



Shetland Islands Council

MINUTE

‘A’ & ‘B’

Services Committee
Council Chamber, Town Hall, Lerwick
Thursday 21 June 2007 at 10.00am

Present:

L Angus	L F Baisley
J Budge	A J Cluness
A T J Cooper	A G L Duncan
C B Eunson	E J Fullerton
F B Grains	I J Hawkins
R S Henderson	J H Henry
A J Hughson	W H Manson
C H J Miller	R C Nickerson
F A Robertson	G Robinson
J G Simpson	C L Smith
A S Wishart	

Apologies:

A J Cluness

In Attendance:

H Sutherland, Executive Director – Education & Social Care
H Budge, Head of Schools
B Doughty, Chief Social Work Officer
C Ferguson, Head of Community Care
M Finnie, Capital Programme Service Manager
C Medley, Head of Housing & Capital Programmes
C Nicolson, Senior Capital Projects Manager
J Thomason, Senior Assistant Accountant
H Watkins, Child Protection Co-ordinator
L Geddes, Committee Officer

Chairperson

Mr L Angus, Chairperson of the Committee, presided.

Circular

The circular calling the meeting was held as read.

Minutes

The minute of the meeting held on 14 March 2007, having been circulated, was confirmed.

Members' Attendance at External Meetings

There was nothing to report.

21/07 **Developing a Four-Year Plan for Services Committee**

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

The Chairperson advised that Appendix 2 of the report contained a first draft of a proposed four-year plan for the Services Committee. He proposed that Members firstly consider this draft plan and add any amendments in order that an action plan could be drawn up to feed into the service planning and budgeting processes. He went on to emphasise that it was important that all papers on today's agenda were taken in the context of this report, as it would be helping to establish future policy.

Discussion then took place in relation to each of the headings in Appendix 2, as follows:

Community Care

The Chairperson highlighted the compelling case for service design in the face of increasing needs-led demand and population projections, and said that it was important that the agenda was driven by the needs of Shetland. He added that consideration was currently being given to the transfer of sheltered housing to the Social Care service, as Members had felt that this was an asset that was currently underused.

In response to comments from Members, the Chairperson confirmed that supported housing would be included in the review, and the different rates of pay for social care and domestic duties would also further examined. It was also emphasised that there was a need for a staffing strategy for community care, given the existing problems with recruitment and retention and the potential for the situation to be exacerbated in the future.

Some Members advised that they had recently received representations regarding a letter sent to care at home clients advising that the Service was currently unable to meet demand and therefore having to prioritise its workload. The Executive Director confirmed that, in this particular instance, the problem related to human resources rather than financial resources, as the Service had been unable to recruit and retain sufficient staff.

Education

The Chairperson referred to the anticipated reduction in the school population, and said that it was important to determine what this would mean for the Service. Maintenance of the excellent education standards was vital, and development of centres of excellence would build on the existing high quality facilities.

It was suggested that a strategy should also be considered in relation to continuing education in more rural areas, and that this would also relate to developing centres of excellence.

Housing

The Chairperson referred to the two main challenges facing housing – the increasing waiting list and the outstanding housing debt – and said that he had had some discussions with the Heads of Housing and Finance as to how to address these issues. He had also advised he had asked the Vice-Chairperson to take the lead on means of addressing the outstanding housing debt.

Members commented on the large number of representations received from their constituents relating to housing matters, and said that they would appreciate guidance from officials as to how to deal with these queries. The Chairperson agreed that the Head of Housing should be asked to make arrangements for his staff to carry out a briefing for Members.

It was pointed out that it was important to bear in mind there were a range of ways to help people help themselves to access housing. It was also noted that housing should not be looked at in isolation. As well as forming an important part of community care, housing availability contributed to the economic development of rural areas, and it was felt that it was vital consider wider distribution of planned social housing.

Children's Services

The Chairperson said that it was hoped to further develop children's services, and he advised that Shetland Childcare Partnership were currently addressing issues relating to accessing day nursery care.

Some Members commented that whilst it stated that Shetland Childcare Partnership was well placed to co-ordinate the development of affordable models of childcare, they felt that this was not necessarily that case, and that Members were not always well placed regarding what was going on in their areas. It was felt that Shetland Childcare Partnership could only push childcare ahead if more finance was made available and they agreed to the Chairperson's suggestion that this paragraph should be amended to read "The Shetland Childcare Partnership is well place, *properly resourced*, to co-ordinate the essential redesign...."

Community Learning and Development

The Chairperson advised that work had already commenced on the redesign of this Service, and that Members had already passed on a number of suggestions including that there should be more synergy with Shetland Recreational Trust and the voluntary sector. It was also suggested that reference should be made to the synergies with the Shetland Economic Development Trust and the local enterprise company.

It was pointed out that local learning centres were potentially in a vulnerable position, but that they provided a vital service to the communities. Including the local learning centres in the review would also provide an opportunity to look at job dispersal to more rural areas.

Shetland College and Train Shetland

The Chairperson said that he was reassured that both were now in a more stable position than in the past.

Members felt that reference should also be made to links with local industries, and the possibility of considering a new college building as a long-term aspiration was also suggested.

It was pointed out that the North Atlantic Marine Centre did not come under the remit of the Services Committee, but that there were some synergies, and that it was important that everything was taken into consideration when developing Centres of Excellence.

Deprivation

The Chairperson referred to the recent study that had taken place and said that it was important to identify the levels and extent of deprivation and determine an appropriate response.

Members pointed out that it was important to consider wider factors, such as those relating to infrastructure and fuel poverty, which could affect the ability of people to access services and employment.

Members commented that the current formulae used by the Scottish Executive to collect data on deprivation which ultimately triggered grant payments did not recognise pockets of deprivation such as those that occurred in rural areas. Therefore it was important to keep emphasising this in discussions with the Scottish Executive.

It was suggested that it would be useful to carry out a Shetland-wide survey, and it was agreed that it was also be useful for the previous study to be to be circulated to Members who did not have a copy.

(Mr W H Manson left the meeting)

Community Safety

The Chairperson pointed out that alcohol and drug abuse in Shetland was an area of real concern. The Shetland Alcohol and Drugs Action Team (SADAT) was currently developing a strategy and service plan which included NHS Shetland, the SIC, the voluntary sector and the police and it was hoped this would give guidance as to how to proceed.

(Mr W H Manson returned to the meeting)

Mrs E J Fullerton advised Members noted that a new campaign – “Drink Better” – was being launched at the Johnsmas Foy. It was based on a

successful Canadian model and she urged Members to support this campaign.

In response to queries, the Chief Social Work Officer advised that there were a number of funding streams attached to work on alcohol and drug abuse, but that SADAT was the overarching strategic body guiding work within Shetland.

Members commented that it was also important to include anti-social behaviour under the banner of community safety, and it was also felt that there were links with road safety.

Research Based Decision Making

Members commented that they were pleased to see this included and that it should be extended to other areas as it was vital to get good quality intelligence to inform decision-making.

A Member commented that she would like to see a study done on how many students come back to Shetland to stay after completing their studies on the mainland.

Staff

The Chairperson said it was important to recognise that staff were the Council's principal asset. The difficulties in recruiting and retaining staff in some areas had already been flagged up, and this would require to be looked at in some detail.

Members commented that it was sometimes difficult for people considering a career change to get a route into the caring profession. It was also felt that the statutory training for some posts could act as a disincentive, as could the hours involved.

The Chief Social Work Officer said many different avenues were being explored in relation to recruitment, but that the biggest challenge in relation to staffing was population change. He suggested that developing a comprehensive workforce strategy should be a key part of the work of the Committee. In response to a further query regarding recruiting workers from the EU, the Chief Social Work Officer said that some consideration was currently being given to recruiting domestic staff from the EU, and different models could be developed from that.

(Mr R C Nickerson left the meeting)

The Chairperson said that he felt that it was important to issue a statement of support to staff saying that Members recognised the pressures they faced and were intending to develop strategies to support them.

(Mr R C Nickerson returned to the meeting)

Members then went on to discuss the remainder of the report. The Chairperson referred to the recommendations and said that he did not think the Committee was yet in a position to make the suggested nominations. It was also important to determine exactly what was expected of Members and develop a proper role for them, and Members also needed time to consider who they wished to represent the various areas. He therefore proposed that the suggested nominations should be left to the next meeting of the Committee.

Members agreed and said that they felt it was important to define Members' roles on groups very clearly so that they were attached to groups but not always necessarily part of them.

In response to comments regarding the review of schools, the Chairperson reiterated that everything in the accompanying reports on today's agenda should be taken in the context of the strategy document being discussed; therefore it would be inappropriate to single out Scalloway School for a review commencing in September. However the work on Sandness and Skerries school had already been carried out so Members should be briefed on this.

A Member referred to paragraph 5.10 and pointed out that previously the Chairperson of the Services Committee and the Education Spokesperson were part of the review teams, not the Chairperson and Vice-Chairperson of the Services Committee.

The Chairperson went on to refer to the recommendations and moved that recommendations 9.1(a) and 9.1(b) be approved; that in respect of recommendation 9.1(c)iv, the Members for the areas including Skerries and Sandness should be included in the review groups; and that all the other nominations referred to in 9.1(c) should be deferred meantime.

Mrs I J Hawkins seconded and the Committee agreed.

22/07

Recruitment of Temporary Additional Staff

The Committee considered a report by the Head of Housing & Capital Programmes (Appendix 2) and approved the recommendations contained therein on the motion of Mrs E J Fullerton, seconded by Mrs I J Hawkins.

In response to a query, the Head of Housing & Capital Programmes advised that to an extent an exit strategy had been devised in that policies and procedures were currently being developed to assist with the staff workload, and this should be completed in the next year. However this was against a background of future further changes to legislation that may again influence workloads.

23/07

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 3) and approved the recommendation contained therein on the motion of Mr C B Eunson, seconded by Mr W H Manson.

(Mr A S Wishart left the meeting)

24/07 **Shetland Child Protection Committee Annual Report and Business Plan**

The Committee considered a report by the Chief Social Work Officer and the Chair of the Shetland Child Protection Committee (Appendix 4).

After hearing the Chief Social Work Officer summarise the main terms of the report, Mr W H Manson moved that the Committee approve the recommendations in the report, and Mr G Robinson seconded.

25/07 **Enabling Report – Proposed Transfer of Catering and Cleaning Service**

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

(Mr A S Wishart returned to the meeting)

The Head of Schools summarised the main terms of the report and advised that initial consultation demonstrated that key members of staff and the unions were generally in agreement with the proposals. In response to queries, she advised that the arrangement would be considered as part of devolved school management in that the finance would go directly to the school, however the report had not gone into any level of detail at this stage regarding the financial arrangements. She did not feel that there would be any significant burden on the workload of Head Teachers as, in most instances, they would just be responsible for directly line managing one additional member of staff. She also confirmed that currently most of the produce used in schools was ordered through a central service, however there could be benefits from using local produce. Some schools were also still responsible for producing food for the 'Meals on Wheels' service, and this would have to be explored as part of the wider consultation.

On the motion of Mr W H Manson, seconded by Mrs I J Hawkins, the Committee approved the recommendation in the report.

26/07 **Anderson High School – Design & Procurement Process Update**

The Committee noted a report by the Head of Housing & Capital Programmes (Appendix 6).

The Head of Housing and Capital Programmes summarised the main terms of the report, advising that six contractors had now been shortlisted. It was hoped to narrow this down to one and then the process of negotiation could begin with the contractor to see if savings could be made on the contract.

Members enquired at what stage it would no longer be possible to consider the Clickimin site as an option, and questioned why there had been such a massive increase in the cost projections.

The Head of Housing and Capital Programmes said that the Council had agreed the building should be sited at the Knab, and that was the basis on which the project was proceeding. However he did not want to arrive at a position where the construction phase was ready to commence, then another site was chosen. As well as causing inevitable delays, this would incur costs to the Council. He confirmed that it would only be possible to arrive at a cost for the project when detailed negotiations had commenced with the contractor, and this would be reported to the Council. Whilst Members could consider a different site at any point, he cautioned that any time from now on would have a cost implication, and there was a risk that the Council would go through this process just to arrive at the same conclusion.

He also confirmed that the initial cost estimate had been based on a PFI school of a similar design that had been built on the mainland. As the design process had progressed, the cost implications for a building locally had become clearer. The design process was based on the concept of a horseshoe shaped building, and he felt that it would stand up to weather pressures and possibly lend itself to cheaper construction. However if the contractors came up with alternatives that would reduce the cost, this would be explored and presented to Members. He went on to say that proportionally the costs of a new Anderson High School were no higher than previous projects. For example, the new museum and archives building had cost £11million, and the new Anderson High School was five times the size of this building. However he agreed that the initial estimates had been flawed, and this had been reported to the Council earlier. He advised that he could make the relevant reports available for Members who had not seen them.

Members expressed concern that whilst a new Anderson High School had been a priority for the Council for many years, it had yet to commence. Some Members spoke in favour of the chosen site and design and said that the project should go ahead there, particularly as staff and pupils had been consulted during the design stage and were happy with the location and design. Other Members felt that they would want to be reassured that the building would stand up to the weather pressures, and that traffic management procedures had been considered. Some Members reiterated the importance of trying to reduce the costs, and pointed out that the Clickimin site had only been discounted at the time, as the costs were believed to be excessive whilst they were now actually less than the projected cost for the Knab site.

In response to a query, the Head of Schools advised that she could arrange for information regarding the annual maintenance costs for the Anderson High School to be distributed to Members.

The Chairman advised that Members would have the opportunity to have a full debate when the Early Contractor Involvement (ECI) stage had been completed and a further report would be presented to the Council.

27/07 **Vocational Pathways Programme – Partnership Agreement**

The Committee noted a report by the Director, Shetland College and the Head of Schools (Appendix 7).

28/07 **Minutes of Shetland College Board of Management – 14 June 2007**

The Committee noted the minute of the above meeting (Appendix 8).

29/07 **Financial Aspects of the School Service**

The Committee noted a report by the Head of Schools (Appendix 9).

Members expressed dissatisfaction at the late delivery of this report which had resulted in them having little time to absorb the information, and carry out any consultation. It was suggested that the Chief Executive should carry out a review of the whole agenda management system.

Mr J G Simpson queried the accuracy of the figures in relation to Skerries School, and said that he felt that the costs relating to the secondary department were inflated and had not taken a number of things into consideration. The Chairperson agreed to his request that the Head of Schools double-check the figures, and present them to the Committee again.

In response to a query, the Head of Schools confirmed that the Head Teachers of the schools had been involved in the preparation of the figures, and she also confirmed that the figures did not include transport.

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L Angus
Chairperson



MINUTE

‘A’ & ‘B’

Special Services Committee
Council Chamber, Town Hall, Lerwick
Monday 6 August 2007 at 2.15pm

Present:

L Angus	J Budge
A T J Cooper	A Doull
C B Eunson	E J Fullerton
F B Grains	R S Henderson
J H Henry	A J Hughson
C H J Miller	R C Nickerson
J G Simpson	C L Smith
A S Wishart	

Apologies:

A J Cluness	I J Hawkins
W H Manson	F A Robertson
G Robinson	

In Attendance (Officers):

H Sutherland, Executive Director – Education & Social Care
B Doughty, Chief Social Work Officer
M Goodlad, Chief Executive
C Albutt, Senior Assistant Accountant
G Bray, Training Manager
M Barnett, Project Manager – New Craigielea
H Budge, Head of Schools
M Harries, Service Manager – Community Care Resources
S McKay, Criminal Justice Social Worker
D Morgan, Service Manager – Criminal Justice Unit
S Morgan, Head of Children’s Services
D Shearer, Evaluation, Research & Development Officer
W Weis, Service Manager – Older People’s Services
E Weston, Service Manager – Adult Services
L Geddes, Committee Officer

Also:

K Lamb, Social Work Inspection Agency
W Paxton, Social Work Inspection Agency
N Barratt, Social Work Inspection Agency
Sergeant M Czerniakiewicz, Northern Constabulary

Chairperson

Circular

The circular calling the meeting was held as read.

30/07 **Social Work Inspection Agency Performance Inspection Reports on Social Work and Criminal Justice Services in Shetland**

The Committee considered a report by the Chief Social Work Officer (Appendix 1).

Mr W Paxton and Ms K Lamb from the Social Work Inspection Agency (SWIA) gave a PowerPoint presentation to the Committee (copy of slides attached as Appendix 1a, and copies of the SWIA Performance Inspection reports attached as Appendices 1b and 1c).

Mr W Paxton began the presentation by outlining the background to the performance inspection of criminal justice services in Shetland, the methodology for conducting the inspection, the key findings, the key areas for improvement and the next steps in the process. The Committee were advised that overall the criminal justice service was very well managed and amongst the best the SWIA had seen. There were several key areas where the service could be improved, and one of the recommendations had already been addressed. An action plan to address the remaining key recommendations would have to be agreed in the next 12 weeks.

In response to a query as to whether future inspections of the criminal justice service would be done as part of the Northern Community Justice Authority, of which Shetland was a partner, Mr Paxton advised that the situation was unclear at the moment. The SWIA was intending to carry out a number of themed inspections in the future, but the areas in which these would be carried out had yet to be identified.

The Chief Social Work Officer thanked the SWIA staff for the professional manner in which they had undertaken this inspection.

Ms K Lamb then continued the presentation in relation to the performance inspection of social work services. She outlined the inspection process, the performance inspection model, areas for evaluation, the key strengths, the key areas for improvement and the next steps. She advised that overall it was a good report and that there were good outcomes for people who used the services. There were gaps identified in some services and the key recommendations would be addressed in an action plan to be agreed with the SWIA, with a follow-up inspection taking place in a year.

The Chief Social Work Officer advised Members that he was very pleased with the report, and that the self-evaluation carried out by the Social Work Service reflected the contents of the report. He went on to say that he was particularly pleased with the positive comments relating to the staff, and he felt that the report was a credit to those employed in the Social Work Service in Shetland.

In response to a query regarding the degree of urgency in addressing adult protection procedures, Ms Lamb said that whilst it was apparent that work was actively being undertaken, there was a lack of written procedures and this would have to be addressed.

Members expressed their appreciation of staff in Social Work Services, and said that they looked forward to seeing the key recommendations being addressed.

The Chairperson thanked the SWIA for the manner in which they had conducted the inspections, and congratulated the Social Work staff for their efforts leading to the positive reports. He went on to say that he would like to take this opportunity to thank Mr B Doughty, Chief Social Work Officer, who would be leaving Shetland soon and, on behalf of Members, wished him all the best for the future.

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L Angus
Chairperson



REPORT

To: **Infrastructure Committee**
 Services Committee
 Executive Committee

28 August 2007
30 August 2007
4 September 2007

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

Report No: F-023-F

GENERAL FUND REVENUE MANAGEMENT ACCOUNTS 2007/08 FOR THE PERIOD 1 APRIL 2007 TO 30 JUNE 2007

1. Introduction

- 1.1 The purpose of this report is to advise Members of the financial position on the Council's general fund revenue accounts including support and recharged ledgers for the first quarter of 2007/08.

2. Links to Corporate Priorities

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

3. Background

- 3.1 The general fund revenue management accounts are presented to Executive Management Team (EMT) on a monthly basis to enable EMT to monitor the Council's overall financial position.
- 3.2 This is the first quarterly monitoring report to Members for 2007/08 and covers the period 1 April 2007 to 30 June 2007. Only controllable items of expenditure are included, on the basis that recharges for central services and financing costs and income are not controllable in terms of spending decisions. Thus expenditure items include employee costs, property costs, transport, grants and other running costs, and income comprises of fees and charges, grants and rents.
- 3.3 For information, all appendices show the Annual Budget, Year to Date Budget, Actual and Variance. It is the Year to Date variances, which are referred to within this report, the Year to Date figures include income and expenditure from 1 April 2007 to 30 June 2007. An estimation of when spending will occur or income is to be received is made on each budget

and a spend profile is set which determines the Year to Date Budget, i.e. for salaries an equal charge each month is expected so the budget will show in this report 3/12ths of the Annual budget in the Year to Date budget, for other items this is not so straightforward and these will either be based on past spending patterns or a 1/12th across the year. The Year to Date Variance shows how actual activity has varied from the planned budget. Appendix 1 shows expenditure and income by service area and by type. Appendices 2 shows the same data by cost centre activity.

4. Overall Financial position on general fund revenue (including support and recharged ledgers) at 30 June 2007

- 4.1 The financial position on General Fund revenue management accounts shows a year to date position with actuals on controllable expenditure £0.059 million more than budget (see Appendix 1). This is after savings of £2.7m have been built into the 2007/08 budget, which approved a draw of only £5 million from Reserves. Attached, as Appendix 2 is a more detailed cost centre listing of spend to date for information grouped by Education and Social Care (Appendix 2a), Infrastructure Services (Appendix 2b) and Executive Services Appendix 2c).

5. Analysis of Education and Social Care Service Activity as at 30 June 2007

- 5.1 The Education and Social Care Department spent £0.664m less than expected for the period. Some significant differences over planned activity are set out below.

5.1.1 Active Schools

Scottish Executive funding arrived sooner than expected in the year.

5.1.2 New Museum and Archives

The grant to Shetland Amenity Trust in respect of the Service Level Agreement for the new Museum and Archive was not paid out in April, as originally intended.

5.1.3 National Priorities Action Fund – Staff in Schools

The money from the Scottish Executive for this programme has not yet been received.

5.1.4 Primary Schools

Overall spend on primary schools is running over £0.350m behind the planned spend.

5.1.5 Older People Services

Overall net spend is about £0.950m over the approved budget. The service has a target deficit budget by £1.3M for the year, which the Council expected to secure through vacant posts. On current activity, the service is on target to meet the deficit set by the Council.

