

Services Committee - Thursday 21 June 2007
Agenda Item No. (c) - Public Report



Shetland Islands Council

MINUTE

‘B’

Services Committee
Council Chamber, Town Hall, Lerwick
Wednesday 14 March 2007 at 10.30am

Present:

F B Grains B J Cheyne
C B Eunson R G Feather
I J Hawkins J H Henry
J A Inkster W H Manson
J P Nicolson W A Ratter
F A Robertson J G Simpson
T W Stove W Tait

Apologies:

L Angus A J Cluness
J C Irvine E J Knight
Capt G G Mitchell W N Stove

In Attendance:

B Doughty, Executive Director, Education and Social Care
C Ferguson, Head of Community Care
H Budge, Head of Schools
S Morgan, Head of Children's Services
S Gray, Co-ordinator, Shetland Family Services
S Inkster, Chair, Shetland Childcare Partnership
C Medley, Head of Housing & Capital Programme
V Simpson, Senior Housing Officer
G Smith, Director, Shetland College & Train Shetland
N Watt, Sport and Leisure Service Manager
H Sutherland, General Manager, Shetland Charitable Trust
K Lamb, Lead Inspector, SWIA
J Thomason, Senior Assistant Accountant
L Adamson, Committee Officer

Chairperson

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

Circular

The circular calling the meeting was held as read.

Minutes

The minute of the meeting held on 25 January 2007, having been circulated, was confirmed.

Members' Attendance at External Meetings

There was nothing to report.

07/07 **Northern Community Justice Authority (Northern CJA) – Progress Report**

The Committee considered a report by the Executive Director, Education and Social Care (Appendix 1).

The Executive Director advised that this report had been deferred from Committee in January as Mr Hodgkinson, Chief Officer of the Northern CJA, had been unable to attend the meeting. Members noted that Mr Hodgkinson had also been unable to attend this meeting owing to illness. The Executive Director therefore provided an update on progress with the Northern CJA. He referred to the comment on the Strategic Plan relating to how the CJA should best engage its partners in the Western Isles, Orkney and Shetland and advised that it had been agreed that meetings would be held in the three island authority areas. The Chairperson advised that she would be attending a CJA meeting in Inverness on 16 March, and would convey the invitation for future CJA meetings to be held in Shetland.

On the motion of Mrs I J Hawkins, seconded by Mr J A Inkster, the Committee approved the recommendation in the report.

08/07 **Joint Future Extended Local Partnership Agreement (ELPA) and Community Care Plan 2007-2010**

The Committee considered a report by the Head of Community Care (Appendix 2).

The Head of Community Care introduced the report and advised that Local Service Delivery Groups had been established in most areas to provide a network across Shetland, and were drawing together to exchange ideas. At a recent Carer Strategy Conference, Shetland had been highlighted as an area of good practise for identifying carer issues, and the Queens Nursing Institute had agreed in principle to provide funding to help establish two additional carer groups, in the North and West of Shetland.

In response to queries from Mrs I J Hawkins, the Head of Community Care advised that during the last few months there had been improvements in the local targets for completion of assessments and reviews relating to the fieldwork team. Problems were still ongoing with Occupational Therapy assessments, however the staffing situation had improved, with only one vacancy outstanding. The Head of Community Care reported that there had been a recent marked increase in referrals for OT and additional funding is being sought from outwith Shetland to help reduce the waiting list.

Mr W Tait referred to the difficulties in recruiting staff to meet the needs of the increasing number of old people and people with disabilities to allow them to remain or return to their own home, and suggested that consideration should be given to recruiting from outwith Shetland, and possibly from eastern European countries. The Executive Director advised that he had been in active discussion with the Personnel Service to look at a broad range of recruitment strategies, including recruitment from eastern European countries. In response to a query from Mr C B Eunson, the Head of Community Care clarified that care

staff in Lerwick and rural care centres adhered to identical terms, conditions and salaries.

Mr J P Nicolson complemented the Officers for the thorough process being undertaken in the Long Term Care Review, during consideration of replacement facilities for Viewforth House and Isleshaven. In response to a query from Mr R G Feather, the Head of Community Care advised that the ongoing work associated with the Long Term Care Review were all aimed at planning for the future to provide a sustainable and quality service for the future to meet the needs of an ageing population.

In response to a query from Mr J H Henry, the Head of Community Care advised that the Mental Health Officers were working well together as a team and an additional sessional MHO had been recruited to complement the full-time staff.

The Committee approved the recommendation in the report on the motion of Mr J P Nicolson, seconded by Mr C B Eunson.

09/07

Childcare Report (Early Years)

The Committee considered a report by the Shetland Childcare Partnership (Appendix 3).

The Head of Children's Services introduced the report and Members noted that Stage 1 of the feasibility study into childcare in the early years would concentrate initially on childcare provision in Lerwick, and the findings and recommendations from the study would be presented to Committee in the autumn.

(Mr W A Ratter attended the meeting).

In response to a query from Mrs I J Hawkins regarding the requirement for Manager's of childcare facilities to be educated to degree level, the Head of Children's Services advised that further consultation was required on this issue and would be included as part of the feasibility study.

In response to a concern from Mrs B J Cheyne, the Executive Director advised that the objectives of the Childcare Partnership and the feasibility study would encompass the whole of Shetland, and agreed that childcare provision comes at a cost and is difficult to be self-sustaining and self-financing.

During the discussion that followed, Mr W H Manson commented that Shetland Childcare Partnership provided a very valuable service to the Partner Providers and to the Council, and he was confident that Scottish Executive funding would continue. Mr W A Ratter said that childcare provision was an increasing priority and was vital to the economy of the communities in Shetland. Ms S Inkster, Chair of Shetland Childcare Partnership said that she was very encouraged to hear the positive comments from Members relating to childcare in

Shetland. Mr J P Nicolson suggested that the new Council should be made aware at an early stage, of the issues relating to childcare provision in Shetland.

On the motion of Mr W H Manson, seconded by Mrs B J Cheyne, the Committee approved the recommendations in the report.

10/07 **School Estate Management**

The Committee considered a report by the Head of Schools (Appendix 4).

The Head of Schools introduced the report and advised that a public meeting held recently in Skerries to discuss the future of the school had been well attended by the community and by elected Members. A public meeting to discuss the future of Sandness Primary School had also been arranged. The Head of Schools advised that a further report would be presented to Council in September, including detailed financial information for all schools in Shetland, and the information relating to Skerries Secondary and Sandness Primary would be shared with the relevant Evaluation Teams.

Mr J P Nicolson referred to the Financial Implications paragraph 4.1, and commented that the increase in school service expenditure could not be attributed to single teacher primary schools.

Mr J G Simpson welcomed the decision for the detailed report to provide further clarification and that the two schools had not been singled out this side of the elections, with any decisions being made by the new Council. In response to a query from a Member, the Head of Schools advised that the further report would provide information from all areas to present a cost per pupil, split correctly between secondary, primary and nursery care.

Mrs B J Cheyne said that she was heartened to hear that the process would be carried out in a more thorough manner, than the previous emotive approach, and would be fairer to the pupils, parents and the community. Mrs Cheyne then referred to Recommendation 6.3 in the report, the proposal to employ a fixed-term clerical assistant to focus on the School Estate Management information gathering, and said that she had questioned how this additional expenditure could be justified when there was the possibility of school closures, however having heard the earlier discussions, she agreed that this additional expenditure would assist the production of the information and would create a less emotive situation, and therefore agreed to the proposal.

(Mr T W Stove attended the meeting).

Mr W H Manson moved that the Committee approve the recommendations in the report. Mr J P Nicolson seconded.

11/07 **School Transport Policy**

The Committee considered a report by the Head of Schools (Appendix 5).

The Head of Schools summarised the main terms of the report and advised that the amended Policy and Code of Practice takes account of recent changes in legislation. The Committee approved the recommendation in the report on the motion of Mr W A Ratter, seconded by Mr W H Manson.

In response to a request from a Member, the Head of Schools undertook to number the paragraphs in the "School Transport Policy", for ease of reference.

Mr J P Nicolson suggested that from a safety point of view, parents and pupils should be made aware that transport could be provided when it is considered that even a short walk to school could be deemed as unsafe.

12/07 **Allocation Policy Annual Review**

The Committee considered a report by the Head of Housing (Appendix 6).

The Head of Housing summarised the main terms of the report. He advised Members of the definition of homelessness and said that although the backlog of people in temporary accommodation was historic, the backlog required to be cleared to be able to divert resources.

Mrs B J Cheyne enquired whether the Housing Service could consider providing temporary supervised accommodation for young people who were legally entitled to leave home. She explained that often young people were not accustomed to making financial decisions, or experienced in cooking or cleaning, and were generally unable to cope with a tenancy. The Head of Housing advised that a number of housing staff and other agencies were currently working together to define the requirements to provide assistance for young people requiring accommodation.

Mr W A Ratter said that he supported the proposals and moved that the Committee approve the recommendations in the report. Mrs I J Hawkins seconded.

Mrs I J Hawkins commented that her involvement on the Allocation Monitoring Group had been very useful and she suggested that the Group should continue into the next Council. Mr J P Nicolson said that the Group had heightened his awareness and understanding of the difficulties affecting housing staff.

13/07 **Void Management Policy**

The Committee considered a report by the Head of Housing (Appendix 7).

The Head of Housing introduced the report and advised that the Council's void management performance had recently been highlighted through the Scrutiny Committee, and work was ongoing within the Housing Service to improve the system. The Head of Housing summarised the proposals in the report and explained that Members were being asked to consider alterations to the setting of targets for the void process, and whether to apply the same timescales throughout Shetland or for different areas of Shetland.

Mr J P Nicolson said that from his involvement with the Scrutiny Committee, the Housing Service had dealt effectively with the housing void issues. Mr Nicolson said it appeared that the nature of the problem was different in rural Shetland than in Lerwick and suggested that the problems in rural Shetland should be addressed first. After hearing the Senior Housing Officer advise that 60% of annual voids occur in Lerwick, Mrs I J Hawkins was of the opinion that all tenants should be treated equally and fairly. Mr Nicolson then agreed that the void policy timescales should be identical for the whole of Shetland.

On the motion of Mr W A Ratter, seconded by Mrs I J Hawkins, the Committee approved the recommendations in the report.

14/07

Outdoor Education and Activities Service

The Committee considered a report by the Sport and Leisure Service Manager (Appendix 8).

The Committee approved the recommendation in the report on the motion of Mr T W Stove, seconded by Mr C B Eunson.

The Committee noted that the external funding contribution for the Outdoor Education Activities Service was due to cease at the end of March 2007, however Members agreed that the services provided were important to Shetland.

15/07

Supporting Community Groups to meet Child Protection Obligations

The Committee considered a report by the Sport and Leisure Service Manager (Appendix 9).

The Sport and Leisure Service Manager introduced the report and advised of the two stage process to ensure that all groups seeking funding had the appropriate policies and procedures in place to meet the requirements of the Protection of Children (Scotland) Act.

On the motion of Mr C B Eunson, seconded by Mr W H Manson, the Committee approved the recommendation the report.

In response to a query from Mr R G Feather, the Executive Director advised that the National Social Care Council carry out the checks to ensure that organisations working with children comply with the legislation.

16/07 **NatWest Island Games – Rhodes 2007**

The Committee considered a report by the Sport and Leisure Service Manager (Appendix 10).

After hearing the Sports and Leisure Service Manager introduce the report, the Committee approved the recommendations on the motion of Mr W Tait, seconded by Mr W H Manson.

17/07 **Whalsay Golf Club – Support Grant**

The Committee considered a report by the Sports and Leisure Service Manager (Appendix 11).

On the motion of Mr J A Inkster, seconded by Mr R G Feather, the Committee approved the recommendations in the report.

Mrs F B Grains declared an interest in the following item, and vacated the Chair. In the absence of the Vice-Chair, the Committee agreed that Mr W H Manson, Spokesperson for Education, Children and Young People, should take the Chair.

18/07 **Shetland Museum and Archives Services Plan 2007/09**

The Committee considered a report prepared by Mr George Smith (Appendix 12).

After hearing Mr Smith introduce the report, the Committee approved the recommendations on the motion of Mr C B Eunson, seconded by Mr W Tait.

In response to a request from a Member, Mr Smith agreed that the paragraphs in the “Shetland Museums and Archives Service Plan” would be numbered, for ease of reference.

In response to a query, Mr Smith advised that the estimated annual running cost of the new museum had increased from £960,000 to £1.1m, since the initial bid in the Capital Programme some 7-8 years ago.

(Mr J H Henry returned to the meeting).

(Mrs F B Grains reassumed the Chair).

19/07 **Minutes of Shetland College Board of Management (a) 18 January 2007 and (b) 1 March 2007**

The Committee noted the minutes of the above meetings (Appendix 13), and congratulated Mr Smith on his appointment as Director of Shetland College and Train Shetland.

In order to avoid the disclosure of exempt information, Mrs F B Grains moved, and Mr W H Manson seconded, to exclude the

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public in terms of the relevant legislation during consideration of agenda item 14.

(Representatives of the media left the meeting).

20/07 **Shetland Field Studies Trust Review**

The Committee considered a joint report by the General Manager, Shetland Charitable Trust and Head of Schools.

The Committee approved the recommendations in the report on the motion of Mr C B Eunson, seconded by Mr J A Inkster.

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F B Grains
Chairperson



REPORT

To: Services Committee

21 June 2007

From: Executive Director – Education and Social Care

Developing a Four Year Plan for Services Committee

1 Introduction

- 1.1 The purpose of this report is threefold. Firstly, I have prepared a short description of services and a summary of the current major projects and service reviews which staff in the Department are working on, following on from decisions of the previous Council. It is hoped that this summary will provide you with useful information to help you to think about the political direction which you might wish to give to these various work programmes. Secondly, the Report presents a draft Four Year Plan for Services Committee. This follows on from the workshops held on developing a Corporate Plan and is intended to form the Social element of the Council's Corporate Plan. Thirdly, the Report invites Councillors to be nominated to undertake a variety of specific responsibilities and to sit on various boards and strategic groups.
- 1.2 The Head of Housing and Capital Projects will be available to address matters relating to Housing, which is out with my remit.
- 1.3 The work programmes are presented as information for noting. The Four Year Plan is presented as a draft for approval, to feed into the Corporate Planning process.

2 Link to Council Priorities

- 2.1 This exercise is intended to assist Members in developing a Corporate Plan, which expresses their political aspirations for this term of office. Once in place, that document will become the key driver to shape service delivery, redesign projects, capital investment decisions and choices over how much to spend on each service area, over the next four years. The Chair and Vice Chair of Services Committee have prepared the Draft statement at Appendix 2, to start

the debate on the programme of work for this Committee and which was subject to discussion at the first Workshop on Corporate Priorities held on 12 June 2007. It is intended that this statement will form the "Social" element of the overall Corporate Plan.

3 Background

3.1 The Education and Social Care Department has responsibility for the following service areas:

- Community Care
 - Carers
 - Learning Disabilities
 - Mental Health
 - Sensory Impairment
 - Palliative Care
 - Physical Disabilities
 - Older People
 - Dementia
 - Advocacy
 - HIV/AIDS
 - Head Injury
- Community Development
 - Sport and Leisure
 - Community Learning
 - Adult Learning
 - Libraries
 - Culture
- Children's Services
 - Child Protection
 - Looked After Children
 - Children and Families Service
 - Psychological Services
 - Inclusion Service / Youth Work
- Criminal Justice (strategic responsibility rests with Northern Community Justice Authority)
- Schools Service
 - Pre School / Nursery
 - Primary
 - Secondary
 - Additional Support Needs
- Shetland College, including Train Shetland

3.2 A summary of the main areas of activity for each service area is set out in Appendix 1. These appendices are intended to be a prompt for debate and discussion as to your political aspirations and direction over the next four years.

- 3.3 There are corporate issues, which the Department will be involved in over the next while, such as securing appropriate office accommodation and the implementation of single status. These issues have not been addressed in this report, as they are not the direct responsibility of Services Committee.

4 Draft Four Year Plan

- 4.1 Appendix 2 contains a first draft of a proposed 4 Year Plan for Services Committee, prepared by the Chair and Vice Chair. This Draft was circulated and debated at the recent Workshop on Corporate Planning, held in the Town Hall on 12 June 2007, and has been amended to take account of the feedback from Members, so far.
- 4.2 This Report provides Members with a further opportunity to refine and amend their political aspirations, with regard to the remit of Services Committee.
- 4.3 Once agreed, an Action Plan will be drawn up, with specific tasks and timescales to describe how the Department will deliver on the Council's political aspirations. Ideally, the Action Plan will be drawn up over the summer, which will then feed into the service planning and budgeting process for next financial year (2008/09). Progress against the Action Plan will be reported regularly to Services Committee.
- 4.4 All this work will feed into the Social element of the developing Corporate Plan. The intention is that the Corporate Plan will be reported for approval in September or October, which then feeds into the planning process for next financial year.

5 Member Involvement in Service Delivery and Redesign

- 5.1 I am aware that decisions have yet to be taken with regard to the appointment of Spokespersons. However, there are a number of positions which the Department would like to invite Members to consider adopting. Involving Members in the work of the Department is a key component of performance management and communication between our service users, the communities we serve, our front line staff and their managers. At the moment we are looking for the involvement of members in the areas of:

- Corporate Parenting Role for Looked After Children; and
- Community Care; and

5.2 The Corporate Parenting role for Looked After Children is described below:

Every child and young person has the right to be brought up in his or her own family unless it is not safe to do so. When it is not possible for a child or young person to be brought up in his or her own family, statutory agencies, acting as corporate parents, have a duty to ensure children and young people who are "looked after" have the best possible start in life.

In ensuring that these children and young people have the best possible start in life it is vital that corporate parents do everything in their power to provide the best possible care, protection, health, information and education. These areas are all key areas in children's services start of year report.

All elected members have a corporate parenting role for "looked after" children and young people.

5.3 At the moment, there are 34 "looked after" Children in Shetland. It is requested that Services Committee to nominate some, or all, of its Members to take on a specific Corporate Parent responsibility for our "looked after" children. We will work up detailed and practical mechanisms for how you might be involved in these young people's lives and report back to you in the autumn with some ideas. Members may recall that training on corporate parenting responsibilities will be offered as part of the overall induction programme.

5.4 With regard to the Community Care services, Elected Members are actively involved in the work of the Local Service Delivery Groups across Shetland. In June 2006, Services Committee agreed that Members would be nominated to link with care services in order to be able to see for themselves the work that goes on. In the past, Elected Members have also been nominated to take part in strategic planning groups for community care for example, the Disability Strategy Group.

5.5 It is proposed that Members agree to have continuing involvement with the establishments and staff teams providing community care services. It is important to be clear about the role which Members are undertaking in liaising directly with services in this formal way. I see the role as being a means of communicating directly with staff at the front line, to hear their concerns, celebrate their successes and become knowledgeable about the issues and challenges they face, in order to be better able to take strategic decisions about the shape of the services going forward. It is not a management or inspection role.

