Shetland
Islands Council

MINUTE   **A & B**

Audit and Scrutiny Committee
Council Chamber, Town Hall, Lerwick
Monday 18 January 2010 at 10.00am

Present:

F Grains   L Baisley
A Duncan   R Henderson
C Miller   G Robinson
J Wills

Apologies:
A Doull

In attendance (Officers):
D Clark, Chief Executive
S Cooper, Head of Environment and Building Services
I McDiarmid, Head of Planning
J Smith, Head of Organisational Development
A Jamieson, Service Manager – Housing Business Support
A Jarden, Building Standards Manager
C McIntyre, Service Manager - Internal Audit
D Williamson, Building Services Manager
L Gall, Policy Officer
D Hunter, Foreman Electrician
T Jack, Helpdesk Assistant
A Sutherland, Policy and Development Assistant
A Cogle, Service Manager - Administration

Chairperson
Mrs F Grains, Chairperson of the Committee, presided.

Circular
The circular calling the meeting was held as read.

Declarations of Interest
None.

Minute
The minute of the meeting held on 25 November 2009, was confirmed on the motion of Mr A Duncan, seconded by Mrs F B Grains.

Matters Arising

Matters Arising – Minute 28/09 – Internal Audit 2008-09 Schools Service
Mrs L Baisley said that devolved school management was becoming a more frequent topic, and asked if this audit was in response to concerns being raised in this area. The Service Manager – Internal Audit advised that the audit had highlighted problems with the control of School funds, and was not in relation to devolved school management. Mrs Baisley agreed to raise the matter under the last item regarding items for future discussion.

41/09 – Report to Members and Controller of Audit
Dr J Wills referred to page 6 of the minute, and advised that, as stated at the Council, he had not said that the budget for the new Anderson High School was to remain at £49m, but that it should cost no more than the proposal for the Knab site.

Matters Arising – Min. Ref. 36/09 – Statutory Performance Indicators 2008/09
Mr A Duncan referred to the issue regarding the recycling of bale wrap, and noted that a report had been requested for this meeting.   Mrs F B Grains said that the matter had been referred to the Shetland Amenity Trust, who were still considering the matter, and a report would be produced once a complete picture was able to be presented for consideration.

41/09 – Report to Members and Controller of Audit
Mr A Duncan referred to the last paragraph of page 5, and asked if the Risk Management database had been updated.   The Head of Organisational Development agreed to find out more information, and pass this on to Members after the meeting.

42/09 – Internal Audit – SIC Monthly Internal Audit Process Report
Mr A Duncan referred to the reported progress on the Roads – Network and Design audit, and asked if the outstanding matters had now been addressed.   The Service Manager – Internal Audit advised that progress would be best reported by the Service Manager, and agreed that an update report would be prepared for the next meeting of the Committee.

44/09 – Single Outcome Agreement 2008/09
Mr A Duncan asked what stage the review of strategic partnerships was at, with a view to aligning these with the Single Outcome Agreement.   The Head of Organisational Development confirmed that a report was planned for the Council meeting in March.

45/09 – Diesel Usage Update
Mr A Duncan said he still had concerns regarding the taking home of Council vans, and was not convinced that everything was being done to effect savings in that area. The Committee noted that the Head of Transport was committed to bringing forward a report on this matter, and the Chief Executive confirmed that he would ask the Executive Director to produce a report for the next meeting.

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01/10	**Post Re-Inspection 'Report on Shetland Islands Council's Building Standards Service** The Committee considered a report by the Building Standards Manager (Appendix 1).	

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	After hearing the Building Standards Manager summarise the terms of the report, Mrs F B Grains offered her congratulations, and said she appreciated there had been a lot of complaints about the service, and this was due mainly to lack of staff. She said that the required staff had now been recruited, and they had risen to the occasion, and now provided a good service. Mrs Grains said she particularly liked the progress made with regard to staff development and training, and the Building Standards focus group was a great help to a lot of people. She said budgetary control had also been taken on board, and reiterated her congratulations to the Building Standards Manager, and his staff, for the work they had done for the service in the short time they had been in post.	

Mrs C Miller added her congratulations, and in particular said the staff development and training achievements had been remarkable. She said to have turned around the service within 10 months was also remarkable, particularly given the concern that the Verification service could have been withdrawn from Shetland. Mrs Miller said that the turn around of the service was fully down to the hard work of officers and staff. She said that it was good see that the service was communicating better with builders and architects in Shetland.

The Building Services Manager thanked Members, on behalf of his team, for their support and he would pass this on to the staff involved.

Mr A Duncan said it appeared that the Building Standards service was in a complete mess before the current Manager had taken over and rectified the position, and would like to add his congratulations also to the staff involved for the turn around of the service within such a short period of time.

Mr A Duncan said it was often said that things had to move on, but he said lessons had to be learned. He said his first question was why it had taken an external audit to reveal the serious problems which had arisen. Mr Duncan asked why the Council's Internal Audit Service had not picked up on these issues earlier, and how long these problems had been going on for, and whether there were any financial implications for the Council. Mr Duncan said his interpretation of the situation was there had been mismanagement of the service prior to this audit.

The Service Manager – Internal Audit said his service was not expert in Building Standards, and could only audit certain issues in accordance with the Audit Plan. He said the Building Standards Service was audited every 5 years, and it was now over 4 years since their last internal audit, but there had also

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	been a number of managers in the post over that period of time. He said the audit referred to in the report was a specialist audit in the field of Building Standards.	

been a number of managers in the post over that period of time. He said the audit referred to in the report was a specialist audit in the field of Building Standards.

Mrs F B Grain said the Council knew during that period of time where the Service was receiving criticism that the required staff were not in post, and efforts were being made to recruit.

Mr A Duncan said he was not disputing that, and accepted there had been staff shortages. However, he queried whether there had been any additional costs to the Council because of mismanagement.

Mrs C Miller said should could not accept staff being accused of mismanagement. Mrs F B Grains concurred, adding that the lack of staff did not mean there was mismanagement.

Mr A Duncan said that was not his interpretation of the audit report.

The Service Manager – Internal Audit confirmed the Building Standards Service had not been looked at by his Service for nearly 5 years, and a number of managers had been in place during that period. He said the audit referred to in the report was a specialist audit, and outwith the scope of the Council's Internal Audit service. He added that Members were welcome to look at the documentation concerning the last internal audit, and would refute any remarks that they had done anything wrong in carrying out their tasks.

The Head of Organisational Development said the Planning Service, including Building Standards, had been one of the first areas to come under scrutiny by the Committee, and an action plan had been considered and agreed. He said this had brought focus onto this area for the Council, and part of the action plan was to fill the required vacancies, and everyone had worked together to find solutions, including management.

Mr A Duncan referred to pages 6 and 7 of Appendix 1, and to the improvements regarding inspection works on site and team meetings, and asked what had been done in the past in respect of those areas. However, Mrs Grains said those areas had now moved on, and it was not appropriate to go over those issues. Mr Duncan disagreed, and said he was elected to do a job and to ask these sorts of questions. Mrs Miller said Mr Duncan's line of scrutiny was out of order. Mr Robinson said Mr Duncan was being very negative, and said it was an excellent report that the Committee should be commending. Mr A Duncan said he was entitled to ask

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	questions, but would ask no more. Mr G Robinson said he wished to add his congratulation to the Building Standards Manager and his staff for turning this around. He said he had received positive comments from service users and builders, and said it was a good indication that things were on the up. The Service Manager Internal Audit said he was happy to have a discussion with Mr Duncan after the meeting in order to clarify the role that Internal Audit had. Mrs L Baisley also added her congratulations to the staff involved, and asked whether the LEAN process was involved as well. The Building Standards Manager advised that the LEAN process had not been directly involved in this service, although he personally had experience of its value. Mrs F B Grains asked the Building Standards Manager pass on the Committee's congratulations to staff, and in particular to those who had achieved qualifications. The Committee noted the terms of the report.	
02/10	**LEAN** The Committee considered a report by the Head of Environment and Building Standards (Appendix 2). After hearing the Head of Environment and Building Services summarise the report, Mrs L Baisley congratulated those involved for the improvements that had been made, but asked how sustainable they were, or would there by any attempt by management to change things back. The Foreman Electrician said he felt that improvements could be sustained long term, adding that, for example, an emergency response team had been set up and the improvements in response times and other issues had been so good that there would be little point in going back to previous practice. He said there were inevitably some initial barriers, particular when things have been done in a certain way for so long it can be difficult to see how it could be done another way, but he said that once changes had been implemented it was clear that moving away from that would not be acceptable. He said the changes had made a big difference to the way in which day to day business is now carried out. In response to a query from Mrs C Miller, the Foreman Electrician said that following the LEAN process there had been meetings to consider the longer terms, over the next 4 to	

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	5 years, and maintaining that communication and momentum was important.	
	Dr J Wills added his congratulations, and referred to Appendix C of the report. He said this was a very a clear summary of the project, and provided very clear and particular examples of what had been done, how it had been applied. He referred to the last paragraph of the summary, and asked if Management had been trying to resist LEAN.	
	The Helpdesk Assistant said it had been very difficult for management to agree to go with some of the proposals, but she said some of this came from not fully understanding what staff did on the ground. She said that going out with those staff to see what they did was useful, and made the changes more meaningful from a practical point of view, rather than from a management stance.	
	In response to a query from Mrs L Baisley, the Head of Organisational Development said that the LEAN process was already being applied in other areas such as recruitment administration, and in some payroll and personnel processes such as sickness absences. He said that the outcome of these pilots would be considered and recommendations brought to the Council to enable a debate as to whether the Council should support adoption of the process throughout the organisation, bearing mind the resources this may require.	
	Mr A Duncan congratulated the LEAN team on their work, and asked if management had accepted all of their recommendations. The Foreman Electrician confirmed they had to accept the recommendations as part of the process.	
	Mr Duncan asked if there would be further financial support from the Scottish Government for this initiative. The Head of Environment and Building Services said that there had been one off funding available through the Improvement Service only for training, but there was no ongoing funding available.	
	Mr A Duncan referred to paragraph 8.2 of the report, and asked what other areas the LEAN could be applied to. The Head of Organisational Development said that it was most usefully applied to areas where processes or transactions were being repeated again and again, such as processing applications, expenses claims, etc., but there were also more complicated areas such as social care support, that it could be applied to.	
	Mrs C Miller said this pilot seemed to have been a positive team building experience, and that the Council should be asked soon to roll this out to other services to affect savings	

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	where possible. Mrs F B Grains congratulated the Team on behalf of the Committee, and the Committee otherwise noted the terms of the report.	
03/10	**Housing Statutory Performance Indicators (SPI's) and Link to Scottish Housing Quality Standard [SHQS]** The Committee considered a report by the Head of Housing Service (Appendix 3). The Service Manager – Housing Business Support introduced the report, and invited questions from Members. Mr A Duncan congratulated the Housing Service on the big improvements being made, but said there was still room for some improvement and no room for complacency. Mr Duncan asked what part, if any, the Audit and Scrutiny Committee had played in those improvements. The Service Manager – Housing Business Support said that quite early on the Committee had given focus to the issues surrounding void housing, and work in that area had been accelerated because of that. She added that the appendices to the report illustrated that the service was now moving in the right direction in respect of that issue, and others, as well as policy revisions being considered. Mr A Duncan referred to Appendix A, Section 3(b) and asked what changes could be made to avoid rent less due to voids. The Service Manager – Housing Business Support said that the service had come on a long way already in this respect, but housing demand in general meant that there were fewer voids and so in general terms the number of voids had decreased. However, she said that the service had identified the majority of long term voids were within sheltered housing and were now looking at how the Council could remodel those properties to make them more lettable. Mr A Duncan raised some queries regarding rent management as it related to the level of arrears and their timeframes, but noted that these queries should be referred to the Head of Finance. Mrs C Miller asked if any of the Council's tenants fell into the Fuel Poverty Bracket. The Service Manager – Housing Business Support said there had been some work done on fuel poverty across all tenures, and the majority of fuel poverty was in the private sector. She said that this had been based on fuel cost, so there would be a number of tenants affected as well. She added that properties had been identified and consideration being given to installation of central heating,	

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	district heating, or anything that could alleviate those costs.	
	[Dr J Wills left the meeting.]	
	In addition, Service Manager – Housing Business Support said that the SHQS required levels of insulation and types of heating to be looked at, but the Council had difficulty meeting the standard because there was no mains gas available, and whilst district heating was being looked at as an alternative, it was not available outwith Lerwick.	
	Mrs C Miller asked whether, given the adverse weather in Shetland along with the extra cost of fuel, some priority could be given to tenants in that situation. The Service Manager – Housing Business Support said the difficulty with targeting measures in that way would likely involve means testing, and so instead the service was looking at energy efficiency schemes and applying them across all properties.	
	Mr R Henderson asked what the normal re-let time was for a Council property. The Service Manager – Housing Business Support said the service aimed for a 2 to 4 week turnover, but the time could vary according to work required or the area concerned. Mr Henderson referred to a long standing void in his area, and agreed to discuss that with the Service Manager – Housing Business Support after the meeting.	
	[Dr J Wills returned to the meeting.]	
	[Mrs C Miller left the meeting.]	
	In response to a query from the Head of Organisational Development, the Service Manager – Housing Business Support said that there had been a stock condition survey carried out in 2006 which would give some indication of the quality of private accommodation, including rental accommodation as well as owner/occupier, but the SHQS did not apply to private housing. However, she added that this was an area being looked at as part of the new Local Housing Strategy.	
	[Mrs C Miller returned to the meeting.]	
	The Committee noted the terms of the report.	
04/10	**2008/09 Statutory Performance Indicators – Comparative Analysis** The Committee considered a report by the Policy Manager (Appendix 4). The Head of Organisational Development introduced the	

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report, adding that this type of report sometimes gave Members ways of asking deeper questions about any failures in service delivery, as well as being a way of identifying positive issues.

