



REPORT

To: Services Committee

4 February 2010

From: Head of Housing

Report No: HS-02-10

Provision Of Affordable Housing – Further Consideration Of Location And Resources

1. Introduction

- 1.1 This report asks Services Committee to guide future housing development based on levels of expenditure, location and order of works for the provision of affordable social housing across Shetland.
- 1.2 This report does not cover the whole financial detail of supporting such activity. This will be covered in greater detail by the Head of Finance in financial planning and rent setting reports due to be presented later in the financial year.
- 1.3 At the last Services Committee, Members were asked to confirm the programme for the construction of new build houses in Lerwick & landward areas. At that time Members requested that the Head of Housing provide further analysis in order that Services Committee can give this further consideration. Hence this report today (Min ref 106/09).
- 1.4 This report considers the various demand indicators and gives an assessment of how that would translate into a programme for different areas.
- 1.5 This report takes into account the new houses to be constructed in the Hoofields and landward areas, already approved by Members (Min ref 106/09).

2. Links to Corporate Priorities and Risks

- 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. The Council has, through its Local Housing Strategy (LHS), a stated aspiration for more affordable housing.

- 2.2 The 2009/10 Housing Service plan identifies that SIC Housing Service will, *“Work in partnership with others to enable everyone in Shetland to have access to 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”*.
- 2.3 The 2009/10 Housing Service action plan requires the Head of Housing to, *“Continue to investigate options for increasing housing supply in Shetland”*.
- 2.4 The Sustaining Shetland document endorsed by the Community Planning Board states that, *“We will increase the population of Shetland to 25,000 by 2025. We will increase the supply of housing to 12,000 by 2025”*.
- 2.5 The Shetland Targets & Priorities document states that, *“We will place more effort on stimulating demand for living in the remote areas of Shetland by ensuring that the ratio of jobs to people and housing is the same”*.
- 2.6 In terms of risk, there is no direct financial risk associated with this report. However, there are political, economic, social, educational and health risks associated with high levels of unmet housing need. The consequences of this unmet housing need will have financial implications for those SIC services supporting housing, social, education and health.
- 2.7 Further, the lack of affordable housing acts as a disincentive to economic growth and will prevent Shetland competing economically at a micro and macroeconomic level.
- 2.8 The lack of sufficient numbers of affordable housing units will impinge on the Council’s ability to meet the statutory 2012 targets for homeless persons.

3. Background

- 3.1 In May 2009, Services Committee heard a report indicating that up to £20m might be available for the provision of affordable housing (Min ref 54/09). This £20m would have to be made up of a combination of borrowing, use of reserves and possible increase in rents. In the meantime, Services Committee has already agreed to consider the purchase of properties valued at approximately £1m (Min ref 91/09). Therefore, of the £20m originally planned, only £19m worth of development activity could be planned.
- 3.2 However, since that time we have learned that the SIC bid for a £4.3m grant for new build housing has been turned down by the Scottish Government. A copy of the refusal of grant and explanation for the refusal is attached as Appendix A. As a result the SIC new build programme may now have to be curtailed at £14.7m.

- 3.3 Also in December 2009, Services Committee agreed the first part of a development programme (Min ref 106/09). A copy of that agreed programme is attached as Appendix B for information. The value of that programme is approximately £10m (approximately 100 houses). Therefore, assuming the £14.7m in 3.2 becomes available, there remains £4.7m (Approximately 47 houses) of resources to be allocated.
- 3.4 The raising and release of the £14.7m required, overall, will require the following factors to be considered:
- 3.4.1 The need to meet the SHQS and the funding required to do so;
 - 3.4.2 The level of internal HRA borrowing;
 - 3.4.3 Level of reserves to hold, both general fund and HRA;
 - 3.4.4 Impact on rents;
 - 3.4.5 Impact or opportunity cost for other Council services and plans
- 3.5 Further, there is a requirement for the Council to bring all of its stock up to the Scottish Housing Quality Standard (SHQS) by 2015. The cost of this is expected to be £12.8m up to 2015. This cost will be met through the Housing Revenue Account (HRA) capital programme. This includes additional borrowing through the prudential borrowing regime. This additional borrowing will bring greater pressure on rents and compound any problems associated with a depleted HRA reserve.
- 3.6 By way of background information, Members will be aware that all social housing has to be accounted for through the HRA. The HRA is a ring-fenced fund, with limited opportunities for the Council to 'subsidise' social housing from other sources. For the most part, the cost of providing housing needs to be recovered through the rents charged to tenants.
- 3.7 Funding any new investment programme therefore needs to carefully consider the cost to existing tenants. In essence, the Council could find itself asking the current tenants to pay for the cost of new housing provision. The Council has an obligation to consult with tenants in setting the level of rents increases year on year. The consultation needs to be meaningful and give appropriate time for tenants to respond.
- 3.8 The redevelopment of the Hoofields site is partly to replace the existing chalets. Therefore, the construction of 72 houses at Hoofields will result in a net addition of 50 houses in Lerwick.

4 Analysis of Housing Demand

- 4.1 The first important point to make is that the £4.7m (see 3.3) discussed in this report does not represent the total requirement for housing in Shetland. Thus, any figures decided upon today represent only a part of the solution.
- 4.2 Currently, a total of 382 social housing units are collectively planned across Shetland by Hjaltsland Housing Association (HHA) and SIC. A summary table indicating what is already planned by HHA (up to 2017) and SIC up to 2015 is set out below as Table 1.

Table 1

Locality	HHA units	Additional SIC units (see 3.8)	Total planned units
North Mainland	17	10	27
South Mainland	20	6	26
West Mainland	10	0	10
Central Mainland	178	2	180
Lerwick & Bressay	83	50	133
North Isles, Whalsay & Skerries	6	0	6
TOTAL			382

- 4.3 However, as this report is written, it is understood that planning permission for the HHA houses proposed for Scalloway and Tingwall will not be forthcoming. In this scenario the number of houses to be built and the balance is changed. The revised position for such a situation is reflected below in Table 2.

Table 2

Locality	HHA units	Additional SIC units (see 3.8)	Total planned units
North Mainland	17	10	27
South Mainland	20	6	26
West Mainland	10	0	10
Central Mainland	8	2	10
Lerwick & Bressay	83	50	133
North Isles, Whalsay & Skerries	6	0	6
TOTAL			212

- 4.4 The first indicator of housing demand to consider is the Council's own waiting lists. These lists are an expression of choice made by applicants for the Council's existing stock. Therefore, they do not take into account expressions of demand in other areas where the Council does not own houses.

- 4.5 Further, in response to Scottish Housing Regulator requirements the Council's waiting lists allow applicants to make multiple choices on where they may wish to live.
- 4.6 As stated in 4.4, the Council's application form allows multiple choices of area. However, the form does not record the choices in order of preference. Therefore, we have no means of anticipating which areas applicants would choose first. Similarly, the SIC application form does not seek to ask where applicants would choose to live if houses were to be constructed in the future.
- 4.7 For the reasons outlined above in order to meet the request of the last Services Committee within the prescribed timescales, a sample survey of current applicants on the SIC waiting list was undertaken to determine which areas of Shetland they would choose to live if affordable housing was available.
- 4.8 Further, as a Scottish Government requirement to guide the Local Housing Strategy (LHS) and the Strategic Housing Investment Plan (SHIP), the Housing service in partnership with other agencies has also undertaken a Housing Need and Demand Assessment (HNDA).
- 4.9 The requirement for the HNDA comes out of the latest LHS guidance and the SPP3 on planning for housing, linked to the development plan. The HNDA is the evidence base for the key strategic documents (see 4.9) and requires to be assessed by the Scottish Government as being "robust & credible". The HNDA looks at an enormous range of indicators and statistics (well over 100 datasets recorded) and takes in factors beyond housing such as economic, education and transport.
- 4.10 The HNDA is an evolving document and is currently in draft form for members to consider in a separate report today. The HNDA will inform the decisions about policies required through the new Local Housing Strategy and Development Plans, ensuring that housing need and land requirements are informed by a robust and credible assessment of housing need of which council housing is but a part.
- 4.11 Each of these various measures give a different ratio as an indication of demand for housing in Shetland. A table comparing the various ratio/s is attached as Appendix C for a total of 382 planned units. Appendix C assumes that the planning permission for HHA in Scalloway & Tingwall is forthcoming.
- 4.12 An alternative scenario is that the HHA proposals for Scalloway and Tingwall are refused. A table comparing the various ratio/s for this scenario is attached as Appendix D for a total of 204 planned units.
- 4.13 These figures can be overlaid with other social factors or political considerations. In particular members indicated that they wished to consider housing and the links to the education service and in particular, the developing blueprint for education in Shetland. Comments on this report from the Education Service are attached as Appendix E.

- 4.14 Further, each new housing scheme will have an unpredictable impact on housing demand as people move house, area, jobs etc. Also, the impact of other council initiatives relating to planning, economic growth, transport etc, will influence the conditions relating to housing supply and demand into the future. How successful these initiatives may be are not fully known at this stage.
- 4.15 Similarly, demand will be a reflection of family size and make up which is outside of any existing predictive model. Thus, constant and regular review will be required as these factors unfold. The evolving requirements would be reviewed and revised as part of the implementation of the LHS & regular SHIP submissions to the Scottish Government. The same results should guide HHA developments into the future.

5 Analysis of Housing Demand – Points to consider

- 5.1 The remaining £4.7m of possible unallocated resources (see 3.3) are insufficient on their own to meet overall demand.
- 5.2 If resources are not deployed to areas in the correct ratio, there is the potential risk of oversupply in particular areas. Similarly, there is the risk of forcing people to live where the houses happen to be.
- 5.3 Oversupply would be a waste of resources unless the population in that area can be increased through sustainable economic development in that particular area.
- 5.4 Whichever ratio is considered, the figures presented show an imbalance between predicted demand and current planning. This imbalance is currently influenced by the proposed increase in activity in the Central Mainland, Lerwick and Bressay areas.
- 5.5 It can be seen from comparison of each example on both Appendix C & D that, the vast majority of applicants would wish to be housed in Lerwick or Bressay, if their choices were not constrained. This scenario would mean greater centralisation. Members are asked to consider and debate all social and economic factors to determine if this is or is not desirable for the wider community.
- 5.6 It can also be seen from comparison of Appendices C & D that, the balance of resources shifts significantly if the proposed number of units in Scalloway and Tingwall do not go ahead.
- 5.7 The differing balances outlined in Appendix C & D and discussed in 5.3, 5.4 & 5.5 is in part a reflection of the current large scale (by Shetland standards) proposals by HHA for Scalloway. Any imbalance in itself is not a problem provided that ratios are continually reviewed and other developments beyond 2017 seek to redress the imbalance and reach longer term equilibrium.

- 5.8 The projected imbalance is also not a problem in the short and medium term as the overall demand still exceeds supply and looks set to do so into the future.
- 5.9 Members are asked to consider the content of this report and overlay any political considerations in order to outline the next phases of the new build housing programme, if the funding can be made available. Such a programme will be provisional at this stage until such time that Members can hear recommendations from the Head of Finance and agree the funding package required.
- 5.10 There is no ratio that can give a final definitive answer, as factors change continually (see 4.13 & 4.14). Therefore, all factors should be seen at this stage as a tool to guide judgements rather than a prescriptive formula. However, in my view, the HNDA uses the most comprehensive set/s of available indicators to arrive at any proposal or recommendation.
- 5.11 The HNDA remains in draft form until it is assessed by the Scottish Government as being “robust & credible”. As the HNDA matures and develops the ratio’s will change. Therefore, my recommendation is that, at this stage we use the current HNDA ratio’s to guide staff discussion and liaison with communities but, both the Council and the wider community need to be clear that these figures may change to meet the prevailing circumstances. The exact recommended amounts to be expended will when ready, be reported back to Services Committee with the detail of the funding, availability / suitability of sites, numbers, density etc when these have been fully explored as a part of the LHS, SHIP, HNDA and Planning development process.
- 5.12 It is for this reason that I would recommend beginning that discussion with communities based on the following provisional apportionment of resources (assuming they become available) for new housing, as set out in either Table 3 or Table 4 below

Table 3 – Planning approval given for HHA developments in Scalloway & Tingwall.

Locality	Distribution of available resources based on the HNDA (£m)
North Mainland	0.80
South Mainland	1.37
West Mainland	0.99
Central Mainland	0
Lerwick & Bressay	0
North Isles, Whalsay & Skerries	1.54
Total	4.7

Table 4 – Planning approval not given for HHA developments in Scalloway & Tingwall.

Locality	Distribution of available resources based on the HNDA (£m)
North Mainland	0
South Mainland	0.6
West Mainland	0.7
Central Mainland	1.9
Lerwick & Bressay	0
North Isles, Whalsay & Skerries	1.5
Total	4.7

- 5.13 If members can agree to proceed on the basis set out in 5.11 & 5.12, the Housing Service and the Education Service can liaise with the community in each respective area to determine detailed proposals relating to site locations, density and the mix of house types. These results can be confirmed back to Services Committee at a later date before the final commitment of resources. This proposal can then also be used to inform the Education blueprint for services.

6 Conclusions

- 6.1 Implementation of the house building programme outlined in this report will deplete existing HRA reserves to the point where they become unavailable to protect rents into the future. Therefore, the overall programme decided upon is subject to Shetland Islands Council dedicating the resources as a part of its overall financial strategy. Any proposal to increase the Council's financial commitment to new build 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.
- 6.2 Members should be clear that, in committing the Council to this programme, existing HRA reserves will be run down and so be unavailable to support the expected rent burdens associated with high levels of housing debt and the need to meet the SHQS. Approval of resources or a modified version will commit existing HRA resources to starting these projects in anticipation of a future decision by SIC detailing and approving the finalised funding options. If those HRA reserves are not supplemented in the future, they will not be able to meet the need for which they were originally intended.

7 Financial Implications

- 7.1 There are no direct financial implications from this report, as progress is dependant on the availability of future funding and this is to be presented by the Head of Finance in future reports to the Council.

8. Policy and Delegated Authority

- 8.1 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.

9. Recommendations

- 9.1 I recommend that Services Committee note the contents of this report and authorise Housing staff to liaise with Education staff and begin discussion with Communities on the basis of either Table 3 or 4 (5.12) to prepare detailed development proposals for Services Committee to consider.

Date: 4 February 2010
Our Ref: CM/LJ

Report No: HS-02-10

Appendix A – Refusal letter
Appendix B – Programme already approved
Appendix C – Analysis of Ratios HHA developments approved
Appendix D – Analysis of Ratios HHA developments refused
Appendix E – Comments from Education Service

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Mr Chris Medley
Shetland Islands Council
Fort Road
LERWICK
ZE1 0LW

11 December 2009

Dear Chris

Incentivising new council house building

Thank you for submitting Shetland Islands Council's application to the second round of the Incentivising New Council House Building Fund.

Assessment

An Expert Group comprising COSLA, ALACHO, a Local Government Finance Officer and the Scottish Government considered all applications against the agreed principles and criteria. The Group was responsible for providing an initial assessment of applications and their recommendations were shared and then discussed with COSLA's Leadership Board. The Board considered this advice and then formed an agreed position and recommendations were then considered and signed off by Ministers.

Decision

It was the view of the expert group and the Leadership Board that Shetland Islands Council's application did not fully meet the agreed principles and criteria. Due to the high demand for this fund from across the country, the Expert Group and the Leadership Board had to ensure that applications met all the requirements set out in the criteria and regrettably, on this occasion your council's application was unsuccessful in demonstrating all of the principals and therefore, Shetland Islands Council will not receive an award from this funding round.

Feedback

As you know, applications were assessed against criteria relating to six overarching principles. With regards to prudential borrowing or the capacity to use other sources of funding, it was acknowledged that the proposed borrowing is from an internal

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source. However, given the existing high levels of debt associated with the HRA and the fact that the borrowing will still incur interest and will still need to be repaid, it was felt that increasing the level of debt presents too high a risk.

We hope you find this feedback helpful and would be happy to discuss this decision in more detail. Please contact either Angus Macleod or Eni Bankole if you have any queries:

Angus Macleod
Scottish Government
0141 271 2476
angus.macleod@scotland.gsi.gov.uk

Eni Bankole
COSLA
0131 474 9259
eni@cosla.gov.uk

We realise this may be disappointing, but would like to reassure you that the Scottish Government and COSLA will continue to work together to support the activities of all councils looking to build new housing.



Mike Foulis
Scottish Government



Jon Harris
COSLA

Shetland Islands Council (SIC)

Housing Service

January 2010

List of properties agreed to be constructed (Min ref 106/09) – APPENDIX B

<u>Location</u>	<u>Type</u>	<u>Qty</u>
Lerwick		
Lerwick, Hoofields (phase 1 & 2)	6 Person – 4 Bed (house)	2
	5 Person – 3 Bed (house)	8
	3 Person – 2 Bed (house)	22
	2 Person – 1 Bed (house)	16
	2 Person – 1 Bed (flat)	28
	Sub Total	76
Brae (phase 3)	3 Person – 2 Bed (house)	2
	2 Person – 1 Bed (house)	8
	Sub Total	10
Bressay (phase 4a)	3 Person – 2 Bed (house)	2
	2 Person – 1 Bed (house)	4
	Sub Total	6
Burra (phase 4b)	3 Person – 2 Bed (house)	2
Sandwick (phase 4c)	3 Person – 2 Bed (house)	2
Virkie (phase 4d)	3 Person – 2 Bed (house)	4
	Sub Total	8
	TOTAL	100

APPENDIX C

Comparison of Housing Demand ratios using a range of sources

Locality (electoral ward)	Actual Planned Units up to 2017 (see table 1)	Example A			Example B			Example C		
		Example of distribution of planned houses (382) if based on HNDA			Example of distribution of planned houses (382) if based on SIC waiting lists			Example of distribution of planned houses (382) if based on aspiration survey of applicants		
		Ratio (%)	Required distribution of 382 units if based on HNDA	Distribution of remaining resources (£4.7m) if based on HNDA ratio £m (see table 2)	Ratio (%)	Required distributio n of 382 units if based on SIC waiting lists	Distribution of remaining resources (£4.7m) if based on waiting lists £m	Ratio (%)	Required distribution of 382 units if based on aspiration survey	Distribution of remaining resources (£4.7m) if based on aspiration survey £m
North Mainland	27	13	50	0.80	17	65	1.61	4	15	0
South Mainland	26	17	65	1.37	15	57	1.33	4	15	0
West Mainland	10	10	38	0.99	8	31	0.87	4	15	0.18
Central Mainland	180	14	53	0	29	111	0	16	61	0
Lerwick & Bressay	133	33	126	0	24	92	0	66	252	3.96
North Isles, Whalsay & Skerries	6	13	50	1.54	7	27	0.88	6	23	0.56
Total/s	382	100	382	4.70	100	382	4.70	100	382	4.70

*Note: The figures in this column is the NET requirement remaining after the proposals in Table 1 are deducted.

Information on Housing Demand Ratios using a range of sources

Locality	All housing stock	Social rented stock only	Housing Register indications	Aspirational survey of housing register at December 2009	Housing Need and Demand Assessment
Source	(from HNDA based on 2006/07 figures)	(from HNDA based on 2006/07 figures)	All areas selected by applicants	asked a sample of applicants 'what area of Shetland would you prefer to move to?)	GRO(S) household projections and household sizes
South Mainland	17%	9%			17%
West Mainland	10%	5%			10%
Central Mainland	14%	11%			14%
Lerwick & Bressay	33%	51%			33%
North Isles and Whalsay & Skerries	13%	9%			13%
North Mainland	14%	16%			14%

APPENDIX D

Comparison of Housing Demand ratios using a range of sources

Locality (electoral ward)		Example A			Example B			Example C		
		Example of distribution of planned houses (212) if based on HNDA			Example of distribution of planned houses (212) if based on SIC waiting lists			Example of distribution of planned houses (212) if based on aspiration survey of applicants		
	Actual Planned Units up to 2017 (see table 2)	Ratio (%)	Required distribution of 212 units if based on HNDA	Distribution of remaining resources (£4.7m) if based on HNDA ratio £m (see table 3)	Ratio (%)	Required distribution of 212 units if based on SIC waiting lists	Distribution of remaining resources (£4.7m) if based on waiting lists £m	Ratio (%)	Required distribution of 212 units if based on aspiration survey	Distribution of remaining resources (£4.7m) if based on aspiration survey £m
North Mainland	27	13	28	0.0	17	36	0.52	4	8	0
South Mainland	26	17	36	0.8	15	32	0.33	4	8	0
West Mainland	10	10	21	0.8	8	17	0.40	4	8	0
Central Mainland	10	14	30	1.5	29	61	2.95	16	34	2.99
Lerwick & Bressay	133	33	70	0.0	24	51	0.00	66	140	0.87
North Isles, Whalsay & Skerries	6	13	28	1.6	7	15	0.51	6	13	0.84
Total/s	212	100	212	4.70	100	212	4.70	100	212	4.70

*Note: The figures in this column is the NET requirement remaining after the proposals in Table 2 are deducted.

Information on Housing Demand Ratios using a range of sources

Locality	All housing stock	Social rented stock only	Housing Register indications	Aspirational survey of housing register at December 2009	Housing Need and Demand Assessment
Source	(from HNDA based on 2006/07 figures)	(from HNDA based on 2006/07 figures)	All areas selected by applicants	asked a sample of applicants 'what area of Shetland would you prefer to move to?'	GRO(S) household projections and household sizes
South Mainland	17%	9%			17%
West Mainland	10%	5%			10%
Central Mainland	14%	11%			14%
Lerwick & Bressay	33%	51%			33%
North Isles and Whalsay & Skerries	13%	9%			13%
North Mainland	14%	16%			14%

Appendix E

Housing Service

HS-02-10

Comments from Education Service:

- North Mainland children from this number of houses could be accommodated in schools in the area;
- South Mainland children from this number of houses would all be able to be accommodated in Dunrossness Primary School;
- West Mainland children from this number of houses could be accommodated in schools in this area;
- Central Mainland children from this number of houses may not be able to be accommodated in Scalloway Junior High School in the primary department but further consultation would be required to confirm this;
- Lerwick and Bressay children from this number of houses may be able to be accommodated in the Lerwick Primary Schools but we would need to consider which catchment area the houses would be in to give a better indication of numbers;
- North Isles Whalsay and Skerries children from this number of houses would be able to be accommodated in schools in these areas.



REPORT

To: Services Committee

4 February 2010

From: Head of Housing

Report No: HS-05-10

Sheltered Housing Service And Christmas Shutdown

1. Introduction

- 1.1 A broadcast by BBC Radio Shetland recently suggested that there was a problem with the provision of Housing Support Workers (HSW's) services during the recent extended Christmas period.
- 1.2 This led to a request from the Housing Spokesperson and the Chair and Vice Chair of the Services Committee to request an urgent report on any issue's which came to light over the Christmas shutdown.
- 1.3 There was insufficient time to prepare this information as a cleared report. Hence, the tabling of this report today.
- 1.4 This report seeks to answer specific questions raised by the Chair and Vice Chair of Services Committee via the Executive Director of Education and Social Care
- 1.5 The questions raised for this report to consider are attached as Appendix A.

2. Links to Corporate Priorities and Risks

- 2.1 Sustaining rural communities is a key Council priority within the Corporate Plan - section 1. Finding locally appropriate housing solutions by delivery of a sustainable Housing Service will contribute to strong and vibrant rural communities.
- 2.2 *Sustainable Organisation* - Help us to make sure that we are making best use of our resources and delivering services as effectively as possible. (Local Housing Strategy).

- 2.3 The 2009/10 Housing Service plan identifies that SIC Housing Services will, *“Work in partnership with others to enable everyone in Shetland to have access to 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”*.
- 2.4 In terms of risk, there are no significant risks to the Council resulting directly from this report. However, if there is a divergence from the collective agreement, there is a risk that staff affected by such a change may raise a grievance seeking equitable treatment with other staff groups. There is also the risk of personal injury claims. Such risks might be minimised by adoption of the recommendation in this report.
- 2.5 Whilst not a preventative strategy, insurance provision is in place to cover eventualities such as personal injury to staff and service users where the Council is legally liable for an incident that has occurred.

3. Background

- 3.1 The Single Status collective agreement came into effect on the 1st October 2009. The collective agreement introduced many changes. In particular section 2.12 of the collective agreement states that, *“A Christmas shutdown will operate where previously agreed for all non essential services”*. There was no definition of what was and what was not essential, this was for each Head of Service to determine. The Council’s Annual leave and Public Holiday policy states that, *“The Council operates a Christmas shutdown in all Services where it is practicable to do so”*. The Christmas shutdown is not an entitlement and is only available where it is considered practical in service delivery terms.
- 3.2 In consultation with the Housing Management Team (HMT), it was determined by the Head of Housing that in the context of the collective agreement, the HSW was not considered as essential for the following reasons:
- 3.2.1 HSW services are not available 24/7 and if available, only provide services outside of their normal working hours in emergencies or crisis situations;
- 3.2.2 Similarly, as HSW’s are only contracted part time, there are many long periods throughout any year, including leave periods, when their services may not be available;
- 3.2.3 The provision of HSW services is discretionary for the Council and not a statutory duty;
- 3.2.4 In the spirit of Single Status, it was considered that, HSW’s are entitled to the same conditions as all other staff across the Council, where it is practicable to do so;
- 3.2.5 HSW’s do not provide care services;

- 3.2.6 Essential care services for those with an assessed care need are provided separately by Social Care staff under care at home packages;
 - 3.2.7 There was sufficient time to plan, prepare and implement alternative arrangements for emergency and crisis cover;
 - 3.2.8 Cover for management and emergency repairs would be available over the holiday period;
 - 3.2.9 The extra leave entitlement would have to be taken at some time and so would mean staff unavailable for three extra days whenever, it was taken;
 - 3.2.10 HSW's were informed in advance of the shutdown and asked to assess and discuss individual's ability to manage during this time:
- 3.3 Further to 3.2.10 above, recognising that there would be an additional three-day period of absence, alternative arrangements were put in place. A copy of the instructions issued to HSW's is attached as Appendix B. Of particular relevance on page 2 of appendix B, is the clear intent to provide contact (as required), gritting and snow clearing in emergencies and immediate emergency response in line with all other periods of leave, absence or time outside of contracted hours.
- 3.4 However, it would seem that the three-day shutdown period was considered by some residents as an essential requirement. Further, it would seem that staff not being on duty for the three-day period was the root cause of complaints and concerns made to the media.
- 3.5 As this was the first year the Council had implemented a Christmas shutdown, it seems reasonable to expect Services to learn any lessons and make changes where necessary.

4 Response to specific questions

- 4.1 What service the sheltered housing support workers provide? Explaining that not all sheltered housing tenants have care packages, and explaining how the care packages were able to be provided during the period of snow. The answer is set out below:
- 4.1.1 Housing support services are defined by the Housing (Scotland) Act 2001 (Housing Support regulations (2002)). An extract is provided at Appendix C. Naturally, the Council can choose to do other things. As an example, the gritting of paths is not a prescribed housing support service but a practice that is historic in the SIC context;
 - 4.1.2 The requirements outlined in 4.1.1 are reflected in the new Single Status job description attached as Appendix D;

- 4.1.3 Attached as Appendix E, is a copy of the HSW support plan which should be completed and agreed with each resident and recipient of housing support. This is intended to leave individuals in no doubt as to what they can expect from the service. In particular relevance to this report, the plan states that, *"...the HSW is available on a part time basis between Mon & Fri and will have discussed and agreed with you (the tenant) times they are available to be contacted and when they will be able to make routine visits. If available, the HSW will respond to an emergency or crisis outwith normal hours when contacted by Tunstall response. Any change to the housing support plan such as your HSW going on holiday, will be advised as soon as possible"*. As far as I am aware, linking Appendix E to Appendix B, this is what happened with regard to the last Christmas shutdown;
- 4.1.4 It should be noted from Appendix E (and as mentioned in 4.1.3) that, HSW support is only contractually available for the part time contracted hours. Any other HSW time requested and provided is on the basis of availability and agreement. It should also be noted that sometimes, some resident's do find the HSW activities intrusive and so the service provided must remain flexible to match the individual's needs and wishes;
- 4.1.5 It should also be further noted that, many HSW's go the "extra mile" and deliver additional support described in the BBC report as "over and above the call of duty". This is commendable but cannot be relied upon in all circumstances, at all times, in all locations;
- 4.1.6 Care packages are provided during periods of snow. The Community Care Service maintained a full service during the three days between Christmas and New Year and usual arrangements were in place for the Public Holidays. All clients were notified of the arrangements in advance;
- 4.1.7 HSW's do not provide personal care. Any personal care required by any tenant with care needs is decided upon and delivered by Social Care staff. Thus, there should be no tenants denied personal care during periods of absence by the HSW;
- 4.1.8 I am advised that, there are numerous examples during the Christmas snow of services working together and colleagues in the Roads Service securing access for social work staff to provide essential services. Staff worked closely with families and other carers where it was not possible to reach the client and also made telephone contact. There are some instances of care workers staying overnight to support the most vulnerable clients and providing additional care at home visits for some people who were unable to attend day care;

- 4.1.9 It should be noted that, there is a big difference between asking HSW's to lay down some salt / grit compared with, removing deep snow or thick ice accumulated over many days of hard frost. In these extreme circumstances it seems unreasonable to expect HSW's to keep all footpaths on their scheme free from ice and snow. This also raises a question relating to the value of such actions when roads and paths beyond the scheme may not be clear of ice or snow and conditions generally remain dangerous for everyone;
- 4.1.10 Further to 4.1.9 and despite training on manual handling, not all HSW's are physically capable of the sustained effort required to keep all paths on a scheme free from snow and ice for long periods. Members should be aware that in the recent Christmas cold spell one HSW tried to keep all paths clear and sustained a personal injury. Therefore, there is a limit to what can reasonably be expected without exposing the Council to personal injury claims
- 4.1.11 Last but not least, there is no statutory requirement to provide a HSW service and there are recent reports of Local Authorities in Scotland seeking to withdraw services to save cost:
- 4.2 What the arrangements were for the Christmas close down? The answer is set out below:
- 4.2.1 The past Christmas arrangements are set out in full in Appendix B, taking into account the agreement set out in Appendix E;
- 4.2.2 In addition housing managers were available and Housing DLO was also in support;
- 4.2.3 In the BBC Radio Shetland report, a resident stated that in the absence of a HSW he did not know who to call. The call out number does not change at any time. What changes is the name and location of the person receiving such a call. In any event, the person receiving the call is trained and authorised to handle most situations including emergency and crisis situations. This would include links to the emergency services if required;
- 4.2.4 In the event of any emergency arising, the Roads Service would be available upon request with heavy snow clearing equipment to secure access to residents if required. An example of this in action is described in 4.1.8 above;
- 4.2.5 Resources were made available to pay any HSW that was able and willing to undertake any additional duties that may arise during the shutdown period;
- 4.2.6 The Housing Service attempted to identify any individuals who potentially could have suffered as a consequence of the shutdown. In these circumstances a number of options could be explored to support the individual including:

- 4.2.6.1 Formal referrals for services where these were felt necessary;
 - 4.2.6.2 Daily contact assurance calls from Tunstall Community Alarm;
 - 4.2.6.3 Discussion with family, friends etc regarding any additional support required during the closedown:
 - 4.2.6.4 As a result of this planning (4.2.6.1 to 4.2.6.3), one request was received (and granted) for daily reassurance calls:
- 4.3 What you learned from the issues / complaints which came to light over the prolonged period of bad weather at Christmas time, and how we might address those in future? An answer is set out below:
- 4.3.1 It is clear that there is a gap between what the HSW is obliged to deliver and what some members of the public expect to be delivered;
 - 4.3.2 It would seem that some members of the public believe that HSW service provision is available all day, every day;
 - 4.3.3 It would seem that some members of the public are not aware that HSW's do not provide personal care and that such personal care is provided by Social Work staff under separate arrangements;
 - 4.3.4 Like all service providers we cannot plan for every eventuality;
 - 4.3.5 In extreme weather conditions, the HSW cannot reasonably be expected to keep all footpaths on a sheltered scheme clear all of the time;
 - 4.3.6 It seems clear that, some residents do miss the personal contact provided by the HSW when it is not available for an extended period. This is expressed by residents who do feel that this is an essential service;
 - 4.3.7 The best laid plans go wrong. In this case, the arrangements for out of hours were no different to any other year, except for the three additional days introduced as a consequence of the collective agreement. Clearly, this was perceived as a reduction in service even though alternative arrangements were in place for emergency or crisis situations. However, it must be remembered that making HSW staff available between Christmas and New Year does mean they are not available for a corresponding period at other times. However, relief cover can be provided during any other leave periods at an approximate cost of £3,000 per annum.

- 4.3.8 If HSW's were to work between Christmas and New Year, the HSW may choose to take their 3 days at another time during the remaining winter months. There remains a chance that snow and ice may still occur during this leave period. Thus, during winter months, there is always a possibility that the HSW may not be available during periods of inclement weather. However, the Roads Service remains available in emergency situations;
- 4.3.9 Despite the concerns and despite the newly introduced shutdown period, a wide range of key services was available and delivered over the Christmas period during some extreme conditions. There is no evidence of anyone coming to harm or being at risk of harm as a result of a failing or failed service. The arrangements that were in place did work as far as they were intended to do so:
- 4.4 How did the duty system deal with complaints / concerns – did people go straight to the press and if so, why? An answer is set out below:
- 4.4.1 As far as I am aware, the housing duty system worked as intended. In relation to sheltered housing, there is one record on the housing system of a family member who thought that, clearing of footpaths should be treated as an emergency. The person was advised that due to adverse weather, no one could attend. They were also advised that their dissatisfaction with this response could be considered through the SIC complaint procedure but they have chosen not to do so;
- 4.4.2 The Community Care Service operated fully on the three days and the usual out of hours services were in place at all other times. There were no issues reported as arising from the shutdown of other services. I am advised that the Duty Social Care staff received three general enquiries about gritting. There was a further call relating to gritting of a sheltered scheme and this was passed to the duty housing manager, detailed in 4.4.1 above;
- 4.4.3 Beyond what is stated in 4.4.1, no other formal or informal complaints had been received by the Housing Service prior to the BBC Radio Shetland broadcast, or since. However, it is understood that the BBC did receive such contact with complaints;
- 4.4.4 I am unable to explain why people go straight to the press in this case. It is more usual for people to go to the press after their complaint has not delivered the response they require. It is the case that the Housing Service does have a formal complaint procedure audited by internal and external organisations. Further, there is a long record of timely and proper action in response to housing complaints. This includes where our performance has been less than satisfactory and required remedial action. The formal complaints procedure does allow for appeal and eventual recourse to the Chief Executive or the Scottish Public Service Ombudsman (SPSO);

- 4.4.5 However, I can state that based on past experience people do threaten and go to the press as an act of intimidation or for dramatic effect. It has been said to me that, they think it will frighten me into giving them what it is they demand or they perceive I am denying them. Alternatively, it has been said that, I or the Council will be publicly embarrassed, by the exposure of poor services and this will lead to my dismissal and presumably to their satisfaction. I am not aware of any complainant of the Housing Service going to the press because they lack confidence in the formal complaint process or the outcome:
- 4.5 Is there better joined up arrangements which we can put in place, e.g. for gritting paths (by joint working with the Roads Service)? An answer is set out below:
- 4.5.1 It is my view that arrangements are joined up. As stated in 4.2.4, I am confident that if asked to respond to an emergency situation the Roads Service would respond without fault or hesitation;
- 4.5.2 However, this review does raise a question about the level of gritting the Council seeks to provide, compared to what some individuals amongst the general public may expect to be provided. There are simply no resources currently available to do more than what we currently provide. Clearly, a further commitment above what is already made does bring with it an additional cost. It also raises the question of what happens for elderly or disabled residents that are not tenants or not in sheltered schemes, and what are the Council's expectations where there are fit and active relatives living nearby? A further issue is the competing priorities and pressure on the Roads staff where they already have commitments to keep main roads clear. In extreme weather conditions the Roads Service are already fully committed;
- 4.5.3 My view for Members to consider is that, current arrangements for gritting and snow clearing have worked for many years and there is no reason to think they will not work into the future. The HSW's can be called upon to deal with reasonable situations and the Roads Service can be called upon in emergency situations. Therefore, during a time of financial austerity, I can see no basis for recommending a change to these arrangements at this stage.
- 4.6 In summary, the three-day shutdown was a first time event for the Council and the HSW service. While alternative arrangements were in place to deal with emergency or crisis situations, it would seem that the knowledge of losing that three-day personal contact was more damaging than actual events occurring as a result. This problem was compounded by the extreme weather conditions encountered during the same period which lead to concerns about path gritting.

5. Financial Implications

- 5.1 The cost of carrying out additional gritting services is not included within this report. The cost of asking HSW's to work between Christmas and New Year will be an additional cost of approximately £3,000 per annum if relief staff are provided when HSW's take their three days at another time. If Services Committee wish to recommend such a change, it will be necessary to identify a source of funding, or identify a ledger code which will be reduced to meet such an additional cost.

6. Policy and Delegated Authority

- 6.1 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.

7. Conclusion

- 7.1 It seems to me there are two key issues that are connected but not dependant on each other. The first is the consideration of the need to ask HSW to work between Christmas and New Year in response to a relatively small number of complaints to the media. The complaint was about the level of services provided and not a failing of services.
- 7.2 The second is consideration of the gritting required to be undertaken. This is also a complaint about the level of services provided. I am of the view that, the levels of gritting currently provided are a proportional response and it must be accepted that this can only be provided when the HSW is willing and available to provide that service. The Roads Service can still provide a back up service in emergency situations.
- 7.3 Despite some limited complaints the HSW service and associated support services were delivered without harm and as intended with the resources available. Changes to existing practices would have cost implications.

8 Recommendations

- 8.1 I recommend that Services Committee consider the contents of this report and keep the provision of services at the existing level.

Report HS -05-10

Urgent report on HSW services.

Appendix A

- What service the sheltered housing support workers provide?
 - Explaining that not all sheltered housing tenants have care packages, and explaining how the care packages were able to be provided during the period of snow
- What the arrangements were for the Christmas close down?
- What you learned from the issues / complaints which came to light over the prolonged period of bad weather at Christmas time, and how we might address those in future?
- How did the duty system deal with complaints / concerns – did people go straight to the press and if so, why?
- Is there better joined up arrangements which we can put in place, eg for gritting paths (by joint working with the Roads Service)?

MEMO

To: All Housing Support Workers

From: Senior Housing Officer
Supported Accommodation

If calling please ask for
George Martin
Direct Dial: 01595 744372

Medium: Paper

Date: 8 December 2009

Our Ref: Christmas Shutdown

Your Ref:

Recording of Flexible Hours and Emergency Callouts

You will recall that I wrote to you on 7th October 2009 in relation to current and future arrangements regarding the provision of 'out of hours' community alarm response. I invited feedback on proposals as set out in my memo but have to date had no formal response from staff. I have therefore made the assumption that staff are generally happy with the proposals as suggested and therefore advise that the procedural note be adopted with immediate effect.

I enclose a finalised copy of the procedure in the form of Operational Procedure (OP52). The intention is that this procedure will be reviewed in 12 months, however, if you find difficulties in practice when using the procedure please notify me as soon as possible.

In the meantime please remember to complete Summary of Emergency Responses and Use of Flexible Hours forms. This is particularly important where claims for additional payments are being made as these cannot be authorised without them. Should you require more forms, please contact either myself or Karen.

Christmas / New Year Shutdown

You will all now be aware that under the terms of the Formal Offer to Unions in 2009 and following Collective Agreement, a Christmas shutdown has been agreed for all non-essential Council Services. Council staff are expected to participate in the proposed Christmas shutdown unless it can be demonstrated that the closedown would make it impossible to maintain key services to the public. The Housing Service has considered the proposal at length and a decision made that the Housing Service will participate in the Christmas shutdown.

The shutdown means that HSW scheduled visits will not take place between Friday 25th December 2009 and Monday 4th January 2010 inclusive. However, the Housing Service is committed to ensuring no tenant is left without support or contact over the festive period, therefore, can all staff to take the following actions over the coming week:

- Discuss with tenants, support arrangements they have in place over the holidays. This can be either formalised arrangements, i.e. Homecare, Care at Home, nursing support or perhaps less formal support arrangements, i.e. support of family, friends, neighbours etc. It is important that you explain fully to tenants that scheduled visits will not take place this year over the holidays but that we want to do all we can to ensure individuals are not unduly disadvantaged because of this

- During the Christmas shutdown period, all tenants should be offered daily reassurance calls from Tunstall Response. Tunstall are able to provide a service whereby they contact individual tenants on a daily (or frequency to suit the individual) basis. The operator will check that all is well with the tenant and contact a named responder if there is a problem which can't be resolved by the operator. I would ask that you collate information regarding tenants on your scheme who wish to take advantage of this service. Please forward names and individual Client I.D. information fao Karen Scollay. The information should arrive at Housing no later than Friday 18th December 2009 to allow the necessary arrangements to be formalised.
- Undertake pre Christmas checks to all Community alarms by testing. As part of the testing process, please ensure all contact information is up to date. There should ideally be 4 named contacts in place for individual tenants but it is recognised that this is not always possible. The priority must be however to ensure the information held by Tunstall is current and accurate so that if Community Alarm is required, there are no unnecessary delays in summoning assistance.
- A couple of staff members have asked about snow clearing and gritting over the holiday period. Again, this is a service which will not be generally available during the shutdown. Should there be any emergency type situation where access is required and where there is no family member or other support available to assist, an 'on call' member of housing repairs should be contacted on Tel. 01595 693972
- As HSW's are on leave over the festive, you may wish to contact Tunstall to advise that you will not be part of an emergency contact list during this time. However, if you are generally willing to respond in an emergency situation (under normal understanding regarding availability, ability etc), the Housing Service is happy to authorise additional payment in recognition of the undertaking. You can submit timesheets in accordance with OP52. Payment will be calculated from the time of response. There is no requirement to submit a 'summary of flexible hours' sheet during this period.

I trust the above information is clear. Please do not hesitate to contact me should you require any additional information or clarification. Please also ensure that this information is passed on to any relief staff who may be covering duties in the lead up to Christmas.

George Martin
Senior Housing Officer – Supported Accommodation

Enc. Operational Procedure (OP52)
Timesheet 2 x 3
Summary of Emergency Response x 3

Cc Mr Chris Medley – Head of Housing
Ms Karen Scollay – Housing Assistant, Supported Accommodation

2002 No. 444

HOUSING

The Housing (Scotland) Act 2001 (Housing Support Services) Regulations 2002

Made

26th September 2002

*Laid before the Scottish
Parliament*

27th September 2002

Coming into force

31st October 2002

The Scottish Ministers, in exercise of the powers conferred by sections 91(8), 91(9) and 109(2) of the Housing (Scotland) Act 2001^[1] and of all other powers enabling them in that behalf, and after consultation with such bodies representing local authorities and such other persons as they think fit in accordance with section 91(7) of that Act, hereby make the following Regulations:

Citation and commencement

1. These Regulations may be cited as the Housing (Scotland) Act 2001 (Housing Support Services) Regulations 2002 and shall come into force on 31st October 2002.

Interpretation

2. In these Regulations-

"the Act" means the Housing (Scotland) Act 2001;
"care home service", "personal care" and "personal support" have the same meanings as in the Regulation of Care (Scotland) Act 2001^[2]; and
"service user" means a person to whom housing support services are provided.

Services eligible for grant payment

3. The housing support services described in the Schedule to these Regulations are hereby prescribed for the purposes of section 91(8) of the Act.

Excepted Accommodation

4. The following types of accommodation are hereby specified as excepted accommodation for the purposes of section 91(9) of the Act:-

(a) accommodation provided as part of a care home service other than accommodation-

(i) for which a grant is paid by the Scottish Ministers under section 2(2) of the Housing (Scotland) Act 1988^[3] during the financial year ending with 31 March 2003; or

(ii) occupied by a person who as at 31 March 2003 is in receipt of housing benefit payable under Schedule 1B of the Housing Benefit (General) Regulations 1987^[4]; and

(b) residential accommodation for which a grant is paid under section 27B of the Social Work (Scotland) Act 1968^[5].

MARGARET CURRAN

A member of the Scottish Executive

St Andrew's House Edinburgh

26th September 2002

SCHEDULE

Regulation 3

Prescribed Housing Support Services

1. General counselling and support including befriending, advising on food preparation, reminding and non-specialist counselling where this does not overlap with similar services provided as personal care or personal support.
2. Assisting with the security of the dwelling required because of the needs of the service user.
3. Assisting with the maintenance of the safety of the dwelling.
4. Advising and supervising service users on the use of domestic equipment and appliances.
5. Assisting with arranging minor repairs to and servicing of a service user's own domestic equipment and appliances.
6. Providing life skills training in maintaining the dwelling and curtilage in appropriate condition.
7. Assisting the service user to engage with individuals, professionals and other bodies with an interest in the welfare of the service user.
8. Arranging adaptations to enable the service user to cope with disability.
9. Advising or assisting the service user with personal budgeting and debt counselling.
10. Advising or assisting the service user in dealing with relationships and

disputes with neighbours.

11. Advising or assisting the service user in dealing with benefit claims and other official correspondence relevant to sustaining occupancy of the dwelling.

12. Advising or assisting with resettlement of the service user.

13. Advising or assisting the service user to enable him or her to move on to accommodation where less intense support is required.

14. Assisting with shopping and errands where this does not overlap with similar services provided as personal care or personal support.

15. Providing and maintaining emergency alarm and call systems in accommodation designed or adapted for and occupied by elderly, sick or disabled people.

16. Responding to emergency alarm calls, where such calls relate to any of the housing support services prescribed in other paragraphs of this Schedule, in accommodation designed or adapted for and occupied by elderly, sick or disabled people.

17. Controlling access to individual service users' rooms.

18. Cleaning of service users' own rooms and windows.

19. Providing for the costs of resettlement services.

20. Encouraging social intercourse and welfare checks for residents of accommodation supported by either a resident warden or a non-resident warden with a system for calling that warden where this does not overlap with similar services provided as personal care or personal support.

21. Arranging social events for residents of accommodation supported by either a resident warden or a non-resident warden with a system for calling that warden.

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations prescribe the types of support, assistance, advice or counselling services that may be provided by local authorities using grants paid by the Scottish Ministers. The purpose of the support is to assist individuals with particular needs to occupy or continue to occupy, as that person's sole or main residence, accommodation other than-

(a) residential accommodation provided as part of a care home service; or

(b) accommodation provided under section 27B of the Social Work (Scotland) Act 1968 for offenders and persons under supervision.

Notes:

[1] 2001 asp 10.[back](#)

[2] 2001 asp 8.[back](#)

[3] 1988 c.43.[back](#)

[4] S.I. 1997/1971.[back](#)

[5] 1968 c.49.[back](#)

ISBN 0 11061654 5

JOB PROFILE

Title of Post: **Housing Support Worker / Relief Housing Support Worker**

Post No: **Generic**

Job Purpose

To provide a housing support service to a group of Shetland Island Council tenants, living in designated, sheltered accommodation.

Major Tasks

To provide a range of housing support services to a group of sheltered housing tenants. Working with tenants to develop their own personal housing support plans and to ensure these are reviewed and updated on a regular basis.

Responsibility for monitoring tenants well being and responding to changes in the welfare needs. Referring any gaps in service to the appropriate agencies.