6. Analysis of Infrastructure Service Activity as at 30 June 2007

- 6.1 The Infrastructure Department spent £0.083m less than expected for the period. Some significant differences over planned activity are set out below.

6.1.1 Environmental Health Repairs Notice

This is an accrual on expenditure £0.243m for which income will be received in 2007/08 which will net this expenditure to zero. This is not a real variance.

6.1.2 Roads Interim Payments

This is not a real overspend £0.743m, until roads projects are completed these are held in the Interim Payments cost centre, once completed the costs are allocated to individual cost centres. There are a number of corresponding cost centres which are currently underspent awaiting the allocation of roads costs i.e. resurfacing etc.

6.1.3 Transport Air Services General

This is not a real underspend of £0.100m but due to a delay in the receipt of invoices from contractors for services they have provided.

6.1.4 Environmental Rova Head Disposal

Higher than anticipated income £0.185m received from additional waste flows and drill cuttings. This is offset by reduced Processing Shed income due to waste flows being passed through landfill.

7. Analysis of Executive Service Activity as at 30 June 2007

- 7.1 The Executive Department spent £0.806m more than expected for the period. Some significant differences over planned activity are set out below.

7.1.1 Corporate Management – External Audit Fees

Difficult to profile when External Audit will charge for services, a charging plan has been requested from Audit Scotland.

7.1.2 Savings Required Across the Council

Part of the £2.7m savings mentioned in paragraph 4.1 lies on a Finance cost centre (£1.3m), this still has to be met from savings across the Council either from general underspending on activities and vacancies.

7.1.3 Compensation Payments to Councillors

Income is due from the Scottish Executive to meet the compensation payments for Councillors who stood down at the last election. Once received this will reduce to zero.

7.1.4 Housing Rent Rebates

Less rent rebates has been paid out in the first quarter than originally anticipated. This is demand led and difficult to predict timing of payments.

7.1.5 Housing Act Implementation Grant

This is a profiling error due to a change by the Scottish Executive in how it is paid, was annually but now monthly.

8. Action Plan to resolve budget variances

- 8.1 Budget Responsible Officers (BRO's) have been actively encouraged to review the profiles on their budgets, identify and deal with any miscodings and action appropriate virements so that period variances do not obscure the real financial position. Management Accountancy will continue to provide advice and training to assist BROs to manage their budgets.

9. Financial Implications

- 9.1 The general fund revenue management accounts for the first quarter of 2007/08 (including support and recharges) is £0.059m over the budget for that period. This is after savings of £2.7m, which have been taken into account in the budget for the first quarter. To ensure that the savings are achieved by the end of the year there is a need for Budget Responsible Officers to carefully manage their budgets.
- 9.2 Any underspend against budget will reduce the draw on reserves, conversely, any overspend will increase the draw on reserves, which will reduce the amount available for use in future years.

10. Policy & Delegated Authority

- 10.1 This report is being presented to the Services and Infrastructure for information and comment and Executive Committee in terms of its remit for financial policy and monitoring. The Committees may make comment to Council where necessary but the report is presented to Council for information.

11. Recommendation

- 11.1 The Services, Infrastructure and Executive Committees are asked to consider this report and make comment to Council where necessary. Thereafter, I recommend that the Council note the report and any comments from the Committees.



REPORT

To: **Infrastructure Committee**
 Services Committee
 Executive Committee

28 August 2007
30 August 2007
4 September 2007

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

Report No: F-022-F

**HOUSING REVENUE ACCOUNT/HARBOUR ACCOUNT/RESERVE FUND
REVENUE MANAGEMENT ACCOUNTS 2007/08
FOR THE PERIOD 1 APRIL 2007 TO 30 JUNE 2007**

1. Introduction

- 1.1 The purpose of this report is to advise Members of the financial position on the Council's Housing Revenue Account, Harbour Account and Reserve Fund for the first quarter of 2007/08.

2. Links to Corporate Priorities

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

3. Background

- 3.1 The revenue management accounts for funds other than the General Fund are presented to Executive Management Team (EMT) on a quarterly basis to enable EMT to monitor the Council's overall financial position.
- 3.2 This is the first quarterly monitoring report to Members for 2007/08 and covers the period 1 April 2007 to 30 June 2007. Only controllable items of expenditure are included, on the basis that recharges for central services and financing costs are not controllable in terms of spending decisions. Thus expenditure items include employee costs, property costs, transport, grants and other running costs, and income comprises of fees and charges, grants and rents.

- 3.3 For information, all appendices shows the Annual Budget, Year to Date Budget, Actual and Variance. It is the Year to Date variances, which are referred to within this report, the Year to Date figures include income and expenditure from 1 April 2007 to 30 June 2007. An estimation of when spending will occur or income is to be received is made on each budget and a spend profile is set which determines the Year to Date Budget, i.e. for salaries an equal charge each month is expected so the budget will show in this report 3/12ths of the Annual budget in the Year to Date budget, for other items this is not so straightforward and these will either be based on past spending patterns or a 1/12th across the year. The Year to Date Variance shows how actual activity has varied from the planned budget. Appendices 1, 3 and 5 show expenditure and income by service area and by type. Appendices 2, 4 and 6 shows the same data by cost centre activity.

4. Financial position on Housing Revenue Account at 30 June 2007

- 4.1 The financial position on Housing Revenue Account (HRA) revenue shows a year to date position with actuals on controllable expenditure £0.176 million less than budget for the first quarter (see Appendix 1). Attached, as Appendix 2 is a more detailed cost centre listing of spend to date for information. There are two main areas where variances are occurring.
- 4.2 Firstly income, there are two areas where income is less than anticipated. Supporting people income (£0.028m) which used to be provided directly to the Ladies Drive Hostel to support individuals is now to be used for Outreach Services and rent income (£0.074m) is under budget but this is due to a timing difference between the rents system period end and the management accounts period end, at the year end this will even out.
- 4.3 Secondly, maintenance underspend £0.222m, this is due to the timing difference between the budget profile, the completion of works and the charging by the Housing DLO to the Housing Revenue Account (HRA). This is very difficult to predict and as such budgets are split on a monthly basis, which has lead to the variances across the HRA.
- 4.4 It is anticipated at this stage that the outturn on the HRA will be within budget.

5. Financial position on Harbour Account at 30 June 2007

- 5.1 The financial position on Harbour Account (P&H) revenue shows a year to date position with actual controllable expenditure over budget by £0.682 million for the first quarter (see Appendix 3). Attached, as Appendix 4 is a more detailed cost centre listing of spend to date for information. There are two main areas where variances are occurring.

- 5.2 The most significant variance is on jetties and spur booms £0.940m where expenditure has been incurred under the maintenance contract (which is wholly funded by BP), however BP not having been invoiced for the expenditure under this contract this year due to problems with BP's invoicing system acceptance. This has been sorted and invoices have been sent, this not a real variance. The other main variances is on income, with additional income from harbour dues at Sullom Voe £0.070m to date, however this has been offset by a reduced level towage income £0.076m mainly due to overbudgeting.
- 5.3 It is difficult to predict the outturn on the Harbour Account at this stage, as the oil throughput is outwith the control of the Council. However, the latest prediction is that the outturn on the Harbour Account will be within the budget with careful management.

6. Financial position on Reserve Fund at 30 June 2007

- 6.1 The financial position on Reserve Fund shows a year to date position with actual controllable expenditure under budget by £0.057 million for the first quarter (see Appendix 5). Attached, as Appendix 6 is a more detailed cost centre listing of spend to date for information. There are two main areas where variances are occurring.
- 6.2 The most significant variance under Environmental Services is an outstanding accrual for income £0.478m in relation to Private Sector Housing Grant income which has yet to be received but once it has been will net off the variance to zero. Under Finance Services the graduate placement and modern apprentice schemes were underspent due to a change in how they were recharged, profiles have now been amended, this is not a real underspend. Under Asset Service, the variance on the NAFC is due to an underspend on maintenance where it is difficult to predict the exact timing of spending. The underspend on Economic Development Unit is mainly on grants which are demand led. The main areas are general assistance for agriculture and fisheries, tourism and economic infrastructure totalling £0.357m.
- 6.3 It is anticipated that the outturn on the Reserve Fund will be under budget.

7. Action Plan to resolve budget variances

- 7.1 Budget Responsible Officers (BRO's) have been actively encouraged to review the profiles on their budgets, identify and deal with any miscodings and action appropriate virements so that period variances do not obscure the real financial position. Management Accountancy will continue to provide advice and training to assist BROs to manage their budgets.

8. Financial Implications

- 8.1 It is expected that the Housing Revenue Account and Reserve Fund will be within the budget set for 2007/08. On the Harbour Account this is more difficult to predict as it depends on the level of throughput at Sullom Voe which is outwith the Council's control. At this stage it is predicted that it will be within the budget with careful management.
- 8.2 Any underspend against budget will reduce the draw on reserves, conversely, any overspend will increase the draw on reserves, which will reduce the amount available for use in future years.

9. Policy & Delegated Authority

- 9.1 This report is being presented to the Services and Infrastructure for information and comment and Executive Committee in terms of its remit for financial policy and monitoring. The Committees may make comment to Council where necessary but the report is presented to Council for information.

10. Recommendation

- 10.1 The Services, Infrastructure and Executive Committees are asked to consider this report and make comment to Council where necessary. Thereafter, I recommend that the Council note the report and any comments from the Committees.

Report No: F-022-F

Ref: Accountancy/HKT

Date: 15 August 2007



REPORT

To: Services Committee

30 August 2007

From: Executive Director, Education and Social Care

Developing a Four Year Plan for Services Committee

1. Introduction and Purpose

- 1.1 This report further develops the Services Committee 4 year plan by setting out a summary of key actions, tasks and performance indicators, to support the political statement of intent agreed at the meeting on 21 June 2007, and endorsed by the Full Council. I have prepared a comparison Report on the type of performance indicators which are readily available to Members, to assist in developing the framework.

2. Links to Council Priorities

- 2.1 The Report continues the work to develop a Corporate Plan to express Members' political aspirations for this term in office.

3. Background

- 3.1 The work is part of the ongoing process of developing the Council's Corporate Plan. It is intended that the detail contained in this report will be summarised, for the purpose of the Corporate Plan.

4. Proposal

- 4.1 The detail shown in Appendix 1 includes: -
- Political statement of intent by service area;
 - Service pledges
 - Key decision and tasks
 - Responsible Member(s) and staff for delivery
 - Key developments
 - Relevant strategies and policies to support the work
 - Performance indicators

- 4.2 It is intended that Appendix 1 form the main work programme for this Committee, over the next few years.
- 4.3 On review, it was noted that the document would benefit from a political statement on Community Development, Culture and Recreation Services. We must support individuals and communities to help them reach their full potential and promote cultural activities, including where they link with economic development. The Chairman has therefore suggested the following political statement for approval: -

“We will work with individuals and communities to promote the concept of active citizens to support them to deliver their full potential”.

5. Financial Implications

- 5.1 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. Policy and Delegated Authority

- 6.1 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. Conclusions

- 7.1 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.
- 7.2 The Services Committee Four Year Plan, once approved, would become the Social element of the Council’s Corporate Plan.

8. Recommendations

- 8.1 I recommend that Services Committee
 - a) I recommend Services Committee recommend that the Council approve the amendment to the political statement of intent, set out at paragraph 4.3; and
 - b) I recommend that Services Committee recommend that the Council approve the Services Committee Action Plan, set out at Appendix 1.

COMMUNITY CARE

Policy area

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.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee
Chair of Community Health Partnership Committee

Lead Officer(s)

Head of Community Care

Services Committee - Thursday 30 August 2007

Agenda Item No. 03 - Public Appendix

Pledges	How we will deliver on the pledges
<p>We will :</p> <ul style="list-style-type: none"> • Ensure that everyone in Shetland is able to live and participate in a safe, vibrant and healthy community; and • Deliver a range of quality care services, which are where possible: based in local communities; designed in partnership with service users and carers; and based on assessed needs. • Where necessary redesign services to meet increasing demands, in the following service areas: <ul style="list-style-type: none"> • Carers • Learning Disabilities • Mental Health • Sensory Impairment • Palliative Care • Physical Disabilities • Older People • Dementia • Advocacy • HIV / AIDS • Head Injury 	<p>During 2007/08:</p> <p>Complete Long Term Care Review and Dementia redesign projects Complete Feasibility Studies into Replacement Isleshavn and Viewforth Care facilities Explore options for assistive technology Revised Advocacy Development Plan Complete Long Term Mental Health Strategy Progress the Joint Occupational Therapy Store and Office Joint Respite Strategy Review health and care services for younger adults with physical disabilities Progress the Home Care Redesign Project Review of Services at Eric Gray Resource Centre Protecting Vulnerable Adults Policy Implement the learning disabilities day services redesign Implement the recommendations from the recent SWIA Inspection of Social Work services.</p> <p>2008-09 Respite Care Strategy</p> <p>2009-10 Independent Living Accommodation (Quoys Phase II)</p> <p>. Ongoing Implement the outcome of the Long Term Care and Dementia Redesign Reviews. Streamline the governance arrangements for this joint work. Continue to target resources at those most in need of support. Promote the work of the Local Service Delivery Groups and the Public Participation Forum Networks</p>

Key Delivery Mechanisms

This work is managed by the Community Health Partnership Committee, which meets quarterly.
The Extended Local Partnership Agreement and Community Care Plans are updated in spring each year, on a 3 year rolling programme.
(SIC approved June 2007)

Extended Local Partnership Agreement and Community Care Plans 2007 – 2010

Carers' Strategy

Carers' Information Strategy

Shetland's Young Carer's Strategy

NHS Shetland 2020 Vision of Shetland's Healthcare

Shetland's Disability Strategy

Health Strategy for Older People

Day Care Review

Delayed Discharge Commissioning Plan

Alcohol Action Plan

Corporate Action Plan for Drugs

Outcome Measures and Performance Indicators

The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example:

Community Care:

Number of assessments and reviews

Assessment Waiting times and comparisons against targets

Care at Home:

The number of clients, the total assessed need and the total needs delivered.

Occupational Therapy Waiting Times

Residential / Respite Care

Assessed Need, Services Delivered and Waiting Times for services

National Outcome measures are being developed and will include:

Percentage of users of community care services feeling safe

Percentage of users of community care services and carers satisfied with involvement in their health and social care package.

Percentage of users of community care services reporting satisfaction with the opportunities provided for meaningful social interaction.

Percentage of user / carer assessments of needs completed in accordance with agreed national standards.

Percentage of all adults with higher level of community care needs living in their own home

Percentage of carers who feel supported and capable to continue in their role as a carer.

The shift in the balance of care from “institutional” to “home based” care

The Number of people waiting for more than the targeted time from referral to completion of assessment / delivery of service per 1,000 population.

SCHOOLS

Policy area

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.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee
Chair of Children and Young People's Board
Spokesperson for Children and Young People

Lead Officer(s)

Head of Schools

Services Committee - Thursday 30 August 2007
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Pledges	How we will deliver on the pledges
<p>We will :</p> <ul style="list-style-type: none"> • create and maintain a framework and culture in which individual learners can strive to realise their full potential • provide Quality Assurance which evaluates standards of Education Service delivery and drives continuous improvement. • contribute to the development, delivery and evaluation of an efficient Education Service, in partnership, and alone, which meets the needs of learners, stakeholders and the community. • manage and evaluate systems and resources to provide an efficient and on-going education service according to the principles of Best Value. 	<p>Ongoing:</p> <ul style="list-style-type: none"> - To re-design the service around the principles of a Curriculum for Excellence - To improve attainment in writing - To introduce new vocational learning opportunities for pupils aged 14 and above - To improve the attainment and achievement of young people who are not fully involved in mainstream education, the lowest attaining pupils and for Looked After Children - Improvement in transition experience, especially from Primary 7 to Secondary 1 - Raise Attainment in Secondary 1 and 2 - To review the management arrangements and services for Additional Support Needs (jointly with Children's Services) - to progress the Estates Management and Financial Review of Schools <ul style="list-style-type: none"> o Sandness Primary and Skerries School due to be reported in October 2007 o Scalloway Junior High School, due to start September 2007 - To complete the review of Secondary Schools Staffing - Capital Investment Decisions – Anderson High School, Mid Yell, Lerwick Primary, Scalloway, Sandwick and Pre-School Provision.

	<p style="text-align: center;">How we will deliver on the pledges</p> <p>Developing the Blueprint for Education:</p> <p>Information Sessions – in September / October 2007 for Members on the work and analysis done to date in previous studies, including:</p> <ul style="list-style-type: none"> • Legislative Framework • The Current Model • Costs and Comparisons • Quality of Current Arrangements, Service Outcome and Comparisons • National and Local Priorities in Education and a Curriculum for Excellence • Integrated Community Schools • A Teaching Profession for the 21st century (The McCrone Agreement) • What issues were considered for evaluating alternative models (schools roles, class sizes, population trends, planning considerations, geographical distances and transport, quality of school estate buildings, workforce profile and recruitment and retention of teachers and other staff, specialist or generalist teaching, breadth and balance of curriculum available, peer/social support and opportunity for group work for pupils, experience of different teachers and styles, the schools role within the wider community). <p>Terms of Reference for the “Blueprint” review – by December 2007 Conference – Developing the Blueprint – First Quarter 2008 Analysis / Options / Consultation Process – Second Quarter 2008 Draft Strategic Blueprint – by September 2008 Consultation / Review Period – 6 months Final Strategic Blueprint – Second Quarter 2009 Implementation - thereafter</p>
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Key Delivery Mechanisms

Services Committee - Thursday 30 August 2007

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The Education Service Improvement Plan is reported to Council on an annual basis (approved December 2006). The actions are managed by the Head of Schools, on an ongoing basis, and reported for policy decisions as required.

Education Service Improvement Plan 2005 – 2008

HMIE Action Plan

School Strategic Plan

Schools Estates and Financial Review

Children and Young People's Service Plan 2005 – 2008

How Good is Our School Framework

Quality Assurance Policy

Devolved School Management Policy

Early Education and Childcare Action Plan 2000 - 2004

Active Schools Local Implementation Plan

Outcome Measures and Performance Indicators

The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example:

The % of parents of 0-5 year olds satisfied with access to outside play space has increased

The % of young people who agree that there are good opportunities to participate in recreation activities has increased

The % of those aged 17-24 who take part in sport more than twice a week

By 2006, all schoolchildren should have had access to one year's free music tuition by the time they reach Primary 6

The level of attendance at school has increased

The number and % of all looked after young people who have achieved SCQF level 3 or above in English and Maths has increased

The tariff score of the lowest attaining 20% of S4 pupils in the area has increased

The % of 16-19 year olds moving to positive destinations including education, training and employment for (a) all (b) from low income families; (c) young carers and (d) looked after children has increased

Outcome Measures and Performance Indicators

The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example:

Attainment Figures and Trends for national testing, standards grades and highers.

Inspection Reports

Quality Assurance Issues from "How Good is Our School?" Framework

Number of Pupils undertaking vocational training opportunities, and number / location of courses on offer

Number of pupils / attainment and trends for: lower achievers, Looked After Children, pupils not always in mainstream education and pupils at risk of leaving school "not in education, employment or training".

Attainment at Transition Points

Attainment at Secondary 1 and 2

National Outcome measures are being developed and will include:

The % of pre-school education centres that are rated as at least good on the following HMIE quality indicators:

Staff Interaction in Children's Learning

Meeting Children's Needs

ii) A local target for developing the effectiveness of leadership in centres delivering pre-school education as a means of securing improvement towards very good and excellent ratings

The % of the original S4 cohort who by the end of S6 have attained 5+ awards at SCQF levels 3,4, and 5 and 1+, 3+ and 5+ at SCQF level 6 respectively

Young people in compulsory school education participate in enterprise in education activities on an annual basis

The participation of school age children in leisure, cultural, learning and physical activities, outside the core curriculum has increased

All schools are health promoting

The % of school age children who (a) say they enjoy the cultural, learning and sporting activities they take part in and (b) think there are sufficient opportunities to access these activities has increased

CHILDREN'S SERVICES

Policy area

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, properly resourced, is well placed to co-ordinate the essential redesign early years services to develop affordable models of childcare throughout Shetland.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee
Chair of Children and Young People's Board
Spokesperson for Children and Young People

Lead Officer(s)

Head of Children's Services
Head of Schools

Services Committee - Thursday 30 August 2007
Agenda Item No. 03 - Public Appendix

Pledges	How we will deliver on the pledges
<p>We will :</p> <p>Shetland's shared vision for children and young people is that:</p> <p>“ 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.”</p> <p>Partner agencies are committed to working together in an atmosphere of collaboration and respect, to promote all aspects of children and young people's development, to help them feel safe, secure and cared for, and, to have a sense of their own worth and that of other people in society.</p> <p>Children and young people's services are to be planned and delivered against seven cross cutting themes:</p> <ul style="list-style-type: none"> · Safe · Nurtured · Healthy · Achieving · Included · Active · Respected and Responsible 	<p>Review the Children and Young People's Strategy for 2008 - 2011</p> <p>Review the management arrangements for the Additional Support Needs Services (jointly with the Schools Service) by First Quarter 2008.</p> <p>Capital Investment Decisions:</p> <ul style="list-style-type: none"> - Leog Replacements - Laburnum Replacement - Bruce Family Centre Refurbishment / Replacement <p>Develop the range of services and opportunities available for the pupils who have left school but who are “Not in Education, Employment or Training” (by spring 2008).</p> <p>Improve the services and timescales for people wishing to Adopt or Foster children (ongoing).</p> <p>Implement the Integrated Assessment Framework (a multi agency approach to early identification of needs for children and young people and a co-ordinated response to service delivery) from October 2007.</p> <p>Ensure that the Council's approach to the work of the Childcare Partnership is co-ordinated across the services for which the Council is responsible (ongoing).</p>

Key Delivery Mechanisms

This work is directed by the Integrated Children's Services Committee (which replicates the Community Planning Board) and is managed by the Integrated Children and Young People's Services Planning Group.