Regarding the figures for planning applications, the Head of Planning confirmed that additional staff have now been employed, and the Service was still in the process of recruiting. In this regard, he said that an ongoing improvement in performance was therefore expected. However, he said that what was not evidence from the figures was of course the complexity of the applications that were being processed, and asked that Members bear in mind that most authorities were experiencing a drop in the number of applications, but this was not reflected in the figures for Shetland. The Head of Planning added that the indicators did not reflect the other work being done by the Section, such as developers' workshops, which took time, but provided a good service, and was being used as an example of best practice. He said that the Council also provided a free pre-application process to members of the public, and whilst the Service did not want to be bottom of the league, other things were being done which ensured a good service level.

Regarding the number of women in the top earners category, the Head of Organisational Development said that this figure would always be much lower than other authorities due to the employment of marine staff and pilots, which other authorities did not have. Mrs C Miller said it was a requirement that Council's employed the best person for the job, regardless of whether they were a man or a woman, but issues with child care in Shetland were often cited as a possible reason for a lack of women in this category.

With regard to homecare, Mr A Duncan said the figures showed the Council in a very poor position, and asked what was being done to tackle this issue. The Head of Organisational Development said that the figures showed the Council as being at the bottom due to the small number of clients, but the percentage of clients that get intensive personal care was only a proportion of the clients that receive Social Care services.

In response to a query from Mrs F B Grains, the Head of Environment and Building Services said that he was quite comfortable with the fact that they would never score high in the category relating to recycling municipal waste, as what the Council was doing in relation to supplying the District Heating Scheme was good practice in diverting waste away from landfill. He said it was unfortunate that the statistics shown were unreasonable, and if the indicator was waste to energy,

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	instead of recycling, the Council would be top or second top of the table.	
	The Committee noted the report.	
05/10	**Sustaining Shetland 2009** The Committee considered a report by the Head of Organisational Development (Appendix 5). The Policy Officer introduced the report. Dr J Wills referred to page 43 of the report, and to the figures for those not claiming eligible benefits. He said it was known that the Citizens Advice Bureau and the Council make good efforts in ensuring that people claim what they are entitled to, but he asked if there was a reluctance amongst elderly people in particular to make claims. Dr Wills raised concerns as to the lack of affordable child care and the implications this had for young people. The Head of Organisational Development suggested that benefits uptake, fuel poverty and childcare matters could be put on the work plan for the Audit and Scrutiny Committee. Mrs L Baisley referred to page 17 of the report, and said that she had seen figures, as part of the consultation on Blueprint for Education, in the context of Junior High Schools, which showed a higher percentage of pass rates than the two High Schools. Mrs Baisley said it would be good to have those figures clarified, as it had been suggested that the Junior High Schools would be unable to provide education in line with the Curriculum for Excellence. Mr A Duncan said the report was very interesting, but brought to attention some concerns, particularly in terms of agriculture, where he would like to see a more detailed breakdown of the type of holdings. With regard to tourism figures, Mr Duncan said that the Economic Development Unit had put a considerable amount of money into tourism, and he said this was a reason for much more consideration being given to the length of time that cruise liners were in port, therefore providing more time for visits to local attractions. Mr Duncan also referred to benefit entitlements and said that more should be done by going out to people in their communities and explaining what they were entitled to. Mrs F B Grains referred to figures which illustrated that community groups appeared to be flourishing, but involvement in sport and leisure activities was decreasing. The Head of Organisational Development agreed to provide more information to her after the meeting.	

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	Mr A Duncan referred to the figures for the cost of living on page 43, and the Head of Organisational Development agreed to provide him with a copy of the reports referred to therein, for information. He said that consideration was being given to updating these reports in partnership with others such as HIE. Referring to the cost of external travel, Mr G Robinson said that the 60% increase in boat fares was concerning, as well as the general increase in travel costs since 2004. Mr Robinson agreed that he would raise these matters through the External Transport Forum. Mrs L Baisley said that the general cost of fuel in Shetland would have an impact on many areas, including cost of living, compared with other parts of Scotland. The Committee noted the report.	
06/10	**Governance Update** The Committee considered a report by the Chief Executive (Appendix 6). After hearing the Chief Executive summarise the terms of the report, Mr G Robinson referred in particular to paragraph 2.1 of the report, and said that this definition differed from the definition given by the Audit Commission in its Best Value guidance on corporate assessment, which was: structure and process, roles and relationships; commitment and leadership; and balanced reporting and information. Mr Robinson said that in his view the terms of report represented consideration of the consequences of governance, but not good governance itself. Mr Robinson then referred to paragraph 2.3 of the report and to the ongoing Audit Scotland assessment, and to the consideration by the Chief Executive that little was being achieved at best value, and asked what research and evidence was available to back up that statement. The Chief Executive said that Audit Scotland themselves had highlighted these areas, one example being procurement, where the Council could making savings. In addition, he said that Member were not shy of coming forward themselves and highlighting areas which they believed were taking too long to resolve or costing too much. Mr G Robinson said that his concern was that, whilst there were instances where savings could be made or processes could have been quicker, there were also instances where there had been very good work done on behalf of the Council, an example being the performance of the Roads Service, and the burden of that was cheaper than anywhere else in	

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	Scotland.	

The Chief Executive said it was difficult to make broad brush statements, but he said the Council was a Best Value Council, but there was no corporate mechanism in place to ensure that best practice was being achieved across the Council. He said there would of course be areas where there would be examples of good practice, but there was no process for co-ordinating that across the Council. He acknowledged that different departments and service areas were making their own savings, but the purpose of this report was not to praise what the Council was good at, but to address those areas where the Council was not so good.

Mr G Robinson referred to paragraph 2.5 of the report, and to the Scottish procurement scheme recently put in place, and a recent report from the Head of Finance on the management of assets and capital programme. Mr Robinson said that progress was being made in these areas, and the main concern of Audit Scotland was regarding relationships and leadership and governance.

Mr D Clark referred to Audit Scotland's report, and said that the Council had approved a structure whereby their concerns regarding asset management and procurement would be addressed. He said Mr Robinson was correct to say that there were also concerns regarding the public coverage of high profile relationship issues between Members and officers, and the impact that that may have on decision making.

Mr Robinson then referred to paragraph 4.1.1 of the report, and said he did not recall the Council being asked to create a post for the management of the Total project, or have that project delegated. The Chief Executive confirmed that no post had been created, and that simply due to legal issues surrounding this matter, it was felt appropriate to task an officer from Legal Services with taking the lead in those matters, and it was a routine management matter upon which the Chief Executive said he did not expect to have to seek permission.

Mr Robinson referred also to paragraph 4.1.3 of the report, and asked how SOLACE were pursuing this best practice film, and when the film would be shown on SKY, and what channel. The Chief Executive advised that Local Government TV had been commissioned by SOLACE to carry out this filming. He said that he had been in discussions with SOLACE regarding the matter, and it was agreed that the Council's uniqueness of the situation regarding broadband links and Shetland Telecom, and the approach the Council had taken in addressing this unique problem. He said the matter was discussed with the

Executive and with the Convener, and it was considered a good opportunity, and the short film would be broadcast on the Local Government Channel in due course. He confirmed that the cost was in the region of £9500.

Mr Robinson referred to paragraphs 5.1.1 and 8.1.1 regarding the establishment of a Finance Committee, and suggested that the report should be presented to this Committee in the first instance. The Chief Executive said that the recommendation was intended to ensure a broader debate could be held on the role and remit before a report was presented, and he hoped Members would provide their comments to him.

Regarding paragraph 5.1.2, Mr G Robinson asked for an explanation of the suggestion that housing new build and planning would be centralised. The Chief Executive said that this was being put forward for consideration as part of a wider and strategic requirement to address corporate issues, and their co-ordination.

Mr G Robinson said he had some serious concerns about the issues in this report, and was not convinced that enough research or evidence had been given to Members to make the decisions being asked of them today. He said that the report was not about governance, but about service delivery, and he said there were financial implications that were not addressed, and the terms of the report sent a poor message to staff regarding performance. In this regard, Mr Robinson said that the report should be rejected.

Mr A Duncan asked if the terms of paragraph 5.1.2 would require the amalgamation of departments. The Chief Executive said that at this point he did not see any need for major structural changes, and the focus of this report was that any such major changes should be left for the future, but recognises that there were a couple of area that are worthy of consideration now. He said that the Council had a good structure, and provided quality services, but it could do better, and this view concurred with that of Audit Scotland.

Mrs L Baisley said that communication with the media or general public was important, and she said that people did expect a good level of service. She said that more co-ordination between departments that have different interests was required. She said that she welcomed the report, and moved that the Committee accept the recommendations. Mrs C Miller seconded.

Dr J Wills said that Mr Robinson was right. He said governance was not about high quality services, but was about how it was done. He referred to the criteria set out by Audit

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	Scotland, including the Council's political management arrangements, best value and relationships. He said that it was quite clear that this criteria was not being met at present. Dr Wills then referred to his paper which he produced in April, and to the various points referred to therein. He said that this report had only addressed 2 of the 14 points he had made. With regard to a Finance Committee, Dr Wills said he thought that a Finance Committee remit would be too narrow, and it should be wider, and something more like a Policy and Resources Committee. Dr Wills referred to the proposal for a newsletter, and said he did not think that was required in addition to the existing staff bulletins. Dr Wills moved as an amendment that the Committee recommend that the Council: 8.1.1 approve the establishment of a Policy and Resources Committee, in principle, with a separate report to the next meeting of the Council on the role, remit and membership; 8.1.2 agrees to the production of a draft council bulletin for consideration at the next Audit and Scrutiny meeting; 8.1.3 delete. Mr G Robinson seconded. After summing up, voting took place by a show of hands, and the result was as follows: Amendment (J Wills) 3 Motion (L Baisley) 4	
07/10	**Items for Future Discussion** 1. Devolved School Management Mrs L Baisley said she was beginning to learn, or had heard a lot of things, during the course of discussions on the Blueprint for Education. She said one of the things she would like to look at was something brought to her attention, and that was the way in which the Council was one of the few that did not have devolved school management, where the Head Teacher and senior management team manage at least 80% of the school budget. She said in Shetland, that seemed to be quite the reverse, roughly 5% was managed by School management, and asked that a report be prepared for a future meeting on (1) why the Council was in the minority in this regard, given that Shetland had the highest rate per child costs; and (2) comparative figures with other local authorities be provided.	

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	2. Adverse Weather - Staff Mrs F B Grains said that during the recent bad weather, care workers were having to travel, and commended the flexibility of those workers, and the service they provided. Mrs L Baisley agreed, and said that care staff should be commended for arranging to get to their clients in spite of the bad weather. Mr A Duncan said that all staff working on the gritters should be congratulated for doing a wonderful job. He said that staff had done a remarkable job, and salt stocks had been kept up very well, particularly when compared to other local authorities. The Chief Executive said he would pass on these comments to the staff involved.	

The meeting concluded at 12.50 p.m.

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F B Grains
Chairperson

Shetland
Islands Council

REPORT

To: Audit & Scrutiny Committee   1 March 2010

From: Resources Manager
Education & Social Care Department

RECRUITMENT LEAN PROJECT

1. Introduction

1.1 Following on from the report from the Head of Environment and Building Services to the January meeting of the Audit & Scrutiny and Committee, this report now seeks to inform Members in respect of the 2nd 'proof of concept' project under the LEAN banner – Recruitment Administration.

2. Links to Council Priorities

1.2 The Lean process of continuous improvement and striving to eliminate waste clearly has a direct link to the Council priority to 'ensure that we are being efficient in everything we do'.

3. Risk Management

3.1 There are no specific risks arising directly from the information contained within this report.

4. Background

4.1 The desire to implement the Lean methodology in the area of recruitment administration followed on from an earlier Recruitment System Redesign Project, which was initiated because we realised that the current processes were failing front line services. Further, there was a culture of blame where the roles and responsibilities of each element of the service – front line, managerial, Staffing Team and the corporate systems of HR and Payroll were not well

understood. This earlier piece of work produced a flowchart, which highlighted that the absolute minimum amount of time needed to fill a vacancy was 11 weeks, although the reality was nearer 14 – 16 weeks. However it did not present a clear way forward in terms of improvements in how we do our business in this regard.

4.2 The Staffing Team in Education and Social Care handle approximately 80% of the Council's recruitment, hence why the project was initiated by us; however as recruitment is a corporate activity, Denise Bell, HR Manager, was asked to co-sponsor the event.

4.3 As with the Building Services project, the Policy Unit arranged for Liz Freeman of Alexander Consulting to advise on scoping the project, picking the team and so on.

4.4 Part of the process is for the sponsor(s) to set some management goals; in this case, these were:

- Reduce the lead time to 10 weeks from date of a vacancy arising to the full offer of employment being made;
- Eliminate manual payments and overpayments;
- Issue all contracts of employment within 5 days of all conditions being met.

4.5 The team selected to take part in the 'Kaizen Blitz' event were drawn from the Education and Social Care Staffing Section, Human Resources, Schools Service and Community Care Service – see Appendix 1.

5. Findings

5.1 Part of the process, during the 'Kaizen Blitz' week, is for the management goals to be revisited and for them to become team goals. The team goals for this project then became:

- To reduce lead time from when Staffing receive the completed authorised recruitment form to when the successful candidate starts in post:

  For candidates who have to give 4 weeks notice –

     Internal – 5 weeks
     External – 8 weeks

  For candidates who have to give 3 months notice, and which also applies to south applicants – 10 weeks.