Providing social contact and emotional support on a regular basis and a basic housing management service to help encourage and promote friendly co-existence between tenants. When requested by tenant and approved health professional, prompting/reminding tenants in relation to medication

Outwith normal working hours, and if available, responding to an emergency call from the Community Alarm service or other form of alert, taking direct action to assist including the provision of personal care for a limited period of time. Taking action to assist or initiate action from other agency or individual, as appropriate.

Providing a caretaking service within the sheltered housing scheme with responsibility for the safety and security of a number of resources including vacant properties.

Testing/ checking safety equipment on a regular basis in liaison with the Community Alarm service, testing/ checking tenants' community alarms on a monthly basis. Replacing smoke detector batteries in tenants' homes.

Snow clearing and gritting of sheltered tenants' paths in icy weather conditions. Attending to boiler and generator, where applicable. In the event of a power-cut, providing additional support and assistance to tenants.

Assisting tenants to organise minor property repairs with responsibility for ensuring that tenants are not subject to any undue risk in connection with the repair and maintenance of the properties

Carrying out various administrative duties. Responsibility for purchase order book and ordering of small items of equipment as required. Collection of monies i.e. TV licensing fee.

Provide support, information and advice to tenants, their families and the wider community. Attending and providing an input into case conferences/review on individual tenants, as appropriate.

Any other duties relevant to the provision of a housing support service, as required.

Allowances:

Evaluated Grade: Qualified Care & Learning F / Unqualified Care & Learning E

Date of Evaluation: 19/11/2009

Date of Last Amendment: 19/11/2009

Updated for Single Status: 19/11/2009

PERSON SPECIFICATION

**Post Title: Housing Support Worker / Relief Housing Support Worker
GRADE - E**

Post No: Generic

	ESSENTIAL	DESIRABLE
<u>Personal Features/Qualities</u>	Capacity to work under pressure Able to demonstrate a sensitive and caring attitude	
<u>Relevant Experience</u>	Experience of working with elderly or individuals with additional support needs Experience of working on own initiative	Experience of inter-agency working Demonstrate a range of relevant life experiences appropriate to individuals with additional support needs
<u>Education</u>	Basic Literacy / Numeracy and the ability to write clearly and concisely Evidence of ability and willingness to complete appropriate SVQ (or equivalent relevant qualification) to meet the Scottish Social Services Council's registration requirements for Housing Support Workers* Commitment to continuing professional development (CPD)	
<u>Skills, Abilities and Knowledge</u>	Recognise the need for confidentiality Communication Skills Interpersonal skills Observant in relation to individuals needs and in	Ability to encourage tenants' independence

relation to health and safety

Awareness of individual
needs in order to maintain
an independent lifestyle

A willingness to respond to
emergency community
alarm calls outwith normal
working hours where
available and able to do so.

Other requirements

*Scottish Social Services Council (SSSC) registration for Housing Support Workers is due to open in December 2010. Full details of accepted qualification for workers in housing support services can be found at <http://www.sssc.uk.com/Homepage.htm> , alternatively you can contact the SSSC for updated information at:

Scottish Social Services Council
Compass House
11 Riverside Drive
Dundee
DD1 4NY

Tel. 01382 207101

Allowances:
Evaluated Grade: Unqualified Care & Learning E
Date of Evaluation: 19/11/2009
Date of Last Amendment: 19/11/2009
Updated for Single Status: 19/11/2009

PERSON SPECIFICATION

**Post Title: Housing Support Worker / Relief Housing Support Worker
GRADE - F**

Post No: Generic

	ESSENTIAL	DESIRABLE
<u>Personal Features/Qualities</u>	Capacity to work under pressure Able to demonstrate a sensitive and caring attitude	
<u>Relevant Experience</u>	Experience of working with elderly or individuals with additional support needs Experience of working on own initiative	Experience of inter-agency working Demonstrate a range of relevant life experiences appropriate to individuals with additional support needs
<u>Education</u>	SVQ2 in Health and Social Care/Housing Support or equivalent qualification which meets the Scottish Social Services Council's registration requirements for Housing Support Workers*	
<u>Skills, Abilities and Knowledge</u>	Commitment to continuing professional development (CPD) Recognise the need for confidentiality Communication Skills Interpersonal skills Observant in relation to individuals needs and in relation to health and safety Awareness of individual needs in order to maintain an independent lifestyle	Ability to encourage tenants' independence

A willingness to respond to
emergency community
alarm calls outwith normal
working hours where
available and able to do so.

Other requirements

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Scottish Social Services Council
Compass House
11 Riverside Drive
Dundee
DD1 4NY

Tel. 01382 207101

Allowances:

Evaluated Grade: Qualified Care & Learning F
Date of Evaluation: 19/11/2009
Date of Last Amendment: 19/11/2009
Updated for Single Status: 19/11/2009

Operational Procedure 34

Completion of Housing Support Plan

Responsible Officer	Senior Housing Officer – Supported Accommodation						
Issue No.	1	Revision No.	1	Revision Date:	18/04/06	Doc Ref:	OP34 v1.1

Amendment and Authorisation Record

Date	Author	Paragraph ref:	Nature of change	Authorised by
18/04/06	George Martin / Mark Smith	n/a	First Revision.	GM
30/06/09	NF		Updated Housing Service's address throughout document	AC

Procedure for the Completion of Housing Support Plan

1. The Housing Support Plan should be filled in by the Housing Support Worker. Black ink should be used for completion of the Housing Support Plan.
2. The tenant should be present when the Housing Support Plan is being filled in. The Housing Support Plan should be only be completed with the full co-operation and input of the tenant.
3. The Housing Support Worker should go through the form with the tenant, making sure the tenant understands the purpose of the Housing Support Plan, the information given in the Housing Support Plan, and also understands the questions they are being asked. If the tenant does not understand what is being asked, the Housing Support Worker should not continue with the completion of the Housing Support Plan and should inform Supported Accommodation staff at 6 North Ness Business Park.
4. The Housing Support Worker should record the answers the tenant provides. All handwriting should be legible and clear as the Housing Support Plan will be retained and referred to by the tenant.
5. After all the sections have been filled in, the Housing Support Worker should read back what has been written in order to make sure that the information recorded in the Housing Support Plan is an accurate reflection of the answers given by the tenant. When it is agreed that the form is complete, both tenant and Housing Support Worker should sign and date the form on page seven.
6. After the Housing Support Plan has been approved by the tenant, a date for the next review should be agreed. The first review of the Housing Support Plan should be done after three months. Reviews should then take place once a year. The date of the next review should be entered on page eleven of the Housing Support Plan.
7. The completed Housing Support Plan should then be sent to the Housing Service at 6 North Ness Business Park, Lerwick, for copying.
8. Once the Housing Support Plan has been copied, the original document and the copy will be returned to the Housing Support Worker. The original should be given to the tenant who should keep the document. The copy should be retained by the Housing Support Worker.



**Shetland Islands Council
Housing Service
Supported Accommodation**

**Personal Housing Support Plan
for**

THIS DOCUMENT IS DESIGNED TO ASSIST WITH THE PROVISION OF HOUSING SUPPORT. ALL INFORMATION IS VOLUNTARY AND YOU HAVE THE RIGHT NOT TO ANSWER ANY OF THE QUESTIONS ASKED.

PLEASE USE BLACK INK TO COMPLETE THIS FORM.

Details of Tenant

Full Name (Including Title)

Preferred Name

Date of Birth

Address

Details of Tenant

Please detail any medical conditions you have.

Please detail any medication you take.

Details of Support

If your health or personal circumstances change, or if your housing support has to be reviewed, who, other than your Housing Support Worker, should be involved? Any further contacts can be entered on the Further Information page.

Contact 1

Name:

Address:

Telephone Number:

Relationship to Tenant:

Contact 2

Name:

Address:

Telephone Number:

Relationship to Tenant:

Details of Support

Below is a list of Housing Support Services adapted from the Housing (Scotland) Act of 2001. A copy of the services stipulated in this act is available on request. Please place a tick next to which services you require.

Service	Required? (tick)	Notes
General advice and support, where this does not overlap with services provided by other agencies.		
Help to ensure the safety of the dwelling.		
Help with the maintenance of the dwelling.		
Advice and supervision in the use of domestic equipment		
Advice to help keep the dwelling and surrounding area in an appropriate condition		
Assistance in dealing with other agencies with an interest in the provision of care		
Arrangement of adaptations to help the user cope with disability		
Advice or assistance with financial matters		
Advice or assistance in dealing with other people and neighbours		

Advice or assistance with resettlement		
Advice or assistance in helping with a move to accommodation where less intense support is required		
Assistance with testing of emergency alarm, as required.		
Response to emergency alarm, in the event of a crisis or emergency e.g. sudden and severe illness. If the Homelink is used, the Housing Support Worker will normally be the first person contacted and, if available, he or she will respond. Please note, a guaranteed on-call service is not provided.		
Control of access to your property		
Encouragement of social intercourse and welfare checks		
Arrangement of social events		
Advice on how to get help with domestic tasks e.g. shopping and cleaning via social care or voluntary groups.		

Details of Support

Who else contributes to your support and care? (e.g. social worker, meals on wheels, home help, etc)

Do you have any special communication needs? (e.g. English is not your first language or sign language is required)

Do you hold any religious belief which you believe should be taken into consideration by the providers of housing support or any other service?

When, and in what circumstances, should friends, relatives and carers be contacted?

Details of Support

Please enter the times at which your Housing Support Worker is able to make routine visits (e.g. between the hours of 9am and 11am).

Monday	
Tuesday	
Wednesday	
Thursday	
Friday	

Also, please agree with your Housing Support Worker a minimum number of visits that he or she will make in a five-day week. Please enter the minimum number of visits below.

--

Further Information

Declaration

By signing this declaration I state that I am satisfied this document provides an accurate reflection of the housing support provided by the Shetland Islands Council Supported Accommodation service.

Signed: _____ (Tenant) Date: _____

Signed: _____ (Housing Support Worker) Date: _____

Contact Details & Details of Housing Support Worker

Housing Support Worker

Your Housing Support Worker is _____. They can be contacted on _____. The Housing Support Worker can provide a range of support services to tenants including assistance during a power cut. Individual requirements will be detailed in your personal housing support plan

The Housing Support Worker is available on a part-time basis between Monday and Friday and he or she will have discussed with you when they can be contacted and the times at which they will make routine visits. The Housing Support Worker also has some additional flexible hours to allow him or her to provide extra support to tenants who may be experiencing problems due to ill health, etc. The level of this support will be agreed between the Housing Support Worker and the tenant.

If available, the Housing Support Worker will respond to an emergency or crisis outwith normal hours when contacted by Attendo alarm systems. However, a guaranteed on call service is not provided.

Concerns / Complaints

Should you wish to raise a concern you should contact:

George Martin
Senior Housing Officer – Supported Accommodation
Shetland Islands Council
Housing Service
6 North Ness Business Park
Lerwick
Shetland
ZE1 0LZ

Tel: 01595 744371

Fax: 01595 744395

Email: george.martin@sic.shetland.gov.uk

A copy of our complaints procedure is available from your Housing Support Worker or from Shetland Islands Council, Housing Service. Tel: 01595 744360

Other Useful Contacts

**Care Commission
Charlotte House
Commercial Road
LERWICK
Shetland
ZE1 0HF**

Tel. 01595 696661

The Care Commission
Compass House
11 Riverside Drive
Dundee
DD1 4NY

Tel: 01382 207100
Complaints: 0845 603890
Fax: 01382 207236
Website: www.carecommission.com

Ombudsman

Scottish Public Services
Ombudsman
4 Melville Street
Edinburgh
EH3 7NS

Tel: 0870 011 5378
Fax: 0870 011 5379

Changes to Your Housing Support Plan

Should you wish to change your Personal Housing Support Plan due to a holiday or a day out, you should discuss this with your Housing Support Worker. Should any unforeseen circumstances arise, such as admission to hospital, all those involved in your care will be advised before you return to your home.

If there is to be a change to your Personal Housing Support Plan, such as your Housing Support Worker going on holiday, you will be advised as soon as is possible.

If you wish to end your housing support service you should discuss this with your Housing Support Worker or the Senior Housing Officer – Supported Accommodation who will advise you on how to proceed.

The Housing Support Worker will check with you regularly that the service meets your needs as identified in your Personal Housing Support Plan. After the initial completion of the plan, it will be reviewed after three months and then will be reviewed once every year.

Review of Housing Support Plan

(This section should be discussed with the tenant and completed by the Housing Support Worker)

The Housing Support Plan should first be reviewed **THREE MONTHS** after the initial completion of this form. There should then be an **ANNUAL** review of the plan. Please agree the date of the next review with the tenant and enter the details in the section below. Any additional information should be recorded in the Notes column.

Date Completed	Completed By (Initial)	Date of Next Review	Notes

Your Rights

These are your rights as listed in section 7 of the National Care Standards for Housing Support Services.

You keep your rights as an individual.

1. Your personal plan explains your rights and responsibilities as a user of the service, and you know what is expected of you and what you can expect of housing support staff.
2. You will not suffer any form of abuse from housing support staff.
3. You have the right to confidentiality, unless any specific legal provision applies. Your personal plan explains how information about you will be handled and how your confidentiality will be protected.
4. You do not have to give the housing support provider any information which is not essential for your housing support services. The housing support provider will tell you why they need information about you.
5. Your personal information will be kept secure and easily available to you and anyone else you want to be able to look at it.
6. Your housing support worker will respect your privacy when talking to you and when talking to other people living in or visiting your house.
7. Your housing support worker will not gossip about you, your home or your family.
8. You will have a housing support worker who will be your usual contact with the housing support service provider.
9. Your housing support worker will deal with your requests for help politely and quickly.



REPORT

To: Services Committee

4 February 2010

From: Service Manager – Housing Business Support

Report No: HS-03-10

Strategic Housing Investment Plan (SHIP)

1. Introduction

- 1.1 In May 2008, the Scottish Government issued revised guidance to local authorities on the need to produce Strategic Housing Investment Plans as part of the Strategic Housing Investment Framework.

The SHIP is seen as the link document between the Local Housing Strategy and the delivery of identified investment in Housing in the local authority area.

The revised guidance was based on the feedback from the 2007 SHIP submissions and on the Firm Foundations consultation paper. The revised guidance moved to a template based SHIP submission with a limited requirement for a covering report.

2. Links to Corporate Priorities and Risk

- 2.1 Increasing housing supply is highlighted in the Corporate Plan under the Sustainable Society section. The Council has set priorities and targets for increasing housing supply and has agreed indicators for this in the Single Outcome Agreement. The SHIP is directly concerned with identifying future supply and investment in affordable housing in Shetland. As this document is effectively a resource bidding document there could be a risk to future resource allocations and government funding for Housing if the report was not in place.

3. Strategic Housing Investment Plan

- 3.1 The Housing Service has prepared the attached SHIP document (Appendix 1), in consultation with the Housing Strategies Steering Group, Hjaltsland Housing Association and the Council's Planning Service. It should be noted that the SHIP document will be used to inform and support decisions on resource allocations.

The deadline for submission of the SHIP was 28th November 2009. The attached document has been submitted as a draft in compliance with the deadline, subject to Committee approval.

The SHIP will be reviewed by the Scottish Government and will be updated annually.

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report

5. Policy and Delegated Authority

- 5.1 As described in Section 13 of the Council's Scheme of Delegations, the Services Committee has delegated authority to make decisions on matters within its remit for which the Council has approved the overall objectives.

6 Conclusion

- 6.1 The SHIP sets out a programme of new housing provision to meet the identified need for affordable housing in Shetland. No indicative Scottish Government funding allocation has been advised. The Council has identified a prioritised programme which can only be delivered if resources are allocated to allow further development to meet the ever-increasing housing need. The full detailed template submission will be made available in the Members Room for information.

7 Recommendations

- 7.1 I recommend that Services Committee approve the submission of the attached SHIP document to the Scottish Government.

Date: 4 February 2010
Our Ref: AMJ/LJ

Report No: HS-03-10



Shetland Islands Council

Strategic Housing Investment Plan

2009/10

Shetland Islands Council – Strategic Housing Investment Plan (SHIP)

2009/10

1.0 Introduction

- 1.1 Strategic Housing Investment Plans (SHIP) were first introduced by the Scottish Government in 2007. The SHIP is intended to be a statement of the investment and resources required to deliver on the Local Housing Strategy. The first SHIP was a 'dry run' and was not used to inform funding levels for the current year. However, future SHIPs are intended to be 'resource bidding documents'. The SHIP is intended to look across Shetland and to show how resources would be applied and prioritised in delivering housing.
- 1.2 The deadline for submission of the SHIP was 30th November 2009. The SHIP is therefore based on the current Local Housing Strategy (LHS) 2004-2009.

The Housing Need and Demand Analysis which is the key document for the production of the new LHS and Local Development Plan is due to be submitted to the Scottish Government for assessment in January 2010. A new LHS is due to be produced during 2010. Hjaltsland Housing Association (HHA) submit their Housing Development Funding Plan (SDFP) in December 2009. The Planning Service will be developing and consulting on the new Local Development Plan Main Issues Report during spring of 2010. These timing issues coupled with the lack of information on the levels of future Affordable Housing Programme (AHIP) funding means that the SHIP cannot look with certainty to the future at this stage.

2.0 Methodology

- 2.1 The SHIP has been developed through a partnership approach between the Council's Housing Service, Planning Service and the Hjaltsland Housing Association. Progress on the SHIP has been reported to the Housing Strategies Steering Group, the multi-agency group responsible for overseeing the implementation of the Local Housing Strategy (LHS).
- 2.2 The SHIP has adopted the Local Service Delivery areas which were agreed by the Community Planning Board partners in 2004. This fits with the area basis planned for the new Local Development Plan. The Local Service Delivery areas are areas which have an identifiable significant population, in the context of Shetland, based on existing communities with key service delivery hubs e.g. schools, health centres, community work services etc. These areas are also broadly in line with the Council's multi-member ward areas.

- 2.3 Although these areas differ from the LHS housing market areas, which reflect Community Council areas, these can be aggregated upwards to form the service delivery area equivalents. Exact aggregation is not possible due to geographic boundaries in two particular areas.

3.0 Strategic Links

- 3.1 The strategic framework for the production of this document is based on the Local Housing Strategy (LHS).
- 3.2 The LHS is a key multi-agency, strategic document and in this context the relevant strategic links are to the Community Plan, the Single Outcome Agreement, the Corporate Plan, the Homelessness Strategy, the Standard Delivery Plans (SHQS) for both the Council and HHA and the Local Development Plan. The SHIP is effectively the resources annex to the LHS.

4.0 Aims of the Local Housing Strategy (LHS) 2004-2009

- 4.1 The key aims stated in the LHS at the time of its preparation are:
- To improve access to a choice of affordable housing options across all tenures in Shetland;
 - To meet increasing demand for housing in Shetland across all tenures;
 - To support the long term goal of achieving vibrant and inclusive communities;
 - To continuously improve the delivery of housing services in Shetland;
 - To provide inclusive housing services to meet the needs of particular needs groups;
 - To improve the services that prevent and alleviate homelessness in Shetland;
 - To support the goal of achieving safe, energy efficient, warm homes that meet the demands of our unique environment;
 - To support the provision of homes that are of good quality and in good repair across all tenure types.

The Local Housing Strategy is due to be rewritten in line with new guidance during 2010.

5.0 Community Planning Priorities and Targets

5.1 Underpinning the aims of the LHS is the Community Planning Partnership and their stated priorities and targets in relation to Housing:

“ We will increase the supply of Housing to 12,000 by 2025.
(Current supply = 10,200 , 2005 data)

We will place more effort on stimulating demand for living in the remoter areas of Shetland by ensuring that the ratio of jobs to people and housing are the same. (Current ratios 20:80 Peripheral/Central (2001 Census), 12:88 Employment and 15:85 Housing)”

6.0 Single Outcome Agreement

6.1 The Shetland Community Planning Partnership signed up to the Single Outcome Agreement (SOA) formally in August 2008. In relation to Housing the SOA states four specific Housing Outcomes under its ‘Stronger’ section.

- Improve access to housing in Shetland across all tenures
- Support the long term future of our communities
- Meet targets to eradicate fuel poverty
- Support high quality housing standards across all tenure types

These are monitored by the following indicators:

NI22 – All unintentionally homeless households will be entitled to settled accommodation by 2012.

NI27 – Increase the rate of new housebuilding.

LI39 – Increase the supply of affordable housing for rent and low cost home ownership.

7.0 Key Issues Identified in the Preparation of the SHIP

7.1 Through the preparation of the SHIP, the main issue frustrating the achievement of the aims of the LHS is the reduction in funding to HHA. HHA are the only housing association in Shetland and for a number of years has been the only developer of new social rented housing.

7.2 Reductions in Government funding of the HHA development programme means that the Association cannot achieve the number of units originally planned.

- 7.3 The implications of the changes introduced to the funding assumptions to the Housing Association Grant system means that HHA will struggle to fund developments in the remote rural areas. This is not only at odds with the aims of the LHS but is also out of step with Community Plan themes around sustaining confident and thriving communities across Shetland. The SHIP template clearly demonstrates that under the current financial regime it is proving virtually impossible to meet demand in the peripheral rural and island communities. The economies of scale required to make the developments financially viable are not achievable without a detrimental impact on HHA and the affordability of its rents.
- 7.4 Demand for housing in Shetland continues to outstrip supply. From work done as part of the preparation of a Housing Need and Demand Analysis for the new LHS, it is clear that the rates of newly arising housing need are consistently high and with the current rehousing rates there will still be an annual housing need over four times the social housing stock available.
- 7.5 Numbers of homeless presentations are increasing and the Housing Waiting list is currently sitting at over 1000 applications. The 2012 legislative target for Homelessness presents Shetland with a number of housing challenges in ensuring that all homeless households are entitled to settled accommodation. The main challenge being supply of social rented affordable housing to meet the demand. The moves by the Government to encourage local authorities to make more use of the private sector in providing solutions to supply issues is of limited value locally due to the size of the local private sector market and the role it is already fulfilling in provision of housing.

- 7.6 The private housing market in Shetland has experienced a marked slowdown over recent months, in common with the national picture. There is little speculative private housing development and self-build is prevalent. The forthcoming review of the Local Development Plan will assist greatly with future identification of land for housing and sustainable developments.
- 7.7 In November 2008, the Scottish Government announced a new initiative to encourage local authorities to build new-build houses. In 2009, the Council submitted applications to both rounds of the Governments £50m for Council housing initiative but failed to secure any allocation of funding.
- 7.8 The timing of the SHIP is an issue in terms of synchronising information across partners and providing up to date data. HHA submit their SDFP in December 2009. Planning will be publishing the new Development Plan Main Issues Report in spring 2010 and the Housing Service will be working on the production of a new Local Housing Strategy in 2010. The baseline information for the new LHS will be contained in the Housing Need and Demand Analysis report which is currently being compiled and aiming for publication in March 2010. The submission of the SHIP in November does not allow local authorities the opportunity to harmonise information. In addition the absence of any resource allocation assumptions from the Government makes the exercise relatively meaningless.

8.0 Strategic Environmental Assessment

- 8.1 All plans, policies and strategies of public bodies are required to have a Strategic Environmental Assessment (SEA) done under the Environmental (Scotland) Act 2005.
- 8.2 Following advice from appointed consultants on this subject, the Council will seek to address the SEA requirement of the SHIP through an assessment on the new LHS as the prime document, with the SHIP being the resources annex to the LHS.

9.0 Priorities and Partnership Working

- 9.1 The Council and HHA work jointly to address the relentless challenges of meeting housing demand in Shetland.
- 9.2 The Council recently agreed to continue its rolling interest-free loan facility to the Association to enable it to front-fund its development

programme. This has enabled HHA to continue with its development programme.

- 9.4 The Council's plans to invest in new build have been delayed for a number of reasons and the financial position is being reviewed. The priority for the Council in terms of new build would be the redevelopment of the Hoofields chalet park.
- 9.5 The Council's strategic housing priorities will be fully developed on completion of the Housing Needs and Demand analysis which is currently in progress. This will then be reflected fully in the new LHS. There is an acknowledged need for more housing across Shetland, the HNDA will produce the evidence to base direction of future investment decisions on.

10.0 Equalities

- 10.1 The Council is committed to ensuring that equal opportunities are central to all its strategies and service provision. Much work has been done on ensuring access to a range of quality housing information is available to anyone in the community and beyond.
- 10.2 All new build properties are built to building regulation standards and incorporate level-access.
- 10.3 Needs of particular groups are assessed with partner agencies input and will be revisited during the preparation of the new LHS, for example a comprehensive review of the Sheltered Housing Service in Shetland has just been undertaken and is due to be reported to Services Committee, the agreed recommendations from this report will be factored in to the LHS process.
- 10.4 The Council will undertake a full Equalities Impact Assessment on the LHS as it did with the previous version.

11.0 Conclusions

- 11.1 As stated in last year's SHIP document, it is felt by partners involved in the SHIP production to be too early to commit this to being a five-year plan document and that a full review of the SHIP will be carried out linked to the two critical strategic documents, the LHS and the Development Plan once they are in production. Also in the current uncertain financial climate it is difficult to make future projections and predictions on levels of investment and sources of funding. Streamlining the deadlines for production of all these related documents makes sense in the interest of all round efficiency and simplifying the process involved.

- 11.2 The Council is committed to its stated aims of increasing the supply of affordable housing for rent and low cost home ownership across Shetland. With only one housing association in Shetland, the Council is committed to working in partnership with HHA to ensure that investment in housing in Shetland is maximised.
- 11.3 Through the preparation of the SHIP, it has become very clear that the main constraint frustrating the achievement of the aims of the LHS is the reduction in funding to HHA and the lack of future resource planning information.

AMJ/SHIP10
15th January 2010



REPORT

To: Services Committee

4 February 2010

From: Head of Schools

CONCORDAT COMMITMENT ON CLASS SIZES

1. Introduction

- 1.1 The purpose of this report is to highlight proposals for some flexibility in specific Concordat commitments which were put forward to Councils by COSLA on 9 December 2009. These relate to particular policy areas in school education.
- 1.2 The Schools Service seeks approval of their responses to these proposals.

2. Link to Council Priorities

- 2.1 The Council will ensure a model for education is developed by 2009 that considers the educational and financial viability for schools and communities and its outputs are then implemented.
- 2.2 The Council will work to create and maintain a culture where individual learners can strive to realise their full potential.
- 2.3 Two areas of risk have been identified:
 - Political risk, as, nationally, if we do not meet the commitments of the Concordat, the Scottish Government could remove funding.
 - Financial risk, as, locally, if we proceed as was originally planned, the Schools Service budget for 2010/2011 would have been increased unnecessarily.

3. Background

- 3.1 The Concordat specifies the following in relation to school education:
- Councils will make year on year progress towards reducing class sizes in P1, P2 and P3 to 18 or lower, including composite classes.
 - Councils will provide a free nutritious meal to all children in P1, P2 and P3 from August 2010.
 - From August 2010, Councils will increase the entitlement to pre-school education from 475 hours per year, to 570 (from a 2.5 hours session per school day, to a 3 hour session).
- 3.2 Shetland currently has 755 children being taught in P1, P2 and P3 classes of 18 or fewer. This comprises 4.9% of the pupil population in these year groups. Progress towards making further reductions in class sizes in P1, P2 and P3 is being addressed through the work of the Blueprint for Education.
- 3.3 A report on the financial implications of introducing free school meals to all P1, P2 and P3 pupils was presented to Members on 20 November 2008 (Min Ref: SC 105/08). For the financial year 2010/11 it was estimated that there would be a loss of income in the region of £65,000.
- 3.4 Plans were in place for strategies to ensure all nursery classes and partner providers could meet the increase in entitlement to pre-school education. Through work undertaken on the Blueprint, Members had approved the introduction of Early Stage Units in some settings (Min Ref: SC 94/09), and had noted the work done to reach a settlement for Early Years Workers. This offered a proposal for a working week which could meet the additional hours. In 2010/11, it was estimated that additional staffing costs in this service area would amount to approximately £100,000.

4. Current Position

- 4.1 COSLA's letter of 9 December 2009 proposes a revised target on reducing class sizes. This is that for the school year 2010-2011, a further 20% of pupils in P1, P2 and P3 will be in a class of 18 or fewer. This equates to an additional 11,000 children across Scotland.
- 4.1.1 In Shetland there will be 799 pupils across P1, P2 and P3 in 2010-2011. To meet the target we require 532 of these pupils to be in class sizes of 18 or fewer.
- 4.1.2 To meet the revised proposed target a further 100 pupils will need to be in classes of 18 or fewer across our schools.

- 4.2 In return for meeting this specific revised commitment on class sizes, Councils are being offered flexibility in the provision of free school meals and the increase in pre-school education as follows:
- 4.2.1 Councils will provide a nutritious free meal to all children in P1, P2 and P3 in those schools that are in the 20% most deprived communities in a Council area. Councils may wish to consider an alternative targeting scheme of equal extent.
- 4.2.2 Councils will provide free pre-school education to all children from their 3rd birthday from August 2010 and affirm their commitment to the jointly devised Early Years Framework, but there will be no legislation to expand pre-school provision from 475 hours to 570 hours from August 2010.

5. Proposals

- 5.1 To increase the number of P1, P2 and P3 pupils in classes of 18 or fewer by 20% in Shetland during the year 2010-2011, the following actions are proposed:
- 5.1.1 The re-compositing of some composite classes in some primary settings to ensure the classes are split to achieve 18 or fewer. The maximum number of pupils in a composite primary class is 25. In many schools with composite classes, classes will be created to ensure year groups remain complete. Sometimes the effect of this is to create classes greater than 18. Head teachers may now have to split year groups.
- 5.1.2 An increase in teaching staff at Bell's Brae and at Sound Primary Schools of the equivalent of 1.0 FTE in each school. This increase will be met from the redeployment of current primary staff from schools as part of our annual staffing exercise in primary. Redeployments will be achieved through implementing our agreed primary staffing formula.
- 5.1.3 Additional immediate accommodation needs at Bell's Brae Primary School and Sound Primary School to be explored.
- 5.2 To meet the revised commitment to provide free school meals, it is noted that the pattern of deprivation in Shetland makes a blanket approach to providing free school meals of limited impact in reaching those in greatest need.
- 5.2.1 Work has been done since August 2009 in reinvigorating our approach to ensuring uptake of current free school meal entitlement. Revised leaflets were produced and entitlement was advertised in the media. Surgeries have also been offered and these were well attended.

- 5.2.2 Since the Hungry for Success initiative ended in 2008 we have continued to provide free fruit in primary schools and to provide, in addition to a two-course school lunch, bread, milk and fruit juice at lunchtime. A number of local authorities have been unable to sustain this provision. Shetland is also one of the few local authorities which still offers the subsidised school milk scheme for primaries.
- 5.2.3 As a result of the continuing extensive efforts to support the provision of nutritious food in schools, it is not proposed to extend free school meal entitlement in any more ways at this time.
- 5.3 It is proposed that pre-school provision will remain at the current level of 475 hours per school year from August 2010, but that children will be entitled to attend pre-school education from the date of their 3rd birthday.
 - 5.3.1 Currently some of our rural nursery classes already provide this opportunity as the staffing resources are in place, from the beginning of a year, for the maximum number of children who will attend by the end of that school year.
 - 5.3.2 This revised commitment will generate more parity for parents of children who attend a partner provider. Currently if they wish their child to attend from the date of their 3rd birthday, until the date from which they are entitled to a place, parents have to pay an hourly rate for the place. Partner providers will now receive grant funding from each child's 3rd birthday.

6. Financial Implications

- 6.1 The Schools Service anticipates that by not implementing free school meals for all P1, P2 and P3 pupils, income in the region of £65,000 will be retained.
- 6.2 The proposal that pre-school education remain at the current level, and be extended only to include children from the date of their 3rd birthday, will result in the Schools Service being able to set a budget in 2010/11 of approximately £100,000 less than originally anticipated.
- 6.3 Any additional teaching staff required for reducing class sizes will be met through moving staff from within our existing staffing complement.

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:

- 8.1 note the proposed flexibility in the specific Concordat commitments which relate to school education,
- 8.2 approve the actions proposed by the Schools Service to address these revisions outlined in 5.1.1, 5.1.2, 5.1.3, 5.2.3 and 5.3.

January 2010

Our Ref: HB/AE/sm

Report No: ED-02-F



REPORT

To: Services Committee

4 February 2010

**From: Head of Finance
Executive Services Department**

Report No: F-004-F

**Education & Social Care Revenue Management Accounts
General Ledger, Reserve Fund and Housing Revenue Account
For the Period 1 April 2009 to 31 December 2009**

1. Introduction

- 1.1 The purpose of this report is to advise Members of the financial position on the Education & Social Care service General Ledger, Reserve Fund and Housing Revenue Account revenue management accounts (RMA) for the first nine months of 2009/10.

2. Links to Corporate Priorities

- 2.1 This report links to the Council's corporate priorities, defined in its Corporate Plan, specifically in relation to reviewing financial performance relative to the Council's financial policies.

3. Risk Management

- 3.1 This is an information report so there are no risks associated with the recommendations.

4. Background

- 4.1 The revenue management accounts are presented to the Executive on a monthly basis to monitor the Council's overall financial position.
- 4.2 Only controllable items of expenditure are included, on the basis that recharges for central services and financing costs and financing income are excluded, as these are not controllable in terms of spending decisions. The financial data in this report includes employee costs, property costs, transport, grants and other running costs, and income comprises of fees and charges, grants and rents.
- 4.3 For information, all appendices show the Annual Budget, Year to Date Budget, Actual and Variance. It is the Year to Date variances, which are

referred to within this report. An estimation of when spending will occur or income is to be received is made on each budget and a spend profile is set which determines the Year to Date Budget. The Year to Date Variance shows how actual activity has varied from the planned budget.

5. General Ledger (inc Support/Recharged)

5.1 Appendix 1 shows the objective and subjective position for Education & Social Care services, there is an underspend of £1,773k (3%). However the Heads of Service have indicated that the service is likely to be within budget by £12k at the year-end. Appendix 1(a) sets out the variances in detail.

5.2 Explanations of the main variances are as follows: -

5.2.1 Community Care (£820k) – The Community Care Service is showing an underspend of £820k at the end of period 9. It is expected that by the end of the year, the Service will still be within budget however, the underspend will be reduced as new work strands are implemented. For example, the Intensive Support Service has been expanding steadily during 2009 and 13 trainees started work at the end of August 2009 as part of a new initiative with Shetland College.

5.2.2 Children's Services (£176k) – The most significant under spend in relation to vacancies in children's services is in relation to residential social care vacancies. The under spend in residential child care is partly deliberate in that it is intended to match this against specific off island assessments and increased that are necessary to support specific cases that are going through a court process and the additional cost of Laburnum expansion.

5.2.3 Schools (£230k) – There are operating costs underspends across the service but this is offset by a real overspend on non-teaching staff due to single status. It is expected that the Schools budget will be within budget at the end of the year.

5.2.4 Housing (£428k) – The Housing General Fund/Recharges is expected outturn within budget, with possibly a small true saving. This is due to recruitment to vacant posts. The service hopes to recruit to most of the vacant posts by the end of the financial year. The Housing Revenue Account outturn is expected to be within budget, subject to debt charges outturn being as anticipated. Debt charges are only calculated at the end of the year so it is difficult to give an exact outturn position at this time.

5.2.5 Sports & Leisure (£141k) – The majority of the underspend is on Islesburgh Complex where there has been additional income received and less spending on repairs & energy costs. The remainder is a profiling variance on grant support where it is difficult to predict the timing of grant payments.

- 5.3 For more detailed information, Appendix 2 shows the General Ledger by cost centre.

6. Reserve Fund

- 6.1 Appendix 3 shows the objective and subjective position on the Reserve Fund for Education & Social Care services. There is an underspend of £37k (24%). This variance is due mainly to a timing difference for grants to be paid out of the Housing Initiatives budget. This is expected to be within the budget at the end of the year.
- 6.2 For more detailed information, Appendix 4 shows the Reserve Fund by cost centre.

7. Housing Revenue Account (HRA)

- 7.1 Appendix 5 shows the objective and subjective position on the Housing Revenue Account. This shows an underspend of £258k (7%). This variance is due to a combination of budget profiling variations on repairs and maintenance budgets and rent income received from the rents system. The outturn is expected to be within budget.
- 7.2 For more detailed information, Appendix 6 shows the HRA by cost centre.

8. Financial Implications

- 8.1 The General Ledger is underspent by £1,773k with an outturn underspend of £12k. The Reserve Fund is underspent by £37k and the Housing Revenue Account is underspent by £258k. The Reserve Fund and HRA are expected to be within budget at the end of the year. Officers will be re-profiling any projects where the timing of payments/income is able to be determined with more certainty or identify any real underspends.
- 8.2 The Executive Director Education & Social Care has estimated the outturn financial position will be within the budget for the year.

9. Policy & Delegated Authority

- 9.1 The Services Committee has delegated authority to act on all matters within its remit for which the Council as approved the overall objectives and budget, in accordance with Section 13 of the Council's Scheme of Delegations.

10. Recommendation

10.1 I recommend that the Services Committee note the report.

Report No: F-004-F
Ref: Accountancy/HKT

Date: 28 January 2010

EDUCATION & SOCIAL CARE MANAGEMENT INFORMATION 2009/10 - PERIOD 9 **1st April 2009 to 31st December 2009**

<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
Education & Social Care Services (total)	69,518,700	53,702,872	51,929,379	1,773,493
Directorate	1,634,837	1,457,808	1,470,576	(12,768)
Resources	1,343,309	984,055	952,844	31,211
Sport & Leisure	1,770,351	1,325,534	1,184,868	140,666
Community Work	396,349	292,504	288,386	4,118
Train Shetland & Adult Learning	556,799	440,202	506,173	(65,971)
Library	1,047,242	779,297	773,210	6,087
Schools	35,428,076	26,386,221	26,156,590	229,631
Community Care	18,938,449	15,724,894	14,905,182	819,712
Children's Services	6,136,314	4,585,908	4,409,664	176,244
Criminal Justice Unit	13,013	9,185	(7,856)	17,041
Housing	2,253,961	1,717,264	1,289,742	427,522

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
Employee Costs (sub total)	60,278,026	44,800,253	44,431,958	368,295
Basic Pay	44,919,798	33,522,448	33,471,325	51,123
Overtime	235,278	177,459	287,401	(109,942)
Other Employee Costs	15,122,950	11,100,346	10,673,232	427,114
Operating Costs (sub total)	14,171,743	10,536,805	9,664,397	872,408
Travel & Subsistence	2,396,010	1,774,701	1,627,650	147,051
Property Costs	5,511,525	4,281,906	3,893,445	388,461
Other Operating Costs	6,264,208	4,480,198	4,143,302	336,896
Transfer Payments (sub total)	7,544,436	5,850,961	5,775,979	74,982
Income (sub total)	(12,475,505)	(7,485,147)	(7,942,955)	457,808

TOTAL	69,518,700	53,702,872	51,929,379	1,773,493
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Appendix 1(a) - General/Support/Recharged Ledgers - detailed explanations of significant variances (over £50k) - Period 9
Appendix 1 (a)

Education & Social Care	(Adverse)/ Favourable £000	Outturn (Adv)/Fav £000	Reason for Variance	Action Required	Timescale for Action
Directorate	(13)	0	Minor Variances (1% of YTD Budget).	None.	-
Housing	(60)		Real overspend, rent rebateand rent allowance expenditure is more than profiled. It is difficult to predict the level of uptake.	None.	-
	142		Real additional income, housing benefit rent rebates offset the adverse variance above, this is due to any increase in the amount of benefit paid by the Council to tenants results in a corresponding increase in the amount of subsidy received from the Department for Work and Pensions.	None.	-
	76		Real underspend on Operational Services due to vacant posts.	None.	-
	94		Not a real underspend, payroll miscodes identified on Business Support Services.	Corrective virements & journals currently being actioned.	Period 10
	59		Real underspend, Outreach Service income received for new Service Level Agreement which was not originally budgeted.		
	116		Minor Variance (6.75% of YTD Budget)	None	-
	427	0			
Community Care	(103)		Partial real variance on Direct payments, both profiling error and increased uptake in grants to individuals.	Under Review. Virement to be processed once complete.	Period 10
	146		Real underspend, increase in community care income due to a higher number of self-funders than anticipated.	None.	-
	299		Not a real underspend, profiling error on independant sector placements.	BRO to reprofile as necessary.	Period 10
	63		Real underspend on mental health officers due to vacancies.	Savings to be considered for virements to cover overspends elsewhere in the service.	
	161		Real underspend on ILP due to over provision of flexi and floating hours.	Will be used as a source of virement to cover overspends elsewhere in the service.	Period 10
	(115)		Real overspend on off-island placement accommodation charges due to higher level of demand.	BRO to provide Finance with a virement sourced from within Community Care underspends.	Period 10
	(56)		Real overspend, Viewforth salaries costs have increased due to an increase of 100hours/week in Care at Home provision. In addition, the staffing establishment of Viewforth has been increased to meet service demands, e.g. residential and day care.	BRO to provide Finance with a virement sourced from within Community Care underspends.	Period 10
	(325)		Real overspend on Edward Thomason House services due mostly to staffing overspends which are a result of increased staffing ratio's as per Care Commission requirements, and growth in Care at Home e.g. Scalloway packages up by 79% since January and still growing.	BRO to provide Finance with a virement sourced from within Community Care underspends.	Period 10
	110		Real underspend on Montfield due to unit coming on stream later than anticipated. Vacancies are now on the recruitment portal.	Savings to be considered for virements to cover overspends elsewhere in the service.	Period 10
	90		Real underspend on Wastview employee costs due to vacancies - SCW and cleaning posts.	Savings to be considered for virements to cover overspends elsewhere in the service.	Period 10
	211		Partial real underspend on Training across the service due to journals awaiting to be processed. Delayed start for SVQ2 and SVQ4 due to lack of assessor, now scheduled for January start. Additional training Jan-Mar to cover back log.	£160K being vired out of training budgets to other services overspending.	Period 10
	(107)		Real overspend on Trainees due to delay in identifying a sources of virement to meet costs.	BRO to provide Finance with a virement sourced from within Community Care underspends.	Period 10
	446		Minor Variances (3.12% of YTD Budget).		-
	820	0			
Children's Services	(121)		Real overspend on accommodation charges due to an extra person being cared for than was originally budgeted.	Virement being sought within Service to meet extra expenditure.	Period 10
	(108)		Real overspend, additional cost of Laburnum expansion, as previously approved by Services Committee to be met from within the service.	Virement actioned from underspend below.	Period 10
	174		Real underspend on employee costs due to vacancies in Leog, Leog Market Street and Windybrae.	A proportion of the underspend has been utilised to cover the overspend at Laburnum.	Period 10
	93		Not a real underspend on Family Centre Services staffing costs due to payroll miscodings.	Journals/Payroll amendment forms currently being actioned to show staff under correct code.	Period 10
	138		Minor Variances (3.84% of YTD budget)		
	176	0			
Criminal Justice	17	0	Minor Variances (228% of YTD Budget)	None.	-
Community Work	4	0	Minor Variances (1% of YTD Budget).	None.	-
Resources	31	0	Minor Variances (3% of YTD Budget).	None.	-
Schools (inc Library)	(148)		Real overspend on Non-Teaching Basic Pay across the service due to single status.	BRO to provide Finance with virement to cover overspend.	Period 11
	(60)		Not a real overspend on Teachers Basic Pay across the service, this is due to Probationers Teachers funding only to be received in March.	Virements to be actioned when notified of how much grant income receivable.	Period 11/12
	63		Not a real underspend, this is a profiling error on training costs across the service but will be spend by the end of the year.	BRO to profile as necessary.	Period 11
	156		Not a real underpend, profiling error on energy Costs across the service due to the timing of invoices submitted not in line with budget.	BRO to profile as necessary.	Period 11
	225		Minor Variances (0.9% of YTD Budget).	Any of the over £10k minor variances which are not true monthly fluctuations needs to be either re-profiled or identified as savings by BROs.	Period 11
	236	0			
Sport & Leisure	141	0	Minor Variances (11% of YTD Budget).	None.	-
Train Shetland (inc Adult Learning)	(66)	12	Minor Variances (3% of YTD Budget)	None.	-
Total Education & Social Care Services	1,773	12			

EDUCATION & SOCIAL CARE RMA 2009/10 - COST CENTRE DETAIL - PERIOD 9**1st April 2009 to 31st December 2009**

Description		Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
		£	£	£	£
Directorate		1,634,837	1,457,808	1,470,576	(12,768)
SRJ0000	Exec Dir Educ & Social Care	252,268	188,919	193,794	(4,875)
GRJ1002	Data Sharing Project	167,758	72,060	74,009	(1,949)
GRL4210	Museums & Archives Prop Costs	61,679	43,697	41,966	1,731
GRL4217	New Museum & Arts Centre	1,153,132	1,153,132	1,160,807	(7,675)
Resources		1,343,309	984,055	952,844	31,211
SRJ2000	Resources Manager	120,727	83,204	79,376	3,828
SRJ2100	Information	197,272	155,005	146,507	8,498
SRJ2200	Staff Management	328,205	239,755	239,949	(194)
SRJ2201	Recruitment Expenses	225,000	173,487	169,883	3,604
SRJ2300	Administration	403,108	281,007	266,813	14,194
SRJ2500	Grant Administration	68,997	51,597	50,316	1,281
Sport & Leisure		1,770,351	1,325,534	1,184,868	140,666
SRJ3000	Sports & Leisure Svs Mgt	54,625	40,895	40,127	768
GRJ3126	Active Futures	25,929	22,918	9,303	13,615
GRJ3125	Active Schools	88,750	115,269	110,319	4,950
GRJ3129	Cash back for Communities	1,008	(6,343)	(10,966)	4,623
GRJ3130	Community Use of Sandwich Games I-	0	0	665	(665)
GRJ3102	Bridge-End Outdoor Centre	5,000	5,000	4,946	54
GRJ3103	Unst Youth Centre	5,000	5,000	0	5,000
GRJ3201	Grants to Vol Orgs General	78,336	68,407	54,397	14,010
GRJ3202	Development Grant Aid Scheme	76,980	57,735	51,681	6,054
GRJ3203	Support Grant Aid Scheme	111,509	72,540	61,664	10,876
GRJ3204	Pitches Other	29,131	21,848	23,700	(1,852)
GRJ3205	Maintain Community Facilities	15,300	11,475	9,319	2,156
GRJ3100	Islesburgh Cafeteria	72,053	28,973	8,081	20,892
GRJ3101	Islesburgh	712,921	539,056	467,002	72,054
GRJ3104	Fetlar Camp Site	5,510	4,035	4,307	(272)
GRJ3105	2 St Sunniva Street	14,503	11,439	13,751	(2,312)
GRJ3107	Parks General	259,772	184,629	208,520	(23,891)
GRJ3108	Play Areas General	101,414	64,364	63,429	935
GRJ3109	Multicourts General	14,000	10,500	3,557	6,943
GRJ3122	Outdoor Educ and Activities	42,050	26,886	17,719	9,167
GRJ3120	Sports Development	56,560	40,908	43,347	(2,439)
Community Work		396,349	292,504	288,384	4,120
SRJ3300	Comm Learning & Dev Mgt	55,310	41,372	39,165	2,207
GRJ3301	Area Community Work	297,964	221,972	223,552	(1,580)
GRJ3302	Community Work Initiatives	21,920	16,441	20,364	(3,923)
GRJ3303	Community Transport	21,155	13,506	3,856	9,650
GRJ3307	SLSbG (Vision)	0	(787)	1,447	(2,234)
Shetland Library		1,047,242	779,297	773,210	6,087
GRL4410	Library	1,047,242	779,297	773,210	6,087
Train Shetland & Adult Learning		556,799	440,202	506,173	(65,971)
SRL6006	Short Course Management	93,389	69,815	72,132	(2,317)
GRL4121	Evening Classes	123,906	83,452	85,798	(2,346)
GRL4123	Adult Learning	97,892	72,381	87,414	(15,033)
GRL4125	Adult Literacy Strategic Plan	175,694	149,504	137,951	11,553
GRL4126	Literacies Projects	0	0	2,798	(2,798)
GRL6002	Vocational Service	231,642	173,219	172,239	980
GRL6003	Vocational Training	(127,148)	(97,311)	(99,110)	1,799
GRL6006	Short Courses	(38,576)	(10,858)	52,085	(62,943)
GRL6007	Business Gateway Contract	0	0	(3,176)	3,176
GRL6008	Construction Skills Contract	0	0	(1,958)	1,958
Schools		32,240,918	23,989,751	23,699,083	290,669
SRE0001	Head of Schools	124,534	93,186	85,704	7,482
SRE6901	Administration Educ	96,084	67,360	115,542	(48,182)
SRE9301	DSMO - Aith Cluster	35,165	26,302	25,098	1,204
SRE9303	DSMO - North Isles Cluster	32,782	24,406	24,711	(305)
SRE9305	DSMO - Brae Cluster	35,954	26,894	26,335	559
SRE9328	DSMO - Sandwick Cluster	33,070	24,745	23,116	1,629
SRE9329	DSMO - Scalloway Cluster	35,904	26,857	26,149	708
SRE9332	DSMO-Sound	34,511	25,812	26,049	(237)