The Children and Young People's Service Plan 2005 – 2008, reported was approved by SIC in 2005

- Children and Young People's Services Plan 2005 - 2008
- Getting it Right For Every Child
- How Good Is Our School
- Early Education and Childcare Action Plan
- Shetland Child Protection Procedures and Action Plan

Outcome Measures and Performance Indicators

The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example:

Child protection referrals and registrations

Looked After Children – numbers, trends, attainment

Numbers, Trends and Opportunities for Children and Young People Not in Education, Employment or Training

Service Delivery for Adoption and Fostering Services, compared to targets

Rollout, training and implementation information on Integrated Assessment Framework

Youth Work – attendance numbers

Youth Voice and other Consultation Mechanisms – numbers/participation in strategies, service development and service redesign.

Shetland Youth Information Service – numbers, trends, patterns, issues

National Outcome measures are being developed and will include:

The % of child protection referrals that are repeat referrals within 12 months of initial referral or removal from the register, has reduced

To increase the proportion of recorded incidents of bullying reported to be resolved satisfactorily by pupils and by school management.

The number of young people who have expressed a fear of crime, has reduced

The number of

(a) child injuries and (b) fatalities in road traffic accidents per 1,000 population has reduced

The number of

child injuries and (b) fatalities caused by all other accidents per 1,000 population has reduced

All requests, from any appropriate agency, under the Additional Support for Learning Act, are answered within 10 weeks (16 if an extension is agreed) by the relevant agency

Outcome Measures and Performance Indicators

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All children and young people who need it have an integrated package of appropriate health, care and education support

The number of homeless or temporarily accommodated children and young people under 25 has reduced

Sufficient, appropriate respite services are available for children with disabilities when they need them

Family support and relationship services are available for parents and families who may need these.

The number of accommodated children with three or more placements has reduced

The % of children a) under 5 placed in an adoptive family or a permanent substitute family within 12 months of being accommodated away from home; and b) 5 or over placed in an adoptive family or a permanent substitute family within 24 months of being accommodated away from home has increased

The % of looked after young people leaving care who have a pathway plan has increased

Appropriate support services are available for children and young people affected by domestic abuse

By 2022, 80% of children meet the minimum recommended level of physical activity

The % of children in Scotland eating more healthily, with at least 5 or more portions of fruit and vegetables daily, is increasing

Meeting local targets for the % of children and young people with autism, ADHD and for looked after children seen within the local target waiting time for community CAMHS and specialist teams.

Suicide and self-harm rates among 10-24 year olds has reduced

The level and frequency of alcohol consumption has reduced among children and young people under 25

The % of children and young people under 25 who are involved in substance misuse has reduced

The % of pre-school education centres that are rated as at least good on the following HMIE quality indicators:

A local target for developing the effectiveness of leadership in centres delivering pre-school education as a means of securing improvement towards very good and excellent ratings

The number of young people volunteering has increased

The number of persistent offenders has reduced

A local target for getting parents into work by tackling childcare barriers in disadvantaged areas

The provision of affordable, accessible, quality childcare in a) nationally and b) low income households that meets parents' needs

Out of school provision is available in every neighbourhood to parents who need it.

The number of young people leaving care and secure accommodation who sustain a tenancy for more than 6 months has increased.

FURTHER AND HIGHER EDUCATION

Policy area

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.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee
Chair of Shetland College / Train Shetland Board of Management

Lead Officer(s)

Director of Shetland College and Train Shetland

Services Committee - Thursday 30 August 2007
Agenda Item No. 03 - Public Appendix

Pledges	How we will deliver on the pledges
<p>We will :</p> <p>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</p> <p>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.</p> <p>To play a significant role in developing the Shetland economy through meeting the needs of established and new industries.</p> <p>To engage in the social and cultural development of Shetland, including Shetland's heritage.</p> <p>To promote the achievement of excellence through commitment to quality standards and continued investment in staff development, recognising that staff are a key resource.</p>	<ul style="list-style-type: none"> • To increase retention and achievement rates at both FE and HE levels • To increase the numbers of students progressing from FE to HE programmes • In conjunction with Economic Development, review the needs of the textile industry, with particular emphasis on the opportunities presented by the Textile Facilitation Unit • Work in partnership with Shetland Enterprise, Shetland Arts and Economic Development to develop a Creative Industries Unit • Research and commission the development of HNC in music production for delivery in 2008/09 • Delivery a range of community based short courses in creative arts • Establish Train Shetland as the Council's principal training provider by 2009

Key Delivery Mechanisms

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The Strategic and Operational Plans of Shetland College / Train Shetland are approved by the Board and progress is monitored through Action Plans on a regular basis.

Shetland College and Train Shetland Strategic, Operational and Service Plans

Shetland Economic Strategy

Children and Young People's Service Plan 2005 – 2008

Outcome Measures and Performance Indicators

The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example:

Attainment Figures and Trends

Inspection Reports

Quality Assurance Issues

Recruitment and Retention Rates and Trends for Students

Number and Profile of People undertaking training opportunities and number/ location of courses on offer (this will include Shetland College, NAFC, Train Shetland and Local Learning Centres)

CULTURE, RECREATION AND COMMUNITY DEVELOPMENT

Policy area

We must support individuals and communities to help them reach their full potential and promote cultural activities, including where they link with economic development (Draft Statement for Approval)

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.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee
Culture and Recreation Spokesperson

Lead Officer(s)

Service Manager – Sport and Leisure
Community Work Manager
Schools Cultural Co-ordinator
Library and Information Systems Manager
Service Manager – Adult Learning

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Pledges	How we will deliver on the pledges
<p>We will :</p> <ul style="list-style-type: none"> - Cherish and promote our traditions and our values; - Encourage active and participative lifestyles, equality of opportunity, personal and community development through increasing access to and participation in the broadest range of cultural activities throughout Shetland, particularly for people who may be excluded or marginalized at present - Celebrate, promote and invest in the islands' distinctive creativity, diverse culture, heritage and environment, and develop and promote them within Shetland and to the wider world - Contribute to the regeneration of Shetland's quality of life, image and economy through the strategic development of human, physical, geographic and financial resources - to promote a healthy lifestyle through regular participation in sport and recreational activity. - everyone throughout Shetland should have the opportunity to take part in formal and informal learning which is useful and relevant to them. 	<p>Report on Management Arrangements by October 2007.</p> <p>Continue to develop the museum and archives services, set out in the Service Level Agreement (SLA) with Shetland Amenity Trust - annually.</p> <p>Deliver the Actions from the Cultural Strategy Action Plan 2004 – 2008.</p> <p>Deliver the Active Schools Programme 2005 - 2008</p> <p>Deliver the Actions from the Sport and Recreation Strategy</p> <p>Deliver the Actions from the Vibrant Shetland Strategy and Action Plan for Community Learning and Development 2005 – 2008.</p> <p>Deliver the Shetland Literacy and Numeracy Strategic Plan</p> <p>Progress the Library Capital Project.</p> <p>Implement any recommendations from the recent HMIE Inspection of Community Learning and Development (to be published Autumn 2007).</p>

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Key Delivery Mechanisms
Active Schools Local Implementation Plan Sports Development Strategy Community Learning and Development Strategy Shetland Literacy and Numeracy Strategic Plan Cultural Strategy Arts Strategy Service Level Agreement for Museums and Archives Service Quality Assurance Issues from How Good is Our Community Learning and Development Framework Adult Learning and Community Work Service Plans Public Library Quality Improvement Matrix

Outcome Measures and Performance Indicators
The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example Levels of Participation and Retention, across all cultural and learning opportunities, and profiles of service users Coverage of Community Profiles, to support the Community Planning, Community Health Partnerships and Local Service Delivery models of working Levels of community participation in strategies, service redesign and service developments Indicators of capacity building within communities Attainment and Progression of learners in family life, community life, for personal satisfaction and for work. Additions of adult library lending stock per 1000 population Total adult stock items per 1000 population Additions of children's and teenage library lending stock per 1000 population Total children's and teenage library lending stock per 1000 population Percentage of resident population that are borrowers from public libraries Average number of library issues to borrowers

DEPRIVATION AND SOCIAL EXCLUSION

Policy area

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

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee

Lead Officer(s)

Executive Director of Education and Social Care

Pledges	How we will deliver on the pledges
<p>We will :</p> <ul style="list-style-type: none"> - promote equality of access to all - work with stakeholders to identify the level and extent of deprivation and social exclusion and to develop strategies and policies to address these issues. 	<ul style="list-style-type: none"> - develop an understanding of deprivation and social exclusion in Shetland within communities and agencies. - services to work less in isolation, breakdown organisational and service boundaries and treat individuals and households as a whole rather than in relation to service specific issues. - Be more creative in the way that people experiencing deprivation and social exclusion are reached and involve them in developing solutions. - To improve the understanding of rural disadvantage nationally and methods for measurement. - Be more creative and flexible in the way national policy is delivered. - Revisit the study in 2 years time to see if progress has been made in addressing people's quality of life and ability to participate fully in society. - Promote the model to the Scottish Executive as an alternative indicator for rural deprivation for the purpose of funding allocations to Shetland.

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Key Delivery Mechanisms
This work is directed through the Community Planning Board, with regular progress reports. Deprivation Study 2006
Outcome Measures and Performance Indicators
The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example The Number of Individuals and Households in Shetland facing Deprivation and Social Exclusion The Reasons Why Individuals and Households in Shetland Find Themselves in These Situations and the Impact, on Individuals, Households and Shetland, of Being Socially Excluded and/or Deprived GDP per household Benefits Take Up rates Changes to Funding Formula to take account of alternative measures of deprivation.

RESEARCH BASED DECISION MAKING

Policy area

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.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee

Lead Officer(s)

Executive Director of Education and Social Care

Services Committee - Thursday 30 August 2007

Agenda Item No. 03 - Public Appendix

Pledges	How we will deliver on the pledges
<p>We will :</p> <ul style="list-style-type: none">- Design service around the needs of individuals, families and communities- Use good quality data collection mechanisms to describe those service needs and aspirations- Commission research to fill gaps in knowledge- Monitor and evaluate the outcome of service delivery, to ensure that needs are being met.	<p>Support the developing project on population movements, to better inform local community needs.</p>

Key Delivery Mechanisms

Population Study 2007-2008 – timescale for spring 2007.

STAFF

Policy area

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.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee

Lead Officer(s)

Executive Director of Education and Social Care

Pledges	How we will deliver on the pledges
<p>We will :</p> <ul style="list-style-type: none"> - value staff - commit to their health, well-being and professional development - support work to recruit new and retain existing staff, invest in their training needs and promote career development opportunities. - be committed to listening to their views and ideas to inform future planning of services, particularly from staff who deliver services at the front line. - communicate in a clear and regular fashion the work of the Services Committee and how it might impact on them. 	<p>Implement a Workforce Development Strategy for the Education and Social Care Department</p> <p>Develop a Departmental Training Strategy and ensure Training Plans are comprehensive and realistic.</p> <p>Establish formal and informal consultation mechanisms on the work of the department.</p> <p>Implement a formal and informal communication framework.</p> <p>Secure IIP Accreditation across the whole Department, by 2009.</p>

Outcome Measures and Performance Indicators
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Services Committee - Thursday 30 August 2007

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The detailed performance indicators and outcome measures will be included in the performance reporting mechanism and will include, for example

Staff vacancies, staff turnover, exit interview issues, outcome of recruitment exercises

Sickness absences, stress absences and long term sickness trends

Staff surveys

Workforce Stress Surveys

Delivery of Training Strategies and Plans

IIP Accreditation

COMMUNITY SAFETY

Policy area

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 and anti social behaviour.

Lead Member(s)

Chairperson and Vice Chairperson of Services Committee

Lead Officer(s)

Assistant Chief Executive
 Executive Director of Education and Social Care
 Chief Social Work Officer
 Service Manager – Criminal Justice

Pledges

We will :

- (Being Developed as part of Corporate Planning process)

How we will deliver on the pledges

Implement the decision of the recent SWIA Inspection of Social Work and Criminal Justice services.

Implement the new guidelines for Managing Offenders (MAPPA).

Deliver the Actions agreed in SADAT Action Plan

Key Delivery Mechanisms

Community Safety Strategy
 Northern Community Justice Authority Strategic Plan
 SADAT Corporate Action Plan



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Sport and Leisure Service Manager

CAPITAL GRANTS TO VOLUNTARY ORGANISATIONS HAMNAVOE WATERFRONT DEVELOPMENT ASSOCIATION

1. Introduction

- 1.1 This Report asks Members to consider awarding a grant of £670,939, at a rate of 80% of eligible costs, to the Hamnavoe Waterfront Development Association, towards the cost of a breakwater, pontoons and ancillary walls at Hamnavoe, in line with current Council Policy, for grant aid for water based facilities.

2. Links to Corporate Priorities

- 2.1 This project will assist the Council to achieve its priority of "Active Citizenship" by supporting the Hamnavoe Community in the development of a high quality community facility. The project also contributes towards Community Safety through the provision of a safe berthing facility for small boat owners and through the development of improved tourism opportunities in the area.
- 2.2 Members should also note that support for this project will assist the Council to meet an objective in its Corporate Improvement Plan for 2007/08, which in section 1.4 – "Encouraging Active Citizenship" has a target to "Work with community groups in the following areas to implement the capital proposals of the Review of Water Based Facilities report i.e. Hamnavoe (new marina), Hillswick (new slipway) and Sandwick (pier reconstruction)".

3. Background

- 3.1 At a meeting of the Services Committee on 1 September 2005 Members approved a report, which recommended the establishment of a budget for Water Based Facilities in order to meet the remaining demand for marina provision in Shetland. A budget of £1.635M was approved to support 11 projects throughout Shetland. In addition, members also agreed an

amendment to the maximum grant assistance available under the New Marina's Grant Aid Scheme i.e. that the maximum grant assistance of up to 80% up to a maximum of £300,000 should be changed to a maximum grant of up to 80% but with no upper limit (Min Ref: SC54/05). The Council subsequently ratified these decisions on 14 September 2005 but recognised that the initial budget of £1.635m approved at Services Committee would not be sufficient to fund the number of projects up to the revised maximum level of grant assistance approved at the Services Committee meeting. Therefore, following a brief presentation by the Head of Community Development on the financial implications of agreeing the new funding policy the Council agreed a revised budget of £2.343m for the 11 projects (Min Ref: SIC128/05).

- 3.2 In 2002, the Hamnavoe Waterfront Development Association (HWDA) was formed following concerns locally about the lack of facilities for water-based activities and the need for recreational, tourism and business developments. The Association also hoped to address the general deterioration of the community's visual appearance, especially in the heart of the village, and to promote more social and recreational opportunities in the community.
- 3.3 Following a public meeting it was identified that there was a need for the provision of water based facilities locally and funding was secured to undertake a Feasibility Study into the development of a marina.
- 3.4 A suitable site was identified, with initial designs proposing that the marina and breakwater be placed outside the Hamnavoe pier. However following further investigation it was decided to revise the marina design.
- 3.5 HWDA revised its proposed design and elected to locate the marina adjacent to the pier. This site was attractive in that it would provide much needed shelter for the boats but would also complement and enhance the existing facilities located in the heart of the village. Site investigation and seabed surveys confirmed that it would be suitable for such a development.
- 3.6 HWDA held a number of further meetings focusing on the marina project and by the spring of 2004 had over 20 berths reserved by local boat owners. Further promotion of the project identified that a 43-berth marina would be required to meet local need.
- 3.7 In the autumn of 2004, in order to further develop the project, HWDA commissioned a design team to undertake the detailed design work into the proposed 43-berth marina in Hamnavoe and applied for all the necessary statutory consents in order to take the project to tender stage. At this point the cost of the project was estimated at £600,000 excluding professional fees, pontoons and VAT.

4. Present Position

- 4.1 The detailed design work has been completed and all statutory consents, land purchases and licences are in place.

- 4.2 Over the last 18 months representatives of the HWDA has been liaising closely with officers from the Sport and Leisure Service to develop their project and have now submitted a Capital Grant application for their project.
- 4.3 The HWDA committee are proposing to construct a 43-berth marina in Hamnavoe. The proposed works will comprise of the following:
- Construction of a breakwater;
 - Installation of pontoons and anchors;
 - Provision of safety equipment and navigation lights;
 - Provision to 2 designated visitor berths;
 - Installation of water and electrical services;
 - Provision of a lift for disabled access.
- 4.4 The civil engineering works for the Hamnavoe Marina project was tendered and five tenders were received, the lowest of which is £500,335 excluding the provision of pontoons, professional fees, statutory consents and VAT.
- 4.5 The total cost of the project including civil engineering works, pontoons, professional fees, statutory consents and VAT is £838,674.
- 4.6 It should be noted that HWDA are not VAT registered and do not have charitable status.

5. Proposed Funding

- 5.1 The following funding arrangement is proposed:

	£	%
SIC Sport and Leisure Service	670,939	80.0
HIE Shetland	<u>83,000</u>	<u>9.9</u>
Total Public Funding Required	753,939	89.9
 Hamnavoe Waterfront Development Association	 <u>84,735</u>	 <u>10.1</u>
TOTAL PROJECT COST	<u>838,674</u>	<u>100.0</u>

- 5.2 An application for funding from HWDA has been submitted to HIE Shetland and a decision on this application should be reached by early September 2007.
- 5.3 In 2004 HIE Shetland commissioned a socio-economic study into the effects on the decline of the white fish industry on Burra and Trondra. The finding of this report indicated that the decline in the Burra and Trondra White fish fleet had had a significantly social and economic impact on the communities. Therefore, in response to this situation HIE Shetland have indicated that they would be willing to support the HWDA project under their "Creating A Community Asset" programme in order to provide an community asset that would stimulate economic growth in the area, through regeneration of the Waterfront area and a diversification of opportunities for social an economic enterprise in the area.

5.4 HWDA have confirmed that their contribution is in place.

6. Financial Implications

- 6.1 When the Water Based Facilities Budget was established in 2005 a sum of £773,224 was allocated to the HWDA project. However, as indicated above the actual grant being requested is £670,939, which is £102,285 less than this amount.
- 6.2 To date three projects have been funded from the Water Based Facilities budget of £2,343,000, which are Lerwick Marina Users Association (£100,000), Delting Boating Club Marina Users Association (£562,631) and Aithsvoe Marina Users Association (£67,377). This means that a total of £730,008 has been approved from the original budget leaving a balance of £1,612,992. Therefore, should member agree to this grant then a balance of £942,053 will remain unallocated from this budget.
- 6.3 However, Members should note that since the Water Based Facilities Budget was approved in 2005 the Council has since adopted a new procedure for the prioritisation and development of capital projects, which means that beyond financial year 2007/08, there is no agreed Rolling Programme budget for Water Based Facilities Projects. Therefore, all further projects will have to be assessed and prioritised against all other Council projects.
- 6.4 The Sport and Leisure Service's budget for Water Based Facilities (GCJ3001 2406) for financial year 2007/08 has sufficient funds available to meet the request from Hamnavoe Waterfront Development Association.

7. Policy and 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 approve a capital grant of up to £670,939 to Hamnavoe Waterfront Development Association for the purpose outlined in this report. The source of this grant is Sport and Leisure Service's Water Based Facilities budget (GCJ3001 2406) for financial year 2007/08.
- 8.2 note that this grant is subject to the standard grant conditions applying to Capital Grants to Voluntary Organisations as set by Shetland Islands Council.