- Terms and conditions to be issued within 8 weeks rather than 13 weeks.

- 10 working days for the closing date for all posts.

- To eliminate all errors.

- To issue offer letters within 2 days of all conditions being met.

5.2 A process map was developed by the end of the 'Kaizen Blitz' week, and there began months of work to change systems and processes, forms etc etc. Central to the new process was;

- The new National Recruitment Portal and
- The upgrade to CHRIS – the Council's Payroll/HR system,

Both of these had to be factored in and worked around.

5.3 Pilot sites were selected for the new process and these were:

- Isleshavn Care Centre
- Independent Living Project
- Anderson High School
- Brae High School

Graphs are attached as Appendix 2, and these show the length of time it took to recruit to various posts in these establishments pre and post LEAN. As can be seen for both Isleshavn and ILP, the targets set by the team were easily met. Results in the Anderson High School were similar and Brae High School saw a marked improvement too.

5.4 A focus for this department is safe recruitment, which for us means obtaining Disclosure Scotland clearance, medical clearance, references and so on. The team minimised our administration surrounding all of these activities as far as they were able to, but these are external factors over which we have no control.

5.5 The National Recruitment Portal provides the Council with a fully electronic recruitment system, which we did not have previously. It also affords us the opportunity to advertise nationally at a much-reduced cost. Further, the team took this opportunity to look at the amount of information which was put in our advertisements, versus putting some good relevant information on our microsite and website instead.

5.6 Use of the Portal in all areas within Education and Social Care has only now been finally rolled out in January 2010, so full year costs have yet to be established, however, our old style advertisements in the national press cost, on average, £3,400 as opposed to our new style adverts at £1,410. We placed a total of 21 advertisements during the period April 09 – September 09, which at these figures would represent an approximate saving of £30K for this time period.

5.7 In respect of local advertising – a saving of approximately £12K was generated over the same time period, again due to the new style of advertisements.

5.8 Our cost per application has also reduced. The online facility, coupled with a review undertaken by the team of the amount of information being sent to applicants, has meant that the cost per application is now £1.22 as opposed to £2.20. See Appendix 3.

5.9 Less successful has been our desire to eliminate manual and overpayments. The graphs attached at Appendix 4 show the number of manual payments and the reasons for why.

5.10 Similarly, the graphs at Appendix 5 show the number of overpayments made and the reasons for why. We will continue to work with the various service areas to see if we can minimise these.

5.11 More generally, this event has brought about such a change in the atmosphere and morale within the Staffing Section – previously, posts were difficult to recruit to, and retain within this team. Now however, the staff have grasped the nettle and are intent on making their new process work – they see it as being much easier all round. Two of the Staffing Team have developed and delivered the training in the use of the Portal to managers, Head Teachers etc – this has been a super development opportunity for them, and the training has been very well received. Relations have also improved between the corporate centre, the various Service Managers and the Staffing Team.

5.12 The work of the team continues in terms of monitoring and reporting progress. Further, now that the Portal has been rolled out to all areas of service, discussions need to take place in respect of scaling down the adverts being placed in the national press, as well as on the Portal. We will not be able to avoid this entirely, but now we should only be placing adverts for hard to fill posts, or those which are particularly specialised and so need some attention drawn to them in professional journals e.g. Occupational Therapists. There is a perception that we will not recruit to our professional posts if we do not advertise in the national press but our evidence does not support that assumption. One of the members of staff in Human Resources carried out a comprehensive piece of work into this, and, for example, out of 66 teachings posts recruited to, only 5 of those were filled by candidates who had seen the advert in the Times Educational Supplement. Therefore, we are convinced that further savings can be made over the coming financial year.

6. **Financial Implications**

6.1 The consultants who supported this project were paid for from the funds received by the Policy Unit from the Scottish Government, as part of their efficiencies agenda. Staff time and sundry costs were absorbed in existing revenue budgets.

6.2 As detailed in section 4 above, savings have been realised through consideration having been given to the content of our

advertisements, however there are further savings to be gained from stopping altogether some of our advertising in the national press, which was the Scottish Governments motivation in developing the Portal in the first instance. Further, savings have also been realised, in a smaller way, through reduced photocopying, postage etc.

7.   Policy and Delegated Authority

7.1   The role of the Audit and Scrutiny Committee is to carry out a corporate scrutiny role to evaluate the effectiveness of the Council as an organisation and ensure that effectiveness is actively monitored and measured, as detailed in Section 10 of the Scheme of Delegation.

8.   Conclusions

8.1   It is clear that this exercise has had a positive impact on both service delivery as well as staff morale. However, there is still work to be done to achieve greater efficiencies and we commit to that.

8.2   As the Head of Environment and Building Services states in his report, the LEAN approach is not applicable in all areas – success is dependant upon identifying a need where processes would benefit from redesign, coupled with a commitment from management to see through any changes; however, I believe that some of the corporate processes are ripe for such attention and given the appropriate level of resourcing, future LEAN projects could realise substantial savings for the Council.

9. Recommendations

9.1   I recommend that the Council note the contents of this report.

Date: 1 March 2010
Ref: SLT/lm   Report No: ESCD-04-F

LEAN Team Members

Annette Priest	Staffing Officer (LEAN Team Leader)
Rachel Laurenson	Staffing Assistant
Dawn Smith	Staffing Assistant
Dianne Munro	Staffing Assistant
Danielle Ramsay	Clerical Assistant
Elaine Murphy	Snr HR Assistant
Emma Manson	HR Advisor
Eva Ganson	Devolved School Management Officer, Brae High School
Ann Marie Nicolson	Unit Manager – Wastview Care Centre
Heather Moncrieff	Manager - ILP

Social Care Pilot Areas Recruitment Charts

Independent Living Project

Interview to start date times have been greatly reduced due to better management through the LEAN system as you can see both here and also at Isleshavn.

Total Number of Working Days for Recruitment Process Completion

- Advertising to Closing Date
- Closing Date to Shortlising
- Shortlisting to Interview
- Interview to Start Date
- Advertising to Closing Date
- Closing Date to Shortlisting
- Shortlisting to Interview
- Interview to Start Date

Isleshavn

Post completions here were 19 - 24 days – this is exceptional to the original 8-week team goal.

Total Number of Working Days to Recruitment Process Completion

■ Advertising to Closing Date ■ Closing Date to Shortlising ■ Shortlisting to Interview
■ Interview to Start Date ■ Advertising to Closing Date ■ Closing Date to Shortlising
■ Shortlisting to Interview ■ Interview to Start Date

Education Recruitment

Anderson High School

Brae High School

This Interview to start date time is longer due to the Teaching post starting after the summer holidays

Reduction of Resources

As shown above, there is a great reduction in resources used throughout the Pilot project. This is obviously a more cost effective and environmentally friendly process of recruitment.
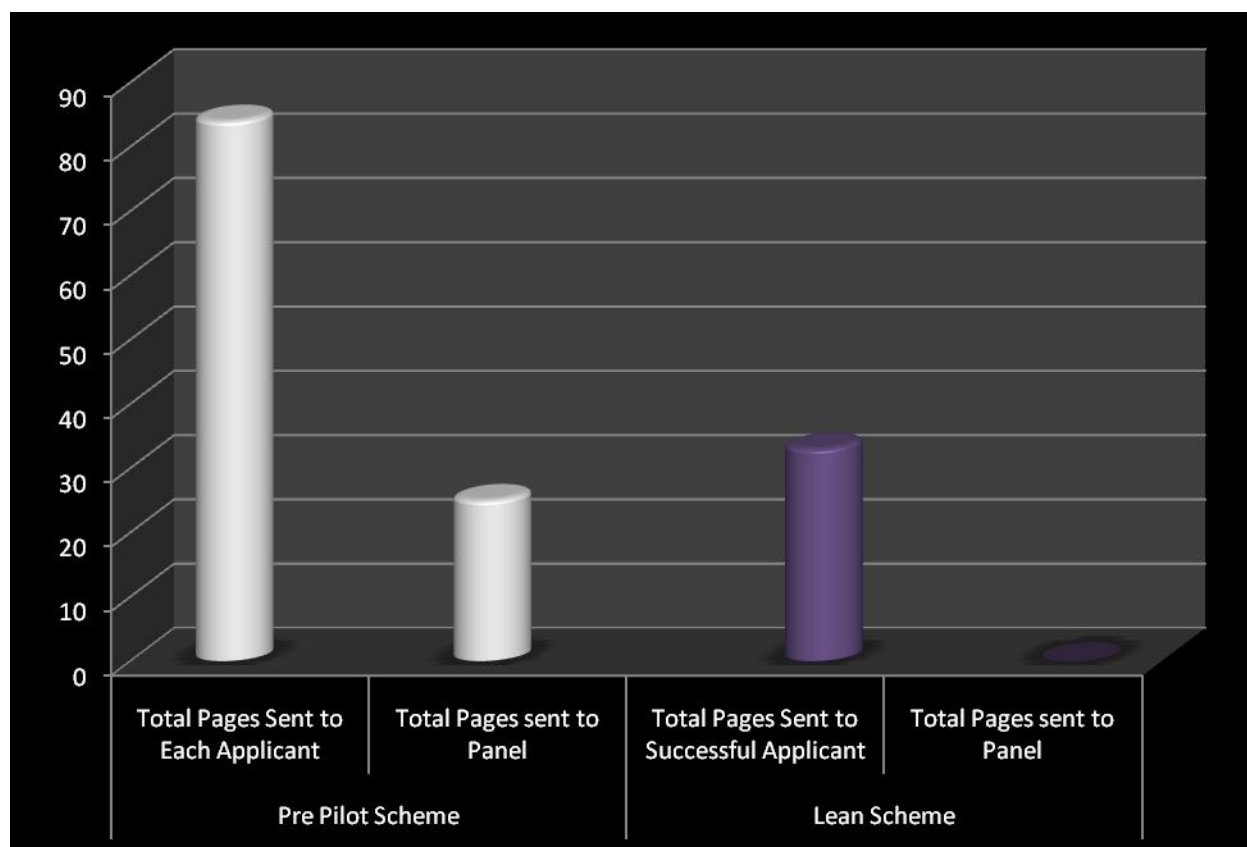
Breakdown of paper usage through recruitment process

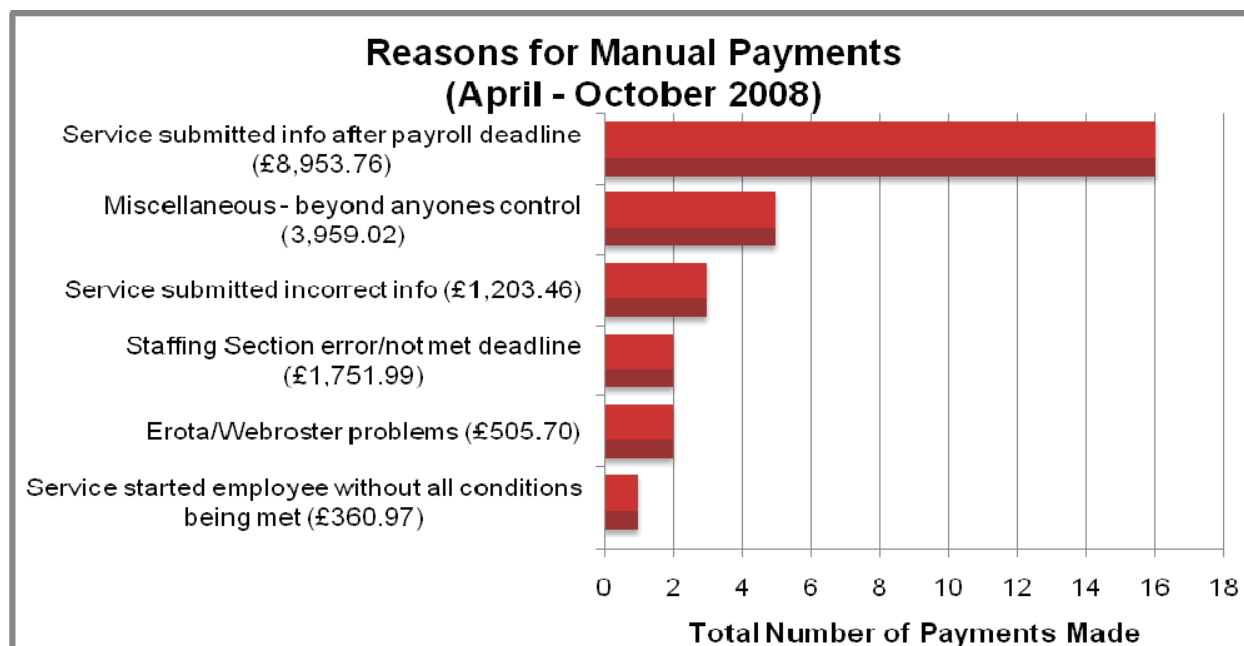| Sent out to Each Applicant	Pre Pilot Scheme	Pilot Scheme
Application – Compliment slip, Job Spec, Single status information, Equal opportunities, Recruitment Charter, Application form	13	
Interview Letter	2	
Enclosures – PEM form, Criminal convictions form, Recruitment details, Disclosure	6	6
Induction Pack	36	
Conditional offer letter	1	1
Offer letter	10	10
Written statement	16	16
Sent to Panel		
Shortlisting	4	
Copy Application	8	
Applications Received doc	1	
Interview Form	1	
Itinerary	1	
Completed IRS	4	
Reference Letter	2	
Reference Form	4	
TOTALS	109	33

Pricing

Performer Paper copies - Ream (500 sheets) £2.20 (£0.0044 per sheet)	Cost of Paper per Candidate	Postage on pack sent out	Envelope costs	TOTAL Cost Per Candidate
Pre Lean Scheme – 109 sheets	£0.4796	£1.23	£0.49	£2.1996
Lean Scheme – 33 sheets	£0.1452	£0.59	£0.49	£1.2252

Manual Payments for Education and Social Care

Manual Payment Reasons (April – October 2008)

The 2008 graph shows that the main reason for manual payments being requested between April and October 2008 was due to the service failing to submit information in time for Pay roll deadline.