SRE9334	DSMO - Whalsay Cluster	31,499	23,562	21,217	2,345
GRE0006	Director, Central Support	813,370	552,086	516,849	35,237
GRE0102	Bursaries	206,607	107,087	104,559	2,528
GRE0103	Clothing Grants	21,494	16,121	19,348	(3,227)
GRE0107	School Milk	11,549	7,662	4,564	3,098
GRE0108	Educ Maint Allowance (EMA)	(10,500)	(13,077)	13,038	(26,115)
GRE1412	Staff Development	55,329	41,374	48,338	(6,964)
GRE1457	Support for Teachers	27,273	17,401	25,096	(7,695)
GRE1493	Careers Convention	4,080	4,080	2,715	1,365
GRE1501	MIS Support	91,898	77,124	76,156	968
GRE1502	Respect & Responsibility	0	(42)	0	(42)
GRE1506	In - Service	10,754	10,754	8,557	2,197
GRE1510	Science & Technology Fair	23,240	21,794	10,709	11,085
GRE1522	Blueprint Consultation	72,777	47,336	13,499	33,837
GRE3500	Link Courses	450	0	1,715	(1,715)
SRE6900	Quality Assurance	645,115	482,982	471,494	11,488
GRE1500	Improvement Plans	15,303	9,666	4,918	4,748
GRE0104	School Boards Administration	32,714	25,714	21,092	4,622
GRE3450	Special Education - General	493,527	336,674	325,583	11,091
GRE3451	Special Supply Cover	125,314	93,723	104,250	(10,527)
GRE3462	Additional Support Base	209,671	155,942	176,815	(20,873)
GRE3463	Club XL	5,000	3,750	1,246	2,504
GRE3470	Support for Learning	2,306,722	1,666,117	1,614,343	51,774
GRE3471	AHS ASN	860,159	640,827	620,551	20,276
GRE3473	Bells Brae ASN	865,468	655,253	668,285	(13,032)
GRE1101	Schools, Aith Nursery	38,877	29,276	28,097	1,179
GRE1103	Schools, Baltasound NS	46,829	35,093	15,601	19,492
GRE1104	Schools, Bells Brae NS	134,262	100,631	102,634	(2,003)
GRE1105	Schools, Brae Nursery	68,918	52,145	54,377	(2,232)
GRE1106	Schools, Bressay Nursery	29,239	19,804	19,471	333
GRE1109	Schools, Cunningsb'gh NS	44,280	32,969	20,702	12,267
GRE1110	Schools, Dunrossness NS	74,347	56,252	55,260	992
GRE1111	Schools, Fair Isle Nursery	23,514	17,608	17,440	168
GRE1112	Schools, Fetlar Nursery	759	578	65	513
GRE1113	Schools, Foula Nursery	1,477	448	386	62
GRE1117	Schools, Happyhansel NS	41,299	31,074	30,152	922
GRE1119	Lunnasting Nursery	36,789	27,594	19,013	8,581
GRE1120	Schools, Mid Yell Nursery	78,173	58,803	64,166	(5,363)
GRE1121	Schools, Mossbank NS	143,355	107,389	109,112	(1,723)
GRE1128	Schools, Sandwick NS	85,966	64,661	60,666	3,995
GRE1129	Schools, Scalloway NS	70,753	52,630	59,551	(6,921)
GRE1130	Schools, Skeld Nursery	37,804	28,452	27,687	765
GRE1131	Schools, Skerries Nursery	14,918	10,802	9,862	940
GRE1132	Schools, Sound Nursery	101,868	78,676	75,217	3,459
GRE1134	Schools, Whalsay NS	82,770	62,280	56,927	5,353
GRE1135	Schools, Urafirth Nursery	37,343	28,937	26,264	2,673
GRE1137	Schools,Whiteness Nursery	73,702	55,743	54,111	1,632
GRE1150	Schools, Nursery - General	69,752	51,430	49,788	1,642
GRE1151	School Services, Nursery Suppl	18,894	14,088	10,319	3,769
GRE1160	Div Man, Commissioned Places	253,320	152,140	142,333	9,807
GRE1201	Schools, Aith Primary	286,909	213,855	210,325	3,530
GRE1203	Schools, Baltasound PS	186,295	142,166	152,561	(10,395)
GRE1204	Schools, Bells Brae PS	1,265,615	943,224	917,536	25,688
GRE1205	Schools, Brae Primary	432,182	320,845	311,924	8,921
GRE1206	Schools, Bressay Primary	124,153	87,701	81,385	6,316
GRE1207	Schools, Burrae Primary	101,169	75,103	59,443	15,660
GRE1208	Schools, Cullivoe Primary	126,721	91,388	70,925	20,463
GRE1209	Schools, Cunningsb'gh PS	296,042	221,568	211,518	10,050
GRE1210	Schools, Dunrossness PS	560,247	424,925	416,014	8,911
GRE1211	Schools, Fair Isle Primary	110,033	79,349	85,712	(6,363)
GRE1212	Schools, Fetlar Primary	87,536	65,481	54,694	10,787
GRE1213	Schools, Foula Primary	103,310	76,283	62,028	14,255
GRE1214	Schools, Tingwall Primary	225,514	168,764	158,636	10,128
GRE1216	Schools, Hamnavoe PS	219,611	167,715	162,375	5,340
GRE1217	Schools, Happyhansel PS	257,120	191,530	192,743	(1,213)
GRE1219	Schools, Lunnasting PS	151,184	115,053	107,159	7,894
GRE1220	Schools, Mid Yell Primary	220,546	166,402	174,717	(8,315)
GRE1221	Schools, Mossbank PS	291,624	227,038	207,905	19,133
GRE1222	Schools, North Roe PS	85,469	63,689	53,639	10,050
GRE1223	Schools, Ollaberry Primary	109,371	83,672	74,357	9,315
GRE1224	Schools, Olafirth Primary	142,920	106,432	135,528	(29,096)
GRE1225	Schools, Papa Stour PS	3,057	2,051	825	1,226
GRE1227	Schools, Sandness Primary	79,736	60,307	51,893	8,414
GRE1228	Schools, Sandwick Primary	328,702	243,494	229,766	13,728
GRE1229	Schools, Scalloway PS	324,230	248,197	261,125	(12,928)
GRE1230	Schools, Skeld Primary	135,809	103,058	106,914	(3,856)
GRE1231	Schools, Skerries Primary	114,730	81,628	86,994	(5,366)
GRE1232	Schools, Sound Primary	1,126,575	846,870	843,149	3,721

GRE1233	Schools, Nesting PS	145,958	111,326	106,468	4,858
GRE1234	Schools, Whalsay PS	491,268	371,856	331,611	40,245
GRE1235	Schools, Urafirth Primary	103,560	77,691	93,231	(15,540)
GRE1236	Schools, Uyeasound PS	96,804	72,265	68,284	3,981
GRE1237	Schools, Whiteness PS	319,604	240,577	243,268	(2,691)
GRE1251	School Services, Primary Suppl	166,194	129,109	151,933	(22,824)
GRE1301	Schools, Aith Secondary	764,215	566,021	549,919	16,102
GRE1302	Schools, Anderson HS	4,473,186	3,412,369	3,330,952	81,417
GRE1303	Schools, Baltasound SS	624,894	470,918	455,492	15,426
GRE1305	Schools, Brae Secondary	1,952,489	1,450,448	1,515,804	(65,356)
GRE1320	Schools, Mid Yell SS	670,757	502,716	512,683	(9,967)
GRE1328	Schools, Sandwick SS	1,210,787	920,467	921,685	(1,218)
GRE1329	Schools, Scalloway SS	1,126,142	839,856	824,678	15,178
GRE1331	Schools, Skerries SS	90,128	65,559	62,287	3,272
GRE1334	Schools, Whalsay SS	702,646	527,008	535,764	(8,756)
GRE1340	Work Experience	33,216	24,875	19,717	5,158
GRE1351	School Service, Sec Supply	112,336	82,698	88,020	(5,322)
GRE1360	School Service, Halls of Resid	581,038	422,802	440,849	(18,047)
GRE1401	Visiting Music Specialists	794,132	594,865	582,418	12,447
GRE1402	Visiting Art Specialists	228,528	170,919	171,306	(387)
GRE1403	Visiting PE Specialists	428,992	321,364	319,601	1,763
GRE1404	Knitting Instructors	124,631	93,225	92,713	512
GRE1405	Other Visiting Staff	82,399	61,636	60,396	1,240
GRE1410	Science Technicians	174,266	129,104	129,725	(621)
GRE1407	Probationer Teachers	8,000	6,144	9,736	(3,592)
GRE1417	Field Studies	204	29,181	30,891	(1,710)
GRE1422	Vocational Pathways	42,090	19,525	11,587	7,938
GRE1433	Support for Glow	20,538	15,404	18,782	(3,378)
GRE1436	Youth Music Initiative	38,746	(21,255)	(29,377)	8,122
GRE1440	School Trips	1,507	1,130	(363)	1,493
GRE1441	Enterprise & Education	(23,393)	73,734	90,270	(16,536)
GRE1444	International Education	136,680	110,441	133,791	(23,350)
GRE1452	Sex & Relationships Training	0	0	58	(58)
GRE1455	Tamil Nadu Schools Exchange	8,077	4,558	1,749	2,809
GRE1456	Education & Excellence Business	0	0	166	(166)
GRE1508	P.G.D.E	500	375	1,331	(956)
GRE1513	NPAF Curriculum for Excellence	44,640	15,871	18,551	(2,680)
GRE1518	Olnafirth Art	0	0	(7,840)	7,840
GRE1520	Cultural Co-ordinator	12,724	(11,794)	(7,686)	(4,108)

Catering & Cleaning		3,186,158	2,396,470	2,457,509	(61,039)
SRE6902	Catering Support	275,321	205,792	193,425	12,367
VRE4001	Aith School Catering	71,684	53,630	54,402	(772)
VRE4002	AHS Catering	272,078	203,680	233,955	(30,275)
VRE4003	Baltasound School Catering	49,709	37,200	33,330	3,870
VRE4004	Bells Brae School Catering	124,935	93,517	97,418	(3,901)
VRE4005	Brae School Catering	161,549	120,930	121,260	(330)
VRE4006	Bressay School Catering	14,160	10,592	11,889	(1,297)
VRE4007	Burrae School Catering	11,434	8,558	8,969	(411)
VRE4008	Cullivoe School Catering	6,923	5,182	4,476	706
VRE4009	Cunningsburgh School Catering	35,451	26,518	26,532	(14)
VRE4010	Dunrossness School Catering	60,889	45,545	49,821	(4,276)
VRE4011	Fair Isle School Catering	8,420	6,297	6,234	63
VRE4012	Fetlar School Catering	6,427	4,808	4,480	328
VRE4014	Tingwall School Catering	33,086	24,761	26,335	(1,574)
VRE4016	Hamnavoe School Catering	25,474	19,048	23,082	(4,034)
VRE4017	Happyhansel School Catering	30,763	23,024	26,668	(3,644)
VRE4019	Lunnasting School Catering	15,838	11,853	11,186	667
VRE4020	Mid Yell School Catering	63,490	47,538	48,315	(777)
VRE4021	Mossbank School Catering	34,779	26,033	25,090	943
VRE4022	North Roe School Catering	11,030	8,254	4,701	3,553
VRE4023	Ollaberry School Catering	10,909	8,159	10,224	(2,065)
VRE4024	Olnafirth School Catering	18,403	13,774	15,027	(1,253)
VRE4027	Sandness School Catering	6,852	5,128	4,433	695
VRE4028	Sandwick School Catering	122,138	91,427	90,227	1,200
VRE4029	Scalloway School Catering	92,055	68,884	75,961	(7,077)
VRE4030	Skeld School Catering	13,586	10,166	9,524	642
VRE4031	Skerries School Catering	12,149	9,093	8,076	1,017
VRE4032	Sound School Catering	110,532	82,735	85,751	(3,016)
VRE4033	Nesting School Catering	15,911	11,912	14,292	(2,380)
VRE4034	Whalsay School Catering	77,378	57,906	63,083	(5,177)
VRE4035	Urafirth School Catering	13,771	10,296	9,015	1,281
VRE4036	Uyeasound School Catering	2,994	2,246	1,410	836
VRE4037	Whiteness School Catering	43,115	32,264	34,413	(2,149)
SRE6903	Cleaning Support	40,477	29,886	23,627	6,259
VRE5001	Aith Sch Cleaning	45,780	34,230	33,268	962
VRE5002	AHS Cleaning	201,983	151,038	156,995	(5,957)
VRE5003	Baltasound School Cleaning	35,036	26,195	29,392	(3,197)

VRE5004	Bells Brae School Cleaning	51,817	38,749	42,787	(4,038)
VRE5005	Brae School Cleaning	89,337	66,794	77,043	(10,249)
VRE5006	Bressay School Cleaning	12,506	9,353	12,377	(3,024)
VRE5007	Burravoe School Cleaning	4,920	3,682	4,351	(669)
VRE5008	Cullivoe School Cleaning	4,909	3,673	4,171	(498)
VRE5009	Cunningsburgh School Cleaning	16,071	12,014	13,902	(1,888)
VRE5010	Dunrossness School Cleaning	24,376	18,224	20,703	(2,479)
VRE5011	Fair Isle Cleaning	4,580	3,424	4,196	(772)
VRE5012	Fetlar School Cleaning	3,646	2,726	2,199	527
VRE5013	Foula School Cleaning	3,253	2,440	184	2,256
VRE5014	Tingwall School Cleaning	10,327	7,727	8,959	(1,232)
VRE5016	Hamnavoe School Cleaning	25,928	19,401	19,032	369
VRE5017	Happyhansel School Cleaning	32,706	24,530	23,222	1,308
VRE5019	Lunnasting School Cleaning	8,345	6,244	8,732	(2,488)
VRE5020	Mid Yell School Cleaning	25,416	19,006	19,106	(100)
VRE5021	Mossbank School Cleaning	21,535	16,101	16,988	(887)
VRE5022	North Roe School Cleaning	7,774	5,815	6,961	(1,146)
VRE5023	Ollaberry School Cleaning	10,593	7,926	10,166	(2,240)
VRE5024	Olnafirth Cleaning	8,627	6,451	8,502	(2,051)
VRE5027	Sandness School Cleaning	5,824	4,355	5,715	(1,360)
VRE5028	Sandwick School Cleaning	78,216	58,490	57,525	965
VRE5029	Scalloway School Cleaning	69,103	51,671	51,808	(137)
VRE5030	Skeld School Cleaning	11,017	8,248	9,276	(1,028)
VRE5031	Skerries School Cleaning	5,032	3,765	4,020	(255)
VRE5032	Sound School Cleaning	34,859	26,065	27,342	(1,277)
VRE5033	Nesting School Cleaning	8,091	6,047	5,706	341
VRE5034	Whalsay School Cleaning	33,218	24,820	32,733	(7,913)
VRE5035	Urafirth School Cleaning	6,701	5,013	4,653	360
VRE5036	Uyeasound School Cleaning	6,374	4,768	6,176	(1,408)
VRE5037	Whiteness School Cleaning	16,796	12,555	12,735	(180)
VRE6001	Office Cleaning	281,236	223,600	182,095	41,505
VRE6002	Public Conveniences	86,516	64,694	77,858	(13,164)

Community Care		18,938,449	15,724,894	14,905,181	819,713
SRA0000	Head of Community Care	406,805	309,458	332,140	(22,682)
GRA0021	Joint Improvement Team	10,000	10,000	0	10,000
GRA5401	Telecare	49,838	(23,114)	(46,509)	23,395
SRA1000	Community Care Service Managrs	109,053	81,460	84,476	(3,016)
GRA0010	Direct Payments	200,000	150,000	235,195	(85,195)
GRA0014	Community Care Income	(5,358,377)	(2,462,444)	(2,608,285)	145,841
GRA0016	W & J Daycare Grant	183,733	183,733	183,733	0
GRA0017	Independant Sector Placements	827,130	787,938	488,646	299,292
SRA4000	Fieldwork Manager	82,238	61,433	78,044	(16,611)
GRA0019	Commissioned Services	438,500	261,596	240,718	20,878
GRA0020	Drugs & Alcohol Services	406,000	179,500	175,500	4,000
GRA2200	Preventative Services	0	0	1,487	(1,487)
GRA4100	Community Care Fieldwork	474,618	349,722	356,769	(7,047)
GRA4161	Substance Misuse	0	0	(26,898)	26,898
GRA4500	Top Up Substance Misuse	54,500	40,875	18,713	22,162
SRA4101	Training Community Care	168,451	125,924	148,487	(22,563)
SRA4102	Training Vocational	59,871	44,797	20,706	24,091
SRA4103	Training Child Protection	21,378	15,967	21,312	(5,345)
SRA4104	Training Child Residential	21,421	15,816	4,565	11,251
SRA4105	Training Adoption	5,600	4,200	0	4,200
SRA4107	Training SVQ	513,063	383,949	226,316	157,633
SRA4108	Social Work Degree	51,029	38,086	10,509	27,577
SRA4109	Training Food Hygiene	31,157	23,287	9,286	14,001
SRA4111	Training Manual handling	48,083	35,876	27,938	7,938
SRA4112	Training	104,670	78,261	75,645	2,616
SRA4113	Training Adult Support Protection	0	0	10,151	(10,151)
SRA5000	Adult Services Manager	64,985	48,542	48,981	(439)
GRA5100	Eric Gray Resource Centre	881,530	659,480	670,254	(10,774)
GRA5200	ILP - Project Manager	380,979	285,017	226,591	58,426
GRA5210	ILP - Central	1,574,188	1,177,692	1,074,854	102,838
GRA5215	ILP - Rudda Park	9,668	7,247	2,072	5,175
GRA5216	ILP-Transition Flat	3,148	2,362	2,349	13
GRA5218	ILP-Arheim	8,083	6,063	(3,586)	9,649
GRA5220	Stocketgaet	237,303	284,003	234,056	49,947
GRA5230	Craigielea	1,372	716	(4,843)	5,559
GRA5240	Local Area Co-Ordinator	23,359	17,386	2,760	14,626
GRA5250	Mental Health Comm Supp Svs	304,378	228,281	239,150	(10,869)
GRA5251	Off-Island Placements	90,519	67,889	157,335	(89,446)
GRA5600	Banksbroo	283,500	303,749	282,633	21,116
GRA5620	Newcraigielea	737,170	548,908	499,924	48,984
GRA5621	Sea View	497,519	372,000	296,317	75,683
GRA5622	Intensive Sup Services	316,747	237,415	210,730	26,685
GRA5623	Outreach Project	118,100	88,272	56,817	31,455
GRA4110	Health Service Social Worker	44,852	33,484	29,544	3,940

GRA4120	Mental Health Officers	165,664	123,867	61,229	62,638
GRA4130	Dementia Care Manager	44,833	33,472	34,246	(774)
GRA4160	Adult Support & Protection	43,534	27,614	35,444	(7,830)
GRA4600	Crossroads Packages	110,364	94,339	86,730	7,609
SRA6000	Older People Manager	111,790	83,662	86,741	(3,079)
SRA6001	Traineeship Scheme	0	0	107,029	(107,029)
SRA8000	Service Manager Rural Care	58,027	43,346	46,430	(3,084)
GRA8050	Care@ Home Mgt & Admin	94,288	70,445	67,056	3,389
GRA6100	Taing House	1,658,317	1,240,602	1,242,170	(1,568)
GRA6110	Viewforth	1,666,471	1,245,550	1,329,098	(83,548)
GRA6120	Edward Thomason House	1,802,245	1,347,936	1,672,836	(324,900)
GRA6130	Handypersons	90,126	67,464	73,236	(5,772)
GRA6141	Care @ Home-Central	273,387	202,403	156,074	46,329
GRA6143	Kantersted Kitchen	151,215	113,183	125,199	(12,016)
GRA6170	Montfield	331,339	145,117	8,870	136,247
GRA6300	Freefield	99,112	44,157	31,777	12,380
GRA6400	Miscellaneous Properties	13,168	10,942	5,390	5,552
GRA6420	Interments	800	600	0	600
GRA6900	White/Grey Goods	5,000	3,750	921	2,829
GRA8100	North Haven	1,522,498	1,133,969	1,086,791	47,178
GRA8110	Overtonlea	1,535,366	1,143,245	1,192,427	(49,182)
GRA8120	Wastview	1,446,126	1,077,682	987,942	89,740
GRA8130	Fernlea	963,434	717,071	681,200	35,871
GRA8140	Isleshavn	997,937	744,045	715,424	28,621
GRA8150	Nordalea	873,816	649,864	646,432	3,432
GRA8154	Brucehall	0	0	21,101	(21,101)
GRA5400	Occupational Therapy	393,431	295,743	308,806	(13,063)

Children's Services		6,136,314	4,585,908	4,409,665	176,243
SRG0000	Head of Children's Svs	174,512	130,658	107,994	22,664
GRG2014	Children's Serv Improv Officer	74,210	48,911	49,886	(975)
GRG1002	Quarff Additional Supp Needs	7,222	5,081	5,096	(15)
SRG6000	Family Support Manager	64,452	48,191	45,464	2,727
GRG3001	Family Support	603,692	458,068	418,320	39,748
GRG5001	Child Rights Services	42,419	31,814	19,004	12,810
GRG6006	Preventative Services	34,284	25,713	23,348	2,365
SRG3000	Child Protection Co-ordinator	48,616	36,355	38,150	(1,795)
SRG2000	Children's Res Svs Manager	62,831	46,982	44,660	2,322
GRG1004	Blydehaven Nursery	43,460	22,994	32,189	(9,195)
GRG2001	Laburnum	605,447	448,939	557,425	(108,486)
GRG2002	Leog	493,173	370,085	313,318	56,767
GRG2003	Leog-Market Street	155,919	116,614	81,699	34,915
GRG2004	Windybrae	348,849	260,906	176,453	84,453
GRG2005	Child Off Island Accom	250,150	187,612	338,909	(151,297)
GRG2006	Adoption	94,639	70,980	53,914	17,066
GRG2007	Professional Foster Care	45,405	34,054	25,989	8,065
GRG2008	Section 29	12,960	9,720	7,294	2,426
GRG2009	Fostering	523,419	391,650	432,745	(41,095)
GRG2010	Shared Care	6,000	4,500	7,316	(2,816)
GRG2012	Voluntary Organisations	0	0	3,499	(3,499)
GRG5007	Getting itRight for EveryChild	91,127	68,145	56,380	11,765
GRG6002	Child Care Strategy	208,600	156,176	159,826	(3,650)
GRG6004	Family Centre Services	460,428	344,611	213,198	131,413
GRG6005	Changing Childrens Services	55,000	41,250	36,565	4,685
GRG6007	NOF Quality Childcare	0	0	19	(19)
GRG6008	Out of School Care	184,319	137,872	169,064	(31,192)
GRG4001	Psychological Services	327,864	245,231	181,677	63,554
GRG4002	Sensory Impairment	247,144	184,647	174,881	9,766
SRG5000	Youth Services Manager	54,716	40,922	39,114	1,808
GRG5002	Old School Centre Firth	0	0	576	(576)
GRG5003	Play Schemes	10,460	10,195	12,160	(1,965)
GRG5004	Youth Workers	463,120	346,243	346,763	(520)
GRG5005	Duke of Edinburgh Award	2,837	2,130	691	1,440
GRG5006	Islesburgh Youth Club	660	496	(215)	711
GRG5008	ASN-Out of Term Provision	77,214	57,735	80,613	(22,878)
GRG5009	Inclusion Project	16,307	16,217	17,181	(964)
GRG5011	Youth Development	29,166	22,847	(376)	23,223
GRG5012	Bridges Project	180,007	134,716	118,597	16,119
GRG7001	Youth Crime	35,686	26,648	20,279	6,369

Criminal Justice		13,013	9,185	(7,856)	17,041
GRI0001	Offender Services	13,013	9,185	(7,856)	17,041

Housing		2,253,961	1,717,264	1,289,742	427,522
SRH0000	Head of Housing	83,563	62,550	62,513	37
SRH1000	Operational Services	500,249	374,058	288,934	85,124
SRH3300	Housing DLO Management	99,680	74,115	108,685	(34,570)

GRH1078	Chalet/Sites	(26,594)	(19,945)	(17,011)	(2,934)
GRH1082	Staff Housing	(18,043)	(13,270)	2,670	(15,940)
GRH1084	Education Houses Hsg	(44,679)	(32,239)	(30,175)	(2,064)
GRH1100	Stocketgaet/Gremmasgaet	0	6,825	8,416	(1,591)
GRH1170	Homeless Persons	36,202	29,151	(49,368)	78,519
GRH1175	12 A/B North Road	(8,714)	(6,570)	(9,798)	3,228
GRH1270	Sheltered Housing	499,794	379,675	381,481	(1,806)
GRH1271	Banksbro	0	1,482	(1,472)	2,954
SRH2000	Business Support Services	416,962	310,245	203,490	106,755
SRH3200	Asset Management	283,480	211,799	171,247	40,552
GRH0050	Grass Cutting Service	53,060	53,060	85,319	(32,259)
GRH1086	NASSO	17,375	13,031	2,943	10,088
GRH2074	Economic Rents	(20,695)	(15,302)	(18,971)	3,669
GRH2093	Housing Act Implementation Tm	60,327	45,557	91,988	(46,431)
GRH2094	Supporting People	74,047	55,419	22,137	33,282
GRH2098	Outreach Service	321,161	240,193	165,452	74,741
GRH4274	Rent Rebates	(34,698)	(24,853)	(162,269)	137,416
GRH4275	Rent Allowances	(38,516)	(27,717)	(16,469)	(11,248)

TOTAL EDUCATION AND SOCIAL CARE	69,517,700	53,702,872	51,929,378	1,773,494
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EDUCATION & SOCIAL CARE MANAGEMENT INFORMATION 2009/10 - PERIOD 9	1st April 2009 to 31st December 2009
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<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
Education & Social Care Services (total)	466,179	154,353	117,040	37,313
Housing	156,853	154,353	117,040	37,313
Adult Learning & Train Shetland	307,540	0	0	0
Sport & Leisure	1,786	0	0	0

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£

Employee Costs (sub total)	0	0	0	0
Basic Pay	0	0	0	0
Overtime	0	0	0	0
Other Employee Costs	0	0	0	0

Operating Costs (sub total)	13,641	11,141	0	11,141
Travel & Subsistence	0	0	0	0
Property Costs	0	0	0	0
Other Operating Costs	13,641	11,141	0	11,141

Transfer Payments (sub total)	452,538	143,212	117,040	26,172
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Income (sub total)	0	0	0	0
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TOTAL	466,179	154,353	117,040	37,313
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EDUCATION & SOCIAL CARE RMA 2009/10 - COST CENTRE DETAIL - PERIOD 9**1st April 2009 to 31st December 2009**

Description		Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
		£	£	£	£
Housing		156,853	154,353	117,040	37,313
RRH2800	Housing Initiatives	59,957	57,457	20,941	36,516
RRH2801	Tenant Participation	15,414	15,414	14,617	797
RRH2803	Shetland Women's Aid	81,482	81,482	81,482	0
Adult Learning & Train Shetland		307,540	0	0	0
RRL6050	Modern Apprenticeship	307,540	0	0	0
Planning		1,786	0	0	0
RRJ3007	Cunningsburgh Marina provision	1,786	0	0	0
TOTAL EDUCATION & SOCIAL CARE SERVICES		466,179	154,353	117,040	37,313

<u>Revenue Expenditure by Service</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
Housing Revenue Account Services (total)	(4,827,386)	(3,465,473)	(3,723,329)	257,856
Head of Housing	(1,434,865)	(1,076,149)	(1,133,852)	57,703
Operational Services	684,257	654,073	505,769	148,304
Business Support	(4,076,778)	(3,043,397)	(3,095,246)	51,849

<u>Revenue Expenditure by Subjective</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
Employee Costs (sub total)	2,681	2,011	(5,793)	7,804
Basic Pay	0	0	(6,262)	6,262
Overtime	0	0	0	0
Other Employee Costs	2,681	2,011	469	1,542

Operating Costs (sub total)	2,181,580	1,632,399	1,084,855	547,544
Travel & Subsistence	0	0	0	0
Property Costs	2,121,088	1,585,353	1,065,738	519,615
Other Operating Costs	60,492	47,046	19,117	27,929

Transfer Payments (sub total)	29,421	28,146	28,904	(758)
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Income (sub total)	(7,041,068)	(5,128,029)	(4,831,295)	(296,734)
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TOTAL	(4,827,386)	(3,465,473)	(3,723,329)	257,856
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EDUCATION & SOCIAL CARE RMA 2009/10 - COST CENTRE DETAIL - PERIOD 9	1st April 2009 to 31st December 2009
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<u>Description</u>	Annual Budget	Year to Date Budget	Year to Date Actual	Year to Date Variance (Adverse)/Favourable
	£	£	£	£
Housing Revenue Account				
HRH0350 Housing Support Grant	(1,434,865)	(1,076,149)	(1,133,852)	57,703
HRH1300 Ladies Drive Hostel	(24,896)	(16,495)	(41,098)	24,603
HRH3100 Customer Services	63,104	46,869	6,567	40,302
HRH3150 Garages, HRA	20,600	15,450	12,907	2,543
HRH3151 South Team Area 2	202,875	152,156	135,214	16,942
HRH3152 South Team Area 1	202,875	152,156	102,060	50,096
HRH3153 North Team Area 2	202,875	152,156	132,385	19,771
HRH3154 North Team Area 1	202,875	152,156	159,133	(6,977)
HRH3300 Other	(185,551)	0	(1,851)	1,851
HRH3350 Grazing Lets	(500)	(375)	(492)	117
HRH4258 Cost of Refurbishment	0	0	945	(945)
HRH2047 Rents General Needs	(4,563,417)	(3,429,646)	(3,159,484)	(270,162)
HRH2048 Rents Sheltered Housing	(551,589)	(419,812)	(393,318)	(26,494)
HRH2355 Supervision & Management	22,988	32,398	32,591	(193)
HRH3200 Planned Services HRA	1,015,240	773,663	424,966	348,697
TOTAL HOUSING REVENUE ACCOUNT	(4,827,386)	(3,465,473)	(3,723,329)	257,856



REPORT

To: Services Committee

4 February 2010

From: Head of Schools

Reports by HM Inspectorate of Education: Urafirth Primary School, Scalloway Playgroup and Blydehaven Nursery

1. Introduction

- 1.1 Urafirth Primary School and nursery class was inspected in October 2009 as part of a national sample of primary and nursery education and the school's report was published on 15 December 2009. Scalloway Playgroup and Blydehaven nursery, two partner providers of pre-school education for the Schools Service, were inspected in November 2009. Their reports were published on 13 January 2010 and 20 January 2010 respectively.
- 1.2 The purpose of this report is to give Members an opportunity to consider the quality of education provided by Urafirth Primary School, Scalloway Playgroup and Blydehaven Nursery as evaluated by HM Inspectorate of Education in the published reports.
- 1.3 A copy of the reports have been placed in the Members' Room for reference. Copies of the reports have also been sent to all relevant Members, parents, staff and Parent Council members.

2. Link to Council Priorities

- 2.1 The Council will ensure a model for education is developed by 2009 that considers the educational and financial viability for schools and communities and its outputs are then implemented.
- 2.2 The Council will work to create and maintain a culture where individual learners can strive to realise their full potential.
- 2.3 As this report is for noting, there are no significant risks associated with its recommendations.

3. Background

- 3.1 Inspectors evaluated the quality of education at the school, nursery class and the partner providers. They also looked at how well each

setting worked with other groups in the community, including parents and services which support children. They also commented on how well staff and children work together and how they go about securing improvement in the quality of education they provide.

- 3.2 In each setting Inspectors spoke to pupils/children and staff. They also met with groups of parents.
- 3.3 Urafirth Primary School was given formal evaluations in five areas. Of those, two were evaluated as 'Satisfactory' and three were evaluated as 'Weak'.
- 3.4 Of the **separate** evaluations given to Urafirth Primary School nursery class, all areas were evaluated as 'Good'.
- 3.5 Scalloway Playgroup was given formal evaluations in five areas. Of these, all were evaluated as: 'Very Good'. These ratings mean that the report overall counts as a "positive inspection report" for the purposes of the targets for Education under the National Performance Framework.
- 3.6 Blydehaven Nursery was given formal evaluations in five areas. Of these, four were evaluated as: 'Excellent' and one as: 'Very Good'. These ratings mean that the report overall counts as a "positive inspection report" for the purposes of the targets for Education under the National Performance Framework.

4 Proposals

- 4.1 It is proposed that Members note the particular strengths and areas for improvement identified in the respective reports as follows:
 - 4.1.1 **Particular Strengths of Urafirth Primary School and Nursery Class:**
 - Polite, confident children who are proud of their school and keen to learn
 - The caring and supportive environment for learning in the school and nursery class
 - Staff interaction with children, particularly in the nursery class
 - The acting headteacher's success in building positive relationships with children, parents and staff
 - 4.1.2 **Areas for improvement in Urafirth Primary School and Nursery Class:**
 - Improve children's attainment in writing and mathematics
 - Develop the curriculum further and ensure that children continue to be more actively involved in their learning

- Ensure suitable progress in the primary class by providing more challenging tasks that meet children's learning needs at all times.
 - Use self-evaluation to improve the quality of children's learning and attainment
- 4.1.3 Inspectors will carry out a follow-through inspection within one year of the publication of the report and they will report to parents on the improvements made
- 4.1.4 **Particular Strengths of Scalloway Playgroup:**
- Children who are enthusiastic and motivated in their learning.
 - Quality of staff interaction with children in supporting their learning.
 - Playgroup's partnership with other provision in the community.
 - Leadership of the playgroup manager and effective teamwork of staff.
- 4.1.5 **Areas for improvement in Scalloway Playgroup:**
- Plan and develop the outdoor environment involving children and parents.
 - Continue to revise the curriculum in line with local and national guidance.
- 4.1.6 The quality of education provided by the playgroup is so good that inspectors will make no further visits in connection with this inspection.
- 4.1.7 **Particular Strengths of Blydehaven Nursery:**
- Children who are highly motivated, enthusiastic and successful in their learning.
 - Positive partnership with parents
 - Staff's teamwork in providing challenging and quality learning experiences for children.
 - Leadership of the manager.
- 4.1.8 **Areas for improvement in Blydehaven Nursery:**
- Continue to develop the outdoor area to provide children with further opportunities to investigate and explore their environment.
- 4.1.9 The quality of education provided at Blydehaven is of a very high quality. Inspectors disengaged at an early stage during the inspection week, and will make no further visits in relation to this inspection.

5. Financial Implications

- 5.1 There are no financial implications arising from this report. The costs of addressing any areas for improvement will be addressed through budget allocated to the Schools Service.

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.

7. Recommendation

- 7.1 I recommend that the Services Committee note the contents of the reports by HM Inspectors of Education on Urafirth Primary School and nursery class, Scalloway Playgroup and Blydehaven Nursery.

February 2010

Our Ref: HB/AE/SM

Report No: ED-01-F



REPORT

To: Services Committee

4 February 2010

From: Executive Director - Education and Social Care

Service Performance of Funded Organisations for financial year 2008/09

1. Introduction

- 1.1 The purpose of this report is to update Members with information regarding the various services that were funded by the Council's Education and Social Care Department during financial year 2008/09.

2. Links to the Corporate Plan

- 2.1 This report supports the Council's corporate objectives in terms of organising its business efficiently and effectively.

3. Risk Management

- 3.1 There are no significant risks associated with the recommendations in this report. The performance framework provides reassurance that the services are being delivered to an appropriate level and quality and secure value for money for the community.

4. Background

- 4.1 The Council has a legal duty to secure "best value" in how it chooses to deliver services. In essence, this is an assessment that the method of delivery (in house, in partnership, by private sector or by voluntary organisations) is appropriate in terms of quality, price, equality and community aspirations.
- 4.2 At a meeting of the Shetland Islands Council on 13 September 2006 (Min Ref: SIC 132/06) the Council signed up to apply the principles of the "Following the Public Pound" where it is required to be explicit about the services it wishes to provide and how it will monitor performance and costs, where the Council elects to out source services.

- 4.3 In terms of the “Following the Public Pound”, Service Managers are, therefore, required to determine the most appropriate method for commissioning such services in the community. This requires a business case assessment to be carried out and agreed prior to considering the options that can include: direct employment, a tendering exercise or grant funding a voluntary or community organisation
- 4.4 The circumstances under which it makes sense for the Council, not to deliver the services directly in-house is where, either: -
- It is cheaper to do so (and where wage levels are comparable, this can only be achieved through having more efficient management systems or securing funding from sources out with Shetland); or
 - The service can be done better (in the sense that the voluntary sector may be able to provide more flexible and innovative solutions out with a formal statutory agency setting and often with volunteer support).
- 4.5 Recent Best Value guidance on Community Care has encouraged the Council to work in partnership with voluntary and community organisations to help develop their skills and expertise. Practically, this has resulted in moving towards putting in place Service Level Agreements with a range of organisations, with 3 or 4-year funding arrangements. This was seen to be beneficial to both parties, building a long-term working relationship.
- 4.6 At a meeting of the Services Committee on 1 May 2008 reports entitled “A Standardised Approach to Service Level Agreements” (Min Ref: SC 37/08) and “System for Applying EU Procurement Regulations to the Purchase of services from the voluntary sector” (Min Ref: SC 39/08) were considered and approved. These decisions ensured that services commissioned by the Education and Social Care Department will use the same Service Level Agreement framework, and will comply with the EU procurement regime for the procurement of goods and services.
- 4.7 For the voluntary organisations detailed in this report, therefore, there is an understanding that providing funding to those voluntary organisations is the best method at the moment for delivering that range of services to the local community.

5. Present Position

- 5.1 The Education and Social Care Department had 13 Service Level Agreements in place for financial year 2008/09. Voluntary sector Service Providers received funding totalling £1,844,320 as detailed in Table 1 below from the following service areas:

- Children’s Services
- Community Care

- Culture
- Sport and Leisure

Table 1

Organisation / Service	Amount funded in 2008/09
Citizens Advice Bureau (Restorative Justice Service)	£10,200.00
Shetland Women's Aid (Children & Young People's Worker)	£19,808.00
Shetland Youth Information Service (Children's Rights Service)	£41,587.00
Advocacy Shetland (Independent Advocacy Services)	£32,805.00
Citizens Advice Bureau (Direct Payments Service)	£5,000.00
Community Alcohol and Drugs Service (Core services)	£261,200.00
C.O.P.E. Ltd (Support Worker Service)	£21,848.00
Crossreach (Walter and Joan Gray, Day Care Service)	£180,130.00
Crossroads Care Attendant Scheme (Respite Care)	£45,138.00
Moving On Employment Project (Supported Employment)	£60,937.00
W.R.V.S. (Emergency Support Services)	£1,998.00
Shetland Amenity Trust (Museum and Archive Services)	£1,121,669
Shetland Golf Club (Course and Golf Development)	£42,000.00
TOTAL FUNDING	£1,844,320

- 5.2 Officers within the Education and Social Care Department continue to work closely with Service Providers in order to develop and improve the content of service performance reports provided to the Council. This task is an ongoing "work-in-progress." However work in recent years has resulted in Service Providers becoming more specific about the services that they are providing to the community for the funding provided.
- 5.3 Where possible, Council officers have tried to use data that the Service Providers already provide to their own Boards, in order to avoid duplication and minimise the quantity of paper being used.
- 5.4 Members should note that Shetland Youth Information Service ceased delivering the Children's Rights Service as at March 2009. This service was temporarily delivered by the Council during the summer months whilst the contract was tendered. Shetland Islands Citizens

Advice Bureau is now delivering the Children's Rights Service having been awarded the contract.

- 5.5 A number of Service Level Agreements that were due to expire in March 2009 have been extended in line with the Council's Commissioning Strategy procedures.
- 5.6 All service reports for financial year 2008/09 have been submitted by the organisations concerned and are attached in Appendix A. The Service Level Agreements, which organisations sign up to prior to any monies being released, detail the agreed service targets and the monitoring requirements. Generally information is received on a quarterly basis, both in terms of service performance and financial reports.
- 5.7 This Service Performance report should be presented to Elected Members annually in the autumn.

6. Progress Report – 2008/09

6.1 Children's Services

- 6.1.1 **Citizens Advice Bureau (Restorative Justice Service)** – established service receiving regular referrals from the Reporter to Children's Panel. The service is working hard with young offenders to reduce anti social behaviour and make positive choices in life.
- 6.1.2 **Shetland Women's Aid (Children and Young People Support Worker)** - service usage levels remain constant with clients supported from all over Shetland. Information sessions delivered to young people in schools on a range of topics including bullying and drug/alcohol services.
- 6.1.3 **Shetland Youth Information Service (Children's Rights Service)** – elected to run down the Agreement at March 2009 and not extend it. Children's Rights Service is now managed and delivered by Citizens Advice Bureau.

6.2 Community Care

- 6.2.1 **Advocacy Shetland (Independent Advocacy Services)** – case numbers are up from 2007/08 as service shows a steady increase in usage levels. Promotion and awareness of services has been increased, thus leading to growth in client numbers.
- 6.2.2 **Citizens Advice Bureau (Direct Payments Service)** – general enquires and contacts have increased, but the demand for service remains low.

- 6.2.3 **Community Alcohol and Drugs Service (Core services)** – service levels continue to increase with a number of service targets exceeded. The Council and NHS Shetland are developing a new joint Service Level Agreement for 2009/10.
- 6.2.4 **C.O.P.E. Ltd (Support Worker Service)** – service continues to operate at full capacity. Funding has been increased in 2009/10, which should lead to more placement opportunities for clients with complex needs.
- 6.2.5 **Crossreach (Walter and Joan Gray, Day Care Service)** – established service that continues to offer a varied programme of stimulating activities to elderly people. Services should be reviewed in 2009/10 with a view to possibly developing a longer term Service Level Agreement.
- 6.2.6 **Crossroads Care Attendant Scheme (Respite Care)** – service levels remain fairly constant and well received by Service Users. However Crossroads continues to experience recruitment difficulties in certain locations; particularly in the South Mainland.
- 6.2.7 **Moving On Employment Project (Supported Employment)** – significant external funding secured has allowed the service to grow and expand into new areas. The Job Crew service in particular is proving to be very successful, with its Employers Database increasing significantly.
- 6.2.8 **W.R.V.S. (Emergency Support Services)** – a committed pool of volunteers has been fully trained and are ready to respond to local incidents. No call outs received during past year.

6.3 Culture

- 6.3.1 **Shetland Amenity Trust (Museum and Archive Services)** – the service continues to be very busy with 83,825 visitors into the building during 2008/09. The highlight last year was the return of the St. Ninian's Isle Treasure on loan.

6.4 Sport and Leisure

- 6.4.1 **Shetland Golf Club (Course and Golf Development)** – course development and presentation continues to improve with overall membership numbers slightly up on previous years, particularly with the junior membership.

7. Financial Implications

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

8. Policy and Delegated Authority

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

9. Conclusions

- 9.1 Overall the quality and quantity of service performance information produced by the organisations continues to steadily improve. However officers will continue to work with the Service Providers to further develop and improve the monitoring data provided.
- 9.2 The data now being received enables officers to make better assessments in terms of value for money and level of service being delivered. The process also compliments the requirements of "Following the Public Pound" and is part of the department's objective of improving and developing monitoring systems.
- 9.3 In terms of performance there are no major issues of concern with regards service delivery. However, several organisations have gone through significant change in recent years and this will require a period of time to settle down in order to see their results significantly improve.
- 9.4 It should be noted that by out sourcing services to the voluntary sector, a considerable "in kind" contribution is generated by organisations through volunteers who perform a valuable service and offer a wide range of skills and expertise for free. This represents good value for money for the Council.

10. Recommendations

- 10.1 I recommend that Services Committee note the report.

Appendix A

Purpose

This Appendix sets out the purpose of most of the organisations for which funding was provided by Shetland Islands Council for financial year 2008/09. It details the key targets that were agreed for the funding provided and compares actual performance against that, for the 12-month period to March 2009.

The Appendix is presented by service area:

- Children's Service
- Community Care
- Culture
- Sport and Leisure

Appendix A

Children's Services

Organisation:**Citizens Advice Bureau – Restorative Justice Project****Purpose:**

To provide an independent Restorative Justice service for young offenders. This mediation service brings together persons responsible and persons harmed to resolve issues following an incident.

Key Targets for 2008/09	Actual service delivery
Number of case referrals (30)	13 referrals received during year. 12 from the Reporter, 1 from Social Work. No. of persons responsible contacted = 13 No. of persons harmed contacted = 9 8 persons responsible successfully completed the process, 3 failed to engage after initially agreeing to take part and 2 other did not attend.
Provision of restorative justice training / awareness to relevant agencies (1)	Delivered two one day courses to multi agency attendees entitled "Working Restoratively"
Volunteer contribution (100 hours)	69 volunteer hours worked

Organisation:**Shetland Women's Aid – Children and Young People's Support Worker****Purpose:**

To provide a Children and Young People's Support worker to undertake a range of duties including specific responsibility for intervention with children and young people affected by domestic abuse.

Key Targets for 2008/09	Actual service delivery
Therapeutic sessions for domestic abuse victims for 1-2-1 and family sessions (20 per week)	Average of 6 sessions provided per week. 308 therapeutic sessions delivered during the year in total.
Appropriate group sessions throughout Shetland per annum (20 per year)	10 group sessions held in a number of schools. Sessions included topics such as bullying,
Number of children in refuge	4 children used the refuge during 2008/09
Satisfaction survey	All young people leaving service were asked to complete a satisfaction survey. Results from this survey proved to be very positive.
Partnership working	<p>The Care Commission report was extremely positive and showed that the service was meeting its objectives and supporting a wide range of young people and children throughout Shetland.</p> <p>A range of partnership working has been completed. Awareness raising sessions and focus groups have been delivered to schools, community groups and statutory partners around Shetland</p>

Organisation:**Shetland Youth Information Service – Children's Rights Service****Purpose:**

To provide a Children's Rights Service to undertake a range of duties including informing children and young people of their rights and responsibilities and responding to children's rights issues raised by children, young people and other stakeholders.