Services Committee - Thursday 30 August 2007
Agenda Item No. 04 - Public Report

August 2007
Our Ref: MD/NWW/mr

Report No: CD-213-F

Table 1 – Constructing new marinas / water-based facilities

Organisation Name	Project Description	Estimated Project Cost	Grant Required (up to 80% with no maximum grant)	Project update
Delting Boating Club Marina Users Association	Construction of a 52-berth marina in Brae including provision of a breakwater, car-parking facilities, boat lay down area; launch site, and disabled facilities.	Tendered cost £703,289	Grant awarded £562,631	Project funded by Council in May 2006 and works nearing completion. Marina scheduled for official opening in Spring of 2008.
Hamnavoe Waterfront Development Association	Construction of 43-berth marina and breakwater in Hamnavoe.	Tendered cost £838,674	Grant applied for £670,939	Project has secured site, planning permission and consents in place, project tendered, all berths sold, group awaiting decisions on funding applications to SIC and HIE Shetland. Project ready to start subject to funding being secured.
H.E.A.R.D.	Construction of a slipway, access road and adjacent car parking provision.	Engineer's Estimated cost £160,000	Estimated grant assistance required £128,000	Feasibility Study complete with detailed design works nearing completion – both funded by Council. Planning permission and works licence in place with other consents applied for awaiting a decision. Group intend to purchase site and apply for capital funding during winter months with construction phase programmed to take place in 2008, subject to funding being secured.
Toft Marina Users Association	Construction of a 16-berth marina including provision of a breakwater and car-parking facilities.	Engineer's Estimated cost £404,041	Estimated grant assistance required £323,232	Feasibility and detailed design works complete – both self funded. Planning permission and consents in place, group currently raising its contribution towards project costs. Project ready to tender for construction phase, subject to funding being secured.
Gruting Marina Users Association	Construction of a 20-berth marina including provision of pier and slipway.	Estimated cost £446,500	Estimated grant assistance required £357,200	Group has held public meetings and undertaken community consultation. As result group they now have a waiting list of 24 seeking berths. Group own preferred site and are ready to tender for professional fees to undertake project Feasibility Study. No planning permission or consent in place.
South Yell Marina Association	Construction of a breakwater on North East side of marina	N/a	N/a	Project no longer required.

	to provide shelter for boats.			
Funding total (Including VAT)		£2,552,504	£2,042,002	

Appendix B (cont)

Table 2 – Developing existing marinas / water-based facilities

Organisation Name	Project Description	Project Cost	Grant Required (up to 75% up to £100,000)	Project update
Lerwick Marina Users Association	Provide additional 14 berths, upgrade water and electric services, purchase new boat hoist and repair mast crane.	Tender cost £142,066	Grant awarded £100,000	Project funded by Council. Works fully complete.
Sandwick Social and Economic Development Company	Re-construct the Sandsayre Pier that is in imminent danger of collapse.	Estimated cost £600,000	Estimated grant award £100,000	Feasibility and detailed design works complete, statutory consents in place including Historic Scotland approval. Planning permission not required. Project ready to tender and group intend to apply for funding during winter months with construction phase programmed to take place in summer of 2008, subject to funding being secured.
Symbister Marina Users Association	Increase the number of visitor berths available by providing additional pontoons. Also intend to replace a number of older pontoons that need of constant maintenance.	£82,250	£61,687	Project at a very early stage. Group waiting to see if Council will re-locate its current ferry terminal at Symbister before developing project further.
Fetlar Boating, Angling and Recreation Club	Purchase and restoration of existing dilapidated pier at Hubie, Fetlar. Project also includes refurbishment of boatshed and provision of pontoons for summer use.	£58,750	£44,062	Project at a very early stage. Group has held a public meeting to gauge local interest and have also made a tentative enquiry with owner about acquiring pier facility. Group currently waiting to see what happens with possible development at Hamarsness. If this project went ahead it is hoped that boating facilities could be incorporated into design and remove need to restore Hubie pier.
Scalloway Marina Users Association	Construction of a concrete plinth within marina boundary	N/a	N/a	Project no longer required.

	for use as boat lay down area / maintenance.			
Funding total (including VAT)		£883,066	£305,749	

Appendix B (cont)

Table 3 - Other Water Based projects

Organisation Name	Project description	Project cost	Grant Required	Project update
Aithsvoe Marina Users Association	Non-recoverable VAT costs attributed with construction of Aithsvoe marina, Cunningburgh.	Project cost £67,377	Grant Awarded £67,377 (100%)	Group has settled VAT debt as required by H.M. Customs and Excise.
South Nesting Boating Club	Construction of a 22-berth marina and breakwater. Project would also include the provision of an access road and parking area.	Engineers Estimated cost £511,125	Estimated grant assistance required £408,900 (80%)	Feasibility study nearing completion – funded by Council. Group currently liasing with landowner to secure tenure over site. Planning permission for original design in place but group currently exploring if it will remain valid should the design and location of breakwater change. Group intend to proceed to detailed design stage and apply for other consents, subject to funding being secured.
Voe Pier Trust	Non-recoverable VAT costs attributed with construction of marina.	Confirmed cost £62,959	Estimated grant assistance required £62,959 (100%)	Group currently appealing VAT liability with H.M. Customs and Excise office. Decision due later in the year.
Mid Yell Waterfront Trust	Construct a breakwater in Mid Yell. Also carry out pier improvements and develop the general shorefront.	Estimated cost £400,000	Estimated grant £320,000 (80%)	Feasibility Study completed – self funded. Group are currently gathering evidence to support the development of project and looking at best options for provision of a breakwater. No planning permission or consents in place.
Uyeasound Waterfront Trust	To upgrade and improve the waterfront facilities in Uyeasound including the provision of berthing,	Estimated cost £100,000	Estimated grant £80,000 (80%)	Project at a very early stage. Group currently waiting to see if the Council funds the proposed new working pier at Uyeasound before further developing this project. No planning permission or

	shorefront walkways and other landscaping work.			consents in place.
Aith Marina Users Association	To extend current walkway by 4m to provide 4 additional berths in Aith marina.	Estimated cost £11,162	Estimated grant £8,371 (75%)	Project does not need planning permission or statutory consents. Group ready to tender for project, subject to funding being secured.
Whiteness Voe Marina	To construct a 30 berth marina and breakwater. Project would include access road, parking and toilet provision.	Estimated cost £300,000	Estimated grant £240,000 (80%)	Project at a very early stage. Public meeting has been held and steering group established to explore project proposal. Group have a waiting list of 25 and have made tentative enquiries with landowner about buying preferred site. No planning permission or consents in place.

Appendix B (cont)

Table 3 - Other Water Based projects

Organisation Name	Project description	Project cost	Grant Required	Project update
Salloway Boating Club	To purchase a new floating pontoon to replace current 20-year-old facility that is nearing the end of its useful life.	Estimated cost £60,000	Estimated grant £45,000 (75%)	Project does not need statutory consents and has been tendered. Group Project ready to start subject to funding being secured.
Funding total (including VAT)		£1,512,623	£1,232,607	

Total project costs - **£4,948,193**
Grant Aid required - **£3,580,358**



REPORT

To: Services Committee

30 August 2007

From: Sport and Leisure Services Manager

REVIEW OF COUNCIL SUPPORT FOR COMMUNITY MANAGED WATER BASED FACILITIES

1. Introduction

- 1.1 Over the last 20 years Shetland Islands Council has supported 22 new Marina projects throughout Shetland and supported many other types of water based facilities. Therefore, with the election of a new Council and the ongoing planning of the Council's new Corporate Plan, it seemed appropriate that members should be given the opportunity to consider their position on the future funding of Water Based Facilities projects in Shetland.
- 1.2 This report therefore, sets out the history of the Council's support for Community Managed Water Based Facilities and requests that Officers are given guidance as to the level of support that should be given to water based projects in the future.

2. Links to Corporate Priorities

- 2.1 This report will assist the Council in its priority to organise and plan its business more effectively by reviewing the Council's support for Water Based Facilities. Thereby, ensuring that any further Council's Capital expenditure in this area is being aligned with the Council aspirations for the future.

3. Background

- 3.1 Over the last 20 years Shetland Islands Council has financially supported 22 community owned and managed marinas throughout Shetland,

- contributing a total of £2.7M toward these projects costing £4.3M. See Appendix A.
- 3.2 Throughout the 1980's and early 1990's marina projects were funded on the basis of Marina Associations being able to apply to Shetland Islands Council for grants assistance of up to 65% for civil engineering works and 50% of the cost of pontoons. Throughout this period there were other local and external funders who were prepared to offer grant assistance to marina projects. These included: HIDB, SEC, Shetland Amenity Trust, Local Community Council's and from the mid 1990's the Lottery Sports Fund and the Foundation for Sport and the Arts.
 - 3.3 Throughout the above period the former Leisure and Recreation Department had relatively large Capital Grant Aid budgets for Water Based Facilities and Grants to Voluntary Organisations – General Projects e.g. Community Halls. These grant aid budgets were split between the Council's Capital Programme and Shetland Charitable Trust.
 - 3.4 However, in 1998 following the Council's review of the Leisure and Recreation Department and Council's review of the Capital Programme the Departments Capital grant aid budget for all projects including marinas was significantly reduced to a budget of £99,000 per year. Therefore, all projects had to be funded from this budget along with a Charitable Trust budget of £151,638.
 - 3.5 In April 1998 the Community Services Committee also approved a revised set of funding policies for all capital grants aid schemes i.e. that all projects including marinas projects would be able to receive a maximum grant of up to 75% up to a maximum of £100,000. These policies were also agreed by the Charitable Trust.
 - 3.6 However, in March 2000 members raised their concerns about the way in which community projects were being prioritised for funding and agreed that a "Grants to Voluntary Organisations – Officer/ Member Working Group" should be established to review this area of work.
 - 3.7 The outcome of the working group, in terms of water based facilities was that by late 2000, the Council had agreed to re-prioritise the capital programme at its next review to identify a specific water based budget of £250,000 for each of the next 3 financial years i.e. £750,000, and to consider individual applications for grant assistance on their individual merit, subject to funding being made available. At this time it was also agreed that the maximum Grant for New Marinas should be raised to £200,000 and be funded on the basis of 65% for Civil Engineering works and 50% pontoons as was previously the case.
 - 3.8 However, at a meeting of the Services Committee in May 2002, and following consultation with the marina organisations most advanced with their projects, the Council agreed to introduce new criteria to the Capital Grant Aid Scheme for new marinas i.e. to allow community groups to apply for grant assistance of up to 80% up to a maximum of £300,000 for new marinas (Min Ref: 57/02). The reason for this decision was due to a lack of significant amounts of external funding to support projects, and with a

maximum grant of £200,000, marina organisations made the case that they could not bridge the gap between available funding and the project costs.

- 3.9 As a result of the New Marinas budget being introduced, and the revised levels of funding three new marinas were constructed at Skeld, Aithsvoe and Voe.
- 3.10 However, following the completion of the New Marinas Budget, there were many requests from Council Members and voluntary organisations to re-establish a water based facilities capital budget to support the outstanding water based projects throughout Shetland. Therefore, in order to gauge the level of demand for this type of funding, Community Development undertook an audit of water-based facilities throughout Shetland. 31 local marina groups and pier trust committees were issued with a questionnaire of which 18 groups responded.
- 3.11 Of the 18 responses received 11 organisations indicated that they had plans for either constructing a new marina or to develop/upgrade an existing facility. On the basis of this questionnaire a report was presented to the Capital Projects Management Team on 1st August 2005 and to the Services Committee on 1st September 2005 requesting that a budget of £1,635,421 be approved over financial years 2006/07 to 2009/10 for the construction of new marinas and the refurbishment of existing water based facilities.
- 3.12 However, in consideration of the above report at Services Committee, Members put forward and agreed a proposal that the maximum grant of £300,000 for new marinas should be removed, but that the percentage figure - 80% should remain (Min Ref: SC54/05). Therefore, given the implication of this proposal it was further agreed that the Head Of Community Development should provide a brief follow-up report at Full Council on the potential financial implications of this decision.
- 3.13 Accordingly, a revised table of information was presented to Members at Full Council and it was therefore implied that a revised budget of £2.4M over financial years 2006/07 – 2009/10 should be approved to fund the various projects up to the agreed percentages i.e. 80% - no maximum award for new marinas and 75% up to a maximum of £100,000 for existing water based facilities (Min Ref: SIC 128/05).
- 3.14 Since this budget was established three projects have been funded from the Water Based Facilities budget i.e. the Extension and refurbishment of Lerwick Marina which received a grant of £100,000, the construction of the new marina at Brae which received a grant of £562,631 and the construction of the Aithsvoe Marina project which received an additional grant of £67,377 towards their irrecoverable VAT. Therefore, excluding any decision on the Hamnavoe Waterfront Development Trust, which is being considered on the Services Committee agenda today, then a total of £730,008 has been allocated from the original budget leaving an uncommitted balance of £1,612,992.

4. Present Position

- 4.1 During the past 2 years, the method by which the Council approves Capital Projects has been significantly varied. Rolling programmes (by which these grant aid schemes are funded) are being phased out and, instead, each project is assessed in terms of the priority it should hold for delivery of the Council's overall objectives. The prioritisation system considers issues such as contributions to the Council's Corporate Priorities, service need, legislative (e.g. healthy and safety) matters, spend (capital) to save on revenue costs etc.
- 4.2 Therefore, beyond financial year 2007/08 there is no specific budget agreed for Water Based Facilities. However, in order that members are fully aware of the level of community aspirations in this area of work a revised set of tables identifying the original 11 projects plus further known projects can be seen in Appendix B to this report.
- 4.3 The tables identify the projects, their description, estimated costs, maximum grant assistance available under the current Council policy guidelines and gives a project update on the status of each project. Table 1 identifies the original new projects that would be eligible to receive grant assistance of up to 80% with no maximum grant. Table 2 identifies the original existing water based facilities that would be eligible to receive grant assistance of up to 75% up to a maximum of £100,000. Table 3 identifies a mixture of new and existing water based projects, that have indicated their desire to develop a project but were not known about at the time of the last report on Water Based funding in 2005.
- 4.4 Members will note that the funding required to meet all of these projects within current policy levels would be £3,580,358 on projects costing £4,948,198. However, it should be noted that a number of these projects are at a very early stage of development with some unlikely to happen for a variety of reasons.
- 4.5 Therefore, given the number of projects seeking funding from the Council and the changes to the prioritisation of capital projects then Officers are in need of political guidance as to how to effectively manage this level of aspiration in the future.

5. Options - Proposals

- 5.1 At this stage, staff are looking for guidance as to the level of political support for continuing this grant aid programme, under the current criteria. There is no statutory responsibility on the Council to provide this grant aid programme so it may not score highly in the corporate prioritisation scheme, in comparison to other projects. However, there are well documented

community aspirations for new and improved water based facilities, which contribute to our aspirations for sustainable communities and healthy lifestyles. In order for projects to secure funding, therefore, there may be a need to change the relative priority weightings given to projects, at a political level. However, the council is quite entitled to support these types of recreational, sporting, cultural and social projects through the Local Government and Planning (Scotland) Act 1982, if they so wish.

5.2 The move from having a rolling programme (a lump sum agreed for a particular programme, against which funding for projects could be drawn down) to having each project assessed separately will significantly change the way in which the Department can provide support to community groups, in developing their projects.

5.3 Some options, which Members could consider, are:

- To introduce a moratorium on the development of further water based facilities.
- To only fund new water based projects.
- To revise the level of funding for all water based projects.
- To revise the level of funding for new marina. e.g. put a cap on £500,000.

5.4 Members may wish to explore these options further through a short life Member / Officer Working Group. If members wish to consider a review, the Terms of Reference and membership of the group will be brought to the next meeting.

6. Financial Implications

6.1 There are no direct financial implications arising from this Report. Decisions as to the level of funding awarded to capital projects and programmes, which include grant aiding the construction of assets and facilities by community groups, are taken by the Council, based on a corporate prioritisation scheme.

7. Policy and Delegated Authority

7.1 The Services 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. However, approval or new or variation of existing policy requires approval of the Council (Section 8.0 – Scheme of Delegation).

8. Conclusions

8.1 At the moment, the following levels of grant aid support are available for marinas and water-based facilities:

New Marinas – up to 80% of total eligible cost, with no cash limit
Water Based Facilities – up to 75% of total eligible costs, up to a maximum grant of £100,000.

- 8.2 The aspirations for new or improved facilities are set out in detail in Appendix 1 and are summarised in the Table below:

Table A: Summary of Community Aspirations

Programme	Estimated Project Cost £m	Grant Award Under Current Schemes £m
New Facilities	2.5	2.0
Develop Existing	0.9	0.3
Other Projects	1.5	1.2
Total	4.9	3.5

- 8.3 It is unlikely, under the current corporate prioritisation scheme that this grant aid programme will score highly, in comparison with other statutory obligations, which the Council has. There is however a demonstration of outstanding community aspiration in this area and the programme may well be a political aspiration of the Council. Practically, staff in the Department do not wish to encourage community groups to develop their projects if there is a low chance of funding being made available, within the current priority scheme. This Report therefore seeks guidance as to the level of support for this scheme, going forward.

9. Recommendations

- 9.1 I recommend that the Services Committee either:

- (a) Endorse the current grant aid scheme and note the projects will be considered on a case by case basis for funding, through the established corporate prioritisation system for capital projects; or
- (b) Establish a short life Member / Officer working group to consider this issue in more detail and report back on the Terms of Reference and membership of that group to the next meeting, and meanwhile put all projects which are in the planning stages on hold.



REPORT

To: Services Committee

30 August 2007

From: Library and Information Services Manager

Capital Programme - Library Provision in Lerwick – Design Phase

1. Introduction

- 1.1 At the meeting of the Council on 4 July 2007 (Min. Ref. 87/07) members asked that a further report be presented, detailing the background to the proposal that the Lerwick Library project be allocated £100,000 to progress the Design Phase of the improvements agreed on 28 March 2007, (Min. ref. 48/07). Draft minute 87/07 reads: -

“Mr L Angus referred to paragraph 3.1.7 of the report, and said that the decision had been made to retain St Ringans as a children’s library, as well as refurbishing the old Library. Mr Angus said that running two buildings caused him some concern, as relocating back to the old Library was simply inadequate. Mr Angus suggested that a fresh look at this proposal was required in a new report. Mr A J Cluness said that all the problems and concerns being raised by Members could not be solved today, but that the matter regarding a report on the Library could be referred to the Services Committee.”

2. Background

- 2.1 At the meeting of Shetland Islands Council on 29 March 2006, a Member’s Motion was presented ‘that Shetland Islands Council resolves to give first consideration to developing the site, soon to be vacated by Shetland Archive, for a new Shetland County Library’.
- 2.2 It was resolved ‘That the Council receives a report, within two cycles, on the future of the library service, with particular regard to its location, and that no decision is made on the Archives site until that report is presented.’ (Min. ref. 40/06).
- 2.3 It was resolved by Council in June 2006 that £30,000 be allocated to carry out a detailed Feasibility Study, focusing on the three options highlighted in the brief; the former Archives site, the Waterfront and Lower Hillhead (St

Ringans, former Museum and Old Library Centre), plus the 'do nothing' option. (Min. ref. 120/06).

- 2.4 A Feasibility Study on 'county' library provision in Lerwick was conducted during the 9-month period between June 2006 and March 2007 and a detailed, illustrated 33 page report prepared (which is available in the Members Room).
- 2.5 A broad range of options was thoroughly explored from both a technical and customer perspective. Staff and members of the public were involved at all stages, to help identify what facilities were needed.
- 2.6 The Lower Hillhead option (St Ringans, the former Museum and the Old Library Centre) was one of two options, alongside new build, which were considered in particular detail, and reported to Members on the 28th March.

Paragraphs 5.0 – 5.7 and Plans in the Feasibility Study appraise all options in detail.

The user requirements for the Library Service can be described as:

- Bright, airy, modern building with good pedestrian, car and public transport access
- Covered, indoor service area / garage for 2 Mobile Libraries and one delivery van
- Bus Stop
- General and Disabled Parking
- Space for prams and pushchairs
- Views into the Library from outside
- Welcoming, inviting foyer
- Children's area, age differentiated
- Young People's area
- Computers for children and young people
- Story Telling area
- Adult Lending fiction and non-fiction (wheeled bookcases, to enable creation of events area)
- Music, film and talking books
- Public access computers in carousels throughout lending area
- Separate learning suite with e.g. 6 computers
- Flexibility and adaptability, especially regarding ICT
- Book reference area
- Local Studies area (Shetland Collection)
- Newspaper / Periodical area – tables and couches
- Study Tables / Reading Room (quiet)
- Informal seating (some movable) throughout Library
- Informal refreshment availability
- Recording Studio
- Processing area for Lerwick and 8 school libraries
- Staff room
- Staff showers

The 3 options can be summarised, as follows: -

Table 1: Summary of Options

Option	Space M ²	Capital Cost £	Additional Revenue Costs pa £
Existing Library - Do Nothing	1,000	30,000	0
Retain Existing and Refurbish Old Library Centre and former Museum Building	1,600	2,477,000	74,780
New Build	2,915	9,551,000	0

- 2.7 The decision was taken, by 13 votes to 5, to 're-model the former Old Library Centre and former Museum building and St Ringans'. (min. ref. 48/07).
- 2.8 A future Design team would bring proposals to Members on options for layout, but initial thinking suggests housing both the Children's and Adult Lending services in the extended, former Old Library Centre / Museum building, with levels linked by a new lift, with St Ringans providing improved and extended study space, reading areas, Shetland materials displayed and promoted in a more appropriate manner, reference facilities for both visitors and regular users and the possibility of housing the Education Resource Centre.
- 2.9 In terms of space, the Feasibility Study estimated that 2915 square metres would be required to provide all facilities. This included all processing and support services for the eight school libraries and five community collections, a multi-function room, 3 Meeting Rooms, relocation of the Education Resource Centre and covered garaging / work areas for the two Mobile Libraries. The combined floor area of the Lower Hillhead buildings, including two basement book reserves is 1845 square metres rising to 2000 square metres with the two proposed single storey extensions and a partially covered loading bay for the mobiles.
- 2.10 When the library was formerly situated in what is currently the Old Library Centre, prior to 2002, the service also occupied a spacious house in St Olaf Street, where the Processing Department, Deliveries, Admin, Librarian's offices and work areas, Inter-library loans, Library Management System computers other 'back-room' activities all took place.
- 2.11 The Council decision in March was to make best use of existing resources, rather than build a new, custom-built library. With reference to the

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specification from the Feasibility Study, the Lower Hillhead option would mean the deletion of meeting rooms, compromises in terms of integrated provision and acceptance that the enclosed Mobile Garaging area would not be achievable on that site. In particular, as was outlined in the report to Council in March, revenue staffing costs would rise, as staff would be spread across two / three buildings and 7 floors. This re-modelling would, however, significantly improve the quality of library services provided for both Shetland residents and visitors. As agreed in March, all three areas; St Ringans, the former Museum and the Old Library Centre would need to be included to achieve this improvement. The bulk of the expenditure would, however, be in the Old library Centre / former Museum building, with the project capitalising on previous investment in St. Ringans.

3. Links to Corporate Policies

3.1 The statutory requirement to provide an adequate library service reflects corporate priorities in the following ways:

- Skills Development
- Strengthening Rural Communities
- Improving health
- Equal Opportunities
- Social Justice
- Active Citizenship
- Achieving Potential
- Our Cultural Identity

4. Current Position

4.1 In line with the Council decision in March, a proposal was presented to Council in July, to enable the Design Phase of the project to commence within the financial year 2007/8. A further report was requested at that stage.

4.2 The physical condition of the empty former Museum continues to deteriorate. A report has been made to the Capital Projects team on repairing the 'flat roof' to a satisfactory condition for £45,000.

5. Financial Implications

5.1 Option 8.2, 'Pursue a project to re-model the former Old Library Centre and former Museum and St. Ringans was chosen (min ref 48/07).