5.6 Nominations would be required for each of the following care settings/service area:

Nordalea, Unst	Edward Thomason House, Lerwick
Isleshavn, Yell	Viewforth House, Lerwick
Fernlea, Whalsay	Taing House, Lerwick
North Haven, Brae	Annsbrae, Lerwick
Wastview, Walls	Newcraigielea / Sea View, Lerwick
Overtonlea, Levenwick	Independent Living Project, Lerwick
Freefield, Lerwick	Eric Gray Resource Centre, Lerwick
Occupational Therapy (OT) / Aids & Adaptations	Community Care Fieldwork

- 5.7 It is suggested that for many of the care centres / establishments, a Member for the area could be nominated. Other nominations would be required for some of the Lerwick based services such as the fieldwork team and Occupational Therapy.
- 5.8 It is suggested that visits to care homes / services could be made by nominated Members at least twice annually.
- 5.9 It is also proposed that the Chair and Vice Chair of Services Committee be nominated to help steer the strategic direction on the following joint community care groups:

Older People's Strategic Planning Group
Shetland Mental Health Partnership (mental health strategic planning group)
Disability Strategy Group
Long Term Care Review which will include work on the Dementia Redesign and Viewforth Feasibility Study
Local Partnership Finance Team (this group brings together staff from the Council and NHS Shetland to discuss Joint Future funding arrangements)

- 5.10 During the last Council, a timetable was drawn up to carry out a detailed review of the School Estates. At the moment, work is progressing on reviewing Skerries School and Sandness Primary. In the past, the Chair and Vice Chair of Services Committee together with the relevant Members for the area were part of the review teams. It is suggested that this practice continue and Members may wish to decide how many Ward representatives they wish participate in the detailed work.
- 5.11 Furthermore, Members were involved in the Capital Project Teams for the Anderson High School and Mid Yell Projects and Members may wish to consider how many Councillors to nominate to sit on these teams, given the new multi-member ward system.

- 5.12 There is also in place a team to review the Primary School provision in Lerwick and, again, Members may wish to consider how many Councillors they would wish to sit on that group.

6 Financial Implications

- 6.1 There are no direct financial implications arising from the forward planning aspects of this report. The Council's political aspirations over the next 4 years, will be used to guide the allocation of revenue and capital funding.
- 6.2 Members will be entitled to claim expenses in respect of any meetings attended or visits made in accordance with the Council's Scheme of Members' Approved Duties. The estimated cost would be in the region of £100 per annum and could be met from the approved budget for Members' expenses.

7 Policy and Delegated Authority

- 7.1 In accordance with Section 13 of the Council's Scheme of Delegation the Services Committee only has delegated authority to make decisions on matters within approved policy and for which there is a budget. Approval of the Four Year Plan, which is intended to set the overall policy direction for this Council term with regard to the services remitted to this Committee, will therefore need to be approved by the Council.
- 7.2 The nominations and appointments for positions of responsibility for Looked After Children and Community Care services fall within the remit of the Committee.

8 Conclusions

- 8.1 This Report is presented by way of background information to assist Members in drawing up their political statement of intent with regard to the work of the Services Committee.
- 8.2 The Services Committee Four Year Plan, once approved, would become the Social element of the Council's Corporate Plan.
- 8.3 Members involvement in the work of the Department is actively sought, specifically at the moment in the fields of Looked After Children, Community Care and the Schools Service.

9 Recommendation

9.1 I recommend that Services Committee:

- (a) note the summary information on services and current work programmes, set out in Appendix 1; and
- (b) consider, amend and recommend that the Council approve the Services Committee's contribution to the overall Corporate Plan, a draft of which is included at Appendix 2; and

(c) make appointments to the following positions:

i. Corporate Parents for Looked After Children – any number up to 22 Councillors; and

ii. One appointment to the following community care services:

- Nordalea, Unst
- Isleshavn, Yell
- Fernlea, Whalsay
- North Haven, Brae
- Wastview, Walls

- Overtonlea, Levenwick
- Freefield, Lerwick
- Occupational Therapy (OT) / Aids & Adaptations
- Edward Thomason House, Lerwick
- Viewforth House, Lerwick
- Taing House, Lerwick
- Annsbrae, Lerwick
- Newcraigielea / Sea View, Lerwick
- Independent Living Project, Lerwick
- Eric Gray Resource Centre, Lerwick
- Community Care Fieldwork; and

iii. Agree that the Chair and Vice Chair are appointed to the following community care strategic groups:

- Older People's Strategic Planning Group
- Shetland Mental Health Partnership (mental health strategic planning group)
- Disability Strategy Group
- Long Term Care Review (This will include work on the Dementia Redesign and Viewforth Feasibility Study)

- Local Partnership Finance Team (this group brings together staff from the Council and NHS Shetland to discuss Joint Future funding arrangements)
- iv. The Chair, Vice Chair and one or more appointments to the current Schools Estates Review work, as follows:
 - o Skerries School;
 - o Sandness Primary School; and
- v. Any number of Members to the following Capital Project Teams:
 - o Anderson High School; and
 - o Mid Yell Junior High School; and
- vi. Any number of Members to carry out the Feasibility Study into Primary Education for Lerwick.

June 2007

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Community Care

All community care service developments are taken forward within the framework of the Joint Future Extended Local Partnership Agreement (ELPA) with NHS Shetland.

This paper presents a summary of progress made over the last 12 months on major service developments and outlines the priorities for the next 3 years.

Progress on Major Service Developments in 2006/07

1. Dementia Redesign Project

A dedicated Dementia Project Manager employed on a fixed term contract by NHS Shetland has taken the work forward working closely with a steering group comprising staff from agencies involved in dementia care services and family carers. The views of a wide range of stakeholders have been sought using a variety of techniques e.g. focus groups and workshops. More recently, a consultation paper has been circulated to the public. The Project Manager's report was considered by the Community Health Partnership Committee at a meeting on 7 June. A number of actions have been agreed and are being taken forward through the Community Health Partnership (CHP).

There are 2 substantial pieces of work still to be done. These are to explore:-

- Future models of service delivery
- Future accommodation options.

These will be taken forward as part of the Long Term Care Review (see below). The final report of the Redesign Project will be considered by the Council and Shetland NHS Board in the autumn of 2007, together with the preliminary findings of the Long Term Care Review. Formal consultation on proposals for any new models of service provision will be required depending on the outcome.

2. Long Term Care Review

Funding has been secured through the Council's Capital Programme for a combined feasibility study to look at replacement facilities for Viewforth House, the specialist dementia unit in Lerwick and Isleshaven, the care centre in Yell. This will draw on the work of the Dementia Redesign Project and the Long Term Care Planning Conference held in February 2007. Work has started with project meetings taking place at Isleshavn in Yell involving a wide range of stakeholders. A report will be produced in the autumn of 2007.

3. Interim Placement Unit

The IPU was opened in January 2005 providing 10 places for patients waiting for discharge. During the first 6 months of 2006/07, there were on average 16 patients in hospital who were ready for discharge and the number of places in the IPU has been increased to 16. Shetland NHS Board has agreed in principle a Hospital Capital Plan whereby all clinical services would be located on the Gilbert Bain Hospital site. This would see all services move from Montfield, subject to public consultation. During staff consultation sessions there was a number of questions asked about future population demographics and about how services would be provided across health and social care to meet the expected demands on services. These issues will be explored through the long-term care review. Shetland NHS Board propose to maintain and fund the IPU until 2013 to allow time for redesigned services to be put in place. This proposal is dependent on agreement of the plans for the move from Montfield with the loss of one hospital bed and discussions on the future provision of services for younger adults with physical disabilities. It is anticipated that there will be two formal public consultation exercises on the plans for hospital services in the future, the first in 2007 and the second in 2009.

The IPU will also be reviewed during 2007 in light of revised guidance due to be published later this year by the Scottish Executive Health Department.

4. **New Services for Adults with Learning Disabilities**

Newcraigielea, the new respite facility for adults with learning disabilities built on the Kantersted site opened in January 2007. Additional supported accommodation for adults with learning disabilities has been opened at Rudda Park and Sea View, providing up to 12 new tenancies.

5. **Local Area Co-ordinator**

The Local Area Co-ordinator for learning disabilities has developed this role further during the last 12 months. The post holder works closely with a number of cases where clients are moving into adult services from children's services.

6. **Assessment and Care Management**

Shetland's Single Shared Assessment (SSA) procedures have been redrafted and will be re-issued in 2007. A new training programme for SSA and care management has been developed and the course has been delivered twice so far, the first in January 2007 and again at the end of April 2007. Staff from across both the Council and NHS Shetland attended. Further courses are planned for 2007/08.

7. **Day Care**

Revised day care criteria have been approved and the service is being used increasingly as part of intensive care packages supporting people in their own homes for longer than would otherwise be possible as the profile of the population changes.

8. **Joint OT Store**

A feasibility study looking at options for a Joint OT Store and office accommodation has been completed. A proposal for this to be developed as a new build on the Brevik House site has been accepted in principle by

both Shetland NHS Board and the Council. Work is on-going with a view to start on site in 2008.

9. **Community Health Partnership and Locality Working**

Local Service Delivery Groups (LSDGs) are in the process of being established in 7 localities across Shetland. A small steering group has been set up comprising staff from across the Council and NHS Shetland. Shetland Council of Social Services is also represented on the Group. The CHP is committed to engaging with the public via the Public Participation Forum (PPF). This is set out in the Scheme of Establishment. In Shetland work to set up the PPF is being taken forward through the LSDGs who will link with existing groups in their localities.

10. **Carers**

Implementation of the Carers Strategy and Carer Information Strategy has been taken forward by the Primary Care Facilitator in the Community Health Partnership, who has worked closely with colleagues across the NHS, the Council and the voluntary sector. Shetland Council of Social Services has established a Carers Support Group in Lerwick and work to set up other groups is in hand. Events were organised across Shetland in Carers Week in June 2006 and on National Carers' Rights Day in December 2006. The Carer Information Strategy was revised and re-issued in October 2006. A Young Carers Strategy has been drafted and will be published in 2007/08.

11. **Mental Health Services**

Vacant MHO posts in the Community Care fieldwork team have been filled. MHO training is being offered and supported locally. There is an MHO designated first contact as part of the Social Care 24/7 emergency duty rota. MHOs meet quarterly with MHOs working in Orkney to discuss issues involved with working in remote island communities. MHOs are also working more closely with staff in Cornhill Hospital to improve outcomes for Shetland patients.

12. **Local Improvement Targets (LITs)**

Performance against the LITs in 2006/07 shows:-

- Single Shared Assessment (SSA) – There has been some improvement in recording data on SWIFT. Performance against targets for the time taken to complete assessments has improved over the last 6 months, although there are still long delays for OT assessments, which adversely affects overall performance in this area.
- Occupational Therapy (OT) – The target to reduce the waiting list is not being met. Numbers increased in the last quarter of 2006/07 having fallen in the earlier part of the year. The demand for Community OT Services remains high.
- Care at Home – The target for increasing the number of people receiving more than 10 hours per week has been met. A report by the Chartered Society of Physiotherapy published in February 2007 shows that more older people are supported at home in Shetland than in any other Scottish local authority area. 142 out of every 1,000 people aged 65 or over are

supported at home. The second highest is Orkney with 114 out of every 1,000. However, there are difficulties in recruiting staff in sufficient numbers to meet the needs of increasing numbers of older people and people with disabilities so that they can remain in or return safely to their own home. This is causing delays in discharge from hospital in some cases. Some packages are being reduced on review in order to meet higher priority needs of other clients.

Areas where progress has been disappointing

1. Some of the joint management teams in the Joint Management Framework have not met regularly during 2006/07 due to staff vacancies and absence on long term sick leave.
2. There has been no progress with development of additional capacity in the community to meet increasing levels of need, due to resource constraints, both financial and human.
3. Work on a revised policy and procedures for the protection of Vulnerable Adults is still at an early stage.

Priorities for the next year 2007/08

1. To complete the long term care review and feasibility study into replacement facilities for Viewforth and Isleshavn;
2. To look at options for assistive technology (Telecare) in the context of long term care solutions;
3. To promote the LSDGs and the Public Participation Forum Network across Shetland with a view to having on-going dialogue with the community on health and care issues;
4. To produce a revised Advocacy Development Plan;
5. To complete work on a Mental Health Strategy for Shetland looking at the next 10 - 15 years;
6. To take forward proposals for a joint OT store and office accommodation at the Brevik House site;
7. To implement the learning disabilities day services redesign;
8. To publish the CHP Access Guide;

9. To aim for continuing improvement against local targets for completion of assessments and reviews;
10. To continue work on electronic data sharing across partner agencies;
11. To develop and articulate a joint Respite Strategy; and
12. To review health and care services for younger adults with physical disabilities, in particular options for independent living.

Priorities 2007/2010

1. **To Implement the recommendations of the Long Term Care Review.**
This will be a critical element of the work required to enable the Council and NHS Shetland to provide a sustainable range of health and care services for local communities across Shetland.
2. **To Streamline processes and governance arrangements**
By continually striving to improve performance on assessment and service provision, services that are most appropriate can be provided more quickly improving outcomes for vulnerable people.

Reduced bureaucracy will help service developments to be implemented in shorter timescales making the service more flexible and responsive to the changing needs of the community.
3. **To Target resources more effectively**
A key priority is to make the best use of all the resources available across partner agencies to ensure that services are provided commensurate with assessed needs and targeted at those most in need of support.
Three strands where consistent effort is required in order to achieve this are:-
 - **Voluntary effort and independent sector provision** - harnessing resources to engage with local communities, promoting independence and encouraging active, healthy communities;
 - **OT equipment & adaptations** – revising criteria so that investment is made in homely environments where vulnerable people can be maintained safely in the long term;
 - **Care at Home** – continuing to increase the range of services and support available in localities across Shetland using Local Service Delivery Groups to find local solutions to local problems.

Community Development

In Shetland, there are currently five Community Learning and Development Officers (CLADO's) and a Community Work Manager, with offices in five locations. Each office has clerical support during weekday mornings:

- Yell, serving the North Isles;
- Brae, serving the North Mainland and Whalsay;
- Lerwick, serving Lerwick, Bressay and Gulberwick;
- Scalloway, serving the West Side/Skerries; and
- Sandwick, serving the South Mainland, Scalloway and Central areas

Providing service to, for example:

- 1,178 groups in the community directors
- 724 volunteer community groups (which includes community councils, care/self help groups and school boards)
- 305 registered charities
- 52 community halls

Strengths identified by HMle 2007

- Individual projects were able to demonstrate significant benefits to individuals and the community
- Examples of high levels of confidence and skills are apparent in : Sandvein community centre committee/Eid Development/ Drumming Group/ Local history group/ SHOARD/ Wind Heat project / Gulberwick/ Sound and Bressay Halls– all have well developed skills evidenced in terms of fund raising, community consultation, committee skills as well as running their distinct projects
- The high level of commitment of Community Workers involved in community capacity building (working to build skills in the community)
- The high level of development and innovation in social/community enterprise activities in areas such as Aith and generally in the Community Halls

Issues

It is key that existing work with communities continues whilst developing a more facilitatory role between different services, agencies and communities in local areas.

The redesign of the Community Development Services, including Community Work needs to be concluded.

The high level of community assets (buildings) and the challenges faced by these community groups such as increased legislation, less funding available and sustainability, needs to be balanced with ensuring that communities, voluntary sector and local staff are fully involved in effective local planning. The concern is with the increasing workload around community planning the support for the community groups is diminished.

The increasing need to prioritise or focus work in geographical areas such as Lerwick, Mossbank and Fetlar further reduces the ability to offer a Shetland wide service.

Sport and Leisure Services – Main Work Areas for 2007/08

Complete the redesign process of the Former Community Development Services, which includes Sport and Leisure Service, Library Service, Adult Learning Service, Community Work Service and Grants Unit.

Depending on the outcome of redesign process, start to develop a new Sport and Leisure – Physical Activities Strategy for Shetland in order to set the vision for the future.

Try to secure additional SIC capital programme funding to complete the Knab Dyke project over a two year period. This would be an accelerated programme in light of the health and safety considerations of public use through the Knab Golf Course area and would save the Council £150,000.

Complete a general review of the Islesburgh complex facilities and service in order to provide a strategic direction for them in the future. This review to include possible uses for the Old Squash Courts at Islesburgh and the Lerwick Youth Hostel, which is incorporated in Islesburgh House.

Complete a review of the Islesburgh Complex Catering Service.

Working in partnership with the other public and voluntary sector Officers, to provide support for Community groups to implement new child protection policies and procedure to comply with the Protecting Children Scotland Act and the new child protection grant condition approved by the Council in March of 2007.

Construct new play areas at Sound Primary School and in Gulberwick next to the Community Hall.

Refurbish the Play Area at Burrapark – Mid Yell.

Refurbish the Multicourt at Skerries School.

Support Shetland's participation in the Natwest Island Games – Rhodes 2007. The Shetland team has 65 members and will be competing in 8 sports.

Following the Scottish elections liaise with Sportscotland in regards to the continuation of the Active Schools Programme in Shetland. Indications are that the programme will be continued for a further three period from 31st March 2008.

Develop and deliver a wide range of coach education courses for adult volunteers to support community sports groups in Shetland.

Develop and deliver a wide range of school based and out of school sport and physical activities for children and young people in Shetland.

Develop and deliver a comprehensive programme of Outdoor Education and Adventurous Activities for all sectors of the Shetland population including visitors.

Develop and deliver Shetland's Big Lottery Fund Active Futures Programme, which targets sport and physical activity opportunities for 17 – 24 year old in Shetland.

Library and Information Service – Current work / tasks

Shetland Library provides an integrated school / public library and information service to the community through a central 'county' library in Lerwick, 2 mobile libraries and eight school libraries in each of the High Schools and Junior High Schools bar Skerries. School Libraries also provide curriculum and leisure reading support to associated primaries. The Library website, www.shetland-library.gov.uk is a key resource and extensive web-based reference resources are available remotely to all schools and public library members.

A number of community based collections are provided, either through extensions of school library hours, as in Brae and planned for Whalsay for autumn 2007, or in a range of innovative island or rural settings, such as the Papa Stour Waiting Room, the Wind Dog Café, or the Kirk in Fair Isle.

In addition to our service delivery as described above, specific current tasks / issues are:

- Planning for the improved 'county' Library situated in Lerwick - Council decided in March to expand the library into the Former Museum, Old Library Centre and St Ringans, rather than opt for a new custom-build library. (min. ref. 47/07) Prioritisation in the Capital Programme will come before members in July (as a report from CPRT). Space restrictions in the current library are a constant challenge.
- A linked issue, in terms of this council decision, is the re-location of Adult Learning from the Old Library Centre - nothing can be progressed until an appropriate base can be provided.
- In general, our challenge is to continue work on reaching as many of the population as possible, with static, or reducing budgets, through a combination of the central Library in Lerwick, Mobile Libraries, Community Collections (e.g. currently in discussions with Whalsay School to open some evening, community provision), 8 School Libraries, Features / Events, and web-based access to enable customers to browse the catalogue, reserve books and use web-based reference subscription services. Shetland is relatively successful in this area, currently 2nd in Scotland for both borrowers as a % of the population and the number of Learning Centre users.
- Lastly, we need to meet the challenges of Service Re-design

Adult Learning

Adult Learning runs 3 distinct programmes – Evening Classes, Literacy and Numeracy and English for Speakers of other Languages. The service takes a lead role in co-ordinating the Shetland Adult Literacy Partnership.

The Adult Learning staff consists of an Adult Learning Manager, an Adult Learning Development Worker, one FT and one PT Adult Learning Assistants (who teach literacies) and 1 Community Learning Development Officer who has a focus on developing evening classes. The team is supported by a part-time Clerical Assistant.

The Service has 56 evening class tutors and 32 volunteer literacy tutors. Last year, 1188 people took part in evening classes and 170 people took part in language, literacy and numeracy classes.

HMle inspected Community Learning and Development services in May this year. Community Learning and Development consists of Adult Learning, Youth work and Community Work. The indicative grading for the impact of our work with adult learners is very good.

