

**Education & Families Committee****18 August 2014****Management Accounts for Education & Families Committee:
2014/15 – Projected Outturn at Quarter 1****F-042-F****Report Presented by Executive Manager -
Finance****Corporate Services****1. Summary**

- 1.1 The purpose of this report is to enable the Education & Families Committee to monitor the financial performance of services within its remit to ensure that Members are aware of the forecast income and expenditure and the impact that this will have with regard to delivering the approved budget. This allows Members the opportunity to provide early instruction to officers to address any forecast overspends in order that the budget is delivered by the year-end.
- 1.2 This report is on the projected outturn position for the 2014-15 year as at the end of the first quarter for revenue and capital. The forecasts have been determined by Finance Services after consultation with the relevant Budget Responsible Officers for the services in this committee area.
- 1.3 The projected outturn position for the services in this committee area is an underspend of £303k on revenue and to breakeven on capital.

2. Decision Required

2.1 The Education & Families Committee is asked to RESOLVE to:

- review the Management Accounts showing the projected outturn position at Quarter 1.

3. Detail

- 3.1 On 11 December 2013 (SIC Min Ref: 109/13) the Council approved the 2014/15 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £14.793m. This is still at an unsustainably high level and therefore it is vital to the economic wellbeing of the organisation that the budget is delivered, as any overspends will result in a further draw on reserves.

Revenue – Overall Forecast: Well on track

G

- 3.2 The projected revenue outturn position for Education & Families Committee is an underspend of £303k (0.74%) which means the services in this committee area are collectively on course to spend less than their Council approved budget.

Capital – Overall Forecast: Well on track

G

- 3.3 The projected outturn position on Education & Families Committee capital project expenditure is to breakeven, which means the project in this committee area is on course to meet its Council approved budget.

4. Implications

Strategic

4.1 Delivery On Corporate Priorities

There is a specific objective within the Corporate Plan to ensure that the Council is “living within our means” with a range of measures which will enable the Council to achieve financial sustainability over the next four years, and line up spending with priorities and continue to have significant reserves.

The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of the Council.

4.2 Community /Stakeholder Issues – None.

4.3 Policy And/Or Delegated Authority

Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2014/15 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.

4.4 Risk Management

There is a risk that revenue services and capital projects will not be delivered within the approved 2014/15 budget resulting in an additional draw on reserves, which is unsustainable. Failure to deliver the 2014/15 budgets may result in the Council failing to deliver its Corporate Plan and Medium Term Financial Plan.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial

The 2014-15 Council budget is not sustainable because it requires a draw on reserves in excess of the returns that the fund managers can make on average in a year.

For every £1m of reserves spent (in excess of a sustainable level) it will mean that the Council will have to make additional savings of £50,000 each year in the future as a result of not being able to invest that £1m with fund managers to make a return.

It is therefore vital that the Council delivers its 2014-15 budget, as any overspend will result in a further unsustainable draw on reserves which will have the long term consequences as explained above.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5. Conclusions

5.1 The projected outturn position for the services under the remit of the Education & Families Committee is an underspend of £303k on revenue, and expected to breakeven on capital.

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List of Appendices

Appendix 1 – Education & Families Committee – Projected Revenue Outturn Position 2014/15

Appendix 2 – Education & Families Committee – Projected Capital Outturn Position 2014/15

Background documents:

SIC Budget Book 2014-15, SIC 11 December 2013

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=15444>

Education & Families Committee**1.0 - Projected Revenue Outturn Position 2014/15**

Description	Budget 2014/15 £000	Outturn 2014/15 £000	Proj. Outturn Variance (Adv)/ Pos £000
Director of Children's Services	1,846	1,846	
Children & Families	1,055	1,038	17
Children's Resources	3,743	3,696	47
Quality Improvement/Schools	32,443	32,272	171
Library	964	962	1
Train Shetland	419	348	71
Community Planning and Development	310	315	(5)
Total Controllable Costs	40,780	40,478	303

An explanation for the main variances by service is set out below.

1.1 - Directorate – projected outturn breakeven G

This service is expected to breakeven.

1.2 – Children & Families - projected outturn underspend £17k (1.61%) G

This service is projecting an underspend of £17k due to income receivable from NHS Shetland and Police Scotland in respect of their contribution towards the Adult/Child Protection service which was not budgeted for.