Key Targets for 2008/09	Actual service delivery
Information and advice to children and young people (150)	21 clients assisted during 2008/09 with 64 significant contacts. The service has also delivered presentations to 257 secondary school pupils and during drop in sessions to at Brae, Sandwick, Scalloway, Mid Yell and the Anderson High School. Issues and advice include mental health, finances, addictions, housing, lifeskills, employment, relationships, education and bullying.
Advocacy and representation at statutory, children's hearings and other review meetings (15)	The Children's Rights Service (CRS) has accompanied clients to: <ul style="list-style-type: none">• 1 interview with Procurator Fiscal• 1 court appearance• 2 child protection statement to the Police.
Visits to children and young people place in foster care, residential or secure accommodation (20)	4 visits made during the year
Representing children and young people's rights at strategic and operational groups/forums (5)	The CRS has met with a range of statutory agencies and voluntary organisations locally re operational matters.

Community Care

Organisation:
Advocacy Shetland

Purpose:

To provide a range of independent advocacy services.

Key Targets for 2008/09	Actual service delivery
Generic advocacy services for service users (150)	80 clients
Generic advocacy services for unpaid/family carers (100)	24 clients
Specialist advocacy services for people with a mental health issue (100)	21 clients
Instances of detention (40)	There were no instances of detention during the year.
Tribunals/Reviews (10)	2 reviews carried out – positive outcomes for both clients

Organisation:
Citizens Advice Bureau – Direct Payments Service

Purpose:

To provide a Direct Payment Support Service for people who have opted for Direct Payments as an alternative to services arranged by Shetland Islands Council.

Key Targets for 2008/09	Actual service delivery
Support for Direct Payments recipients (25)	15 enquiries received during year, 2 of which resulted in direct payment packages being set up.
Publicity and information	A range of service promotion was undertaken including CAB's attendance at local events such as agricultural shows and Carers Rights Day.
Training for service users	Training information and packs have been developed and are available to service users. CAB staff delivers training as and when requested by service users, their carers and others involved in the care service provision. CAB also take every opportunity to deliver Direct Payment

	information to a variety of disability groups e.g. WRVS, Carers Groups, MS Open Day
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Organisation:

Community Alcohol and Drugs Service Shetland – Aftercare and Resettlement Service

Purpose:

To provide a Substance Misuse Aftercare and Resettlement Transition service (SMARTs) to undertake a range of duties including aftercare service, resettlement service, provision of a support group, care co-ordination service and alternative therapies to support problem drug and alcohol users.

Key Targets for 2008/09	Actual service delivery
Increase number of individuals keying into SMARTS by 10% (56)	SMARTs currently has 65 individuals using their services. 24 of these remain in contact with services from the previous reporting period and 37 of these are new contacts in this reporting period (e.g., since April 2007).
Increase number of contacts to SMARTS by 10% (1,920)	There have been 1385 client contacts and 1721 professional contacts to SMARTs in 07/08. CADSS are clearly having more professional contacts than previously, which is likely to be an indication of complex client need and ever increasing confidence in A&R services.
Newly or soon to be “clean” and/or “dry” clients assessed and offered Aftercare and Resettlement Services (35)	SMARTs has seen 37 newly ‘clean and/or ‘dry’ clients to its services in 07/08.
Service users remaining drug and/or alcohol free 6 months after referral and acceptance to SMARTS (42)	SMARTs currently has 22 clients who remain drug and/or alcohol free 6 months after initial contact to SMARTs.
Service users maintaining or attaining training / employment / education (18)	SMARTs have worked with 19 clients who continue to be in training/employment/education.
Rehab / detox assessments completed (14)	SMARTs has completed initial assessment with 14 clients who were referred for Residential treatment assessment. 6 people completed the assessment process in 07/08.
Problem drugs users undertaking and completing rehab (3)	1 problem drug user has completed residential rehabilitation.
Problem alcohol users undertaking and completing detox / rehab (3)	3 (ex) problem drinkers have completed Residential Rehabilitation and are keyed into Aftercare services.

	There are currently 3 people in residential treatment 2 alcohol users and one poly drug user. These clients will return to aftercare in the next financial year.
Maintain client "drop off" rate (up to 18%)	Current drop-off rate is 7.7%

Organisation:
COPE Ltd – Support Worker

Purpose:

To provide a Support worker service on a full time basis offering dedicated support to COPE participants with more complex needs in a supportive business environment.

Key Targets for 2008/09	Actual service delivery
Support for COPE participants with complex disabilities and/or challenging behaviour (4)	4 participants with complex disabilities supported throughout the year.
A range of stimulating activities to promote client's independence, health and well being	Participants are involved in three of the company's departments: Weighing and Packing department The Craft Project Shetland Soap Company Participants continue to be involved in a range of tasks across these departments including weighing, labelling, making greetings cards, key rings and bracelets, pricing and making up gifts.

Organisation:
Crossroads Care Attendant (Shetland) Scheme

Purpose:

To provide a respite service for carers following an assessment of need in accordance with the Single Shared Assessment (SSA) Joint Procedure for Community Care.

Key Targets for 2008/09	Actual service delivery
Provide a respite service to carers of adults with learning, sensory and physical disabilities (60)	18
Provide a respite service to carers of adults with mental health problems including dementia (20)	27
Provide a respite service to carers of children with learning and physical disabilities (20)	0
	In total 91 clients received a service from Crossroads in 2008/09. 4 clients were

Provide approximately 550 care hours per month	<p>palliative care, with 40 clients frail/elderly.</p> <p>Average of 795 hours per month</p> <p>Crossroads cater for clients from all over Shetland.</p>
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Organisation:
Moving On Employment Project

Purpose:

To provide supported employment opportunities for adults with physical, sensory or learning disabilities and/or mental health problems.

Key Targets for 2008/09	Actual service delivery
Support clients with complex cases (20)	67
Support clients with less complex cases (50)	25
Build up closer links with local partners in the development of supported employment opportunities	<p>36 clients left Moving On during this period and 33 went on to secure full time or part time employment, training or volunteering work</p> <p>Moving On Employment Project (MOEP) have participated in various local forum groups, presentations and health related events, and have actively been raising its profile through local media features, display boards and leaflets.</p> <p>MOEP held its third Employers Event in March 2009. This event was attended by 30 local employers and is expected to generate a number of new work placements for MOEP clients.</p> <p>MOEP again received very positive results in its service evaluation from clients and stakeholders. 93% of clients were satisfied with service provided and 92% of employers said they would use service again.</p>
Take positive steps to explore, develop and implement new services	<p>MOEP job crew service continues to thrive and was fully booked throughout 2008/09. Projects included eco schools in Tingwall and Baltasound Primary Schools, beach cleaning at St Ninians Isle, improvements to 3 community halls and grass cutting for Hjaltland Housing Association in Sandness.</p> <p>90% of the clients working in job crews felt</p>

Volunteer contribution (720 hours)	<p>their skills had improved and feel more part of the community. 63% of clients noted an improvement in their health.</p> <p>MOEP created its "Top Tips" book and sold over 500 copies, generating income for the organisation. MOEP were also shortlisted for a national Scottish Charity Award (Third Force News).</p> <p>634 volunteers hours worked</p>
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Organisation:

Crossreach – Walter and Joan Gray Day Care Service

Purpose:

To provide day care facilities for older people in the Scalloway area.

Key Targets for 2008/09	Actual service delivery
Day care places for 5 days per week (10)	10 day care places available 5 days per week
Optimum use of day care provision (95% occupancy levels)	Occupancy levels were 84% (Fridays tended to have a lower take up on places which affected the overall occupancy levels)
Daily transport and meals service	Most clients are collected and put home each day and all day care participants are provided with a meals service
Provide a range of stimulating activities	Day care clients receive a varied programme of activities and entertainment including craftwork, outings, walks, baking, knitting, basket weaving, chair exercises, board games, general knowledge quizzes, bingo, jigsaws and reminiscing
Undertake an annual satisfaction survey with its users	Annual survey of service users successfully completed and the results were very positive

Organisation:

W.R.V.S. – Emergency Services

Purpose:

To provide an Emergency Service to undertake a range of duties including the provision of support and assistance to Shetland Islands Council and local emergency services in the event of an emergency situation in the Shetland area.

Key Targets for 2008/09	Actual service delivery
100% response rate to all emergency	There were no emergency situations to

<p>situations in the Shetland area</p> <p>Provide training exercises (2 per year)</p>	<p>attend during 2008/09.</p> <p>The local team of volunteers have taken part in two large exercises and completed 3 training sessions during the year. WRVS are written into Local Plan and attend various workshops and update meetings.</p> <p>The WRVS has 13 trained and committed volunteers in place who are ready to respond to an emergency situation in Shetland.</p> <p>Recruitment of new volunteers is ongoing.</p>
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Culture

Organisation:

Shetland Amenity Trust – Museum and Archive service

Purpose:

To provide a museum and archive service in Shetland.

Shetland Museum and Archives have had 83,825 visitors during year 2008/09.

Museum curators have been busy dealing with new donations and many enquiries, and the Archives staff has welcomed over 1,300 researchers to the Archives Searchroom.

Key Targets 2008/09	Actual Service Delivery
<p>Collections</p> <p>Ongoing repacking and storage of Museum collections in store: trays and racks</p> <p>Continue restoration of LOKI and assess funding for BRENDA</p> <p>Scottish Significance Scheme – prepare and apply</p> <p>Continue with transfer of paper items to Archives</p> <p>Access photo archive and produce plan for update</p> <p>Undertake conversation survey of Archives collections, with National Archives of Scotland</p> <p>Develop, and begin to implement, long term conservation programme</p> <p>To continue with Archives stock take</p> <p>To liaise with Shetland library concerning transfer of Reid Tait collection to the Archives</p>	<p>New shelving has been acquired for archaeology; repacking has commenced.</p> <p>Restoration of LOKI has begun. Work will continue over winter of 2009/10. BRENDA project is on hold at present.</p> <p>Contacts with external academics have been received. Application due for submission in 2010.</p> <p>Work on transfer is ongoing.</p> <p>Funding to be sought for large collections.</p> <p>National Archives are rolling out a scheme across Scotland</p> <p>Work has begun and is progressing.</p> <p>Stock take is at an advanced stage. Help being provided by volunteers.</p> <p>Goudie collection has been transferred. First Reid Tait items are now arriving.</p>

<p>Exhibitions Update permanent and temporary displays. Market these opportunities to a wide audience</p> <p>Arrange Gunnister exhibition and conference</p> <p>Investigate and develop partnered exhibitions and events</p> <p>Plan day conference on DNA</p> <p>Plan and prepare for Gunnister Man loan in 2009</p> <p>Research for Hamefaring exhibition on emigration from Shetland</p>	<p>Work is ongoing but not yet complete.</p> <p>Gunnister Man conference to take place in September 2009.</p> <p>Partnership agreement in place with National Museums of Scotland. Future loans of Shetland materials are planned.</p> <p>Conference has been booked for May 2010.</p> <p>This project is scheduled for September 2009. Loan process is moving forward, and replicas have been commissioned as part of the displays.</p> <p>Work has commenced on this project and is progressing. Exhibition will be staged during 2010.</p>
<p>Lifelong Learning Develop a range of formal learning opportunities for primary to secondary children</p> <p>Develop a range of informal learning opportunities for different audiences</p> <p>Plan events and exhibitions to tie in with local and national events e.g. Johnsmas Foy, Big Draw, 500 years of Scottish Printing</p> <p>Continue to develop the outreach service e.g. new discovery boxes</p> <p>Develop a series of publications on aspects of Shetland's culture beginning with guide book, develop a series of theme guides</p> <p>Appoint Learning Assistant</p> <p>Arrange St. Ninian's Isle Treasure conference, July 2008</p> <p>Prepare volume of Shetland Documents 1612-1637.</p>	<p>New visits have taken place on Christianity, toys and St Ninian's Isle all completed.</p> <p>The winter events programme has been successfully completed. Staff are working on developing activities for Spring 2009. The Family trail and other activities have been launched during the year.</p> <p>The Printing exhibition, Big Draw Event and Johnsmas Foy activities have all be successfully completed. Planning for further partnerships is ongoing.</p> <p>Work with this project is ongoing. Schools outreach visits are booked for winter 2008.</p> <p>The guidebook has been successfully completed and is now on sale. Memorial lecture publication is pending.</p> <p>Recruitment completed and new employee is in post.</p> <p>The conference was successfully completed and proved to be a very popular attraction.</p> <p>This project is almost complete; publication</p>

	due in 2009.
<p>Heritage Hub and Community Museums Ongoing consultation with community heritage groups providing help and advice</p> <p>Support applications for accreditation and improvements of standard of interpretation, collections management</p> <p>Install, evaluate and update community museums case at Sumburgh</p> <p>Work with Shetland Heritage Association to develop and improve heritage hub links between Shetland Museum And Archives hub and Community Museum spokes</p>	<p>Advice and practical assistance ongoing to local heritage groups, e.g. in displays and cataloguing.</p> <p>Community Museum Officer is conducting site visits and delivering workshops.</p> <p>Research for a new exhibition on recycling, to be installed during June 2009.</p> <p>This initiative is ongoing.</p>
<p>Readers / Researchers Liaise with Shetland Amenity Trust staff, to investigate making other Shetland Amenity Trust databases available within the facility.</p> <p>Continue to provide long term storage for oral history material, prior to making it available in the searchroom.</p> <p>Facilities Further develop core products and improve/maintain retail products relative to museum/archive collections and Shetland's heritage</p> <p>Relate restaurant to events and activities within museum and archives</p> <p>Ensure correct operation of air handling units in media room.</p>	<p>This piece of work is currently on hold.</p> <p>Work is progressing, but still to be completed.</p> <p>Products have been procured and are now available. More products in development for next year.</p> <p>Several successful events have been held with positive results and feedback</p> <p>Commissioning is in progress. Work ongoing.</p>

REPORT

To: **Services Committee**

4 February 2010

From: **Head of Community Care**

Report No: SC-02-10-F
Community Health & Care Partnership (CHCP) Update Report

1. Introduction

- 1.1 This report presents an update on progress made with CHCP development priorities for 2009/10 and identifies areas that are a cause for concern.
- 1.2 Members of the CHP Committee, SIC Services Committee and Shetland NHS Board are asked to note the contents of the report and make comments if they so wish.

2. Links to Corporate Priorities and Risks

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

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

- 2.4 The major risks associated with the work of the CHP are set out in the CHP Risk Register, which is attached as Appendix 1. There are no specific risks arising directly from the proposals in this report.

3. **Background**

- 3.1 The Community Health and Care Partnership Agreement 2009 – 2012 was approved by Shetland NHS Board in June 2009 and by the Services Committee in May 2009 (Min. Ref. SC 41/09.)
- 3.2 The CHCP Agreement sets out the funding and management arrangements that underpin the joint community health and care services in Shetland and the service plans for the next three years.
- 3.3 The CHCP Agreement 2009-2012 identifies service development priorities for 2009/10.
- 3.4 This report presents an update on progress made on the CHCP service development priorities at Appendix 2.
- 3.5 Work is on-going at a national level to simplify statutory performance monitoring mechanisms. Key performance indicators are now reflected in Shetland's Single Outcome Agreement. Progress against the key performance indicators after the first six months of 2009/2010 are included in the six-month performance monitoring report presented to elected Members of the Council on 9 November 2009. This is included below at Appendix 3.
- 3.6 The Performance Monitoring Report shows zero discharges from hospital delayed by more than six weeks. This is in line with national guidance for reporting on delayed discharges and does not include those coded 71X in the Shetland context, this code is used for patients waiting for a residential care placement in Shetland. Currently there are 11 people coded 71X, 7 of whom have been waiting in hospital for over six months.
- 3.7 One of the main challenges facing health and care services locally continues to be the difficulty in recruiting staff in sufficient numbers to support increasing levels of need.

- 3.8 In 2009 a new traineeship scheme for Social Care Workers was introduced, working in collaboration with Shetland College.

4. Proposals

- 4.1 Members are asked to note the information presented in Appendix 2.

- 4.2 The priority targets continue to be:

- 4.2.1 to maintain the position of zero discharges from hospital delayed by more than six weeks; and
- 4.2.2 to support increasing numbers of older people in their own homes in the community as far as possible. This included developing community based interim placements to facilitate early discharge from hospital.

- 4.3 Work to achieve the priority targets is being taken forward through the Interim Placement Services Review Project. There are five sub-projects working in parallel. An update on the IPS Review Project was presented to the CHP Committee on 28 January 2010 and a copy is included at Appendix 4 for information.

- 4.4 The concentration of effort on the IPS Review Project has meant that progress in the following areas has been slow:-
- Joint Respite Strategy
 - Proposals for the better integration of Children's Services into the work of the Community Health Care Partnership.

5. Financial Implications

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

6. Policy and Delegated Authority - SIC¹

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

¹ For Shetland Islands Council Services Committee only

7. Conclusions

- 7.1 The Council and NHS Shetland continue to work well together to deliver a range of high quality community health and care services.
- 7.2 The priority targets for the CHCP are to maintain the position of zero discharges from hospital delayed over six weeks and to maintain increasing numbers of older people in their own homes.
- 7.3 The main focus for staff in the current year has been on the work streams of the Interim Placement Services Review.
- 7.4 Progress has been steady and the project is due to finish at the end of March 2010.

8. Recommendations

I recommend that Members of SIC Services Committee,

- i. note the information presented in this report and its appendices;
- ii. note that the information will also be presented to Shetland NHS Board in March; and
- iii. comment if they so wish.

Date: 26 January 2010
Ref: CF'AN'SC'02'10

Report. No. SC-02-10-F

CHP Risk Register January 2010

Date	Risk Description	Residual 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 2009-10. The national Joint Improvement Team has visited Shetland and provided £30,000 to support further work on discharges locally. Construction work has started on a temporary based care home at Montfield. A Review of Interim Placement Services including the	Medium	CEO	Board	01/12/09

28 January 2010

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

DN: Director of Nursing
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* Staff should also refer to their departmental risk registers for details of risks relating to their services.

			<p>IPU at Montfield has been commissioned by the Board and the Council with the expressed aim of achieving a trajectory of discharges from hospital that will mean no delayed discharges by April 2010 and the IPU will be rendered obsolete in its current form.</p> <p>Progress against the objectives of the review is steady and on target.</p>				
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</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</p>	Medium	DN	CHCP	01/12/09

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	island of Foula (538)		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 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. A review of all strands of OOHs services across the CHP will be facilitated by the Executive Director	High	DCS/CHP	CHCP	01/12/09

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			of Education & Social Care				
06/08/08	Public Partnership Forum (PPF) not entirely in place to support public involvement in developing new services and improving health services. (542)	Medium 01/07/09	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.	Low	DN/CHP		01/12/09
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&SC	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&SC	CHP/ SIC Services Committee	30/09/09

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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	01/07/2010
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. To be reviewed in light of guidance due to be issued by 'jit' in February 2010.	Medium	DCS/ EDEd&S C	CHP/ SIC Services Committee	01/07/2010

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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	01/12/09
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 Clinical Services have developed a balanced scorecard of performance measures drawing on HEAT targets, other national targets and local outcome measures. This is reviewed routinely by the Clinical Services Management Team. Community Care Outcomes Framework is being	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/10

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			implemented. Progress against the CHCP action plan is reported quarterly to Committee				
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. New traineeship scheme in Community Care has been launched in collaboration with Shetland College	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/07/10
12/11/08	Inadequate management information - budgetary - operational to allow good performance monitoring and service planning. Inequalities, diverse formats of data unavailable	Medium 01/07/09	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	Medium	DCS/ EDED&S C	CHP/ SIC Services Committee	01/01/10

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			development and enhance performance management data and systems available for Long Term Conditions and Mental Health services.				
12/11/08	Resource requirements for future plans exceed available resources: - human - revenue and capital programmes.	High 01/07/09	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. Update required	High	DCS/ EDED&S C	CHP/ SIC Services Committee	01/10/09
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
25/08/09	Unmet needs - Failure to record unmet needs leading to poor service planning and development. - Failure to meet needs of patients/clients in a timely manner.	Not set	Recording unmet needs consistently and reporting aggregate needs to inform service planning is an objective of the SSA LEAN Redesign project	High	HCC	CHP / SIC Services Committee s	01/01/10

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Shetland Islands Council

20/11/09	Critical pressure on staff and other resources due to an emergency situation or flu pandemic.	Not set	Business continuity plans in place for community health & care services. Hospital evacuation plan included in NHS Shetland Major Emergency procedure	High	DCS/Ed & SC	SIC Services Committee; NHS Board	01/06/10
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28 January 2010

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Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
1. To maintain the position of zero discharges from hospital delayed by more than six weeks	DCS	<ul style="list-style-type: none"> •To implement actions in the Discharge Action Plan. •To continue to explore innovative solutions. •To reduce <u>all</u> delayed discharges to zero by 1 April 2010 	1 April 2010	No one is inappropriately placed in hospital	Shetland NHS Board and the Council have commissioned a review of Interim Placement Services that will drive forward work required, supported by JIT. Progress to date has been steady. Detailed update reports are available separately
2. 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	DCS	<ul style="list-style-type: none"> •To co-ordinate and drive forward work in the Discharge Action Plan, linked to 1 above. 	Dec 2009	No one is inappropriately placed in hospital	Shetland NHS Board and the Council have commissioned a review of Interim Placement Services that will drive forward work required, supported by JIT.

TBA: To be advised

1
29/01/2010

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
3. 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;	H of CC	<ul style="list-style-type: none"> •To continue to develop flexible, responsive care at home services across Shetland. •To promote self-care and self-managed care. •To develop anticipatory care programmes linked to the work of the Long Term Conditions Collaborative. 	On-going Dec 2009	Better outcomes for patients. Reduction in emergency admissions to hospital and inappropriate admissions to hospital and residential care.	Long Term conditions and Anticipatory Care is a key strand in the Interim Placement Services Review Support from JIT will provide links with partnerships successfully using new care models in other parts of Scotland.
4. To complete the detailed design work for replacement facilities for Viewforth and Isleshavn	SM Community Care Resources (Wolfgang Weis)	<ul style="list-style-type: none"> •To complete the detailed design work and costings for options identified and present to SIC for inclusion in the capital programme 	Sept 2009	To increase capacity and meet national care standards	Full Council approved the report and recommendations for the re-development of the current Mid Yell High School into a Residential Care Centre with Extra Care Housing provision on site. Work on developing more detailed plans are on-going according to the approved recommendations.
5. To complete the construction of a temporary-based care home at Montfield	H of CC	<ul style="list-style-type: none"> •To complete the construction phase •To develop the services that will operate from Montfield 	May 2010	To reduce the number of people waiting for residential care	Construction work has started and progress is in line with the project plan.

TBA: To be advised

2
29/01/2010

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
6. 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	H of CC	<ul style="list-style-type: none"> •To establish the reporting structures that link PPF & CHP governance arrangements. •To promote the work of the LSDGs •To re-invigorate LSDGs that have been less active 	Sept 2009	To have on-going dialogue with communities on health and care issues. To develop a community led health model	A temporary Project Manager, funded from Scottish Government is working with the PFPI Steering Group, NHS100 and the Planning in Localities Steering Group (PILSG) to develop the PPF Core Group. PILSG continues to support LSDGs in a practical way. A draft Working Agreement for the PPF describing the relationship between the PPF and the CHP is being presented to the CHP Committee on 28 January, seeking approval for a wider public consultation exercise.
7. To complete a review of services for younger adults with physical disabilities including supported accommodation and services provided at Montfield Hospital	DCS	This review will be taken forward through the Interim Placement Services Review, which will look at all long stay hospital provision	Dec 2009	Plans to increase community based support for people with physical disabilities	Work is linked with 2 above.

TBA: To be advised

3
29/01/2010

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
8. To develop a Joint Respite Strategy	H of CC	Terms of Reference required. Project team to be established and project manager identified	2010	Equitable framework for respite care. More flexible responsive respite care provision	Start delayed due to lack of capacity at management level to lead this review. Expect review to start by end of 2009. Research into the background and policy drives has started
9. 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	SM Community Care Fieldwork	•To undertake a LEAN review of the SSA process	Summer 2009	Efficiency savings leading to faster access for services for patients.	A LEAN consultant has been commissioned to lead the review process. A team of staff from across the Council and NHS Shetland has been established. A Kaizen Blitz exercise was completed on 5 Sept 2009. The project is making good progress, aiming for an implementation date of 1 April 2010 for the redesigned SSA process. The new process will reflect the new eligibility criteria for Community Care Services which were implemented in October 2009.

TBA: To be advised

4
29/01/2010

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
10. To develop proposals for better integration of Children's Services in the organisation and work of the Community Health & Care Partnership	TBA	<ul style="list-style-type: none"> • Look at different models for CHP & CHCP structures and governance regarding children's services. • Present proposals for agreement to the Board and SIC 	April 2010	Better Integration of Services and seamless transition from Children's to Adult Services	Start delayed due to lack of capacity at management level to undertake this review.
11. To implement Telecare solutions to support more people at home or in extra care housing	SM OT	<ul style="list-style-type: none"> • To develop detailed proposals covering processes and criteria for Telecare solutions. • To implement Telecare solutions linked to health and community care service models 	2009/10	More people supported at home through promoting independent, self-caring solutions, supported by flexible response. Efficiency savings.	JIT have provided £128K to support Telecare in Shetland. Their work will be driven forward through the Interim Placement Services Review. A dedicated project manager has been appointed and took up post on 18 January 2010
12. To take forward the recommendations from the Sheltered Housing Review	Executive Director Education & Social Care	<ul style="list-style-type: none"> • To take forward the pilot project identified and work on implementation of solutions across Shetland based on the findings 	2009/10	More people supported at home in their own homes	Work on the pilots is in hand. Pilot regarding the provision of Extra Care Housing in Unst has started on the 11 January. 4 out of 5 properties are converted, the last property will be converted in the next few months. 3 houses for clients to move into are operational and 2 of those are occupied. There were open days

TBA: To be advised

5
29/01/2010

Objectives	Lead Responsibility	Action Required	Timescale	Desired Outcome	Progress
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					held on 28/29 Nov 2010.
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TBA: To be advised

6
29/01/2010

Performance Report

1 April – 30 September 09

Appendix 3

Service: Community Care

Financial Management (Period 6)		
Year to date budget	Year to date actual	Year to date variance
£10,711,957	£9,947,298	£764,659
Annual Budget	Projected Year End	Projected Variance
£18,902,329	£18,902,329	£0

Performance Indicators			
Description	Target YtD	Actual YtD	Actual – same point last year
Employee sickness absence rate <i>Note: 7.54% is a significant improvement on previous figures. The absence rate at the end of 2008/09 was 11.41%.</i>	<4.5%	7.54%	N/A
No. of formal customer complaints received	NA	1	3
Number of Delayed Discharges	0	0	0
Maintain % of people over 65 requiring long term care who are supported at home.	37%	42.7%	41%
Reduction in Occupational Therapy waiting list (from 116; SOA baseline) <i>Note: Some progress has been made in the last few weeks. The waiting list is currently at 103 and it is anticipated that the target will be met by the end of the year.</i>	-50%	+2%	-26%
Increase the number of Carers Assessments completed by 10% (baseline 40 per year)	22	12	19
Increase the % of Single Shared Assessments done within target.	65%	79%	70%

Service Outcomes
<p>Key Achievements</p> <p>Delayed Discharges – during 09/10 there have been no delayed discharges where someone had been waiting over 6 weeks for a care package to be put in place so that they could return home. Work is in hand through the CHP to address the issue of people delayed in hospital waiting for a place in residential care. Progress on the Interim Placement Services Review and proposals for future use of what is currently a hospital based interim placement service will be presented to Services Committee in January 2010.</p> <p>Capital Programme– Construction work on the temporary care home at Montfield is on target. Work has started on the detailed design for the OT Resource Centre. The Isleshavn detailed design work is complete. The design phase for the complex needs new</p>

build as part of the Eric Gray Redesign is being taken forward. Work has started on options for additional care places in Lerwick as part of the Long Term Care Work Plan approved by the Council. This will include replacement facilities for Viewforth.

Care at Home – we continue to provide high levels of support to people living in their own home. There are currently 112 people over 65 receiving 'intensive care' (over 10 hours) at home as an alternative to some form of residential care. This is 42.7% of all over 65's who receive long-term care and is consistently higher than the government target of 30%.

Recruitment – A new traineeship scheme for social care workers has been implemented working in partnership with Shetland College. There are currently 14 places on the scheme and trainees have work placements in a number of Community Care settings and there is one trainee in Children's Services.

A dedicated Telecare Project Manager will start in post in January funded by the Scottish Government.

Commissioning Services – New SLAs are in place with voluntary sector organisations who provide services for community care. Most SLAs are for 4 years. The CHP Commissioning Strategy approved by the Council and NHS Shetland will be reviewed in light of further guidance due to be published by the Joint Improvement Team of the Scottish Government in the New Year.

SSA LEAN project – The Single Shared Assessment has been the subject of a LEAN review. Outcomes will be to remove duplication and waste leading to shorter access times to services and the need for clients to only tell their story once.

Adult Support and Protection – The requirements of legislation have been met with new policies and procedures published and training programmes established. The ASP Committee meets regularly supported by the Adult Protection Co-ordinator.

Key Improvements to year end

To meet targets for the OT waiting list.

To complete the work on Interim Placement Services as part of the work on delayed discharges such that hospital based interim placements are no longer required.

To implement the redesigned SSA process by 1 April 2010.

To establish long term support arrangements for ASP duties.

Performance Report

1 April – 30 September 09

Appendix 3

Priority areas - 2010-11	
1.	To maintain the position of zero discharges from hospital delayed by more than six weeks, this includes reducing the numbers of people waiting in an interim placement in a hospital setting to zero; and to support increasing numbers of older people to remain in their own homes.
2.	To implement an OT stock control system and have a fully committed programme for the OT resource centre
3.	To open the temporary care home at Montfield and complete detailed design work on additional care places for Lerwick in line with the Long Term Care action plan

Efficiency savings - 2010-11	
1.	SSA redesign will achieve savings in staff time, particularly social workers and other professionals enabling the service to meet growing levels of need within existing resources.
2.	Telecare and other service developments as part of the Interim Placement Services review will support rehabilitation programmes and self care reducing the need for care services. Again, this should mean that growing levels of need can be met from within existing resources.
3.	



Report

To: CHP Committee

28 January 2010

From: Head of Community Care

**Report No: CHP 02/10
Interim Placement Services Review – Progress Report**

1. Introduction

- 1.1 This report presents a summary of the progress made against the objectives set out in the Interim Placement Services (IPS) Review Project Initiation Document (PID) Version 0.5, agreed by the IPS Review Project Board on 3 September 2009 (see Appendix 1).
- 1.2 The report concludes that providing there is no longer a requirement for an Interim Placement Unit at Montfield, proposals around the future of the facility could be taken forward through a process of public consultation during 2010.

2. Background

- 2.1 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.
- 2.2 In Shetland, patients had already been routinely offered alternative care centre places and transferred to the care centre of their choice at

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



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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.

- 2.3 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.
- 2.4 The IPU was set up in November 2004 and opened in January 2005 initially for a period up to 31 March 2006.
- 2.5 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.
- 2.6 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.
- 2.7 Interim placements off Shetland can be made available where patients would prefer this, however, this is not generally used due to the distances involved.
- 2.8 At the time that the IPU was established, it was believed that the number of people requiring an interim placement would decrease, as would length of stay and that more people would be maintained in the community either in their own homes or in care centre setting. However, the number of people delayed in hospital increased from 8 in January 2005 to 24 in April 2009 and the length of stay in the Interim Placement Unit also increased.
- 2.10 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 the Council's Services Committee and Shetland NHS Board. The ageing population, 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



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strategic direction for care services. This is reflected in the CHCP Agreement.

- 2.11 One of the agreed actions in the CHCP Agreement is to review the services provided by the Interim Placement Unit and to move the focus of the service from a hospital setting. The principles and scope of the review are set out in the PID at Appendix 1.
- 2.12 Steady progress has been made in all areas of work set out in the action plan and is summarised in this report.

3. Current Position

3.1 *Telecare*

3.1.1 Assistive technology is being used increasingly to support people at home. Examples of the type of equipment currently deployed in Shetland include:-

- **Passive infra-red pager system with vibrating pad.**
Small unit sits beside bed and detects when the person goes to get up. This triggers a device that alerts the carer who can then provide assistance. This allows the carer to sleep knowing that they will be woken if the cared for person gets up.
- **GPS tracking mobile phone** - This recently arrived (in the past week) and is being trialled to assess reliability in Shetland. See <http://www.verifyandlocate.com/> - Should be useful in promoting safety and security either for people who find mobiles difficult or who wish to remain independent. Will possibly be used for clients with dementia in a rural care centre setting and in people's own homes.
- **Door exit sensors linked to community alarm / staff pager** This can be used in care centre settings to alert when a resident with dementia leaves their room during the night so staff can provide reassurance and avoid them going outside and putting themselves at risk.

3.1.2 The Scottish Government Joint Improvement Team (jit) has provided support for local Telecare developments. This includes £125,000 and information and advice from Moira MacKenzie, National Telecare Programme Manager for jit.



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3.1.3 Some of the funding is being used to recruit a dedicated project manager for Telecare. This is for a fixed term of 2 years. Keith Simpson is due to start in this post in January 2010.

3.2 *Sheltered Housing Review*

3.2.1 The findings of the Sheltered Housing Review were reported to the Council's Services Committee on 5 February 2009 (Min. Ref. SC 05/09.)

3.2.2 The Council approved three pilot projects in different locations across Shetland to take forward the recommendations of the review. The pilots are in :

- Unst
- Scalloway and
- Lerwick

3.2.3 For the Unst extra care pilot, a number of void properties in Uyeasound have been adapted to provide a cluster of extra-care housing.

3.2.4 There are four houses available. Each property is fully adapted for people with high levels of physical needs including wheelchair users.

3.2.5 The cluster has staff on site 24 hours per day, with a fifth property providing communal spaces for the tenants and an office base.

3.2.6 Staff are working with clients and their families to identify people for whom this type of support is appropriate and 2 tenants have been identified and have moved into the properties in Unst.

3.2.7 The Scalloway pilot has been slow to get off the mark. The aim was to see if social care and housing support work programmes could be integrated to make the best use of all our resources.

3.2.8 There have been similar issues with the Lerwick pilot project and the staff and resources available to do this are being reviewed.

3.3 *Single Shared Assessment (SSA) LEAN Project*



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- 3.3.1 The SSA LEAN project is making good progress.
- 3.3.2 The LEAN team have completed the redesign of the SSA process and are now working through the implementation plan.
- 3.3.3 The LEAN team meets regularly and team members have separated out different work streams to ensure there is no loss of momentum going forward.
- 3.3.4 The final draft of the new process and of the guidelines is almost complete. A presentation is being prepared to brief stakeholders including service users, carers and staff. Quality indicators and performance monitoring systems are under review. Work on ICT systems to support the new process is in hand.
- 3.3.5 The joint improvement team will provide resources to support training, practice development and organisational development. The new process will be fully operational in April 2010.

3.4 *Long Term Conditions and Anticipatory Care*

- 3.4.1 The Long Term Conditions (LTC) Action plan is attached below at Appendix 2.
- 3.4.2 Proactive work to support people with LTCs has been shown to reduce the number of emergency admissions to hospital, particularly of older people.
- 3.4.3 This helps maintain people at home for longer and improves their quality of life.
- 3.4.4 The development of the role of a range of practitioners as case or care managers, is particularly important.
- 3.4.5 For example, nurses based in the community will increasingly take on the role of case manager for people whom they see regularly as part of an agreed health care support plan.
- 3.4.6 The new SSA process will promote a system whereby the practitioner most involved in the case will be the case manager.



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3.5 *Hospital Patients' Review*

- 3.5.1 The Hospital Patients' Review Sub-Group Action Plan is attached at Appendix 3 for information.
- 3.5.2 A critical review of each hospital patient has been undertaken. The CHCP Admissions & Discharges Group, supported by colleagues from jit, will examine the findings.
- 3.5.3 The key question for each case is, "What would it take to get this person home?"
- 3.5.4 The IPS Review set a target trajectory leading to zero delayed discharges including no one coded 71X by April 2010.

The additional Code ("71X") is 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

- 3.5.5 Numbers have steadily decreased from 24 recorded in March 2009.
- 3.5.6 The number of people delayed in hospital for more than six weeks coded 71X on 20 January 2010 was 11.
- 3.5.7 The Council has approved a prospective work plan to increase the number of long term care places in the community by 120 over the next 10 years.
- 3.5.8 The temporary based care home at Montfield will be completed by July 2010 providing 17 places.

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



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3.5.9 Work on a new care facility in Yell providing places in a development comprising 18 care centre places and 8 extra care places should see contractors on site in 2011.

3.5.10 Design work for 50 additional places in the Lerwick area has started.

3.5.11 The Council is exploring the possibility of a new 30-bedded care facility in Scalloway with a private developer.

3.6 *Montfield Hospital*

3.6.1 Interim Placement Unit (IPU)

There are currently 8 patients in the Interim Placement Unit. The number of places in the IPU was increased to 16 in 2008 however only 8 are now in use.

3.6.2 Younger Physically Disabled

Montfield used to provide 4 beds offering respite for younger physically disabled adults. These beds have not been used for many years with alternative placements being provided in the community.

3.6.3 18 beds from Ronas Ward relocated to the Gilbert Bain Hospital in 2008. The remaining 2 beds at Montfield are no longer used.

4. **Proposals**

4.1 *Intermediate Care*

4.1.1 Intermediate care is being used increasingly across Britain to facilitate hospital discharge into community settings with a clear focus on enabling people to return home.

4.1.2 Information from the national CHP Annual Conference in September is helping to shape proposals for intermediate care in Shetland.

4.1.3 Experience from the mainland shows that up to 6 weeks reablement in a community setting can significantly improve mobility and confidence in a way that is not possible in a hospital ward.



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- 4.1.4 Patients have a support plan with input from allied health professionals as appropriate to meet their assessed needs. This may include OT, physio and dietetics.
- 4.1.5 Self care is promoted and patients are able to practice their skills including undertaking normal household activities.
- 4.1.6 Springfield Chalet
During the noisiest phase of the building works to develop the care centre at Montfield Hospital, 3 patients were decanted from the IPU to Springfield.
- 4.1.7 This gave the opportunity for a reablement programme on a small scale. The results were remarkable with patients able to regain mobility and independence. One patient moved directly to a sheltered house and supported accommodation options are being actively pursued for the other two patients.
- 4.1.8 It is proposed that intermediate care facilities are developed in Lerwick to promote hospital discharge.
- 4.1.9 IPU
The IPU is a hospital ward and cannot provide intermediate care in its present form.

4.2 *Montfield Hospital*

- 4.2.1 The need for the IPU is diminishing as the IPS Review works towards the target of zero delayed discharges by 2010 and it is anticipated that the IPU will be obsolete by April 2010. If this is the case, work on proposals for the future use of this facility would be the subject of a public consultation exercise that would take place in 2010.
- 4.2.2 The other six hospital beds in Montfield (2 not used since the relocation of Ronas Ward to the Gilbert Bain Hospital and 4 that were used in the past for younger physically disabled adults), are not in use.
- 4.2.2 The temporary based care home on the ground floor of Montfield could be used in the longer term to provide intermediate care. The facilities afford opportunities for developing mobility, self care and undertaking domestic tasks



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in the communal areas including a servery, which is similar to a domestic kitchen.

5. Conclusions

- 5.1 Work to reduce all delayed discharges to zero by April 2010 is on target.
- 5.2 A comprehensive work programme to support and maintain increasing numbers of older people in the community is being taken forward through the work of the Community Health Partnership managed through the IPS Review project.
- 5.3 Intermediate care is seen as a significant gap in current provision locally.
- 5.4 The development of comprehensive intermediate care facilities at Montfield would fill the gap.

6. Recommendations

- 6.1 It is recommended that the CHP Committee:
 - 6.1.1 note the progress made in all areas of the IPS Review as presented in this report;
 - 6.1.2 note that the IPS Review Project Board is to present a further report to Shetland NHS Board regarding options for the future usage of the IPU facility at Montfield subject to public consultation; and
 - 6.1.3 comment if they so wish.

Date: 20 January 2010
Ref: CF'AN'CHP02'10

Report No: CHP 02/10



Shetland Islands Council

Project Initiation Document (PID)

Interim Placement Services Review 2009/10

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Author: Christine Ferguson	Stage :
Date : 19 August 2009	Version Number : 0.5 Page 2 of 11

1. Project Initiation Document Sign-off Form

Project Initiation Document Project Authorisation Sign Off

We accept this Project Initiation Document as superseding all previous documents and authorise the project to go ahead.

Name	Approved Date
Councillor Betty Fullerton, Shetland Islands Council	3 Sept 2009
Ian Kinniburgh, Non-Executive Member, Shetland NHS Board	
Sandra Laurenson, Chief Executive, Shetland NHS Board	
Keith Massey, Non-Executive Member, Shetland NHS Board	
Councillor Cecil Smith, Shetland Islands Council	
Hazel Sutherland, Executive Director Education & Social Care Shetland Islands Council	

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2. Project Brief

Background:	<p>The services provided locally for people with assessed care needs are governed by the Community Health and Care Partnership (CHCP) Agreement between Shetland NHS Board and Shetland Islands Council.</p> <p>The CHCP Agreement sets out the strategic direction for health and care services in the community reflecting the needs of an ageing population; the increasing demand for community care services and the emphasis on developing a range of flexible responsive care services that will support people in their own homes for as long as possible.</p> <p>The target of no-one delayed unnecessarily in a hospital setting is a key performance target locally and nationally.</p> <p>A review of the Interim Placement Unit (IPU) at Montfield Hospital is a priority for 2009/10 with the stated objective of making the IPU obsolete in its current form as part of the shift in the balance of care towards the community.</p> <p>The principles, scope, governance arrangements and membership of the Project Board for the review were agreed by Shetland NHS Board and Shetland Islands Council in May 2009.</p>
Objectives:	<p>These are taken from Report No: SC-08-09F (Board Paper 2009/28) Ref:CF'AN'SC-08-09 Date 28 April 2009 approved by SIC Services Committee on 7 May 2009 (Min Ref SC40/09) and by Shetland NHS Board on 12 May 2009 (Min Ref 2009/49).</p> <ul style="list-style-type: none"> • 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; and • To determine the financial and staffing implications of any proposed changes.
Scope	<p>The review will draw on the work being undertaken thro' a number of separate work streams set out in the Discharge Action Plan 2009-2010 which is an integral part of the CHCP Agreement 2009-2012. The Project Board will maintain an oversight of all aspects of the Discharge Action Plan 2009-2010. The Discharge Action Plan is appended below.</p> <p><u>Within Scope</u></p>

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	<ul style="list-style-type: none"> • Admission and Discharge Protocols • Continuing Healthcare Criteria • Allocation of residential care and other community based placements • Review of day hospital services at Montfield Hospital • Review of services provided for younger disabled adults including those provided at Montfield Hospital • Review of the IPU at Montfield Hospital • Long term conditions • Anticipatory care models in primary care • Generic health and care worker roles • Care/Case Management • Rapid response services and out of hours • Telecare • Rehabilitation Framework • New solutions to delayed discharges • Organisational development issues; specifically HR implications for staff teams affected by any proposals for change. <p><u>Linked Projects</u></p> <ul style="list-style-type: none"> • Single Shared Assessment; LEAN review and eSSA • Falls and Bone Health Strategy development • Sheltered Housing Review – implementation phase • Long term care review – implementation phase • Dementia Redesign – implementation phase <p><u>Outwith Scope</u></p> <ul style="list-style-type: none"> • Locality management arrangements for generic health and care services • CHP management arrangements
Business Case	<p>Benefits to the business of the Council and NHS Shetland:</p> <ul style="list-style-type: none"> • Find solutions for all patients awaiting discharge • Reduce delays in hospital • Maintain compliance with zero delayed discharges HEAT target • Reduce pressure on acute hospital beds • Speed up assessment processes • Prevent unnecessary emergency admissions to hospital

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Constraints:	<ul style="list-style-type: none"> • Tight timescale – by December 2009 to meet reporting deadlines • Requirement for approval from the Scottish Government for any change in use of the hospital services at Montfield • Budget constraints across the Council, NHS and Shetland Charitable Trust (SCT) • Demographic profile of Shetland population and remote islands localities
Customers:	<ul style="list-style-type: none"> • People with health and care needs in Shetland • Unpaid/family carers of people with care needs • Present and future users of health and care services in Shetland • NHS Shetland via the CHP • Shetland Islands Council • Third sector organisations involved in health and care services locally • Shetland Charitable Trust in their role as a major funding organisation locally for care services.
Deliverables:	<ul style="list-style-type: none"> • Achieve trajectory to zero for all delayed discharges by April 2010. This will include reducing the number of people waiting for discharge from hospital by at least 2 people per month of those currently delayed from the baseline of 24 people at 31 May 2009 • Systems that drive the delivery of flexible, responsive, integrated health and care services to support people with health and care needs at home and enable them to return home as quickly as possible following admission to hospital. • Anticipatory care programmes supported by case management thro' primary care for people with long term conditions. • Fully costed proposals for community based interim placement services that will mean there is no requirement for interim care places in a hospital setting. • Community based reablement and rehabilitation programmes for patients on discharge from hospital and at risk of hospital admission. • Cost and governance implications of the proposed solutions.
Risks:	<ul style="list-style-type: none"> • Timescales – project must be substantially complete by December 2009 • Failure to reach agreement on proposals for change • Lack of resources to complete the review both human and financial • Lack of resources to meet any additional costs associated with the preferred solutions • On-going recruitment and retention problems across the care industry • Resistance to change in frontline staff teams • Resistance to change from the community • Communication issues including lack of timely and appropriate information to facilitate change.

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Assumptions:	<ul style="list-style-type: none"> • Staff will ensure “business as usual” as the review goes forward so there will be no adverse impact on service users • Continued funding of high levels of care services locally by the Council and NHS Shetland • Increased investment in long term care by the Council and NHS Shetland to meet the growing need for services in an ageing population. • Senior managers and frontline staff will be able to dedicate time and energy to this project.
Resourcing:	<ul style="list-style-type: none"> • Project Board and Project Steering Group (see below) • Scottish Government Joint Improvement Team (JIT) • Third sector providers • Input from service users and carers
Budget:	<p>Detail Budget Sources</p> <ul style="list-style-type: none"> • Project costs will be met for the most part from within existing resources across the Council and NHS Shetland • Some additional funding has been provided by JIT:- £128K to support Telecare developments and £30K to support work across CHP service developments.