Strengths identified by HMle were:

- Good inclusion in ESOL programme
- Learners report positive impact on work and family life
- Increasing levels of participation
- Positive impact of specific courses – e.g. maths engineering course and citizenship courses
- Progression from learner to tutor
- Adult Literacy targets exceed Adult Literacy & Numeracy Strategic Plan
- High quality work with adults with Learning disabilities
- High level of commitment of staff

Current issues and work are

- Responding to increased demand for English for Speakers of other languages classes
- Resolution to prolonged period of re-design of Community Development
- Re-location of service following council decision to develop present base
- Implementing HMle recommendations for improvement (which include increasing groupwork, celebrating achievement, dedicated IT teaching resource, sufficiency of staff and admin support)
- Lead role in developing Shetland Literacy and Numeracy Strategic Plan for 2008 – 11

Criminal Justice

The Criminal Justice Unit provides a range of quality services to Lerwick Sheriff Court, Scottish High Courts and the Community at large.

The ethos of working with offenders is to change their behaviour and provide community reparation where possible.

This is an area of social work that is highly regulated. Shetland's Criminal Justice Unit consistently exceeds National Standards for performance.

As well as providing a range of reports to the Court the Criminal Justice Unit is responsible for the supervision of offenders on probation orders, community service orders and a number of post release orders.

Probation orders are aimed at addressing offending behaviour, victim empathy and offenders social circumstances. The main aim of such orders is to reduce offending behaviour.

Community Service orders are issued to offenders to undertake unpaid work to compensate the community for the crimes committed.

The Criminal Justice Unit also supervises offenders who have been released from prison. This can be to ensure appropriate integration of offenders but can also provide a community protection role.

The Criminal Justice Unit plays a key role in Community Safety.

Children's Services

Child Protection

The Council has a range of statutory duties to identify children at risk of and subject to abuse. Once risk or abuse has been identified the Council then has a duty to protect children from such risk.

The Children and Families social work team play a vital role in a multi-agency response to child protection. This team receives most enquiries and referrals in relation to child protection. Along with the Police the team also investigate all child protection referrals.

If it is necessary for a child's case to be considered at a multi-agency child protection case conference a social worker from the Children and Families team will prepare a detailed report and risk assessment.

At conference all agencies share information they have on a child and his/her family and decide if the child is subject to abuse. If this is the case it is the responsibility of the conference to set out an initial child protection plan and to appoint a key-worker who must be a qualified social worker. The child's name will also be placed on the "At Risk Register".

Once a child's name is placed on the At Risk Register it is everyone's aim to reduce the risk and therefore have the child's name on the register for as short a period a time as possible.

Child Protection work is highly regulated and monitored. This includes internal quality assurance and external inspection.

Looked After Children

This is another area where the Council has a range of statutory duties. Looked after children are children who are subject to supervision requirements, issued by the Children's Hearing System, or who are looked after, or both. Looked After Children are amongst the most vulnerable children in Shetland as it has been decided that help can only be given on a compulsory basis.

Children can be subject to supervision requirements or require to be looked after for many different reasons including parental substance misuse, severe family breakdown and lack of parental capacity.

All looked after children are subject to a comprehensive reviewing system. This includes formal six monthly reviews that are chaired by a senior member of staff independent to the social work team.

Children in Need

Again the Council has a range of statutory duties and powers in relation to children in need. Shetland's Children and Young People's Services Plan lists categories of children in need. The list includes children with disabilities and their siblings, young parents and young carers. There are several more.

There is a range of resources to support children in need. These include:

Leog House residential and outreach service
Laburnum House day care, respite and outreach service
Local support networks
Bruce Family Centre
Youth Clubs and Youth Centres

Support to children in need is aimed at early intervention in order to reduce the level of need and stop children requiring more intensive levels of intervention as they develop.

Fostering and Adoption

Fostering and adoption services are another area of statutory provision. These services recruit, assess and support foster carers and adopters. This is a very complex area of work.

There is a shortage of foster carers Nationally and this is also the case in Shetland. The small team of two social workers and one support worker have been unable to hold a recruitment drive for foster carers due to the amount of complex adoption work they have had to do over the past year.

Youth Justice

There is a set of National standards that the Council must meet in relation to Youth Justice. The Children and Families social work team undertake this area of work with strategic guidance from the Criminal Justice Unit.

Psychological Service

The Council also has a statutory duty to provide a psychological service to children and young people. This duty includes five core functions of consultation, assessment, intervention, training and research.

The psychological service must work with individual children and their families, with agencies and it also has a duty to inform management at a local authority level on matters relating to the wellbeing of children and young people.

The psychological service has an important role in building the skills of children, families and other professionals working with children and families. The aim of this is to make people more able to help themselves.

Within the psychological service there is a sensory service, which has the same functions and duties, mentioned above but this part of the service has a particular duty to children and young people with sensory impairment.

Inclusion service

Youth Work

There is a comprehensive network of youth clubs and youth centres throughout Shetland. It is important that these clubs and centres have a close working relationship with local communities. Many of the clubs have voluntary management committees.

A particular focus for this area of work is to ensure that children and young people have access to information and support to enable them to make informed choices.

Involving young people in decision-making process locally and nationally is another element of youth work. Support for YOUTHVOICE Shetland and our members of the Scottish Youth Parliament are provided through this service.

Inclusion

We have an inclusion officer post which aims to improve opportunities for children and young people with additional support needs. This post aims to increase knowledge and understanding of additional support needs amongst providers of services in order for them to be able to include children and young people with such needs.

This service also runs the Bridges project, which provides support to young people to return to education, seek training and employment. The group of young people this service is targeted at is those who are or are at risk of not being in employment, education or training (NEET).

Support Services

There is a range of children's support services. Some of them are statutory duties and some are not. This area of children's services helps support early intervention as well as meeting the needs of some of the most vulnerable children and young people in Shetland.

Most children's accommodation is currently provided at Leog House. This is an old building and is not fit for purpose. The Council has agreed to build a new premise that meets the needs of children and young people. It is hoped the new build will be completed in the next three years or so.

Respite, day care and outreach services for children with additional support needs are based at Laburnum House. Again this is an old building and is not fit for purpose. There is a feasibility study in progress to look at options for the range of future provision required.

Family Centre services are based at the Old Bruce Hostel. These services include targeted parenting classes, home-link teaching support, vulnerable parent groups and supervised contact facilities. The Childcare Partnership is also based at the Family Centre. All of these services currently operate on the ground floor of the Old Bruce Hostel. There is a feasibility study in progress to look at option of expanding these services to the upper floors of the building.

Additional Support Team, based in Brae but providing a Shetland wide service. This team provide support to children and young people and their families at an “early intervention” level. The team works with individuals and groups of children and young people. One of the aims of the team is to provide a link to schools and communities when dealing with children and young people with additional support needs.

Local Support Networks operate throughout Shetland and aim to provide a point of contact for anyone in a community who has a concern about a child. The Network does not deal with statutory levels of intervention but provides early intervention and support. The aim is to provide the right level of support as soon as possible.

Corporate Parenting

Every child and young person has the right to be brought up in his or her own family unless it is not safe to do so. When it is not possible for a child or young person to be brought up in his or her own family, statutory agencies, acting as corporate parents, have a duty to ensure children and young people who are “looked after” have the best possible start in life.

In ensuring that these children and young people have the best possible start in life it is vital that corporate parents do everything in their power to provide the best possible care, protection, health, information and education. These areas are all key areas in children’s services start of year report.

All elected members have a corporate parenting role for “looked after” children and young people.

Schools Service

The following is an extract from the Education Service Improvement Plan for 2005-2008.

Priorities for schools to consider in their Development Plans:

- To ensure that teaching, learning and assessment, including determined to succeed, are directed to achieving the principles set out in a Curriculum for Excellence
- To encourage all schools in Shetland to work towards becoming health promoting schools
- To develop the recommendations in the Parental Involvement Act
- To implement the Schools (Health Promotion and Nutrition) (Scotland) Bill
- To implement the Additional Support for Learning Act
- To implant "Glow" throughout the schools service.

Other Priorities:

- To implement a local policy on transfer of children from one school to another
- To improve co-ordination in relation to Child Protection
- To develop and implement a policy and an impact assessment tool for monitoring compliance with the Disability Discrimination Act
- To implement the national guidelines and practice relating to Cooksafe
- To register early years workers with SSSC
- To develop an effective system for the management and deployment of peripatetic staff
- To develop an effective management system for supply staff in schools
- To improve attainment in writing
- To promote enterprise in education
- To introduce new vocational learning opportunities for pupils aged 14 and above
- To develop cross curricular projects using the arts
- To introduce and support the Managing Inclusion guidelines
- To ensure strategies are in place to support the progress of the lowest attaining young people and the progress of Looked After Children
- To further develop services for pupils with Autism Spectrum Disorder
- To develop a Dyslexia Service
- To ensure an equitable allocation of support for learning resources.
- To review the Lerwick Additional Support Team

Key Issues and Challenges:

- to progress the Estates Management and Financial Review of Schools
 - o Sandness Primary and Skerries School due to be reported in the autumn
 - o Scalloway Junior High School, due to start September 2007
- To progress the review of Secondary Schools Staffing
- Capital Investment Decisions – Anderson High School and Mid Yell

- To improve the attainment and achievement of young people who are not fully involved in mainstream education
- To review the Quality Assurance Policy
- Developing and implementing a Curriculum for Excellence
- Workforce training and development
- Improvement in transition experience, especially from Primary 7 to Secondary 1
- Raising Attainment in Secondary 1 and 2
- Probable change in exam structure at standard grade
- Development of practices with regard to inclusion, disability awareness and gender equality
- Further development and direction of Devolved School Management
- Cultural Entitlement within schools
- Continued Support for Healthy Lifestyles, for example Determined to Succeed, Enterprise, Active Schools, Hungry for Success and the inter-agency work this entails.
- Challenges and opportunities from Inter-agency working, for example role of Local Area Co-ordinators, Libraries in Schools, Additional Support Needs, Not in Education / Employment or Training (NEET) project, Pupil Voice, Early Intervention, Wrap Around Care, etc
- Improving use of School Facilities, for example challenging the digital divide
- Alcohol, Drugs and Sexual Health Education
- Behavioural Support

Shetland College

Shetland College is a non-incorporated college and thereby governed by a Board of Management of which at least two thirds are required to be members of Shetland Islands Council.

The College has a strategic plan which covers the period from 2005 – 2008 and this sets out the mission of the college as to “seek to make a major contribution to the local economy through provision of high quality further and higher education and training which meets the needs of the population and employers”.

This mission statement translates to a number of strategic priorities, each of which have a number of actions to be addressed over the period 2006 – 08.

Strategic Priority 1

To promote broad based Further and Higher Education, Lifelong Learning and Social Inclusion, through the identification of the training, education and vocational needs in Shetland and delivery of provision to meet them.

- The College will maintain its provision in Further and Higher Education in the Arts, Business, Computing, Construction, Care and Social Sciences and look at opportunities for further development

Specifically the college will:

- Be an active partner in the NEET Strategy Group which looks to identifying provision, including learning opportunities, for young people currently not in Education, Employment or Training
- Work in partnership with SIC Schools Service to develop vocational pathways for school pupils, with the intention of increasing the range of opportunities available
- Continue to be an active partner in the Community Learning Partnership and in the Shetland Adult Literacy and Numeracy Partnership

Strategic Priority 2

To play a significant role in developing the Shetland economy through meeting the needs of established and new industries.

- Along with Train Shetland be an active participant in the work of Shetland Economic Development Forum and Skills and Learning Sub-Group of the Forum
- In conjunction with Economic Development, review the needs of the textile industry, with particular emphasis on the opportunities presented by the Textile Facilitation Unit

- Ensure regular liaison with industry groups, development agencies and employers

Strategic Priority 3

To engage in the social and cultural development of Shetland, including Shetland's heritage.

- Work in partnership with Shetland Enterprise, Shetland Arts and Economic Development to develop a Creative Industries Unit
- Chair the cinema/music venue project team and ensure Stage 2 funding application is submitted to Scottish Arts Lottery
- Ensure the cinema/music venue includes adequate educational facilities for creative arts, including music, digital media and film
- Research and commission the development of HNC in music production for delivery in 2008/09
- Participate in the work of the Shetland Cultural Strategy Group
- Delivery a range of community based short courses in creative arts

Strategic Priority 4

To maintain a position of financial health and stability.

- To work in partnership with SIC Finance Service to ensure accurate financial information is available to management and the Board of Management
- To ensure all requests for financial and other returns are complied with timeously
- To be aware of, and make application for, external funding opportunities which will enhance and develop the business of Shetland College
- To maintain accurate records of student enrolments, using SITS, and to ensure that reliable management information is available to inform the range of learning opportunities available at Shetland College
- To review and improve the marketing of courses and services provided by Shetland College

Strategic Priority 5

To strengthen the governance and management arrangements.

- To review and put in place a management and administrative support structure to meet the needs of Shetland college
- To review membership and remit of Quality Assurance Committee and Academic Board
- To encourage staff and student involvement in the Board of Management

- To encourage the active participation of the Board of Management in the academic activities of Shetland college through the provision of 'champions' for each section
- To contribute to the further development of the UHI through active participation on Committees and working groups, both in relation to management and academic development

Strategic Priority 6

To develop the physical infrastructure of Shetland College to meet known and future needs, including the IT infrastructure. To ensure continued investment in and maintenance of the College estate.

- Commission feasibility study for the development of a Phase III building to meet identified shortcomings of existing provision
- Update audits of all buildings and address issues relating to access and health and safety
- Continue replacement programme for ICT equipment
- Review agreements for Community Learning Centres

Strategic Priority 7

To promote the achievement of excellence through commitment to quality standards and continued investment in staff development, recognising that staff are a key resource.

- To increase retention and achievement rates at both FE and HE levels
- To increase the numbers of students progressing from FE to HE programmes
- To promote and extend the level of first-line guidance and learning support at both FE and HE levels
- To put in place and implement an Action Plan to address the main points of action identified by HMIE following their review of Shetland College in 2005/06
- To put in place a staff review scheme in line with Shetland Islands Council
- To ensure staff development and training plans are in place and that staff are supported and encouraged in their professional and personal development
- To have a successful outcome to the Academic Partner review to be conducted by UHI
- To develop the library service to encourage increased usage by students and staff

Issues:

- Role and remit of Shetland College with regard to the University of the Highlands and Islands
- Sustainability of service – low numbers, high unit costs, geographically dispersed, mainstream funding for the learning centres together with more courses being able to be accessed in the learning centres
- Clarification as to role of Train Shetland vis-à-vis SIC training and agreement on methodology of funding Train Shetland
- Development of new courses eg in music
- Formal review of Shetland College Action Plan by HMIE in response to inspection by HMIE in 2005/06
- Development of a marketing plan for the College

Services Committee - Thursday 21 June 2007

Agenda Item No. 01 - Public Appendix

- Continue to seek efficiencies to meet best value and efficient government objectives

DRAFT

Developing a Four Year Plan for Services Committee

Community Care

Delivering a modern, affordable community care service across Shetland is the principal challenge for the authority. Increasing needs-led demand, together with population projections, combine to make a compelling case for service redesign. The process of redesign must start with a review and assessment of existing community assets (staff, transport and capital assets) to determine current capacity against future estimated requirements. This should be undertaken in partnership with NHS Shetland and the voluntary sector.

It is likely that any redesign will require significant capital investment in, e.g. supported housing as well as in respite and permanent care places. This investment will include the upgrading of facilities where appropriate as well as new build.

Education

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

Housing

Two principal challenges face the service – a waiting list for affordable housing (now 900 and growing) and an outstanding debt of £48m. In recognition of that, the authority must work with the Scottish Executive to resolve the outstanding housing debt.

We must also investigate ways to invest in existing General and Special Needs housing as well as in new build, throughout Shetland, and find ways to secure affordable housing with partner organisations.

Children's Services

Child Protection will remain the authority's absolute priority; professional staff development must keep pace with the many challenges which society's changes continually pose for our children.

There are already a number of statutory and voluntary agencies and bodies involved in children's services delivery. We must promote practical and practicable joint working, wrapping services for children around their needs and aspirations. This applies equally in care, education and leisure time activities. We will work to ensure that children and young people can access services and leisure time activity, wherever they live.

The Shetland Childcare Partnership is well placed to co-ordinate the essential redesign early years services to develop affordable models of childcare throughout Shetland.

Community Learning and Development

We must sponsor completion of work already started on the redesign of Community Learning and Development and to investigate permanent management solutions for the following service areas: culture, libraries, community learning and development, adult learning and sport and leisure services.

Shetland College & Train Shetland

We want to maximise the opportunities for further, higher and vocational learning opportunities, both for school leavers and for people returning to learning.

The Committee wishes to establish Train Shetland as the principal training provider for Council services, by delivering quality training opportunities which are responsive to the needs of their service users.

Deprivation

The recent study on deprivation and social exclusion highlighted the difficulties which some individuals and families face in participating fully in employment and social activities within the islands. Services Committee must embrace these individuals when designing services and strive to promote equality of access to all.

We will work with stakeholders to identify the level and extent of deprivation and social exclusion and to develop strategies and policies to address these issues.

Community Safety

The Committee will work with partner agencies to help ensure that people feel safe and protected in this community. We recognise the importance of securing appropriate responses to tackle the social and cultural issues associated with drugs and alcohol misuse.

Research Based Decision Making

The Committee recognises the importance of good quality intelligence to inform good decision making. As an example, the committee supports the proposal to research population movements from/to and within Shetland as a foundation for planning services around the changing needs of communities. The Committee will look to commission further research and identify models of best practice, to help inform its work.

Staff

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



REPORT

To: Services Committee

21 June 2007

From: Head of Capital Programme & Housing Service

Report No: HS-03-07

Recruitment of temporary additional staff

1. Introduction

- 1.1. This report outlines proposals and recommendations for the creation of two new temporary Housing Officer posts within the housing service.
- 1.2. This report also includes an explanation of the prevailing circumstances and the need to make this request.

2. Links to Corporate Priorities

- 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.

3. Background

- 3.1. As of 5 June 2007, there are 918 applicants on the Council's waiting, transfer and homeless lists. 566 of these are in the Lerwick area. These lists grow with each passing year and there is as yet, no sign of any decrease in demand for social housing. All of the lists are in competition with each other for any houses that become available but the Council must give a preference to those accepted as homeless.
- 3.2. In 2001, the Scottish Parliament introduced the Housing (Scotland) Act 2001 and later the Homelessness etc (Scotland) Act 2003. The practical result was that the number of people to whom the Council has a statutory responsibility has increased steadily each year since then. Members should note that, in the context of Scottish legislation, homeless does not mean the same as roofless.
- 3.3. In 2004/05 there were 169 homeless presentations. In 2006/07 there were 236. This represents a 39% increase in the last two years. There was none accepted as homeless with an address outside of Shetland.

- 3.4. Each case has to be assessed (which can take up to a month), found temporary accommodation at some stage and requires liaison with many outside agencies. The temporary accommodation has to be organised and furnished in some cases, thus compounding the pressure on those on waiting and transfer lists.
- 3.5. At the same time the number of council houses available is falling steadily each year through Right To Buy (RTB).
- 3.6. During the period from 2001 to 2007, the staff within the housing service has been working steadily to reduce the unit operating costs of the Housing Revenue Account (HRA). This has resulted in the SIC HRA costs falling to be the lowest in Scotland for several years.
- 3.7. The estimated figures for 2006/07 indicate SIC unit costs at £243 compared for example with £989 for Argyll & Bute and £721 for Orkney.
- 3.8. These moves were necessary to reduce pressure on rents and make the service more sustainable into the future.
- 3.9. To their credit, the staff within housing has responded to all of these challenges by demonstrating a willingness to be adaptable, undertake alternative duties and adopt flexible working.
- 3.10. Some of the positive results are exemplified by inflation only rent increases for the last 6 years and preservation of HRA reserves.
- 3.11. HRA reserves have grown from approximately £7m to £12m during the same period, allowing the Council to build new houses to help alleviate the acute housing shortage. The staff within the housing service are naturally proud of these achievements.
- 3.12. However, there have been negative effects, which has taken its toll among staff members. There was a critical period in recent years (2001/03) when stress was leading to high levels of absence and sickness. This was largely overcome. Unfortunately, there are growing indications that the same unwanted problems may return.
- 3.13. It is accepted that dealing with applicants and their problems is a natural part of the job and duties expected of our front line staff. However, the high demand for housing has led to high levels of anxiety and despair amongst applicants, which in turn has led to greater demands on staff time.
- 3.14. Many applicants have multiple and complex needs which require increasing high levels of support. As a consequence our staff have to work more closely than ever with colleagues in other agencies such as Social work, education, NHS etc to get the best results. This requires high-level inputs from housing staff (and other SIC staff) in some cases.