1.3 – Children's Resources - projected outturn underspend £47k (1.26%) G

This service is projecting an underspend of £47k mainly due to part year vacancies within the Children's Residential service, income receivable from Hjaltsland Housing Association for the provision of relief staff within the 'Hub' (supported accommodation for young people leaving care) and an anticipated reduction in building maintenance due to staffing reductions and a lack of availability of external contractors to carry out the work (Building Maintenance will be prioritised to ensure that all essential works are undertaken).

1.4 – Quality Improvement/Schools – projected outturn underspend of £171k (0.53%) G

This service is projecting an underspend of £171k due to an expected rebate for Scalloway secondary school rates of £34k, an estimated reduction in energy costs of £20k and a reduction in building maintenance of £128k due to staffing reductions and a lack of availability of external contractors to carry out the work (Building Maintenance will be prioritised to ensure that all essential works are undertaken).

1.5 – Library – projected outturn underspend of £1k (0.15%) 

This service is projecting an underspend of £1k due to a reduction in building maintenance.

1.6 – Train Shetland - projected outturn underspend £71k (16.92%) 

This service is projecting an underspend of £71k due to the post of Short Course Manager remaining vacant and the Vocational Training Manager undertaking these duties in the meantime, and two Modern Apprentices leaving their posts early.

1.7 – Community Planning & Development - projected outturn overspend £5k (1.61%) 

The position for Community Planning and Developments budget overall is a projected underspend of £112k. The overspend of £5k in relation to this Committee relates to minor variances.

Education & Families Committee**1.0 - Projected Capital Outturn Position 2014/15**

Description	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Quality Improvement/Schools	993	993	-
Total Costs	993	993	-

An explanation for the main variances by service is set out below.

1.1 – Quality Improvement Schools – projected outturn breakeven

Most of this relates to the new Anderson High School project which is projected to be on budget at £975k.

Also included are the final payments for Happyhansel School which it is anticipated will be on budget at £18k.



Education and Families Committee
Social Services Committee

18 August 2014
18 August 2014

Children's Services Performance Report 3 Month / 1st Quarter 2014/15	
CS-19-14- F	
Director of Children's Services	Children's Services

1.0 Summary

- 1.1 This report summarises the activity and performance of the Children's Services for Quarter 1 of 2014/15, the 3 months up to the end of June 2014.

2.0 Decisions Required

- 2.1 That the Education and Families Committee and Social Services Committee discuss the contents of this report and make any relevant comments on progress against priorities to inform further activity within the remainder of this year, and the planning process for next and future years.

3.0 Detail

- 3.1 Progress against the "**this year we will**" priorities from the Councils Corporate Plan led by the Children's Services.

Corporate Plan Page 6 - "The best possible start for every child"

"We are determined that all our young people will have the best opportunity to be successful learners, confident individuals and responsible citizens who contribute effectively to society.

We will continue to focus on ensuring all children are safe and protected from harm and providing high quality services to children and young people who are looked after.

We will also continue to focus on education so that pupils can have a high quality education, provided in an appropriate environment, with as many opportunities as possible including implementing Curriculum for Excellence in accordance with national timescales and milestones.

We will support people of all ages to get the most out of the Shetland Library, including through early years literacy, IT skills development and one-to-one support.

We will strive towards increased levels of physical activity and encourage more people to take part in sport and other cultural activities.

We will provide the very best services we can within the resources available. We will make changes where we can to make services better or more sustainable.

We will make sure we communicate well with service users and our partners both within the Council and externally”.

Lead Svs	“This Year” Action	Due Date	Progress as at the end of this reporting period	RAG
CH/HL	We will continue to work in partnership with other agencies to secure early intervention, where required, for children both pre-birth and early years.	Aug 2014	<p>Arrangements to allow for increased hours of early learning and childcare have been finalised and are in place for the start of the new session in August 2014.</p> <p>Over the past 12 months, the ante-natal early intervention course is being delivered to meet assessed needs of vulnerable parents.</p> <p>The revised GIRFEC process went live in Shetland in April 2014. The training programme for those holding a key role, i.e. Named Person or Lead Professional was delivered. Training sessions were also delivered to all staff working with children and young people to introduce them to the new process and their responsibilities in relation to the new role of the Named Person.</p> <p>Information on the new roles in Shetland has been delivered to all families where they have a midwife, health visitor or attend school.</p> <p>The web page is 'live' with information for parents and practitioners. Services in Shetland have identified the outcomes that they support which will enable us to publish a useful 'directory' for those involved in supporting children and young people using the Child's Plan.</p> <p>The GIRFEC Quality Assurance Framework was approved and first training session delivered. As part of</p>	G