Reasons for Manual Payments
(April - October 2008)

Reason	
Service submitted info after payroll deadline (£8,953.76)	16
Miscellaneous - beyond anyones control (3,959.02)	5
Service submitted incorrect info (£1,203.46)	3
Staffing Section error/not met deadline (£1,751.99)	2
Erota/Webroster problems (£505.70)	2
Service started employee without all conditions being met (£360.97)	1

Total Number of Payments Made (axis: 0, 2, 4, 6, 8, 10, 12, 14, 16, 18)
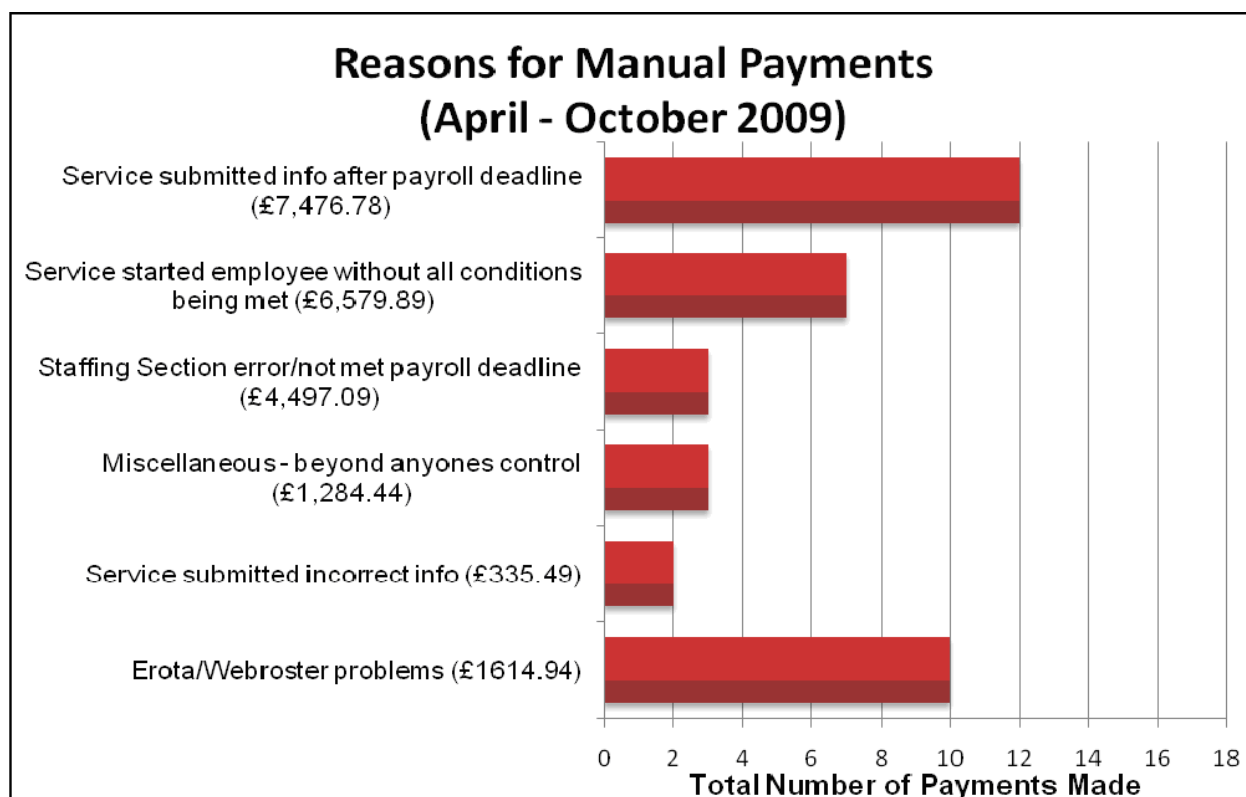
A few examples of why manual payments were requested for this reason include:

- The service failing to submit timesheets to Payroll in time for the deadline, or failing to submit sick notes at all
- The service not informing Staffing of new start information i.e. start date, grade, etc.
- The service not informing Staffing of a change in a current employees contract i.e. an increase in hours

The next highest reason for manual payment requests has been marked as 'Miscellaneous' as payments are made where it is sometimes difficult to pin point an exact reason. This may be due to ongoing issues, or at the fault of the employee. The remaining reasons are fairly distributed.

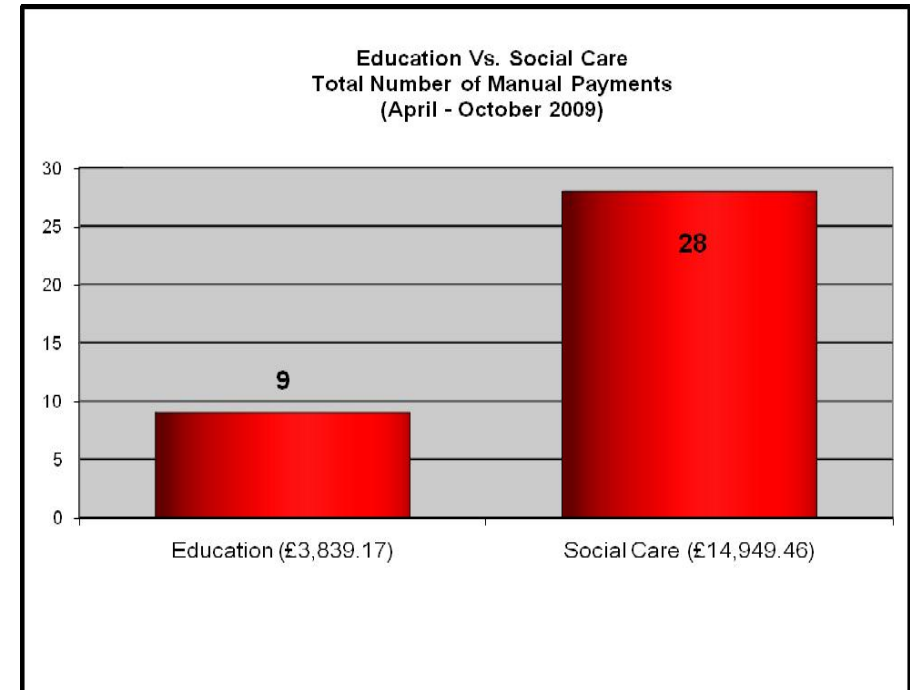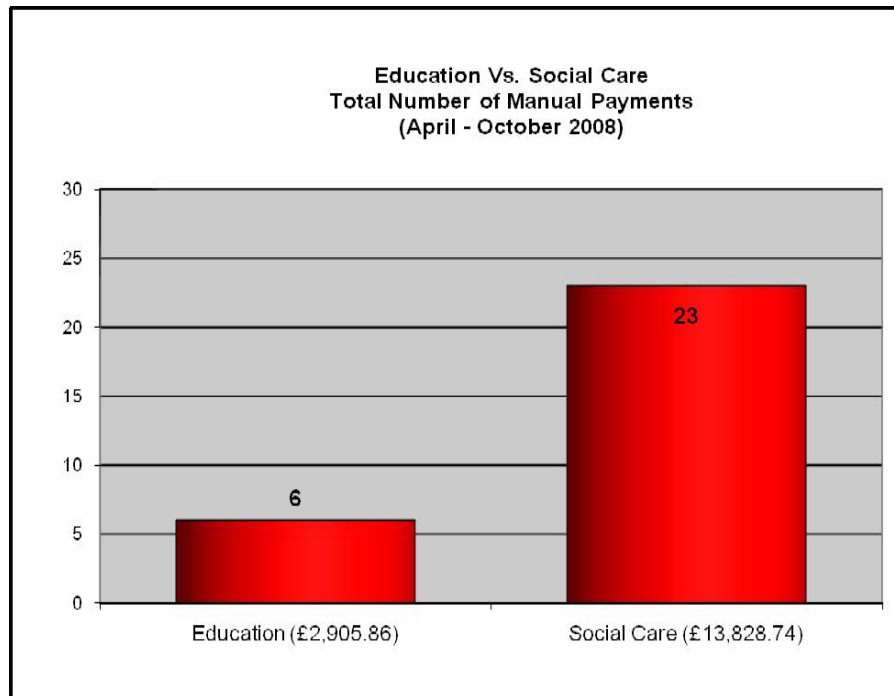<u>Manual Payment Reasons (April – October 2009)</u>

The 2009 graph has the same trend in that the main reason for manual payments being requested is due to the service failing to submit information in time for the Payroll deadline and unfortunately shows an increase in problems with E-Rota or Webroster.

**Reasons for Manual Payments
(April - October 2009)**

Reason	Total Number of Payments Made
Service submitted info after payroll deadline (£7,476.78)	12
Service started employee without all conditions being met (£6,579.89)	7
Staffing Section error/not met payroll deadline (£4,497.09)	3
Miscellaneous - beyond anyones control (£1,284.44)	3
Service submitted incorrect info (£335.49)	2
Erota/Webroster problems (£1614.94)	10

Total Number of Payments Made

Unfortunately, the graph then goes on to show that 7 manual payments were requested as a result of the service starting employees before all their conditions had been met. These employees were unable to be paid, as they cannot be set up on the system for payment until all conditions have been met, such as Disclosure and Medical Clearance, and receipt of two satisfactory references.

The remaining reasons again, are fairly distributed, but shows an improvement on the service submitting incorrect information.

Education Vs. Social Care Manual Payments

Education Vs. Social Care
Total Number of Manual Payments
(April - October 2008)

Education Vs. Social Care
Total Number of Manual Payments
(April - October 2009)

Between April and October 2008, Education requested a total of 6 manual payments, with the total value being £2,905.86. In this same time period, Social Care requested a total of 23 manual payments, totalling £13,828.74.

Between April and October 2009, Education requested a total of 9 manual payments, an increase on last year, with the total value also increasing to £3,839.17. As with Education, Social Care also requested more manual payments between April and October 2009. Social Care requested a total of 28 manual payments, totalling £14,949.46.

Overpayments for Education and Social Care

Overpayment Reasons (April – October 2008)

Between April and October 2008 there were a total of 37 overpayments notified to the Staffing Section.

From the graph, there are two main reasons of why overpayments occurred during this period, with each of these reasons tallying a total of 9 overpayments. These reasons are the Staffing Section making an error or not meeting the deadline, and the Service not informing the Staffing Section of an employee resignation in time for the Payroll Deadline.
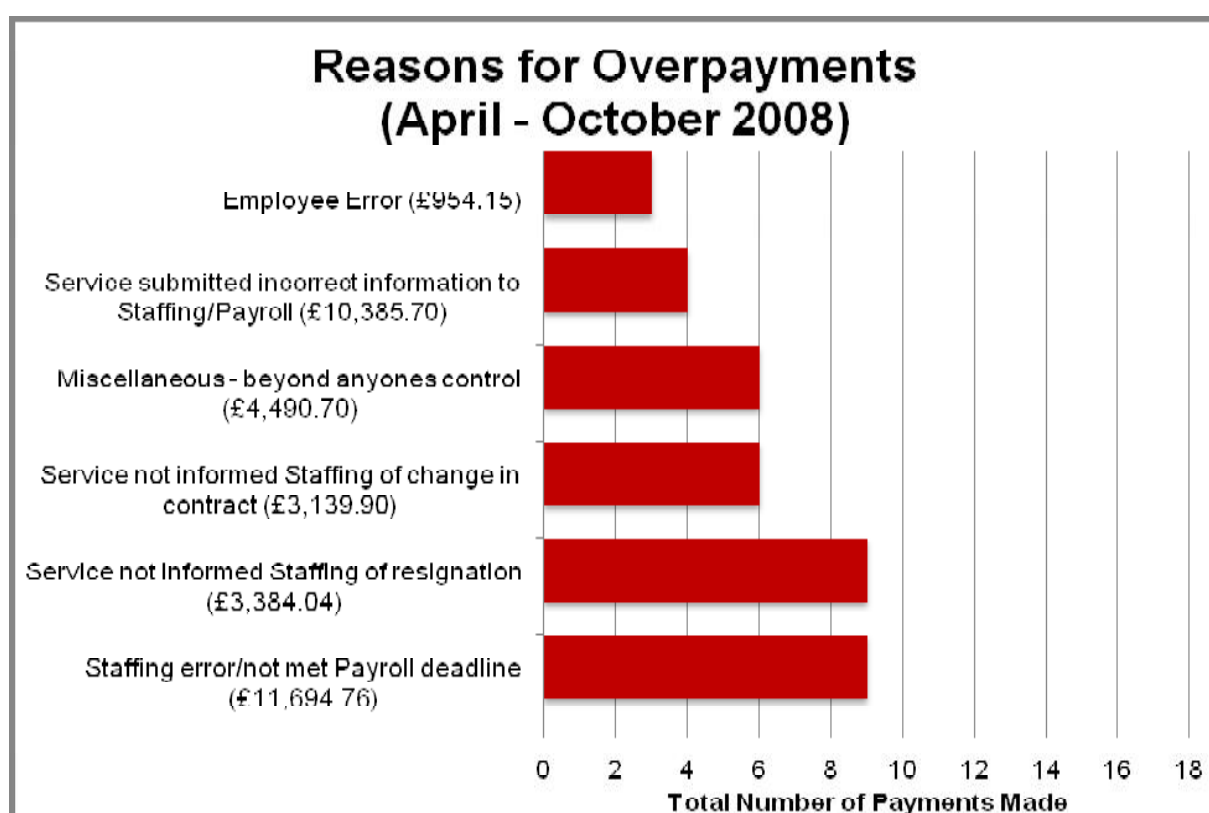

The next two reasons, each tallying a total of 6 overpayments are due to the Service not informing the Staffing Section of a change in an employees contract, and miscellaneous.