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3. Organisation and Reporting Structure

Roles and responsibilities		
NHS Shetland and Shetland Islands Council	<ul style="list-style-type: none"> To be responsible for the agreed outcomes from the review To implement the decisions of Shetland NHS Board and the Council with regard to the outcomes of the review To ensure that services continue to be provided to meet the assessed needs of patients and support family/unpaid carers as the review goes forward 	
Community Health Partnership	<ul style="list-style-type: none"> To act as a sounding board for the review To advise Shetland NHS Board and Shetland Islands Council Services Committee regarding the review 	
Project Board	<ul style="list-style-type: none"> Overall responsibility to ensure that the review is completed on time To lead on implementation of the Communication Strategy for the Review To maintain a watching brief over the Discharge Action Plan 2009-2010. 	
Members	Cecil Smith	Community Care Spokesperson, Shetland Islands Council (Project Board Chair)
	Keith Massey	Non-Exec Member Shetland NHS Board (Depute Project Board Chair)
	Ian Kinniburgh	Chair Shetland CHP Committee
	Betty Fullerton	Vice-Chair SIC Services Committee
	Sandra Laurenson	Chief Executive, NHS Shetland
	Hazel Sutherland	Executive Director Education & Social Care, Shetland Islands Council
In attendance	Simon Bokor-Ingram	Director of Clinical Services, NHS Shetland
	Christine Ferguson	Head of Community Care, Shetland Islands Council and NHS Shetland

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Project Steering Group	<ul style="list-style-type: none"> • Manage the work required to achieve the objectives of the review • Develop and support the Communication Strategy for the Review 	
Simon Bokor-Ingram Director of Clinical Services, NHS Shetland	Executive Lead	Overall responsibility for the smooth running of the review, including ensuring adequate resources are made available Chair of the Project Steering Group.
Christine Ferguson Head of Community Care, Shetland Islands Council and NHS Shetland	Project Manager	Responsible for setting up and managing the work of the Project Steering Group. Responsibility for the reporting arrangements to the Council, CHP Committee and NHS Shetland
Ken Graham	Medical Director, NHS Shetland	Responsible for ensuring proposals are consistent with medical service requirements and clinical governance arrangements across NHS Board
Nina Fraser	Nurse Director, NHS Shetland	Lead officer for Patient Focus Public Involvement. Responsible for all nursing services across Shetland.
Jim Unsworth Pauline Wilson	Consultant Physicians	Responsible for patients in hospital
Janice MacMahon	Assistant Director of Nursing (Hospital)	Responsible for Hospital Nursing Service including staff in the Interim Placement Unit at Montfield
Dave MacFarlane	CHP lead clinician	Responsible for input to the review from GPs
Lisa Sutherland	Service Manager Primary Care	Responsible for support to GP services across Shetland and management Responsibility for AHPs input - Physio, Speech and Language Therapy, Orthotics, Podiatry and Dietetics
Edna Mary Watson	Assistant Director of Nursing (Community)	Lead officer for generic health and care worker project. Responsible for Community Nursing Service input to the review.
Ann Williamson	Service Manager Community Care Fieldwork	Lead officer for SSA and Care Management Processes and Project Sponsor for the SSA LEAN review. Responsible for ensuring the knowledge and expertise within the community care fieldwork team is available to the review.
Jo Robinson	Service Manager OT	Lead officer for the Telecare project and Rehabilitation Framework. Responsible for ensuring the

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		knowledge and expertise of the OT services are available to the review
Faith Tulloch	Senior Social Worker	Community Care Fieldwork
Jeff Shaw	Service Manager Mental Health	Responsible for ensuring mental health issues and particularly dementia are covered in the review
Wolfgang Weis Ruby Whelan	Service Managers Community Care Resources	Responsible for development and management of generic community care service delivery across Shetland including care at home services
Max Barnett	Assistant Manager Community Care	Lead officer for the development of care home facilities at Montfield.
George Martin	Senior Housing Officer Supported Accommodation	Responsible for sheltered housing and supported accommodation for the Council.

Project Sub Groups and linked projects	Lead Officer	Other participants:	Interim Placement Services Review Project Responsibilities
Telecare	Jo Robinson	Telecare Project Manager; OTs; JIT	Implement Telecare solutions
Sheltered Housing Review	Hazel Sutherland	Anita Jamieson, Housing Service; George Martin, Housing Service; Wolfgang Weis, SM Community Care Resources; Ann Williamson; Christine Ferguson	Implement new extra-care and sheltered housing models
SSA LEAN Review	Christine Ferguson, Ann Williamson, Edna Mary Watson, Project Sponsors	NHS & Community Care Managers & Staff; Liz Freeman, LEAN consultant; third sector providers, patients and carers, JIT	Implement streamlined assessment processes and facilitate eSSA
Long Term Conditions and	Christine Ferguson	Kathleen Carolan, Assistant Director Clinical Services; Erwin Lai,	Implement anticipatory care programmes thro' case management in

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Anticipatory Care		Project Manager, Long Term Conditions; Edna Mary Watson; JIT	primary care.
Hospital Patients' Review	Simon Bokor-Ingram	Consultant Physicians; Dave MacFarlane; Christine Ferguson; Ann Williamson; care managers; Janice MacMahon; JIT	Review hospital admissions and all patients delayed in hospital and seek community based solutions to prevent admission and promote early discharge. Specifically to find solutions so that the trajectory to zero for all delayed discharges is achieved by April 2010. This will include facilitating the discharge of at least 2 people per month of those currently delayed from the baseline of 24 people at 31 May 2009. Develop Continuing Healthcare Criteria. Review admission and Discharge Protocols and process for Allocation of Residential Care and other community based placements.

Reporting:	<p>The Project Manager will liaise with the Project Executive Lead and prepare reports for the Project Board, CHP Committee, SIC Services Committee, the Council and Shetland NHS Board as required.</p> <p>Project sub-groups will consult with patients and carers on an individual level as appropriate and through the PFPI Steering Group and NHS100 regarding any proposals for change.</p> <p>The Project Manager will ensure all meetings of the Project Board and Project Steering Group are minuted.</p> <p>The Project Board will take the lead in communication with the public and agree a Communication Strategy for the Review.</p>
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4. Project Authority

Deliverables	Planned (Y/N)	Comments
Signed off PID	Y	By end of June 2009
Reports for Council and NHS Shetland	Y	September and December cycles
Detailed Action /Implementation Plan	Y	To be included in December reports

5. Project Timescales

	2009							2010		
	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PID agreed and signed off										
Project Board meetings										
Project Steering Group planning day										
Detailed review work involving all stakeholders										
Detailed proposals prepared										
Reports to Committees										
Formal Public Consultation if required										

Introduction to Long Term Conditions Collaborative Programme: 2008 – 2011

The Long Term Conditions Collaborative (LTCC) has been designed and developed by the Improvement and Support Team (IST) and NHS Boards in support of Better Health, Better Care, as part of a new and ambitious improvement agenda. We are working in partnership with NHS Scotland, local authorities and the voluntary sector to support the delivery of key national targets.

These are:

- By 2010/11, reduce the emergency inpatient bed days for people aged 65 and over, by 10% compared with 2004/05.
- Achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of Chronic Obstructive Pulmonary Disease, Asthma, Diabetes or Coronary Heart Disease from 2006/07 to 2010/11.
- Achieve improvement in the quality of the healthcare experience.
- Increase the percentage of people with complex needs who are cared for at home.
- Achieve agreed reductions in the rates of attendance at A&E, from the end of 2007/08 to end 2010/11.

This is Shetland's local Long Term Conditions Collaborative Action Plan. Any work or improvement activity is agreed and driven by the CHCP Management Team and is tied to the 3 workstreams for the Collaborative:

- Complex care
- Condition management
- Self management

LONG TERM CONDITIONS ACTION PLAN

1. Improve the experience of care by empowering people with long term conditions to be full partners

Improvement Activities/ Action Points	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Agree actions for patient participation and experience in PFPI action plan	Actions are set, dates agreed and actions are delivered within the specified timescales.	A series of actions to be put in place and monitored through PFPI group	NF/KDC	Actions set with PFPI lay reps and will be approved on 29/06/09.	Completed June 2009
Involve service users in process mapping and service redesign work aligned to LTC agenda	Number of process mapping exercises undertaken with service user participation	Active recruitment of service users in process mapping work from July 2009 onwards	NF	Additional representatives identified for CHD advisory group and Diabetes advisory group in June 2009. Process in place on-going	Completed
Ensure all MCNs have at least one service user/lay representative in place	Number of lay representatives involved in MCN business (evidenced through minutes of meetings).	Review current membership of MCNs and actively promote and recruit additional representatives.	NF	Need representation at Respiratory MCN and review others. Process in place on-going	Completed

NF – Nin Fraser Director of Nursing
 CF – C Ferguson, Head of Community Care
 LS – Laura Saunders
 ES – Lisa Sutherland, SM Primary Care
 MB – Max Barnett

KDC – Kathleen Carolan, Assistant director of Clinical Services
 AW – An Williamson, SM Community Care Fieldwork
 EMW – Edna Mary Watson, Assistant Director of Nursing, Community
 DC – Diane Coleman
 SBI – Simon Bokor-Ingram, director of clinical Services

CN – Chris Nicolson, Chief Pharmacist
 JR – Jo Robinson, SM Occupational Therapy
 EL – Erwin Lai
 JS – Jeff Shaw, SM Mental Health
 HS – Hazel Sutherland, Exec. Director Education & social Care

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Put a training programme in place to ensure that lay representatives and service users are aware of and empowered to use service improvement techniques such as PDSAs	Number of lay representatives trained in service improvement methodology	Training programme developed and first cohort of service users able to access the training by October 2009	NF	Training for lay reps has been provided through PFPI. On-going	Completed
Involve service users in the strategic LEAN programme to review the use of the single shared assessment (SSA)	Number of process mapping exercises undertaken with service user participation	At least one lay representative is invited to participate in the individual work strands for the SSA LEAN event	CF/ AW/ EMW	Event planned for August 2009	

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2. Support people with long term conditions to be involved in care planning

Improvement Activities/Action Points	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Review current arrangements for care planning and service delivery as part of the work programme to review the SSA in place across health and community care - this will include the following elements:	Individual measures for key workstreams are shown below	Review of SSA systems to be completed by December 2009	CF/ AW/ EMW	Consultancy support commissioned through Community Care to review SSA process in August 2009	
1. Involve service users in the workstream to review current case management documentation (e.g. SSA, individual care plans etc)	Number of service users involved in the individual workstreams	Service users contributing to the review of current systems between August and December 2009	CF/ AW/ EMW		
2. Support health and social care professionals through training to deliver biopsychosocial approach to goal setting, shared care and self management.	Number of health and social care professionals receiving training	Training needs analysis to be completed, training programme developed and training implemented by March 2010.	CF/ AW/ EMW	Some training in place and offered jointly but further work to review TNA required.	

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3. Involve service users and carers in the workstream to establish pathways and processes to support advanced care planning and end of life planning arrangements	Number of service users involved in the workstream to look at advanced planning and end of life pathways	Service users contributing to the review of pathways as part of the agreed work plan running between December 2009 and March 2010	NF/MB	Palliative Care Strategy drafted and will go to NHS Board in Oct 2009. Will also be presented to SIC Services Committee	
4. Involve service users and carers in the review to look at information materials provision.	Number of service users involved in the working groups to review information materials provision	Review of information materials to be completed (with contributions from service users) by the end of March 2010	NF/DC	All leads will need to identify gaps in public info and review. DC asked to identify what already exists. Process in place for reviewing material. On-going.	
Review interfaces between home and hospital, care home and hospital and case management arrangements using service improvement methodology. Involve service users in the review process.	Number of service users involved in the review process. Reduction in the number of out of hours transfers. Increased use of case management approach for care management.	Review of transfer arrangements to be completed by December 2009.	SBI/ CF	Actions being taken forward through Interim Placement Services Review. Existing patients reviewed and options explored for improvements. SSA LEAN Project will redesign processes.	

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Implement the Chronic Medication Service (CMS) to enable patients with long-term conditions to register with the community pharmacy (CP) of their choice and put in place a contract between patient and healthcare team.	Number of patients with LTC registering with the CMS. Number of patients agreeing a medicines contract.	Chronic Medication Service implemented in Shetland by Jan 2010	CN	Boots Pharmacy currently piloting a scheme as a precursor to CMS; trial medicines management in one care home Jan 2010	
Use independent and supplementary prescribing where appropriate to make medicines more accessible to people. Improve communication between the prescribing partners and develop shared patient records. It is also essential that the patient is treated as a partner in their care and is involved at all stages in decision making.	Number of patients with LTC with a shared record for medicines. Number of patients involved in the medicines management plan (documented).	Develop shared prescribing record and process by the end of March 2010	CN/NF	Strategy has been developed to support independent prescribing e.g. by nurses and pharmacists.	
Develop a project to appraise options for implementing Telehealthcare to support diagnosis and treatment options in patients homes/localities.	Options appraisal completed. Telehealthcare programme is developed and rolled out (if options appraisal suggests viable working models).	Complete options appraisal by the end of December 2009	JR/EL		

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Continue to support 'Well North'. This project aims to identify individuals who have not engaged with preventative / anticipatory healthcare services; to offer health checks and to support them in accessing services	Engagement of individuals with preventative / anticipatory care services (primary care / community nursing)	Initial pilot sites (Unst & Fair isle to complete project by March 2010. Rollout to further sites in 2010 / 11 (funding extended to End March 2011)	Dr Sarah Taylor (Project Manager: Jane Macaulay)	Pilot completed in Unst – 22 people have been identified and have received health checks through primary care. Pilot underway in Fair isle – taking a community development approach but hampered by poor weather. Further pilot sites to be identified for 2010/11 – focusing on areas of disadvantage and poorer health identified through SIMD data	
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3. Build capacity to support self management

Improvement Activities/Action Points	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Explore possibility of expanding Challenge Your Condition self management course for other LTCs (Liaise with Karen Angus, Ann MacLellan)	An expanded CYC course which covers other LTCs	Timescale: September 2009	EL	Reviewed standard and already covers all LTCs. First courses scheduled for North Isles.	Completed
Review current self management pathways and involve service users in the further development of self management services wherever possible.	Number of self management courses contacted and reviews undertaken. Number of service users involved in the review process.	Review of the existing self management courses to be completed by the end of Oct 2009	EL	CYC main course to be used. Pain Association also providing courses. Other courses available from specialist practitioners	Completed
Work with the Third Sector (e.g. local voluntary groups and Long Term Conditions Alliance Scotland) to develop training programmes for service users and volunteers to support self management programmes.	Number of service users trained to provide self management courses	Complete TNA with voluntary agencies by the end of March 2010	EL/LS	Funding bids completed to support third sector involvement.	

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Promote existing self management courses widely across hospital, primary care and community care.	Primary care, community care and hospital staff aware of self management courses available	Prepare and deliver publicity campaign by the end of December 2009	EL/LS		
Refresh CHP Access Guide and ensure that it is widely disseminated.	Access Guide is relaunched, disseminated and being actively used by the public	Review the contact details and services available by the end of December 2009	CF	Marilyn Harris has been commissioned to take this forward	
Review current arrangements for accessing patient information and establish a project to develop a local information portal to streamline access to materials and local Access Guide.	All patient information materials accessible via one portal.	Review patient information materials, identify a librarian/content editor and put a portal in place by the end of Jan 2010	EL	EL to contact NHS Grampian for sample materials. EL work with IM&T manager on the portal. Communications Manager appointed and role will take on actions in this area.	
Review current arrangements for access to accredited structured education programmes such as arthritis care model, DAFNE and cardiac rehabilitation.	Number of patients able to access structured education programmes increases.	Review current educational arrangements by the end of December 2009	EL	Review complete. Local training initiatives being developed. CYC in place, cardiac rehab programme in place	Completed

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Build on the public health and Minor Ailments Service (MAS) available from local pharmacies to spread health messages to support people to self manage their long term conditions.	Number of patients accessing the minor ailments service increases	Publicity campaign and active redirection of patients to the minor ailments service to be in place by October 2009	ES	Lisa reviewing publicity for MAS and will disseminate	
Refresh information resources for stroke and coronary heart disease (e.g. Stroke Book and Heart Book).	The information resources are updated	Reissue of the updated books by Jan 2010	EL	Shetland has had stroke and heart self management books in place since 2004-05. EL will contact specialist stroke and Cardiac Nurses to update these.	

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4. Provide staff with access to the training that ensures that they have the right knowledge, skills and approach to long term conditions care

Improvement Activities/Action Points	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Explore possibility of cascading Cognitive Behaviour Therapy (CBT) training from local Mental Health team to community and primary care staff; with workshops to encourage new way of working "CBT/goal-setting".	Number of staff able to use CBT approach	Timescale: Dec 2009	JS	A number of staff including Nurses & CPNs have been trained in CBT and are using the therapy. NHS24/7 CBT line has been promoted locally.	Completed
Provide training on rehabilitation, reablement, anticipatory care and advanced care planning for staff working within Care Homes.	Number of staff accessing training and using within the workplace	Training to be in place by Mar 2010	SBI/CF	This is ongoing as part of SSA redesign programme and work to establish anticipatory care plans.	
Review and develop induction programmes, KSF assessments and personal development plans to include: carer awareness training, assessing carers needs, communication skills, motivational interviewing, Cognitive Behavioural Therapy approaches and diversity issues.	Number of staff with appropriate training identified within PDPs. Number of staff accessing training courses according to PDP objectives.	Training programme to be in place by Mar 2010	SBI/CF	Process in place for identifying PDPs for all staff. Induction programmes regularly reviewed.	Completed

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Review and develop roles and enhance skill mix. Explore ways to extend the scope of practice and enhance skill mix of staff. Use national organisations and training needs analysis tools to identify areas for focus - e.g. General Practitioners With Specialist Interest; NHS Education Extended Scope Practitioner competencies and Allied Health Professionals skills maximisation toolkit.	Current services reviewed. TNA implemented. Number of new roles developed.	Review skill mix and undertaken TNA by the end of March 2010	SBI/CF	All service areas have completed workforce development plans. A process is in place via Heads of Departments meetings to review these.	Completed
Clarify who has 'responsibility of care' through the programme of work in place to support the review of SSA. Agree and communicate with the patient, carers and across services who has responsibility for co-ordination, overview and review of the care plan e.g. the case/care manager, ensuring that they have knowledge for the individual and their choices. Promote mutuality, or shared responsibility with the patient for their health and well being and make sure that they are informed and have the most appropriate care.	Clear procedures are established setting out responsibilities and escalation procedures. Staff are trained in care co-ordination.	Procedures to be in place as part of the case management project arrangements by the end of Mar 2010.	CF/AW/EMW	LEAN project going according to plan. Implementation Plan will be available by beginning September 2009.	

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Ensure case/ care managers have the appropriate skill-set and experience. Develop capability within multi-disciplinary primary and community care teams using personal development plans and learning plans to develop core generic skills and appropriate specialist competencies.	PDPs are in place. Core competencies have been agreed. Staff providing case management have been trained (evidenced).	Training, procedures and case management approach to be in place by Mar 2010	CF/AW/EMW	Processes in place to provide training programmes. These will be updated as part of individual implementation plans for SSA & Care Management projects.	
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5. Introduce a systematic and integrated multi-agency approach across CHPs to provide better, local and faster access to services for people with long term conditions who require proactive and co-ordinated support					
Improvement Activities / Action Points	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Promote the use of the 'improving complex care' resource produced through the Long Term Conditions Collaborative and Partnership Improvement and Outcomes Division (PIOD) and implement the 10 approaches set out in the document.	Develop local plan which reflects national LTC plan, PIOD and HICs by the beginning of July 2009	Local LTC Action Plan in place by July 2009	EL	Local LTC Action Plan agreed and actively used to implement 10 approaches. Monitoring systems in place.	
Agree and implement plans to roll out proactive integrated care management through the Long Term Conditions Collaborative.	Care management approach is implemented.	Plans for Interim Services Placement Review undertaken with actions identified by the end of Dec 2009	CF	Interim Placement Services Review project established. LEAN SSA project will take this forward.	
Telehealthcare scoping exercise implemented to review community alarm responder service (current provider is Tunstall)	Scoping exercise completed. Community alarm responder service is enhanced.	July 2010	JR	Project Manager for Telecare is being recruited. Implementation On-going	

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Investigate/identify other use of telehealthcare to help carers to care at home	Number of carers able to access telehealthcare solutions	July 2010	JR/EL	Ongoing	
Review provision of extra care services (home care/ sheltered accommodation) as options of keeping people out of hospital (Hazel Sutherland)	Number of patients/clients accessing extra care services increases	Review completed January 2009. 10 year programme to be developed.	HS	Same criteria and level of on-site support as residential care. 2 places available in Unst with another 2 scheduled to be available in December, depending on demand. Open days scheduled for 28/29 November. Prospective work plan approved. On-going	
Consider how key working or Local Area Co-ordination approaches could be delivered with and for people with long term conditions.	Set target for implementing local area co-ordination approach with one MCN	July 2010	EL	To undertake further review of local area coordination and scoping exercise. Resource to do this piece of work still to be identified.	

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6. Strengthen the contribution that Managed Clinical / Care Networks make to the management of long term conditions by extending their reach and ensuring full patient and carer involvement in their work					
Improvement Activities / Action Points	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Ensure MCNs develop a quality assurance programme leading to accreditation, as set out in HDL(2007)21.	Accreditation in place for local MCNs	To be completed for CHD and Diabetes by the end of March 2010.	KDC		
Ensure, where appropriate, that key interface with local authority housing and social care is developed by each MCN.	Social care representation on stroke MCN.	Agree stakeholder representation on MCNs locally (including additional interface with community care) by Sept 2009.	EL	Social Care reps routinely involved in work to develop/review MCNs.	Completed
Develop integrated patient pathways for long term conditions. Integrated Care Pathways determine locally-agreed, multi-disciplinary practice based on guidelines and evidence, where available, for a specific client group. It forms all or part of the clinical record, documents care given and facilitates the evaluation of outcomes for continuous quality improvement. Change the emphasis from acute episodic care to structured, proactive care using "bundles of care" where clinical evidence supports this.	Review care pathways for common conditions: COPD, CHD, Stroke & Diabetes. Number of ICPs implemented in these areas. Number of care bundles implemented to support ICP delivery.	Develop ICPs and implement by the end of March 2010.	KDC		

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7. Adopt and sustain information systems that support registration, recall and review for people with multiple conditions, and enable effective data sharing across all relevant partners and care settings					
Improvement Activities (Plan, Do, Study, Act)	Measures to prove improvement	What we want; by when	Lead	Progress/Notes	Completed
Use SPARRA data to identify high risk patients in primary care, carry out case note review to determine if they are being actively case/care managed (use of anticipatory care model). Trial this with 2 GP practices. Explore possibility of including social care caseload (Christine Ferguson).	Number of locality reviews undertaken.	Timescale: July-Dec 2009	CF	EL & Anne Ribet PCDO to gather and review examples from other areas. Anne linking to GPs. Involve jit associates who are leading in this area. EL will link with other disciplines including nursing and pharmacy. EL to draft a scooping document.	
Strategic LEAN for Single Shared Assessment (Elizabeth Freeman from alexander consultancy) - involving multi stakeholder group - nursing, community care field work, medical, housing etc	LEAN event completed on target.	Timescale: September 2009	CF/ AW/ EMW	On schedule	

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Do PDSAs to help you understand how information is shared across partner agencies, between primary and secondary care, and with Scottish Ambulance Service (SAS), Out of Hours and Community Pharmacy. Use ISD and national IT systems as enablers. Strip out non value added steps. Make data sharing real time by use of flags and Business Object tools to improve continuity of care. Free up local streams of data. Create local person-based registers of patients with multiple long-term conditions should be created using existing primary care data.	Information flows are reviewed.	Information sharing flows mapped by the end of Dec 2009	EL	Register of patients with LTCs is in place in each practice. Software procured to enable creation of register for each practice of patients with multiple LTCs. This will inform work on anticipatory care models and information sharing. Jointly appointed Data Sharing Manager in post. On schedule.	
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Task	Objective	Staff involved Nominated lead in bold where appropriate	Targets / Deadline	Progress
1. Review all patients in hospital who are medically fit for discharge. <i>"What will it take to support this patient at home?"</i>	<ul style="list-style-type: none"> • Patients to return home • Patients' homes to be the interim placement where one is required. 	<p>For each patient:</p> <ul style="list-style-type: none"> • Consultant Physician • Hospital Nurse • Care Manager • GP • Community Nurse • Community Care Resources • Other disciplines as appropriate e.g. OT • JIT associate <p>Overview:</p> <ul style="list-style-type: none"> • Director of Clinical Services • Head of Community Care • Service Manager Community Care Fieldwork • Assistant Director of Nursing (Hospital) • Assistant Director of Nursing (Community) • CHP Lead Clinician • JIT Associate • Service Manager Occupational Therapy 	To be completed by 17 July 2009	Points prevalence study completed. Video conference with Anne Hendry Consultant Geriatrician and lead for national LTC programme discussed way forward. A further Video conferencing meeting will be arranged in the near future.

**Interim Placement Services Review
Hospital Patients' Review Sub-group
Action Plan**

Lead: Simon Bokor-Ingram

Appendix 4 (IPS Report Appendix 3)

Task	Objective	Staff involved Nominated lead in bold where appropriate	Targets / Deadline	Progress
2. Review all patients admitted to hospital	<ul style="list-style-type: none"> • Patients to return home • Patients' homes to be the interim placement where one is required. • The review to be dynamic with an initial indicative assessment on admission reviewed daily by hospital based staff. 	<p>For each patient:</p> <ul style="list-style-type: none"> • Consultant Physician • Hospital Nurse • Care Manager • GP • Community Nurse • Community Care Resources • Other disciplines as appropriate e.g. OT • JIT associate <p>Overview:</p> <ul style="list-style-type: none"> • Director of Clinical Services • Head of Community Care • Service Manager Community Care Fieldwork • Assistant Director of Nursing (Hospital) • Assistant Director of Nursing (Community) • CHP Lead Clinician • JIT Associate • Service Manager Occupational Therapy 	Continuous / Daily	

**Interim Placement Services Review
Hospital Patients' Review Sub-group
Action Plan**

Lead: Simon Bokor-Ingram

Appendix 4 (IPS Report Appendix 3)

Task	Objective	Staff involved Nominated lead in bold where appropriate	Targets / Deadline	Progress
3. Achieve a discharge rate of at least 2 per month over and above the numbers of any hospital admissions during 2009/10.	<ul style="list-style-type: none"> To reduce all delayed discharges including those coded 71X to zero by April 2010 	<p>For each patient:</p> <ul style="list-style-type: none"> Consultant Physician Hospital Nurse Care Manager GP Community Nurse Community Care Resources Other disciplines as appropriate e.g. OT JIT associate <p>Overview:</p> <ul style="list-style-type: none"> Director of Clinical Services Head of Community Care Service Manager Community Care Fieldwork Assistant Director of Nursing (Hospital) Assistant Director of Nursing (Community) 	From baseline of 24 delayed discharges at 31 May 2009 Zero Delayed Discharges by April 2010	
			June 09	22
			July 09	20
			Aug 09	18 17
			Sept 09	16 17
			Oct 09	14 17
			Nov 09	12 11
			Dec 09	10
			Jan 2010	8 11 on 20 January
			Feb '10	6
			March '10	4
			April '10	0

Task	Objective	Staff involved Nominated lead in bold where appropriate	Targets / Deadline	Progress
		<ul style="list-style-type: none"> • CHP Lead Clinician • JIT Associate • Service Manager Occupational Therapy <p>Hospital based staff:</p> <ul style="list-style-type: none"> • To promote reablement and risk enablement so that patients can return home. <p>Community based staff:</p> <ul style="list-style-type: none"> • To develop more flexible, responsive services in localities to support people primarily in their own homes and other community based settings: e.g. Sheltered Housing, extra care housing and residential care. 		
4. Review Protocol for Hospital Admissions	<ul style="list-style-type: none"> • To prevent admissions to hospital • To increase community based health and care service levels 	<ul style="list-style-type: none"> • Director of Clinical Services (lead) • Consultant Physicians • CHP lead clinician • Head of Community Care • Service Manager Primary Care • Service Manager Community Care Resources • Service Manager Community Care Fieldwork 	Sept 2009	Revised Protocol agreed by Admissions & Discharges Group

**Interim Placement Services Review
Hospital Patients' Review Sub-group
Action Plan**

Lead: Simon Bokor-Ingram

Appendix 4 (IPS Report Appendix 3)

Task	Objective	Staff involved Nominated lead in bold where appropriate	Targets / Deadline	Progress
5. Review protocol for discharge from hospital against JIT best practice template	<ul style="list-style-type: none"> • To streamline processes and reduce time in hospital for all patients 	<ul style="list-style-type: none"> • Director of Clinical Services (lead) • Consultant Physicians • CHP lead clinician • Head of Community Care • Service Manager Primary Care • Service Manager Community Care Resources • Service Manager Community Care Fieldwork 	Sept 2009	Revised Protocol agreed by Admissions & Discharges Group
6. Review process for Allocation of Residential Care and other Community Care Resources, based on locally agreed eligibility criteria	<ul style="list-style-type: none"> • To streamline processes. • To reduce the waiting lists for community care services, specifically for residential care • To align processes with new national guidance on eligibility criteria for adult community care 	<ul style="list-style-type: none"> • Head of Community Care (lead) • Service Manager Community Care Fieldwork • Director of Clinical Services • Consultant Physicians • CHP lead clinician • Service Manager Primary Care • Service Manager Community Care Resources 	<p>Revised draft Sept 2009</p> <p>Final version Dec 2009</p> <p>Pilot Jan – March 2009</p> <p>Full Implementation April 2010</p>	Currently being reviewed to link with new Admissions & Discharges Protocols

**Interim Placement Services Review
Hospital Patients' Review Sub-group
Action Plan**

Lead: Simon Bokor-Ingram

Appendix 4 (IPS Report Appendix 3)

Task	Objective	Staff involved Nominated lead in bold where appropriate	Targets / Deadline	Progress
7. Develop Continuing Healthcare Criteria	<ul style="list-style-type: none"> To have agreed criteria for continuing healthcare that complement criteria for community care 	<ul style="list-style-type: none"> Director of Clinical Services (lead) Consultant Physicians CHP lead clinician Head of Community Care Service Manager Community Care Fieldwork Service Manager Primary Care Service Manager Community Care Resources 	<p>Revised draft Sept 2009</p> <p>Final version Dec 2009</p> <p>Pilot Jan – March 2009</p> <p>Full Implementation April 2010</p>	Work has started and will link to revised Admissions & Discharges Protocols



REPORT

To: Services Committee

Date: 4th February 2010

From: Executive Director of Education and Social Care

Inspection of Community Learning and Development in Lerwick, North Mainland and Whalsay

1. Introduction and Key Decisions

- 1.1 This report is to inform Members about the progress made by Community Learning and Development (CLD) to address Points for Action in the report by HM Inspectorate of Education for Lerwick, North Mainland and Whalsay published in October 2007. A recent Follow Through Report by the Inspectors has indicated that, "Shetland Islands Council and their CLD partners have made significant improvements to the quality of their provision, and made considerable progress to implementing the specific action points arising from the inspection report of 9 October 2007". This Report is for noting.

2. Links to Council Priorities

- 2.1 Community Learning and Development contributes to the delivery of the Council's corporate priorities linked to Further and Higher Education and Culture, Recreation and Community Development. These Services also contribute directly and indirectly to the Single Outcome Agreement e.g. *reducing the number of adults with low levels of literacy and numeracy and increasing the availability and uptake of community learning opportunities, specifically targeting the hard to reach within communities.*

3. Risk Management

- 3.1 There are no significant risks associated with the recommendations in this report. The Inspection work provides reassurance that the management arrangements, and systems in place, are appropriate to deliver an effective Community Learning and Development service in the areas concerned.

4. Background

- 4.1 Her Majesty's Inspectorate of Education (HMIe) undertook an inspection of Community Learning and Development services in May 2007. The inspection covered the following service areas: adult learning; youth services; and community work. The areas inspected were Lerwick, North

Mainland and Whalsay. Their Report with recommendations was published on 9 October 2007 and reported to Services Committee on 18 October 2007.

4.2 The three key areas for improvements, listed below, were recommended and as a result an action plan was drawn up. Progress on these was reported to Committee on the 12 June 2008.

- Complete and implement the service redesign exercise as a matter of priority.
- Introduce systematic monitoring and evaluation of the impact of CLD on young people, adult learners and communities and use this information to improve operational planning and service deliver.
- Develop systematic approaches to celebrating learner's achievements

4.3 These areas now have been successfully progressed and the Follow Through Report gives a final analysis of good, or very good on the progress. As a result of the progress made, HM Inspectors will make no further visits in respect of this report. Appendix 1 contains an extract of the main findings of the Follow Through Inspection.

5. Financial Implications

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

6. Policy and Delegated Authority

6.1 Community Learning and Development Services stand referred to the Services Committee. 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. Recommendations

7.1 I recommend that Members note the report.

Inspection of community learning and development in Lerwick, North Mainland and Whalsay
SHETLAND ISLAND COUNCIL
Self-evaluation report for HM Inspectorate of Education
19 January 2010

HM Inspectorate of Education (HMIE) published a report on community learning and development (CLD) in Lerwick, North Mainland and Whalsay, Shetland Islands Council in October 2007.

Shetland Islands Council has taken effective action to implement the recommendations in the report of 9 October 2007. Very good progress has been made in implementing *the* redesign of CLD services and in celebrating learners' achievements. Good progress has been made in monitoring and evaluating impact to inform operational planning. In addition there has been a marked increase in work with excluded individuals, resulting in a range of positive impacts. Dedicated programmes such as *Only Girls Allowed* are effectively engaging with young women.

Increasing numbers of young people are positively engaging in youth work through detached work. The number of broadband access points in youth centres has increased. The Shetland Youth Information Service has re-opened. As a result young people's access to, and use of quality youth information has improved. Young people are being stimulated by more challenging youth club programmes. Participants in the *Bridges Project* are successfully gaining core skills qualifications in communications and numeracy. Social enterprise practice is actively shared and promoted across communities. This is developing a stronger social economy sector. The initial inspection report published in October 2007 identified three main points for action. This section evaluates the progress made with each of the action points and the resulting improvements for learners and other stakeholders.

2.1 Complete and implement the service redesign exercise as a matter of Priority

The authority has made very good progress in addressing this main point for action. The CLD service redesign was approved in January 2008, through a report to the Council's Services Committee. Improved line management arrangements have been implemented. The community work team report directly to the Executive Director of Education and Social Care (E&SC) as a stand-alone unit. The youth work service continue to report to the Head of Children's Services and the adult learning service reports to the Director of Shetland College. There is no longer any negative impact on service delivery arising from uncertainty over management structures and arrangements. CLD service managers receive regular support and supervision from their line managers. A new community learning professional team has been established. This is promoting best practice across the three elements of community learning. Specific service plans clearly set out the improvement actions for the year ahead. Improved planning processes are in place between the Schools Service and CLD partners to address the requirements of the new secondary school and learning community inspection process. The Executive Director (E&SC) has consulted field staff on the impact of management structures on service delivery. This is informing future improvement.

The Council has recently approved a Skills and Learning Strategy for Shetland, supported through a multi-agency partnership. This encompasses the CLD strategy action plan and sets out the direction of travel for the sector as a whole. Actions specific to the CLD strategy will be addressed through the Skills and Learning Partnership. A recent workshop actively engaged partner providers in exploring the governance and partnership arrangements. This has improved consistency in approach and reduced duplication of activity.

2.2 Introduce systematic monitoring and evaluation of the impact of CLD on young people, adult learners and communities and use this information to improve operational planning and service delivery

The CLD service has made good progress in introducing more systematic monitoring and evaluation of the impact of CLD on young people, adult learners and communities. This information is helping to improve service planning and delivery. The authority is making good use of service managers' involvement as associate assessors to help the service improve. A quality manual has been introduced and is in use across the three CLD services. Service managers undertake joint quality assurance visits.

Recently introduced illuminating practice and Learning Evaluation and Planning (LEAP) formats are being used across CLD services to record impact, evaluate quality and plan for improvement. Staff confidence in the use of individual self-evaluation is increasing. CLD services use a range of effective methods such as youth services survey and adult learning evaluations to consult learners and communities. CLD staff regularly share good practice and positive impacts at both national and local events. Recently introduced quality teas events encourage CLD staff to reflect on their work and to consider how they can improve their impact. As a result of improved dialogue with learners and partners, more targeted work has been introduced.

Black, minority ethnic (BME) research resulted in the development of the Welcome Point for migrant workers. An offender's literacy's programme based on need identified by Criminal Justice, has been introduced. Evaluations of adult learning, literacy's and English for Speakers of Other Language (ESOL) work and *Bridges Project* show that programmes tailored to meet individual needs have positive impacts.

2.3 Develop systematic approaches to celebrating learner's achievements

The CLD partnership has made very good progress in developing systematic approaches to celebrate learners' achievements. All CLD service annual reports show evidence of celebration and successes. Community newsletters highlight a broad range of community achievements and successes. Voluntary Action Shetland celebrate volunteers and youth volunteering annually. CLD services hold annual joint award events to celebrate learner achievement. Area based individual events such as The Duke of Edinburgh's Award presentations in schools, *Bridges Project* annual awards and Youth Voice Conference effectively celebrate achievement. Extensive use is made of local media, for example, BBC Radio Shetland and the Shetland Times, to mark both community and individual achievement. CLD services use case study leaflets to effectively showcase individual and community achievement. Local social economy partnership road show events provide a positive means of sharing experience and highlighting local success. Improved celebration of learners' achievement is positively impacting on learners and communities. Learners' self esteem and confidence has increased and celebratory events are helping bring communities together.



REPORT

To: Services Committee

4 February 2010

From: Head of Housing

Report No: HS-04-10

Housing Need And Demand Assessment – Draft Executive Summary

1. Introduction

- 1.1 This report updates the Services Committee on the completion of a Housing Need and Demand Assessment (HNDA). This report also provides a draft Executive Summary of the assessment.
- 1.2 The Housing Need and Demand Assessment is a shared evidence base. It considers the current position of Shetland's population, economy, housing market and housing stock and uses the evidence this provides to give indications of future housing need.
- 1.3 This assessment is required by the Scottish Government and its main purpose is to provide robust evidence to underpin a new Local Housing Strategy (Housing-led) and Local Development Plan (Planning-led).
- 1.4 Scottish Government guidance published in March 2008 has been used to ensure the process meets all of the statutory requirements.
- 1.5 The assessment has been developed locally involving all key stakeholders, overseen by the Housing Strategies Steering Group.
- 1.6 The Housing Need and Demand Assessment has been completed in-house, using and improving capacity within existing staff resources.
- 1.7 The full assessment will be completed and submitted to the Scottish Government's Centre for Housing Market Analysis (CHMA) week beginning 8 February 2010 for their appraisal.
- 1.8 The full assessment will be made available to Members and will also be available online at www.shetland.gov.uk/hnda along with relevant information.

2. Links to Corporate Priorities and Risks

- 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. The

Council has a stated aspiration for more affordable housing through the Local Housing Strategy (LHS).

- 2.2 The 2009/10 Housing Service Plan (Section 4.3) outlines the requirement to revise the 2004-2009 Local Housing Strategy and complete the Housing Need and Demand Assessment that informs this.
- 2.3 The 2009/10 Housing Service action plan states the intention to develop a new Local Housing Strategy in line with Scottish Government guidance and the completion of the Housing Need and Demand Assessment is a fundamental part of this process, underpinning the Local Housing Strategy and Local Development Plan.
- 2.4 The corporate risks associated with not having an assessed HNDA are mainly the risk to the credibility of future strategy and policy decisions associated with Housing.

3. Background

- 3.1 Local Housing Strategy guidance issued by the Scottish Government (April 2009) describes the preparation of housing need and demand assessments, local housing strategies and development plans as complementary work streams which should be aligned to achieve more effectively the aim of delivering new homes in the right places. With this in mind the housing need and demand assessment has been developed jointly, involving representatives of:
 - Hjaltland Housing Association;
 - NHS Shetland;
 - SIC Development Planning, Economic Development, Education, Policy Unit and the Housing Service.
- 3.2 A project team within the Housing Service has co-ordinated the information gathering for the assessment. This has removed the need to employ external consultants to carry out the assessment, with the added benefit of improving the knowledge of information sources and statistical and analytical skills within the Housing Service.
- 3.3 The Scottish Government's Centre for Housing Market Analysis (CHMA) will formally appraise the housing need and demand assessment. The assessment should be assessed as 'robust and credible' before being considered fit for purpose. The document will be submitted for formal appraisal week commencing 8th February 2010, and indications are that the appraisal process can take 6 to 8 weeks. We would expect to have a completed appraisal in late March/early April 2010.
- 3.4 Scottish Government guidance describes the main purpose of the housing need and demand assessment as providing the evidence that will help to develop housing supply targets through the Local Housing Strategy as well as enable Development Plans to allocate suitable land for housing to meet these targets.

- 3.5 The Centre for Housing Market Analysis also highlight that “Housing need and demand assessments will not provide definitive estimates of housing need, demand and market conditions”. They can provide valuable insights in to how housing markets operate both now and in the future.
- 3.6 To ensure that the estimates within the assessment remain current, they will be reviewed every two years. This will ensure that new evidence is taken in to account and that future estimates are based on the most appropriate information available.
- 3.7 As a summary of the evidence available, there is no requirement to consult on the housing need and demand assessment. However, the CHMA recommends that the HNDA is made available to stakeholders and their recommendation is that it be published, online. This is at the discretion of the Local Authority concerned but should be seen as best practice. In light of this, once formally assessed, the completed housing need and demand assessment will be made available online at www.shetland.gov.uk/hnda along with relevant supporting information.

4. Draft Executive Summary of the Housing Need and Demand Assessment

- 4.1 A draft Executive Summary of the Housing Need and Demand Assessment is attached as Appendix A. This details the main findings of the assessment however it is important to note that this is subject to amendment and review until the assessment appraisal process is completed.

5. Financial Implications

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

6. Policy and Delegated Authority

- 6.1 All matters relating to Housing stand referred to the Services Committee In accordance with Section 13 of the Council’s Scheme of Delegations.

7. Recommendations

- 7.1 I recommend that Services Committee note the contents of this report and the Housing Need and Demand Assessment Executive Summary attached as Appendix A. Further updates on the progress of the HNDA will follow.

Date: 04 February 2010
Our Ref: ARC/LJ

Report No: HS-04-10

Executive Summary Housing Need and Demand Assessment

Draft - February 2010

Introduction

The Housing Need and Demand Assessment is a shared evidence base. Its main purpose is to provide robust evidence to underpin a new Local Housing Strategy (Housing-led) and Local Development Plan (Planning-led).

It gathers information on the current position of Shetland's population, economy, housing market and housing stock and uses the evidence this provides to give indications of future housing need.

The assessment has been developed locally involving all key stakeholders through a HNDA Subgroup of the wider Housing Strategies Steering Group.

The Centre for Housing Market Analysis and local area Housing Investment Division sections of the Scottish Government have also provided guidance on the development of the assessment.

Purpose of Assessment

Develop a robust and credible assessment of housing need

We have collaborated with the Scottish Government's Centre for Housing Market Analysis (CHMA) to work towards achieving a status of 'robust and credible' for Shetland's housing need and demand assessment. The key remit of the CHMA is aid the strategic planning of housing in Scotland and provide national and central support to local authorities and other key stakeholders. In carrying out this role, the CHMA must confirm all Housing Need and Demand Assessments as 'robust and credible' and this includes ensuring that this assessment (and the process by which it was developed) is in line with the guidance issued by the Scottish Government in March 2008.

To inform a new Local Housing Strategy and Local Development Plan

It is a statutory requirement that local authorities develop strategies and plans for both housing and land use requirements. This assessment provides a robust and credible evidence base to allow housing supply targets to be

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

developed through the Local Housing Strategy. It also involves and informs partners in Planning to ensure suitable land allocations are considered through the Local Development Plan.

Build a greater understanding of the nature and needs of Shetland's housing market

The assessment looks in depth at current housing need exists in Shetland, the nature of this need and considers the evidence on how it is predicted this need may change in the future.

Context

This assessment has been completed in line with Scottish Government guidance issued in March 2008 and delivers all core outputs and processes as prescribed.

Detail of the formal assessment process to be added here once completed (February to April 2010).

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

Housing Market Areas

Shetland's unique geography helps to define the housing market areas. The eighteen existing Community Council Areas (CCA) enable a split between the 15 inhabited islands as well as the main towns of Lerwick, Scalloway and Brae whilst also retaining the ability to show data at a local and geographically relevant level.

Previous Housing Plans and Housing Market Studies have used CCA's as their market areas. Continuing this approach provides consistency and enables a meaningful context in analysing both past and future trends. Community Councils are also an important point of contact locally and provide an effective method of engagement for the new Local Housing Strategy and Local Development Plans, which this document provides the evidence for.

Statistically, the use of Community Council Areas alone has some limitations in areas with small datasets available for analysis. To manage this, data has been aggregated upwards to seven larger 'localities' where appropriate. These areas provide a broader perspective and mirror Electoral Ward Areas, as shown in Figure 1.

Figure 1. Community Council Areas and Localities.

Community Council Area	Locality/Electoral Ward
Fetlar	North Isles
Unst	
Yell	Whalsay & Skerries
Skerries	
Whalsay	
Delting	North Mainland
Nesting & Lunnasting	
Northmavine	
Burra & Trondra	Central Mainland
Gulberwick, Quarff & Cunningsburgh	
Scalloway	
Tingwall Whiteness Weisdale	
Bressay	Lerwick & Bressay
Lerwick	
Sandness & Walls	West Mainland
Sandsting & Aithsting	
Dunrossness	South Mainland
Sandwick	

Source: SIC Housing

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

Population

Current Population Estimates

- Shetland population has remained stable at around 22,000 since 2001, but overall has decreased by around 3% over the last 20 years.
- Between Census 1991 and 2001 population increases are evident in the mainland areas closest to Lerwick, with the Gulberwick, Quarff and Cunningsburgh area experiencing the highest increase at +66%.
- Significant decreases of population were noted in the North Isles and the North and West Mainland between the 1991 and 2001 census.
- Over 50% of the Shetland population live in Lerwick and its surrounding Community Council Areas.
- The Population and Migration Study noted that almost 70% of those who had left the North Isles were now living on the Shetland mainland.
- The Shetland population is ageing, with significant rises in the over 50's population since 2001 and associated decreases in the under 30's population.
- Primary School rolls in Shetland have declined by two thirds since 1971, and have experienced a 50% drop between 1996-2006.
- Life expectancy rates in Shetland are the highest in Scotland, at 76.6 years for males and 81.5 years for females.
- Minority ethnic groups are estimated to represent 1% of the Shetland population, with all Census groups represented.
- Migration is a significant issue for the Shetland population, with population losses primarily affecting younger age groups.
- 60% of in-migrants to Shetland are estimated to be aged 45 or over.
- In-migrants aged 65+ are helping to stabilise population in the North Isles and Northmavine.
- Between 2004/05 and 2006/07, National Insurance numbers were issued to 360 non-UK nationals in Shetland. This is double the number issued in Orkney in the same time period.
- Most international economic migrants are aged 18-34 and predominantly male.
- An estimated 74% of Shetland households are occupied by adults only.

Changing Population – Estimates to 2031

- Shetland population is estimated to decline by around 6% in 2031.
- By 2031, a decrease of 31% is predicted for Shetland's 0-15 aged population.
- By 2031, a decrease of 20% is predicted for Shetland's working age (16-64) aged population.
- By 2031, an increase of 50% is predicted for Shetland's pensionable (65+) population.
- The population group predicted to decrease by the greatest amount by 2031 is females aged 30-49, raising concerns about longer term population and future birth rates.