			<p>this the first tests of the Self-evaluation process have commenced.</p> <p>Children and young people identified as requiring support from more than one service are now engaged in the reviewed process to support them in achieving the agreed outcomes for them.</p>	
MN	Implemented a new strategy for looked after children. LAC Strategy.	March 2015	<p>The Looked After Children Strategy is complete subject to approval by Integrated Children and Young People's Strategic Planning Group in August. Subject to approval it will be presented to Education and Families Committee in October 2014. Meanwhile the action plan is ongoing.</p>	G
HB	Achieve Financial Close and planning permission for the new Anderson High School so that by March 2015, construction will be underway.	March 2015	<p>Under the auspices of the Scottish Futures Trust and hubco processes, we have now completed Stage 1 and have embarked on Stage 2, which comprises detailed design. The Planning Application for the new Anderson High School has been submitted. Land acquisition is complete.</p>	A
HB	Undertake the first stages of the Shetland Learning Partnership Project to develop an ambitious partnership between Shetland high schools and the Further and Higher Education sector, and to develop a Shetland learning campus.	Project will be completed in 2016	<p>The Shetland Learning Partnership Project is well established with six active workstreams. These comprise:</p> <ul style="list-style-type: none"> • Alignment of curriculum and timetabling among secondary schools and between those schools and the colleges; • Creation of independent learning time for pupils; • Develop on-line access to curricular learning materials; • Create a professional development programme in on-line learning for education staff; • Maximise learning opportunities for adult learners; • Develop a local academy to allow for a blended learning option for some senior pupils. 	G
HB	Create an ambitious partnership between Shetland high schools and the	June 2015	<p>Development of a local academy to allow for a blended learning option for some senior pupils is underway. Further, work is ongoing to introduce</p>	G

	Further and Higher Education sector in Shetland, and align the implementation of this partnership with the current proposals for Tertiary Education, Research and Training.		an HNC option, based at college, for senior pupils to have a subject choice by summer 2015. Both College Principals are members of the Shetland Learning Partnership Project Team.	
AE	Undertake a number of statutory consultations under the auspices of the Schools Reconfiguration Project.	Project will be completed in 2016	An Amended Strategy for Secondary Education was approved by Shetland Islands Council at its meeting on 2 July 2014. Statutory consultations will commence on 19 September 2014. Public meetings have been held in North Roe, Urafirth and Ollaberry in respect of the proposal to discontinue primary education at North Roe Primary School, and to discontinue pre-school education and primary education at Urafirth Primary School, with effect from 3 July 2015, or as soon as possible thereafter, and for all of those pupils to continue their education at Ollaberry Primary School from 19 August 2015, or as soon as possible thereafter. The Shetland Islands Council will consider a Consultation Report in respect of this proposal on 5 November 2014.	G
MB	Undertake a review of Sport and Leisure Services.	March 2015	Plans to undertake this review are being considered.	A

3.2 Progress against **Change Programme** projects led by Children's Services. There are only two projects remaining on the Change Programme which are not listed in section 3.1 above.

Ref and Item	Target Dates	Progress as at the end of this reporting period	RAG
The Additional Support Needs Action Plan	August 2015	Annual audit complete resulting in improved resource management/deployment. A revised management structure for ASN provision at Anderson High School is in place for August 2014.	G

		GIRFEC training complete and principles of it becoming embedded in practice, and in planning and review documentation in schools.	
Review of Catering and Cleaning	June 2016	Following completion of a Catering and Cleaning Information Project, Corporate Management Team agreed that follow up actions would be taken forward as “business as usual”, therefore this project no longer sits as part of the Change Programme.	G