- Costings for this option were: -

Re-model Lower Hillhead Capital cost:-

£2,477,000

Re-model Lower Hillhead Revenue cost:-

£74,780 per annum. 4 @
GS3, plus 12% on costs

5.2 Funding of £100,000 is currently available through slippage in the Capital Programme to enable the Design Phase of the project to commence.

5.3 This proposal represents extra revenue costs for the Council. The Council financial strategy for revenue budgets requires reductions in spending over the next few years. The additional costs can only be met by identifying compensating cuts in other areas of spend.

6. Policy and Delegated Authority

6.1 This report is being submitted to the Services Committee as directed by the Council (SIC Min. Ref 87/07), and in terms of the Committee's remit for library services (Section 13.0 Scheme of Delegations). However, any decision relating to approval or variation to the Council's Capital Programme requires approval of the Council (Section 8.0 – Scheme of Delegations).

7. Recommendation

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

- (a) that their preferred option is to re-model the former Old Library Centre, former Museum building and St Ringans, (min.ref. 48/07);and
- (b) that the project be prioritised and recommended for inclusion in the Capital Programme for future years, with £100,000 for Design Costs being made available in 2007/08, through available slippage, as outlined to Council in July. (Min. ref. 87/07).



REPORT

To: Services Committee **30 August 2007**

From: Head of Capital Programme and Housing Service

Report No: CPS-07-07-F

Subject: Review of Mid Yell Junior High School Project

1.0 Introduction

- 1.1 On the 30 April 2007, a report was submitted to the Capital Programme Review Team (CPRT) seeking a recommendation to Council for additional funding of £1.7m.
- 1.2 I have carried out a review of the project to determine where the cost increases have arisen.
- 1.3 The Head of Schools advised CPRT earlier that:
 - 1.3.1 The education authority has a statutory duty under The Standards in Scotland's Schools etc Act 2000, to provide a free nursery place for all three and four year olds;
 - 1.3.2 Accommodation to "secure the education is directed to the development of the personality, talents, and mental and physical abilities of the child or young person to their fullest potential";
 - 1.3.3 This requirement was reiterated in the report on the Best Value Service Review of Education presented to Services Committee on 24th June 2004 (Min ref: SIC 95/04);
 - 1.3.4 Requirements of the Disability Discrimination Act 1995 are not met by the current facilities at MYJHS.

2.0 Link to Corporate Priorities

- 2.1 The proposals within this report will link to the Council's corporate plan by enhancement of skills development and learning.
- 2.2 Section 2 of the corporate plan requires the Council to organise its business and administration to make sure that the community and corporate plans are implemented by finances, consistent planning and action, performance, management and communication.

- 2.3 A Council, which is organised efficiently run and sustainable, is one of our key priorities. Within the corporate improvement plan we have pledged that the Council's capital programme will be further aligned with available funds.

3.0 Background

- 3.1 Services Committee agreed to progress a new build option for MYJHS with a revised cost of £7.239m at 2005 prices (Min ref, 50/05). Using rates supplied by the Council's finance service this would be the equivalent of £7.757m at 2007 prices.
- 3.2 The Education service has indicated that additional funding of £1.7m would be necessary to complete the project as currently proposed.
- 3.3 £1.7m or any additional amount from the capital programme cannot be provided without compromising the service delivery in other parts of the Council where funding is also required to maintain the existing levels of service. Members will be aware that £1.7m will go a long way towards alleviating pressures of service delivery in other parts of the Council.
- 3.4 If current reserves are to remain sustainable, the release of £1.7m for this project will result in other projects not proceeding. The alternative is to draw the funding from reserves and further reduce the capacity of reserve funds to deliver services into the future. This would be contrary to current SIC policy.
- 3.5 Recent case studies in Faroe (August 2006) were recently presented to members of the new Council. The same figures were presented to a briefing of the old Council. These case studies give us an indication and encouragement that lower costs should be achievable in Shetland.
- 3.6 On this basis, I would suggest that a cost of £2,221 per sq.m is far from unrealistically low. On the contrary, I would recommend that it should be a maximum target and so should be considered too high.
- 3.7 I would recommend that all projects should be subjected to the greatest level of scrutiny to force costs down to an affordable level that can be sustained into the future. Failure to do so will compromise the ability of all Council departments to deliver services to their maximum potential.
- 3.8 The actual cost can be very different from the budget. Also at the budget setting stage the full extent of the works are unknown, as design has not begun. Therefore, the original estimates are only to establish the budget, or the scale of the project. They are not and should not be relied upon to define cost plans. The detail of cost plans is something the project team should work through, as the design develops to check again and again, against the overall budget available.

- 3.9 Further, in broad terms the actual cost will be a reflection of the prevailing construction market, the associated risks, the specification and the size of the building. The size and specification can be adjusted up or down within any given cost parameter. Thus, there is no direct link between the estimates used for budget setting and the factors that determine the actual cost.
- 3.10 Therefore, the projection of any importance on to the figures used for budget setting does not properly reflect the true nature of the cost increases in this case: namely, size and specification. Both size and specification and to some extent risk are within the control of the design team.
- 3.11 This leads me to consideration of the floor area (the size) for the proposed design. This is expressed as a ratio per pupil and compared with other projects in the table below.

School	No of Pupils	Area	Ratio per pupil
Ardnamurchan High	310	5472	17.65 sq.m
New AHS	1100 (est)	18472 (est)	16.8 sq.m
Nesting School	23	590	25.6 sq.m
MYJHS	120	3480 (est)	29 sq.m

The average ratio per pupil for Shetland as a whole is 17 sq.m.

It can reasonably be expected that larger schools will make more efficient use of floor space so these figures should be used as a guide only. However, it can be seen that the figures for the proposed MYJHS are currently above the Shetland average and even larger than the smaller school at Nesting which is contrary to what might be expected. The example of Ardnamurchan High is a secondary school with Community Arts centre plus Nursery and boarding residence and so should provide a reasonable comparison from the mainland.

- 3.18 It is not suggested that Shetland figures should be brought to the same standard as mainland schools. However, it is suggested that the difference between the figures does mean there is scope to explore changes without compromising the education of pupils.
- 3.19 This suggests to me that even making an allowance for economies of scale, there is an element of over provision, which affects the size, which in turn affects the overall cost to be paid.
- 3.20 With this in mind staff within the CPS reviewed the floor plans. Appendix A is the school plan as currently proposed. Areas hatched on Appendix B, show the areas that have crept into the project as "community aspirations". These total 222 sq.m. I am accepting that these may be entirely worthwhile and of benefit and so the Council may wish to consider these areas at some point. However, they are outside the scope of the original project. There is no delegated authority from the Council at this stage to add these works and so inclusion at this stage would place SIC officials in breach of Council financial and standing orders had this gone unchecked. There is no delegated authority from the Council at this stage to add these works. If they are to be included they require approval.

- 3.21 Further examination indicated that there were areas that could be described as providing no function other than aesthetics or additional comfort. With a little imagination and a genuine desire to secure best value CPS were able to propose amendments to the current design. These are also indicated on Appendix B as a suggestion. By adapting the suggestion on Appendix B, the same facilities can be provided in a much smaller floor area, allowing a further 280 sq.m to be trimmed off the current proposals. Using prevailing rates this would save the contract something in the region £0.72m.
- 3.22 Discussions with the project Architects confirm that these changes can be made without compromising the integrity of the project. The project Architect has also indicated that they have a whole range of proposals to yield cost savings and would be willing to work these through with SIC staff. The architects revised proposal with reduced floor areas is shown on Appendix C.
- 3.23 These savings would mean the revised project could in theory be delivered for a cost of £7.636m, which is less than the budget adjusted for inflation and so less than budget.
- 3.24 The original Council decision (min ref, 50/05) to, “....*Continue with a new build option with a revised cost of £7.236m at 2005 prices*”, is not qualified in any way to stipulate minimum/ maximum floor areas or estimated costs. Therefore, it is the only single overriding cost parameter that should be considered at this stage.
- 3.25 I should at this stage remind Council that stopping/ starting design works at this stage will not necessarily result in abortive costs as all information can be carried forward to the next stage of detailed design.
- 3.26 Any change in procurement route at this stage would not necessarily delay the project. On the contrary, failure to take tighter control of costs would jeopardise the timing of the project if the Council could not meet its financial commitments at the time construction was ready to start.
- 3.27 There is no real way of knowing with any certainty what the final costs may be. However, in my view the time to seek additional funding is when all cost savings options are exhausted and not before cost saving options are concluded. The case studies from Faroe and recent CPS experience show that Early Contractor Involvement (ECI) is one way to explore real cost savings.
- 3.28 The report to CPRT and the project file indicate that there may be some innovative features that would save revenue costs into the future. These might result in an initial capital outlay, higher than otherwise expected. However, they may be worthwhile to reduce the Council's revenue burdens for the Education Service into the future. These can be fully explored within the proposals for this report.
- 3.29 In my view, whatever the final outcome, the changes outlined in this report should result in a tighter control of the available budget.

4 Financial Implications

- 4.1 The allocation of additional funding would compromise the sustainability of reserves and delivery of future services and infrastructure. Continuation with recommendations would reinforce the best value message and contribute to the change in culture needed to reverse the trend of spiralling costs.

5 Policy and Delegated Authority

- 5.1 All matters relating to education stand referred to the Services Committee. 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 budgetary provision. As the recommendations in this report fall outwith delegated powers, a decision of the Council is required.
- 5.2 This report is submitted to the Executive Committee in terms of its remit for financial monitoring, and for them to make comments or recommendations to Council.

6 Conclusion

- 6.1 This project review comes at a time when the Council is at a crossroads in terms of costs relating to the Capital programme. The Council could choose the conventional route and accept the prevailing market conditions. Alternatively, the Council can use its considerable purchasing power and influence to take greater control of spiralling costs. Incorporation of incentives into the design process will reduce the risks of escalating costs. This should seek to ensure that best value objectives are achieved.

7 Recommendations

- 7.1 I recommend that the Services Committee recommends to the Council that it notes the contents of this report and instruct the Chief executive or his delegated nominee to:
- 7.1.1 Reaffirm the £7.236m at 2005 prices (£7.757m at 2007) as the target cost parameter for this project;
- 7.1.2 Immediately continue the procurement process using Early Contractor Involvement (ECI) to progress detailed design;
- 7.1.3 Start that revised process using the existing design team, with the use of recommendations set out in Appendix C as a starting point;
- 7.1.4 Only incorporate "community aspirations" in Appendix B if they can be contained within the overall cost;

- 7.1.5 Only to seek additional funding when all other cost saving options are exhausted;
- 7.1.6 Report back to Council with the resulting costs following 7.1.1 to 7.1.5 before proceeding to any construction phase. This is to include any fully priced options relating to “community aspirations” and/ or any innovative features. Assuming a successful tendering process, it is anticipated that tender costs will be known by May 2008.
- 7.2 The Executive Committee is asked to note this report and make comment to the Council, if required.

Our Ref: CM/RS/CPS-07-07-F

Date: 20 August 2007

Enclosure: Appendix A: Original Proposals – Lower Floor & Upper Floor
Appendix B: Sketch indicating extent of “community aspirations” and additional school area – Lower Floor & Upper Floor
Appendix C: Revised Proposals – Lower Floor & Upper Floor



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director – Education and Social Care

Appointments to Strategy Groups

1. Introduction

- 1.1 A report to Services Committee on 21 June 2007 which discussed the development of a four-year plan, made suggestions to the appointment of Members to various strategic groups. Members chose to defer making those appointments, until the Council had agreed on the future of forums and spokespersons.
- 1.2 This report now gives Members the opportunity to reconsider if they wish to allocate specific responsibility for a range of activities and positions set out in the Report.

2. Links to Corporate Priorities

- 2.1 Developing effective working relationships and channels of communication between Members and staff will be a key aspiration of the developing Corporate Plan.

3. Background

- 3.1 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, and our front line staff and their managers.

4. Proposal

- 4.1 It is proposed that Members become formally involved in the following service areas: -

- Corporate Parenting Role for Looked After Children; and

- Community Care; and
- Schools; and
- Children's Services

Looked After Children

- 4.2 The Corporate Parenting role for Looked After Children is described below.
- 4.3 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.
- 4.4 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.
- 4.5 All elected members have a corporate parenting role for "looked after" children and young people.
- 4.6 At the moment, there are 27 "looked after" Children in Shetland. It is requested that Services Committee nominate one of its Members to take on a specific Corporate Parent responsibility for our "looked after" as a member of the "Inter Agency Looked After Children Working Group", which is a sub group of the Integrated Children and Young People Services Planning Group (see Appendix 1 for the role and remit). We will work up detailed and practical mechanisms for how all members might undertake their corporate parenting role. Members may recall that training on corporate parenting responsibilities will be offered as part of the overall induction programme.

Community Care

- 4.7 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.
- 4.8 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
 - 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.

- 4.9 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

- 4.10 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.
- 4.11 It is suggested that visits to care homes/services could be made by nominated Members at least twice annually.
- 4.12 It is also proposed that the Chairperson and Vice Chairperson of Services Committee be nominated to help steer the strategic direction on the following joint community care groups. The role and remit of these groups are set out in the Extended Local Partnership Agreement and Joint Community Care Plans for 2007 – 2010, which were recently circulated to Members.

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)

Schools

- 4.13 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 Secondary Department and Sandness Primary. In the past, the Chairperson of Services Committee and the Education Spokesperson together with the relevant Member(s) 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, which is due to Report to the next cycle. The terms of reference for the groups are set out in Appendix 2.

- 4.14 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. 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. The remit of the groups is set out in Appendix 3.

Children's Services

- 4.15 It has been custom to invite a Member to attend the Integrated Children and Young People Services Planning Group, the role and remit for which is included at Appendix 4.

- 4.16 At the moment, Services Committee has the following named positions: -

- Committee Chair – Leslie Angus
- Committee Vice Chair – Betty Fullerton
- Adult Services Board Chair – Cecil Eunson
- Children and Young People Services Board – Florence Grains
- Children and Young People Spokesperson – William Manson
- Housing Spokesperson – Betty Fullerton
- Shetland College Board of Management – Andrew Hughson
- Culture Spokesperson – Rick Nickerson

5. Financial Implications

- 5.1 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.

6. Policy and Delegated Authority

- 6.1 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.
- 6.2 The nominations and appointments for positions of responsibility fall within the remit of the Committee.

7. Conclusions

Members involvement in the work of the Department is actively sought, specifically at the moment in the fields of Children's Services, Community Care and the Schools Service.

8. Recommendations

8.1 I recommend that Services Committee make appointments to the following positions: -

8.1.1 One member to participate on the Inter Agency Looked After Children Working Group (Appendix 1).

8.1.2 One appointment to the following community care services, to undertake the tasks described at paragraph 4.8:

- 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

8.1.3 Agree that the Chairperson and Vice Chairperson are appointed to the following community care strategic groups, the details of which are included in the Extended Local Partnership Agreement and Joint Community Care Plans:

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

8.1.4 The Chairperson and Children and Young People Spokesperson and one or more appointments to the current Schools Estates Review work, as follows, (Appendix 2): -

- Skerries Secondary Department;
- Sandness Primary School; and

8.1.5 Any number of Members to the following Capital Project Teams (Appendix 3): -

- Anderson High School; and
- Mid Yell Junior High School; and
- Feasibility Study into Primary Education for Lerwick;
and

8.1.6 A member to participate in the Integrated Children and Young People Services Planning Group (Appendix 4).

Ref: HAS/sa

Report No: ESCD-07-F

Inter Agency Looked After Children Working Group

1. REMIT

To advise and assist the Head of Children's Services on issues concerning the development of Looked After Children.

The remit of the group is to:

- promote the social, emotional, physical and educational development of looked after children
- advise on the fulfilment of corporate responsibilities
- inform inter-agency strategic groups about national initiatives (eg promoting literacy)
- draw up an annual action plan to improve support for looked after children
- draft policy documentation
- monitor agencies' practice and effectiveness
- acknowledge the need for a local strategic approach with agreed policy to support practice across the agencies

2. MEMBERSHIP

Anne Bain, Principal Psychologist
Hughina Leslie, Services Manager, Children's Services
Martha Nicolson, Quality Improvement Manager, Social Work
Lesley Roberts, Quality Improvement Officer, Schools Service
Rhonda Simpson, Psychologist

3. AUTHORITY AND REPORTING

The Group is purely advisory and has no executive powers. Any proposals arising from the work of the group must be referred by report from the Head of Children's Services to the Services Committee for decision.

4. ADMINISTRATION

Administration will be provided by the Education and Social Care Department.

5. GENERAL

The group meets every two months depending on issues arising and action is reported to the Integrated Children and Young People's Services Planning Group.

Key Documents:

- Looked After Children and Young People: **We Can and Must Do Better** (SEED)
- **If This Were My Child**: a councillor's guide to being a good corporate parent (DFE)
- **More Choices, More Chances**: A strategy to reduce the proportion of young people not in Education Employment or Training Scotland (SEED)
- **The Mental Health of Children and Young People**: a framework for promotion, prevention and care (SEED)
- **Extraordinary Lives** – creating a positive future for looked after children and young people in Scotland (Social Work Inspection Agency)
- **Getting it Right For Every Child (GIRFEC)**
- **Learning with Care** – the education of children looked after away from home by local authorities (SEED)
- **How Good Is Our School (HGIOS): Inclusion and Equality – Part 1**
a series of self evaluation documentation

Schools Estate Review Groups

1. REMIT

To advise and assist the Head of Schools on issues concerning the educational provision delivered at named schools.

The School Estates Review covers:

- Educational provision for pupils in names schools
- Financial comparisons and costs
- Quality assurance
- Community needs

2. MEMBERSHIP

Councillors

Head of Schools, Quality Improvement Manager and Quality Improvement Officers

Community Stakeholders

3. AUTHORITY AND REPORTING

The Group is purely advisory and has no executive powers. Any proposals arising from the work of the group must be referred by report from the Head of Schools to the Services Committee for a decision.

4. ADMINISTRATION

Administration will be provided by the Education and Social Care Department.

5. GENERAL

The Groups will meet twice a term.

The timescale is limited in line with the timetable for reporting back to Services Committee. For Skerries and Sandness, Reports are due to be prepared in October 2007.

Appendix 3

Schools Capital Project Teams

1. REMIT

To advise and assist the Head of Schools on issues concerning the development of named capital projects.

The Member(s) for the area will be asked to represent the views of the community with regard to the capital investment decisions.

2. MEMBERSHIP

Councillors

Head of Schools, Quality Improvement Manager and Quality Improvement Officers

Representative from the Capital Programme Service

Stakeholders

3. AUTHORITY AND REPORTING

The Group is purely advisory and has no executive powers. Any proposals arising from the work of the group must be referred by report from the Head of Schools to the Services Committee for service decisions and to the Executive Committee from the Head of Housing and Capital Projects for decision with regard to the capital programme.

4. ADMINISTRATION

Administration will be provided by the Education and Social Care Department.

5. GENERAL

The Groups will meet every term.

The timescale is limited to the point at which the capital investment decisions are made.

Integrated Children and Young People Services Planning Group

1. REMIT

To direct the strategy and services / resources required to ensure that the needs of Children and Young People are met in Shetland.

The key strategic priorities for Integrated Children's Services for the next 3 years are as follows:

- integrated planning, assessment and service delivery across the whole range of provision, especially at significant points in children and young people's lives
- the delivery of a high quality service for Looked After Children in which plans for their future are put into place without any unnecessary delay
- targeting resources to ensure the physical health and emotional wellbeing of children and young people. In particular tackling substance misuse, obesity and bullying
- the development of locally based services, around Integrated Community Schools, to enhance inclusion, participation and educational achievement. Through early identification of need, preventative services will be put in place
- ensuring the sustainability of services and the development of new initiatives through making best use of and pooling of resources, e.g. finance, staffing, equipment – across agencies.

2. MEMBERSHIP

Amanda Souter – Child Protection, Northern Constabulary
Andy Carter – Advisor, Careers Scotland
Anne Bain – Principal Psychologist, SIC
Helen Budge – Head of Schools, SIC
Catherine Hughson – Executive Director, SCSS
Edna Mary Watson – Assistant Director of Nursing, NHS Shetland
Sandra Gray – Coordinator, Shetland Childcare Partnership
Joyce Davies – Principal Child Psychologist, NHS Shetland
Kirstie Anderson – Children's Community Nurse, NHS Shetland
Kate Gabb – Children's Reporter, SCRA
Hughina Leslie – Service Manager, Children's Services, SIC
Bill Manson – Children and Young People Spokesperson
Avril Nicol – Youth Development Officer, SIC
Martha Nicolson – Children's Services Improvement Officer, SIC
Valerie Nicolson – Head Teacher, Anderson High School
Jim Reyner – Quality Improvement Officer, SIC
Suzi Inkster – Outreach Worker, Shetland Women's Aid
Helen Watkins – Child Protection Coordinator, SIC
Stephen Morgan – Head of Children's Services and Chair

3. AUTHORITY AND REPORTING

The Group is a strategic group but has no executive powers. Any policy proposals arising from the work of the group must be referred by report from the Head of Children's Services to the Services Committee for decision.

4. ADMINISTRATION

Administration will be provided by the Education and Social Care Department.

5. GENERAL

The Group meets monthly.

The work is ongoing. A new strategy requires to be developed for 2008- 2011.



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director of Education and Social Care

Shetland Childcare Partnership: Services and Management Structure

1. Introduction

- 1.1 This reports explains the services, governance and management arrangements for Shetland Childcare Partnership, asks for a Member to be nominated to participate in the Partnership and also asks Members to agree, in principle, to establish a short life Member / Officer Partnership Working Group to review the future governance arrangement with the Partnership and future Council support for childcare services.