The miscellaneous reason includes such reasons as employees who have received the Relocation Allowance, but left SIC employment within the two year period, and so had to repay a percentage of the allowance, or employees taking unpaid leave, but as this is only deducted in the month following the unpaid leave, the employee may have left, and it is unable to be deducted from their salary.

The remaining reasons are similar in totals, but the values are very different. The reason for the Service submitting incorrect information to Staffing Section or Payroll so high in value, is that an Education employee took 5 months unpaid leave, but the Service failed to inform that to the Staffing Section until after the unpaid leave had finished.

Overpayment Reasons (April – October 2009)
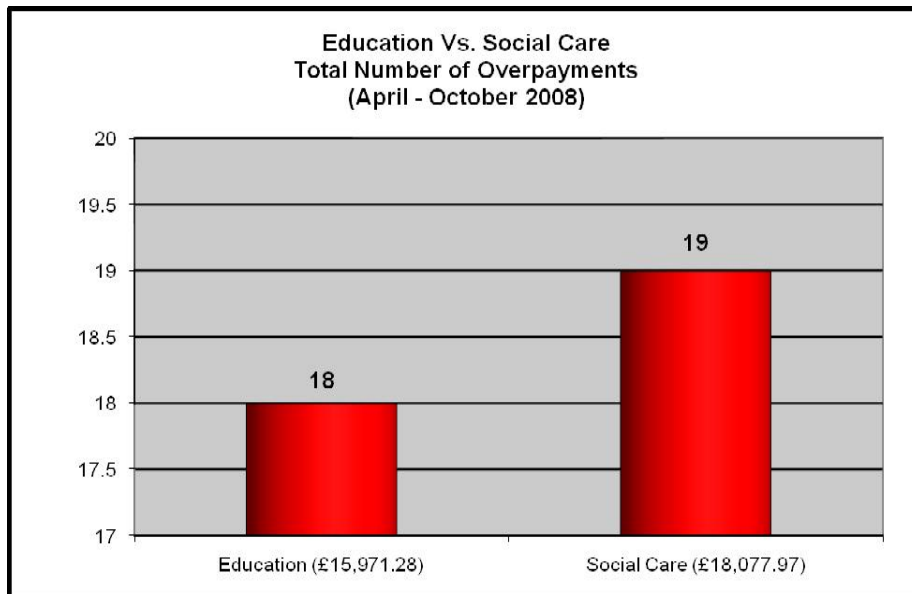
Between April and October 2009 there were a total of 33 overpayments notified to the Staffing Section.
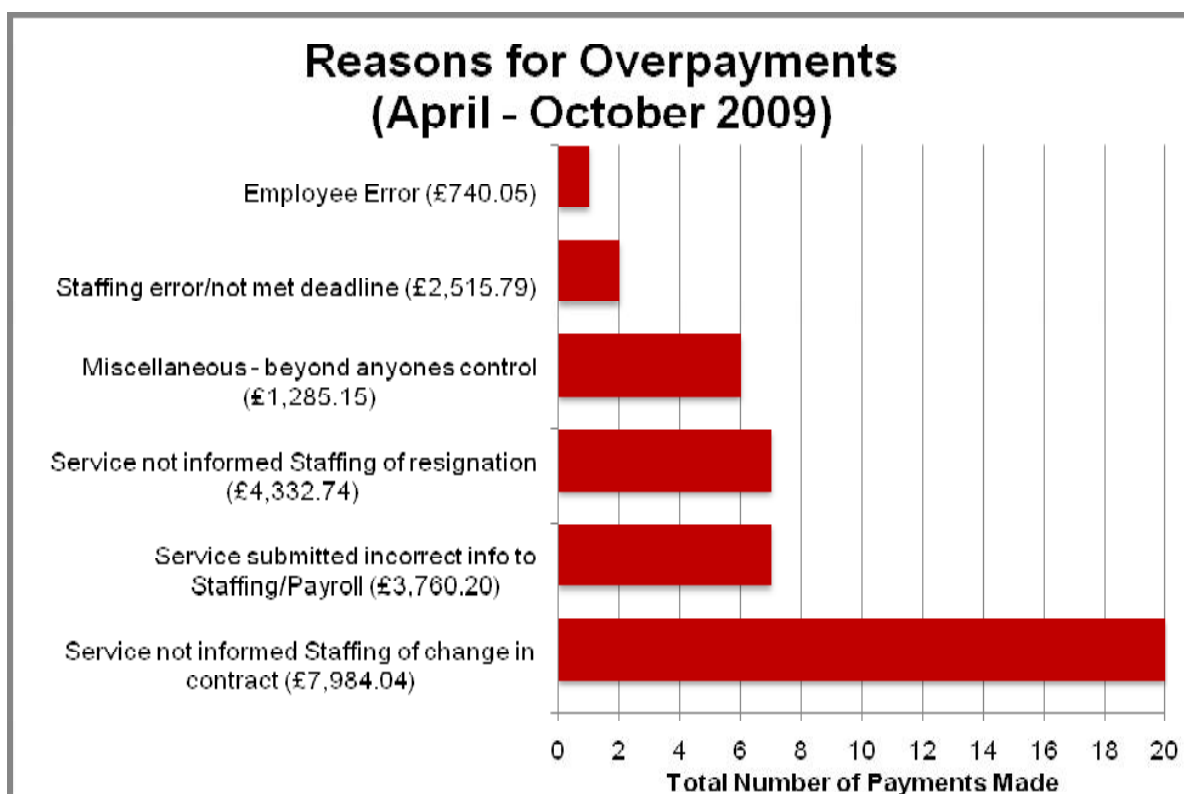

The main reason for overpayments occurring in this period is because the service didn't inform the Staffing Section of a change in an employees contract. This reason tallied a total of 20 overpayments, just over 45% of all overpayments that occurred during this time period.

Education Vs. Social Care Overpayments

Between April and October 2008, Education had a total of 18 overpayments, totalling £15,971.28, with Social Care having 19 overpayments with a value of £18,077.97.

Between April and October 2009, Education have improved on last year, by halving the total overpayments occurring in this period, reducing the value to £2,550.03. Social Care have however increased in the number of overpayments occurring in comparison with the same time period as last year, with a total of 34 overpayments occurring. The value of the Social Care overpayments haven't increased with the number increasing, but has remained under the £19,000 mark.
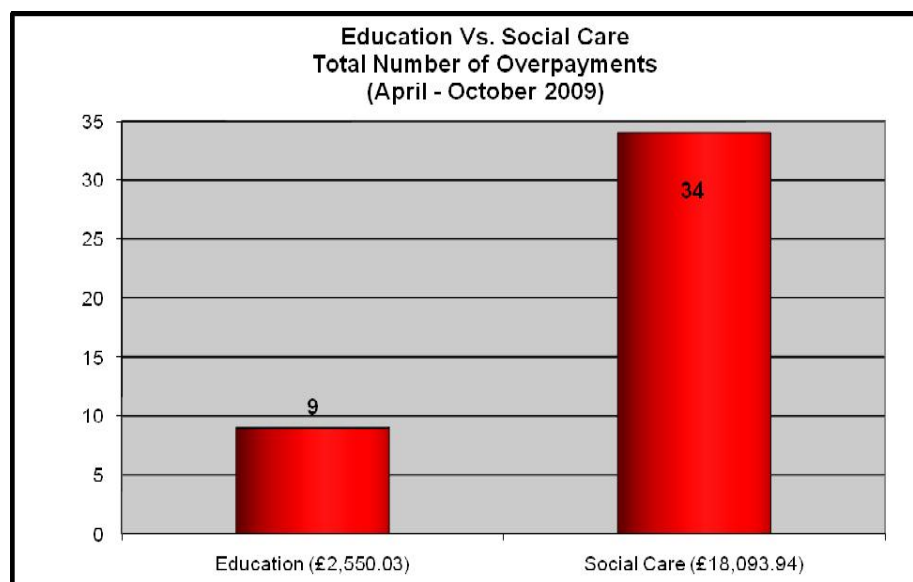
Shetland
Islands Council

REPORT

REPORT NO: LA-13-F

Risk Management Development Plan – Update Report

1   Introduction and Background

1.1   Members will recall the previously approved Risk Management Development Plan which detailed the action to be taken to improve this organisation's compliance with the CiPFA Self-Assessment Checklist for Risk Management Standards. This report shows at Appendix 1, an excerpt from the action plan where progress has been made to date and demonstrates that some categories have now moved from amber to green and even red to amber.

2   Links to Corporate Priorities and Risk

2.1   This report supports Corporate Priorities in relation to the following sections of the Corporate Plan 2008:

    Section 3 – Sustainable Organisation – Ensuring we are being efficient in everything we do.

2.2   As this report is for noting, there are no specific risks relating to the recommendations, however, failure to make progress with the Development Plan would leave the Council exposed to a range of risk categories.

3   Financial Implications

3.1   There are no specific financial implications relating to this particular report, although the successful overall management of risk will significantly reduce both direct and indirect costs whilst simultaneously increasing performance and service delivery and add value to the wider risk management/corporate governance efforts.

Page 1 of 2

4.   Policy and Delegated Authority

4.1   The role of Audit and Scrutiny Committee is to carry out a corporate scrutiny role to evaluate the effectiveness of the Council as an organisation and ensure that effectiveness is actively monitored and measured, as detailed in Section 10 of the Scheme of Delegation.

5   Recommendations

5.1   I recommend that the Audit and Scrutiny Committee:

i)   Note the content of this report.

Report no: LA-13-F   18 February 2009
Our Ref: SP/A10.1

Category	Outstanding Issues	Short Term Action	Medium Term Action	Comments
2. RM Structures & Processes	Elected Members to consider risk in decision making process	Inclusion of a Risk Management Section with Committee Reports ✔	Risk Management Training for Members ✔	*Completed*
	RM to be written in job descriptions for Operational Managers & above	Liaise with Single Status ✔	Amend JD's as necessary	*Wording sent to Single Status team who will include it in due course.*
6. RM Communication & Training	RM included in Induction Training	Liaise with HR Set up training to include this. ✔		*Completed*
	Quality of Training well regarded & feedback informs content & style	Review Training needs and offer corresponding training opportunities. ✔	Monitor, review and refine training to meet maturing understanding	*Training developed and dates being offered through Train Shetland*
	Corporate RM training needs assessment	Devise training needs at HoS level and above. ✔	Monitor feedback and effectiveness	*Training agreed and to be offered from 2010/11.*
	RM policies systems & processes communicated, followed & understood by all relevant staff	Incorporate into induction training. ✔	Ongoing interaction with staff throughout the Council	*Completed*
6. Communication & Training (continued)	Committee Reports contain RM Implications section	Write report to Committee. ✔	Converse with report authors to assist them with this section. ✔	*Completed*

1

	Formally defined levels of RM competencies for Managers & staff	Develop a set of core competencies. ✔	Implement and monitor achievement	*Identified through training analysis*
9. Managers' Accountability for RM	Guidance for Managers, e.g. RM Manual, timetable for Risk Identification	Develop a Risk Management Manual	Distribute to all staff and make accessible on intranet.	*In progress*
	Risks Identified, assessed & documented in accordance with timetable.	Higher focus on Risk Register process. ✔	Spotlight on internal timescales. Regular reports to Executive and Audit & Scrutiny	*RM staff working with individual managers throughout the Council to increase the focus on Risk registers.*
10. Embeddedness of RM within SIC	Managers understand RM in their own area & have appreciation of wider RM arrangements	Work with colleagues across departments to assist ✔	Single/joined up approach driven by Executive via RM Board	*RM staff working with individual managers throughout the Council to increase the focus on Risk registers.*
	Managers think about the RM implications of the way they do business	Work with colleagues across departments to assist ✔	Single/joined up approach driven by Executive via RM Board	*RM staff working with individual managers throughout the Council to increase the focus on Risk registers.*
	Risk assessment carried out before every major project	Formalise the risk based approach used for AHS review ✔	Implement Risk Based approach ✔	*Agreed with Capital Programmes to interweave Risk workshop at natural stages of the Gateway process.*
Projects & Partnerships	Risk assessments review regularly throughout project risk assessment before entering into new partnership	Formalise and improve on existing process ✔		*Agreed with Capital Programmes to interweave Risk workshop at natural stages of the Gateway process.*
	RM performance of partners reviewed regularly	Create standard for regular submission by partner orgs. ✔	Implement regular review procedures	*Agreed with Capital Programmes to interweave Risk workshop at natural stages of the Gateway process.*

2

Shetland
Islands Council

REPORT

To: **Audit & Scrutiny Committee**   **1 March 2010**

From: **Service Manager – Internal Audit**

INTERNAL AUDIT – Internal Audit Operational Plan 2010/11 and Strategic Plan Review

Report No: F-016-F

1. Introduction and Key Decisions

1.1 This report is being presented to the Audit & Scrutiny Committee as the Audit Committee of Shetland Islands Council.

1.2 This report presents Members with details of changes in the Internal Audit planning process as a result of both professional progression and the adoption of a more corporate approach to complement the current service-based focus.

1.3 Members are asked to approve the contents of this report.

2. Link to Council Priorities

2.1 Although not contributing to a specific corporate priority, this report, which provides Members with an update on audit activity, contributes to improving the arrangements for Member engagement in monitoring Council performance.

2.2 Whilst no specific risk can be attributed to this report, Internal Audit facilitates reduction of risks identified as a result of work undertaken.