3.3 Progress against other **Directorate Plan** priorities agreed for Children’s Services.

Ref	Lead Svs	Proposed Action	Delivery Target	Progress as at the end of this reporting period	RAG
2.1	HL	Work with other agencies to ensure processes and services provide a high quality, reliable service on an ongoing basis.	Annual report in April.	Child Protection activity is monitored monthly by the Children’s Services Improvement Officer, and is reported quarterly to both Quality Assurance Sub-committee and to Child Protection Committee.	G
2.1	HL/MN	Children’s Social Work Policies and Processes update will be completed.	Summer 2014	Complete. Policies will be presented to Education and Families Committee on 21 August 2014, with the new procedures being launched in September 2014.	G
2.1	HB	Ongoing work to ensure positive National Inspections.	March 2015	Joint Inspection of Children’s Services planned for January – March 2015. Self Evaluation process underway.	A
2.2	MN	Review Children’s Residential Service.	Summer 2014	Review due for completion at the end of August 2014.	G
2.2	MN	Embed the ‘staying put’ approach in our practice with looked after and accommodated young people.	March 2015	Work ongoing. Internal procedures updated.	G
2.3	CH	Continue to	Report	The Early Years Collaborative	G

		actively contribute to the Early Years Collaborative.	March 2015	<p>continues to engage with staff in all agencies to support the delivery of the national stretch aims for children from pre birth to 8 years old.</p> <p>Workshops held where staff were introduced to the aims, background, science and methods of the national strategy. Attendees also received training in the Improvement Model which supports teams on the ground to improve how they support children. This model offers a set of documents for clearly defining the change, then for testing out the change and importantly measurement tools to evidence that their improvement is delivering.</p> <p>The team are currently coaching in 12 local improvements which are up and running and delivering data on their progress. 27 other areas for improvement have been identified by staff. The team have also identified champions who can be trained to help support the spread and embedding of the Model in people's working practice.</p>	
2.3	RS	Develop and implement a plan to deliver two other languages to children.	March 2015	<p>This Scottish Government initiative requires all authorities to have in place by 2020 a system which ensures that all primary pupils are able to learn a first additional language (termed L2, L1 being the mother tongue) from P1 and a second additional language (L3) from P5 at the latest. Our planning is still in the initial stages and is being taken forward via a working group; but L2 is likely to be French; and L3 will probably be a combination of Shetland Dialect and short blocks of foreign languages, the latter to be decided at school level.</p>	G

				<p>Plan to use existing capacity in Modern Foreign Language teaching staff to lead this project.</p> <p>Actively pursuing 'Confucius Classroom' for the Authority – i.e. the teaching of Chinese language and culture in Shetland schools.</p>	
2.3	ST	Free school meals for Primary 1 to Primary 3 pupils.	January 2015	Will meet Government commitment to provide free school meals for Primary 1-3 pupils.	G
2.3	CH	Increase the early learning and childcare time available for all pre-school children to meet the new legislative entitlement.	August 2014	<p>Consultation with staff and parents complete and arrangements in place for August 2014, in order for the Authority to meet this commitment.</p> <p>The authority will continue to encourage take-up of the national 600 hours childcare entitlement for all pre-school children from age 3 yrs, and for those eligible from 2 yrs. Children's Services will work with other teams and agencies through the GIRFEC process to ensure that Early Intervention is supported in pre-school provisions.</p>	G
2.5	MN	Implement Self Directed Support legislation.	April 2014	Implemented and work ongoing.	G
2.8	KF	Shetland Library will promote the use of the internet, by encouraging and enabling the use of the Library's e-services and giving one-to-one help to customers.	March 2015	Planning for an event in September where our 24 Islands Project will include the offer of e-services to the very remote isles.	G
2.8	KF	Shetland Library will target hard to reach families through outreach	March 2016	Work ongoing.	G

		and partnership work, while continuing to lead delivery of the Bookbug programme.			
2.9	NW	Develop legacy plans for Shetland to take advantage of the major national events happening in 2014 such as Homecoming 2014, the Queens Baton Relay, the Glasgow Commonwealth Games and the Ryder Cup.	July 2014	<p>Queen's Baton Relay – successful event held in Shetland on 1 July 2014, with many schools participating and the baton being carried by a number of young people.</p> <p>A number of volunteers are participating at the Commonwealth Games under the BP Young Leaders Programme, being led by Youth Services.</p> <p>Commonwealth Games themed summer activities have been planned and are running over the summer holiday period.</p>	G
2.9	NW	Work with partners to ensure that at least 80% of the Shetland's Sports Strategy actions for 2014/15 are achieved.	March 2015	Sports Strategy in place. Next meeting due to be held in September 2014.	G
2.9	NW	Complete the refurbishment of the Fraser Park Multi-Court and Phase 2 of the sandwick Central Play Area.	December 2014	Ongoing – works on schedule.	G
2.9	NW	Increase the number of school children and young people who participate in at least one day of outdoor activities.	March 2015	Analysis of activities during the last school session, as well as those taking place over the summer holidays is ongoing.	G
10.1	HB	Deliver services within the revised	March 2015	One off savings will be made to reach the budget saving target.	G

		budget of £40,484,000 thereby saving £833,000 in 2014/15.		Savings in respect of the Strategy for Secondary Education will not be realised in this financial year.	
10.1	ST	Review of Catering and Cleaning: £200,000	June 2015	Reductions in office cleaning. Implementation of authority wide menus across all primary schools from August 2014.	G