- 3.15. On top of this as a result of unmet housing need many applicants are very angry and upset about the poor quality of their lives, their situation, the hopelessness of their future and their failed aspirations. Understandably and predictably, this is often projected on to housing staff in order to try and make someone responsible for the situation they are in, or to try and obtain a result ahead of others.
- 3.16. There also seems to be perceptions that shouting or embarrassing the housing service or its staff will somehow make houses appear faster for them. This often leads to complaints, accusations and stories passed on as gossip. All of this has to be properly investigated and reported on. So far, none of these allegations have resulted in anything that can be substantiated but it places a further strain on Council resources.
- 3.17. As an example, in a recent case, one highly pointed applicant, in a period of 7 months wrote to the council on 9 occasions to remind our staff that their medical condition was deteriorating while they were waiting for a house. There was also further contact from our MSP and the GP. All of these enquiries had to be dealt with and this is just one case out of many hundreds. The applicant remains on the waiting list and sadly will likely be there for some time. A few years ago these multiple interventions would have been unnecessary. Similarly, if there were sufficient houses it would become something of the past.
- 3.18. This constant crisis management with few opportunities to really help is damaging for the applicants concerned but it is also demoralising for staff that would like to help more if they could.
- 3.19. The net result of all this is that, staff resources are diverted away from the other more traditional housing responsibilities such as repairs, strategy development, administration and the endless Scottish Executive initiatives etc. It also means that there is an increased risk of absence from stress related illness. If this happens there is a further compounded effect on those in all other parts of the service when they are faced with keeping things going when colleagues are absent.
- 3.20. On top of all this is an impending visit this year by the Communities Scotland, Regulation & Inspection regime. This brings with it a requirement to complete a whole series of additional tasks in preparation and to improve services.
- 3.21. These changes in policies and practice will bring improvements in the medium to long term. However, without the time to fully implement and train staff during these changes, the value of the effort made now will be greatly reduced.
- 3.22. I am confident that the staff will as always rise to any challenge presented to them. However, I do not want to see a return to the "bad old days" when stress within the service became endemic damaging morale, the health of individuals and inevitably impacting on service provision.

- 3.23. It is my view that without some form of management intervention, the current efforts of staff to prepare for inspection and improve services might be in vain, if things take a turn for the worse or demand increases further. This is not a critical situation at the moment but there are increasing indications that the situation is worsening and there is very little in the way of reserves or spare capacity to deal with the further inevitability of change.
- 3.24. It is clear to me that, in my push to make services more cost effective, I have asked too much of staff and cut too far. In the prevailing circumstances this has contributed to the current problem.
- 3.25. The provision of two extra housing officer posts for a period of one year would help support the service through the current difficult period. It would also provide additional support for all staff across the remainder of the service allowing service demands to be better managed. The same period can also be used to create the capacity needed to improve systems, workflows, procedures and training to help staff cope and manage into the future. It will also allow for the proper implementation of new policies and procedures currently under development.
- 3.26. The cost of providing two housing officer posts on AP4 for one year would be a maximum of £58,648. These costs could be spread over two financial years. The additional cost of £58,648 can be met from external funding made to the Council for the alleviation of homelessness, GRH2093 Homelessness Task Force. This would re-affirm the temporary nature of this proposal.
- 3.27. The funding of the posts in this way will not have a detrimental effect on rents.
- 3.28. The comments of the Shetland Tenants Forum are attached at Appendix A

4. Proposals

- 4.1. It is proposed that Council agree to the establishment of two housing officer posts for a period of 12 months only.
- 4.2. It is further proposed that the cost of up to £58,648 be met by external funding for alleviation of homelessness.

5. Financial Implications

- 5.1. The cost could be met from external funding received specifically for this purpose. Therefore, there is no immediate impact on rents or the HRA. However it does mean that the potential for savings will be**

reduced by a corresponding amount during the period these proposed posts are established.

6. Conclusions

6.1. The SIC Housing service and its staff have served as a good example of what can be achieved in terms of efficiency and effectiveness. These savings were achieved for all the right reasons and it remains a valid aspiration of the service to keep its costs the lowest in Scotland for the benefit of its tenants.

6.2. SIC Housing staff has demonstrated determination, resilience and a commitment to the public that is second to none. Unfortunately, the changes in legislation combined with the timing of the efficiency drive have led to increasing demands on a reduced number of housing staff.

6.3. All the while, the national politicians and civil servants responsible for national housing policy, remain immune to the practical consequences of the current housing crisis, while the Council and its staff have to carry the practical burden of these responsibilities. This situation remains a constant source of frustration and annoyance on my part when, the provision of services and the health of Council staff is placed at risk while others outside of Shetland do not have to face the same reality.

6.4. The tragic irony is that on top of all these staff problems, there remains the unmet housing need of many applicants and little prospect of an early resolution to the problem. The provision of these two extra temporary posts will not change the reality of that situation but it will place the Housing service in a better position to meet that challenge.

7. Policy & Delegated Authority

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

8. Recommendations

I recommend that the Services Committee:

8.1. Agree to the establishment of two housing officer posts for a period of 12 months only.

8.2. Agree that the cost of up to £58,648 be met by external funding for alleviation of homelessness.

Date: 13 June 2007

Report No: HS-03-07

Comments from the Shetland Tenants Forum (STF)

The STF were asked for their views on this report and the following comments were returned:

“Happy with what is proposed for another two workers”

“Consideration has to be given to what will happen in a years time”

“Money be made available to keep two people on for the future”

“Housing department will need to take the pressure off staff and stop staff being off sick”

“ Very necessary to relieve the pressure problems”

“Try and get workers who are trained in working with the public as housing seniors do not have time to train new workers”

Executive Summary

Shetland's Joint Future Extended Local Partnership Agreement and Community Care Plan 2007 – 2010 (ELPA 2007-10)

The ELPA sets out the funding and management arrangements that underpin the Joint Future services in Shetland. Community Care Plans cover 3 years and are set out by care group.

The ELPA 2007-10 covers the three financial years from 1 April 2007 through to 31 March 2010. The gross outturn in 2007/08 is expected to be approximately £21.5M. This includes funding streams as follows :

- **£13.1M Shetland Islands Council,**
- **£2.8M Shetland Charitable Trust and**
- **£5.6M NHS Shetland.**

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

In Shetland, the expenditure per capita is the highest in Scotland. The levels of service are very high as is the standard of care provided.

Two issues highlighted by communities across Shetland during a consultation exercise undertaken by the Community Planning Board are particularly relevant to community care services. These are:

- **How we respond to our ageing population: the population is now showing signs of stabilising, but the proportion of older people is increasing and numbers of people requiring care are increasing and will continue to increase;**
- **How we support rural areas, when increasing numbers of people want to live in and around Lerwick.**

A major difficulty for both agencies is recruitment and retention of staff. There are problems attracting people to some of the more specialist posts in both the Council and Health Board and in some areas of Shetland it is becoming increasingly difficult to recruit care workers.

Nevertheless, Shetland's Joint Future Partnership continues to make good progress in implementing the Joint Future Agenda locally.

Progress in implementing the Joint Future agenda is monitored and reported annually to the Scottish Executive through the Joint Performance and Information Assessment Framework (JPIAF.)

Shetland's Final Evaluation Statement for 2005-2006 was issued by the Scottish Executive on 13 October 2006. Overall, the Scottish Executive reports that Shetland's Joint Future partners are making "good progress" towards meeting the JPIAF indicator requirements with performance in some areas above average.

The performance-monitoring framework for Joint Future is changing to focus more on outcomes rather than process. A National Outcomes Project has been commissioned by the Scottish Executive and is working towards a performance framework for all community care client groups comprising national outcome targets based on the visions in Delivering for Health, Changing Lives (the report of the 21st Century Social Work Review) and Joint Future.

It is envisaged that Local Improvement Targets will continue to be required as part of the new outcomes reporting model which will be introduced during 2007/08.

Achievements in 2006/07

1. *Long Term Care Review*
Funding has been secured to support the review. A conference involving a wide range of stakeholders was held in February 2007. Work on service redesign is making good progress, starting with a review of the facilities available at Isleshavn in Yell.
2. *Dementia Redesign*
Work to scope options for change is substantially complete.
3. *Interim Placement Unit*
The IPU has been expanded to offer 16 places and will be available until 2013 to allow time for redesigned services to be put in place.
4. *New Services for Adults with Learning Disabilities*
Newcraigielea, the new respite facility for adults with learning disabilities, opened in January 2007. Additional supported accommodation has been opened at Rudda Park and Sea View providing up to 12 new tenancies.
5. *Assessment and Care Management*
A new training programme has been developed and two courses were run in the early part of 2007. More courses are planned. The first full revision of the SSA procedures is almost complete.
6. *Day Care*

Revised day care criteria have been approved and the service is being used increasingly as part of intensive care packages supporting people in their own homes.

7. *Joint OT Store*

A feasibility study looking at options for a Joint OT Store and new office accommodation has been completed. A proposal for this to be developed as a new build on the Brevik House site has been accepted in principle by both Shetland NHS Board and the Council.

8. *Community Health Partnership and Locality Working*

Local Service Delivery Groups are being established in 7 localities across Shetland. The LSDGs will link with existing groups and work to reach the hard to reach members of their local communities to establish the Public Participation Forum Network for Shetland.

9. *Carers*

Good progress has been made on the implementation of the Carers' Strategy and Carer Information Strategy. A Young Carers' Strategy has been drafted in consultation with a wide range of stakeholders. Funding has been obtained to set up support groups on the Westside and North Mainland of Shetland.

10. *Mental Health Services*

The number of MHOs in Shetland has been increased and a first contactable rota put in place.

Areas where progress has been disappointing

1. Some of the joint management teams in the Joint Management Framework have not met regularly during 2006/07 due to staff vacancies and absence on long term sick leave.
2. There has been no progress with development of additional capacity in the community to meet increasing levels of need, due to resource constraints, both financial and human.
3. Work on a revised policy and procedures for the protection of Vulnerable Adults is still at an early stage.

Priorities for 2007/08

1. To complete the long term care review and feasibility study into replacement facilities for Viewforth and Isleshavn;
2. To look at options for assistive technology (Telecare) in the context of long term care solutions;

3. To promote the LSDGs and the Public Participation Forum Network across Shetland with a view to having on-going dialogue with the community on health and care issues;
4. To produce a revised Advocacy Development Plan;
5. To complete work on a Mental Health Strategy for Shetland looking at the next 10 - 15 years;
6. To take forward proposals for a joint OT store and office accommodation at the Brevik House site;
7. To implement the learning disabilities day services redesign;
8. To publish the CHP Access Guide;
9. To aim for continuing improvement against local targets for completion of assessments and reviews;
10. To continue work on electronic data sharing across partner agencies;
11. To develop and articulate a joint Respite Strategy; and
12. To review health and care services for younger adults with physical disabilities, in particular options for independent living.

REPORT

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

**22 May 2007
7 June 2007
21 June 2007**

From: **Head of Community Care**

**Report No: SC06-07F
Joint Future Extended Local Partnership Agreement (ELPA) and
Community Care Plan 2007 - 2010**

1. Introduction

1.1 This report seeks approval for Shetland's ELPA and Community Care Plan 2007 – 2010. The Executive Summary is attached below at Appendix 1. The full document is being made available separately.

2. Links to Corporate Plan

- 2.1 Community 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.

3. Background

3.1 Local partnerships between Councils and NHS Boards are required to set out their Joint Future plans and management arrangements in a partnership agreement.

3.2 The ELPA is submitted to the Scottish Executive annually and contributes to the Joint Performance Information and Assessment Framework (JPIAF) used nationally to measure progress made in implementing the Joint Future Agenda across Scotland.

3.3 Community Care Plans have been agreed jointly by Shetland Islands Council and Shetland NHS Board since 1992/93.

3.4 The priorities for future plans were approved by the CHP Committee on 8 March 2007 and by Services Committee on 14 March 2007 (Min. Ref. SC08/07.)

3.5 A key issue for future plans is long-term care provision in an ageing population. The ELPA for 2006 highlighted the challenges for care services in Shetland in continuing to provide the high quality and level of services that the local community have come to expect. This theme is continued in the ELPA for 2007.

3.6 On 6 February 2007 a planning conference on long term care was held in Lerwick. Workshops provided opportunities to explore issues around the mix of specialist and generic services best suited to meet the needs of the local population.

3.7 The information from the conference has been used to inform the Community Care Plans for 2007 – 2010.

3.8 Progress in implementing the Joint Future agenda is monitored and reported annually to the Scottish Executive through the Joint Performance and Information Assessment Framework (JPIAF.)

3.9 Shetland's Final Evaluation Statement for 2005-2006 was issued by the Scottish Executive on 13 October 2006. Overall, the Scottish Executive reports that Shetland's Joint Future partners are making "good progress" towards meeting the JPIAF indicator requirements with performance in some areas above average. A circular issued by the Scottish Executive in February 2007 reports that, "*The national picture shows that about one third of partnerships demonstrated good progress in joint working. More than half of*

partnerships are now making steady progress and only a small number were evaluated as improvement required.”¹

3.10 The performance-monitoring framework for Joint Future is changing to focus more on outcomes rather than process. A National Outcomes Project has been commissioned by the Scottish Executive and is working towards a performance framework for all community care client groups comprising national outcome targets based on the visions in Delivering for Health, Changing Lives (the report of the 21st Century Social Work Review) and Joint Future.

3.11 The new outcomes reporting model will be introduced during 2007/08.

4. **Proposals**

4.1 The ELPA for 2007 contains the joint management and financial framework that underpins the Joint Future arrangements locally and sets out future plans under the following headings.

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

These sections are stand-alone and will be printed in leaflet form. There is an Executive Summary that provides information on progress made over the last 12 months on key service developments and sets out the priorities for 2007/08.

4.2 Priorities for 2007/2008 include:

4.2.1 To complete the long term care review and feasibility study into replacement facilities for Viewforth and Isleshavn;

¹ Circular No CCD2/2007, Scottish Executive Health Department, 14 February 2007

4.2.2 To look at options for assistive technology (Telecare) in the context of long term care solutions;

4.2.3 To promote Local Service Delivery Groups (LSDGs) and the Public Participation Forum Network across Shetland with a view to having on-going dialogue with the community on health and care issues;

4.2.4 To produce a revised Advocacy Development Plan;

4.2.5 To complete work on a Mental Health Strategy for Shetland looking at the next 10 - 15 years;

4.2.6 To take forward proposals for a joint OT store and office accommodation at the Brevik House site;

4.2.7 To implement the learning disabilities day services redesign;

4.2.8 To publish the Community Health Partnership Access Guide;

4.2.9 To aim for continuing improvement against local targets for completion of assessments and reviews;

4.2.10 To continue work on electronic data sharing across partner agencies;

4.2.11 To develop and articulate a Joint Respite Strategy;

4.2.12 To review and update the Joint Carer Information Strategy; and

4.2.13 To review health and care services for younger adults with physical disabilities, in particular regarding options for independent living.

4.3 By the time this report is considered by Members of Shetland NHS Board and Services Committees, the ELPA and Community Care Plans 2007-2010 will have been submitted as a final draft to the Scottish Executive together with the performance information required for the JPIAF in order to meet the deadline of 18 May 2007.

4.4 Performance reports will be prepared regularly for the senior management team of NHS Shetland, the Council's Adult Services Board, CHP Committee and the Council's Services Committee.

- 4.5 Consultation with a wide range of stakeholders including service users, their carers and representatives from the voluntary and independent sectors is a continuing process with comments welcome at any time. Any updates to the ELPA and Community Care Plans will be issued as required with a full review by April 2008.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.
- 5.2 The 2007/08 Joint Future budget allocations approved by the Council are included in the ELPA. Estimated figures are included for NHS budgets. Any changes will be reported through the year. These will include all Council and Shetland Charitable Trust budget allocations for community care services.

6. Policy & Delegated Authority - SIC²

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

7. Conclusions

- 7.1 Community care services make a major contribution to the corporate priorities of the Council and Shetland NHS Board.
- 7.2 Community Care Plans for Shetland have been prepared jointly by the Council and NHS Shetland since 1992.
- 7.3 The Council and NHS Shetland continue to work well together on the Joint Future Agenda.
- 7.4 The Scottish Executive has acknowledged the good progress made in the Annual Evaluation Statement for 2005-2006 published in October 2006.

² for Shetland Islands Council Services Committee only

7.5 The main challenge for health and social care services in the future is to develop timeously services that are sustainable in a remote islands context and will meet the needs of an ageing population.

7.6 Strategic planning is a continuous process and for community care, this work is done through the joint management arrangements established to implement the Joint Future Agenda locally.

7.7 Shetland's Community Care Plans are an integral part of the Extended Local Partnership Agreement and comply with both national and local performance monitoring processes.

8. **Recommendations**

8.1 I recommend that Services Committee and Shetland NHS Board approve the Extended Local Partnership Agreement and Community Care Plans for 2007 – 2010.

Date: 21 June 2007
Ref: CF'AN'SC06-07

Report No: SC06-07F



Shetland Islands Council

REPORT

To: Services Committee

21 June 2007

**From: Brian Doughty, Chief Social Work Officer
Chief Inspector Malcolm Bell, Chair of Shetland Child Protection
Committee**

SHETLAND CHILD PROTECTION COMMITTEE ANNUAL REPORT AND BUSINESS PLAN

1. Introduction

- 1.1 This report presents to Members details of Shetland Child Protection Committee's work for the period April 2006 to March 2007, as set out in its Annual Report for 2006-07.
- 1.2 It also seeks approval of a minor amendment to the wording of the previously agreed policy on child protection to ensure clarity.
- 1.3 The Report including the Business Plan for 2007-8 was agreed by CPC on 24 April 2007 and is being presented for approval by Chief Officers at the Community Planning Board (CPB) on 11 June, before being lodged with the Scottish Executive.
- 1.4 A copy of the Report itself is attached as Annex 1 and a full copy with all the appendices including the Business Plan is available in the Members' room and at Children's Services (Social Work).

2. Links to Corporate Priorities

2.1 Protecting children and vulnerable people is crucial in achieving policy priorities of Community Safety, Achieving Potential and Improving Health.

3. Background

3.1 Shetland Child Protection Committee (CPC) is an inter-agency body, constituted under Scottish Executive guidance – Protecting Children: Child Protection Committees: 2005, and working to a constitution agreed by Chief Officers in December 2005. Minor amendments, mainly to reflect organisational changes within the Council, are being taken to CPB on 11 June.

3.2 The annual Report is presented in the format suggested by the guidance. Its Conclusion summarises the work done during 2006-7 to fulfil each of its specified functions as set out in the guidance.

2.33.3 In seeking to promote the protection of children from all forms of abuse and neglect, Local Authorities are required to work closely with other agencies. CPC provides the mechanism for this to happen, and the Abuse Reduction strategy agreed during the year (Appendix 1 to the Annual Report) shows how it approaches this task. Safeguarding children is everyone's job, and CPC seeks to promote the involvement of the whole community in this.