3. Background

3.1 The following are extracts from the CIPFA Code of Practice for Internal Audit in Local Government:

3.1.1 The Head of Internal Audit must produce an audit strategy. The strategy should be approved, but not directed, by the audit committee.

3.1.2 The Head of Internal Audit should prepare a risk-based audit plan designed to implement the audit strategy.

3.2 Members may recall that I reported in June 2009 that it was intended to review the 6-year plan, with a view to undertaking work which would give a more corporate picture as opposed to the current more narrow service perspective.

3.3 Having recognised in 2002 the increasing role and risks presented by IT systems and networks a Computer Auditor, was sourced on an annual basis from Highland Council as the required specialist skills were not present within Internal Audit. As a result, Computer Audit work has gradually become an integral part of our annual plan. We are now in a position to deliver this role in-house.

4.   Audit Planning

4.1 All Internal Audit assignments are performed in accordance with the annual audit plan. The plan is a prioritised schedule of assignments to be performed during the course of the financial year within the framework of the risk based Strategic Audit Plan. This can be located on Internal Audit's site on the Council Intranet. The annual audit plan for 2010/11 is attached as Appendix 1.

4.2 The Strategic Audit Plan was originally drawn up using a formal risk assessment model. The following risk factors were considered:

Risk Category	Brief Description
Corporate Importance	Measures the potential effect on the organisation should the system catastrophically fail
Corporate Sensitivity	Measures the day to day sensitivity of the information processed, or the service delivered by the system
Inherent Risk	Measures the risk of the system or assets to error, loss, irregularity, illegality, inefficiency, etc
Control Risk	Measures the risk that weaknesses or errors will not be prevented or spotted by management's internal controls

4.3 The Strategic Audit Plan (Appendix 2) intends to complete audit coverage of all Council activities within a 6-year timeframe. This has now been revised to incorporate Computer Audit work and Corporate Audits which will both be covered over a shorter period of time.

4.4 The nature of audit work is such that there needs to be a degree of flexibility built into the planning process. Audit assignments may highlight areas which require more investigation to be undertaken than was originally planned, or special investigations may be requested as a result of the identification of an area of concern. For those reasons, the audit plan may change if staff are required to reprioritise their work plan to undertake other duties. The Committee is asked to note that there may be amendments to the Operational Plan for 2010/11 in order to prioritise staff resources as required during the year.

4.5 The Council's Section 95 Officer (Head of Finance), statutorily responsible for ensuring proper financial administration in the Council, and the Executive are in agreement with the content of the plan.

5.   Corporate Audits

5.1 Previously Internal Audit undertook audits of service areas covering numerous standard objectives relating to Finance, Human Resources, Capital Expenditure, Contract Management, ICT issues, service specific and a variety of miscellaneous areas.

5.2 This ensures all areas of the Council are covered within a 6-year Strategic Audit Plan. Some areas are covered more than once during this period in accordance with risk levels accredited and the need to cover the key financial systems regularly to satisfy external audit requirements.

5.3 Whilst this ensures comprehensive coverage over the six years there are some drawbacks to this approach in that:

- In relation to corporate issues, a clear Council-wide picture at a single period of time is not available.

- Key projects or systems introduced during the period Internal Audit are not auditing a service may not receive appropriate coverage.

- Some of the issues covered in sectional audits take time but perhaps do not represent enough risk to justify the time taken or should be monitored by other services within the Council (e.g. Risk Assessment completion by Insurance & Risk, Service Plan completion by Organisational Development or budgetary control by Management Accounts.)

5.4 It is intended that for some subject areas a wider corporate approach is now taken as opposed to the current situation where issues are looked at in isolation within the service being audited.

5.5 In 2010/11 it is intended to cover the following areas in this manner by undertaking cross Council audit work:

- Absence Management
- Contract review
- Specific capital project
- Register of Interests
- Flexitime
- Flexible Relocation Policy

6. Computer Audit Work

6.1 Throughout the Council there is ever increasing reliance on IT to provide, manage and control the various services we provide. As a result work undertaken is this area becomes increasingly important.

6.2 Initially, to address this, external provision was sourced. However, at the same time, staff development has progressed and I am pleased to advise that Anona Michael has recently attained the Institute of Internal Auditors QICA (Qualification in Computer Audit) qualification. As a result computer audit work can now be competently undertaken in-house.

6.3 A plan has been developed within the 6-year strategic plan for computer audit work with details for 2010/11 incorporated in the annual plan.

6.4 This particular plan will be subject to annual revision to reflect developments in this area.

7. Financial Implications

7.1 There are no financial implications arising from this report.

8. Policy and Delegated Authority

8.1 The Audit & Scrutiny Committee remit includes consideration of audit matters and one of its roles is to serve as the Council's Audit Committee.

9.   Recommendations

9.1   I recommend that the Audit & Scrutiny Committee:

- Approve the annual Operational Plan for 2010/11 including revised provision for Corporate and Computer audit work, taking note that it may be necessary to amend this plan as required during the year in response to changing priorities.

Date: 19 February 2010
Our Ref: CMcI/DS   Report No: F-016-F

A. INTERNAL AUDIT ASSIGNMENTS

New Assignments (Service)	Risk	Est. Staffing Days	Comments
Audits			
Finance – Local Taxation		35	1st Quarter - Risk based audit
Building Standards		15	1st Quarter - Risk based audit
Train Shetland – Short Courses		20	1st Quarter - Risk based audit
Train Shetland – Vocational Training		20	1st Quarter - Risk based audit
Development Plans		18	2nd Quarter - Risk based audit
Laboratory		10	2nd Quarter - Risk based audit
Building Services		50	2nd Quarter - Risk based audit
Halls of Residence		15	2nd Quarter - Risk based audit
Catering & Cleaning		30	3rd Quarter - Risk based audit
Safety & Risk		50	3rd Quarter - Risk based audit
Community Care		80	4th Quarter - Risk based audit
Finance - Treasury		25	4th Quarter - Risk based audit
Development Management		C/fwd 09/10	
		368	
Annual Reviews			
Performance Indicators		10	Review in conjunction with External audit 2nd Quarter –
SUMS		10	Annual review on behalf of SFEFC – 3rd Quarter
LEADER		10	Review of LEADER funding 3rd Quarter
		30	
Corporate Reviews			
Absence Management		10	1st Quarter
Contracts Review		20	2nd Quarter
Register of Interests		5	2nd Quarter
Specific Capital Project		20	3rd Quarter

1

Flexitime		30	3rd Quarter
Flexible Relocation Policy		10	4th Quarter
		95	
IT Reviews			
Webroster		20	1st Quarter
Payment Card Industry standards (PCI) /online transactions		20	3rd Quarter
Project Boards (10 per annum)		10	Ongoing
ITIL / GSX Compliance		10	Ongoing
Systems Access (2 per annum) including NW		10	2nd & 4th Quarter
		70	
Follow – Up Audits			
Environment – Waste Services		4	1st Quarter
Environment – Burial Grounds		1	1st Quarter
Environment – Cleansing Services		4	1st Quarter
ICT		4	2nd Quarter
Community Work		2	2nd Quarter
Members Allowances		2	2nd Quarter
Sport & Leisure / Islesburgh		4	2nd Quarter
Payments		3	3rd Quarter
Asset & Properties		2	3rd Quarter
Economic Development		6	3rd Quarter
Trading Standards		2	4th Quarter
Environmental Health		3	4th Quarter
Shetland College		3	4th Quarter
Network Security		2	Ongoing – Review 4th Quarter
Remote Working		2	Ongoing – Review 4th Quarter
Software Review		2	Ongoing – Review 4th Quarter
Payroll & Pensions		4	4th Quarter
		50	

2

B. INVESTIGATIONS ADMINISTRATION & MANAGEMENT

Subject	R/Order	Staffing Days	Comments
Service Management (est)		100	
Administrative Duties (est)		75	
Investigations (est)		60	
Estimate		**235**	

TOTAL STAFFING DAYS REQUIRED   848
TOTAL STAFFING DAYS AVAILABLE   847.5

	C/fwd Audit Plan 09/10		
1st quarter – Risk based audit	Development Management		20
1st quarter – Risk based audit	Shetland College		10
1st quarter – Risk based audit	Payroll		20
			50

SUPPORTING NOTES

Criteria used for Staffing Day Availability

			Staff Days
Total Staffing Days	(52 x 5) =	260 x 4.5	1170
Less:			
Holiday Entitlement	(34 x 3.5) + (29 x 1)		(148)
Training / Study (est.)/	35 + 30 + 10		(75)
Policy Familiarisation			
Public Holidays	(6 x 4.5)		(27)
Sickness (est.)	(5 x 4.5)		(22.5)
C/fwd last years plan (est)			(50)
			322.5
Staffing Days available (per annum)			847.5

N.B. Training incorporates 15 days travel time

4

DEPARTMENT	AUDIT UNIT	Risk Category	Cycle	Last Audit	Next Audit	Staff Days	Foll up Days	Total	Annualised
Executive Services	Executive Office / Policy Unit	*Low*	6	2007/08	2013/14	5	1	6	1
	Members Allowances	*Medium*	5	2009/10	2014/15	20	2	22	4
	Emergency Planning	*Low*	6	2007/08	2013/14	5	1	6	1
(inc Asset register)	Finance- Financial Accountancy	*Low*	6	2008/09	2014/15	15	2	17	3
	Finance - Management Accountancy	*Medium*	5	2007/08	2012/13	30	3	33	6
	Finance-Payroll & Pensions	*High*	3	2009/10	2012/13	40	4	44	15
	Finance-Payments	*Medium(F)*	4	2009/10	2013/14	35	3	38	10
	Finance-Local Taxation	*High*	3	2006/07	2010/11	35	4	39	13
	Finance-Income & Recovery / Cashiers	*Medium(F)*	4	2008/09	2012/13	35	3	38	10
	Finance-Benefits / Rents	*High*	3	2008/09	2011/12	30	3	33	11
	Finance - Treasury	*Medium(F)*	4	2006/07	2010/11	25	3	28	7
	Legal & Admin - Safety & Risk	*Medium*	5	2005/06	2010/11	50	5	55	11
	Legal & Admin - Contract Compliance	*Low*	6	2007/08	2013/14	25	2	27	5
	Legal & Admin - Legal	*Medium*	5	2008/09	2013/14	20	2	22	4
	Legal & Admin - Asset & Properties	*Medium*	5	2009/10	2014/15	20	2	22	4
	Legal & Admin - Administration	*Low*	6	2007/08	2013/14	22	2	24	4
	ICT	*High (NF)*	4	2009/10	2013/14	35	4	39	10
	Housing	*Medium*	5	2005/06	2011/12	60	6	66	13
	Human Resources	*Medium*	5	2007/08	2012/13	35	4	39	8
Infrastructure Services	Environment - Trading Standards	*Medium*	5	2009/10	2014/15	10	2	12	2
	Environment - Environmental Health	*Medium*	5	2009/10	2014/15	25	3	28	6
	Environment - Waste Services	*Medium*	5	2009/10	2014/15	35	4	39	8
	Environment - Burial Grounds	*Medium*	5	2009/10	2014/15	5	1	6	1
	Environment - Cleansing Services	*Medium*	5	2009/10	2014/15	40	4	44	9
	Planning - Building Standards	*Medium*	5	2004/05	2010/11	15	2	17	3
	Planning - Development Management	*Medium*	5	2004/05	2010/11	15	2	17	3
	Planning - Development Plans	*Medium*	5	2005/06	2010/11	18	2	20	4
	Planning - Heritage	*Low*	6	2005/06	2011/12	18	2	20	3
	Transport	*Medium*	5	2008/09	2013/14	50	5	55	11
	Ferries	*High*	4	2008/09	2012/13	65	7	72	18
	Roads - Network & Design.	*Medium*	5	2008/09	2013/14	35	4	39	8
	Laboratory	*Medium*	5	2003/04	2010/11	10	1	11	2
	Roads - Maintenance	*Medium*	5	2007/08	2012/13	45	5	50	10
	Building Services - Building	*Medium*	5	2005/06	2010/11	50	5	55	11

STRATEGIC AUDIT PLAN
6 YEAR CYCLE

DEPARTMENT	AUDIT UNIT	Risk Category	Cycle	Last Audit	Next Audit	Staff Days	Foll up Days	Total	Annualised
Community Services	Education	High (NF)	4	2007/08	2011/12	140	14	154	39
	Catering & Cleaning	Medium	5	2005/06	2010/11	30	3	33	7
	Halls of Residence	Medium	5	2005/06	2010/11	15	2	17	3
	Community Development - Adult Learning	Medium	5	2007/08	2012/13	20	2	22	4
	Community Development - Community Work	Medium	5	2009/10	2014/15	20	2	22	4
	Community Development - Grants	Medium	5	2007/08	2012/13	15	2	17	3
	Community Dev - Sport & Leisure / Islesburgh	Medium	5	2009/10	2014/15	40	4	44	9
	Community Development - Library	Low	6	2008/09	2014/15	30	3	33	6
	Youth Work	Medium	5	2008/09	2013/14	25	3	28	6
	Social Care - Community Care	High (NF)	4	2006/07	2010/11	80	8	88	22
	Social Care - Children	High (NF)	4	2006/07	2011/12	50	5	55	14
	Social Care - Criminal Justice	Medium	5	2006/07	2011/12	20	2	22	4
Marine Operations	Ports & Harbours Operations	High (NF)	4	2008/09	2012/13	75	8	83	21
Development	Economic Development	Medium	5	2009/10	2014/15	60	6	66	13
	Shetland College	Medium	5	2009/10	2014/15	22	3	25	5
	Train Shetland - Short Courses	Low	5	2005/06	2010/11	20	2	22	4
	Train Shetland - Vocational Training	Low	5	2005/06	2010/11	20	2	22	4
External Body	Charitable Trust / SHE&P (2 separate audits)		5	2007/08	2012/13	75	8	83	17
						1735	**184**	**1919**	**422**