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

- All female population groups aged under 50 are predicted to decrease by 2031.
- All male population groups aged under 65 are predicted to decrease by 2031.

Changing Households – Estimates to 2031

- The average household size is predicted to decrease from 2.33 people per home in 2004 to 1.84 per home in 2031. This is a 12% increase in the number of homes.
- An increase of around 1,200 homes will be required by 2031 to meet the predicted changes in household size.
- Using both principal and high migration estimates, between 55 and 93 additional households each year are estimated from 2010 to 2031.
- By 2031, the heads of households aged 60-74 is predicted to increase by 36%.
- By 2031, the heads of households aged 75+ is predicted to increase by 65%.
- By 2031, an estimated 86% of homes in Shetland will be occupied by one or two adults and no children, and is an increase of 22% since 2004.

Economic Performance

Current Economic Performance

- The Scottish economy has been in recession since late 2008 and there are indications that the full impact of the recession may be less in Scotland than other parts of the UK. Shetland has experienced some effects of the recession however the nature of the local economy provides some shelter from much of the wider impacts.
- Combined fisheries output, oil related operations and Shetland Islands Council activity accounted for over two thirds of Shetland's economic output in 2006.
- Low levels of unemployment are a consistent feature of the Shetland economy, with unemployment across 2008 recorded at 0.7%.
- Between 2003 and 2007, a decrease in the number of full-time equivalent posts was noted in ten Community Council Areas – mostly in the North and West of Shetland.
- The highest average annual incomes in 2007 were found in Community Council Areas around Lerwick and Scalloway.
- In 2007 and 2008 the median incomes in Shetland and Scotland were the same.
- Research in to deprivation and social exclusion in Shetland carried out in 2006 states, in relation to income and employment, that 'despite the apparent absence of poverty in Shetland, a large number of people are in debt and a significant number are struggling to make ends meet. The relatively high costs of living for essential items means that nationally decided benefit levels do not go so far'.

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

- SIMD data released in 2009 shows a worsening picture of deprivation in Shetland.
- Thirty six percent of households with Children in Shetland were dependent on out of work benefits or Child Tax Credit more than the family element in 2006/07.
- A number of large scale construction projects are planned, including a gas processing plant constructed by petrochemical company Total, two new high schools (in Lerwick and Mid Yell) and the Mareel entertainment venue. These construction projects will involve significant activity in the local construction, engineering and manufacturing sectors.

Changing Economic Performance

- A deepening recession at national level would expose Shetland to increased effects - particularly public sector spending cuts and risks to tourism related industries (accommodation, catering and retail).
- 38% of businesses entirely based in Shetland compete for business outside Shetland – a prolonged recession could seriously detriment their business.
- Increasing fuel prices are a significant factor where costs are passed on to the customer, affecting retail, deliveries, heating and transport costs as well as the agricultural sector.
- A number of ambitious capital projects are currently planned and budgeted for and these will require significant involvement of local industry as well as cascading benefits for Shetland's wholesale, retail, catering, business services, transport and communication sectors.
- Accommodation will be required to meet any increase in development activity. The exact number and nature of development related housing need remains uncertain and are of course dependent on the go-ahead of the many planned capital projects.
- Shetland's Population and Migration Study notes emerging trends in migration:
 - Lifestyle migration likely to increase as a share of in-migrants
 - Future supply of economic in-migrants uncertain.
 - Continuing move of population towards greater Lerwick.

Housing Stock

Current Housing Stock

- The number of homes in Shetland has increased by 29% since 1976.
- Shetland traditionally has a high percentage of homes in the private sector – 71% in 1976 increasing to 78% in 2007. This is in contrast to Scotland as a whole, where 40% of households were private sector in 1984, rising to 65% by 2004.
- One in five homes in Shetland are one or two bedroomed (20%) compared to one in three (33%) in Scotland.

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

- Fifty percent of homes in Shetland were built post-war, compared to 70% in Scotland.
- Between 2002 and 2009 an overall decrease in social rented stock was experienced in all areas except the North Isles and Whalsay (3% increase). The largest decrease in social rented stock (18%) was found in the North Mainland. [0]
- Lerwick's social rented stock declined by 6.5% in the 2002-2004 period, although completion of new stock by Hjaltland Housing Association has assisted Lerwick's supply of homes for rent.
- Over 72% of all residential properties in Shetland are within council tax bands A to C, compared to 63% across Scotland. Council Tax bands F to H account for 2.2% of homes in Shetland, compared to 11% in Scotland.

Housing Market

Current Housing Market

- The number of sales in the private sector increased by 30% between 1999 and 2006.
- Right to buy sales account for an average of 40 SIC homes per year – around 2% of the SIC stock.
- Lower quartile house prices are estimated between £72,550 and £92,000.
- Lower quartile house prices increased by over 60% since 1997, with a 51% increase between 2004 and 2008 alone.
- For dual income households looking to buy a home, 8% of Shetland's entry level homes (lower quartile) in 2008 were unaffordable with a 100% mortgage. With an 80% mortgage this rises to 25%.
- For single income households looking to buy a home, 55% of Shetland's entry level homes (lower quartile) in 2008 were unaffordable with a 100% mortgage. With an 80% mortgage this rises to 73%.
- Private rented housing costs vary for holiday lets (£200 to £300 per week) and longer term lets (£400 to £500 per month). There is high demand for private holiday lets in the summer months, and professional opinion confirms this affects those in housing need.
- Costs in the social rented market are on average £61.14 for a Housing Association property and £54.93 for an SIC property.
- SIC inflation only rent increases have achieved an average rent 7.6% higher than the Scottish average – a significant reduction from 14.6% higher in 2001/02.

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

Housing Need

Current Housing Need

- The total number of applications on the joint SIC and Hjaltsland Housing Association housing register continues to be over 1,000 and increased by 14% between November 2007 and September 2009.
- The majority of applicants on the Housing Register have points awarded for under occupation, overcrowding, sharing amenities or lacking amenities. This has significantly increased between December 06 and Aug 09.
- The number of applicants awarded points for a medical or social need has significantly increased.
- The number of homeless applications has increased by 30% since 2002/03. (166 in 2002/03 compared to 260 in 2008/09).
- The majority of homeless applicants register because they have been asked to leave their permanent home.
- The number of homeless applicants living in temporary accommodation has decreased by 40% since December 2006.
- In most cases, the final decision on a homeless application is that the local authority has no legal duty to rehouse the applicant.
- Permanent rehousing was the final outcome for 37.7% of homeless applicants in 2008/09 – this is a significant increase from only 6.72% in 2002/03.

Future Housing Need of Specific Groups

- In August 2009, 39% of applicants for sheltered housing are assessed as needing the highest priority of Sheltered or Very Sheltered Housing (support 24 hours a day). The remaining 61% require less support in the home.
- Over the next few years it is likely that demand will increase for care at home services. As a guide, should the number of people over the age of 90 double by 2024 as anticipated; this could account for increases from 75 to 150 people in this age group requiring a care at home service.
- Shetland's Care homes have little spare capacity and there is a waiting list of 38 (July 2009) for permanent residential care. Social Work reports that most clients appear to want to stay in their own homes for as long as possible before entering a care home. This leads to significant future housing implications in ensuring access to Care at Home facilities as well as the right type of accommodation to facilitate this.
- Shetland's learning disabled population is projected to increase by 40% from 160 to 271 between 2004 and 2020.
- There are currently 23 Independent Living (accommodation and permanent support project) places for clients with a projected increase of 48 Independent Living places required between 2008 and 2015. There are also 18 clients who managed their own tenancy or supported tenancy, with a projected increase of 36 further tenancies of this type between 2008 and 2015.

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.

Future Housing Need

- Housing need calculations have been carefully managed to remove double-counting across housing application categories and households.
- Taking into account the information gathered on changing household compositions, changing populations, rates of house completions and changing housing stock levels, the housing need calculations place future housing need within the range of 400-500 homes per year.
- Using GRO(S) projections, future household composition is estimated to continue the current pattern of homes split by locality, of:
 - Lerwick and Bressay 33%;
 - South Mainland 17%;
 - West Mainland 10%;
 - Central Mainland 14%;
 - North Mainland 14%;
 - North Isles and Whalsay & Skerries 14%.
- Household Projections show 86% of households in 2031 will consist of one or two adults. 14% of households will consist of adults and children. This means future housing will need to meet the needs of smaller households.
- The increasing needs of specific groups alongside an ageing population means that future housing will need to be of a type capable of meeting care and support needs as well as accommodation needs.

Housing Need and Demand Assessment Recommendations

The Scottish Government may make recommendations during the appraisal of the Housing Need and Demand Assessment, and these will be detailed here.

Next Stages

Once the Housing Need and Demand Assessment has been formally appraised, the process of developing the Local Housing Strategy will begin. Details on timescales and consultation on the Local Housing Strategy will be detailed here.

This information is subject to change until the Housing Need and Demand Assessment appraisal process has been completed with the Scottish Government.



MINUTE

B

**Shetland College/Train Shetland Board of Management
Room 5, Train Shetland, Gremista, Lerwick
Tuesday 17 November 2009 at 2.35pm**

Present:

A J Hughson	L F Baisley
A Carter	J Irvine
G Robinson	J L B Smith

Apologies:

L Angus
G Robinson (for lateness)
R Nickerson

Observers:

L Sinclair, EIS Lecturer's Representative

Also:

F B Grains

In attendance (Officers):

G Smith, Director
I Peterson, Depute Director
M Simpson, Vocational Training Manager
F Stirling, Short Course Manager
L Murray, Management Accountant
L Gair, Committee Officer

Chairperson

Mr A Hughson, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

The Chairperson welcomed Mr A Carter to the meeting as a member of the Board.

The Chairperson advised that Performance Management Reports listed as agenda items 3 and 4 would be considered first.

Declarations of Interest

There were no declarations of interest.

Minute

The minute of the meeting held on 23 September 2009 was confirmed on the motion of Mrs L F Baisley, seconded by Mr A J Hughson.

Train Shetland (Vocational Training) 6 Month Performance Management Report

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

Following a detailed summary of the report and appendix, from the Vocational Training Manager, Mrs F B Grains queried whether there were many apprentices who had been made redundant. The Vocational Training Manager advised that there were two redundancies and provided details on both. She said that one had been successfully re employed under an "Adopt an Apprentice Scheme". She explained that the host company receives £2000 under the scheme. Feedback had been good and the host company had been delighted to have an apprentice who had some knowledge after already gaining 2 years experience.

Mrs Grains queried the high instance of sickness. The Vocational Training Manager advised that the figures looked worse because it was a small team of people. She explained that there had been an instance of long term sickness, which had been covered by temporary staff, but the employee had now returned to work on a phased return.

Members agreed that the service was doing well despite the economic climate. The Vocational Training Manager said that she was pleased with the numbers in place for the Shell Step Programme. She added that there were a lot of businesses coming forward, booking for April with the new funding.

Mr A Carter referred to the training costs for school leavers and said that he welcomed an early resolution to the financial problem, to avoid pupils being delayed for another year. The Vocational Training Manager said that she would have a cost by the end of the financial year and would be approaching each school and the schools service on the matter. She said that she would provide a report to the Board in February.

Train Shetland (Short Courses) 6 Month Performance Management Report

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

Following a detailed summary of the report and appendix, from the Short Courses Manager, she confirmed to the Chairperson that most courses that were cancelled, only incurred administration and advertising costs. She explained that external trainers were not brought to Shetland unless the numbers were guaranteed. She said that trainers don't charge a cancellation fee if sufficient notice is given.

Mrs F B Grains commented that the service was doing exceptionally well and the Short Course Manager responded to a further query on cancellations. She explained that in some cases, cancellations were not solely due to a lack of numbers, but that where new initiatives had been introduced, too many dates were offered and one course had been advertised before it had been developed properly. The Short Course Manager added that some candidates cancel in the knowledge that there will be another date available, and in the case of care workers, they may be called to work at short notice to cover on the day of training.

Mrs L F Baisley asked whether there was any intention of providing training needs analysis training to managers of the Council. The Short Courses Manager advised that Human Resources and Managers had a responsibility for carrying out training needs analysis and that this should be focussed on the requirements of the job rather than what the employee wants. Mrs F B Grains said that performance reviews would consider how an individual was getting on in the job and whether more training was required. The Short Course Manager said that in regard to technical areas of a job, a training needs analysis was important in identifying the right training.

The Short Courses Manager advised that the word “due” should be removed from line three of point two in Priority Areas.

The Director said that recognition should be given to both the Short Courses Manager and the Vocational Courses Manager who had both prepared excellent reports. He said that they were both competent managers and were taking the services forward, which made his job easier. The Board agreed.

(Mrs F B Grains, Mrs M Simpson and Ms F Stirling left the meeting)

49/09

Director's Update

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

The Director introduced the report.

Estates – The Director advised that the ERDF Advisory Group would make recommendations to the Programme Monitoring Committee in early December. He advised that by the end of the calendar year he expected to hear whether the bid for European funding was successful. He said that if it was successful, it might alleviate the accommodation issues for administration and computing staff highlighted to the Board in their recent visits to these sections. The Director advised that the shortage of teaching and staff accommodation was beginning to impact on the delivery of service and increased accommodation would help. He said that if not successful, he

would approach the accommodation sub committee to consider emergency accommodation. He said that Islesburgh and NAFC Marine Centre were already being used, but this was a costly option. In relation to Hospitality, the Director advised that significant work had to be done in relation to health and safety issues and general improvements at the Bruce Hostel. The Director also advised that the Train Shetland building had crumbling floors and work would be carried out between December and January as a precursor to more extensive works.

Scottish Funding Council - The Director advised that the College had delivered 6043 SUMS in 2008/09 but he hoped that he would be able to revise that figure closer to 5058, otherwise the College would be penalised for overtrading. He advised that a meeting would be held on 15 December 2009 at the Scottish Funding Council at which he and the Executive Director – Education and Social Care would meet with SFC officers, including representatives of the capital side in anticipation of a response for ERDF funding.

The Director advised that he had received an official letter stating that 682 SUMS had been approved for the NAFC Cadet courses. He advised that the Shetland College would receive the money, which would go to the NAFC Marine Centre to deliver the course.

HMIE - The Director advised that Karen Corbett, HMIE, who had recently taken over as College Link HMI, had indicated her desire to attend the Board of Management in January, if agreed by the Board. He advised that she hoped the meeting with the Board in January would allow her to introduce herself and to set up an agenda for the annual engagement, which would take place towards the end of March. The Director advised that the Equality and Diversity fieldwork visit by HMIE had been changed to 12 January 2010. He advised that the HMIE would meet with staff, teachers, and students.

Centre for Nordic Studies - The Director highlighted Mr Nickerson's suggestion that the Board of Management may wish to visit the NAFC Marine Centre to meet staff to learn more about their work, prior to the next Board Meeting.

Music Development – The Director advised that interviews were held in early November and he would meet with Mr C Black and Keith Adam from Legal Services to finalise the outcome of these interviews. He advised that he would email Members to advise whether the contract had been awarded or not. The Director added that the contract might not be awarded in time for delivery in 2010/11.

In response to a query from Mr J L B Smith regarding paragraph 3.2.1, the Director advised that there would be no cut in activity, but how the SUMS are described in the report has to be

acceptable to the funding Council, the College and the Auditors. The Director said that the Shetland College's situation was not typical to other colleges.

50/09

Student Enrolments – October 2009

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

The Director introduced the report and advised that the College was confident it would meet the SUMS target.

The Depute Director said it was important to add the following 3 points:

- P/T computing - figures look low, but a few more are coming onto the course.
- P/T Construction – some students are on adult learning evening classes to learn AutoCAD, some were on bridges project and others were to come onto the course.
- Skills for work – there are a good number still to be added.

51/09

Shetland College Self Evaluation 2008/09

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

The Director introduced the report and said he would like to make the Board aware of the quality of the report presented to the Board stating that this was as a result of the work carried out by the Depute Director. The Director said that other members of staff contributed, but the Depute Director pulled all the information together into the one document, and wished to record his appreciation for the work done. The Director advised that the HMIE external quality review template was used, which stood the college in good stead. He added that the report was augmented by the review of the operational 2009/10 business plan.

The Depute Director provided the Board with a summary of the details contained in the report and advised that following the introduction and a description of the strategic priorities, the quality elements look at the strengths and areas for development. The action plan for 2009/10 is also attached and highlights areas where there is room for improvement. The Depute Director advised that progress would be marked and reported back at the end of the year.

The Chairperson said that the document was an excellent up to date reference and was a very thorough report.

In response to a query from Mr A Carter, the Director advised that if students continue with the course for 25% of the time, funding can be claimed for those students. The Director

indicated that the digital media course was approaching 25% of its time for example, and that this course was showing an improvement in retention as opposed to last year's NC course in Computing,. The Director advised that the care course attracted students who thought they wanted a career in care, but for some the reality was different. He also indicated that the care course was predominantly female, and was in contrast to the construction industry, which attracted mostly men. He said that work had to be done on how stereotypes can be broken down. Mr Carter queried whether there had been an improvement in the quality of applications. The Director confirmed that early indications showed that there were good student groups in place.

Mrs L F Baisley moved that the Board approve the recommendations contained in the report, seconded by Mr J Irvine.

52/09

Shetland College Annual Report to the Scottish Funding Council on Institution-led Quality Review Activities for Academic Session 2008/09

The Board considered a report by the Director, Shetland College (Appendix 6).

The Director introduced the report and explained that this was a new requirement from the Scottish Funding Council (SFC) and last year's report had provided a baseline. He advised that this year the SFC were looking for more evaluation on how the College is adding quality assurance, as provided in the Depute Director's summary attached as Appendix 1. The Director added that it is the governing body that has responsibility for quality assurance, therefore the Board have to be happy with the submission to the Scottish Funding Council. The Director said that if the Board were content with the report, it would be sent by the deadline of 30 November 2009.

The Depute Director confirmed that Appendix 1 was a review of the last action plan and a summary of the action plan for 2009/10.

Mr J L B Smith moved that the Board approve the recommendations contained in the report, seconded by Mr J Irvine.

In order to prevent the disclosure of exempt information, Mr A J Hughson moved, Mrs L F Baisley seconded, and the Board resolved, in terms of the relevant legislation, to exclude the public during consideration of the following item of business.

(Observers left the meeting)

Lecturers' Pay Award 2009-10

The Board considered a report by the Director, Shetland College.

The Chairperson advised the Board that at the last meeting an offer of 1.8% was made and subsequently turned down.

Mrs L F Baisley moved that the Board make an offer of 2.5% in line with offers made elsewhere, seconded by Mr A J Hughson.

Mr J L B Smith said that 2.5% was on the upper side of the scale offered elsewhere and moved as an amendment that the Board make an offer of 2.2%, seconded by Mr G Robinson.

After summing up, voting took place by way of a show of hands and the results were as follows:

Amendment (J L B Smith)	2
Motion (L Baisley)	3

The meeting concluded at 3.55pm.

.....
A J Hughson
CHAIRPERSON



MINUTE

**Shetland College/Train Shetland Board of Management
Room 4, Train Shetland, Gremista, Lerwick
Thursday 21 January 2010 at 2.15pm**

Present:

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

Apologies:

L Angus
A Carter

Observers:

L Sinclair, EIS Lecturer's Representative

In attendance (Officers):

G Smith, Director
I Peterson, Depute Director
S Smith, Operations Manager
L Murray, Management Accountant
L Gair, Committee Officer

Chairperson

Mr A Hughson, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

The Chairperson welcomed Mr S Varwell from SPARQS to the meeting and advised that Karen Corbett from HMIE would be attending later and both would provide presentations to the Board following the meeting.

Mr R C Nickerson referred to the agenda and stated that the Director's Report was missing adding that a decision had been made that this be a standing item. The Director said that this had been an omission and it would appear on future agendas. The Chairperson advised that there had been developments with regard to the HMIE award and the Phase 3 of the College that could not be reported on in time for agenda management but, if agreed, the Director would provide a verbal update for Members. The Board agreed.

Declarations of Interest

Mr W H Manson declared an interest in item 5 stating that his wife is a student. He said, in the event that capital expenditure was discussed, he would declare an interest as a SLAP Director.

Minute

The minute of the meeting held on 17 November 2009 was confirmed.

49/09 Director's Update - At the request of Mr R C Nickerson an update on the Music Development Course was provided to the Board. He also advised that the Centre for Nordic Studies had been awarded £120,000 as part of a multi-national project and suggested that the Board arrange to meet the staff involved.

01/10 Director's Report – Verbal Update

College Phase 3 – ERDF Funding

The Director advised the Board that ERDF had announced that £1.8m funding was available which amounted to 40% of the estimated cost of the College Phase 3 extension. He explained that the application for funding had been made under Priority 2 to gain 45% intervention rate however he was advised that the application had to be revised to Priority 3, which meant a 40% rate. He said that he had not received a formal letter yet, but advised that match funding would be needed by the end of March. The Director advised that SLAP had been indicated as a match funder, to the ERDF, however that would have revenue implication into the future. He said that it was hoped that the Council would consider providing grant support. The Director indicated that the revenue implications were significant and would be in the region of £225,000 per year if £2.7m was received from SLAP.

(K Corbett, S Smith and I Peterson attended the meeting)

The Director advised that a report would be presented to the Council for consideration on an allocation from the Capital Programme. Some discussion had also been held with Mr M Batho, Chief Executive of the Scottish Funding Council and copies of the feasibility study had been passed on. The Director advised that a contribution of £500,000 had been requested from the next two years. He said that this contribution would show partnership working and demonstrate a commitment to “regionalisation of learning”. The Director indicated that a response had been received from Mr Batho stating that the request had been passed to the capital team to consider and that they would be in touch, noting the urgency.

To further demonstrate the urgency to secure match funding, the Director explained that if the College was to confirm match funding from SLAP and a further sum was granted by the Council or HIE after the deadline, the additional sum would be removed from the ERDF Funding, and not the match funding. He explained that ERDF see themselves as funding of last resort. Mr W H Manson commented that SLAP should be the last resort because of the revenue implications.

In response to a query from Mr W H Manson the Director explained that if the Scottish Funding Council made a commitment it would not matter what year the funds came from. He advised Mr R C Nickerson

that the spending timescale would see the design work being carried out in 10/11 and the building work being carried out in 2011/12.

Blydehavn Nursery

The Director advised that Blydehavn Nursery had been inspected by HMI and said that the evaluation had been excellent. The Director read out the comments summarised in the HMI report.

Mr G Robinson said that congratulations should be sent to all staff thanking them for their hard work and commented that this was one of the best preschool reports in Scotland, if not the best. The Board concurred.

Research Funding

The Director advised that £10,000 had been made available to take forward proposals for a feasibility study to look into the creation of a Chair in Creative Industries for UHI to be based in Shetland with a view to establishing creative industry as a niche area for the College. He advised that the use of the money was unrestricted and Mr J Irvine and Mr Gibbs would meet to discuss on how to take this forward. In response to a query from Mr R C Nickerson, the Director advised that the funding would be spent by the end of the academic year ie. end of July.

02/10 **Student Enrolments 7 January 2010**

The Board noted a report by the Director, Shetland College, attached as Appendix 1.

The Depute Director introduced the report and advised the Board that the College were on target and were likely to exceed the 5058 weighted SUMS for this academic session.

03/10 **Shetland College Financial Update, December 2009**

The Board noted a report by the Director, Shetland College, attached as Appendix 2.

The Director introduced the report and highlighted how difficult it was to profile the budgets accurately. He advised the financial position was the same as reported in June and a further report would be brought to the Board for the 6 month period.

The Chairperson commented that the £50,000 deficit matched the loss of funding from the Scottish Funding Council. The Director advised that this was part of ongoing discussions with the Funding Council.

04/10 **Shetland College Annual Accounts to 31 July 2009**

The Board noted a report by the Direct, Shetland College, attached as Appendix 3.

The Director introduced the report and stated that the College outturn had been within 0.1% of the budget. Referring to paragraph 4.2 he explained that there had been no allowance made for Single Status

back pay. He said that he had understood that the payment would come from a separate budget but as that was not the case, he said it could come from the College's accumulated surpluses. Mr R C Nickerson said that he understood the Single Status back pay was to come from the Reserve fund and that the Council should be asked for clarity on that. Mr G Robinson said that he would bring up this matter at the next meeting of the Single Status team. The Chairperson confirmed that the matter could be raised at Council through the Services Committee minutes.

05/10 **Shetland College UHI Annual Quality Monitoring Site Report 2008/09**

The Board considered a report by the Director, Shetland College, attached as Appendix 4.

The Depute Director introduced the report and advised that the UHI had overhauled the quality monitoring procedures and over the last 2 months a more stringent approach had been taken to look at the quality of individual partners. She produced an Annual Quality Monitoring Site Report and put it to UHI, which was now to be used as an exemplar, and covered the main areas noted in paragraph 1.1. Reports will be produced on an annual basis in April.

Mrs L F Baisley commented that she found the report interesting to read and said that there was a lot of good practice going on that the College could be proud of.

The Director advised the Board that the Depute Director had been modest in her comments regarding the exemplar and that this had been a personal request from UHI for the Depute Director to produce an exemplar report, given the quality of her reports to date.

Mrs L F Baisley moved that the Board approve the recommendations contained in the report, seconded by Mr G Robinson.

06/10 **Support for Curriculum Development**

The Board considered a report by the Director, Shetland College, attached as Appendix 5.

The Director introduced the report. Mr R C Nickerson moved that the Board approve the recommendations contained in the report, Mr J L B Smith seconded.

Mr R C Nickerson said that this was a question of a small amount of money for value investment and the income would cover the costs of providing the course. Mr R C Nickerson expressed his concerns regarding the possibility of knitting classes being cut from schools and the impact this may have on future college students.

Mr G Robinson said that there might be an opportunity for people doing contemporary textiles to support them into business. He said that a package should be looked into with the Economic Development Unit. The Director advised that the first step would be through

Business Gateway. He advised that there was a proposal in its early stages and that this would be brought to the Board in the future.

07/10 **SFC Circular 31/2009 Guidance for Developing a Framework to support Institutional Sustainability and Scenario Planning**

The Board considered a report by the Director, Shetland College, attached as Appendix 6.

The Director introduced the report and highlighted his concerns for the Shetland economy should the funds available be reduced. The Director provided comparisons with the Western Isles and presented his response to the Scottish Funding Council for the Board's consideration.

(Mrs L F Baisley left the meeting)

Mr J Irvine said that he could not support the idea of cuts and to take away funding would alter provision.

Mr G Robinson said that that framework could lead to cuts and would have an impact on students who would have to seek courses off the Island at an increased cost for them. Mr Robinson said that the Director had taken the correct line in response to the circular and moved that the Board approve the recommendations contained in the report.

Mr W H Manson agreed and referred to Mr Batho's "regionalisation of learning". Mr Manson stated that many adults would not be in education if the courses were not available in Shetland and many were studying part time due to family and work commitments.

The Director added that there would be an impact on the local economy if students had to leave Shetland to study.

Mr R C Nickerson seconded Mr Robinson's motion and noted that the Institutional Sustainability Working Group had no representative from an Island group and many of those involved did not understand the issues from an Island context. He said that the Director's response was a good starting point.

The Chairperson concluded by saying that the College was in place for the benefit of the whole of Shetland and that it was here to support the folk in Shetland.

The meeting concluded at 3.25pm.

.....
A J Hughson
CHAIRPERSON



REPORT

To: Services Committee

04 February 2010

From: Head of Schools

PARENTAL INVOLVEMENT STRATEGY

1. Introduction

- 1.1 The purpose of this report is to inform Members of the Schools Service's Parental Involvement Strategy.

2. Link to Council Priorities

- 2.1 One of the Outcomes held within the Corporate Plan 2008-2011 for Schools is to, 'Help us create and maintain a culture where individual learners can strive to realise their full potential.'
- 2.2 It will also contribute to the following indicator from our Single Outcome Agreement:
- Increase the proportion of schools receiving positive inspection reports.
- 2.3 Should this strategy not be successful at Council, there is a risk that The Schools Service will not fulfil its legal requirement under section 2 of the Scottish Schools (Parental Involvement) Act 2006, which states that "Each authority must prepare a document, to be known as their "strategy for parental involvement". The Schools Service also feel that there is also a risk associated with point 2.2 of this report, in that the strategy supports schools to encourage parental involvement, which is an area of performance interest to Her Majesty's Inspectors of Education.

3. Background

- 3.1 The Scottish Schools (Parental Involvement) Act 2006 ("the Act") "modernises and strengthens the framework for supporting parental involvement in school education". (Scottish Executive's Guidance to the Act 2006).

- 3.2 As summarised in the Scottish Executive's Guidance to the Act: "The Act requires each education authority to prepare a strategy document, which must cover the authority's duties to:
- Involve parents in their own child's education, and that provided by a school to its pupils generally
 - Give advice and information to parents in respect of their own child
 - Promote the establishment of Parent Councils in schools and support their operation
 - Establish a complaints procedure for their duties under the Act."
- 3.3 The Act requires that "each school must ensure that their school development plan takes account of the authority's strategy for Parental Involvement" and also that it "considers the extent to which a pupil's parents are involved in the education provided to the pupil." (Scottish Schools Parental Involvement Act Guidance 2006)
- 3.4 The Shetland Islands Council Complaints Procedure acknowledges that individual departmental schemes will already be in place. The strategy includes the Schools Service Complaints procedure.
- 3.5 A Draft Parental Involvement Strategy was circulated to all Parent Councils, Head Teachers, a sample of pupils from primary and secondary schools, and others with an interest in Parental Involvement in schools. This revised draft takes into account their feedback as a result of this consultation.

4. Proposals

- 4.1 The "Parental Involvement Strategy for Shetland Schools" attached at Appendix A, takes into account the guidance issued to support the Act. It has been developed in order to support schools when they consider and develop their policies and procedures with regards to encouraging Parental Involvement.
- 4.2 The Parental Involvement Strategy includes the procedure for handling complaints and a proposed leaflet (Appendix 5) which supplements the Council's Complaints Policy, and which is intended for display in school foyers, the Town Hall and libraries.
- 4.3 The Parental Involvement Strategy also includes at Appendix 6 the procedure for appointing Head Teachers and Depute Head Teachers (previously approved by members (Min Refs: SIC 107/08 and SIC 183/08).

5. Financial Implications

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

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 relating to matters within its remit for which the overall objectives have been approved by Council, in addition to appropriate budget provision.

7. Recommendation

- 7.1 I recommend that the Services Committee recommend that the Council adopt the Shetland Schools Service's Parental Involvement Strategy.

October 2009

Our Ref: HB/MS/kk

Report No: ED-28-F

Shetland Islands Council
Schools Service



Strategy for Parental Involvement 2009

Scottish Schools (Parental Involvement) Act 2006

September 2009

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Strategy for Parental Involvement

The term "parent" includes guardian and any person who is liable to maintain or has parental responsibilities in relation to, or has care of a child or young person.

(For examples of this definition see *Guidance on Parental Involvement*, page 5 and an excerpt at Appendix 1).

1. Introduction and Rationale

This strategy has been developed in accordance with the Scottish Schools (Parental Involvement) Act 2006 ("the Act").

Research shows that when parents are involved in their child's education, children achieve more at school. This strategy aims to explain how the Schools Service of Shetland Islands Council will support schools and the relevant agencies to help parents to become involved in the context of this Act.

It states how the Schools Service will fulfil its duties under the Act to:

- Involve parents in their child's education and that provided by the school to its pupils generally
- Give advice and information to parents in respect of their child
- Promote the establishment of Parent Councils in schools and support their operation
- Establish a complaints procedure for their duties under the Act.

The strategy reflects practice under the following:

- How good is our school: The Journey to Excellence Part 3: quality indicators:
 - 2.2: The school's success in involving parents, carers and families
 - 5.7: Partnership with learners and parents
- How good is our school: The Journey to Excellence, HMIe 2006: Dimension 6, Works together with parents to improve learning

- The child at the centre: Self-evaluation in the early years: quality indicator:
 - 2.2: The extent to which parents, carers and families are committed to and actively involved in the life of the centre.
- The National Priorities in Education, as approved by the Scottish Parliament in December 2000, and defined under the following headings:
 - Achievement and Attainment
 - Framework for Learning
 - Values and Citizenship
 - Inclusion and Equality
 - Learning for Life
- A Curriculum for Excellence (2004), which stressed that the curriculum should complement the important contributions of families and communities in enabling the young people of Scotland to become:
 - Successful learners
 - Confident individuals
 - Responsible citizens
 - Effective contributors
- The Education (Additional Support for Learning) (Scotland) Act 2004 (the ASL Act) which aims to ensure that all children and young people are provided with the necessary support to help them work towards achieving their fullest potential. It also promotes collaborative working among all those supporting children and young people. The policies and procedures in this Parental Involvement Strategy are in line with those of the ASL Act, and reference should be made to the School Service's Managing Inclusion guidelines where appropriate.

This strategy is written to reflect the Local Context within Shetland Islands Council's General Corporate Plan 2008 - 2011, which includes the priority:

"6. We will ensure that equal opportunities exist for all, no matter an individual's age; race, gender, faith, sexual orientation or disability and we will decrease social inequalities."

The strategy is written with reference to the Shetland Islands Council's schemes of Race Equality, Gender Equality and Disability Equality. These schemes state that we will not discriminate on the grounds of race, gender or disability, and that we have a duty to promote equality of opportunity.

2. Promotion of the involvement of parents

The Schools Service sees communication with parents as being the key to the promotion of the involvement of parents. The "Parental Involvement Communications Guidance" at **Appendix 2** explains how the Service expects its schools to encourage a high level of communication and engagement with parents at three levels:

- Learning at home
- Home/School partnership
- Parental representation

This strategy recommends that schools should develop their own policy on communicating with parents, and the guidance at Appendix 2 provides them with a framework.

Where the area of home/school partnership may involve parents working in the school, then schools should consider the guidance at **Appendix 3** on volunteering. Again, schools may use this to develop a policy on Parent Volunteers where appropriate.

When developing these policies, schools should take into account the views of the Parent Forum and the Parent Council.

3. Advice and information to parents

The "Parental Involvement Communications Guidance" at Appendix 2 includes explanations of how schools can or should communicate with parents in respect of the following:

- When using routine communication methods, for example, letters, newsletters, homework diaries, reports, information about in- and out-of school activities.
- Inviting parents to meetings about their child

"We actively encourage parents to participate in their children's care and education, particularly those who are reluctant to be involved or who face barriers to involvement. We support parents well in understanding and taking an active part in discussions about their children's progress and ways of working together on their next steps in learning. As far as possible, we meet parents at times which are most convenient to them."

QI 5.7, How Good is our school 3

4. Taking account of the needs of looked after children

The Children (Scotland) Act 1995 defines Looked After Children as children who are:

- Provided with accommodation under section 25 of the Children (Scotland) Act 1995 or
- Subject to a supervision requirement made by a Children's Hearing under section 70 of the above Act or
- Subject to an Order, authorisation or warrant according to which they have responsibilities in respect of the child under chapters 2, 3 or 4 or part II of the above Act or
- Subject to a child protection order, authorisation or warrant or
- Living in Scotland but subject to an equivalent order made in England, Wales or Northern Ireland (section 33 of the above Act)

Children who are in need and also receive periods of respite care are also known as Looked After Children for the period of time they are cared for by someone else. This includes some children and young people with Additional Support Needs.

The Local Authority has a duty to provide help, encouragement and support to all children who are "Looked After". All children who fall into this category will have a Care Plan drawn up highlighting the needs of the child and the actions required to address additional needs or compensate for previous deprivation. These Care Plans are reviewed at least six monthly when changes are made if necessary to meet the changing needs of the child.

For parents whose children do not normally live at home they will continue to be involved in all aspects of their child's care and education. There is a requirement on all Local Authorities to take a holistic view of the child,

which includes their emotional, social and developmental needs. The Local Authority is committed to working in partnership with parents in the best interests of the child or young person.

Seeking children's views and feelings in regard to parental involvement is important and every effort should be made to ensure that the children and young people are consulted and that their views are considered.

Each school has guidance on what is required of them in the Shetland Islands Council's Managing Inclusion Guidelines.

Each school will have a designated person who will have specific responsibility for all Looked After Children who attend their school. These children will also have an Individual Educational Plan to ensure that all their individual needs are met in school.

Social Work has a duty to inform schools on all the specific details of the child's care arrangements so that the school can keep parents and carers up to date with information about the school and the child.

Close ongoing liaison particularly between Health, Education and Social Work will exist to ensure all Looked After Children are supported to reach their potential in school. Any additional support a child requires will be identified and addressed as required. For children on whom a Supervision Requirement has been imposed, the progress made by all these agencies involved is reviewed at a Children's Hearing at least yearly.

5. Promotion of the establishment of Parent Councils and provision of support, advice and information

All parents of children at a school are automatically members of the Parent Forum of that school. The Schools Service actively encourages Parent Forums to set up a Parent Council. This is a statutory body that can represent the views of the Parent Forum to the school. Parent Councils will be encouraged to actively seek parents' views about the nature of parental involvement, the quality of education, and the activities provided by the school.

The functions of the Parent Council should include:

- supporting the school in its work with pupils,

- representing the views of parents,
- promoting contact between the school, parents, pupils, providers of nursery education and the community,
- reporting to the Parent Forum

Parent Councils are encouraged to prepare an annual plan of how they intend to work with the school to encourage parental involvement and to prepare a report on their annual achievements. The Parent Council is accountable to members of the Parent Forum and has the Head Teacher of the school as an advisor.

The Schools Service will support and communicate with the Chairpersons of the Parent Councils in the following ways:

- by correspondence, either generally to all Parent Councils, or specifically about individual school issues,
- by responding to correspondence from Parent Councils in a timely way,
- by encouraging electronic communication between Parent Council Chairs,
- by actively listening to Parent Councils and working with them to find a solution to difficult situations that a school may face,
- by inviting all of the Chairpersons to a meeting with Schools Service representatives twice per year,
- by providing training to them and their members on running meetings and encouraging parental involvement,
- by providing training, including Interview Skills training, on appointment procedures should they need to appoint a Head Teacher and/or a Depute Head Teacher. (Appendix 6)

From time to time the Schools Service will seek the views of Parent Councils through consultation meetings or papers.

Head Teachers have a right and a duty to attend Parent Council meetings and will provide the first point of contact for communication between the Parent Council and the school.

The Schools Service will allocate funds for a clerk (where appointed) to receive an honorarium (provided that the clerk is not a member of the Parent Council). The clerk is not an employee of the Shetland Islands Council, but the Schools Service has agreed the level of honorarium that

can be supported via a grant application by the Parent Council. The level of honorarium payment will be based on the school roll, including the nursery. As school rolls change over time, so a clerk's honorarium may change. For administrative ease, the honorarium will be paid from central funds. The Schools Service will also provide funds for the Parent Council to carry out its administrative functions, such as postage, photocopying, stationery, and reasonable mileage. Funds for both the clerk's honorarium and the administrative functions will be allocated on consideration of a grant application, in line with the legislation "Following the Public Pound".

6. Equal Opportunities and Diversity

This strategy (and any school policies that are developed from it), must promote equal opportunities. Shetland Schools are encouraged to take note of the following statements and advice when developing ways to increase Parental Involvement:

- Consider how the different backgrounds (for example with respect to country of origin, cultural, ethnic and religious beliefs) of children and their families may cause barriers to parental involvement
- Consider how the different school experiences of children and their families may cause barriers.
- Recognise key times when parents may have need additional needs, for example at times of transition for their child
- Consider inclusive parental involvement practice. This may include making flexible arrangements for the individual needs of parents so they will feel valued, involved and have a sense of belonging
- Consider core provision of methods for parental involvement that are available to all parents, for example, diaries, newsletters, parents' meetings, phone calls.
- Through these methods consideration should be given to parents' language and literacy skills, the terminology used, time constraints in busy family life and the venue for meetings.

- Social events where the school and community work together allow less threatening occasions for parents to attend school, who may not normally do so.
- Promote the school as a community hub
- It is the responsibility of all staff to make all parents feel welcome in the school. The policy within the school for how parents and teachers meet should be positive and supportive to all
- When children experience difficulty at school, relationships between parents and the school can suffer.
- Social, Emotional and Behavioural issues often carry a stigma that can spill into the community. Parents and their children may feel excluded. It is important that schools recognise the needs of families at this time and support them as much as is possible. Communication about the life of the school continues to be important. Key people as link workers may help those families involved with several agencies.
- Disrupted education through temporary suspension, prolonged illness or refusal to attend can leave families feeling isolated and forgotten. Communication with the family should be kept open.

Useful Contacts:

Local

Home Link Teacher, Bruce Family Centre, Lerwick

The home-link service can support a young person whose needs require enhanced home-school liaison. The home-link teacher usually works closely with parents, schools and other agencies.

Additional Support Team.

This team currently provides advice and support for schools working with young people with social, emotional and behavioural needs.

Disability Shetland, Market House, Lerwick

This organisation aims to support children and their families with equipment, representation and information.

Adult Learning, Old Library Centre, Hillhead, Lerwick

Shetland library offers an adult learning service for those people who wish to improve their skills in literacy, numeracy and in other areas.

Mediation Service, Market House, Lerwick. Mediation services can be accessed through the Lerwick branch of the Citizens Advice Bureau at Market House, Lerwick.

National

Parentzone: www.parentzonescotland.gov.uk

Enquire: 5 Shandwick Place, Edinburgh:

www.childreninscotland.org.uk/enquire

7. Training of School Staff

Each member of staff has a responsibility to work in partnership with parents and thus needs the skills and the tools to be able to develop effective partnership working. It is the Head Teacher's responsibility, through the staff review and development process, to ensure that every member of staff has the opportunity to develop these skills.

From time to time the Schools Service will provide joint training for Parent Council Chairs and Head Teachers on chairing meetings.

The Schools Service will provide training courses, workshops and advice on Parental Involvement on a regular basis. Where possible, these will be open to members of Parent Councils. It will share good practice through training courses, circulars, newsletters and through the use of Glow (Scotland's education intranet).

8. Complaints Procedure

"We have clear complaints procedures and parents understand how to use them. They receive feedback, and when their suggestions are not taken on board they are given explanations."

HGIOS 3, QI 5.7: Partnership with learners and parents

The Schools Service must establish a complaints procedure in relation to its duties under the Act. The Schools service Complaints Procedure covers all aspects of the Schools Service and should be used by anyone dissatisfied with how the Schools Service has acted, or failed to act, in terms of the Act. This strategy includes a complaints procedure, with guidance for central staff, at Appendix 4. The guidance for staff explains the responsibilities of different staff groups when dealing with complaints, and the leaflet for parents identifies the different levels of complaint and explains the stages in the complaints procedure.

The Schools Service consulted the following groups before establishing an appropriate complaints procedure under the Act: Head Teachers from all schools in Shetland, the Schools Service Management Team, the Administration Officer, Policy Development Officer, Human Resource

Manager, Legal Services representatives, the two Joint Secretaries of Local Negotiating Committee for Teachers, Staff at the Additional Support Unit at Brae, staff at the Bruce Hostel, and members of the Schools Service's Quality Assurance Working Group.

9. Improving Parental Involvement

On an annual basis each school is required to consider in what areas it needs to improve and to state these in a School Improvement Plan. The Act requires schools to include proposals for improvements in the ways in which it encourages parental involvement. It should also evaluate the impact of the previous year's development in this area. The School Improvement Plan and the School's Standards and Quality Report should either be made available to all parents in full or as a summary.

10. The Development of the Strategy

The Parental Involvement Strategy was developed over a two-year period by a working group which included four Head Teachers, a Principal Teacher, the Human Resource Manager, the Home-Link Teacher, a Social Worker, School Board/Parent Council Chairs, a representative from the Policy Development section of Shetland Islands Council and was chaired by a Quality Improvement Officer from the Schools Service.

Pupils' views were sought through discussion with pupil councils and through class activities.

When a draft strategy document was produced, it was sent to all Head Teachers, all Parent Councils, all members of the Schools Service Management team, the two Joint Secretaries of Local Negotiating Committee for Teachers, Staff at the Additional Support Unit at Brae, staff at the Bruce Hostel and officers from the following sections of Shetlands Islands Council: Administration, Policy Development, Human Resources, Legal Services. The strategy was sent with consultation questions about various areas, as well as providing room for any other comments.

11. Strategy Review

Any new legislative requirements will be considered during a review of this Parental Involvement Strategy and will take into account the views of pupils, parents (through Parent Councils), Head Teachers and schools staff, by convening a working group with similar membership to the original group. This is planned to take place during 2015.

DEFINITION OF PARENTS AND PUPILS

The following text is an excerpt from the guidance document of The Scottish Schools (Parental Involvement) Act 2006, which uses the broadly framed definition of "parent" set out in the 1980 Act, and is as follows:

- "parent" includes guardian and any person who is liable to maintain **or** has parental responsibilities (within the meaning of section 1 (3) of the Children (Scotland) Act 1995) in relation to, **or** has care of a child or young person;

This is a wide definition which might, by way of example, include:

- non-resident parents who are liable to maintain or have parental responsibilities of a child
- carers who can be parents
- others with parental responsibilities, e.g. foster carers, relatives and friends who are caring for children and young people under supervision arrangements
- close relatives, such as siblings or grandparents caring for children who are not looked after or are under home supervision arrangements

A "pupil" is defined under the Act as including "a child who is under school age if that child is in attendance at a primary school, whether in a nursery class in such a school, or not."

A "child" is a person who is not over school age (5 - 16).

A "young person" is a person over school age who has not attained the age of eighteen years (16 - 18).

"Parental Involvement Communications Guidance"

Home / School Partnership: Guidelines to Support Policy Development in Schools

These guidelines have been written primarily for school staff. It will help them to:

- Develop their school policy
- Review their current practice to encourage them to have effective measures in place to promote fully the involvement of parents/carers in their child's education,
- Reflect on the purposes and principles that underline that practice
- Develop strategies/measures that ensure strong parental involvement.
- Recognise the benefits to pupils, parents and the school when there are strong links between home and school.

1 Introduction

'Success in school is a product of strong home-school relationships. Children who succeed do so because they grow in understanding both at school and at home and are able to build a learning bridge between them. Children who do well enjoy the support of parents and teachers. Schools that do well constantly seek out imaginative ways of helping teachers and parents to work together in partnership.'

(How can Parents Help their Children's Learning, SEED, 2002, foreword)

"Engaging and working with parents is one of the most vital parts of providing children with an excellent education"

Partnership with Parents, Department for Education and Skills

"Involving parents as partners in the education of their children at all stages of education is essential if children are to achieve their full potential"

Parental Participation in Schools, Scottish Office

2. Background

In recent years there have been a number of key policy developments in Scottish Education which provide the framework for this guideline document.

The *Standards in Scotland's Schools Act 2000* set out 5 National Priorities in Education, specifically mentioning the role of parents under Values and Citizenship.

- achievement and attainment
- framework for learning
- inclusion and equality
- values and citizenship: To work with parents to teach pupils respect for self and one another and their interdependence with other members of their neighbourhood and society and to teach them the duties and responsibilities of citizenship in a democratic society
- Learning for Life

This Act also includes provision to ensure that parents are consulted on key issues at both school and local authority level.

The Act recognises the vital role that parents play in supporting their children's learning by modernising and strengthening the framework for supporting parental involvement in school education. It aims to help all parents to be:

- Involved with their child's education and learning
- Welcomed as active participants in the life of the school, and
- Encouraged to express their views on school education generally and work in partnership with the school.