3.4 Overview of **Service Plan Progress** in Children's Services

Service	Key Actions	RAG Rating	Number
Overarching Directorate Plan	26	Green	23
		Amber	3
		Red	

3.5 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan and part of the "Organising our Business" priority in the Council's Improvement Plan.

4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.

4.3 Policy And/Or Delegated Authority –

The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –

(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.

(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."

4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which

requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.

4.6 Environmental – NONE

Resources

4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.

4.8 Legal – There are a number of projects and key actions within the Children's Services first quarter performance overview that have legal implications. Legal advice will be sought as matters progress to ensure that Shetland Islands Council complies with all statutory requirements.

4.9 Human Resources - NONE

4.10 Assets And Property – NONE

5.0 Conclusions

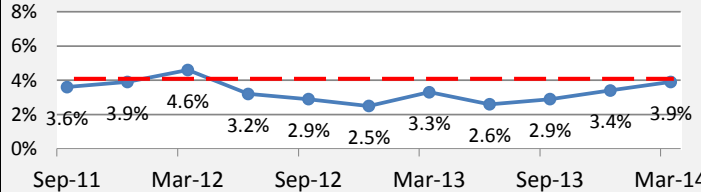
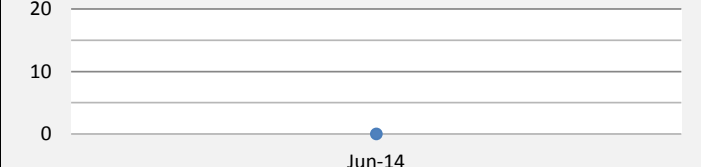

5.1 Children's Services are mainly on target to meet the key actions from their Directorate Plan by the end of March 2015; others extend slightly beyond that. Progress towards the Corporate Plan priority, '*The best possible start for every child*' demonstrates the three month position as being similarly on track.

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Report Finalised: 08 August 2014

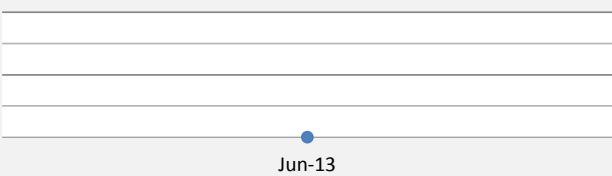
Appendices

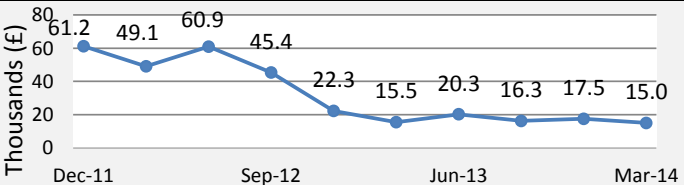
Appendix 1 – Children's Services key performance indicators and measures
Appendix 2 - Risks being managed by Children's Services

CHILDREN'S SERVICES PERFORMANCE MEASURES

Children's Services - Directorate Measures			Responsible Officer: Helen Budge	
MEASURE - CS1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Employee Sickness Absence - Children's Services		Corporate Report, Single Outcome Agreement	Baseline - 3.5% (Sep 2011) Target - keep below 4%	3.9% (Mar 2014) TARGET MET Update: 3.4% in April 2014.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Figures improving, now within target			Absence levels being closely monitored by Executive Managers and Team Leaders.
MEASURE - CS2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Customer Complaints		Service Plan	Baseline No target set	New corporate reporting mechanism being introduced to collate all departmental complaints.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, no data to report.			Agreement to be reached on recording of complaints across all departmental.
MEASURE - CS3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Employee Review & Development		Service Plan (Annual)	No baseline Target - 100%	New policy in place from April 2013, 35% of reviews recorded as complete in Dec 13. TARGET NOT MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	First year of implementation of new policy. New reviews taking place and reporting to follow in next report.			Management to improve reporting and recording. Regular scrutiny to be applied by Children's Services Management Team.