2. Links to Corporate Priorities

- 2.1 This report, which is setting out the governance arrangements of the Shetland Childcare Partnership for Members' information, would contribute to the Corporate aim of developing Member engagement in systematic performance reporting, review and scrutiny.

3. Background

- 3.1 Shetland Childcare Partnership has a formal constitution and agreements between the partners. The structure was originally established in response to specific funding from the Scottish Executive to promote more, higher quality childcare services.
- 3.2 The aim of the Partnership is, "to work together to support and develop services which meet the needs of children, young people and families in Shetland". This is a broad remit, which extends beyond what the title of the Partnership might suggest.
- 3.3 The objectives of the Partnership are set out in the constitution, the details of which are included at Appendix 1.
- 3.4 Membership of the Partnership is open to statutory, private sector and voluntary sector organisations.

- 3.5 At the moment, the Chairperson of the Partnership is vacant. The Vice Chairperson is the Council's Community Work Manager, Mr Bill Crook.
- 3.6 The funding for the Partnership is awarded through the Revenue Support Grant to the Council's General Fund. The Partnership operates a grant aid scheme to support service delivery by voluntary and private sector organisations.
- 3.7 The staff who support the Partnership are employees of Shetland Islands Council, with line management and budgetary responsibility through the Head of Children's Services, Mr Stephen Morgan. The Shetland Childcare Partnership is not a corporate body with a legal personality distinct from its members and so, for example, in relation to legal support, any that is provided by the Council's Legal Services would be channelled through the Council's Children's Services employees supporting the Shetland Childcare Partnership.
- 3.8 The work of the Partnership involves: -
- Workforce development – promotion of the profession, support for registration and training;
 - Promotion and marketing – websites, information, newsletters and events;
 - Developing partnerships and networking opportunities;
 - Childcare provision;
 - Identifying gaps
 - Feasibility study into pre-school provision
 - Support for pre-school provision
 - Out of School Care
 - Breakfast Clubs
 - Childminders
 - Grant aid programme
 - Transport
 - Employment – family friendly working
 - Health and well-being

4. Proposal

- 4.1 With regard to the current arrangements, I will ensure that the work of the Partnership is included in the Council's service planning, budget monitoring and performance management targets, similar to other Council funded services and projects.
- 4.2 I would invite a Member to participate in the Partnership, the detail of which is included at Appendix 1.

- 4.3 I would further propose that the Council invite Shetland Childcare Partnership to participate in a short life working group. It is intended that this group would review the current governance arrangements, including the position of the Chairperson which is vacant, and also consider in detail the Council's role and remit with regard to the delivery and support for Childcare services in the future.
- 4.4 As mentioned, the Partnership has had a number of members the Council therefore, could prescribe to the Partnership what the detailed nature of the review might be. For the moment, the Vice Chair and staff who support the Partnership would welcome a review. However, the idea for a review would need to be taken back to the Partnership for their agreement, before the detail can be worked up. If the idea finds favour with the Partnership, I will report back to the next meeting with the terms of reference, membership and timescale for the review to be undertaken, for approval by this Committee.

5. Financial Implications

- 5.1 For information, the budget of the Childcare Partnership for the financial year 2007/08 is set out below: -

Table 1 – Childcare Partnership Budget 2007/08	
	£
Childcare Strategy	322,375
Workforce Development	44,936
Total	367, 311

6. Policy and Delegated Authority

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

7. Conclusions

- 7.1 This Report sets out the role and remit of Shetland Childcare Partnership and explains how it fits within the Council's Management structures.

8. Recommendations

- 8.1 I recommend that Services Committee:
- (a) note the information provided on the Shetland Childcare Partnership; and
 - (b) appoint a member to participate in the Shetland Childcare Partnership; and

- (c) agree in principle to ask the Childcare Partnership if they would wish to participate in a short life Member/Officer Partnership Working Group to review the governance arrangements and ongoing delivery and support for Childcare, the detail of which would be reported back to a future meeting of the Services Committee should the idea find favour with the Partnership.

Ref: HAS/sa

Report no: ESCD-08-F

SHETLAND CHILDCARE PARTNERSHIP

1. REMIT

To work together to support and develop services which meet the needs of children, young people and families in Shetland.

- To bring together interested individuals and representatives of statutory, voluntary, public and private sector organisations and agencies;
- To develop a strategy and action plan for the identified needs of children, young people and families in Shetland;
- To audit existing services and identify gaps;
- To plan strategically, the development of Early Years Education and Childcare Services and Young People's Services in Shetland;
- To support existing and new childcare provision to achieve high quality, accessible and affordable services;
- To provide information to support parents in meeting the costs of childcare through local and national funding sources;
- To support and develop accredited and unaccredited training for existing and new Childcare Workers;
- To manage services for Shetland Islands Council as and when agreed;
- To ensure that information and publicity about services for children and their parents are made available via the Children's Services Information Service (CHIS);
- To continuously monitor and evaluate the effectiveness of the Partnership in meeting the needs of Early Education and Childcare in Shetland;
- To represent the views of children and families, and childcare providers;

2. MEMBERSHIP

Membership is open to any individual or organisation that is involved in Early Education or childcare services in Shetland. Key agencies that should be represented on the Partnership are:

- Shetland Islands Council – elected member(s)

- NHS Shetland
- Shetland Islands Council – Children’s Services, Education, Social Work, Community Development, Youth Work, Library
- Training Section
- Shetland College
- HIE Shetland
- Shetland Council of Social Services
- Shetland Youth Information
- Shetland Pre-School Play
- Shetland Childminding Group
- Private Sector Childcare Providers
- Job Centre Plus
- Employers
- Voluntary Sector
- Shetland Youth Information Service
- Care Commission
- Children’s Panel

3. AUTHORITY AND REPORTING

The Partnership is purely advisory and has no executive powers. With regard to any business concerning the Council, any proposals arising from the work of the group must be referred by report from the Head of Children’s to the Services Committee for decision.

4. ADMINISTRATION

Administration will be provided by the Education and Social Care Department.

5. GENERAL

There are two general meetings each year and an Annual General Meeting.



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director of Education and Social Care

NEW TEMPORARY CARE HOME FOR LERWICK

1. Introduction and Key Decisions

- 1.1 This report sets out a proposal for some space within the current Montfield Hospital facilities to be refurbished as a new temporary Care Home for Lerwick, to be managed by Shetland Islands Council, in order to provide additional care beds and reduce the number of delayed discharge patients to zero by March 2008.
- 1.2 This report asks Members to agree in principle to this proposal, subject to a range of tasks as set out in the report. NHS Shetland will consider a similar report at their Board meeting on 4 September 2007.

2. Links to Corporate Plan

- 2.1 Subject to the Council's approval of the developing Corporate Plan, this Report directly contributes to the Services Committee's aspiration to: -
- 2.2 "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".

3. Background

- 3.1 The recently approved Extended Local Partnership Agreement (ELPA) and Community Care Plan reads: -
- 3.2 'There are growing concerns about the length of time it takes for older people to be discharged from hospital. These include': -

- The time taken for the provision of some specialist equipment and adaptations to property;
 - Limited availability of very sheltered housing; and
 - Failure to meet the increasing demand for long-term care both at home and in residential care settings
- 3.3 There is in place a Discharge Action Plan for 2007-08. One of the key actions is to: -
- 3.4 'Review of Continuing Care Criteria and further review of Interim Placement Unit (IPU) in this context. The IPU was established in January 2005 to provide up to 10 places for patients ready for discharge who no longer need acute health care. The review completed in 2006/07 resulted in expansion of the IPU to 16 places'.
- 3.5 The target is to zero discharge numbers by March 2008.
- 3.6 Recently, a progress report noted that, 'the future of the IPU is dependent on the long term plans for hospital provision in Lerwick and the successful shift in the balance of care to the community'.
- 3.7 The IPU is managed by NHS Shetland, who agreed to fund it for the initial 2 years. There was agreement in place, when the IPU was established in January 2005, that these patients were not recorded on the national statistics for Delayed Discharges, on the basis that the patients were in a long stay hospital. In May 2006 new codings were introduced. It was understood at that time that the IPU patients would not be counted as part of the overall target as arrangements were of an interim nature and there were plans in place through the ELPA to make permanent arrangements.
- 3.8 Recently, it became apparent that the Scottish Executive would require these patients to be counted as Delayed Discharges for the purpose of national statistics. This would mean the local partnership moving from recording a relatively low number of delayed discharges to recording a relatively high number (in comparison with other areas). This change would ensure that Shetland is on a level playing field with the practices of other areas.
- 3.9 A Strategic Action Group was formed to give strategic direction and focus to this issue.
- 3.10 As at 25 June 2007, there were 11 patients (13 patients at the time of the June nationally recorded figures) who would be classed as Delayed Discharges for more than 6 weeks, under the new reporting arrangements. Previously, Shetland's figures have been nearer 4 or 5. The reasons for the delay in discharge vary and include: -
- Awaiting a permanent care bed in a care home of their choice
 - Awaiting sheltered housing and an appropriate care package
 - Awaiting care in a specialist unit (such as Edward Thomason House)

4. Proposal

- 4.1 A proposal has been put forward by the Delayed Discharge Action Group for the Council to operate part of the Montfield Hospital as a new temporary care centre for Lerwick.
- 4.2 This proposal is subject to NHS Shetland consulting on moving 20 long stay beds from the Montfield site to the Gilbert Bain Hospital.
- 4.3 That consultation is now in progress and is due to conclude by October 2007. Only if the consultation is positive for the move to take place can this proposal proceed.
- 4.4 The proposal enables additional care beds within Lerwick to be established in the short-term while new capital investment options are explored to increase overall the number of care beds, in line with increasing levels of need.
- 4.5 Also if the proposal is able to proceed it is likely that the numbers of recorded Delayed Discharges can be zero, by March 2008.
- 4.6 In 2007/08, for Shetland Islands Council, the cost of progressing this proposal will mainly be for existing staff time, which can be met from the current budget.
- 4.7 In 2008/09, the Council will need to meet the additional cost of having additional care beds, from September 2008 onwards. The current cost per care bed in Lerwick, on average is £1,100 per week. This works out at a gross cost of £915,000 per annum, assuming a 16 care bed facility.
- 4.8 It is unknown at this time what, if any, Resource Transfer might be available from NHS Shetland. Charging for services is set at £460 per week for clients who pay for their care. We can reasonably expect to receive income of £185,000 for a 16 bedded unit, on average.
- 4.9 Shetland Charitable Trust operate an Equalisation of Charges scheme, which limits the personal contribution of clients. It is not known, at this time, if Shetland Charitable Trust will extend their current financial contribution to new care beds. Taking all this together, the table below sets out the maximum possible additional cost to the Council's General Fund budget for 2008/09 and 2009/10.

At 2007/08 Prices	2008/09 (full year)	2008/09 (past year)	2009/10 onwards
SIC to meet all costs	£ 730,000	£ £426,000	£ 730,000

- 4.10 The capital cost of refurbishing the Montfield site to meet Care Commission standards is not yet known but work is in process to do so.
- 4.11 The capital cost of building a new care facility in Lerwick, based on the specification and capital procurement method for Newcraiglea, so about £4M for 16 places. It is hoped that the new procurement method, set out recently by the Head of Housing and Capital Projects, may reduce the capital costs.

4.12 A programme of work to implement the proposal is set out below.

- a) Agreement in principle by SIC and NHS Shetland to look into changed management arrangements Report by autumn of 2007 (i.e. this report).
- b) NHS Shetland to consult publicly on the previous plan to re-locate 20 Montfield beds (Ronas Ward) to Gilbert Bain Hospital for the change of use of the facilities.
- c) Meanwhile, Shetland Islands Council consider with the Care Commission what work would be required for the facilities to be registered as an Interim Care Home.
- d) Shetland Islands Council and NHS Shetland consider staffing and financial matters in detail for resources transfer, and financial arrangements for use of property. There are three stages to the financial negotiations: -
 - Meeting the start up costs, including any refurbishment works, of creating an Interim Care Home on the Montfield site (2007/08 financial year costs). It is likely NHS Shetland would contribute to capital costs.
 - Considering the most appropriate arrangements for ownership and/or lease of the site at Montfield.
 - Meeting the ongoing costs from 2008/09 onwards - this could be funded in part by negotiating a formal Resource Transfer to reflect the closure of Interim Placement Unit beds if it becomes clear that 16 IPU beds are no longer required when the additional care home beds are in place, any NHS bed closure would be subject to public consultation, and the cost of establishing the service within the Community.
- e) Develop a costed, realistic action plan to develop an interim Care Home by December 2007.
- f) Minimum 3 month consultation period – timescale from end July to end October 2007 as in (b) above.
- g) Decision to proceed, or not, to be taken in December 2007, following the public consultation on Ronas Ward.

4.13 There are a number of issues to draw to Members' attention: -

- The patients are currently being well cared for in an appropriate setting but it is not the most appropriate setting
- The acute hospital beds are being 'backed up' as it is not proving possible to move patients through the IPU as expected

- A move from a hospital setting to a care setting will mean a charge being levied; the exact amount will depend upon an individual financial assessment of each resident's ability to pay
- There will be national and perhaps local political concern if there is a significant increase in the number of delayed discharges recorded for Shetland, albeit in the short term
- If the Ronas patients move, part of the Montfield Hospital site will be under-utilised

Financial Implications

- 5.1 At the moment, Shetland Islands Council has no provision within its Capital Programme to pay for the cost of building additional permanent care places, although as noted above, NHS Shetland is likely to contribute to refurbishment costs of Montfield.
- 5.2 It is likely that the Resource Transfer, (it if proves possible i.e. all the IPU beds are not required and public consultation and Ministerial approval is gained to close any excess beds) will not cover the costs of running an Interim Care Home. Shetland Islands Council will therefore be required to commit additional revenue funding, to meet the cost of supporting additional care beds. In any case there will be a time lag as in order to consider reducing the IPU beds it must be demonstrated over a period of time those number of beds are not required.
- 5.3 These proposals represent substantial extra capital and revenue costs for the Council. The Capital Programme already utilises all the resources available under current Council policies, and the Council financial strategy for revenue budgets requires reductions in spending over the next few years. The proposals therefore conflict with current Council financial policy, and can only therefore have any hope of proceeding if there are compensating cuts in other areas of Departmental spending or an unsustainable loosening of financial constraints. The Committee will need to offer its views on this to the Council as to which service area within the Department could be investigated for compensatory savings as part of a competent decision on these proposals.

6. Policy and Delegated Authority

- 6.1 In accordance with Section 13 of the Council's Scheme of Delegation, the Services Committee has delegated authority to make decisions on the matters within approved policy and for which there is a budget.
- 6.2 However, this proposal requires additional revenue funding, outwith the current levels approved for Community Care and potential additional capital resources. Therefore, a decision of the Council is required, supported by a recommendation from this Committee.

7. Conclusions

- 7.1 This report presents an opportunity to start to resolve the ever growing need for care beds, by working in Partnership with NHS Shetland to reuse the Montfield site, as long as NHS Shetland's public consultation on moving long stay beds to the Gilbert Bail Hospital is positive.
- 7.2 This report does include a request for additional funding for Community Care, on an ongoing basis. This is in line with the need identified in the Services Committee contribution to the developing Corporate Plan.
- 7.3 Members will be required, in time, to give advice to staff as to which services(s) might be targeted for service reductions, in order to meet the increasing demand for resources in this area.

8. Recommendations

- 8.1 I recommend that Services Committee: -
 - a) recommend that the Council agree in principle to support the proposal to develop a temporary care home for Lerwick within the Montfield Hospital site, subject to the programme of work outlined above and -
 - b) recommend that the Council note the additional resources which will be required to support additional care beds and agree to build provision in the 2008/09 Revenue Estimates.
 - c) provide its views to the Council on how these proposals should be financed, with reference to compensating spending reductions from other departmental services or unsustainable loosening of financial policy constraints.

Ref: HAS/sa

Report no: ESCD-05-F



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director of Education and Social Care

Developing a Workforce Development Strategy for the Department

1. Introduction

- 1.1 This Report asks Members to agree to the process of drawing up a Workforce Development Strategy for the Education and Social Care Department.

2. Links to Corporate Priorities

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

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

3. Background

- 3.1 The Education and Social Care Department employs a significant proportion of the Council's workforce.
- 3.2 At the moment, there is an ad hoc approach to workforce development, with some areas of the Department being successful in gaining quality standards, such as Investors in People (IIP).
- 3.3 There are a number of significant gaps in terms of our ability to recruit the right number of suitably qualified staff, in the right areas. There are significant and costly training requirements and, in some areas, our staff group will reach retirement around the same time.

3.4 The recent Social Work Inspection made a recommendation that, "Social Care Services should prepare a comprehensive workforce planning strategy to cover short, medium and long term requirements. This should include consideration of having the right staff in the right place". I have chosen to broaden this recommendation to cover all the services provided by the Department, as the key processes are the same across a range of service areas.

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

4. Proposal

4.1 I propose to develop a Workforce Development Strategy for the Department, using the template attached as Appendix 1. This is drawn on NHS Shetland's workforce strategy, as there are similarities with the services which this Department provides particularly in terms of service challenges and demographic changes. I would wish to thank NHS Shetland for the opportunity to build on the work which they have done. I envisage that this work will take about six months to complete.

4.2 There is also existing research and guidance on workforce planning in local authorities, including Workforce Planning and Development in Scottish Local Government, which is an initiative currently being undertaken by the Improvement Service.

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

7. Conclusions

7.1 This Report sets out the reasons for and a proposed structure for a Workforce Strategy for the Department.

8. Recommendations

8.1 I recommend that Services Committee agree that a Workforce Development Strategy for the Department be developed in line with the template set out in Appendix 1 with a target timescale for reporting back of six months.

Ref: HAS/sa

Report no: ESCD-09-F

Appendix 1

Education and Social Care Department Workforce Development Plan Framework

Section 1 Introduction

Context of the local service
The population we serve
Working in Shetland

Section 2 Drivers for Change

National and Local Priorities, Service Standards and Targets
Legislation, Regulation and Guidelines
Training and redesign
Demographic changes
Service Users expectations
Staff aspirations
Single Status
Partnership Working
Local Service Delivery Models
Decentralised Models of Working
Incorporating new technologies
Reducing budgets
National Efficiency Savings Targets
Labour Market
Service Redesign

Section 3 Service Delivery

Schools
Community Care
Shetland College and Train Shetland
Children's Services
Community Development

Section 4 Staff Group Projections

Overall workforce – demand and supply
Service specific – demand and supply

Section 5 Action Plan



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Head of Schools

PRE-SCHOOL FUNDING

1. Introduction

- 1.1 The legislative requirements of The Standards in Scotland's Schools Act 2000 are that Shetland Islands Council has a statutory duty to provide free pre-school education for all children from the term after their third birthday. This is provided either in nursery classes attached to schools or by one of the 7 Partner Providers from whom the Schools Service commission places: Blydehaven, Burra Playgroup, Islesburgh Pre-School Playgroup, Lerwick Pre-School, Little Tikes, Lunnasting Playgroup and Scalloway Playgroup. These are pre-school settings run by Committees. Each year the Scottish Executive give a recommendation, to Local Authorities, as to the cost of a commissioned place and this is called the advisory floor.
- 1.2 The Scottish Executive has decided to increase the entitlement to free pre-school education, for each child, from the current level of 412.5 hours to 475 hours a year, or from 33 weeks to 38 weeks per year in recognition of the fact that most Local Authorities funded 38 weeks of provision. The additional funding will apply from August 2007, however the necessary changes to legislation will not be made until September 2007.
- 1.3 The increase in funding for Pre-School Education for 2007/08, is £95,000, and the indicative additional funding for 2008/09 is £142,000.
- 1.4 The Scottish Executive has raised the advisory floor for commissioned pre-school education places to take account of the additional hours and to ensure that settings can meet the relevant quality standards of HMIE and the Care Commission. The rise is also intended to support further investment in staff in Partner Provider settings. The Scottish Executive has raised the advisory floor to £1,550 per place. This is an increase of £300 from £1,250 in 2006/07. In 2006/07, the Council paid Partner Providers £1,397.02 per place, which was £147.02 (11.7%) above the advisory floor level.

2. Link to Council Priorities

- 2.1 Achieving Potential: The Council will continue to provide the best learning environment for all. A best value schools' service continues to be a council priority.
- 2.2 Consistent Planning and Action: Making sure all our planning decisions focus on delivering our priorities and work with public sector partners to maximise resources within Shetland.

3 Current Position

- 3.1 Shetland Islands Council has always funded commissioned pre-school places for 38 weeks. In addition Partner Providers who are based in buildings belonging to Shetland Islands Council have not been charged rent for these premises.

4. Proposal

- 4.1 It is proposed to raise the allocation to Partner Providers to £1,550 per full year commissioned place in line with the advisory floor level.
- 4.2 In order to provide greater equity of financial support, it is proposed that an additional grant, equal to the rent paid to their landlord, be paid to Little Tikes Playgroup, Scalloway Playgroup and Burra Playgroup and that a grant equal to the donation made to Lunnasting School by the Lunnasting Playgroup be made to them. This will mean all Partner Providers will have equal rent support for their premises.
- 4.3 The Schools' Service does not require all of the additional funding of £95,000 in 2007/08 but will require £45,000 of the additional grant in order to meet the additional funding recommendations from the Scottish Executive and the additional grants proposed in respect of use of buildings. The remaining £50,000 not required is available to reduce the demand on Council Reserves in line with Council Policy. In 2008/09, the Schools' Service will require £75,000 of the indicative additional funding to meet recommendations of the Scottish Executive. The remaining £67,000 will again be available to reduce the demand on Council Reserves in line with Council Policy.