2.43.4 The appendices to the Annual Report show progress against last year's Business Plan. A major task completed during the year was a complete review of the Shetland inter-agency Child Protection Procedures, to ensure they remain relevant and operate as effectively as possible. The new edition is now available and will be widely disseminated following approval of the new policy by the main statutory agencies.

2.53.5 Last year Scottish Ministers sought further assurances from key agencies – Local Authorities, Health Boards and the police – about the implementation of the new guidance and the response to substance misuse issues locally; Chief Officers were briefed through the Community Planning Board to enable an appropriate response to be sent. A response has now been received from the Scottish Executive thanking them for their considered response to Ministers' request for assurances, and confirming that this justifies the conclusion that they are taking reasonable action with regard to the most vulnerable children in Shetland.

2.63.6 Members' approval is sought for the revised wording of the policy, (attached as Annex 1) to provide that 'Children are best cared for in their own families, except where consideration for their safety and welfare dictates otherwise' rather than the previous wording 'except in exceptional circumstances.'

2.73.7 This clarification is consistent with the statement of assurance sought by Scottish Ministers from Chief Officers last year. (Ministers wrote 'One matter which has come from a number of sources is that there are conflicting views taken on interpretation of the current legal duties to protect children, in particular the duty set out in S.22 of the Children (Scotland) Act

1995. We want to put beyond doubt that the primary duty upon local authorities in terms of section 22(1) is to safeguard and promote the welfare of children in need. And, only in so far as it is consistent with that primary duty, an authority should also promote the upbringing of such children by their families).

2.83.8 The amendment does not detract from the fact that the vast majority of Shetland's children and young people are best cared for in their own families. However, for the minority who come to the attention of the statutory services by reason of abuse and neglect, careful assessment is required to ensure their needs are met. The independent inter-agency audit commissioned by CPC in late 2005 found that 'some children in the sample may have been more effectively protected by registration, and/or compulsory measures of care, including, in a very few situations, accommodation away from their parent[s].' The amended policy seeks to place beyond any possible doubt that it is always the child's welfare that must take priority when decisions are made, as required by the Children (Scotland) Act 1995.

2.43.9 The proposed Business Plan for next year will ensure that work that needs to be undertaken on a regular basis continues, and that outstanding tasks in progress are completed, as well as picking up on new work identified during the year. This includes tasks based on consultation work undertaken with children and young people themselves, and which they will be involved in progressing. Tasks have been cross-referenced to the current Shetland Children and Young People's Services Plan, and CPC will be involved during the coming year in contributing to the development of the new plan to ensure CPC's Business Plan is fully integrated.

4. Proposals

- 4.1 Services Committee is asked to note the report and to support the efforts of dedicated professional staff in this difficult but essential area of work.

5. Financial Implications

- 5.1 There are no direct financial implications arising from 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 implement decisions relating to matters within its remit for which the overall objectives have been

approved by the Council. As the recommendations in this report require a change to the existing policy, a decision of the Council is required.

7. Recommendations

7.1 I recommend that the Services Committee recommends to the Council that it: -

7.1.1 Notes the CPC's Annual Report for 2006-07, which will now be submitted to the Scottish Executive and placed in the public domain via the Library Service.

7.27.1.2 Endorses the amended |
policy (attached with Equalities Impact Assessment at Annex 2).

Date: 21 June 2007

Report No: SC08-07-F

Shetland Child Protection Committee

ANNUAL REPORT

2006-2007

including

BUSINESS PLAN

2007-2008

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Shetland Child Protection Committee

ANNUAL REPORT FOR APRIL 2006 - MARCH 2007 DRAFT ON PROTECTING CHILDREN AND YOUNG PEOPLE IN SHETLAND

PREFACE FROM CHIEF OFFICERS

Last year we approved a revised constitution for Shetland Child Protection Committee (CPC) to reflect its status as the primary strategic planning mechanism for child protection work in Shetland, with key functions in the domains of Public Information, Continuous Improvement and Strategic Planning.

We are pleased to note the work done by the Committee in fulfilling those functions, reported in accordance with Scottish Executive guidance under the headings of Public Information, Policies, Procedures and Protocols, Management Information, Quality Assurance, Promotion of Good Practice, Training and Staff Development, Communication and Co-operation, Planning and Connections and Listening to Children and Young People.

We have received reports during the year regarding CPC's work and note the progress made by our own and partner agencies on the Business Plan we approved last year. In particular we note that work has been progressed towards developing an effective self-evaluation framework in preparation for the integrated inspection of child protection services, which we now anticipate will take place not before 2008.

We are happy to endorse this report.

We agree the business plan set out for 2007-8, which forms Appendix 13 to this report. We consider this will:

- continue the good work regularly undertaken by the Committee
- ensure tasks previously identified and in progress are completed, and
- provide a framework for further improvement in this challenging and vital field of work.

In setting budgets and allocating staff resources we have sought to ensure that the Committee will be adequately resourced to fulfil its responsibilities. This will enable the Committee to continue to make a significant contribution towards meeting Shetland's vision for our children and young people, as set out in the Integrated Children and Young People's Services Plan 2005-8.

Signed:

Chair
Shetland Child Protection Committee

Chief Executive, NHS Shetland

Chief Executive, Shetland Islands
Council

Chief Inspector, Northern
Constabulary

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REPORT

INTRODUCTION

Our Vision

As the primary strategic planning mechanism for child protection work in Shetland, Shetland Child Protection Committee (CPC) is committed to the shared vision for Shetland's children and young people set out in Shetland's Integrated Children and Young People's Services Plan, that:

'Children and young people should be encouraged and supported to enjoy being young and to lead full, safe, healthy, active and responsible lives in their communities.'

This reflects Scottish Ministers aspiration that all Scotland's children should be:

- Safe
- Nurtured
- Healthy
- Achieving
- Included
- Active
- Respected and Responsible

Tackling Child Abuse

CPC's particular contribution to achieving this vision is to ensure that as far as possible children and young people are safe from harm from others. This right is enshrined in Protecting Children and Young People: the Charter.

Statistics quoted later in this report show that at least as high a proportion of children and young people in Shetland are in need of protection from abuse and neglect as elsewhere in Scotland. The Abuse Reduction strategy developed this year and attached as **Appendix 1** sets out how the task of harm minimisation is approached.

The first line is preventative work and early intervention, so that children get the help they need when they need it, along with the management of risks presented by those who might harm them, and the provision of information to children and young people themselves about keeping themselves safe and getting help.

Sadly, children can never be fully protected from all risk of harm from others, so the next tier of the strategy is to ensure a prompt response when this occurs, to minimise the risk of further abuse.

Finally, it is the aim of agencies represented at CPC to ensure that children and young people receive services designed to promote their resilience to adverse life circumstances, and their recovery from any abuse they may have experienced.

What did we do? – Priority Tasks in 2006-7

In disseminating the outcome of the independent inter-agency audit of child protection work carried out at the end of last year, it was agreed with the key front-line staff who contributed to that process, that we needed to build on the identified strengths and take forward the areas for development, namely:

- Clarifying the process for decision making at case conferences
- Giving more focus on desired outcomes
- Providing for objectivity and safeguards
- Involving Criminal Justice and other adult services more effectively and
- Dealing with child protection needs as part of a continuum of service provision for children and young people

Actions aimed at bringing about improvements in these areas were incorporated in CPC's Business Plan for 2006-7, along with work already in progress, and other tasks previously identified as being priority areas for 2006-7. These were:

- Undertaking a full review of the Shetland inter-agency Child Protection Procedures, including the preparation of a protocol about protecting children and young people living in families with problem substance use
- Finalising the new Training Strategy and rolling out the new courses planned
- Improving on our consultation with children and young people and
- Building on our self-evaluation work as part of on-going quality assurance.

The resulting Business Plan was a challenging one, and it was agreed that through its Quality Assurance subcommittee CPC would prioritise tasks, and if necessary reschedule them, to ensure that the most urgent aspects were dealt with promptly and that the remaining tasks were not forgotten.

How did we do? – Our achievements against the Plan

Progress on the Plan has been steady, with good commitment demonstrated by constituent agencies to the priority tasks, so that we are happy to sign off a good number of the planned actions as 'Done', in accordance with **Appendix 2**. More detail is given in the section on 'fulfilling functions' and there is a summary in the conclusion to this report. Those actions that remain to be completed are carried forward into our Business Plan for 2007-8.

How did we do it? – How CPC operates, including budgetary arrangements

As set out in CPC's constitution, Chief Officers ensure appropriate membership of CPC, which meets at least quarterly. Membership during the year is shown at **Appendix 3** and individual members' attendances at meetings in **Appendix 4**.

CPC has a rotating chair, reflecting the involvement of all agencies. Chairs serve for 3 years and CPC was delighted to retain the services of Malcolm Bell as Chair following his promotion and appointment as Chief Inspector Shetland Command for the Northern Constabulary. Authority Reporter Kate Gabb remains Vice Chair, and on the one occasion when neither were available, members agreed that Brian Doughty, Executive Director, Education and Social Care would take the Chair.

CPC structures are shown in the chart at **Appendix 5**.

The Quality Assurance Subcommittee is also able to act as an Executive Group for the full CPC when required, with detailed matters being remitted to it and reported back to CPC for ratification. This arrangement has worked well. The Training Subcommittee takes responsibility for delivering the Training Strategy, including the delivery of multi-agency courses and overseeing single-agency training. Both these standing subcommittees report to CPC at every meeting. Membership is shown at **Appendix 6**.

CPC's work programme is further progressed through working groups drawn up to take forward particular pieces of work. These are convened as needed. Those in place during the year are shown in the structure chart and those who have contributed to CPC's work in this way during the year are listed in **Appendix 7**, which also lists the main outcomes of these groups, reflected in the work done shown in Appendix 2.

Under Scottish Executive guidance Chief Officers are required to ensure that their CPC has the resources including staff time and finance to fulfil the agreed business plan. Member agencies and organisations make a significant financial contribution to the work of CPC by ensuring that their officers and staff have time to contribute to CPC, its subcommittees and working groups. This has enabled CPC to deliver on important aspects of its business plan.

The role of Lead Officer is currently assumed by the post of Co-ordinator, Child Protection and Vulnerable/Looked After Children. This post was created in 2001 and is funded jointly by the Shetland Islands Council (SIC) (50%), NHS Shetland (40%) and the Northern Constabulary (10%), with employment arrangements through SIC. During 2006-7, reorganisation within SIC Children's Services has enabled more of the Co-ordinator's time to be freed from SIC responsibilities in order to carry out the inter-agency functions.

In 2005 CPC secured the services of a part-time administrator, initially on a fixed-term basis using Changing Children's Services Funding. Employment arrangements are through NHS Shetland, with funding channelled via SIC, and the post has now been made permanent.

The total specific budget spend from all agencies committed to CPC's work in 2006-7 was £80,094.22 broken down as shown in **Appendix 8**.

EVALUATION AND INSPECTION

Work in 2006-7 focussed on following up the independent inter-agency child protection audit undertaken last year, and included a thorough review of the Shetland inter-agency Child Protection Procedures.

A case review task group reporting to the Quality Assurance subcommittee has developed a process for reviewing a sample of cases on an inter-agency basis to contribute to on-going self-evaluation work, and the inter-agency 'learning from experience' day planned as part of the implementation of the new training strategy. The first such review is planned for September 2007.

Relevant findings from child protection inspections elsewhere were collated and considered by CPC. National and local statistics were reviewed in order to learn any lessons, as more particularly reported under 'Management Information' below.

The Quality Assurance subcommittee put in place arrangements to consider and review any complaints and representations made to the main statutory agencies, and work with young people to identify their own concerns and issues was commissioned through Shetland Youth Information Service which will feed into self-evaluation and quality assurance work, and inform service development.

Preparation for Shetland's inspection has continued, with suitable accommodation for the inspectors now having been identified. No date has yet been confirmed for this inspection. Work in progress but not completed this year is being taken forward in CPC's Business Plan for 2007-8, and includes completion of a self-evaluation exercise against the quality assurance indicators.

FULFILLING FUNCTIONS:

All Child Protection Committees in Scotland are required by Scottish Executive guidance to take the lead in planning and quality assuring inter-agency child protection work and ensuring that it links with other areas of service delivery. The constitution agreed last year has formalised and embedded this in CPC's working practices.

CPC has specific responsibilities in the following areas of work, and progress in each area is reported on in the sections that follow.

Public Information:

Making sure everyone understands that it's everyone's job to make sure children and young people are alright, and knows who to contact if they are concerned about a child.

Continuous improvement:

Always trying to provide an even better service than we do now. There are various parts to this, and each is reported on separately in what follows. These are:

- **Policies, Procedures and Protocols**
Making sure everyone knows what to do and how to do it. CPC puts out the Shetland inter-agency Child Protection Procedures.
- **Management Information**
Making sure managers have the right information about the services required by children known to each agency to help them plan services and make sure children and young people at risk are kept safe.
- **Quality Assurance**
Making sure child protection work is done well and to a good standard.
- **Promotion of Good Practice**
Making sure staff know what have been found to be the most helpful things to do, and ways of doing things, so that they can do their jobs as well as possible.
- **Training and Staff Development**
Providing regular opportunities for staff and volunteers doing different jobs to train together and learn how they can all work together better, so that children and young people get the right kind of help to keep them safe from abuse and neglect; and ensuring these workers get good supervision and support.

Strategic Planning

This means looking at the overall plans for how services are delivered, to make sure they enable children and young people to be safe from harm from others. This area of work is also broken down into sections:

- **Communication and Co-operation**
Making sure people are kept informed about what each other are doing so they can work together more effectively.
- **Planning and Connections**, which includes working with other planning groups and organisations such as the Integrated Children and Young People's Services Planning Group, the Community Safety Partnership, the Children and Young People's Rights Information and Support Service and Youth Voice, and ensuring that children and young people and their families are involved in planning services – for example, finding out what they think about the services they get and what might help them more.

Listening to children and young people is important both in relation to planning overall services but also, crucially, it is about making sure that children and young people's views are heard when plans are being made that affect their lives. Because of its importance this is reported on separately below.

Progress on the specific actions planned for 2006-7 in order to carry out these functions is shown in Appendix 2 and additional detail follows.

Public Information

CPC aims to promote public awareness that keeping children safe is everyone's job, and to ensure people know how to get help for children and young people about whose welfare they are concerned. Opportunities are taken throughout the year to obtain appropriate media coverage about child protection issues and to publicise the means by which help can be obtained. This year publicity has focussed in particular on the harm that can be caused by alcohol use by children and young people, and its misuse by parents and carers.

Work to support community groups working with children and young people has continued, with the Child Safe Shetland website kept up to date, and substantial progress made towards its becoming a condition of SIC grants to relevant groups that appropriate child protection measures are in place.

The wallet cards produced last year for the voluntary sector have proved popular and continue to be distributed widely. A new card aimed at the independent sector has also been produced and this is now being disseminated. These cards give basic information about causes for concern and what to do, and provide the local contact numbers.

At the request of the Youth Voice Executive, CPC's Lead Officer, supported by the Youth Issues unit of SIC, held discussions with them to support the work they are undertaking to produce more user-friendly materials for children and young people. This work will also contribute to meeting a need identified in the consultation work carried out by Shetland Youth Information Service, and will be further progressed as a priority during 2007-8.

A Communications Strategy has been agreed, to ensure that appropriate public information work continues.

Policies, Procedures and Protocols

A major piece of work during the year has been to undertake a full review of the Shetland inter-agency Child Protection Procedures. These Procedures set out in detail the actions expected of each of the main services and agencies when responding to child protection concerns, from how concerns might be triggered through initial referral and diversion into other avenues of help where more appropriate, through to the child protection case conference procedure and other steps that may need to be taken to secure the safety of a child or young person.

Previous pieces of self-evaluation work culminating in last year's inter-agency child protection audit had identified that these Procedures had generally worked well, and there is a generally good awareness of them. However, there were parts that would benefit from review and clarification, particularly with regard to clarifying the process

of decision-making at child protection case conferences to more accurately reflect the intended practice.

In amending the Procedures, the opportunity has been taken to revisit the policy set out therein to ensure that it clearly reflects the overriding priority that must always be given to children and young people's welfare and their right to be protected and be safe from harm from others, as set out in the Children's Charter. A slightly revised wording will be presented to the appropriate bodies for endorsement to ensure everyone is clear.

Additional information has also been included to guide practitioners dealing with specific issues, such as young runaways, children and young people abused through prostitution, and children and young people experiencing domestic abuse. This guidance can be developed through the preparation of additional protocols as needed.

A number of new protocols were developed during the year, and these will be incorporated into the new edition. These are protocols dealing with referrals to the Reporter, and the Reporter's attendance at Case Conferences, and a protocol regarding the appropriate use of the Child Protection Register when children and young people attend the Accident and Emergency department at the Gilbert Bain Hospital.

A protocol regarding working with children and young people who display sexually harmful behaviour is in course of preparation, and a small working group drawn from CPC and the Shetland Alcohol and Drugs Action Team has drafted a protocol regarding protecting children and young people living in families with problem substance use, which will go out for wider consultation shortly. This will link both to the Shetland inter-agency Child Protection Procedures and to the Integrated Assessment Framework.

Management Information

Shetland has an estimated population of just under 22,000, approximately 20% of whom are under the age of 16. Its total population is scattered over 15 inhabited islands within the hundred-plus islands that form the Shetland archipelago, covering an area of 1,442 square miles. The main population concentration is in Lerwick, accounting for approximately half the total, and there are other centres of population, but the remainder are scattered over a wide area, frequently requiring ferry crossings or long journeys on minor roads to access them. This presents challenges for the delivery of services faced by other remote and rural communities. At the same time, Lerwick is seen as the centre of population and this poses similar challenges to those experienced in larger towns and cities elsewhere in Scotland, for example with regard to alcohol-related incidents in the town centre.

CPC considered the national statistics published in October 2006 and compared these with the local statistics recorded last year. Statistics compiled by the SCRA for 2005-6 were also considered. Low overall numbers, compared with areas with larger populations, increase the likelihood that figures could be biased by just a few individuals or families, making comparison difficult. Nevertheless, figures are

compared against national averages, and those for similar areas, and local trends are considered.

Numbers of children with supervision requirements in place remained steady at 23 at 31.03.06, the same number as at 31.03.05. The percentage of children referred to the Reporter as a percentage of the child population was 3.8% in Shetland. More than twice as many referrals were on non-offence rather than offence grounds (with a number being on both). This is in line with the national average and shows that the majority relate specifically to child protection-type work, which may of course feature in offence grounds as well.

The percentage of referrals was lower than the national average of 5.8% (with a range from 2.3% to 10 %). These figures will continue to be kept under review by CPC, since the inter-agency audit identified that in some cases sampled, compulsory measures of care may have provided more effective protection.

The SCRA figures also include performance against time-interval targets, achievement of which in Shetland was well above the national average on most recorded measures, reflecting the excellent work done by the Authority Reporter and her office locally. A far higher proportion of social work reports were on time (63%) than the national average (of 36%, in a range from 17% to 73%). The timeliness achieved locally is a considerable achievement by the Children and Families team, who were short-staffed during the year. The percentage was however down on the previous year (when 75% was achieved) and it is recognised there is scope for further improvement.

The Scottish Executive national statistics on child protection referrals and registrations showed a large increase in the number of referrals, explained in the notes as being due in part to the fact that clarification was given that figures for referrals should include all children in a family group, as though each were the subject of a separate referral. This should allow for greater comparability in future years but skews the national figures for 05-06.