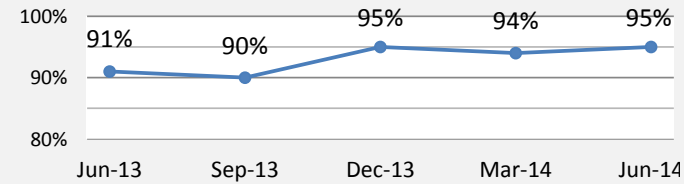
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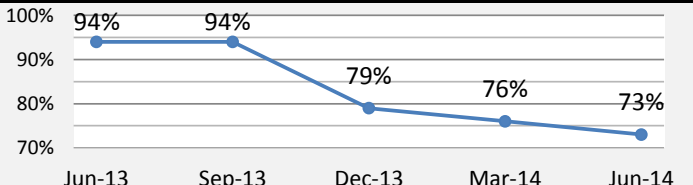
MEASURE - CS4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Return to Work Interviews		Service Plan	Baseline No target set yet.	New policy in place from April 2013, reporting to commence once system in place.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Reported weekly at Children's Services Management Team during first months of policy implementation.			Implementation of new guidance continues to be monitored. Figures should be available next quarter.

MEASURE - CS5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Overtime Cost CS Directorate		Service Plan	Baseline - £61,194 (Oct - Dec 11) No target set, for monitoring purposes only.	£15,040 for fourth quarter.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Figure is steadily declining			Continue with only essential overtime which is approved appropriately.

Children & Families Social Work

Responsible Officer: Hughina Leslie

MEASURE - CF1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
LAC reviews done within required timescales.		Service Plan	No benchmark set TARGET - 100%	New measure. 95% of reviews done within timescales in fourth quarter. TARGET NOT MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, first year of reporting. Reviews that have missed target are due to personal circumstances.			All staff to be made aware of timescales required.

MEASURE - CF2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Reports to the Reporter provided within timescale.		Service Plan (Quarterly)	No benchmark set TARGET - 100%	New measure. 16 of 22 (73%) provided within timescale in fourth quarter. TARGET NOT MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, first year of reporting.			All staff to be made aware of timescales required.

CHILDREN'S SERVICES PERFORMANCE MEASURES

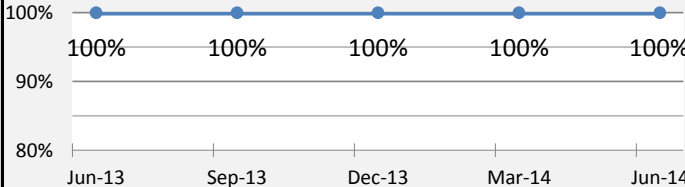
MEASURE - CF3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
All Looked After Children have an Individual Education Plan		Service Plan (Quarterly)	No baseline TARGET - 100%	New measure. 14 of 15 (100%) with IEP recorded, in fourth quarter. TARGET NOT MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	New measure. Target being met.	<table><thead><tr><th>Period</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>87%</td></tr><tr><td>Sep-13</td><td>100%</td></tr><tr><td>Dec-13</td><td>100%</td></tr><tr><td>Mar-14</td><td>100%</td></tr><tr><td>Jun-14</td><td>93%</td></tr></tbody></table>		Period	Performance (%)	Jun-13	87%	Sep-13	100%	Dec-13	100%	Mar-14	100%	Jun-14	93%
Period	Performance (%)														
Jun-13	87%														
Sep-13	100%														
Dec-13	100%														
Mar-14	100%														
Jun-14	93%														

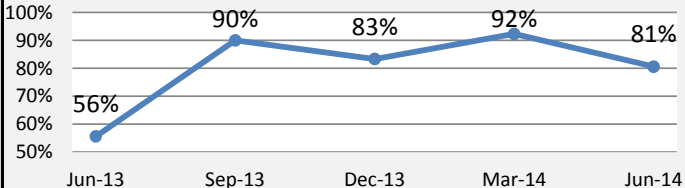
MEASURE - CF4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of children involved in Child Protection investigations.		Service Plan (Quarterly)	No baseline set. No target set - for monitoring purposes only	New measure. 72 children involved in CP investigations during first quarter.											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	New measure, first year of reporting. More rigorous procedures have meant increase in numbers.	<table><thead><tr><th>Period</th><th>Number of Children</th></tr></thead><tbody><tr><td>Jun-13</td><td>20</td></tr><tr><td>Sep-13</td><td>19</td></tr><tr><td>Dec-13</td><td>23</td></tr><tr><td>Mar-14</td><td>29</td></tr><tr><td>Jun-14</td><td>72</td></tr></tbody></table>		Period	Number of Children	Jun-13	20	Sep-13	19	Dec-13	23	Mar-14	29	Jun-14	72
Period	Number of Children														
Jun-13	20														
Sep-13	19														
Dec-13	23														
Mar-14	29														
Jun-14	72														