The *Education (Additional Support for Learning) (Scotland) Act 2004* highlighted new rights for parents of children with additional support needs. This act ensured that parents could:

- Request the education authority to find out whether their child has additional support needs
- Request the education authority to find out whether their child needs a Co-ordinated Support Plan or to review an existing plan
- Request a specific type of assessment and/or examination

How Good is our School? Journey to Excellence Part 3 establishes the criteria for evaluating the extent to which parents, carers and families are committed to and actively involved in the life of the school (Q.I. 2.2). It also establishes criteria to evaluate the performance of Scottish

schools in the area of engaging, consulting and talking to parents about learners and the work of the school.

How Good is our School - Self-evaluation series, Partnership with parents provides schools with a guide to evaluate the quality of parental partnerships. It highlights effective ways in which school can work in partnership with parents, for example to support their children's learning.

A Curriculum for Excellence aims to enable all young people to become successful learners, confident individuals, effective contributors and responsible citizens. In order to achieve this aim schools and parents will need to work closely together.

3 Rationale

The evidence is clear that children achieve more when schools and parents work together. Parents can help more if they know what schools are trying to achieve and are clear about how they can help. Schools benefit when they recognise and build on the role that parents have in the education of their children.

4 Key Principles

Research and experience indicate that the following principles are fundamental to effective parental involvement:

- parents feel welcome and valued,
- recognition is given to the fact that parents have other commitments and responsibilities in their lives,
- a variety of strategies/activities are adopted which recognise diversity and are inclusive,
- schools actively seek to involve **all** parents,
- the School Improvement Plan sets targets for improving parental involvement,
- Parental Involvement is evaluated in the Standards and Quality Report,
- teachers engage with parents in a variety of ways on a regular basis in order to build positive relationships,
- schools promote the benefits of parental involvement within the learning community,
- that schools encourage parents to use their skills, where appropriate, to the educational benefit of the children

5 Communication

Effective communication strategies:

- give parents a choice about the ways they can exchange information with the school, eg by letter, phone, e-mail, text,
- make communication possible at different times to reflect different working patterns,
- schools make equitable provision for non-resident parents,
- provide new families with information about the routines and expectations of the school,
- support families at points of transition,
- use printed information that is attractive and easy to read using colour and pictures where possible,
- avoid jargon and abbreviations,
- actively seek alternative ways to inform and consult with families about the work of the school, eg workshops, meetings, pupil presentations,
- reach out to parents in places they already visit such as the shop, the hall or the post office,
- build relationships with parents at regular school events such as concerts, parents' nights and sporting events,
- make use of parent-to-parent contact, eg where one person agrees to bring along another, to reach parents that have traditionally been reluctant to participate,
- provide honest and regular information about children's progress,
- make time for one-to-one conversations with parents,
- develop an effective complaints procedure,
- make provision for parents for whom English is a second language,
- keep channels of communication open at all times.

Key link workers can provide valuable support to families who are working with other agencies, as it is recognised that this can cause additional stress.

Disrupted education through temporary suspension, prolonged illness or refusal to attend can leave families feeling isolated and forgotten. Communication with the family should be kept open during this time.

6 Staff in Schools need to recognise and promote the importance of:

Learning at home by:

- Showing that children and young people are valued.
- Families enjoying time together.
- Showing that learning is valued for adults and children.
- Knowing what teachers expect of pupils.
- Knowing what schools expect of parents.
- Involvement in Personal Learning Planning.
- Talking with children about what and how they are learning.
- Listening to children's views.
- Respecting children's views/opinions.
- Providing space for independent learning.
- Negotiating arrangements for completing home study.
- Understanding frustration and encouraging children to see difficulties as a step in learning.
- Encouraging self-reliance and coping strategies.
- Thinking long-term - (learning for yourself is what education is about and the key to success in all aspects of life).
- Contacting the school if there are concerns or successes to share.

Home/School Partnerships can include:

- A welcoming atmosphere.
- A parents' room available.
- Effective support for parents / carers of looked after children.
- Resources on aspects of parenting available on loan.
- Workshops on curricular areas, especially literacy and numeracy.
- Workshops on topics identified by parents.
- Support for families at transition times.
- Involvement in Co-ordinated Support Plans.
- Consultation between the school, parents and pupils on buddying / befriending / anti-bullying schemes.
- Opportunities to participate in a range of activities, eg Eco-schools.
- Training and support for volunteers.
- Practical help in completing Disclosure Scotland process.
- A flexible approach to parent / teacher meeting arrangements.
- Home visiting.
- A daily diary / homework diary used appropriate to age group.
- Homework of relevance and at the correct level.
- Providing resources that encourage active learning together.
- Pupils / parents who understand the purpose of homework.
- School is aware of other pressures and responsibilities of parents/pupils.
- Realistic deadlines for homework with feedback given promptly.
- Recognition for effort and work well done shared with parents.
- Recognition for effort and work well done out of school (recognition of achievement).
- A school community committed to enhancing links.
- Staff/pupils/parents involved in community events.
- Links to community learning, eg Adult Learning opportunities highlighted through newsletter and notice boards and through local learning centres.

- Links to support for families and schools, eg Home Link, Additional Support Team, Bruce Family Centre and Library Service
- Making arrangements for individual needs of parents so they will feel valued, involved and have a sense of belonging.

Parental Representation

Schools should:

- Actively seek and take account of the views of the Parent Forum
- Promote the establishment and continuance of a Parent Council
- Promote the role of the Parent Council

7 Roles and Responsibilities

All schools in Shetland are encouraged to work towards an ethos where Parental Involvement in children's education is the norm. The following points show how the Schools Service, the Head Teacher, the school staff, the parents and the pupils all have a part to play in encouraging this to happen.

Central School Service

- To support schools to establish and maintain active Parent Councils
- Within budgetary constraints identify and make available training to support parental involvement
- To quality assure provision for parental involvement in Shetland schools
- To identify and disseminate good practice in this area
- To meet their obligations in respect of complaints unresolved at school level
- To communicate with parents, through the Parent Council or normal school communication channels, on changes to local school structures
- To consult with parents where appropriate

Head Teacher

- To attend Parent Council meetings and act in an advisory capacity
- To ensure that staff are aware of their responsibilities to support parents in their involvement with their children's education
- To ensure that staff have the necessary skills to do this
- To ensure their schools have the necessary policies and practices to promote and value learning at home
- To promote safe and effective involvement of parents in school activities
- To promote links to community learning and family support
- To ensure flexible and effective inclusive communication between parents and school
- To seek to take account of parental views in school improvements
- To develop and promote a robust Customer Care Policy
- To act in accordance with Council guidelines to address any welfare concerns for individual pupils
- To collect and maintain evidence of activities in this area for external audit

School Staff

- To promote and value learning at home
- To effectively communicate children's progress and learning needs
- To identify opportunities for parents to contribute to the work of the school and support them in doing so
- To bring to the attention of the Head Teacher any known obstacles impacting on successful partnership working with individual parents
- To inform the appropriate member of staff about any welfare concerns for individual pupils
- To support head teachers in communicating the values and expectations of the school

Parents

- To ensure that children attend school regularly
- To support schools in developing and upholding the values and expectations of their child's school
- To encourage and support learning at home in whatever way possible
- To engage in the life of the school in as many ways as possible
- To support the work of the Parent Council
- To inform schools of any factors likely to impact on their child's progress or safety
- To bring any issues or concerns to the attention of school staff so that together we can improve the service we provide
- To respond to school consultations so that their views can be known

Pupils

- To relay school communications to parents
- To encourage parents to be involved in the life of the school whenever possible
- To talk with parents and school staff about their learning at home
- To help schools to decide what they are doing well and what things they could do better

Date of School Policy: 2009

This policy will be reviewed in 5 years

School - Adult Helpers

The Shetland Schools Service actively encourages the involvement of parents and other members of the community in enhancing experiences of children and young people within its schools. It is recognised in The Scottish Schools (Parental Involvement) Act 2006, that when parents are involved, children do better in their education.

The staff atSchool work positively to promote an ethos of Partnership within our school. Such involvement by parents and other members of our community, appropriately directed will benefit the whole school community, both enriching the curriculum and encouraging a wider understanding of schools and the education system in general.

To ensure the health, safety and enjoyment of everyone involved we have drawn up the following procedures:

1. Adult Helpers Policy
2. Classroom Helpers Procedures for Teachers
3. Classroom Helpers Guidelines
4. Example School Letter / Volunteer Form for Parents

1 Adult Helpers Policy**Disclosure Scotland**

When working with children it is imperative that the strictest standards of health and safety are maintained. The following is taken from the SIC's Policy on the Disclosure of Criminal Record Information 2006:

Volunteers

Where there is to be regular contact with children and in a supervisory capacity Enhanced Disclosure Checks **must be** done e.g. trips, assisting in the classroom, swimming. The grey area is around PTA/Parent Council activities such as coffee mornings, fetes etc where there is not necessarily direct supervision of children. Decisions to do Enhanced Disclosure Checks for these events should be based on Risk Assessment, with the key questions being:

- Do helpers have unsupervised contact with children, other than their own?
- Are these activities regular?

Guidelines For Using Outside Agencies And Visitors in schools: "Where a volunteer does not require a Disclosure Check, then arrangements should be made to treat the volunteer as an infrequent visitor to school, and the Schools Service Guidelines for Visitors to Schools should be used".

Responsibility and Discipline:

The role of the helper is one of support to the class teacher. However, the teacher remains responsible for all pupils. While the teacher may delegate some authority to the helper, for example within a group work situation, ultimate responsibility for discipline lies with the teacher at all times. We expect children to behave with the same respect and politeness to any visitors/helpers in the school, as they would staff members.

Confidentiality:

It is essential that all helpers appreciate and support the necessity for confidentiality. Discussion on the guidelines surrounding conduct and confidentiality must take place prior to helpers spending time in school. In addition to this helpers must sign a "helpers in school" agreement, detailing that they have read and understood the guidelines.

Involvement of helpers in class is an optional arrangement and as such will be undertaken only if the individual class teacher feels comfortable about doing so. As this arrangement is by mutual agreement, both staff and helpers should be aware that it can be terminated at any point should this be felt necessary.

We are keen to ensure that time spent in school by helpers is as enjoyable and beneficial as possible. We endeavour to involve helpers as fully as possible in school life whilst ensuring safe boundaries for all involved.

Becoming a Helper at School

I would be interested in becoming a Helper in School in the following way(s)

	Tick
A single visit to discuss an item of interest or offer a particular skill e.g. what life was like when a grandparent was a child, helping plant trees, helping with a coffee afternoon etc.	
Secretarial type duties - photocopying, helping with displays etc.	
Gardening	
Baking / craft activities.	
Assisting with school trips.	
Other (please state)	

I would be willing to be Disclosure checked.	
--	--

I already have an Education and Community Services Disclosure Check	
Number (if known): -----	Date of check:-----

Printed Name _____

Signed _____ Date _____

Please give this to the Head teacher

Helpers in school: Procedures for staff

In accordance with our policy, we welcome involvement in school life by parents and other interested members of the community. The following procedures for staff should ensure that there is clarity as regards the roles and responsibilities of all involved, being mindful of Child Protection Procedures.

- Prior to a helper starting a session/sessions they will meet with a member of staff and be given a copy of our guidelines. The member of staff will talk them through the guidelines, discussing and answering any queries. The helper will be asked to sign an agreement acknowledging that they have read and agree to work within the guidelines laid down, particularly regarding confidentiality.
- A helper will be shown round the school, the staffroom, toilets, and break/lunch times will be explained. The helper will have the fire procedures and first aid procedures explained to them.
- A helper may be assigned a task with or without children within the school. If with children, the teacher will ensure that the group is of a manageable size. The teacher will explain any given task, being clear as to what is expected of the helper e.g. supervising a craft activity, tidying up at the end of the activity etc.
- Children will be expected to behave with courtesy and politeness and the teacher retains responsibility for discipline. The teacher will explain to the helper what the expectation of children's behaviour is, including the classroom code of conduct.
- A helper may be asked to do preparatory/secretarial type duties outwith the classroom. Such activities would usually be undertaken alone or with another helper, again the teacher will carefully explain what is required.
- At the end of a session involving a helper the teacher will express thanks on behalf of the school.
- A helper may only be left alone with a group of children if they have completed a Disclosure Check.
- A helper should not be left alone with a single child.

Helpers in School: Procedures for volunteers

We welcome parents and friends to become involved in school life, particularly to share interests, experiences or skills with the children.

To ensure the health, safety and enjoyment of everyone involved we have drawn up the following guidelines:

Do:

- sign in when you arrive at school
- ensure you are clear as to your role and that you have discussed the activities to be carried out with a teacher and filled in a "Helpers" form
- work at the children's level - both in conversation and in physical size
- discuss the task in hand and keep the children focussed
- encourage children to adhere to class/school rules
- help children finish and tidy up after a task
- direct a child to the teacher if you are unsure of something
- encourage independence, use questions such as "what do you think you should do next?"
- encourage children to work quietly, reinforce this by using a quiet voice yourself
- encourage children to move quietly and calmly within the school without running

Don't:

- take individual children out of the room and never accompany them to the toilet
- help a child change their clothes whilst alone with them
- hold on to or strike a child
- reprimand a child verbally or physically - if you are unhappy about a child's behaviour alert the teacher

If at any time you are in any way uncertain as to what is expected of you or how to deal with a child or situation do not hesitate to approach the teacher immediately.

CONFIDENTIALITY

It is of extreme importance that everyone working within the school adheres to strict standards of confidentiality - what you see or hear in school regarding any child should remain within the confines of the school. However, we ask if you hear or see anything of a sensitive nature (from or about any child) which causes you concern, please discuss it with the teacher or Head Teacher before you leave.

As stated previously these guidelines are to ensure the health, safety and enjoyment of all concerned. If you feel that you can work within these guidelines, please fill in and sign the form below.

Thank you for being involved and participating. We hope you enjoy helping us!

I have read, understand and agree to work within the School Guidelines for "Helpers in School"

Printed name _____

Signed _____

Date _____

GUIDANCE NOTES FOR SCHOOLS SERVICE STAFF FOR DEALING WITH PARENTAL COMPLAINTS

Introduction

There is a leaflet (Appendix 5) to explain the procedures for parents (for definition of parent, please see Appendix 1) to make complaints if they are dissatisfied with an aspect of the Schools Service. These leaflets are widely available in schools, libraries, at the Town Hall and on the council's website. These guidelines explain the role of central Schools Service staff in the process.

Roles and Responsibilities

In order for the Schools Service to deal with complaints effectively, it is essential that everyone involved understands their roles and responsibilities within the Complaints Procedure. The aim of the complaints procedure is to deal with parental concerns informally and at the earliest possible stage.

Central Administration Staff

It is essential that all complaints are dealt with promptly and courteously and that complainants are listened to.

When a complaint is received by the central Schools Service, whether by telephone, in writing, e-mail or verbally, the details should be passed to the Quality Improvement Officer (QIO) who is linked with that school as soon as possible.

The QIO should always direct the complainant to the Head Teacher in the first instance, who should always be the first point of contact for parental concerns and complaints.

1. Head Teacher

The Head Teacher, as manager of the school, is responsible for the effective running of the school. As such, he/she has the responsibility for dealing with parental concerns - this will usually involve, for example, explaining reasons for decisions. There may be occasions when a parent will disagree with the school and will wish to take their concerns further. In such cases the Head Teacher should ensure that the parent

understands the Complaints Procedure and encourage the parent to contact the school's Quality Improvement Officer to discuss the matter. The Head Teacher will assist them with contact details.

2. Quality Improvement Officer

The overall role of the QIO is to support and challenge schools - this extends to all areas of school life and their role within this procedure is to try to deal with parental concerns at an informal level that maintains good relationships.

When a concern is referred to the QIO, he/she should contact both the parent and the Head Teacher to try to find a way to resolve the situation to the satisfaction of all parties.

The QIO ensures that the Schools Service complaints log is completed.

If this approach is unsuccessful, and the complaint remains unresolved, the complainant will be asked if they wish the complaint to become formal. A formal complaint needs to be in writing to the QIO and will only be accepted provided that the matter has firstly been raised with the relevant school but has not been resolved to the satisfaction of the complainant.

The QIO will write a short account of actions taken so far to the Schools Service Senior Management Team. This account, along with the complaint itself will be presented to Senior Management Team, who will discuss what options are available to achieve a resolution.

3. Options

The Schools Service Senior Management Team may recommend the following options to be taken forwards:

- Further internal investigation
- Appoint a formal investigating officer
- Offer of mediation

This list is not exhaustive, as each case is different, and there may be different ways of seeking resolution.

4. Head of Schools

If the Head of Schools receives a formal complaint, the details will normally be passed to the appropriate QIO to try to seek a resolution at an informal level (as above).

However, if the complaint is of a serious nature and concerns a potential breach of a separate Council Policy, the Head of Schools may arrange for an investigating officer to be appointed. The outcome of the investigation and any action taken as a result would normally be explained to the parents at a meeting.

5. Executive Director, Education and Social Care.

If the complainant is still dissatisfied, he/she may appeal to the Executive Director, Education and Social Care.

6. Local Government Ombudsman

Complainants may take a complaint to the Local Government Ombudsman at any time, who has to give the council an opportunity to seek a local solution within a reasonable time period.

7. Care Commission

If the complaint is about nursery or residential accommodation, complainants may take a complaint to the Care Commission at any time. They will also normally give the council an opportunity to seek a local solution within a reasonable time period.

8. Other Information

Some Links to other relevant SIC policies and legislation (this is not an exhaustive list):

- The Shetland Island's Council's Complaints Procedure
- Code of Conduct for Employees
- Disciplinary Procedures Policy
- Training and Development Policy
- Child Protection Guidance for Managers
- GTCS Conduct, Competence and Disciplinary Rules 2006
- Scottish Schools (Parental Involvement) Act 2006
- The Education (Additional Support for Learning) Act 2004
- Shetland Schools Service Managing Inclusion Guidelines 2007

Parental Involvement Strategy, January 2010

The Quality Improvement Manager monitors the School Service complaints log on an annual basis to identify possible training needs or policy review.

It is good practice for those staff who have been involved in handling the complaint to meet to discuss ways of improving the service where relevant.

Introduction

Most concerns and complaints can be dealt with by talking to your child's teacher or the Head Teacher at an early stage and at an informal level. However, if you are not able to resolve the matter in this way, you may want to use this complaints procedure.

The Schools Service in Shetland strives to provide a very high standard of education for all children and young people in Shetland. We value feedback and complaints as an opportunity to improve our service.

We are aware that we can only achieve this by working closely in partnership with parents and carers.

Nevertheless we appreciate that there may be occasions when parents/carers will be dissatisfied with particular aspects of the service offered. Hopefully, following the procedures outlined in this document will help to resolve any difficulties as quickly and effectively as possible.

What is a complaint?

A complaint, however made, is an expression of dissatisfaction, and is when a parent/carer feels that a school or the Schools Service has in some way failed to meet his or her expectations. It is not a routine enquiry, for example about a pupil's progress or a school's approach to a particular curricular or similar area, such as reading or homework. Such enquiries should usually be made by simply contacting your child's school.

It is easier for complaints to be dealt with and rectified as near to the time when the dissatisfaction occurred as possible. If you wait for months or years to pass it will be very difficult to conduct an investigation satisfactorily.

Please note that the Schools Service is unable to investigate anonymous complaints.

MAKING A COMPLAINT

The contacts for complaining are:

1. Head Teacher at your child's school
2. Quality Improvement Officer at the Schools Service (tel 01595 744000)
3. Executive Director, Education and Social Care (tel 01595 744000)

Local Government Ombudsman Advice Line: 0800 37773300

Care Commission in the case of pre-school: 0845 6030890

1. Head Teacher: Informal Process

Inform the Head Teacher of your concern. He or she will do their best to address any issues and should be given the opportunity to do so. The vast majority of issues are best resolved informally, and locally. In almost all cases, if the Head Teacher has not been given the opportunity to address any issues, parents or carers will be referred to the school before any further steps are taken. The school will take a note of complaints in a complaints log, which is monitored on an annual basis for any patterns of overall dissatisfaction so that improvements can be considered.

2. Quality Improvement Officer (QIO): Informal Process

If the Head Teacher has been unable to address your concerns, you may wish to involve the QIO with responsibility for the school. The QIO can be contacted at Hayfield House, tel 01595 744000. Inform the member of staff who answers your call that you wish to make a complaint, and tell them which school is involved. This approach means that your concerns can be dealt with at a reasonably informal level, and will usually involve a discussion with the QIO and the Head Teacher. Your complaint will be logged for reasons stated above. If the issue continues to remain unresolved you may choose to proceed with the formal process, as follows.

3. Formal Process

If you remain dissatisfied, the complaint should be formalised in writing, to the Schools Service, Hayfield House. Your complaint will be discussed by the Schools Service Senior Management Team, who will consider the actions already taken and will arrange for you to be contacted to discuss the options for finding a resolution, which may include:

- Further internal investigation
- Appointment of a formal investigating officer
- Offer of mediation

4. Head of Schools

If the complaint is of a serious nature and concerns a potential breach of a separate council policy, the Head of Schools may arrange for an officer from a different council department to investigate the complaint.

If you remain dissatisfied with the outcome of an investigation, you can appeal to the Executive Director, Education and Social Care.

5. Executive Director, Education and Social Care: Formal Process

If you continue to be unhappy with the Schools Service response, you can take your complaint to the Executive Director, Education and Social Care for investigation. Your concern will be handled within the Shetland Island Council's overall complaints procedure.

6. Local Government Ombudsman and Care Commission.

Complainants may take a complaint to the Local Government Ombudsman at any time, who has to give the council an opportunity to seek a local solution within a reasonable time period.

In the case of pre-school provision complaints can also be taken to the Care Commission.

Principles of the Complaints Procedure

The complaints procedure is built upon the following principles:

- Confidentiality for all involved
- Fairness
- Openness
- Partnership
- Recognition of Legal Rights
- No fear of repercussions/discrimination as a result of making a complaint

These principles are embodied in the Schools Service Complaints System. They demonstrate our commitment to high standards of public service, and protect the interests of all concerned. All complaints and concerns will be investigated and appropriate action will be taken as a result.

Who else can help?

Most schools have a Parent Council. The chair or members of the Parent Council may be able to offer advice. They may be able to raise an issue at a Parent Council meeting if your point is a general one, but are unable to discuss individual complaints.

Information about Scottish Education can be found on the Parentzone website: www.parentzonescotland.gov.uk

Access to complaints procedure

Copies of this leaflet and of the Council's Complaints Procedure are available at all schools and offices, The Town Hall, local libraries and on the Shetland Island Council's Website, as well as at The Welcome Point, via Adult Services at The Old Library Centre, Hillhead, Lerwick.

A translation service and support is available for service users with English as a second language and for those with additional support needs. Large print copies and Braille copies are also available on request.

If you have any queries about this process, please contact Hayfield House Reception on 01595 744000 and ask for a representative from the Schools Service.

Shetland Islands Council



Recruitment and Selection Policy

Scheme for Head Teachers and Depute Head Teachers

Statement of Policy

Shetland Islands Council is committed to achieving equality of opportunity in the recruitment and selection of Head Teachers and Depute Head Teachers.

All those who take part in the recruitment and selection of staff will be aware of the Council's policies in this regard and have received training.

Every job applicant will be made aware of the Council's policy through the Recruitment Charter, sent to each applicant.

This scheme is to supplement the 1999 Recruitment and Selection Policy and should be read in conjunction with those procedures.

Legislation

Section 14 of the new Scottish Schools (Parent Involvement) Act 2006, and the Parental Involvement in Head Teacher and Depute Head Teacher Appointment Regulations 2007 made thereunder came into force on 1 August 2007.

The new requirements/duties regarding appointment of Head Teacher and Depute Head Teacher posts is set out in section 14 of the 2006 Act. Section 14 requires all Local Authorities to:-

- 1 Have a recruitment scheme for Head Teacher and Depute Head Teacher posts.
- 2 Notify Parent Councils and the Scottish Ministers of the Scheme.
- 3 Involve parents in the scheme.

Proposed Scheme

When preparing a strategy for making relevant appointments, the Schools Service must consult with any Parent Council established for the school and have regard to those views.

On receiving written resignation from either a Head Teacher or a Depute Head Teacher the following key stages should apply:

A member of the panel/Quality Improvement Officer linked to the school should make contact with the Chair of their Parent Council (where one is in existence) to discuss the appointment procedures.

A member of the panel/Quality Improvement Officer should discuss appointment strategies with the Parent Council, in regard to the following possibilities, where appropriate:

- Redeployment of an existing employee into the vacant post. Following consultation with the Parent Council the post of Head Teacher may be filled by redeploying to that post an existing Head Teacher currently employed elsewhere, or that the post of Depute Head Teacher be filled by redeploying to that post an existing Depute Head Teacher currently employed elsewhere.
- Temporary transfer or Acting Up offer to existing staff member
- When preparing a job and person specification for relevant appointments, the Schools Service must consult with any Parent Council established for the school and have regard to those views. There are generic Person Specification and Job Profiles, in line with the Standard for Headship, that was agreed by LNCT. They should also discuss the requirement to ensure that candidates meet the qualities and experiences described in the Standard (letter from the Scottish Executive, "Head Teacher Appointments post August 2005").

Where the appointment of a new Head Teacher is the preferred option, arrangements should be made for Parent Council members, and those assisting it in discharging its functions, to receive training on recruitment and selection procedures and interview skills, and subsequently, for them to be involved in the whole of the recruitment process, as outlined below. The training will include familiarisation with the Standard for Headship. A Vacancy Notification Form will be completed and submitted for approval to the Head of Schools.

Advertising

Vacancies for Head Teacher and Depute Head Teacher posts will be advertised nationally. The usual publication will be the Times Educational Supplement Scotland and the Shetland Times, unless otherwise agreed with the Parent Council.

Short Leet

The Schools Service must invite a Parent Council established for the school to participate in the preparation of a short leet of candidates. This does not apply, when the Schools Service decides following consultation with the Parent Council, that the post of Head Teacher be filled by redeploying to that post an existing Head Teacher currently employed elsewhere, or that the post of Depute Head Teacher be filled by redeploying to that post an existing Depute Head Teacher currently employed elsewhere.

Short leeting must be carried out by the panel members who will conduct the interview. The short leet will be drawn up by evaluating the information provided in the application forms against the criteria set out in the Person Specification. The forms provided in the procedural guidance should be used for this purpose.

All interviews will be conducted in a fair and consistent manner and must be structured and systematic.

The Council has determined as part of the Equality and Diversity Policy that if a disabled applicant meets the minimum stated requirements they will be guaranteed an interview. When two candidates are equally suited for the post, one being disabled, the disabled candidate should be appointed.

Appointment Panel Membership

The Schools Service must set up an appointment panel to consider the short leet of candidates prepared and to make recommendations to the Schools Service for the appointment of a person to fill the post.

The Parent Council has a right to be represented on the appointment panel (but they don't have to), and where they wish to be represented, at least one third of the membership of the appointment panel must comprise of:

- (i) A parent member (or members) of that Parent Council; or
- (ii) A person who is not a member of the Parent Council may at the request of the Parent Council, assist it in discharging its functions in connection with the appointment process.
- (iii) A combination of (i) and (ii).

The normal panel membership will be as outlined below.

Where a relevant appointment is for a Head Teacher, the appointment panel must be chaired by the Head of Service, and in her absence by either the Executive Director - Education and Social Care Department or a Quality Improvement Manager.

For a Head Teacher post, normal panel membership will comprise:

- The Head of Schools (chair of the panel)
- A Quality Improvement Manager
- Two Parent Council members or their representatives
- Head Teacher, not from any school from which there are applicants for the post

Where a relevant appointment is for a Deputy Head Teacher, the appointment panel must be chaired by the Head Teacher of the school or the acting Head Teacher. However the Schools Service can decide that it is inappropriate for the acting Head Teacher to chair the appointment panel.

For a Deputy Head Teacher Post, normal panel membership will comprise:

- The Head Teacher, or Acting Head Teacher (chair of the panel)
- The Quality Improvement Officer linked to the school
- Two Parent Council members or their representatives

The chairperson of an appointment panel has a casting vote in relation to any recommendations to be made to the Schools Service concerning a relevant appointment.

Final Selection

The interview selection procedure for a Head Teacher will normally include the following assessment tools:

- A practical exercise, for example, where the candidate is asked to prioritise and explain how she/he would handle several scenarios
- A pre-set presentation lasting approximately ten minutes

- A formal interview with a set of questions, but with the flexibility to ask probing and exploring questions to each candidate as appropriate
- A systematic scoring mechanism is recommended, but appointment should be by panel consensus, and the chair shall have a casting vote in relation to any recommendations to be made to the authority concerning an appointment.

There should be the opportunity within the above process for arrangements to be made with members of the Parent Council (other than those who are on the panel) to be available to show candidates around the schools and answer any questions about the school community and area, usually prior to the interview taking place.

Conflict of Interest

No person who has a material interest in or relating to any matter to be considered under this Scheme may participate in the short list procedure, or sit on an appointment panel.

A person will not be deemed to have a material interest in terms of the paragraph above by virtue of chairing an appointment panel under the provision made in that regard.

Review date

This policy will be reviewed for renegotiation in one year. The Recruitment and Selection Policy for all teaching staff will also be subject to review in this timeframe.



REPORT

To: Services Committee

4 February 2010

From: Executive Director of Education and Social Care

New Anderson High School Capital Project – Progress Report

1 Introduction and Key Decisions

- 1.1 This Report provides an update on the new Anderson High School Capital Project.

2 Links to Corporate Priorities

- 2.1 The Council's Corporate Plan includes a commitment to, "improve our teaching facilities by completing the new Anderson High School..."

3 Risk Management

- 3.1 This project is recognised as one of the most high-risk capital investment projects for this Council. It is regularly referenced by Audit Scotland, in their audit work and in their strategic risk assessments. As part of the Independent Review of this project, carried out in the summer of 2009, Zurich Municipal was commissioned by the Council to prepare a Project Risk Report. Their Report can be viewed using the following link: -

<http://www.shetland.gov.uk/coins/viewDoc.asp?c=e%97%9Db%94l%81%90>

- 3.2 The Project Risk Report highlighted a number of potential significant risks for this project in the areas of: political; professional; competitive; physical assets; customers/service users; and contractual. Good Project Management arrangements will ensure that these risks are well managed, as the project develops.

4 Background

- 4.1 At Services Committee on 3 September 2009, Members agreed the following parameters for the new Anderson High School (minute ref: SC 75/09): –
- Confirm the earlier decision to build the new Anderson High School on the Lower Staney Hill (Clickimin) site;

- Set an indicative budget for the project of no more than the current estimate for the Knab Road site;
- Revise the design of the project in line with the recommendations of the educational and architectural consultants;
- Recommend that the Council consider reverting to traditional procurement by competitive tender rather than Early Contractor Involvement.

4.2 These were confirmed at the Council meeting on 16 September 2009 (minute ref: SC 114/09).

4.3 In November 2009, Members considered a Report on the legal requirement to consult on the site location and agreed (Minute Reference 111/09) to:

- a) note the requirement to comply with the Statutory Consultation Requirements, set out in Appendix 1, with regard to the desire of the Council to locate the new Anderson High School on the Lower Staney Hill site, as it changes the site of a school; and
- b) note that for the purpose of the Statutory Consultation Requirements, the Committee confirms the move to the lower Staney Hill Site as the Council's preferred option.

4.4 The timescale agreed was to undertake the statutory consultation in the spring of 2010 (to fit in with the Education Blueprint consultation programme) and for the overall work to be completed by December 2010.

5 Progress Report

5.1 Table 1 below describes the current work and progress, to achieve the overall programme of work.

Table 1: Current Work / Progress

Activity	Tasks and Timescales
Procurement Options	<p>All Members were invited to attend the presentation on 20 November 2009, on procurement options. This provided a useful all round analysis of all the various considerations which need to be borne in mind before a decision can be taken on which procurement option will provide the best solution to any particular project. The presenter indicated a number of possible procurement routes, namely:</p> <ul style="list-style-type: none"> - Traditional - Design and Build - Target Cost

	<ul style="list-style-type: none"> - Prime Cost - Management Contracting - Construction Management - Design, Manage, Construct - Two Stage and - Partnering <p>The issues which the Council needs to consider in detail and determine which is of most importance for the new Anderson High School include:</p> <ul style="list-style-type: none"> - Early Start - Early Completion - Cost Certainty - Quality - Degree of Competition - Risk Avoidance - Ease of Change - Single Point Responsibility - Buildability Advice <p>The task of helping Members to determine the most appropriate Procurement method will be part of the new Head of Capital Programming's duties, once appointed.</p>
Appraisal of Cost Estimates	<p>One of the Quantity Surveyors from the Council's Capital Programme Service has carried out a detailed review of cost comparisons, to assist in drawing up a budget for the project. The conclusion drawn is that a cost of £2,000/m² (referred to in the work done in the summer of 2009 is very unlikely to be achievable).</p>
Site	<p>A planning meeting of all interested parties, facilitated by Architecture and Design Scotland, for the Lower Staney Hill site is being held on 12 February 2010. The workshop will cover:</p> <ul style="list-style-type: none"> - siting of the proposed new school - siting of the Halls of Residence, if a decision is taken to relocate - the local development plan process - connecting Lower Staney Hill well with the rest of Lerwick and other planned developments (e.g. housing at Staney Hill) - transport links and infrastructure - other leisure projects planned for the area (an arboretum, skatepark, etc). - links with Shetland Recreational Trust facilities

Educational Advisers	Two educational advisers have been appointed and their work programme agreed.
Architectural Advisers	See above regarding Architectural and Design Scotland's current involvement in the project.
Brief	<p>For the consultation process, when considering what interested parties might ask, in terms of the "educational benefits" of relocating to the Lower Staney Hill site, the Project Team considered that it would be useful to update the previous concept drawings (from the previous feasibility study work done in 1999) prepared for the proposed school and halls of residence. The Shetland Architectural Society has been approached to update this work. The members of the Society are being asked to tender, based on a brief prepared by the project team (see Appendix 1). It was felt that it would be necessary to have this information to prepare the "Educational Benefits" case and it would assist the consultation process if the community are able to see how the proposed school and halls of residence (if relocated) could be sited at the Lower Staney Hill. The consultants have been asked to work up some options, as follows:</p> <ul style="list-style-type: none"> - Size of School: <ul style="list-style-type: none"> o Existing Accommodation schedule at 1,000 pupils and 1 Teacher: 1 Classroom for non-practical subjects o Reduced Accommodation Schedule: local standards o Reduced Accommodation Schedule: national standards (to be determined by the educational consultant) - Additional Support Needs accommodation, equivalent in size to Gressy Loan, to be an integral part of the proposed new school - Physical Education Accommodation: <ul style="list-style-type: none"> o Integrated with expanded Shetland Recreational Trust facilities; or o Integral to the proposed new school - Proposed new Halls of Residence - Parking arrangements <p>This work will be done by mid-April, to inform the consultation on the proposed site relocation.</p>
Temporary Accommodation	Arrangements are in place to install the temporary accommodation (originally bought for decant) at the Knab site, to provide the school with additional dining

	and social space. This work should be complete by (mid Feb), weather permitting.
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- 5.2 At the meeting of Services Committee in November 2009, there was a suggestion to include a revised brief for the Halls of Residence alongside the work on the proposed new Anderson High School. This proposal was not formally agreed, but it is entirely appropriate to run the two projects side by side, in terms of developing new briefs, considering the inter-action if relocation to the Lower Stanley Hill is recommended for both projects. To do otherwise, would, in my mind, simply lead to questions through the consultation process on “what’s happening with the Halls of Residence”. I have therefore made a specific recommendation in this Report to align the two projects for the purposes of developing the brief and undertaking the formal consultation process. Members will be aware that there is no approved budget, at this stage, for the Halls of Residence project within the current Capital Programme. The Halls of Residence place on the capital programme will therefore need to be addressed, as the Council develops its prioritisation system for Capital Projects through the planned “gateway” process. Any fees associated with the Halls of Residence project will be met from the current Anderson High School capital project budget.
- 5.3 An interesting aspect, which has come to light again, is the opportunity which the new Anderson High School Capital Project might have to facilitate additional apprenticeship programmes, in construction and professional disciplines, to meet long term economic needs.
- 5.4 Discussions are ongoing with the Capital Programme Service to progress the decision to consider employing a team of dedicated in-house technical staff to support this project. It is hoped that this will be progressed upon the appointment of the new Head of Capital Programming.

6 Financial Implications

- 6.1 The current approved budget is £2m in 2009/10.
- 6.2 The cost of installing the temporary accommodation units is estimated at £50,000 and can be met from within the existing budget.
- 6.3 The estimated cost of engaging a local Architectural practice through Shetland Architectural Society to update the previous drawings is estimated at £20-30K and can be met from within the approved budget for fees.

7 Policy and Delegated Authority

- 7.1 Shetland Islands Council, at its meeting in June 2008 (minute reference SIC 94/08) made a specific recommendation to remit the detailed development of the Anderson High School project to Services Committee. This was ratified at the Council meeting on 16 September 2009 (minute reference: SIC 114/09).

- 7.2 However, the Council holds overall responsibility for the Capital Programme so recommendations will be made from Services Committee to the Council, as the project develops.

8 Recommendations

- 8.1 I recommend that Services Committee recommend that the Council:

- (a) note the progress on the tasks, set out at Table 1; and
- (b) agree to work up a revised Brief and undertake a Feasibility Study for the Halls of Residence project, alongside the proposed new Anderson High School project.

Ref: HAS/sa

Report no: ESCD-02-10-F

APPENDIX 1

New Anderson High School Brief for Pre-Consultation Study

January 2010

1. Background

Shetland Islands Council has been developing proposals for a new secondary school in Lerwick for a number of years. Most recently, a design was developed in some detail for the site of the existing school site at the Knab, however during summer 2009 the Council decided not to proceed with that proposal and to consider another site at Lower Staney Hill.

The Education (Scotland) Act 1980 requires the Council to undertake a prescribed consultation process. This consultation must involve:

- Staff
- Pupils
- Parent Council
- Unions
- Planning
- Wider community

The consultation, review and feedback periods required are mandatory and it therefore represents a fairly lengthy process, likely to take a minimum 7 to 8 months.

It is vital that scheme plans that reflect current Council policy are available if this consultation process is to be meaningful.

2. Introduction

The Council's aim to progress this consultation as quickly as possible but in order to do so must first develop sketch proposals to demonstrate the likely nature and extent of the scheme.

These sketch proposals must also be developed as quickly as possible but must represent a credible and well-considered picture of what a new school campus at Lower Staney Hill might look like.

It has therefore been decided to make a direct approach to Shetland Architectural Society, on the understanding that the tender documentation is made available to all Shetland's Architectural practices. This ensures that:

- The sketch layouts are independent of the Council's project team

- The practice carrying out the brief will be aware of the recent history of the project and will likely have had involvement in the Independent Review of summer 2009
- The commission can be awarded and completed in the shortest possible timescale

3. Remit

This Pre-Consultation Study should provide sufficient information to allow the stakeholders identified in section 1 Background to make informed comments on the proposal to relocate the Anderson High School to Lower Staney Hill.

It will be used by teaching and School staff to produce an Educational Benefits Statement, a key part of the Formal Proposal. This is the published document that underpins the whole consultation process. Therefore, while there is no need for detailed visualisations or specification at this time, the aspects of the proposals that affect educational functionality must be addressed.

It must provide sufficient detail as to the number, nature and scale of buildings, their likely position within the site, access and parking arrangements and any integration with existing buildings and facilities in the vicinity.

At the present time there are a number of issues where no Council policy has been set, including:

- Location of Halls of Residence
- Integration of sports facilities with Shetland Recreational Trust
- Maintaining the 'one teacher - one classroom' model of service delivery that is currently provided

The study will therefore have to present a number of options, to cover the possible outcomes of more detailed design work and to solicit feedback on the acceptability of each one.

These options, and the specific deliverables of the study are described under section 5. Scope of Study.

4. Timescale

A draft of the proposals must be submitted to SIC by 2 April 2010 and the final report must be completed, and submitted to SIC by 16 April 2010.

5. Scope of Study

The table below sets out the options that must be presented.

Option Number	Scope
1	Existing Design Brief and Accommodation Schedule, integrated ASN and PE facilities. Examine option of

	including new Halls of Residence.
2	Existing Design Brief and Accommodation Schedule, integrated ASN facility, PE provision in conjunction with Shetland Recreational Trust. Examine option of including new Halls of Residence.
3	Design Brief and Accommodation Schedule as amended by Schools Service, integrated ASN and PE facilities. Examine option of including new Halls of Residence.
4	Design Brief and Accommodation Schedule as amended by Schools Service, integrated ASN facility, PE provision in conjunction with Shetland Recreational Trust. Examine option of including new Halls of Residence.
5	Design Brief and Accommodation Schedule as amended by Education Consultants, integrated ASN and PE facilities. Examine option of including new Halls of Residence.
6	Design Brief and Accommodation Schedule as amended by Education Consultants, integrated ASN facility, PE provision in conjunction with Shetland Recreational Trust. Examine option of including new Halls of Residence.

6. Stakeholders

The following stakeholders are expected to be involved as the Feasibility Study is developed, although the list is not exhaustive.

- Executive Director of Education & Social Care - SIC
- Head of Schools - SIC
- Quality Improvement Officers (Schools Service) - SIC
- Head Teacher – Anderson High School
- Deputy Head Teacher – Anderson High School
- Legal Services - SIC
- Capital Programme Service - SIC
- Head of Finance – SIC
- Roads Service – SIC
- Planning Service – SIC
- Shetland Recreational Trust

7. Sources of Information

The following documents provide further background information and will be made available to the consultant.

- Existing Design Brief
- Existing Accommodation Schedule
- Accommodation Schedule for existing ASN facility

The consultant will be required to undertake consultation with a number of individuals and organisations in order to fully define the scope of the works. Initial contact with these individuals and organisations should be made through SIC Capital Programme Service.



Report

To: **Services Committee**

4 February 2010

From: **Head of Community Care**

Report No: SC-01-10-F
Equalisation of Residential Care Charges

1. Introduction

- 1.1 Shetland Charitable Trust (SCT) approved proposals on 10 December 2009 to stop paying individual grants to residents in Shetland care homes who are required to pay charges that meet the full cost of their care. This decision will take effect in April 2010.
- 1.2 This report presents proposals that would ensure that the full charge for a place in any of the homes operated by the Council would be the same albeit at a higher level than in recent years.

2. Links to Corporate Policy

- 2.1 The proposals in this report support the Council's corporate objectives to:
 - "Help us to ensure that we are delivering a range of quality care services, which are, where possible, based in local communities, designed in partnership with service users and carers and based on assessed needs." and
 - "Secure an additional 120 care places over the next 20 years." ¹
- 2.2 *Risks*

The overall aim of the Community Care Service as set out in the Council's Corporate Plan is:

"Delivering a modern, affordable Community Care Service across Shetland."

The risks associated with the proposals in this report are mainly financial. These are set out in the financial implications of this report and have been considered during the preparation of the Revenue Estimates for the Community Care Service for 2010/2011.

¹ SIC Corporate Plan 2008 - 2011

3. Background

Charges for Permanent Residential Care

- 3.1 The charge that each resident must pay is based on an individual assessment of his or her means. Most people do not pay the maximum charge. All residents retain £21.90 per week (2009/2010 rate) for personal expenses.
- 3.2 Charges are calculated based on peoples' income and capital. Capital below £13,750 is disregarded in full. Capital between £13,750 and £22,500 is treated as income calculated at the weekly rate of £1 for every £250 or part £250 over £13,500 (known as tariff income). There are two worked examples included below at Appendix 1.

Shetland Charitable Trust Equalisation of Charges Scheme

- 3.3 The SCT introduced an Equalisation of Charges Scheme (EOC Scheme) to establish a system of individual grant payments that would equalise residential care charges for Shetland residents who receive their care in Shetland.
- 3.4 Under the EOC Scheme no-one is required to pay more than a figure set each year in line with an appropriate benchmark figure. This is currently set in line with rates published annually by COSLA. A summary of how the scheme is operated is given at the back of the leaflet, "Community Care – Charging for Permanent Residential Care". This is appended below at Appendix 2.
- 3.5 Currently residents with capital over £22,500 are charged £485 per week for permanent accommodation where £485 is the benchmark figure agreed for 2009/2010.
- 3.6 There are two parts to the current EOC Scheme.
 - 1) An individual grant paid towards the full economic cost of care in one of Shetland's care homes including the Walter and Joan Gray Home operated by Crossreach. The value of the grant varies from £285 per week to £1,381 per week for those assessed as eligible to pay the maximum charge for their care. This is the difference between the full economic cost of a bed in the home and the benchmark figure of £485 per week.
 - 2) A subsidy paid quarterly to SIC to cover the diseconomies of scale of the rural care model supported by both SCT & Shetland Islands Council. The total per annum of this element is currently £2,550,000.

- 3.7 From April 2010, the individual grants to residents who pay the full charge will cease. SCT will continue to support the rural care model through a partnering arrangement with the Council. Under the partnering agreement, SCT will continue to pay £2,550,000 per annum to the Council towards the cost of the rural care model, thereby ensuring that the small rural care centres owned by SCT continue to be used by the Council.

4. **Proposals**

- 4.1 In order to ensure that all permanent residents in care homes in Shetland operated by the Council are charged an equal amount for the care they receive it is proposed that :-
- 4.1.1 For 2010/2011, the Council sets the budget for each care centre based on a figure per residential care place. This would be based on:-
- the full economic cost
 - care worker ratios to meet national standards. (Note: National Standards do not specify care worker ratios as such, however, ratios are addressed in individual Care Commission inspection reports in line with levels of need in care homes, which will vary over time.) Generally acceptable levels of staff would be 1:4 during day time hours and 1:5 at night with additional staff at peak times such as early morning
 - nursing input is provided by NHS Shetland with all costs met by NHS Shetland
 - an equal amount per person for hotel expenses
- 4.1.2 This would strip out all additional overheads/fixed costs associated with the diseconomies of scale of the rural care model e.g. 7 beds at Nordalea cost £1,866 per place per week as against 20 beds at Taing at a cost of £1,162 per place per week in 2009/2010.
- 4.1.3 It would also take out the additional costs due to remote locations e.g. Unst as against Lerwick.
- 4.2 The SCT funding of £2,550,000 per year at current prices would be allocated across the different cost centres to cover the overheads and fixed costs associated with the rural care centre model.
- 4.3 The maximum charge for self-funders in one of the care homes operated by the Council would be approximately £1,200 per week as against £485 in the current year. The maximum charge for a placement in any other care setting including the Walter and Joan Gray Home would vary.
- 4.4 On current figures, the maximum charge for a place in the Walter and Joan Gray Home would be £770 per week. This is because of

the difference in salaries between SIC care services and Crossreach national pay rates.

- 4.5 When a resident's assets deplete below £22,500 the charge would be calculated on the individual resident's income and capital and the charge would then be significantly reduced with a consequent loss of income for the Council.
- 4.6 SCT would continue to support the rural model in the community through a partnering agreement.
- 4.7 The cost of the partnering agreement to SCT would be agreed annually based on the additional costs associated with the rural care model.
- 4.8 The income to the Council from charges would vary depending on the numbers of self-funders, the level of their assets and the length of stay. Given that residents who pay the maximum charge with capital over £22,500 do not have to disclose the full information about their assets, it is difficult to estimate what effect this would have on the income to the Council in the longer term.
- 4.9 In the short term, there would be an increase in cost to the Council as residents would be more likely to take up the Scottish Government Free Personal Care entitlement payable by the SIC. This would reduce the charge to the individual by £153 per week.