Annual Corporate Reviews - Revised Area		**105**
Annual ICT Reviews - Revised Area		**74**
Annual LEADER Review - New Task		**10**
Annual SUMS Review		**10**
Annual Performance Indicator Review		**10**
Sub Total		**631**
Investigations, Management & Administration		**210**
Total Days		**841**

CORPORATE AUDIT	Cycle	Last Audit	Next Audit	Staff Days	Annualised
Absence Management (sample of 100)	3		2010/11	10	3
Contracts	2		2010/11	20	10
Specific Capital Project - annual	1		2010/11	20	20
Register of Interests	4		2010/11	5	1
Flexitime	3		2010/11	30	10
Flexible Relocation Policy	4		2010/11	10	3
Performance Reviews (sample of 200)	3		2011/12	30	10
Disclosures	3		2011/12	10	3
Recruitment (including Chief Officials administered at Town Hall)	3		2011/12	40	13
Credit Cards / Cash Security	2		2011/12	10	5
Purchasing / Invoice Payment	3		2011/12	40	13
Asset Register	4		2012/13	10	3
Data Protection / Retention & Destruction of Records	4		2012/13	30	8
Vehicle Maintenance	3		2012/13	5	2
Mobile telephone bill payments	4		2012/13	5	1

105

ICT Audits	Cycle	Last Audit	Next Audit	Staff Days	Annualised	Actual
Payment Card Industry standards (PCI)/online transactions	4		2010/11	20	5	
Webroster	4		2010/11	20	5	
Project Boards (10 per annum)	1	annual	2010/11	10	10	
ITIL / GSX Compliance	1	annual	2010/11	10	10	
Systems Access (2 per annum) including NW	1	annual	2010/11	10	10	70
Software Asset Management (SAM)	3		2011/12	10	3	
Audit Logs (NW)	3		2011/12	12	4	
Media Handling (removable media, disposal information handling)	3		2011/12	10	3	
Physical & Environmental Security	4		2012/13	10	3	72
Back Up Systems	3		2012/13	5	2	
Wireless NW Controls	3	2008/09	2012/13	10	3	
Business Continuity	3		2012/13	10	3	65
Disaster Recovery	4		2013/14	10	3	
Remote Working	4	2009/10	2013/14	10	3	
Asset Management (Inventory)	4	2009/10	2013/14	10	3	
NW Security	4	2009/10	2013/14	20	5	80
					74	

(possible requirement for follow up audits on an as required basis)

2009/10 - 2010/11 Project Boards

ITIL - 18 months timetable	1
GSX (Security Improvement Plan)	1
GSX Secure e-mail	1
Remote Working	1
SAM Software Asset Management	1
ICT Stores System	1
School Users Administration Review	1
Self Service NW Password Tools	1
ICT Security Policy Annual Review	1
One other	1
	10

Project Boards - Complete

ICT Stores System
SPSNet Schools NW Security
ICT Security Policy Review (Secure email of sensistive data)

Systems Access Controls - 2 per annum

Integra
Chris
Servitor
Orchard
Swift
IBS
Axis Cash/Receipting (ACR)
Axis Income Management 9AIM)
Benefactor
Seemis
Flare
Talis

ITIL Roadmap / GSX Security Improvement Plan

Service Level Management
Capacity Management
IT Continuity Management
Availability Management
Service/Help Desk
Incident Management
Problem Resolution
Configuration Management
Change Management
Release Management

Shetland
Islands Council

REPORT

To: Audit and Scrutiny Committee   **1 March 2010**

From: Human Resources Manager

Promoting Attendance Up-Date
Report No. CE-05-F

1. Introduction

1.1   Members of the Audit and Scrutiny committee have asked for regular up-dates on progress made in regard to improving the Council's sickness absence levels. This report looks at the position at the 9-month stage of the current financial year, as well as in more detail at the 2008/09 Statutory Performance Indicators (SPI's).

2. Links to Council Priorities

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

2.2   There are no risks associated with this report as it is for noting.

3. Statistical Data – Statutory Performance Indicators

3.1   This committee is familiar with the annual Statutory Performance Indicators (SPI's). These provide an opportunity for benchmarking against other local authorities. At the September 2009 meeting the Council's performance against the revised indicators for 08-09 were set out. These require "the average number of working days per employee lost through sickness absence for local government employees and craft workers, and for teachers". Members may recall that this Council's figures for 08-09 were:

- o Average Days lost for teachers - 5.3 days

- o Average Days lost for other local government employees - 13.3 days

3.2.   It is not possible to see how this relates to other local authorities SPI's until the comparative date is released by Audit Scotland, and this became available in early 2010.

The following table sets this Council's figures in context:

Specified Group	SIC Av days lost 08-09	rank	Scottish Av days lost 08-09
Teachers	5.3 days	2	7.4 days
Other local government employees	13.3days	20	12.5 days

3.3 In previous years members have been interested in noting comparative data from the other island councils. Eilean Siar's teachers' figure was an average 10 days lost, and was ranked 28th while for other employees it was an average 10.5 days lost and ranked 5th. Orkney's figures were amongst those noted as "deemed unreliable by the local auditor and not ranked or included in the Scottish figure", and were presented as an average 5.9 days lost for teachers and an average 12.9 days lost for other employees. Midlothian was ranked 1st for teachers at 4.7 average days lost while Aberdeenshire was 1st for other employees at 9.3 days lost.

3.4 Looking at these figures against the corporate plan target set out in paragraph 2.1, the teachers SPI figure of second for Scottish local authorities is within the top 8 councils, but the figure for other employees ranked 20 in Scotland is still well outside that target.

3.5 The Council's ICT service are providing the 9 month SPI figures and these will be available at the meeting as a verbal up date. This will allow members to see progress at this key stage, ahead of the year-end figure.

4. Statistical Information – Other Data

4.1 As well as gathering data for SPI reporting, the Human Resources service gathers management information on absence, reflecting days lost and numbers of instances of absence quarterly, by service. The chart below compares % time lost at departmental level, between 2008/9 and 2009/2010.
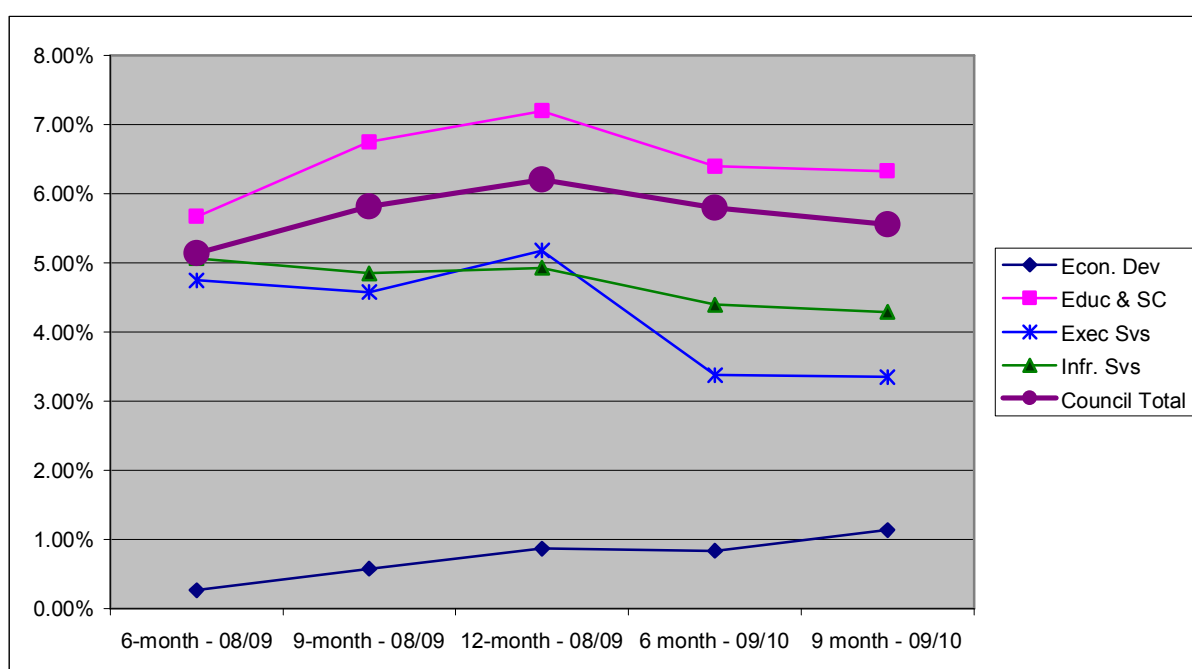
4.2 The data shows a slight improvement at the 9-month point in the current year against the same stage in 2008/09. (08-09 is 5.82%, and 09-10 is 5.56%).

4.3 Appendix 1 sets out data over the same period by Service. This data is provided for performance management sessions and to each Head of Service. As members will appreciate the size of service area varies considerably and for smaller services statistics can be skewed by one or two employees having a long-term absence.

4.4 Looking at the figures at Service level, absence levels are as low as Criminal Justice at 1.06%, Organisational Development at 1.84%, and the Library service at 1.92%, and as high as Children's Services at 10.1%, and Community Care at 8.15%.

4.5 However, members will no doubt be pleased to note that the Community Care Service has shown improvements again in their absence levels. This demonstrates the improvements that can be made where there is a sustained focus on absence management, and Unit Managers with HR support are continuing to make this a high priority. However, measures such as return to work interviews and target setting are not applied uniformly and that service's % time lost remains well over the target figure of 4.5%, alongside almost half of the areas set out in Appendix 1.

4.6 Appendix 2 compares the 08-09 and 09-10 9-month statistics relating to days lost and number of instances by Department. Executive Services and Infrastructure Services show a reduction in both measures, and although Education and Social Care has a higher number of instances of absence, these figures are impacted by the transfer from Executive Services of the Housing Service and from Infrastructure of the Catering and Cleaning service. The Economic Development Unit has not been included in these graphs due to the small size of the service.

5. Ongoing Measures

5.1 Along with the continued focus on absence management procedures such as return to work interviews, target setting, occupational health support, and phased returns to work, Human Resources along with Safety and Risk services are supporting health and wellbeing initiatives.

5.2 The contract to provide Employee Health Checks has been awarded and the clinics are beginning in March. A working group has been formed to take the Council through the Healthy Working Lives process and an action plan has been agreed and is beginning to be implemented.

5.3 The Healthy Working Lives process requires organisations to select 2 out of 5 additional criteria to look at particularly. The criteria selected by the working group are Support Staff Attendance and Avoid Accidents in the Workplace. The forthcoming focus on attendance builds upon the work begun by an Absence Lean group.

5.4 The Lean event looked particularly at sickness administration, and the Group has identified opportunities through ICT to improve the flow of information. The Self-Certification (pink) Form has been changed to support better information on

reasons for absence, and that along with the reduced reason codes will mean that in future years there will be better data available to show trends, and consider particular interventions, such as offer of access to counselling at an earlier stage of an absence.

5.5 The 2010 -11 service plan for HR has a focus on improving performance management and there are plans to develop managers' skills in the areas of challenging behaviour, handling conflict, having difficult conversations etc. This training along with ongoing absence management training will support managers to improve performance in their area.

6. Financial Implications

6.1 Sick pay entitlements are based on national local government conditions, and statutory sick pay requirements. In the last financial year the Council paid out over £2.2 million in sick pay. The 10 month figure for the current financial year is over £1.84 million which compares with £1.78 million at the same point last year. Although the % time lost is reduced this year on last year's figure the increase in sick pay may be related to the increased number of employees (Manpower Watch 12/08 is 3925, FTE 2533 and 12/09 is 4122, FTE 2666).

6.2 Each reduction of 1% in absence could provide £398,976 in savings.

7. Conclusions

7.1 The Scottish comparative data on SPI's for the last financial year show an improvement in the Council's benchmarked position on absence, and although the teacher's figure meets the corporate plan target, this is not the case for other employees. Further improvement is necessary and possible, given the improvements made so far.

7.2 Improvements in attendance will contribute towards necessary financial savings and assist in better service delivery.

7.3 Health and Wellbeing initiatives continue to be supported alongside ongoing absence management procedures.

8. Policy and Delegated Authority

8.1 The role of the Audit and Scrutiny Committee is to carry out a corporate scrutiny role to evaluate the effectiveness of the Council as an organisation to ensure that effectiveness is actively monitored and measured, as detailed in section 10 of the Scheme of delegation.