MEASURE - CF5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of Child Protection investigations progressed to initial Case Conference.		Service Plan (Quarterly)	No baseline set. No target set - for monitoring purposes only	New measure. 6 investigations progressed to initial Case Conference during fourth quarter.											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	New measure, first year of reporting.	<table><thead><tr><th>Period</th><th>Number of Investigations</th></tr></thead><tbody><tr><td>Jun-13</td><td>3</td></tr><tr><td>Sep-13</td><td>4</td></tr><tr><td>Dec-13</td><td>2</td></tr><tr><td>Mar-14</td><td>2</td></tr><tr><td>Jun-14</td><td>6</td></tr></tbody></table>		Period	Number of Investigations	Jun-13	3	Sep-13	4	Dec-13	2	Mar-14	2	Jun-14	6
Period	Number of Investigations														
Jun-13	3														
Sep-13	4														
Dec-13	2														
Mar-14	2														
Jun-14	6														


MEASURE - CF6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of Case Conferences held within 21 days of decision to progress.		Service Plan (Quarterly)	Baseline 100% (2012/13) TARGET - 100%	100% held within 21 days (Apr - Jun 14) TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	100% target consistently being met.	<table><thead><tr><th>Period</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>100%</td></tr><tr><td>Sep-13</td><td>100%</td></tr><tr><td>Dec-13</td><td>100%</td></tr><tr><td>Mar-14</td><td>100%</td></tr><tr><td>Jun-14</td><td>100%</td></tr></tbody></table>		Period	Performance (%)	Jun-13	100%	Sep-13	100%	Dec-13	100%	Mar-14	100%	Jun-14	100%
Period	Performance (%)														
Jun-13	100%														
Sep-13	100%														
Dec-13	100%														
Mar-14	100%														
Jun-14	100%														

CHILDREN'S SERVICES PERFORMANCE MEASURES

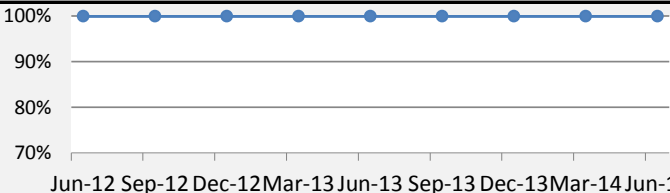
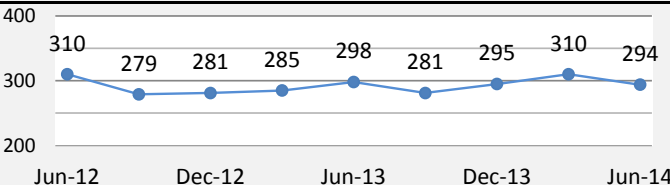
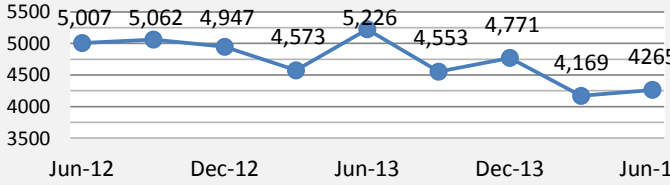
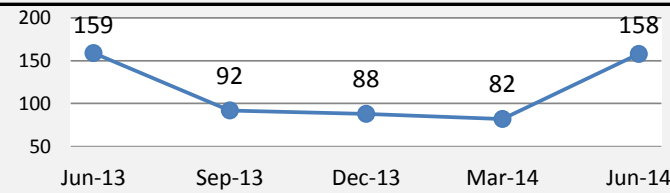
MEASURE - CF7		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Child Protection - % of Case Conference Reviews held within 6 month timescales		Service Plan (Quarterly)	No baseline set as yet. TARGET - 100%	New measure. 100% of reviews held within timescales. TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Timescales being met consistently.	 <table><caption>Performance Data for CF7</caption><thead><tr><th>Period</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>100%</td></tr><tr><td>Sep-13</td><td>100%</td></tr><tr><td>Dec-13</td><td>100%</td></tr><tr><td>Mar-14</td><td>100%</td></tr><tr><td>Jun-14</td><td>100%</td></tr></tbody></table>		Period	Performance (%)	Jun-13	100%	Sep-13	100%	Dec-13	100%	Mar-14	100%	Jun-14	100%
Period	Performance (%)														
Jun-13	100%														
Sep-13	100%														
Dec-13	100%														
Mar-14	100%														
Jun-14	100%														