The percentage of under-16s on the Child Protection Register was 2.8% in March 2006. Percentage figures for the previous 5 years for Shetland were 2.0 (2000) 2.3 (2001) 2.4 (2002) 1.7 (2003) 3.7 (2004) and 1.7 (2005). The national figures show an overall increase over that period from 2.0% in 2000 to 2.5% in 2006.

Although it is difficult to identify trends from such low numbers, CPC was looking for an increase on the numbers registered to take into account the audit findings, and this appears to have occurred.

Nationally, slightly more females than males were on the register; CPC checked the position in Shetland and found it to be the case here as well, although it can fluctuate because of the low numbers.

Information on local child protection referrals, investigations and case conferences for the year ending 31 March 2007 is at **Appendix 9**. These figures will be compared with the national ones when the latter are published later this year. The increase in the number of referrals from members of the public (including family

members) may reflect increased public awareness, but there must always be caution when seeking to identify trends from such low numbers.

Work was done this year to collate the figures recorded by each agency of the child protection referrals they made to social work services, in order to compare these with the figures maintained by social work and to assist agencies' own monitoring of their internal child protection work by establishing where referrals came from within each agency. The exercise was also seen as a piece of quality assurance work, with information about issues such as the sufficiency of information given on the form, and feedback received, also being collated. The outcomes of this exercise will be collated and considered by CPC in the coming year.

Under the Shetland inter-agency Child Protection Procedures a number of outcomes are possible from a child protection referral. Every case involves further enquiry, but not every case requires a formal investigation, and where appropriate, services to support a family may be provided without the need for more formal measures. CPC considers detailed management information and audit information to consider any trends and quality assurance issues. It is worth noting here that of the 74 children referred to social work services in 2006-7 for child protection enquiries, 60 were not held to require child protection conferences following investigation, and 35 were provided with family support services as children in need.

These figures demonstrate the proportionate response made by agencies to referrals, and planned quality assurance work will assist in ensuring that the most appropriate measures are adopted to secure children's well-being, including consideration of more formal measures, when required to protect individual children.

Of the 25 children placed on Shetland's Child Protection Register during the year 01.04.06 to 31.03.07, parental substance misuse was an issue for 12 children – alcohol misuse for 8 children and parental drug misuse for 4. This amounts to 48% of the children registered, as compared with 46%, of those whose names were on the register in 2005-6.

The average length of time children remain on the register was the same as last year. Only 8% of newly referred children and young people had previously been registered, as compared with 17.2% last year and 28.6% the year before that, and 12.5 % of re-registrations were of children previously on the register. This reduction could be an indicator of more effective child protection work, but caution is needed when considering percentages given the very low numbers on which they are based, which arise from Shetland's low population and hence low overall numbers.

As part of its consideration of general management information, CPC has been kept informed, through reports from its members and its Co-ordinator, of developments within individual agencies, for example, relating to organisational restructuring and staffing levels, that might impact on child protection work.

CPC members were also able to consider the implications of a report prepared for the Community Planning Board regarding Deprivation and Social Exclusion in Shetland. This showed that whilst Shetland is overall not ranked as a deprived area according to national criteria, there are families suffering deprivation and social

exclusion. This can be all the more difficult for those affected to deal with, within a small and generally more affluent community. These findings will continue to inform planning in order to ensure that ALL children and young people get the help they need when they need it. Some small but significant progress in addressing social inclusion issues is the arrangement agreed for the new edition of the Shetland inter-agency Child Protection Procedures to carry information regarding their availability in different formats and languages, and the decision for all new CPC strategies to undergo an Equality Impact Assessment before being adopted.

Quality Assurance

As already reported under 'management information', the referrals template exercise was used as piece of quality assurance work, and any issues arising will be considered and reported on in subsequent years, once returns are complete.

The Co-ordinator undertook a quality assurance review of all minutes of and reports to child protection case conferences over a 5 month period, the outcome of which will be fully reported to the Quality Assurance Sub-Committee shortly, as will the child-protection element of an internal social work file audit carried out by the Children's Services Improvement Officer. The Co-ordinator's work confirmed that the new chairing arrangements using the CSIO as the principal chair are working well, and the areas requiring attention are those previously identified, which work is already in progress to address.

Information given in the 'Evaluation and Inspection' section above also contributed to this aspect of CPC's work.

Promotion of Good Practice

The Child Protection Co-ordinator has worked closely with the Children's Services Improvement Officer, who is now the principal chair of child protection case conferences in Shetland, to take forward the actions identified from the previous audit of child protection case conference practice. Progress on the identified tasks is shown in the completed Appendix 2.

A workshop for experienced front-line practitioners was held, specifically to identify local issues regarding children and young people exploited through prostitution, and consideration of abuse perpetrated by females. The workshop, facilitated jointly by the Consultant Clinical Child Psychologist and the Authority Reporter, enabled practitioners to share research in this area and discuss local experiences. A number of actions were identified, to promote best practice in identifying and responding to such issues, and in better supporting those working with vulnerable young people. The identified actions will be taken forward in next year's work programme.

The Co-ordinator has continued to offer support to a wide range of local organisations on general issues relating to their child protection arrangements, including the provision of information on the new Training strategy and training available through CPC. The extensive training programme reported on below is of course designed to contribute to best practice, and courses are continually updated.

A piece of work is being undertaken within the Children and Families social work service, with oversight from the CPC's Co-ordinator, to ensure the better recording of children and young people's views and their consideration at child protection case conferences.

The Co-ordinator provides regular reports to CPC on various aspects of best practice, based on published research, government guidance, inquiry outcome and inspection reports, and networking with other CPCs. Dissemination of such information is the responsibility of the CPC members for individual agencies; further work to ensure effective dissemination is in progress and will be carried forward to next year's work programme.

The work done to review the Shetland inter-agency Child Protection Procedures and develop the protocols referred to above should also contribute to the promotion of good practice.

Training and Staff Development

A new Training Strategy was agreed by CPC in October 2006 and is being implemented. This builds on work already done, links with the national framework for child protection training, and indicates the level of training considered appropriate by the CPC for different staff groups. The level of training recommended ranges from the expected minimum content of induction for all staff, in whatever agency they work (supported by a checklist and wallet cards) to specialist training for those most involved in child protection work. Information on the strategy and the courses available has been disseminated to a wide range of organisations in Shetland.

The 2½ day Child Protection Foundation course was again run on 6 occasions during the year and continued to receive good evaluations, a synopsis of which is attached at **Appendix 10**. Participants particularly appreciate meeting others from a range of backgrounds. Each course can accommodate approximately 20 participants, and in all 93 people received this training in 06-07.

Information on other inter-agency training delivered by the CPC is in **Appendix 11**. This shows that:

- The shorter 1 day/5 hour course was delivered on 5 occasions resulting in 60 people receiving this training.
- A 1 day inter agency refresher course for staff who had attended the 2.5 day course was delivered on two occasions, with 19 staff receiving this training.
- A refresher course including training for those attending child protection case conferences, was delivered to 4 people. Although the course was well-received, this was a disappointingly low number, and it is hoped that future courses will attract more participants.
- Another 4 people have had their initial training to deliver the 'Keeping Children Safe' 3 hour course and are awaiting their final approval. Seven others have now been approved by CPC to deliver this course following previous training.

- In May 2006 Helen Kenward delivered specialist training on Communicating with Children. This was joint training, and 21 staff from the police and SIC social work staff attended on the 17th May. There was a general awareness session for multi agency staff on the 18th May attended by 47 staff from the police, voluntary organisations including Shetland Youth Information Service, NHS Shetland and the SIC Education, Community Development, and Social Work services.
- In August 4 staff attended training in chairing case conferences, which was delivered in the Western Isles. The following day two administrative staff attended training in the minuting of case conferences, at the same venue. These courses were delivered by Glasgow-based practitioner trainers to staff from Highland and Orkney as well as the Western Isles and Shetland, thus enabling staff to share best practice from elsewhere in Scotland.

CPC through its Training Subcommittee (TSC) maintains an overview of single agency child protection training.

Child Welfare and Protection training funded by the Scottish Executive was delivered by 'Children at the Centre' for social workers, and 16 staff participated.

The CPC approved 1 day training courses have been organised by the Shetland Childcare Partnership and NHS Shetland. Five courses have been run over the last year with 52 participants.

Single agencies have also informed the TSC of four 'Keeping Children Safe' courses that have been delivered this year with a total of 46 participants. Details of those organisations participating can be seen at **Appendix 12**.

In addition to the CPC approved courses, NHS Shetland delivered child protection awareness training within their induction programme to 70 members of staff, and 232 have attended mandatory training which includes half an hour on child protection.

Agencies contribute to the cost of training as shown in Appendix 8.

Communication and Co-operation

Shetland's small scale, and the comparatively low numbers of professionals engaged in child protection work, promotes good communication between workers in different agencies; this is fostered through the inter-agency training programme. Senior managers also meet continually in the context of different planning fora, and inter-agency relationships are generally perceived as good. Discussion at CPC itself, and particularly within its Quality Assurance Sub-Committee, enables agencies to share information on current child protection and management issues and address any that may be causing concern.

The Child Protection Co-ordinator and other CPC members have continued to contribute to the work of the subgroup of the Integrated Children and Young People's Services Planning Group that is working on an Integrated Assessment Framework for children's services in Shetland. Whilst hampered by the lack of a consistent and

co-ordinated lead from the Scottish Executive on this topic, work is progressing well in Shetland, with a part-time project manager now appointed. The recent appointment of a Senior Local Support Co-ordinator, to work with local support co-ordinators already in post, will also assist with preventative work.

The IAF work, which will ensure early information-sharing, assessment and planning to meet children's needs, in full cooperation with children and young people and their parents wherever appropriate, is seen as crucial to meeting the aspirations set out in the proposed Children's Services Bill. It will assist in meeting the commitment that children and young people will get the help they need, when they need it, contained in Protecting Children and Young People: The Charter.

Links have been maintained by the Lead Officer with a wide range of organisations in Shetland, and information regarding the work of CPC is also disseminated to members of the Voluntary and Independent Sector Partnership and the Shetland Council for Social Service.

Communication about the work of CPC within the statutory agencies is still seen as patchy, so this is an area for improvement, which will be taken forward in next year's business plan.

Planning and Connections

The Child Protection Co-ordinator and other CPC members contribute to the work of the Integrated Children and Young People's Services Planning group, and the proposed CPC Business Plan 2007-8 clearly demonstrates the way in which the CPC plan links with the current Integrated Children and Young People's Services Plan for Shetland.

The Looked After Review Chair's annual report was considered by the Integrated Children and Young People's Services Committee so that its findings could inform the planning of further service provision for Looked After children and young people, including those recovering from abuse and neglect.

CPC members and its Lead Officer contribute to the work of various organisations and multi-agency bodies to bring a child protection perspective. For example:

- Shetland Alcohol and Drugs Action Team is chaired by a CPC member, which facilitated the development of a joint SADAT/CPC protocol on protecting children and young people living in families with problem substance use, referred to above.
- The Child Protection Co-ordinator was able to assist the Shetland Domestic Abuse Partnership by attending a national consultation event on its behalf and reporting back.

CPC agendas provide for reports to each meeting from the members identified in the constitution as the link members with other bodies. This ensures the agreed links are maintained in practice.

Under its constitution, CPC reports twice a year to its chief officers group (comprising the Chief Executives of NHS Shetland and the Shetland Islands Council and an authorised representative of the Chief Constable, Northern Constabulary) through the Community Planning Board. As the Board includes elected representatives, this mechanism means that CPC's work is scrutinised at the highest level.

Listening to Children and Young People

Regular meetings between the Child Protection Co-ordinator and the Children and Young People's Rights, Information and Support Service (CYPRISS) continue, ensuring that concerns raised by and on behalf of children and young people reach CPC's agenda for discussion and appropriate action.

Inter-agency input to the Youth Voice annual conference in June raised awareness about important issues regarding under-age sexual activity. The local sheriff and Procurator Fiscal role-played themselves in a mock court case, with Youth Voice members playing the accused. The Authority Reporter gave input on the role of the Children's Hearing in such cases. Discussion of the issues continued in workshops with young people identifying sexual health and relationships education (SHARE) as patchy and requesting more information in schools on the legal implications. As a first step in overcoming the shortcomings identified by these young people, the CPC Co-ordinator will meet with those overseeing SHARE to discuss these issues.

A specific piece of work was commissioned last year from Shetland Youth Information Service to look at young people's experiences of the child protection system. This work is due to be reported shortly and will inform future work. The initial indication is that young people would welcome better and more accessible information about child protection, particularly within schools.

As reported under 'Public Information' above, members of the Youth Voice Executive are working with CPC's Lead Officer and the SIC Youth Issues unit to produce more user-friendly materials for children and young people; this work will be further progressed during 2007-8, and should contribute to meeting these concerns.

Reports from Childline, summarising in an anonymous way information regarding their concerns expressed by the children and young people contacting that service, are also considered by CPC's Lead Officer, and information is provided to CPC to feed into future services planning.

FUTURE PLANNING

CPC's Business Plan for 2007-8 is set out in **Appendix 13**. This shows how CPC will carry out its regular functions, complete work in progress, take forward the tasks for which it is the lead body identified in the 2005-8 Integrated Children's Services Plan for Shetland, and develop the further work identified as a result of work done in 2006-7. The latter includes in particular:

- Actions identified by the practitioners' workshop on children and young people exploited through prostitution, and abuse by females

- Actions to take forward work identified by children and young people participating in Youth Voice, and those consulted as part of the specific piece of work carried out by the Shetland Youth Information Service on behalf of the CPC
- Actions to link with national initiatives, such as the development of a local protocol to implement the new guidance on serious case reviews.

CONCLUSION

We have shown how Shetland CPC has carried out its responsibilities in 2006-7, maintaining steady progress on tasks already identified, working on the areas for improvement highlighted by last year's independent inter-agency audit, identifying further areas for improvement and taking steps to develop a framework for future self-evaluation.

Amongst the action taken to fulfil its key functions, CPC

Promoted public information by:

- Producing child protection 'wallet cards' for the independent sector
- Providing information to community representatives and the media

Promoted Continuous Improvement in the following areas:

Policies, Procedures and Protocols

- CPC undertook a full review of the Shetland inter-agency Child Protection Procedures
- CPC developed a number of new protocols to augment these.

Management Information

- CPC considered detailed information on local child protection activity in order to analyse trends, comparing statistics with previous years and with those published nationally
- CPC considered agencies' internal arrangements in so far as relevant to child protection work.

Quality Assurance

- CPC commissioned an audit by its Lead Officer of case conference minutes and reports.
- It developed a process for regular file review to contribute to its further planned self-evaluation against the quality indicators.

Promotion of Good Practice

- CPC worked with Children's Services to improve further the operation of child protection case conferences, particularly how the views of children and young people are considered;

- It facilitated the sharing of awareness and good practice regarding children and young people exploited through prostitution and abuse by females; and
- Promoted good practice amongst all those working with children and young people in Shetland by disseminating information about child protection training to a wide range of organisations, and supporting best child welfare practice for community groups through its Child Safe Shetland work.

Training and Staff Development

- CPC finalised its new Training Strategy;
- Through its TSC developed, delivered and evaluated new courses to meet previously identified needs;
- Provided training to a wide variety of staff, ranging from specialist child protection practitioners to volunteers working with small community groups

Contributed to Strategic Planning in the following areas:

- **Communication and Co-operation**
By continuing to make links with other multi-agency bodies, particularly with regard to the development of the IAF and information-sharing.
- **Planning and Connections:**
By contributing to the work of a wide variety of organisations and inter-agency strategic planning bodies.

Listened to and Involved Children and Young People by:

- Seeking input from children and young people directly through Youth Voice, and indirectly through the Children and Young People's Rights Information and Support Service and the Shetland Youth Information Service
- Taking that input into its Business plan for 2007-8.

The recently published evaluation of the Scottish Executive's Child Protection Reform Programme (CPRP), which completed its work during 2006-7, found that 'the success of the CPRP to date has been largely due to the extensive work "on the ground" by all key agencies.'

Shetland CPC is glad to have been able to contribute to that work, and acknowledges the support offered by the professional advisors taken on by the Scottish Executive during the CPRP. The evaluation also found that 'There is a need for very detailed analysis of the resource implications of the reported increase in referrals in response to children in need of further support.' This is an area of challenge for the future, as CPC continues to work on ensuring that all children and young people in Shetland get the help they need when they need it.

Annex 2

2. Policy

- 2.1 All children have a right to protection from abuse and exploitation, and to adequate physical, emotional and social care; parents have the responsibility and the right to provide such care.
- 2.2 Children are best cared for in their own families, except where consideration for their safety and welfare dictates otherwise.
- 2.3 The welfare of children must be the paramount consideration in all decisions concerning them; all decisions must be based on children's best interests.
- 2.4 Work will be carried out on the basis of partnership with families wherever possible, parents being consulted and involved in all decisions affecting their children, subject to paragraph 2.3 above.
- 2.5 The highest priority will be given to the protection of children from abuse, and all agencies and organisations will ensure that activities carried out in the name of child protection are child-centred and give paramountcy to the welfare and interests of children.
- 2.6 Children have the right to be listened to and to be taken seriously; interview and other procedures will focus on the child and will reflect his/her rights, wishes and needs.
- 2.7 All concerns that children may have been or are being abused will be investigated in accordance with agreed inter-agency procedures.
- 2.8 All agencies are committed to working in an open and collaborative way, together and with parents, whilst recognising the potential for conflict in child protection situations.
- 2.9 *All children will be provided with appropriate support in accordance with their particular needs.*
- 2.10 *All child protection interventions must be child centred and reflect anti-racist and anti-discriminatory practice.*
- 2.11 This policy has been approved by Shetlands Islands Council, Shetland NHS Board, and the Northern Constabulary and adopted by all other organisations represented on Shetland CPC.

Organisation Shetland Child Protection Committee	
Person Responsible Helen Watkins	Department Child Protection Coordinator/Lead Officer, Shetland CPC
Name Of Policy Or Function Child Protection Policy (Section 2 to Shetland inter-agency Child Protection Procedures) Has the policy or function been assessed for relevance to the General Duty under the Race Relations (Amendment) Act 2000? Yes <input checked="" type="checkbox"/>	
Timescale For Impact Assessment Due Date 4 June 2007	
Policy <input type="checkbox"/> New <input checked="" type="checkbox"/> /	
Function <input checked="" type="checkbox"/> / Existing <input type="checkbox"/>	
Associated Policies Or Functions: Shetland inter-agency Child Protection Procedures Partner Organisations working through ICYPSPG - Shetland Integrated Children's Services Plan	
Date Due For Review/Next Review 2012	
Person Responsible For Arranging Review Helen Watkins, CP Co-ordinator	
Person Responsible For Publishing Results Of Impact Assessment CP Co-ordinator - Available with SIC Services Ctee/NHS Clinical Governance Ctee papers	
Results Due To Be Published With papers as above June 21 2007	
Person Responsible For Arranging Monitoring CP Co-ordinator	
Signed <u>Helen Watkins</u>	DATE 17.05.07

<u>Rapid Impact Checklist: Summary Sheet</u>	
<p><u>Positive Impacts (Note the groups affected)</u></p> <p><i>All children and young people, and particularly children and young people vulnerable to or at risk of abuse.</i></p>	<p><u>Negative Impacts (Note the groups affected)</u></p> <p>Adults who are parents are more likely to be affected by this policy than other groups, and this means that it is more likely to affect younger adults than those over pensionable age - however, the policy will be applied to all those who may be exercising caring responsibilities.</p> <p>Adult groups involved in activities that may adversely affect their children such as problem substance use, or whose own adverse circumstances (such as mental health problems or learning disability) may impact on their care of their children may be required to undergo assessment to determine their children's needs; they will not be discriminated against on account of such difficulties but may be involved in intervention if this is necessary for their children's safety and welfare. This is justifiable as the interests of children are paramount under the Children (Scotland) Act 1995.</p> <p>Those perpetrating domestic abuse may find their activities challenged. Statistically more men than women fall into this group (see Scottish Executive strategy on domestic abuse) hence this could impact negatively on that group. This can be justified on the grounds of the policy objectives of health improvement, and improving community safety by reducing crime, and to prioritise the interests of children as required by the Children (Scotland) Act 1995.</p>
<p><u>Additional Information and Evidence Required</u></p> <p><u>Not required</u></p> <p>Consultation conducted <input type="checkbox"/></p> <p>Inter-agency consideration (including voluntary sector) has been given to this revised policy through CPC. Policy replaces earlier policy with minimal amendment.</p>	

Recommendations

Policy/Function amended to stop or reduce adverse effects ☐
Not necessary

From the outcome of the RIC, has a full EQIA process been recommended? If not, why not?