5. Financial Implications

5.1 Additional funding of £95,000 for pre-school education in the current year has been announced. It is proposed that £45,000 of the additional funding which will be paid at the end of March 2008, as a re-determination of the Revenue Support Grant, be used to increase the allocation for Partner Providers to £1,550 and to provide additional grant to pay for rents. Shetland Islands Council has always paid above the advisory floor because they have funded the additional five weeks, this year, as the Executive are funding the full 38 weeks, we will fund Partner Providers as advised.

5.2 The remaining £50,000 not required, be returned to Council Reserves.

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 the recommendation in this report falls outwith delegated powers, a decision of the Council is required.

7. Recommendations

I recommend that the Services Committee recommend to Shetland Islands Council that it approve that:

7.1 £45,000 of the allocation to Shetland Islands Council for 2007/08 is allocated to Pre-School budget GRE11602402

7.2 the £50,000 of the allocation to Shetland Islands Council for 2007/08 which is not required by the Schools' Service to be returned to Council Reserves;

7.3 £75,000 of the allocation to Shetland Islands Council for 2008/09 be built into the budgets as part of the 2008/09 budget setting process, the remaining £67,000 being returned to Council Reserves.

Services Committee - Thursday 30 August 2007
Agenda Item No. 12 - Public Report
August 2007

Our Ref: CB/SM

Report No: ED-11-F



REPORT

To: Services Committee

30 August 2007

From: Head of Legal and Administration

Report No: LA-50-F

Vacancy on the Children's Panel Advisory Committee – Local Authority Nomination

1. Introduction

- 1.1 A vacancy has arisen on the Children's Panel Advisory Committee (CPAC) for a member nominated by the local authority.
- 1.2 The Children's Hearings System (CHS) in Scotland brings together the law, expertise in providing childcare, and informed lay judgement to make decisions in the best interests of individual children. The system is a welfare-based system of justice not just for young offenders, but also for children who have been offended against. Based on the welfare to the child, the CHS takes account of the views of the child, and intervention is only considered where it is in the best interests of the child.
- 1.3 CPAC members are key players in the CHS. Each local authority has a duty under Section 39(2) and Schedule 1 of the Children (Scotland) Act 1995 to form a CPAC. Scottish Ministers appoint the Chairman and two members, and the local authority nominates two additional members to serve on the Committee.
- 1.4 The Council nominees do not necessarily have to be Elected Members, but it has been the practice, according to Scottish Executive Circular SEED 2002.05, that many local authority nominees have been members of social work committees. Shetland Islands Council has been no exception to this in the past.
- 1.5 The purpose of the CPAC is to advise Scottish Ministers on the recruitment of members of the public to the Children's Panel, and to keep their performance under review. Their remit also includes recommendations on reappointments, as well as input into training

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needs/issues and overall monitoring of the day-to-day running of the CHS in Shetland. CPACs also offer advice on matters referred to them by Scottish Ministers. The role of a CPAC member demands a firm commitment to the CHS and to children.

- 1.6 The CPAC typically meets around 3/4 times per year. CPAC members are also expected to be involved in the recruitment process for new Children's Panel members, undertake training (as detailed below) and carry out monitoring of Children's Panel members.

2. Background

- 2.1 At its meeting of 23 May 2007, Shetland Islands Council nominated Councillor A S Wishart to the CPAC (Min Ref: SIC 66/07).
- 2.2 Councillor Wishart has recently intimated his resignation from the CPAC due to other commitments. Therefore the Services Committee is requested to recommend a person to fill the vacancy on the CPAC.
- 2.3 When an Elected Member is nominated to the CPAC, the term of appointment for the CPAC is consistent with the date on which the individual's period of office as a Councillor expires.
- 2.4 Ministerial nominations to the CPAC are usually for a three-year term. It is proposed that should the person nominated to the CPAC by the local authority not be an Elected Member, the appointment should be for a three-year period in line with ministerial appointments.

3. Training

- 3.1 All CPAC members should be knowledgeable about the work of Panel members and the conditions and circumstances in which they work. This will involve CPAC members being trained, attending Panel member training, meeting Panel members and observing hearings.
- 3.2 The Regulation of Care (Scotland) Act 2001, through amendment to the Children (Scotland) Act 1995, makes provision for the training of CPAC members. The statutory duty rests with the local authority and Scottish Ministers exercise their discretionary power to assist training by financing the provision of the Children's Hearings Training Unit (CHTU) structure throughout Scotland. Part of the responsibility of the CHTU is the organisation and delivery of training for CPAC members.
- 3.3 The CHTU arranges induction training which provides the knowledge that CPAC members will require in order to enable them to fulfil their statutory duties. The main induction training programme is divided into four modules and will involve between 18 and 24 hours of training. CPAC members would be expected to complete each

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relevant module of training before taking up those duties e.g. completion of the monitoring module before undertaking monitoring of Panel members.

3.4 Follow-up training and in-service training sessions are also arranged each year, and both involve between 6 and 12 hours of training.

3.5 The person appointed by the Services Committee would be referred to the CHTU for training. It should be noted that the majority of training takes place outwith Shetland.

4. Financial Implications

4.1 Attendance at CPAC meetings and training sessions by Members would be considered as approved duties.

4.2 Any additional expenses incurred will be met out of the existing Children's Hearings budgets.

5. Policy and Delegated Authority

5.1 The appointment of local authority nominees to the CPAC is delegated to the Services Committee (Min Ref: 4/99).

5.2 The Services Committee also has delegated authority in terms of Section 13.0 of the Council's Scheme of Delegations to ensure the effective discharge of the Council's responsibilities within its remit for Children and Young People's Services.

6. Recommendation

I recommend that the Services Committee:

6.1 appoint a person to fill the vacancy on the CPAC.

6.2 note that the term of office will be consistent with that referred to in paragraphs 2.3 and 2.4.



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director of Education and Social Care

Performance Management Reporting – An Example

1. Introduction

- 1.1 As a companion to the Report on Developing the Social part of the Council's Corporate Plan, this Report sets out the Performance Management Reports currently available, using Community Care and Children's Services as an example. I hope this will assist Members in drawing up the targets to determine how we can demonstrate that the committee's work over the next 4 years will have made a difference to the people to whom we provide services. This Report is for information and noting.

2. Links to Corporate Priorities

- 2.1 Monitoring the performance of services is a key aspect of ensuring we deliver effective and efficient services to our service users and the community and ensuring that resources are targeted at areas of greatest need.

3. Background

- 3.1 Performance monitoring is a key element of a Best Value Service. At the moment, a number of performance indicators are collected across a range of service areas. The indicators are intended to be used to describe how the service is performing, ideally using trends over a period of time. Work at a national level is developing to try to better measure service delivery for the individual person or community. These are known as "outcome measures" and are intended to indicate how our services "make a difference".
- 3.2 The Report, attached as Appendix 1, is the standard report prepared for social care services, on a regular basis. This Report is for services provided from January to June 2007 and it covers the following service areas:
- Child Protection
 - Looked After Children
 - Community Care
 - Care at Home
 - Occupational Therapy

4. Proposal

- 4.1 This Report is prepared as an example of the type of information which is available to Members, to assist them in monitoring the performance of services provided by the Department. For now, it is intended as supplementary information to assist Members in developing the type of performance indicators and targets which they might wish to see when drawing up the Social element of the Corporate Plan. Similar information is available for other service areas, if required. There is an established system of performance monitoring, on a six-monthly basis, the first of which is scheduled for October 2007. Members will have an opportunity through that process to explore the services of the Department in detail and assess how we are performing.

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

7. Conclusions

- 7.1 This Report provides an example of the type of Service Performance Indicators that can be provided to Members.

8. Recommendations

- 8.1 I recommend that Services Committee:
- (a) note the performance of the social care services from January to June 2007, as set out in Appendix 1; and
 - (b) use the data to help to establish which Performance Indicators might best indicate how we "make a difference", through the process of developing the Corporate Plan.



REPORT

To: Services Committee

30 August 2007

From: Head of Community Care

Care at Home (Domestic) Update

1. Introduction

- 1.1 This Report provides Members with an update on the planned programme of work to help resolve the current and ongoing difficulties in the Care at Home (Domestic) services.

2. Links to Corporate Priorities

- 2.1 Subject to Council approval, this Report is written in support of the following Services Committee priority: -

“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.”

3. Background

- 3.1 A gap between assessed need for Care at Home (Domestic) Services and available staff was identified in the spring and reported in full to the Council in July 2007. A programme of work was drawn up and a commitment given to monitor progress regularly through Services Committee.

4. Current Position

- 4.1 A detailed Progress Report against each of the agreed actions is included at Appendix 1.
- 4.2 Over the summer, the focus has been on maintaining the service as much as possible with available resources, making a start to the review process and planning the longer term redesign of the service. It is my view that the best way to resolve all the issues is to move the management of the Domestic element of the service to local areas, at the earliest possible opportunity. This mirrors the arrangements for the Personal Care part of the service. Detailed discussions are ongoing with Unit Managers and reaction to this change is very positive. It is in keeping with the services desire to manage services at a local level and to keep people safe in their own homes, for as long as is possible.
- 4.3 There will be resource implications in changing the management arrangements and there is identified need for additional senior care worker hours and administrative time to organise the service or, in some cases, additional social care worker hours to free up senior hours. In some residential homes, physical space requirements will need to be addressed if additional staff need to be employed. Where it is possible for the service to accommodate the additional needs within existing resources and the unit managers are in agreement, we will progress to move the management of the Care at Home (Domestic) Service to the units on an ongoing basis. At the moment, it would appear that Unst and Scalloway/Burra may be the first areas for the change to happen. The clients will transfer to the units on the same level of service as has been assessed at the moment.
- 4.4 It is intended to keep the management of the Lerwick service within the office structure, as it can be more efficiently managed as one service, rather than be split between 3 units. There is also a need for a central payroll and monitoring function to ensure equability and consistency in service delivery across Shetland.
- 4.5 By the end of October, the Home Care Organiser will have reviewed and re-assessed all the clients who received letters in the Lerwick area and, in conjunction with senior social care workers in the community, will have begun to re-assess all affected clients in the south mainland, Scalloway and Burra. It is a fundamental principle of the service that the needs assessment is agreed with the client.
- 4.6 New criteria are being drawn up for assessing need for Care at Home Domestic services, based on keeping people safe, maintaining their independence and improving their quality of life. This is in line with other assessment criteria for community care services. The job description for the staff is also being updated, in light of the new criteria.
- 4.7 Existing staff were contacted to determine if they were able to work additional hours and we are grateful for their assistance in helping to meet gaps in services. A new recruitment campaign is being designed and it is intended to role that out in a very targeted way, alongside the changed management

arrangements. There are also a number of conditions of service issues which need to be resolved before a recruit campaign can commence.

4.8 Members may recall that as part of the redesign of the service, approval was given to close the laundry in Cunningsburgh, as long as the service could be demonstrated to be delivered to clients in an alternative way. Alternative arrangements for existing clients are now in place so the closure of the laundry will happen soon. The member of staff affected by the closure has secured alternative employment.

4.9 The service will also now arrange, with partners, to re-establish Phase 3 of the Redesign of Care at Home services. This work will predominantly cover better integration of nursing services and minor repairs and household tasks.

5. Financial Implications

5.1 The General Fund Revenue Budget for Community Care has an opening deficit balance of £1.3m. This target deficit budget was based on previous years' experience whereby the fact that the service was unable to fill posts which were budgeted for, meant that savings were generated from vacant posts. For the first two months of the year, salary savings circa £240,000 were achieved. Projected forward, at the current level of service and activity, that would have meant that the target could have been achieved by the end of the financial year. However, this proposal changes that position.

5.2 There are no specific approved expenditure budgets for these new posts. For this year, the additional revenue costs for changing the management arrangements can be met from savings on staffing budgets but that will mean that the financial target of £1.3m will not be met in full. The proposal represents significant extra revenue costs. The Council's financial strategy for revenue budgets requires reductions in spending over the next few years. This proposal therefore conflicts with current Council financial policy and can only proceed if there are compensating cuts in other departmental spending (to meet the £1.3m deficit). This will be monitored by Executive Management Team and reported on an ongoing basis throughout the year, through the Management Accounts reports.

5.3 The additional costs to accommodate the management changes are being worked up with Unit Managers. It is hoped that by carrying out a targeted recruitment exercise at each of the units, it will be possible to fill existing and the proposed new vacant posts. The current estimated additional costs are set out below:

Table 1: Resource Implications for Transfer of Domestic Services (No. Hours)

<u>Unit</u>	<u>Senior Social Care Worker Hours / Week</u>	<u>Social Care Worker Hours / Week</u>	<u>Admin Hours / Week</u>
Isleshavn	8.5	0	7
Nordalea	5	0	7
Overtonlea	10	0	37

Edward Thomason House ¹	0	48	0
Northhavn	0	0	37

¹ For Scalloway and Burra

5.4 The total estimated additional cost, at the moment, is shown in Table 2 below.

Table 2: Resource Implications for Transfer of Domestic Services (Cost)

Item	Estimated Cost Per Annum £
Senior Social Care Worker Hours	18,878
Social Care Worker Hours	60,996
Administration Hours	29,214
Total	109,088

5.5 The additional costs for Fernlea and Wastview are still being developed.

5.6 If approved, and subject to the successful recruitment of staff, this level of additional resources for domestic care will improve the level and quality of service and ensure that the current gaps in service are narrowed.

6. Policy and Delegated Authority

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

7. Conclusions

7.1 This issue raises fundamental questions about the need to prioritise services, within finite staffing and financial resources. There is an ever increasing elderly population, an ever increasing level of client need, near full employment in Shetland and high expectations of the level of service which is able to be provided. As Services Committee have already noted, "current levels of community care are unsustainable in an ageing population." Even if we are able to meet the current gap in service provision, the same problem will face us in a few years time. That is the basis on which Members of the Services Committee have agreed that the service needs to be redesigned, through the Corporate Planning process.

8. Recommendations

8.1 I recommend that Services Committee:

- (a) note the progress on the programme of work to resolve the current difficulties with resourcing the Care at Home Domestic service; and
- (b) agree the additional resources and budgets required for the service to be managed from the care centres; and
- (c) note that, in the current year, the additional resources can be met from underspends on salary budgets but that this will mean that the target of £1.3M savings in the budget for Community Care will not be achieved and it

will be necessary for Executive Management Team to monitor the overall spend throughout the year to ensure that the Council's financial targets are met; and

- (d) note that it will be necessary for Services Committee to prioritise available resources on this service when budgets are being drawn up for next financial year, to accommodate the additional posts.

Our ref: HAS/sa

Report no: ESCD-11-F

Care at Home Progress Report as at 20 August 2007

Please find below an update of progress against the 11 point plan agreed by you at the Council to address the difficulties in the Care @ Home Domestic Service.

No.	Task	Actions and Progress
Short Term Measures		
1	Service Delivery – where it is possible to do so, we will attempt to deliver as many of the services as is practically possible, across all priority needs, in the areas currently affected (Lerwick, Central Mainland and South Mainland). The service may change week on week and there will be gaps, but we will do all that we can to match available staff with client's needs.	<p>The Rotas for July have been drawn up on the basis of meeting the current level of assessed needs. We offered the work to existing staff. Staff are on "relief" contracts and can choose when they work. For July, a total of 351 shifts had to be "covered" at the start of the month. Covered is a term used when client needs and the availability of current staff do not match. Twenty four (24) of those shifts were put back to be covered again (due to staff notifying the Care at Home Team that they were not available to work at the times the clients' need the service). During July, an additional 59 shifts were not covered due to staff holidays and sick leave. In terms of prioritising the work, we ensured that all priority 1 client's needs were met and as many Priority 2 services as was possible.</p> <p>The situation for August so far is as follows:</p> <p>Uncovered visits: South 18, Scalloway/Burra 5, Lerwick 12 Some visits that were originally cut have been re-instated but some are still uncovered and have not been included in these figures.</p> <p>The situation changes from week to week and day to day, as the client's needs are reviewed</p>

No.	Task	Actions and Progress
Short Term Measures		
2	Existing Clients – where at all possible we will attempt to maintain existing client's hours (but we cannot guarantee that completely, as it depends on the number of staff who come forward with their availability and owing to the client's changing needs).	As above, at the moment we will guarantee all Priority 1 client's needs and as many Priority 2 as is possible within current staff availability. Any changes/non provision of service, the service users will be notified by telephone or monthly schedule.
3	Existing Staff – we will make direct contact with staff, with a clear statement of where the gaps in service are to see if we can match offers of additional work with client's assessed need. We will examine offers to travel longer distances than would usually be deemed to be reasonable (from a value for money point of view).	Letters have gone out to home helps in the south, central and Lerwick areas asking about their availability and this will hopefully help us to fill some of the gaps over the summer months and beyond. Letters have been sent to all other home helps asking for their availability and their willingness to work outwith their own area. This will be followed up by individual meetings between each member of staff and the Care @ Home team. In total, 27 staff offered additional hours of which 4 were in Scalloway/Burra, 1 Lerwick, 1 South
4	SIC Staff with similar skills – we will advertise the gaps in service and skills required to all staff in the Council to see if they would be willing to undertake additional work to meet the current gaps in service.	We are preparing a statement of the gaps in service and intend to carry out a targeted recruitment exercise for Relief Home Helps in parallel with the changed management arrangements.
5	New Clients – new clients in the three areas with particular problems who are assessed as Priority 3 will not receive any services, meantime.	Marilyn Harris and Ann Williamson (Service Managers) will be in touch with clients who were refused services to ensure that they know who to contact should their needs change or they feel that they should be re-assessed. A letter was sent at the time of refusing services advising them of this

No.	Task	Actions and Progress
Short Term Measures		
6	Recruitment Review – to review and redesign our approach to recruit to care jobs, explore more innovative ways of attracting people to support our more targeted recruitment campaigns that meet specific service needs.	Ideas currently being gathered for new staff.
7	Needs Assessment - the Home Care organiser will visit all clients who received a letter concerning changes to their services, to reassess their needs. This will be done over the summer months.	Margaret Cooper (Home Care Organiser) will be reviewing all clients who received letters over the summer

No.	Task	Actions and Progress
In the longer term, the service will put in place the following arrangements.		
8	Staff Hours – we will negotiate with the care at home staff to place them on permanent contracts with agreed hours, where they wish to do so.	This will be progressed after the service transfers to the units. There are some Conditions of service issues that need to be resolved first.
9	Locally Based Management – we will move to mirror the arrangement for Care @ Home Personal Care by placing the management of the Care @ Home Domestic service with the Unit Manager in each geographical location.	Timescale between October 2007 and April 2008
10	Voluntary sector – we will work with the voluntary sector to investigate ways of involving them in helping to carry out the lower level needs, where appropriate.	An initial approach has been made to the Executive Officer of Shetland Council of Social Services and the Volunteer Centre Shetland. Care Centre Managers will also investigate arrangements in local communities.
11	Budgets and Costs – assess impact on £1.3m target budget deficit.	We will cost each Care Plan for all Priority Needs and report the cost and impact on the approved 2006-07 budget.



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director of Education and Social Care

Additional Management Staff for the Education and Social Care Department

1. Introduction

- 1.1 This Report seeks agreement, in principle, for additional management staff for the Education and Social Care Department. This Report has not been presented to JCC at this time for approval; I am seeking agreement in principle to work up proposals as I am conscious of the financial implications this has at a time of reducing budgets.

2. Links to Corporate Priorities

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

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

3. Background

- 3.1 The Social Work Inspection Agency recently carried out a Performance Inspection on Shetland Islands Council's Social Work Services. They made 19 recommendations for improvement and an Action Plan is being drawn up, to be reported for approval at a later date. A theme which ran throughout the Report was that not enough time was able to be devoted by managers within the service for policy review and service development. For example, the Inspectors recommended that, “Social care services should ensure the function of policy review and development is given sufficient priority within the remits of the operational managers”.

- 3.2 The Extended Local Partnership Agreement and Joint Community Care Plans, recently approved by Committee in June 2007, contains a significant number of projects and service redesign and development projects. Over the past while, progress on this plan has been hampered by lack of management capacity to undertake all the change management projects in the timescale required to meet all the service needs, for both the SIC and NHS Shetland.
- 3.3 The post of Executive Director of Education and Social Care did not require a professional qualification in Social Work. Up until now, the Interim Executive Director has undertaken the role of Chief Social Work Officer, in addition to his duties as Interim Director. The recent appointment of the Service Manager – Community Care Fieldwork to undertake the role of Chief Social Work Officer in addition to her normal duties means that there is a gap at Senior Social Worker level, to carry out the day to day professional decisions on community care packages and placements.
- 3.4 As mentioned the Social Work Inspection Report talked about the need to build capacity across the service, to carry out service development work. In particular, we have identified a need for additional senior management support for the Mental Health service.
- 3.5 A number of Internal Audit reports have identified some gaps in the Department's capacity to carry out routine business processes in an efficient and effective way. Administrative and clerical support is stretched and we have no capacity to cover unexpected staff absences, across a number of service areas, which is an issue which will need to be addressed going forward.

4. Proposal

- 4.1 In my view, there are a number of gaps at management, professional, practitioner, administrative and clerical levels, particularly to support the Social Work services (but also in some other areas). This has led me to consider the establishment of a number of new posts within the Department. The most pressing need is to secure additional senior management support, at service manager and senior social worker level. I estimate that the service needs an additional 3 senior posts for community care and senior social work practitioner roles.
- 4.2 The maximum total cost per annum for 3 senior posts would be in the region of £145,000 per annum (depending on how the grades were evaluated).

5. Financial Implications

- 5.1 There is no approved budget for these new posts in the current and future financial plans of the Council. These proposals therefore represent significant extra revenue costs. The Council's financial strategy for revenue budgets requires reductions in spending over the next few years. The proposals therefore conflict with current Council financial policy, and can only proceed if there are compensating cuts in other areas of departmental spending. I am, therefore, at the moment seeking guidance from Committee as to whether or

not there is a willingness to support the increased investment in management capacity. If approved, the additional costs will be built into the revenue estimates, with compensating reductions in other areas of spend within the Department.