9. Recommendation

9.1 I recommend that the Committee note the contents of this Report and Appendices;

Date: 16 February 2010   Report No: CE-05-F
Ref: MG/BP

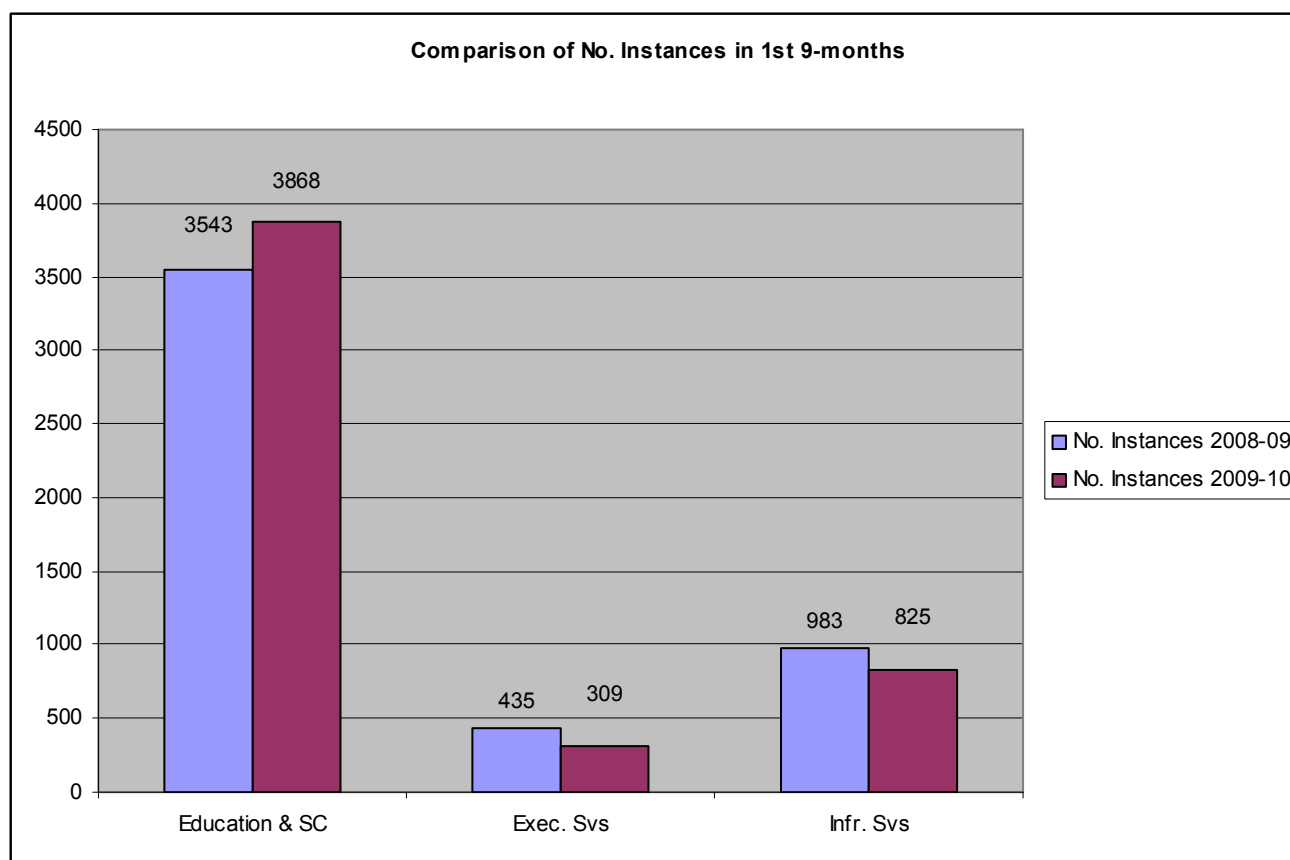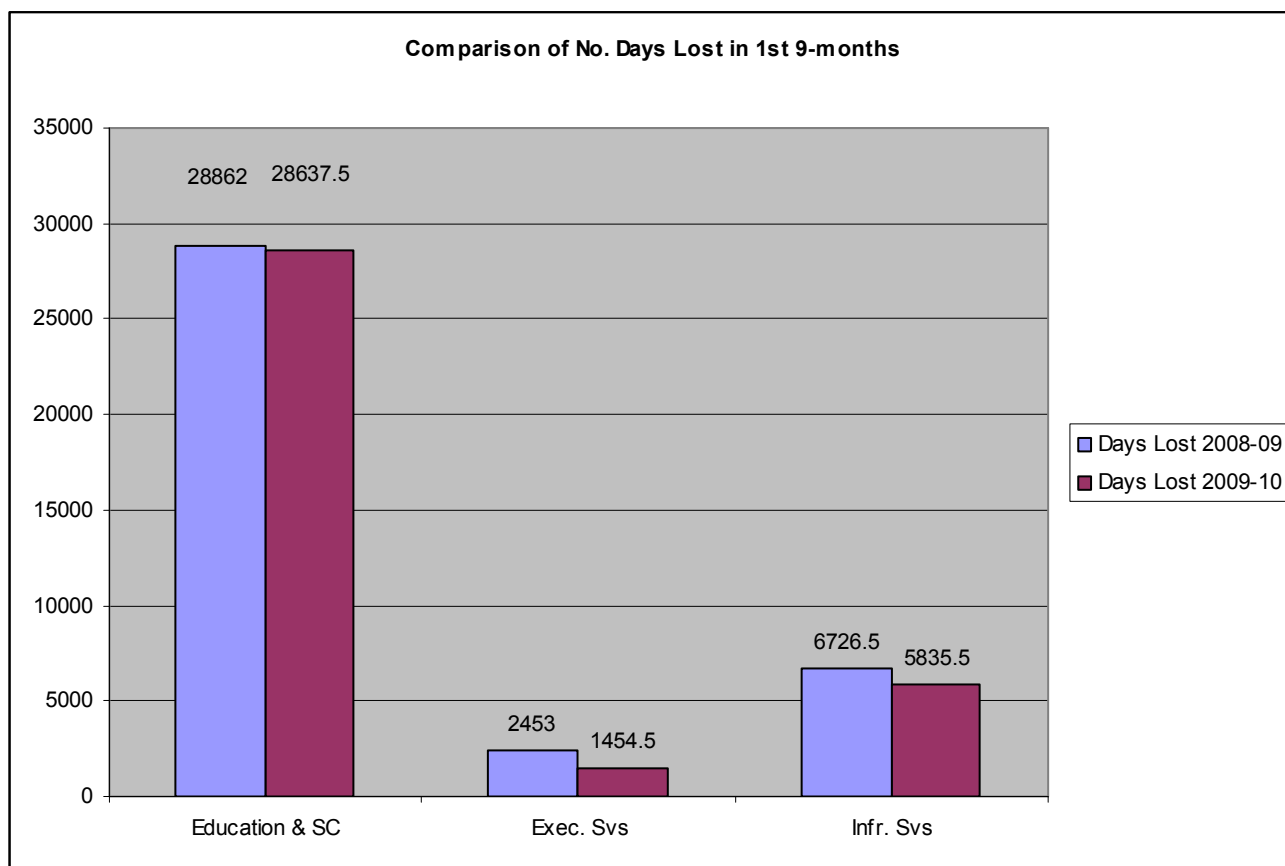| Stats Used for Perfomance Mgmt Review Sessions	2008/09			2009/10		
	6-month	**9-month**	**12-month**	**6-month**	**9-month**	**12-month**
Economic Development Unit	0.27%	0.58%	0.87%	0.84%	1.14%	
Education & Social Care						
Directorate & Admin	2.54%	2.54%	1.92%	0.57%	0.33%	
Children's Services	6.90%	7.98%	7.87%	9.72%	10.10%	
Community Care	9.10%	11.25%	11.41%	7.54%	8.15%	
Criminal Justice	5.20%	5.72%	4.52%	2.07%	1.06%	
Housing	5.25%	5.83%	6.68%	8.10%	6.67%	
Schools	3.42%	3.76%	4.60%	5.33%	5.03%	
Unit - Community Work	8.02%	5.34%	6.10%	5.82%	4.93%	
Unit - Library	3.10%	2.97%	2.95%	1.58%	1.92%	
Unit - Resources	2.07%	5.55%	6.48%	6.76%	5.58%	
Unit - Shetland College & Train Shet (inc.)	**3.45%**	**3.63%**	**3.89%**	**3.75%**	**3.37%**	
Adult Learning	*0.97%*	*5.95%*	*5.63%*	*14.89%*	*8.88%*	
Short Courses	*0.76%*	*2.28%*	*3.32%*	*2.29%*	*2.07%*	
Vocational Training	*0.39%*	*0.99%*	*3.22%*	*11.23%*	*6.62%*	
Unit - Sport & Leisure	3.66%	6.78%	6.63%	2.19%	3.58%	
Totals	**5.67%**	**6.75%**	**7.20%**	**6.40%**	**6.33%**	
Executive Services						
Directorate & Admin	5.62%	6.29%	7.15%	1.49%	0.81%	
Capital Projects	5.25%	5.83%	6.18%	5.16%	5.07%	
Finance	4.13%	3.53%	4.16%	3.81%	3.39%	
Legal & Administration	3.90%	3.75%	4.70%	3.76%	4.52%	
Organisational Development	4.81%	3.31%	3.21%	1.67%	1.84%	
Totals	**4.75%**	**4.58%**	**5.18%**	**3.38%**	**3.35%**	
Infrastructure Services						
Directorate & Admin	4.26%	3.80%	4.55%	4.32%	4.22%	
Environment & Building (inc.)	**7.40%**	**6.93%**	**6.97%**	**5.04%**	**5.60%**	
Building Services	*8.15%*	*7.36%*	*7.21%*	*4.14%*	*4.65%*	
Burial Grounds	*5.05%*	*4.67%*	*5.75%*	*10.32%*	*12.78%*	
Cleansing Services	*14.41%*	*14.49%*	*14.38%*	*9.66%*	*10.05%*	
Environmental Health	*1.87%*	*1.53%*	*2.25%*	*2.99%*	*2.87%*	
Trading Standards	*1.15%*	*2.03%*	*1.39%*	*1.23%*	*1.62%*	
Waste Services	*0.79%*	*3.72%*	*2.23%*	*2.65%*	*3.02%*	
Planning (inc.)	**1.95%**	**2.40%**	**2.81%**	**5.47%**	**5.34%**	
Building Standards	*2.85%*	*2.63%*	*1.98%*	*2.87%*	*2.74%*	
Conservation	*1.09%*	*2.41%*	*3.51%*	*3.49%*	*4.25%*	
Development Plans	*2.32%*	*1.34%*	*2.55%*	*8.66%*	*7.63%*	
Roads Service	**4.58%**	**4.45%**	**4.28%**	**6.10%**	**5.24%**	
Transport (inc.)	**3.19%**	**3.38%**	**3.66%**	**3.41%**	**3.16%**	
Ferry Service	*3.32%*	*3.32%*	*3.66%*	*3.65%*	*3.33%*	
Ports & Harbours	**2.52%**	**2.61%**	**2.70%**	**3.76%**	**3.53%**	
Totals	**5.07%**	**4.85%**	**4.93%**	**4.40%**	**4.29%**	
Overall Council Totals	**5.14%**	**5.82%**	**6.21%**	**5.80%**	**5.56%**	

NOTE:- Corporate Plan 2008-2001 Target of Sickness Absence Rate of Less than **4.5%**

Stats Used for Perfomance Mgmt Review Sessions	2008/09			2009/10		
	6-month	**9-month**	**12-month**	**6-month**	**9-month**	**12-month**
Economic Development Unit	0.27%	0.58%	0.87%	0.84%	1.14%	
Education & Social Care						
Directorate & Admin	2.54%	2.54%	1.92%	0.57%	0.33%	
Children's Services	6.90%	7.98%	7.87%	9.72%	**10.10%**	
Community Care	9.10%	11.25%	11.41%	7.54%	**8.15%**	
Criminal Justice	5.20%	5.72%	4.52%	2.07%	1.06%	
Housing	5.25%	5.83%	6.68%	8.10%	**6.67%**	
Schools	3.42%	3.76%	4.60%	5.33%	**5.03%**	
Unit - Community Work	8.02%	5.34%	6.10%	5.82%	**4.93%**	
Unit - Library	3.10%	2.97%	2.95%	1.58%	1.92%	
Unit - Resources	2.07%	5.55%	6.48%	6.76%	**5.58%**	
Unit - Shetland College & Train Shet	3.45%	3.63%	3.89%	3.75%	3.37%	
Unit - Sport & Leisure	3.66%	6.78%	6.63%	2.19%	3.58%	
Totals	**5.67%**	**6.75%**	**7.20%**	**6.40%**	**6.33%**	
Executive Services						
Directorate & Admin	5.62%	6.29%	7.15%	1.49%	0.81%	
Capital Projects	5.25%	5.83%	6.18%	5.16%	**5.07%**	
Finance	4.13%	3.53%	4.16%	3.81%	3.39%	
Legal & Administration	3.90%	3.75%	4.70%	3.76%	**4.52%**	
Organisational Development	4.81%	3.31%	3.21%	1.67%	1.84%	
Totals	**4.75%**	**4.58%**	**5.18%**	**3.38%**	**3.35%**	
Infrastructure Services						
Directorate & Admin	4.26%	3.80%	4.55%	4.32%	4.22%	
Environment & Building	7.40%	6.93%	6.97%	5.04%	**5.60%**	
Planning	1.95%	2.40%	2.81%	5.47%	**5.34%**	
Roads Service	4.58%	4.45%	4.28%	6.10%	**5.24%**	
Transport	3.19%	3.38%	3.66%	3.41%	3.16%	
Ports & Harbours	2.52%	2.61%	2.70%	3.76%	3.53%	
Totals	**5.07%**	**4.85%**	**4.93%**	**4.40%**	**4.29%**	
Overall Council Totals	**5.14%**	**5.82%**	**6.21%**	**5.80%**	**5.56%**	

NOTE:- Corporate Plan 2008-2011 Target of Sickness Absence Rate of Less than **4.5%**

Please note: Housing (originally in Executive Services) and the Office/School Cooks & Cleaners (originally in Infrastructure Services) both transferred into Education & Social Care during 2008/09.

WORKFORCE RATIO as at 12/12/09	No. EE's	Percentage
Economic Development Unit	17	0%
Education & Social Care	3340	79%
Executive Services	196	5%
Infrastructure Services	659	16%

Comparison of No. Days Lost in 1st 9-months

Comparison of No. Instances in 1st 9-months

Please note: Housing (originally in Executive Services) and the Office/School Cooks & Cleaners (originally in Infrastructure Services) both transferred into Education & Social Care during 2008/09.