No – the policy should affect all the equality target groups similarly, save where impact can be justified as above.

SEHD/NHS Scotland PFPI/Fair for All Equality and Diversity Impact Assessment - Rapid Impact Checklist

<p><u>Which groups of the population do you think will be affected by this proposal?</u></p> <ul style="list-style-type: none"> • minority ethnic people (incl. gypsy/travellers, refugees & asylum seekers) • women and men • people in religious/faith groups • disabled people • older people, children and young people • lesbian, gay, bisexual and transgender people • people of low income • people with mental health problems • homeless people • people involved in criminal justice system • staff 		<p>Other groups: 1. <u>Volunteers</u> 2. <u>Workers</u></p> <p>All groups are potentially equally affected by the policy which is designed to meet the needs of children to be protected from abuse. The policy prioritises the welfare of children, hence positively impacts on a younger age group. In addition the policy and CP Procedures take account of the equality needs of people from diversity groups for instance availability in other languages and formats, taking cultural and language needs into consideration. Anti-racist and anti-discriminatory practice is an express requirement.</p> <p>People with mental health problems, or involved in the criminal justice system may be particularly affected if their involvement affects or is relevant to the care and welfare of children.</p> <p>Volunteers and workers will be required to apply the policy and CP Procedures.</p>
<p>N.B. The word proposal is used below as shorthand for any policy, procedure, strategy or proposal that might be assessed.</p>		<p><u>What positive and negative impacts do you think there may be?</u></p>
<p><u>Which groups will be affected by these impacts?</u></p>		<p>Adult groups involved in activities that may adversely affect their children such as problem substance use may be required to undergo assessment to determine their children's needs and may be involved in statutory intervention if this is necessary for their children's safety and welfare. This is justifiable as the interests of children are paramount under the Children (Scotland) Act 1995.</p> <p>The strategy seeks to work with other partnership organisations in reducing the impact of domestic abuse on children and young people. Statistically, more men than women are perpetrators of domestic abuse hence this could impact negatively on that group. This can be justified on the grounds of the policy objectives of health</p>
<p>What impact will the proposal have on lifestyles? For example, will the changes affect:</p> <ul style="list-style-type: none"> • Diet and nutrition? • Exercise and physical activity? • Substance use: tobacco, alcohol or drugs? • Risk taking behaviour? • Education and learning, or skills? 		

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	<p>improvement, to improve community safety by reducing crime, and to prioritise the interests of children as required by the Children (Scotland) Act 1995.</p> <p>The provision of appropriate support as outlined in the policy should have positive impacts on the lives of children and families at risk or living with abuse, particularly with respect to risk taking behaviour, drug & alcohol problems, and life skills in parenting.</p>
<p>Will the proposal have any impact on the social environment? Things that might be affected include</p> <ul style="list-style-type: none"> • Social status • Employment (paid or unpaid) • Social/family support • Stress • Income 	<p>The policy aims to ensure that targeted family support is available for those who need it; however, the welfare of children will be paramount when deciding the level of intervention required; in those circumstances (exceptional in the general population) where children's welfare requires it this may involve the removal of children from home. It is recognised that this will cause stress but is occasionally necessary to prioritise the interests of children as required by the Children (Scotland) Act 1995.</p>
<p>Will the proposal have any impact on Discrimination? Equality of opportunity? Relations between groups?</p>	<p>No impact is envisaged, as the policy would impact equally on all groups, and takes account of the differing needs of groups in relation to cultural and other issues.</p>
<p>Will the proposal have an impact on the physical environment? For example, will there be impacts on: Living conditions? Working conditions? Pollution or climate change? Accidental injuries or public safety? Transmission of infectious disease?</p>	<p>The policy underpins a range of measures designed to ensure the protection of children from abuse and neglect, which may include physical and environmental aspects of their lives.</p>
<p>Will the proposal affect access to and experience of services? For example,</p> <ul style="list-style-type: none"> • Health care • Transport • Social services • Housing services • Education 	<p>The policy and its associated inter-agency Procedures seeks to promote a coordinated and proportionate approach to service provision and intervention, which takes account of the diverse needs of children and families.</p>



Shetland Islands Council

REPORT

To: Services Committee
Shetland Islands Council

21 June 2007
4 July 2007

From: Head of Schools

ENABLING REPORT – PROPOSED TRANSFER OF CATERING AND CLEANING SERVICE

1 Introduction

- 1.1 The purpose of this report is to propose a transfer of the catering and cleaning services, from the Building Services Unit within Infrastructure Services Department, to the Schools Service.

2 Link to Council Priorities

- 2.1 Achieving Potential: The Council will continue to provide the best learning environment for all.
- 2.2 Consistent Planning and Action: Making sure all our planning and decisions focus on delivering our priorities.

- 2.3 Improving Health: The Service will build on the work already done through the Hungry for Success initiative and raising awareness of healthy eating choices.

3 Background

- 3.1 The Council currently has a system of delivery in respect of these service areas based on the old Compulsory Competitive Tendering (CCT) legislation, which was repealed by the Local Government (Scotland) Act 2003.
- 3.2 The Schools Service delivers its school meals by means of a Service Level Agreement with the Building Services Unit. Payments are made monthly, in arrears, between the Building Services Unit and the Schools Service.
- 3.3 The cleaning service is delivered on a similar basis – approximately 70% of the cleaning activity is schools based, with the remaining 30% being other offices and public buildings.

4 Legislative Framework

- 4.1 The Scottish Executive's Schools (Health Promotion and Nutrition) (Scotland) Act 2007, was passed by the Scottish Parliament on 14 March 2007. It received Royal Assent on 19 April 2007. However, the Act will not be in force until early 2008, and none of the Statutory Instruments and guidance have been issued as yet.
- 4.2 The Act:
- Places health promotion at the heart of schools' activities;
 - Ensures that food and drink served in schools meets tough nutritional standards set out by Scottish Ministers;
 - Ensures that local authorities promote the uptake and benefit of school meals and, in particular, free school meals;
 - Reduces the stigma associated with free school meals by requiring local authorities to protect the identity of those eligible for free school meals;
 - Gives local authorities the power to provide pupils with healthy snacks and drinks, either at cost or free of charge;
 - Requires local authorities to consider sustainable development when they provide food or drink in schools.

- 4.3 The Act follows on from the Hungry for Success Initiative, which was driven by the Scottish Executive's Expert Panel on School Meals. This was the Executive's vision for a revitalised school meals service in Scotland, connecting school meals with the curriculum as a key aspect of health education and health promotion. For the first time, national nutrient based standards for school meals were proposed and detailed mechanisms for monitoring those standards were set out. This was a first step towards a whole-child, whole-school approach to food in schools.
- 4.4 Monitoring of these nutrient standards, and other related aspects, is carried out by Her Majesty's Inspectorate of Education (HMIe).
- 4.5 HMIe published an evaluation of the implementation of Hungry for Success in 2005. That report was mainly positive about progress made, but further action was determined to:
- Extend the good practice identified and establish consistently high quality of provision of school lunches across all local authorities;
 - Further improve school meals uptake and ensure that pupils are making healthy choices;
 - Further develop partnerships with parents on matters relating to food in schools;
 - Maximise anonymity for recipients of free school meals;
 - Introduce rigorous self-evaluation of action to improve food in schools.
- 4.6 The result was the new Act, the scope of which is being kept fairly tight to cover education at present – Halls of Residence are included; youth clubs are not covered currently; care homes are not included but the advice is that they may be in the fullness of time.

5 Current Arrangements

- 5.4 Catering and cleaning services are currently provided by the Building Services Unit, which is based at Gremista. All school canteen staff are managed by them, with the exception of staff located at the Anderson High School and the Janet Courtney Hostel – they are managed by the Schools Service.
- 5.5 Similarly, most of the cleaning staff are managed by the Building Services Unit. However in schools where there is no janitor, the Cleaner-in-Charge is employed by the Schools Service.
- 5.6 The delivery of both the catering and cleaning services is overseen by the Catering and Cleaning Manager with support from two Supervisors, in addition to approximately two full time equivalent administrative support staff. There is also an Administration Assistant based at Hayfield who primarily deals with equipment purchase and maintenance, free school meals, and milk and clothing grants.

6 Current Issues

- 6.1 The Service has a budget of £119,097 for this financial year and then the funding for Hungry for Success comes to an end – approximately £40,000 of this has been earmarked for fresh fruit etc in schools. No further funding will be made available for the implementation of the new Act as Ministers expect all aspects of Hungry for Success to be fully in place.
- 6.2 It is necessary to ensure that all school staff and parents are involved to a much greater degree. This comes back to the whole-school approach which is being promoted and against which we will be monitored and inspected – it is not just about school meals any more.
- 6.3 There is a considerable piece of work to be done in terms of training/skills analysis in respect of all school based staff. It is proposed that much of the remaining funding be utilised for training purposes.
- 6.4 In addition, menu planning must be reviewed in light of Hungry for Success and the new Act, and staff must be trained and equipped accordingly.
- 6.5 The Act requires local authorities to consider sustainable development when providing food in schools and there is considerable emphasis on the use of local produce in the Hungry for Success document. Local suppliers must be

engaged with to a much greater degree regarding appropriate supplies to meet the new nutrient standards – possibly tying in with the Soil Association's Food for Life project.

- 6.6 It is a matter of concern that for one department, things seem to be done differently and separately for the various establishments run by the Service and, the authority should be pre-empting that the Act as it is likely to extend to other areas of the Council's activity e.g. Shetland College, Islesburgh Complex, and so on.

7 Proposal

- 7.1 One of the guiding recommendations, as laid out in the Hungry for Success document, is that the whole of the school meals service needs to be taken into account as part of our education and health strategies – it should not be considered simply as a commercial trading activity. This is further strengthened by A Curriculum for Excellence, whereby it is the responsibility of every teacher to contribute to learning and development by promoting the health and well being of the child.
- 7.2 Therefore, in order to ensure that the authority is better placed to meet the requirements of the legislation, it is proposed to transfer all catering and cleaning staff to the Schools Service, with effect from 1 April 2008.
- 7.3 It is proposed that the Catering and Cleaning Manager, two supervisors and one member of administrative staff also transfer to the Schools Service. If there are any reductions required in the number of administrative staff, this will be managed through the Council's policies and procedures in this area such as Redeployment, Redundancy, and Early Retirement, following consultation with affected staff and their representatives.
- 7.4 The rationale behind transferring both the catering and the cleaning workforces is that we cannot easily separate the management of the cleaning service. Approximately 70% of that activity is schools related and, in any event given that some cleaning staff serve as relief catering staff, it is proposed to transfer all staff. Education and Social Care department will then recharge other departments for their cleaning.

- 7.5 As mentioned at 3.1 above, CCT legislation is now repealed. There is therefore there is no need for the client/service provider split to remain, essentially the Schools Service is both. There is no requirement to continue to operate separate trading accounts. This is an inefficient way of working, it is proposed, therefore that direct costs are attributed to each establishment, rather than maintaining separate systems. A number of staff are employed in schools to undertake financial processing activities and so invoices, timesheets, etc can be dealt with at source.
- 7.6 An example of where the client/service provider arrangements have been similarly reshaped would be the Fleet Management Unit which provides a support service for other users without the application of a trading account.
- 7.7 The Schools Service is also required to operate within national devolved school management guidelines whereby a significant percentage of budget and responsibility is devolved to Head Teachers.

8 Consultation

- 8.1 Initial consultation with key members of staff, and unions has taken place and the proposals are supported, in principle, by the management of Infrastructure Services Department.
- 8.2 The unions are in agreement with the proposals within this report, and it has been agreed that a full report will be presented to the Joint Consultative Committee (JCC) later in the year.
- 8.3 However, it is proposed that all members of catering and cleaning, management and support staff, are consulted in the months prior to the proposed date of transfer.

9 Financial Implications

- 9.1 There are no direct financial implications arising from this report. The cleaning and catering services will continue to be delivered from within existing resources, however it is anticipated that the service will be delivered more effectively and every effort will be made to realise efficiency savings post transfer.
- 9.2 The cost of each of the cleaning and catering services fall below the de minimis level of £2,535,000. This is the level set by the Council above which a significant trading account is required to operate (Min Ref: 14/04).

10 Policy and Delegated Authority

- 10.1 In accordance with Section 13 of the Council's Scheme of Delegation, the Services Committee has delegated authority to implement decisions relating to matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision.
- 10.2 As the recommendation in this report falls outwith delegated powers, a decision of the Council is required.

11 Conclusions

- 11.1 Although the Scottish Parliament has now passed the Schools (Health Promotion and Nutrition) (Scotland) Act 2007, all authorities are expected to continue to implement Hungry for Success until March 2008, when the Act will come into effect.
- 11.2 It is proposed that the catering and cleaning activities be transferred to the Schools Service from the Building Services Unit in order to ensure that the authority is better placed to meet the requirements of the legislation.
- 11.3 The timescale proposed will mean that the necessary preparatory work can be done to ensure that direct costs are attributed to each establishment as part of the Revenue Estimates exercise for the 08/09 financial year.
- 11.4 It is hoped that by effecting this transfer, the catering and cleaning staff will feel that they are an integral and important part of the school staff, and that they become actively involved in changing the shape of the services to meet the challenges presented by the legislation.

12 Recommendation

- 12.1 I recommend that the Services Committee recommends to Shetland Islands Council, that it approves, in principle, the transfer of the catering and cleaning services to the Schools Service, with effect from 1 April 2008. This will allow for full consultation and financial investigation with a detailed report being prepared for Members later in the year.

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Agenda Item No. 05 - Public Report

Our Ref: HB/SLT/SM

Report No: ED-09-F



Shetland Islands Council

REPORT

To: Services Committee

21 June 2006

From: Head of Housing & Capital Programme Service

Report No: CPS-06-07-F

Subject: Anderson High School – Design & Procurement Process Update

1. Introduction

1.1. This report updates Members on the current status of the Anderson High School project and sets out the programme of events leading to appointment of the works contractor.

2. Links to Council Priorities

2.1. The Council on 19 May 2004 approved the construction of the new Anderson High School (SIC Min Ref, 68/04).

2.2. The project is specifically listed in the Council's Corporate Plan.

3. Background

- 3.1. Members received an update on the current design proposals from the Project Team on 23 November 2006 and since that time a new Council has been appointed. Bearing in mind that such a large proportion of the Council has not been involved in this project it is considered necessary to update Members on the latest developments and progress with this project.
- 3.2. Report No. ED-12-F to Full Council on 19 May 2004 (SIC Min Ref, 68/04) provided the findings of the feasibility study and since that time a Stage C design has been progressed. That design has now reached Royal Institution of British Architects (RIBA) Stage C.

3.3. The completion of RIBA Stage C is defined as:

“Development of the full project brief and the preparation of outline proposals and the estimate of costs.”

3.4. A stakeholder consultation exercise is ongoing throughout the process and currently includes:

- AHS Task Force
- AHS Staff
- AHS Pupils
- AHS School Board
- Lerwick Community Council
- Parents/ Guardians
- Residents of the local area

4. Competitive Dialogue Procedure

4.1. Members received an update on the Competitive Dialogue Procedure from the Project Team on 23 November 2006 identifying proposals to proceed to tender for the appointment of a contractor.

4.2. This Competitive Dialogue Procedure was commenced by the Project Team and advertised under the EU regulations applying for contractor interest. The procedure was subsequently terminated as a result of failing to attract the minimum numbers of contractor required. A decision to re-evaluate the procurement method was undertaken by the project team.

4.3. The Project Team then consulted with the construction industry to try and identify potential contractors with a view to generating interest and raising the profile of the project. This review resulted in the Design and Build option proving most favourable with contractors and one which is considered most likely to attract them to tender for work in the islands.

5. Current Position

5.1. The works contract has been re-advertised using the Design and Build option and has attracted a high number of suitably qualified contractors. The Project Team has subsequently short listed potential works contractors to six.

5.2. The Design and Build option should result in the Council appointing their preferred contractor for the scheme at an early stage. There then follows a period known as Early Contractor Involvement (ECI) which involves the Project Team, contractor and designer working through the design and cost information towards firming up the final design and the target cost for the project.

5.3. A key aim of ECI is to work with and negotiate with the works contractor, with a view to reducing construction costs as far as possible. The full extent of possible cost reductions will not be known until that time.

5.4. The duration of the ECI period is unknown at this time as it will form part of each contractor's tender proposal but is anticipated to be approximately 6-9 months. A further report shall be presented to the Council at this time identifying the final design and target cost. This will include any options that may be identified as a part of this process. At that stage the final detail and the results will be presented to Council for a decision.

6. Programme

6.1. Should this process continue without interruption, the anticipated programme for the appointment of the works contractor is as follows:

- Appointment of contractor - September 2007
- ECI period - September 2007 - March 2008
- Council decision to proceed - April 2008

6.2. Naturally, should it prove necessary to extend the ECI period the subsequent dates will be extended.

7. Financial Implications

7.1. There are no direct financial implications relating to this report.

7.2. Budget provision currently exists within the capital programme for the design element and contractor appointment of the project.

7.3. The decision to proceed to construction shall be taken at the completion of the ECI period and a report to Members shall be presented at that time.

8. Policy and Delegated Authority

8.1. The Services Committee has delegated authority to implement decisions on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision, in accordance with Section 13 of the Council's Scheme of Delegation. However as this report is for noting only, there are no policy and delegated authority issues to be addressed.

9. Recommendation

I recommend that Services Committee:

9.1. note this progress report;

9.2. that a further report is to be presented to the Council at completion of the ECI period proposing final design and cost proposals for decision.

Our Ref: CPS-06-07-F/CN/RS

Date: 12 June 2007



Shetland Islands Council

REPORT

**To: Board of Management
Shetland College
Services Committee**

14 June 2007

21 June 2007

**From: Director, Shetland College
Head of Schools**

**Report No: BM23/07F
Vocational Pathways Programme – Partnership Agreement**

1.0 Introduction

1.1 The purpose of this report is to inform you of the partnership agreement in place between Shetland College UHI, Education and Social Care Department and Shetland secondary schools for the delivery of vocational pathways for school pupils.

2.0 Link to Council Priorities

2.1 The Council has a priority to focus on the development of transferable skills and entrepreneurship in both young people and adults to best equip them for the needs of a modern economy.