6. Policy and Delegated Authority

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

7. Conclusions

- 7.1 This Report asks Members to approve a significant investment in additional senior posts to support the work of the Education and Social Care Department. The need has been identified from a number of sources and reflects the ever-increasing demand for social care services and to fundamentally redesign the way we provide services (in light of demographic changes and financial constraints).

8. Recommendations

I recommend that Services Committee:

- (a) consider if they would be willing to prioritise spending in support of additional management support for social work services of the equivalent of 3 new senior management posts; and
- (b) If minded to do so, ask for a further detailed Report on the new posts and budget implications to be presented to the next cycle of meetings, including the JCC.



Shetland Islands Council

REPORT

To: Services Committee

30 August 2007

From: Executive Director – Education and Social Care

Capital Projects Update

1. Introduction

- 1.1 This report sets out the current status and activity of the Capital Projects which fall within the remit of the Education and Social Care Department. Key issues and events are summarised to enable Members to ask for additional information and clarification on any projects.
- 1.2 This report is presented outwith the standard capital programme method of reporting projects for approval, to acknowledge the need to bring Members of the Services Committee up to date with work and thinking presented to the previous Council. Further detailed reports will be forthcoming from the Capital Programme service in due course.

2. Link to Council Priorities

- 2.1 The Corporate Plan has not yet been adopted but the projects will support the redesign of the following service areas (as set out in the Services Committee statement of intent) – Community Care, Children's Services, Schools, Community Development and Shetland College.

3 Projects Update

- 3.1 Appendix 1 contains a list of all the projects within the remit of the Education and Social Care Department, including the proposed accommodation at the North Ness (which will solve the office accommodation difficulties for services currently located in unsuitable buildings).
- 3.2 I have listed the projects under the "stage" at which the activity has reached, namely: -

- Identifying service needs
- Feasibility
- Design

At the moment, there are no projects out to tender for works or under construction.

- 3.3 Appendix 1 also includes a short description of the purpose of the capital investment, in terms of the service need it is seeking to address.
- 3.4 Members will be aware that these projects form only part of the Council's overall Capital Programme. Decisions on the relative priority of projects (which is the responsibility of the Full Council) will, therefore, affect the timing and activity of the projects for this Department.
- 3.5 I have set out below a summary of the key issues and current debates on some projects.
- 3.6 Anderson High School – site location, design and estimated cost. A history of the project and summary of the considerations and issues which were assessed in order to reach that decision, is shown in Appendix 2.
- 3.7 Mid Yell Junior High School – budget increases, community aspirations and alternative procurement methods – a detailed report is included on today's agenda.
- 3.8 Cinema and Music Venue – increasing specification, potential budget increases and role/responsibility of the Council.
- 3.9 Social Work Projects – an area of increasing service needs but projects have not yet been presented for inclusion on the Capital Programme (due to the amount of time taken to identify the most up to date models and practices, to ensure that the projected needs going forward will be met in the long term). A possible interim arrangement for the use of the Montfield site has been presented to this Committee.
- 3.10 Library Extension – condition of building awaiting renovation and clarification of the scale of the works (see separate Report on today's agenda).
- 3.11 Housing and Social Work Office Accommodation – The project may be affected by the health and safety issues surrounding the oil tanks at the North Ness.
- 3.12 Looked After Children Accommodation - Members may be aware that the new Leog was due to be built at Quoys Phase II, earlier in 2007, but this was cancelled due to cost increases. Future options are being considered.

- 3.13 In terms of timescales, if we continue with the programme as approved by the last Council, Reports will be presented to you for decisions, as follows: -
- 3.14 Anderson High School – decisions have already been taken on the site and to appoint a preferred contractor, who will also work up detailed designs. Decisions required in early September 2007 to award the design and build contract.
- 3.15 Cinema and Music Venue – The Council has agreed a specification for the facility and a financial contribution, by way of grant aid of £5.1M, towards total project costs of c. £9m. The project is being managed by Shetland Arts and there is a desire to increase the specification which will impact on the space and the cost, although the Council's contribution is fixed and other funding (including a substantial potential contribution from the Scottish Arts Council) will be sourced to meet the rest of the cost. In my view, the role and responsibility of the Council in relation to this project requires clarification. A report will therefore be prepared for Council in the next cycle to address the new specification and the Council's role.
- 3.16 Occupational Therapy Resource Centre – a report to request prioritisation and approve a budget to proceed to tender stage will be prepared once the joint legal and financial framework has been finalised between NHS Shetland and the SIC.
- 3.17 Long Term Care Needs (Permanent Respite Care Beds and Dementia Services) - A report setting out the preferred options from the feasibility studies for prioritisation on the Capital Programme will be presented in the next cycle.

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report. The Capital Programme system involves projects being presented directly to Executive Committee and Council for prioritisation and funding, at various stages in their development.

5. Policy and Delegated Authority

- 5.1 In accordance with Section 13 of the Council's Scheme of Delegation, the Services Committee has delegated authority to make decisions on matters within approved policy and for which there is a budget.
- 5.2 The Council retains full authority for decisions on the Capital Programme so there is no delegated authority for Services Committee to amend the priority and funding for Capital Projects. However, given that decisions on these Capital Projects were taken by the last Council and Services Committee are developing their service priorities, through the Corporate

Planning process, this Report is presented for information to bring Members up to date with previous decisions and current activity on a range of projects within their remit.

6. Conclusions

- 6.1 This report is for information to enable Members of the Services Committee to discuss and debate Capital Projects within their remit, in support of the Committee's developing Corporate Plan.

7. Recommendations

- 7.1 I recommend that Services Committee note the content of the Report and request any further information or analysis as required on the current programme of work.

Our Ref: HAS/sa

Report No: ESCD-03-F

Services Committee - Thursday 30 August 2007
Agenda Item No. 17 - Public Appendix

Capital Projects for Education and Social Care Department

Project	Purpose / Description of Need
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Stage: Identifying Service Needs

Adult Learning	Drop in / office / training rooms for adult learning, linked to the Library project.
Pre-School Provision (Tingwall Area)	Alternative premises
Supported Accommodation - Learning Disabilities (Quoys Phase II)	Additional accommodation to meet increasing service needs
Older People's Day Care	Additional services to reflect growing demand; current provision at capacity with waiting lists (care homes, Freefield, Montfield Day Hospital)
Accommodation for Young Physically Disabled	Alternative premises
Additional Permanent Care Beds (Lerwick)	Additional services to reflect growing demand; current provision at capacity with waiting lists
Additional Permanent Care Beds (Rest of Shetland)	Additional services to reflect growing demand; current provision at capacity with waiting lists
Additional Permanent Care Beds (Montfield)	Additional care beds in Lerwick, as an interim measure

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Stage: Feasibility (Options for how best to meet service needs (how much, how and where))

Shetland College	Additional space for teaching, workbases, support services, student facilities and storage.
Family Centre	Consideration of expansion of service to upper floors of the Old Bruce Hostel if financially viable. If not alternative premises as current accommodation not fit for purpose.
Laburnum Replacement	Alternative premises as current accommodation not fit for purpose. Consideration to be given to current premises as a unit for autism.
Viewforth Replacement (Long Term Care and Dementia Services Redesign)	Alternative premises as current accommodation not fit for purpose
Isleshavn Replacement (Long Term Care and Dementia Services Redesign)	Alternative premises as current accommodation not fit for purpose
Erik Gray Centre Replacement / Learning Disabilities Feasibility Study	Alternative premises as current accommodation not fit for purpose
Joint Occupational Therapy Resource Centre	Alternative premises as current accommodation not fit for purpose
Looked After Children Accommodation (Leog Replacement)	Alternative premises as current accommodation not fit for purpose
Sandwich JHS Additional Classroom	Additional primary space – Feasibility Study ongoing
Lerwick Primary (Bells Brae)	Lerwick Primary School Provision – Feasibility Study commenced

Services Committee - Thursday 30 August 2007
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Stage: Design (Council agreed best option and design being worked up)

Library	Additional space for Library Services
Office Accommodation	Replace offices at Quendale House, 92 and 91-93 St Olaf Street, Bruce Family Centre, Bank Lane and Fort Road (not fit for purpose)
Anderson High School	Replacement school - new build
Mid Yell Junior High School	Replacement school - new build
Cinema and Music Venue	New service, new build
Sandwick JHS ASN	New Additional Support Needs Accommodation – tenders returned and review to meet budget.
Scalloway JHS Additional Classroom	Additional space for science teaching – designed and on Capital Programme prioritised list.

Anderson High School

Appendix 2

December 1991	SIC 44/91 Alternative Sites for AHS & FE College
December 1992	SIC 158/92 Brief for New AHS
April 1993	SIC 31/93 Proposals for AHS & Halls of Residence at Clickimin
October 1994	SIC 80/94 New AHS & Halls of Residence
April 1995	SIC 33/95 New AHS & Halls of Residence
June 1995	SIC 47/95 Proposed AHS Progress Report
October 1997	SIC 70/97 New AHS & Halls of Residence
June 1998	SIC 46/98 Projection Selection Studies AHS
February 1999	SIC 11/99 Feasibility Studies AHS & Halls of Residence Concluded that preferred option was Clickimin New Build
21 March 2000	Services Committee Reports asks that's Charitable Trust fund the School Project by setting up Educational Trust. Insufficient funds in SIC Capital Programme (Cost est. £34M over 7 years)
31 March 2003	Services Committee '.....approved the recommendation to examine 'the suitability of the existing Anderson High School site for new school buildings, the inclusion of an additional support needs facility and the future use of auxiliary accommodation for related services on the site' (Min Ref: SC 43/03).
1 April 2003	Standing Committee '....agreed to recommend to the Council that the taskforce report back up to date costs on a new build at Clickimin (Min Ref: SIC 12/03).
4 April 2003	Council '....Council adopted the minute of the Standing Committee

	meeting (Min Ref: 48/03). The Council also noted that the recommendation from the Standing Committee to include comparisons for rebuilding on the existing AHS site compared with a cost revision of the previously proposed Clickimin site was approved.
28 August 2003	Services Committee Progress Report Design Team appointed for Feasibility Study
16 October 2003	Services Committee '....agreed that 'the AHS Taskforce concentrate solely on the AHS site at this stage, and only in the event of difficulties should the Clickimin site be considered as the second option.' (Min Ref: SC 75/03).
4 December 2003	Services Committee Progress report for noting 'Initial block plans for AHS site have been prepared and these indicate that the accommodation requirements are able to be accommodated on the site. These plans will be developed throughout the feasibility study.'
4 May 2004	AHS Seminar for members Presented Feasibility Study Proposals for AHS Site at £29.6M (School) £10M (Hostel)
4 May 2004	Press Release
19 May 2004	SIC Anderson High School Feasibility Report Approved to procure a design team, for school & possibly hostel at a later date
	Feasibility Study School Based on Glasgow Schools PFI Projects in terms of areas and facilities For 900 pupils with expansion to 1100 Total floor area 14,260m ² Area/pupil 12.96m ² Cost 29.626M (school only) (at March 2004) Hostel For 100 pupils (Determined from current role but expected to reduce by time project commenced) Total Floor area 4292m ² Cost 10.031M (at March 2004)

3 June 2005	AHS Taskforce Reporting BDP selected as Designer
July 2005	Press Release & newsletter Inc. BDP information sheet
July 2005 – January 2006	Brief Development & workshops Room data sheets completed
December 2005	Newsletter – Progress report
16 March 2006	AHS Task Force Update
March 2006	Newsletter – Progress report
June 2006	Presentation to Teachers 5 options
12 June 2006	AHS Taskforce presentation 5 options (Broch, Living Wall, Groundhugger, Lodberrie, Hammerhead) Lodberrie & Living wall shortlisted Cost est £38M
6 July 2006	Residents Presentation 5 Options
19 September 2006	SIC Presentation Preferred option – Metamorphosis – developed from the Living Wall preferred option. £48M cost (Option appraisal for options)
September 2006	Letter to Task Force Explaining development of further option from the Living Wall and cost estimate £48M
September 2006	Press Release (info presented to Council)
8 November 2006	AHS Task Force Stage C (outline design proposals)
9 November 2006	Residents presentation Presentation of proposals Stage C
23 November 2006	SIC Presentation of proposals Stage C

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	<p>Stage C Proposals</p> <p>Gross Internal Floor Area 18,472m2 1100 Pupils Area/ Pupil 16.79m2 121 Car Parking Spaces Total Area (including car parking) 21,910m2</p>
December 2006	<p>Accommodation Area Review by CM/ HB/ VN/ Neil Galbraith</p>



MINUTE

B

**Special Shetland College Board of Management
Council Chamber, Town Hall, Lerwick
Wednesday 4 July 2007 at 3.15 p.m.**

Present:

L Angus	L Baisley
A Hughson	W H Manson
R Nickerson	G Robinson
B Fullerton	

In attendance (Officers):

G Smith, Director, Shetland College
A Cogle, Service Manager – Administration

Chairperson

Mr A Hughson, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

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

33/07

Shetland College Lecturers' Pay Claim 2007-10

The Board considered a report by the Director Shetland College.

After hearing the Director summarise the terms of the pay claim, Members discussed its terms, including the financial implications, and further aspects of the local agreement, in detail. Members also discussed the possible impact on other staff within the Council, particularly those facing the impact of Single Status.

In conclusion, Members supported the recommendations in the report and, on the motion of Mr G Robinson, seconded by Mr L Angus, unanimously agreed the terms of Council Side's response.

The meeting concluded at 3.25 p.m.

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Services Committee - Thursday 30 August 2007
Agenda Item No. 18 - Public Report
A Hughson
CHAIRPERSON



Shetland Islands Council

A & B

MINUTE

Shetland College Board of Management
Council Chamber, Town Hall, Lerwick
Thursday 16 August 2007 at 2.15 p.m.

Present:

A Hughson	L Baisley
W H Manson	R Nickerson
G Robinson	B Fullerton

Apologies:

L Angus

In attendance (Officers):

G Smith, Director, Shetland College
M Simpson, Vocational Training Manager
J Watt, Short Course Manager
A Cogle, Service Manager – Administration

Chairperson

Mr A Hughson, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

34/07

Minutes

Subject to the following, the minutes of meetings held on 14 June and 4 July were confirmed.

Min. Ref. 26/07 Skill-Seekers/Modern Apprentice Contract 2007/08

Mr A Hughson announced that a very positive letter had been received from the HIE, indicating that Shetland Islands Council would receive an additional 11 placements. Mr G Smith agreed to circulate the letter to Members after the meeting.

Min. Ref. 22/07 – Election of Vice-Chairperson

The Board noted that this item was not being considered today, as Administration were awaiting the nominated person for appointment as a representative of HIE. Members noted that this item would be on the agenda for the next meeting.

Min. Ref. 33/07 – Shetland College Lecturers Pay Claim

The Board noted that there was no progress on this matter.

35/07

Director's Report

1. Staffing

The Director advised Members of a number of College staff vacancies, and timetables for recruitment, interviews, etc, including a temporary Construction Lecturer post. He advised also of appointments made within Train Shetland. The Board noted the information provided, and agreed the course of action being taken.

2. Vocational Pathways

The Board noted that over 50 applications for the Construction SPA had been received for only 24 places. Whilst accepting that some applicants would not be suitable, Members expressed concern regarding the limitation on numbers which the College were able to accommodate on this course. The Director said that whilst the course was perhaps frustrated by its own success, workshop capacity and availability of Lecturers were other issues which meant that the numbers had to be limited. Members suggested there should be an aim to increase the percentage of applications granted above that of the current 50%, and only a further 10 places would raise that percentage to a more acceptable level. Discussion took place regarding possible options, although there were accepted problems regarding capacity, logistics and resource funding. Members agreed that the issues would be looked at again, and could perhaps be moved forward for another year.

Regarding the Hospitality course, the Board noted that the course was not as popular as other courses due to a variety of reasons, but agreed that further development and promotion of this course should be pursued, and in conjunction with the tourism industry.

3. Academic Partnering Review of Shetland College

The Director advised that a copy of the report would be circulated to Members, and a report would be presented to the next meeting of the Board.

4. Funding Council Circular - Employer Engagement and Knowledge Transfer

The Director advised that additional funding had been announced for Employer Engagement and Knowledge Transfer, to assist colleges to develop their capacity to engage with employers and to develop the infrastructure to assist in the sharing of knowledge. He said that the funding being made available was £30k per annum for the next three years, and a detailed plan had to be submitted to show how the funding was

to be utilised. He said that if Members accepted that application should be made, by the closing date of 31 August, more details could be made available to Members at the planned 'away morning'. Members agreed, on the motion of Mrs B Fullerton, seconded by Ms L Baisley.

5. Funding Council Circular - Young people not in education, employment or training (NEET)

The Director advised that this funding was intended to target areas of hardship based on Scottish levels, and in this regard Shetland had not been included. Members noted that whilst Shetland did not meet the national requirements and received no additional resources, there was still an expectation for the College to contribute to a NEET strategy for Shetland. The Board agreed that this highlighted very clearly that because of the criteria used by the Scottish Executive, rural areas often lost out on additional funding despite areas of hardship, and representations had been made to the Scottish Executive on this point. It was later agreed that representation would also be made to the Minister for Rural Affairs, on his forthcoming visit to Shetland.

6. Funding Council Circular - Additional ESOL Funding

The Board noted that an additional one year fund of £20k had been made available for the development of English for speakers of other languages (ESOL). The funding criteria was based on evidence that has led to additional classes or courses, and it was noted that the College, in partnership with the Council's Adult Learning Team, were looking to increase the current level of provision by introducing a mixture of opportunities according to the needs of users, including the introduction of a certificated course.

7. Estates Strategy

The Board noted that there was a requirement for the College to have in place, by the end of the year, an Estates Strategy. The Director stated that the College was awaiting the outcome of the feasibility study regarding phase 3 of the College development, which would include a look at the longer term location of the College and its needs, including a requirement to make the College more accessible. The Director added that there were continuing problems with the Train Shetland buildings at Gremista and at the Anderson High School, and these would be addressed through the Capital Projects Unit.

8. ICT Access Agreement

The Director advised that the College were entering into a legal agreement with THUS Ltd, with regard to access to their ICT equipment in the College.

9. Student Awards Ceremony

The Board noted that the Awards Ceremony would be held on 31 August in the afternoon, and invitations would be sent out shortly. It was hoped that there would be a good turnout and Tavish Scott MSP would be a guest speaker, along with the Chairperson, Mr Hughson. Mr Manson and Mr Robinson gave their apologies as they would be unable to attend.

10. Single Status

The Director advised that a Single Status briefing for College management would be held on 4 September. Mr Robinson advised that he was hoping to attend. As part of the new approach to Single Status, the Director advised that Jackie Watt, Short Course Manager, had been seconded to assist with workforce employee development.

11. Centre for Nordic Studies

The Director advised that whilst there had been some support for this project in previous years, any proposals would have to stand up in economic development terms. Members agreed that whilst there was a need to look at research developments, they did not have enough information at this point to state whether the Board should support the project, and noted that a detailed report was being drafted for presentation to the Executive Committee.

12. Visit by Principal, UHI

The Board noted that the Principal, UHI would be visiting Shetland on 8 and 9 October, and would wish to meet with Board members during his visit.

13. Lecturers' Pay Claim

The Board noted that there was no progress on this matter, but Lecturers were due back at College next week to commence in-service training.

The Chairperson thanked the Director for a very comprehensive report.

36/07

Enrolments and Weighted SUMs Monitoring – September 2006 to July 2007

The Board considered a report by the Director Shetland College (Appendix 1) and approved the recommendation contained therein, on the motion of Mr G Robinson, seconded by Mr W H Manson.

In response to a query, the Director confirmed that the enrolment figures for rural community learning centres was included within the figures shown. He went on to say that whilst, overall, enrolments had exceeded the target by 20%, there were still areas that could be generating more SUMs

activity, particularly in Business Management. The Director said that whilst the figures for higher education were good, the figures for further education were not. He reiterated the earlier point regarding Hospitality, but that if more funding was made available there were more options open for improving the provision and facilities.

37/07

Shetland College – Financial Update (end June 2007)

The Board considered a report by the Director Shetland College (Appendix 2) and approved the recommendation contained in the report on the motion of Mr W H Manson, seconded by Ms L Baisley.

The Director apologised for the late circulation of the report, but explained that this had been due to the holiday period. In addition, he pointed out that the report was based on period 11 figures, and there would be unlikely to be anything like the surplus showing now, at the year end, but a smaller surplus instead because of employee and operational costs. However, he said that 31 July was the end of the financial year for the College, and he was working hard with Finance Services to get the accounts finalised.

38/07

Train Shetland – Service Plans and Start of Year Performance Management Reports

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

Some discussion took place regarding the availability of transport to and from the College area. The Board were keen to ensure that ZetTrans received all the information available to it, and agreed that the Director should contact ZetTrans to advise that the College would like to be formally consulted as part of the Transport Review, and would offer to conduct a further student survey to assist with that.

The Short Course Manager and Vocational Training Manager clarified some points for Members with regard to the Service Plans and Performance Management reports. In particular, it was noted that the promotion of short courses not only used the Train Shetland website, but used adverts in the newspaper, booklets and e-mail, depending on the needs of the customer.

Regarding training agreements and proof of registrations, Members noted that work was ongoing to develop this area, with a view to establishing more detailed performance standards and targets.

Services Committee - Thursday 30 August 2007

Agenda Item No. 18 - Public Report

The Board otherwise approved the recommendation in the report, on the motion of Mr R Nickerson, seconded by Mrs B Fullerton.

The meeting concluded at 3.30 p.m.

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A Hughson
CHAIRPERSON