Free Personal Care

- 4.10 Free Personal Care for people in residential care settings is a fixed amount currently set at £153 per week. This is payable by local authorities as a grant to the provider of the care. It is not paid directly to the individual. It is available to anyone aged 65 or over in residential accommodation.
- 4.11 Any resident who accepts the Free Personal Care Allowance from the Council will, after 4 weeks in residential care, lose their entitlement to national DWP benefits e.g. Attendance Allowance, Disability Living Allowance Care Element. Currently Attendance Allowance is set at the higher rate of £70.35 per week and the lower rate of £47.10 per week.

Implementation

- 4.12 SCT has already informed all those who currently receive the individual EOC Scheme grant payment that this will no longer be available from April 2010. The Community Care Service has also written to all the residents affected.
- 4.13 All Residents' financial circumstances are reviewed annually and they are advised prior to the start of the new financial year of the charges that have been set. This process will provide formal

notification from the Council of the revised level of charge as in previous years.

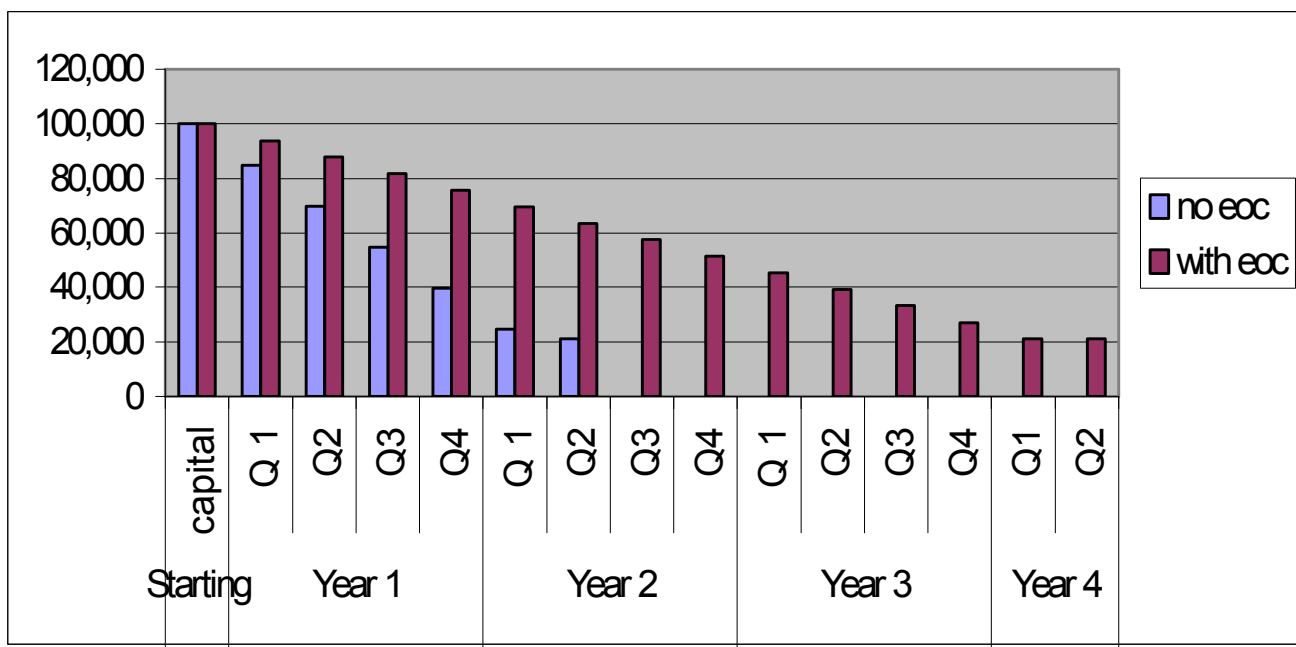
- 4.14 The charges will be set in the General Fund Revenue Estimates and Council Tax Setting Report for 2010/11 being presented to the Council later this month.
- 4.15 The proposals relate to the charges for permanent residential care only. The respite care charge would be set in line with charges set in previous years recognising respite clients' on-going financial commitments in their own home.

5. Financial Implications

- 5.1 The income to the Council under the revised partnering agreement will be a fixed amount agreed each year. The level agreed by SCT for 2010/2011 is £2,550,000.
- 5.2 It is anticipated that the Council will be required to meet the costs of the Free Personal Care Allowance for all self-funders from April 2010; i.e. that all self-funders will now choose to accept the Free Personal Care allowance from the Council. There are currently 25 people who would be eligible to receive Free Personal Care. The cost would be approximately £200,000 for a full year. This would vary depending on the number of self-funders at any time.
- 5.3 In the longer term it is difficult to estimate the effect of the loss of income as residents' assets are depleted over time. This will depend on the level of their assets (which we only know for a very small number of self-funders) and the length of stay in the care home. The graph below shows a worked example for a resident in Fernlea.

Illustrations of how an individual resident's capital depletes, with equalisation of charges, and without it.

Table One – a resident in Fernlea care home with a starting capital of £100,000.



- 5.4 The worst-case scenario in terms of loss of income to the Council would be if none of the residents were self-funding and had no means apart from the state pension. In this case the Council would lose approximately £1M per year income from charges.

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.
- 6.2 This report seeks approval for proposals regarding charges for residential care services and there are implications for Community Care Service budgets therefore a decision of the Council is required.

7. Conclusions

- 7.1 Implementing the proposals outlined in section 4 above would mean that the rural care model would continue to be supported by SCT and the Council through a partnering agreement.
- 7.2 The cost to the SCT would be a fixed amount each year.
- 7.3 The cost to the Council would vary depending on the ability of residents to pay the charges set.
- 7.4 The charges for self-funders would more than double from the current rate of £485 per week irrespective of the take up of the Scottish Government Free Personal Care entitlement. At the time of writing this would affect 25 residents.

8. **Recommendations**

8.1 I recommend that Services Committee recommends that the Council:

8.1.1 approve the proposals set out in section 4 above; and

8.1.2 note that the financial implications for 2010/2011 have been taken into account in the 2010/2011 revenue estimates.

8.1.3 note that the recommended charges for all Community Care Services will be presented to the Council in the General Fund Revenue Estimates and Council Tax setting Report for 2010/11.

Date: 20 January 2010
Ref: CF'AN'SC-01-10-F

Report No: SC-01-10-F

Example of calculation of residential care charge where the resident has £9,000 savings.

Savings	£9,000	
Tariff income from savings		£0.00
State Pension		£57.30
Pension Credit (Guarantee Credit)		£72.70
Total Income		£130.00
Disregards		
Personal Expenses Allowance	£21.90	
Total disregards	£21.90	
Deduct disregards from total income		-£21.90
Weekly charge for permanent accommodation		£108.10

Example of calculation of residential care charge where the resident has £18,570 savings and spouse remains at home.

Savings	£18,570	
Tariff income from savings		£20.00
State Pension		£121.80
Pension Credit (Savings Credit)		£20.40
Occupational Pension		£32.70
Total Income		£194.90
Disregards		
Personal Expenses Allowance	£21.90	
Occupational Pension to spouse	£16.35	
Total disregards	£38.25	
Deduct disregards from total income		-£38.25
Weekly charge for permanent accommodation		£156.65

Equalisation of Residential Care Charges in Shetland 2009/10

Shetland Charitable Trust operates a scheme to equalise residential care charges for Shetland residents who receive their care in one of the residential care settings in Shetland.

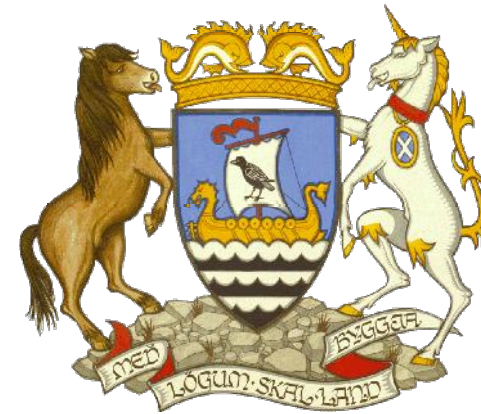
The underlying principle of the scheme is that no Shetland resident will have to pay more than the benchmark charge of £485.00 per week for their care.

A subsidy will be paid to all residents of care homes who pay the full charge and who have been resident in Shetland for at least one year. The benchmark charge for 2009/10 has been set at £485.00 per week. The amount of subsidy will be the difference between the benchmark and the actual cost of care.

Eligible residents admitted to one of the Council's care homes, will be asked to sign a mandate, to allow Shetland Charitable Trust to pay the subsidy directly to the Council. This will mean that the subsidy can be deducted from the Council's invoices. Alternatively the client will be required to pay the Council's charge in full, and the subsidy will be paid to the client by Shetland Charitable Trust.

Eligible residents in the Walter and Joan Gray Home, Scalloway which is run by Crossreach, will be invoiced for the benchmark charge of £485.00 per week. The Shetland Charitable Trust will pay the subsidy directly to Crossreach.

Community Care



Charging for Permanent Residential Care

RESIDENTIAL CARE CHARGES - APRIL 2009 TO MARCH 2010

PERMANENT CARE CHARGES:

SHETLAND ISLANDS COUNCIL HOMES

The Council is obliged to charge the full economic cost of care. This is shown below:

Edward Thomason House, Lerwick	£ 1344 per week
Fernlea Care Centre, Whalsay	£ 1185 per week
Isleshavn Care Centre, Mid Yell	£ 1200 per week
Nordalea Care Centre, Unst	£ 1866 per week
North Haven Care Centre, Brae	£ 1142 per week
Overtonlea Care Centre, Levenwick	£ 1132 per week
Taing House, Lerwick	£ 1162 per week
Viewforth House, Lerwick	£ 1239 per week
Wastview Care Centre, Walls	£ 1148 per week

INDEPENDENT CARE HOMES - Price negotiated on an individual basis.

TEMPORARY CARE CHARGES - All residential care settings are £195 per week. The temporary care rate applies for 8 consecutive weeks only; thereafter the full cost is applied. Daily rates are 1/7 of the weekly charge.

All charges are subject to financial assessment as described in this leaflet.

Equalisation of charges

Shetland Charitable Trust operates an equalisation of charges scheme for residents in care homes in Shetland. This means the maximum anyone actually pays is £485.00 per week. Full details of the scheme are shown on the back page of this leaflet.

FURTHER INFORMATION

This leaflet gives basic information only. The regulations are complex and apply in different ways to different people depending on their personal circumstances.

For more information contact:

Lorne Anderson

Financial Assessment Officer

Community Care

Education and Social Care Department

Quendale House

31 Commercial Street

Lerwick

ZE1 0AN

Tel: 01595 743826

Current residential charges are shown on the next page. These charges are reviewed annually.

A leaflet, 'Financial Assessment for Residential Care' is also available from Social Care, telephone: 01595 743826.

This leaflet can be provided in audio form, if required.

This leaflet is updated in April each year.

The Citizens Advice Bureau is also available to offer help and advice. They can be contacted at: Market House, 14 Market Street, Lerwick, ZE1 0JP Tel: 01595 694696

FREE PERSONAL CARE - Government Legislation from 1 July 2002

A leaflet on free personal care in Scotland is available at Social Care Offices.

INTRODUCTION

This leaflet provides basic information about charging for permanent residential care.

Charging is not new; local authorities have been expected to charge the full economic cost for their own residential homes since 1948, subject to an assessment of a resident's means.

Since Community Care was introduced in April 1993, Local Authorities have also become responsible for residential care costs in voluntary and private homes.

CHARGING

Generally, most of a resident's personal income will go towards the cost of care including retirement pension, any occupational pension (half the occupational pension of a married person) and some Department for Work and Pensions benefits received.

A resident is allowed to retain £21.90 per week (2009/2010 rate) for personal expenses. This can be increased to include a contribution for the maintenance of a spouse.

- The first £13,750 of a resident's capital will be ignored when working out how much he/she should pay towards residential care.

For any capital between £13,750 and £22,500 the local authority will treat the resident as having income which will be calculated at the weekly rate of £1 for every £250 or part £250.

As long as the resident has capital of over £22,500 he/she will be expected to pay the full charge for permanent residential care.

WHAT HAPPENS TO A PERSON'S HOUSE WHEN THEY ENTER RESIDENTIAL CARE ON A PERMANENT BASIS?

If the resident owns his/her home, the local authority will generally take the value into account when working out how much capital he/she has, however for the first 12 weeks following admission, the value will be disregarded from the assessment of capital.

(This rule applied from 09 April 2001)

Its value will also be ignored if one of the following is still living there:

- Husband or wife, civil partner or unmarried partner;
- Relative who is over 60;
- Relative under 16 (if resident has to support them);
- Relative who is incapacitated or disabled;
- Divorced or estranged partner, who is a lone parent with a dependant child.

(The term 'relative' will be as defined in Scottish Executive Guidance):- Document issued to Local Authorities.

The local authority may also decide to ignore the value of the house in other circumstances, such as if the person who used to look after the resident still lives there.

WILL THE HOUSE BE SOLD?

Deferred payments were introduced in July 2002 under the Community Care and Health (Scotland) Act 2002. They allow people to avoid selling their homes up-front to meet their care home fees by entering into a legal agreement to have part of their fees paid by their local authority and the balance settled from their estate. (Scottish Executive Circular No 13/2004, dated 13 December 2004).

The Council operates a Deferred Payments Scheme and this will be explained to you during the financial assessment.

OTHER ASSETS

These will be taken into account in line with regulations and according to each person's individual circumstances.



REPORT

To: Services Committee

4 February 2010

From: Sport and Leisure Services Manager

DELHI 2010 COMMONWEALTH GAMES FLAG HANDOVER CEREMONY

1. Introduction

- 1.1 The purpose of this report is to inform Members about an opportunity that is being offered to all Local Authorities in Scotland to have individuals from Shetland participating in the Closing Ceremony of the Delhi 2010 Commonwealth Games, as part of the Flag Handover Ceremony towards the Glasgow 2014 Commonwealth Games. The report also requests financial assistance towards the participation of three individuals from Shetland.

2. Links to Corporate Priorities

- 2.1 This project will assist the Council to achieve its corporate priorities of supporting individuals and communities to reach their full potential. This will be achieved by providing financial assistance to support three individuals to participate in this significant cultural and sporting event. It will also assist Shetland to build its reputation and reinforce confidence in the community.

3. Risk Management

- 3.1 There are no significant risks associated with the recommendations in this report. However, there are secondary **Political** and **Social** risks associated with this project as it is possible that in the current financial climate the Council could be criticised by some individuals or groups in the community for approving funding on a project such as this. However, given the exceptional nature of this project and the opportunity that it presents for Shetland and some of its citizens; then on balance it is believed that the potential benefits and positive publicity for the Council and Shetland far outweigh the negative publicity that might be generated.

4. Background

- 4.1 On the 9th of November 2007 the City of Glasgow was approved as the host city for the Commonwealth Games in 2014. Since this date a great deal of work has been done to start preparations for hosting these games. During this process the Scottish Government and the City of Glasgow have stressed the fact that these games are for the whole of Scotland and not just the west of Scotland.
- 4.2 On Thursday 14th October 2010, within the Closing Ceremony of the Delhi 2010 Commonwealth Games at the Jawaharlal Nehru Stadium, Glasgow and Scotland will make its first public statement to the Commonwealth and the world by

presenting a Handover Ceremony that will set the scene for the four years leading up to the delivery of the Glasgow 2014 Commonwealth Games.

- 4.3 The Handover Ceremony will mark the start of Glasgow 2014 Commonwealth Games preparations and will include a live performance at the Closing Ceremony. The Glasgow 2014 Commonwealth Games will be the largest sporting event ever to be hosted in Scotland.

5. Present Position

- 5.1 Each Local Authority across Scotland is being offered the opportunity to put forward up to nine people from their local authority area to participate in the Handover Ceremony as a member of the Mass Cast. This is an exciting opportunity for individuals not only to become Glasgow 2014 Commonwealth Games ambassadors, but also to train and perform at the Handover Ceremony in Delhi in front of a stadium audience of 60,000 people and a global television audience of millions. There will be 400 members of the Mass Cast.

- 5.2 The criteria for the Mass Cast is as follows:

- Excellent dance and movement skills
- Proven amateur experience of dance and/or the performing arts, including participation in shows, displays etc.
- Ability to commit to required rehearsals, Orientation, Boot Camp and performance schedule
 - Orientation: 10 – 11 June 2010
 - Boot Camp: 20 September – 8 October 2010
 - Travel and performance in Delhi: 11 October – 15 October 2010
- 18 years or over on the first day of Orientation (10 June 2010)
- High level of fitness
- Commitment to travel and perform in India for the Handover Ceremony
- No medical conditions preventing exercise / physical exertion, air travel, travel vaccinations, periods in hot environments
- Consent to all advice and necessary requirements as dictated by the Project Doctor e.g. travel vaccinations and preparatory medical and emergency attention
- Full UK or other passport allowing access to India
- Consent to any necessary security and background checks

- 5.3 The fee for participating in this event is estimated at £4,000 per individual (worst case scenario), which excludes travel to Glasgow. However, the Organising Committee is hopeful that this cost can be reduced once final details are agreed and external sources of funding have considered the project. This cost includes all accommodation, fees, meals and training in Glasgow for Orientation and Boot Camp and all travel to/from, and food, meals etc while in India.

6. Proposals

- 6.1 Following discussions with Shetland Arts and consideration of relevant factors i.e. the exceptional opportunity this event offers and the associated costs; it is being proposed that Shetland should take up three places in the Mass Cast to provide a once in a lifetime opportunity.

- 6.2 The proposed method of recruitment for this opportunity would be to place an advert in the Shetland Times, along with radio advertising to seek written letters of application from interested individuals. A selection panel would then assess the application letters before inviting the prospective candidates to a selection interview. Thereafter, the selection panel would make its final choice of successful candidates known. The only additional criteria proposed for this opportunity, but not mentioned in 5.2 above is that the prospective candidates must either live in Shetland or come from Shetland i.e. be away at college, university etc.
- 6.3 If these proposals are to be agreed then the Delhi 2010 Flag Handover Organising Group are looking for an indication of numbers by 12th February with actual names to be supplied by the end of March 2010. Therefore, the whole recruitment process needs to be completed in a very short timescale.
- 6.4 The proposed Selection Panel for this opportunity is as follows;
- | | |
|--------------------------|---|
| Shetland Islands Council | Spokesperson for Culture and Recreation
Executive Director of Education and Social
Care or her nominee. |
| Shetland Arts | Board Member
Director of Shetland Arts or his nominee. |
- 6.5 On the basis of the above proposals the worst case scenario costs of this project would be £13,080 i.e. 3 x £4,000 participant fees and 6 return trips to Glasgow at £180 per trip.
- 6.6 In order to contribute to the above costs it is proposed that Shetland Islands Council offer financial support of up to £2,500 per individual to assist with the overall costs. Shetland Arts have also confirmed that they would look very favourably at applications for grant assistance from the successful candidates through their Shetland Arts Fund grant aid scheme that is funded from Shetland Charitable Trust. The maximum amount available per individual through this scheme is £1,000. Therefore, if all funding is approved i.e. up to £3,500 per candidate, then a balance of approximately £880 is still required as an individual contribution from successful candidates. This balance to be met from their own funds, private sponsorship or through additional fund raising.

7. Financial Implications

- 7.1 The principal cost of this project is the participant fees of up to £4,000 per candidate, plus the travel costs to Glasgow, which gives a total worst-case scenario cost of £13,080.
- 7.2 Each candidate would be expected to make a personal contribution of up to £880.00 towards their own costs, in addition to any personal expenses that they may require. Additionally, successful candidates would be required to commit a month of their time, potentially without an income, if they are unable to take annual leave or are not in employment.

7.3 The proposed funding package would therefore be:

Shetland Islands Council	£7,500
Shetland Arts Fund	£3,000
Personal Contributions	£2,640
Total	<u>£13,080</u>

7.4 The funding from Shetland Arts would be dependent on the individuals making successful applications to the Shetland Arts Fund grant aid scheme and the necessary budget being available to meet these applications.

7.5 The Sport and Leisure Service's budget for Grants to Voluntary Organisation – General (GRJ 3201 2402) for financial year 2010/11 still has to be approved through the revenue estimates process. However, assuming this budget is approved through the revenue estimates process then there will be adequate provision in this budget to meet the amount above.

7.6 If the above financial assistance is approved for this project then it is proposed to transfer the above sum from the Grants to Voluntary Organisations – General budget into another operational cost centre entitled "Delhi 2010" to administer the costs of this project.

8. Conclusions

8.1 If the recommendations in this report are approved then this project will provide a once in a lifetime opportunity for three individuals from Shetland to participate in a major sporting and cultural event. It will also provide a significant developmental opportunity for the individuals to gain further dance and creative skills, which potentially could assist them with their employment opportunities in the future.

8.2. In terms of Shetland and the Council, support of this project will provide further evidence of its commitment to supporting individuals to achieve their full potential. It will also provide an ideal opportunity to create positive publicity about Shetland through participation in this event. In addition, each successful candidate would be expected to promote Shetland throughout their travels, maintain a diary of their experiences e.g. video or photographic, be prepared to deliver presentations about their experiences and lead and/or assist with local dance sessions in Shetland for school and community groups after the event. This would ensure that the experiences they gained through participation in the pre-event training and performance could be shared and experienced by a wider group of people in Shetland.

9. Policy and Delegated Authority

9.1 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. However, as the Grants to Voluntary Organisations – General budget still has to be approved for 2010/11 then a decision of the Council will be required.

10. Recommendations

I recommend that the Services Committee recommends to Shetland Islands Council to approve:

- 10.1 the proposals in section 6 of this report;
- 10.2 the proposed level of funding as set out in section 7 of this report and the establishment of the “Delhi 2010” costs centre.

January 2010
Our Ref: NWW/AJ

Report No: CD-234-F



REPORT

To: Services Committee **4 February 2010**

From: Capital Programme Service Manager

Report No: CPS-01-10-F

Subject: Capital Projects Update – Services Committee Projects

1 Introduction

- 1.1 This report sets out the current status and activity of the Capital Projects which fall within the remit of the Services Committee. Key issues and events are summarised to enable Members to ask for additional information and clarification on any projects.
- 1.2 This report also updates Members on funding for the Happyhansel School project and seeks a recommendation to the Council.

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, and Shetland College.
- 2.2 The Council's Corporate Plan includes reference to the following specific capital projects:
 - Complete a review of services for Long Term Care, young adults with physical disabilities and the Eric Gray Resource Centre;
 - Complete strategies for Long Term Mental Health and Joint Respite Care;
 - Complete feasibility studies or necessary capital works, including Viewforth and Isleshavn Care Centres;
 - Progress the Joint Occupational Therapy Service and Resource Centre;
 - Consider investment decisions on the replacement of Leog, Laburnum and the Bruce Family Centre;
 - Improve our teaching facilities by completing the new Anderson High School and Mid Yell Junior High School.

- 2.3 The main area of risk is financial in terms of over or underspend. Regular progress reports to Committee and the Council enable Members to monitor the capital programme.

3 Projects Update

- 3.1 There are a number of stages in the life of a capital project, as set out in the Council's Capital Projects Procurement Guidance. The initial stages can be described as:
- The Business Case – the initial idea or concept to address a gap in service;
 - Feasibility Study – an in depth exploration of the service need and the options to best meet that service need;
 - Design – the design of the new asset, once agreement on identified service need and the best option to meet that need has been identified. Sometimes, this stage can be combined with the construction phase, as a “design and build” procurement route;
 - Tender Period – seeking and evaluating the most appropriate contractor to undertake the work, normally on a quality and price mix;
 - Construction – the actual building of the new facility/ asset.
- 3.2 Appendices 1 and 2 contain a list of all the projects within the remit of the Education and Social Care Department with comment on progress.
- 3.3 Tick boxes in the progress document relate to completed stages of these projects, including those mentioned in 3.1, and to the proposed ‘Gateway Process’.
- 3.4 The final column of Appendices 1 and 2 indicate the main areas of progress since the previous report to this Committee on 26 November 2009.
- 3.5 Appendix 3 is the most recent Capital Management Accounts for Services Committee projects (Period 9). Internal recharges (time spent on projects by internal services) are not applied until year-end.

4 Happyhansel School

- 4.1 The Happyhansel project is a proposal to extend and remodel the existing school to provide a multi-purpose space (the current provision is in a portacabin), pupil changing facilities for PE, additional storage, a new IT server room, administration accommodation and a head teachers office. Additionally the current building will be re-roofed (the current roof is asbestos sheet) and the kitchen will be re-furbished and extended.

- 4.2 The school project is on the list of future Council Capital Projects beyond year 5. There is currently no allocated budget for extending and remodelling the school.
- 4.3 The Blueprint Consultation process is ongoing so the future of many Shetland Schools are uncertain, including Happyhansel. However this project is being presented at this time to ensure that the external funding can be allocated to this project and that the project can be ready to proceed should Happyhansel remain open. The project can be designed to meet the needs of the School and any additional pupils it may have to cater for. Any decision by Members at this time is in no way indicative of any future decisions that may be taken about Happyhansel following the Blueprint Consultation, but is simply about good planning and management in case the project is to go ahead.
- 4.4 There is an existing approved budget of £130,000 for Happyhansel maintenance within the 2010/11 Capital budget. This, together with required funding of £182,000 in 2011/12 and £120,000 in 2012/13, was intended to fund works including the re-roof and kitchen works. These future years are not approved and will be considered by members as part of the 5 year Capital Programme.
- 4.5 A feasibility study was carried out on Happyhansel School in 2003. This is now outdated and does not reflect the current requirements. Revised sketch proposals have been prepared to take into account updated requirements. These have been given an indicative cost of £900k - £1m. The cost of this project will be clearer when the sketch proposals are developed into a design.
- 4.6 The Schools Service has been successful in receiving an 'in principle' offer of 50% funding towards the cost of the works to Happyhansel from the Scottish Futures Trust - School Investment Programme.
- 4.7 There is, as yet, no information regarding any conditions regarding the grant offer, nor any indication when the money would be available. It is likely, from experience of previous external funding, that any offer of funding would require the money to be spent within a financial year. It would therefore be prudent, in order to ensure that the offer of grant can be used, to begin the preparation of design and production information at an early date and be in a position to commit a works contract when the external finance becomes available.
- 4.8 Assuming that the cost of the project is £900,000 the funding proposal is:

Scottish Futures Trust	£450,000
Existing Capital Maintenance Provision (approved 2010/11)	£130,000
Capital Maintenance Provision (future years – not approved)	£120,000
Additional General Fund Capital Provision	£200,000

- 4.9 The Council is considering a Proposed Gateway Process for projects. If the Council approves this process all future and existing capital projects, including those in years 1 to 5, will be subject to the assessment. The Happyhansel project will also require to go through the gateway process.
- 4.10 Members are asked to consider:
- 4.10.1 If they wish the Council to bring this project forward from future years to 2010/2011 and 2011/2012 in order to maximise the use of external funding, should this be confirmed and;
- 4.10.2 recommending that the Council allocate £120,000 from the existing bid for future years Capital Maintenance and;
- 4.10.3 recommending that the Council allocate additional General Fund Capital allocation of £200,000 to cover this project.
- 4.11 This would ensure that the Council is able to accept the funding offer from the Scottish Futures Trust and reduce the draw from Council Capital funds for this project in future years.
- 4.12 The financial implications to the overall Council Capital Programme will be addressed in a report to the Council on 17 February.
- 4.13 The estimated spend profile of the project is:

Year	2010/2011	2011/2012	2012/2013
Scottish Futures Trust	150,000	225,000	25,000
General Fund	150,000	225,000	25,000
Total	300,000	550,000	50,000

5 Financial Implications

- 5.1 There are no direct financial implications arising from this report. The financial performance of the Capital Programme is reported separately to the Council.

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 Conclusions

- 7.1 The progress report is presented for information to enable Members of the Services Committee to discuss and debate the Capital Projects within their remit.
- 7.2 Members are also asked to consider the proposal to bring the Happyhansel project forward into the 5 Year Capital Programme to enable the uptake of 50% external funding.

8 Recommendations

- 8.1 I recommend that Services Committee:
 - 8.1.1 note the content of the Report and request any further information or analysis as required on the current and planned programme of work;
 - 8.1.2 consider the proposal to bring the Happyhansel project forward into the 5 Year Capital programme and;
 - 8.1.3 recommend to the Council to allocate Capital Funding, as outlined in paragraph 4.9.

Our Ref: GMF/RS/CPS-01-10-F

28 January 2010

Enc. Appendix 1 – Services Committee Capital Projects
Appendix 2 – Services Committee Housing Revenue Account Projects
Appendix 3 – Services (Period 9) Capital Management Accounts

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
GCA**** (Various projects)	Occupational Therapy Rolling Programme	869							✓		Ongoing Programme (all project stages). However GCA0101 (Building Fabric RP) overspend being funded from revenue	Programme ongoing. Overspend funded from revenue.
GCA0106	Older People's Rolling Programme for new care places	225	✓								Study ongoing: Viewforth - investigate options for redevelopment. Taing House and Edward Thomason House - Investigate options for additional beds and St Clements Hall, investigate conversion into additional housing units associated with King Erik House. (Feasibility)	Proposals being prepared for costing of options
GCA0231	Fire Upgrades to Care Homes	242	✓	✓	✓	N/A	✓	✓	✓		Wastview - complete, some repairs to be carried out. Overtonlea - works complete, two defective door closers to be repaired. Nordalea - complete, Fernlea - complete, Leog - complete, ET House - Mechanical 90% complete, Electrical 95% complete, Joinery 40% complete, Taing House - date for start of works to be confirmed, Isleshaven - due to start on site 1 February, Northhaven - due to start on site 8 February, Laburnum , works likely to take place in summer 2010, Viewforth , works likely to start summer 2010. Materials all ordered in advance to reduce any delay or disruption on site. Smoking rooms, prices submitted and awaiting instruction on how to proceed.	Ongoing progress on site and planned works for summer, materials ordered in advance.
GCA0233	Occupational Therapy Resource Centre	150	✓								Current aspirations unable to fit on site to the satisfaction of planning. Other options being considered.	Current aspirations unable to fit on site to the satisfaction of planning. Other options being considered.

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
GCA0234	Taing House Capital Maintenance	76.5					✓				Shower works programmed for November. Works delayed due to unavailability of rooms.	Budget of 170K for Train Shetland, Old Craigielea and Laburnum maintenance projects in 10/11 approved by Council 28/10/09. Works delayed due to unavailability of rooms. Possible Slippage - carry forward budget which will be reported to Council
GCA0235	Viewforth Capital Maintenance	40.5					✓				Shower works programmed for November. Works delayed due to unavailability of rooms.	
GCA0237	Eric Gray Replacement	15	✓								Site at Seafeld Identified. Awaiting legal advice.	Awaiting legal advice regarding Seafeld site.
GCE1171	Little Tikes	383	✓	✓	✓	✓	✓	✓			Planning being considered on 20 January. Delay due to Architects existing workload, Drawings completed, specification complete by 22 January and project to go out to tender end January.	Project documentation ongoing.
GCE1315	Mid Yell Junior High School	4,422	✓	✓	✓	✓	✓	✓			Contract commenced 29 October on site. Retaining wall completed on site and access road commenced. Modules being constructed in Denmark and due to leave Denmark in mid March. One week delay on manufacture of modules due to snow in Denmark disrupting access to factory. Spend on units will be as soon as they arrive safely in Shetland.	Contract ongoing on site and construction of modules ongoing in Denmark. £2m will be spent when modules arrive in Shetland.
GCE1500	Education Capital Maintenance	1,559									Individual projects noted below.	Budget of 1.583M for 10/11 approved by Council 28/10/09.
XXE1001	Aith Maintenance	13					✓				At design stage - external architects (Design)	No change

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
XXE1002	AHS Maintenance	190			✓		✓				New sash & case windows for the Old English Block. Detailed design complete and statutory permissions obtained. Looking at structural implications. (Design) Historic Scotland grant application due to be sent mid Jan 2009.	Design complete and Statutory Consents obtained. Historic Scotland grant application due to be sent mid Jan 2009.
XXE1004	Bells Brae Maintenance	585					✓		✓	✓	Curtain walling project complete; on programme and on budget. Completed the design of phase 2 & 3 of the air conditioning project as the school have complained about serious over heating. Education instructed us to prioritise this latter project. (Construction) Air Conditioning tenders received 18/01/10	Air Conditioning tenders received 18/01/10
XXE1007	Burravoe Maintenance	55							✓	✓	Complete	No change
XXE1009	Cunningsburgh Maintenance	40							✓	✓	Complete	No change
XXE1016	Hamnavoe Maintenance	13					✓				At design stage with internal surveyor (Design) Design complete - contract will be advertised late January.	Design complete - contract will be advertised late January.
XXE1017	Happyhansel Maintenance	13					✓				At design stage with external architects (Design) Design complete - contract will be advertised late January.	Design complete - contract will be advertised late January.
XXE1020	Mid Yell Maintenance	10							✓	✓	Complete	No change
XXE1021	Mossbank Maintenance	80									The replacement of the gym hall roof was planned, but due to the number of people involved in the Olafirth project it has been deferred to 2010. Also, the available monies have been allocated to Phase 2/3 heating at Bells Brae. Mossbank multicourt walls being replaced. (Construction)	No change
XXE1024	Olafirth Maintenance	200							✓	✓	Complete	No change
XXE1028	Sandwick Maintenance	85							✓		Phase 1 complete and phase 2 going out to tender soon (Tender)	Due to be issued in late March.

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
XXE1034	Whalsay JHS Maintenance	45							✓	✓	Complete	No change
XXE1060	Janet Courtney Maintenance	230							✓		Agreed with George McGhee that we can take possession of one floor at a time after the summer holidays to upgrade fire doors and to renew the services. Works to one floor as pilot on site (Construction). Project delayed due to management shortages.	Additional 100K for Janet Courtney in 09/10 approved by Council on 28 October. Project delayed due to management shortages.
GCG0232	Leog Replacement	400	✓	✓			✓	✓			Building Warrant anticipated within 2 weeks. Once Warrant is obtained contract will be signed with Hjaltland enabling spend on land, fees etc.	Building Warrant anticipated.
GCH3100	Housing Staff Accommodation	10									Ongoing Programme - provision being reviewed	Ongoing Programme. Budget of 139K for 10/11 approved by Council 28/10/09. This includes additional 100K for Skerries/Foula School Houses
GCH3102	Housing Chalet Accommodation	11									Ongoing Programme	
GCH3120	Housing Temp Accommodation (Homelessness)	14									Ongoing Programme	
GCJ3001	Capital Grants to Water Based Facilities	30							✓		Approved commitment from 08/09 carried forward. No new budget approved 09/10. The major part of the £30k commitment has now been paid. Only retention still outstanding to be paid, small c/f to 10/11 - (Construction phase). Small budget c/f from 09/10 to 10/11 approved by Council 28/10/09.	No change
GCJ3002	Knab Dyke	88							✓	✓	Complete	No change
GCJ3003	Play Areas and Park Equipment	210							✓		Ongoing Programme, on schedule. Budget of 175K for 10/11 approved by Council 28/10/09.	No change
GCJ3006	Capital Grants to Voluntary Organisations (General)	426							✓		Ongoing Programme. 270K allocated 09/10 and 156K c/f from 08/09. Most of this budget has now been committed and furthers reports to be brought forward for funding. Budget of 300K for 10/11 approved by Council 28/10/09.	No change

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
GCJ3020	Islesburgh Capital Maintenance	36							✓	✓	Work complete.	Work complete.
GCL4402	Mareel	2,000	✓	✓	✓	✓	✓	✓	✓		Works ongoing on site, blockwork commenced. Contractor approx 8 weeks behind programme but anticipates being back on programme by May 2010.	Slippage being reported to Council on 17.02.2010 due to late site start and contractor being behind programme.
	Shetland College Extension	0	✓								Feasibility Study completed and approved. No budget approved for further work on this project. External funding offered.	Report on funding being prepared for Council meeting on 17.02.2010
URL	Shetland College Reception Works	College budget		✓	✓		✓	✓			Following re-tender exercise Tenders for works significantly higher than the estimated cost and it was decided not to progress with the works. The additional works were picked up by the Building Services Unit. No action.	No change
	Shetland College Block 3 alterations	College budget		✓			✓				Investigation into use of void space commences and alterations to office space developed. Awaiting cost information.	Proposals prepared and being costed.
	Lerwick Primary Provision	0	✓								Final draft copy of report has been sent to Education Department for comments and approval 21st August 2009 (Feasibility Stage)	No change
	Lerwick Library Redevelopment, including replacement premises for Adult Learning	0	✓	✓							Design study reported March 2009. No budget approved to progress this project. (Feasibility stage). £85K included in 2010/11 Capital Programme for maintenance only - until long term option progresses	No change
GCG0234	Laburnum - Refurbishment / Extension	0	✓								Feasibility Study reported March 2009. No budget approved for further work on this project in this financial year. Budget of 100K for 10/11 approved by Council 28/10/09.	No change

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
GCG0235	Laburnum - New Build	0	✓								Feasibility Study reported March 2009. No budget approved for further work on this project in this financial year. Budget of 200K for 10/11 approved by Council 28/10/09.	No change
GCA0238	Replacement Viewforth	0	✓								Part of Older People's Rolling Programme for new care places. Budget of 400K for 10/11 approved by Council 28/10/09.	No change
GCA0239	Replacement Isleshavn	0	✓								Feasibility study completed. See separate report to Services Committee. Budget of 500K for 10/11 approved by Council 28/10/09.	No change
	Bruce Family Centre	0	✓								Report drafting completed and awaiting cost of lift from manufacturer. Report will then be presented to client.	Report drafted, one outstanding cost awaited,.
	Sandwich JHS Additional Primary Classrooms	0	✓								No budget approved, Council agreed no further action meantime. (Feasibility stage)	No change
	Happyhansel Primary School Additional Classrooms	0	✓								Refer to report. Indicative offer of external funding.	Refer to report regarding external funding.
	Indoor Children's Activity Centre (former Islesburgh Squash Courts	0									No budget approved, Council agreed no further action meantime.	No change
	Hall of Residence	0									No budget approved, Council agreed no further action meantime.	No change
	Scalloway Junior High School Science Block	0	✓	✓			✓				No budget approved, Council agreed no further action meantime. (Design completed)	No change
	Old Craigelee	0	✓								Initial study carried out into two options for development (Flats and Office) 7 presented to client.	No change
Total Services General Fund Capital		11,207										

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS- 20-09
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PROJECTS FUNDED OUTWITH CAPITAL PROGRAMME

GCA0236	New Temporary Care Home for Lerwick (Montfield) - 100% NHS Funding	2,050							✓		Works commenced on phase 2 (Care Home) on 17 August 2009, anticipated completion July 2010. Works continuing on site to programme	Ongoing works on site
GCE1304	Anderson High School Replacement, including moving Train Shetland from premises at the Knab	2,000	✓								Refer to other report on the agenda for this meeting.	
Total Outwith General Fund Capital		4,050										

Code	Project Name	Approved Budget 2009/10 £000	Feasibility / Options	Outline Design	Consents	Land	Full Design	Tender	Construction / Implementation	Completion	Status as at end December 2009	Change from previous report CPS-20-09
HCH3303	Land & Property Acquisition	679	✓	✓							Engineers appointed to identify site-works for new build proposals.	
HCH3404	Environmental Improvements	259	✓	✓	N/A	N/A	✓	✓	✓		Ongoing works: Staneyhill, North Toogs and Bayview	Ongoing work on site
HCH3512	Community Care Projects	107	✓	✓	✓	N/A	✓	✓	✓		Unst and North Mainland conversions on site	Ongoing work on site
HCH3525	Feasibility Studies	26	✓								Ongoing programme	
HCH3526	Opportunity Conversion	125	✓	✓	✓	N/A	✓	✓	✓		Prioritised projects being progressed.	Sandwick project tendered
HCH3706	Heating Replacement Programme	157	✓	✓							Rolling programme - Hamarsgarth.	
HCH3708	External Re-render Programme	388	✓		N/A	N/A					Rolling programme - ongoing. Grindahoul, Brae and Steenbrae, Aywick	
HCH3710	Lerwick Crudens	1,147	✓	✓		N/A					Phase 1 completed, phase 2 consultant appointed	Consutlant appointed, tenant consultation commenced.
HCH3711	Retentions/ Final Accounts	40	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓	Ongoing.	
HCH3712	Housing Quality Standard	360	✓	✓	N/A	N/A	✓	✓	✓		Rolling programme – ongoing. Kitchen replacement contract agreed	
HCH3714	Replacement MIS System	200	✓	N/A	N/A	N/A	N/A	✓			Proceeding to tender.	Tenders due out end November 09
HCH3800	Capital Rec/ Sale Council Houses	-890	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Estimated capital receipt from Right to Buy sales.	
Total HRA Capital Programme		2,598										

Capital Expenditure - General Fund

Cost Centre	Description	Revised Budget	YTD Actual	Estimated Outturn	Est Year End Variance (Adv) / Fav	Reason for Variance/Comments	Action Required
		£	£	£	£		
GCJ3001	Water Based Facilities	29,618	21,546	29,618	0	Slippage c/f to 10/11	
GCJ3002	Dyke Repairs	88,000	75,633	88,000	0		
GCJ3003	Play Areas	210,000	169,114	210,000	0		
GCJ3006	Grants Rolling Programme	426,000	112,346	426,000	0		
GCJ3020	Islesburgh CC Capital Maintenance	36,000	2,445	36,000	0		
Sport & Leisure Projects		789,618	381,084	789,618	0		
						Works ongoing on site, blockwork commenced. Contractor approx 8 weeks behind programme but anticipates being back on programme by May 2010. NB Expenditure appears greater than budget but all previous years expnditure inc. here and off set not shown in these A/Cs	Slippage of 500K being reported to Council on 17.02.2010 due to late site start and contractor being behind programme.
GCL4402	Cinema/Music Venue	2,000,000	2,174,792	2,000,000	0		
Culture Projects		2,000,000	2,174,792	2,000,000	0		
						Project previously brought forward to 09/10, however consultant delay will require slippage.	Identify slippage and report to Council
GCE1171	Little Tikes	383,000	5,991	30,000	353,000		
GCE1240	Bells Brae Prim Alterations	0	(3,043)	0	0	Accrual for final cert.	
GCE1304	Anderson High School Replcmnt	2,000,000	1,678,646	2,000,000	0	Slippage due to site change	
GCE1315	Mid Yell Phase 2	4,422,000	765,830	4,422,000	0		
GCE1500	Educ Maintenance School Builds	1,559,000	884,255	1,559,000	0	Additional funding agreed by Council	
GCE1502	Reroofing	0	(8,000)	0	0	Accrual for final cert.	
GCE3402	Sandwich JHS - Add Support Needs	0	(7,981)	0	0	Accrual for final cert.	
Education Projects		8,364,000	3,315,698	8,011,000	353,000		
GCA0100	Inspection, Health & Safety	22,685	21,649	22,685	0		
GCA0101	Building Fabric	35,871	87,276	87,248	(51,377)	Overspend relating to SC move to Eric Gray	Code identified for office move and journal raised Jan 2010
GCA0102	Electrical Sys Upgrade	33,036	21,216	33,036	0		
GCA0103	Mechanical Sys Upgrade	14,136	0	14,136	0		
GCA0104	Plant Equip Replacements	1,851	1,490	1,851	0		
GCA0105	Safety Surfaces	18,905	0	18,905	0		
GCA0106	Care Homes (Rolling Programme)	225,000	10,478	225,000	0	Lerwick Care Provision study brief developed - to be funded from here	
GCA0120	Special Studies	1,825	0	1,825	0		

Capital Expenditure - General Fund

Cost Centre	Description	Revised Budget £	YTD Actual £	Estimated Outturn £	Est Year End Variance (Adv) / Fav £	Reason for Variance/Comments	Action Required
GCA0231	Care Homes Fire Upgrade	242,000	30,979	242,000	0	Slippage c/f to 10/11, however further slippage required due to extended programme	Identify slippage and report to Council
GCA0233	Joint Occupational Therapy Centre	150,000	457	150,000	0	Current aspirations unable to fit on site to the satisfaction of planning.	Identify slippage and report to Council
GCA0234	Taing House Capital Management	76,500	0	76,500	0	Other options being considered.	
GCA0235	Viewforth Capital Management	40,500	0	40,500	0		
GCA0236	Montfield Care Home	2,050,030	506,046	2,050,030	0	100% NHS Project	
GCA0237	Eric Gray Replacement	15,000	1,080	15,000	0		
GCA1000	Special Aids Stock Items	111,158	85,628	111,158	0		
GCA1001	Specialist Aids	237,800	160,263	237,800	0		
GCA1003	Minor Adaptions	48,031	61,181	48,031	0		
GCA1004	Major Adaptions	196,193	134,982	196,193	0		
GCA1005	Housing Renovations	80,998	5,795	80,998	0		
GCA1006	Professional Fees	21,024	11,366	21,024	0		
GCA1007	Specialist Aids Refurbishment	45,316	20,790	45,316	0		
GCG0232	Leog Replacement	400,000	0	400,000	0	Slippage c/f to 10/11.	Identify slippage and report to Council
Social Care Projects		4,067,859	1,160,676	4,119,236	(51,377)		
GCH3100	Staff Accommodation	9,872	0	9,872	0		
GCH3102	Chalets	10,958	0	10,958	0		
GCH3120	Homelessness Housing	14,423	0	14,423	0		
Housing Projects		35,253	0	35,253	0		
EDUCATION & SOCIAL CARE TOTAL		15,256,730	7,032,251	14,955,107	301,623		

Capital Expenditure - Housing Revenue Account

Cost Centre	Description	Revised Budget £	YTD Actual £	Estimated Outturn £	Est Year End Variance (Adv) / Fav £	Reason for Variance/Comments	Action Required
HCH3303	Land/Property Acq	678,851	212,701	678,851	0		
HCH3404	Environmental Improvements.	259,266	61,768	259,266	0		
HCH3512	Community Care Projects	107,103	4,770	107,103	0		
HCH3525	Feasability Studies HRA	25,655	2,289	25,655	0		
HCH3526	Opportunity Conversions	124,862	3,515	124,862	0		
HCH3706	Heating Replacement Program	157,103	19,343	157,103	0		

Capital Expenditure - General Fund

Cost Centre	Description	Revised Budget	YTD Actual	Estimated Outturn	Est Year End Variance (Adv) / Fav	Reason for Variance/Comments	Action Required
		£	£	£	£		
HCH3708	External Re-Render Programme	387,758	99,578	387,758	0		
HCH3710	Lerwick Crudens	1,146,933	516,872	1,146,933	0		
HCH3711	Retentions/Final Accounts	40,000	0	40,000	0		
HCH3712	Housing Quality Standard	360,000	283,726	360,000	0		
HCH3714	Replacement MIS System	200,000	183	200,000	0		
HCH3800	Cap Rec/Sale Council Hs	(889,886)	5,937	(889,886)	0		
HOUSING REVENUE ACCOUNT TOTAL		2,597,645	1,210,682	2,597,645	0		