3.0 Background

- 3.1 Consultation nationally with a wide range of people involved in Scottish education has revealed that there is a need for courses which encourage young people to develop knowledge and skills for the world of work and life, through practical experiences linked to particular occupational areas.
- 3.2 Pilot courses were introduced last year and have been added to this year. The intention is to develop more skills for work courses in different vocational areas over the next three to five years. These courses are aimed at pupils from third year in secondary education upwards.
- 3.3 Skills for work courses help to broaden the young person's experience and help them to make informed choices whatever career path they eventually choose. These courses are mainly being delivered in Shetland through partnerships between schools and Shetland College, although Whalsay School is delivering Rural Skills on their own. The partnership approach gives young people the opportunity of learning in a different environment outside school.
- 3.4 The courses are designed to help learners to develop:
- Skills and attitudes which will enhance employability
 - An understanding of the workplace
 - Positive attitudes to learning
 - Core skills valued by employers – communication, numeracy, working with others, information technology and problem solving
 - Skills and knowledge in a particular vocational area.
- 3.5 In Shetland we are offering courses in:
- Construction, (the Scottish Progression Award (SPA) is offered in Shetland College and Mid Yell school is offering the Intermediate 1 in Construction Crafts)
 - Early Education and Childcare;
 - Hairdressing;
 - Hospitality;
 - Rural Skills (at Whalsay School);
 - Sound Engineering;
 - Aquaculture (at NAFC Marine Centre).

3.6 These courses have proved very popular with the school pupils and there are now over 100 young people participating, mainly on Fridays. In fact, the demand outstrips the availability in some cases, for example Construction and Early Education and Childcare.

3.7 The aim is to ensure that learners acquire the knowledge and skills from each of the areas covered by the course. To do this, achievement will be assessed at key points throughout the course and learners will be actively involved in both the learning and assessment processes. Courses are assessed and this can include a variety of approaches including folios of evidence, personal records, activity checklists and short tests. To gain a course award, learners will be required to successfully complete all of the units which make up the course.

3.8 Progression is also very good with, for example, the construction industry indicating a marked improvement in the quality of apprentices coming into the industry as a result of the SPA in Construction skills.

3.9 In any partnership, it is important to understand what each partner may expect from the other partners. There is a requirement to draw up an internal service level agreement, and this 'partnership agreement' is appended at Appendix 1 for your information.

4.0 Next Steps

4.1 The partnership is keen to build on the success of the vocational pathways programme and we are ready to deliver the courses referred to in 3.5 above to a new group of young people after the summer holidays.

4.2 We will continue to monitor and evaluate the programme and look to add to it as and when new courses become available.

5.0 Financial Implications

5.1 There are no financial implications arising from this report as the costs of delivering vocational pathways programmes are contained within Shetland College and Schools Service budgets for 2007/08.

6.0 Policy and Delegated Authority

- 6.1 Shetland College Board of Management has delegated authority for the financial and other matters pertaining to the College.
- 6.2 Matters pertaining to further and higher education are within the approved remit of the Services Committee (Section 13.0 Scheme of Delegation).

7.0 Recommendation

- 7.1 This report is for noting.

Ref: GS/HA
Date: 6 June 2007

Report No: BM23/07F

Vocational Pathways Programme

Partnership Agreement

Introduction:

The purpose of this agreement is to set out the roles and responsibilities of all parties involved in providing Shetland College courses to pupils. This agreement details the arrangements through which all parties will collaborate to deliver a well-planned and organised programme for pupils. The agreement will be reviewed from time to time in the light of changing needs.

This agreement is between Shetland College UHI, Shetland Islands Council Education and Social Care Department and Shetland secondary schools and departments. It emphasises that all parties will work together in partnership to deliver a curriculum which meets the needs and aspirations of pupils and prepares them for further learning, training or employment.

Aim:

Shetland College UHI, the Local Authority Schools Service and Secondary Schools and Departments will work together to promote programmes of vocational learning for pupils. The courses delivered through this partnership will give pupils the opportunity to study, learn, plan, develop and apply work-related and key employability skills. These skills will give pupils a wide range of choices to progress into further learning, training or employment.

The Local Education Authority link person will consult with the Vocational Pathways committee on all matters concerning the delivery of courses and availability. Following discussion by the committee information concerning course provision will be sent to schools. Schools are responsible for passing this information to the pupils who may consider these courses.

Schools will be expected to provide brief pupil support information prior to the pupils being interviewed for the limited number of spaces available.

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This agreement establishes a framework within which Shetland College UHI will work with the Local Authority Schools' Service and schools. Any disputes will be managed between the nominated staff members in each establishment and brought to the attention of the Director of Shetland College and Head of the Schools Service for final arbitration.

January 2007

Shetland College UHI Partnership Agreement for the Provision of College Courses to Schools

Schools sending pupils to courses run by Shetland College UHI agree to:

1. Provide a name contact for vocational courses.
2. Ensure teachers, pupils and parents/guardians are aware of College course options which are available to pupils beyond S2.
3. Provide guidance for pupils expressing an interest in College courses ensuring that they are aware of the course content.
4. Ensure that pupils are aware of college policies as contained in the College handbook.
5. Provide appropriate support for all pupils with special educational/additional support needs.
6. Provide the College with the appropriate background information on the pupils' achievement, behaviour, medical conditions and additional support needs, at APPLICATION stage.
7. Ensure application forms and necessary documentation is completed accurately and signed by the parent/guardian and returned at the appropriate time.
8. Provide the SIC Schools Service Link Officer with necessary information to arrange ferry transport, bus passes and Free School meal entitlement.
9. Provide the SIC Schools Service Link Officer with timetables of occasional holidays, exam periods and work experience placements, which will impact on pupils' attendance at the College.
10. Inform the College of authorised absences.
11. Liaise with the College on pupil absence and any concerns highlighted.

12. Liaise with the College staff when the College is considering withdrawing a place or a school is withdrawing a pupil.
13. Inform parents of pupils' progress on their chosen courses.
14. Liaise with the College if accidents or injuries are highlighted.
15. Participate in meetings with representatives from the College, Local Authority Schools' Service, schools and other stakeholders to continue to develop the programme.

Shetland College UHI Partnership Agreement for the Provision of College Courses to Schools

The local education authority Schools Service agrees to:

1. Provide and support a Link Officer who will participate in strategic planning with the College and others where appropriate.
2. Provide some necessary materials for the pupils to be able to participate in courses organised by the College (e.g. PPE).
3. Reimburse the College for meals supplied to pupils with free lunch entitlement.
4. Fund transport arrangements to and from the College for vocational courses.
5. Liaise with the College if any course is in danger of being cancelled, prompting schools, where appropriate to work with the College to optimise take up of courses.
6. Work with the College to ensure appropriate quality procedures are followed.
7. Participate at meetings with representatives from College, schools and other stakeholders to continue to develop the programme.
8. Liaise with the College on new initiatives/changes/funding available to the current programme.

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9. Liaise with the College on any areas of concern raised by schools/lecturers and pupils.
10. Review the Partnership agreement annually with partners.

Shetland College UHI Partnership Agreement for the Provision of College Courses to Schools

The College agrees to:

1. Induct pupils into the College, including provision of a “Student Handbook” detailing pupil’s rights and responsibilities whilst on College courses.
2. Comply with health and safety requirements and apply suitable risk assessment procedures.
3. Liaise with schools over provision of additional support for pupils where need is identified prior to the offer of a place.
4. Phone schools with pupil absence reports on the day of absence or as soon after as is possible.
5. Lecturers will co-ordinate with the (School/College Liaison Officer) if pupils have had 3 occasions of unauthorised absence. The College will make the final decision on continued attendance to the course.
6. Ensure School service sickness policy is followed if a pupil indicates during the class or at break times that they are feeling unwell.
7. Provide schools with a report on the progress of individual pupils at the end of each term.
8. Liaise with schools on any incidents, disciplinary actions or pupil suspensions and inform the appropriate officer of Education and Social Care Department of any serious incidents.
9. Complete appropriate documentation and liaise with schools/local authority in the event of accidents or injuries sustained.
10. Inform schools if a class has to be cancelled.
11. Consult with the Local Authority Schools’ Service and schools if any course is in danger of cancellation.

12. Use the agreed system of recording pupil achievements (QM1).
13. Obtain permission of pupils' parents/guardians for any photographs etc. used for promotional materials.
14. Provide qualified and disclosure checked staff to deliver the programme and ensure staff who teach school pupils possess or are working towards an appropriate teaching qualification, or have other means to demonstrate that they can teach to the requisite standard.
15. Arrange for staff teaching school pupils to be aware of and participate in appropriate Child Protection training, and follow SIC Child Protection Procedures.
16. Participate in Vocational Pathways Committee meetings with representatives from the Local Authority Schools' Service, schools and other stakeholders to continue to develop the programme.
17. Work with schools to raise awareness of the programme amongst parents, teachers and pupils.
18. Confirm it has the necessary approvals in line with awarding bodies criteria.
19. Satisfy the criteria for regular inspection regimes, e.g. HMIE, SQA.
20. Ensure that pupil information is held securely and have systems in place so that information on pupils will only be passed to the nominated school/local authority/support services or parent/guardian of home taught pupils.



Shetland Islands Council

A & B

MINUTE

Shetland College Board of Management
Train Shetland, Gremista, Lerwick
Thursday 14 June at 1.30 pm

Present:

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

In attendance (Officers):

G Smith, Director, Shetland College
J Leask, Interim Vocational Training Co-ordinator
J Watt, Short Course Manager
I Peterson, Depute Director, Shetland College
A Cogle, Service Manager – Administration
S Gibson, Admin Manager, Shetland College
M Gordon, Personnel Officer
D Thomson, Trainee Personnel Officer
L Sinclair, Lecturer and EIS representative
H Anderson, Clerk

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Chairperson

Mr A Hughson, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

20/07 **Minutes**

The minute of the meeting held on 18 January 2006 was noted.

21/07 **Membership of Shetland College Board of Management – Appendix 1**

Mrs A Cogle spoke to this report and for clarification purposes explained that Shetland Islands Council, at their meeting on 28 March 2007, had agreed a new Council Scheme of Delegation, which ceased all non-elected membership of Council Committees on Council Election Day, 3 May 2007. This superseded the previous letter of appointment. It was noted that Mrs B Fullerton and Mr J L B Smith were therefore attending in a non-voting capacity on this occasion, and that letters would be sent to NHS Shetland and the Federation of Small Businesses asking them to confirm these positions prior to the SIC meeting on 4 July 2007. A letter would also be sent from Legal and Administration to HIE Shetland asking them to nominate a representative, again before the SIC meeting on 4 July 2007.

Mrs Cogle confirmed that a process would now be put in place to ensure that outside bodies were contacted prior to the next Council term of office.

On this basis, the recommendations contained in the report were unanimously agreed.

22/07 ***Election of Vice-Chair***

The Chairman suggested that the election of Vice-Chair be deferred until the Board was fully constituted. Mr G Robinson so moved, seconded by Mr L Angus.

Mr W H Manson attended the meeting.

23/07 Election of Members to serve on College Lecturers' JCC and JNC

Following discussion it was unanimously agreed that to ensure continuity, the Chair and Vice-Chair of the Board be elected to service on the JCC and JNC. The remaining two members elected were:

*Mr G Robinson, on the motion of Mrs L Baisley, seconded by Mr L Angus; and
Mrs L Baisley, on the motion of Mr G Robinson, seconded by Mr L Angus.*

The Chairman then adjourned the meeting of the Board, to allow the JCC to be held. Following the JCC, the meeting was reconvened.

Ms M Gordon and Ms D Thomson attended the meeting.

In order to avoid the possible disclosure of exempt information, the Board resolved, on the motion of Mr W H Manson, seconded by Mr L Angus, and in terms of the relevant legislation, to exclude the public during the consideration of the following two items of business.

24/07 Management Capacity at Shetland College – Appendix 2

In response to questions, Mr G Smith confirmed that the budget for the Operations Manager had been budgeted for in future years and that, to ensure continuity, the Depute Director would continue on APT&C conditions of service until the appointment of the Operations Manager. The Board, having taken consideration of the discussion at the JCC, approved the recommendations on the motion of Mrs L Baisley, seconded by Mr G Robinson.

25/07 Heads of Computing and Construction – Establishment of Posts – Appendix 3

The recommendations contained in the report were approved on the motion of Mr L Angus, seconded by Mr R Nickerson.

Mrs I Peterson, Ms S Gibson, Mrs J Watt and Mrs M Simpson attended the meeting.

Ms M Gordon and Ms D Thomson left the meeting.

26/07 Skill-seekers/Modern Apprentices Contract 1007/08 – Appendix 4

On the invitation of the Chairman, Mrs M Simpson spoke to her report, providing details of the decrease in the number of places (from 110 to 54 over the past 3 years) afforded to Vocational Training/Shetland College. She also provided details which illustrated that there were many more employers looking for apprentices, and applicants for apprenticeship than places. Mrs Simpson also informed the Board that this was the first time that HIE had dictated sector starts, and she had not been informed of how they had judged the demand. She went on to say that she had small business employers looking for apprentices and these businesses were not included in the sectors identified by HIE. It was also confirmed that the decrease did have an impact of the SUMs total for the College.

Mrs Simpson also intimated how the age of Modern Apprentices had now been restricted to age 16-19, excluding the older applicants, for example those who had returned from University realising that they wished a career change. Modern Apprentices had provided a very valuable service to Shetland and in particular the older applicant and this would be much missed.

The Board noted the content of the report and following considerable discussion regarding the reduction in vocational training places, it was agreed that the Director should write asking for clarification as to how the figures were arrived at, how they compared across the sectors and why certain sectors were now excluded. Following receipt of this response, the Board would consider whether to make further representation to HIE.

27/07 HMIE Action Plan Update – Appendix 5

Mr G Smith spoke to his report and explained that this would be a standing item on the agenda. He explained the background to the report, and said that should any member have any questions they should feel free to phone him at any time.

Mrs I Peterson said that the College had met all the milestones set out, with many of the points already actioned. Irene said that the challenge now is to implement the Action Plan and she was fairly optimistic and confident that the College can do so.

The report was noted on the motion of Mr W Manson, seconded by Mrs L Baisley.

28/07 SVQ Assessors – Health and Care – Appendix 6

The report was approved on the motion of Mr W Manson, seconded by Mr G Robinson.

29/07 Vocation Pathways Programme – Partnership Agreement – Appendix 7

Mr Smith spoke to his report and explained that this was a very popular initiative, giving school pupils the opportunity to experience vocational learning at an early age. Feedback from employers, particularly the Construction industry was good, with comments that the quality of apprentice being much improved following time on this programme.

On the motion of Mrs L Bailey, seconded by Mr G Robinson, the report was noted.

30/07 Enrolments and WSUMs Monitoring – September-May 2008 – Appendix 8

Mr Smith explained that there were still some SUMs to be recorded from Train Shetland and Evening Classes and he was confident that the total would be exceeded once again.

The Board noted the content of the report.

31/07 Shetland College – Financial Update (end April 1007) – Appendix 9

Mr Smith spoke to his report and explained that as the income from the Funding Council and UHI is provided slightly in advance and profiling was not therefore quite up to speed, members should note that there would not be as big a surplus as suggested.

In response to a question on uptake of ILA's, Mr Smith confirmed that the Guidance Co-ordinator and Student Records team were conversant with this funding, and could deal competently with student enquiries. Problems that arose were generally when students did not seek advice, or chose their own interpretation.

On the motion of the Chair, seconded by Mrs L Baisley, the Board noted the content of the report.

**32/07 Shetland College Budget Estimates 2007/2008 –
Appendix 10**

Mr Smith spoke to his report and answered questions raised. He said that he was reasonably confident about the budgets, and had involved all Heads of Section whilst it was in preparation. He was disappointed that Shetland College's increase in funding was this year one of the lowest of all Colleges at 3%, with some Colleges receiving as much as 6%. He asked members to note that the budget was quite tight, with the surplus being only 1% of the turnover. He also drew members' attention to the £427,000 property grant from Shetland Islands Council, which enabled the College to continue to be viable.

On the motion of Mr W Manson, seconded by the Chair, the proposed Budget for 2007/2008 was approved.

The meeting concluded at 3.55 p.m.

**A HUGHSON
CHAIRPERSON**



Shetland Islands Council

REPORT

To: Services Committee

21 June 2007

From: Head of Schools

Financial Aspects of the Schools Service

1. Introduction

- 1.1 As part of the review of the Schools Estates Management, the previous Council asked for detailed financial information on the cost of the Schools Service to be presented. This report, therefore, presents information to show the cost of delivering an education service in each school setting together with relevant indicators, such as teacher/pupil ratios. The report is for noting.

2. Background

- 2.1 It was agreed that instead of conducting a planned Task Force Review for the Schools Service, the Interim Head of Education at the time in his role as an external consultant, examine all the documentation available from the Education Best Value Review and produce a report with his conclusions and recommendations (Min Ref: SIC 13/06).

- 2.2 The report on the Examination of the Council's Education Best Value Review was presented at Services Committee on 15 June 2006 (Min Ref: SC 33/06).
- 2.3 On 31 August 2006, a subsequent report set out the approach to be adopted by the Schools Service in undertaking this evaluation (Min Ref: SC 53/06).
- 2.4 The Schools Service is responsible for providing education at a local level which requires it to respond to an ever-changing landscape. The statutory duty is to make adequate and efficient provision of school education across the whole of Shetland far beyond the current school population and pattern of demand. This requires the Schools Service to evaluate the management of the whole school estate, taking into account a range of factors.

3. Links to Council Priorities

- 3.1 The Corporate Plan 2004-2008 commits the Council to providing the best learning environment for all and to providing a Best Value Service in Education. This report clarifies the allocation of spend which ensures the quality of the learning environment.

4. Proposal

- 4.1 This report provides detailed financial information to the new Council following a call for a further report on the financial aspects of the Schools Service to augment what is being recommended on educational grounds for the school estate. The information set out allows Members to compare estimated costs and costs per pupil across all schools in Shetland.
- 4.2 The information provided in Appendix A demonstrates the costs allocated to schools, some direct costs, others indirect and some which cannot be allocated directly to schools for the reasons stated.
- 4.3 This report provides information at a point in time. There is further work to be done on some of the cost centres and these are highlighted in Appendix A. There will also be changes to costs due to a number of factors including changes to pupil numbers.
- 4.4 Appendix A sets out the costs allocated to nursery, primary and secondary sectors within the Schools Service. All budgets within the Schools Service have been reviewed by Budget Responsible Officers with the exception of some North Mainland Schools. Individual School Budgets have been analysed to ensure that all costs relating to Nursery, Primary and Secondary are charged as appropriate to each section, and any work or support provided to other schools is charged out to the appropriate school. Central Budgets have been analysed and allocated out to schools where possible. Where it is not appropriate to allocate central costs to schools, a detailed explanation is given. This exercise, though time-consuming, has been useful in highlighting some issues, such as visiting staff mileage charges, timetabling, preparation and non-contact time, etc which will be reviewed in more detail.

- 4.5 There will be further analysis on Appendix A. This will be presented again as part of the on-going School Estate Management Review.

5. Financial Implications

- 5.1 The Head of Finance highlighted in a report to the previous Council, General Fund Expenditure Growth 2002/03 to 2006/07 (Report No: F-019), that there had been significant growth well above both inflation and additional monies received, over the past four years particularly in Social Work and the Schools Service (Min Ref: SIC 88/06).
- 5.2 A detailed analysis of the Schools Service budget spend was recommended to assist in taking forward the proposals for the school estate evaluations. Financial information will be made available as part of that process.
- 5.3 It should be noted that there are no financial implications arising directly from this report.

6. Policy and Delegated Authority

- 6.1 All education matters stand referred to the Services Committee. The Committee has delegated authority to make decisions on matters within its remit for which the overall objectives have been approved by the Council, in addition to appropriate budget provision, in accordance with Section 13 of the Council's Scheme of Delegation.
- 6.2 As this report is for noting only, there are no policy and delegated authority issues to be addressed.

7. Recommendations

- 7.1 I recommend that the Services Committee note the content of this report and the information provided in the appendix.

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Agenda Item No. 09 - Public Report

June 2007

Our Ref: HB/ME

Report No: ED-10-F