 years).

(e) Value for Money

The existing rates of rented accommodation in central Lerwick range from £110/m² to £170/m². The cost of the new office proposal (based on the tendered price) has been assessed by the Council's Acting Assets and Property Manager at £187 m² (based on a 20 year lease) and he considers, based on contractors statements, that this higher than usual rental reflects the additional cost of meeting the national planning requirement that all future applications proposing development with a total cumulative floor space of 500 sq metres or more

should incorporate on-site zero and low carbon equipment contributing at least an extra 15% reduction in CO2 emissions beyond the 2007 building regulations carbon dioxide emissions standard. It should, however result in a modern and more efficient office building with less environmental impact and reduced running costs. I am proposing that in order to minimise the risk to the Council of overruns on the capital costs, that the Council enters into a partnership arrangement on the basis of a lease calculated at no higher than the tendered price.

- 4.2 From a land use Planning perspective, the North Ness is considered to be a key central location in Lerwick and is suitable for mixed development opportunities.
- 4.3 The Education and Social Care Department support the Council policy to decentralise services and locate staff as close as possible to where services need to be delivered. The drive to relocate staff closer to the point of service delivery will continue, supported by good ICT links and flexible working arrangements. Some space within the new office may therefore be set aside for use by staff who are not permanently based in Lerwick, so called “hot desking”.
- 4.4 In terms of placing staff in the North Ness office accommodation, priority will be given to front line staff who deliver a direct service to the public.

5 Financial Implications

- 5.1 The Council has no provision within the currently approved Capital Programme to meet the cost of new office accommodation at the North Ness.
- 5.2 SLAP Ltd, as a property developer, will require a commercial rate of return on any investment decisions. In addition to the capital costs, therefore, the Council will also have to meet interest payments over the life of the asset and/or length of the lease term.
- 5.3 The Table below provides a comparison of the current arrangements.

Table 1: Comparison of Revenue Costs

Location	Current Cost (2008/09 Actual) £000	Estimated Cost £000
92 St Olaf Street	61	
91-93 St Olaf Street	59	
Quendale House	81	
Bank Lane	27	
Old Library at Hillhead	23	
Huts at Lovers Loan	1	
New Offices at North Ness		
Running Costs		303
New Lease Payment		560
Total	252	863

- 5.4 In terms of forward planning, there will be a requirement to build an additional £611,000 per annum for office accommodation costs into the Legal and Property Services budget, to meet the additional annual running costs of the new offices proposed for the North Ness.
- 5.5 The additional cost will require to be met from within the total budget set for future years if the Council is not to breach the approved budget strategy. The current strategy is to steadily reduce by £1 million per annum for 2010/11 and 2011/12 to remove any reliance on reserves from 2012/13 onwards.

5 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 matters within approved policy and for which there is a budget.
- 6.2 The Council currently retains full authority for decisions on Office Accommodation and the Capital Programme.
- 6.3 Responsibility for budgets for office accommodation rests with the Council, for services provided by Legal and Administrative Services.

7 Recommendations

- 7.1 I recommend that Services Committee recommend to the Council to:
- (a) agree to enter into a partnership agreement with SLAP Ltd to develop office and service accommodation at the North Ness site, up to an equivalent rental payment of £560,000 per annum, for a duration of 20 years; and

- (b) ask the Council to allocate an additional £611,000 on the Office Accommodation Revenue Account to pay for the additional costs without breaching the budget strategy for 2010/11.

Our Ref: HAS/sa

Report No: ESCD-82-F