MEASURE - CF8		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Child Protection - % of Core Group meetings held monthly for each child.		Service Plan (Quarterly)	No baseline set as yet. TARGET - 100%	New measure, 12 out of 13 monthly meetings held (92%). TARGET NOT MET.											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	New measure. Target not met due to family circumstances.	 <table><caption>Performance Data for CF8</caption><thead><tr><th>Period</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>56%</td></tr><tr><td>Sep-13</td><td>90%</td></tr><tr><td>Dec-13</td><td>83%</td></tr><tr><td>Mar-14</td><td>92%</td></tr><tr><td>Jun-14</td><td>81%</td></tr></tbody></table>		Period	Performance (%)	Jun-13	56%	Sep-13	90%	Dec-13	83%	Mar-14	92%	Jun-14	81%
Period	Performance (%)														
Jun-13	56%														
Sep-13	90%														
Dec-13	83%														
Mar-14	92%														
Jun-14	81%														

MEASURE - CF9		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Number of referrals progressed through GIRFEC process.		Service Plan	No baseline. No target set - for monitoring purposes only.	New measure, recording from April 2014
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, recording mechanisms being introduced.			New GIRFEC policy in early stages of implementation.

MEASURE - CF10		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Number of children with GIRFEC assessments		Service Plan	No baseline. No target set - for monitoring purposes only.	New measure, recording from April 2014
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, recording mechanisms being introduced.			New GIRFEC policy in early stages of implementation.

CHILDREN'S SERVICES PERFORMANCE MEASURES

Children's Resources				Responsible Officer: Martha Nicolson	
MEASURE - CR1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION	
Annual Inspection reports		Service Plan	TARGET - 100% inspection reports graded at 'Satisfactory' or better in all four categories.	100% positive inspections during 2014/15. TARGET MET	
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING	
	Consistently meeting all Care Inspectorate inspection standards.	 <p>100% 90% 80% 70%</p> <p>Jun-12 Sep-12 Dec-12 Mar-13 Jun-13 Sep-13 Dec-13 Mar-14 Jun-14</p>		Maintain existing standards within existing resources.	
MEASURE - CR2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION	
Number of Respite Nights (ASN)		SG Respite Return (Yearly), Service Plan	1,117 nights per annum (2010/11) No target set - for monitoring purposes	294 nights in Laburnum & Haldane Burgess Crescent (Apr - Jun 14)	
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING	
	Increase in number of nights provided last year. Updated figures available next quarter.	 <p>400 300 200</p> <p>310 279 281 285 298 281 295 310 294</p> <p>Jun-12 Dec-12 Jun-13 Dec-13 Jun-14</p>		Continue to ensure the assessed needs of children are met within existing resources	
MEASURE - CR3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION	
Number of Respite Day Hours		SG Respite Return (Yearly), Service Plan (Quarterly)	19,113 hours (2009/10) No target set - for monitoring purposes only	4,265 hours (Apr - Jun 14)	
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING	
	Increase in number of hours provided. Updated figures available next quarter.	 <p>5500 5000 4500 4000 3500</p> <p>5,007 5,062 4,947 4,573 5,226 4,553 4,771 4,169 4,265</p> <p>Jun-12 Dec-12 Jun-13 Dec-13 Jun-14</p>		Continue to ensure the assessed needs of children are met within existing resources	
MEASURE - CR4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION	
Number of occupancy nights - Grodians		Service Plan	No baseline set. No target set - for monitoring purposes only	New measure, 158 nights occupancy in first quarter.	
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING	
	New measure	 <p>200 150 100 50</p> <p>159 92 88 82 158</p> <p>Jun-13 Sep-13 Dec-13 Mar-14 Jun-14</p>		Continue to ensure the assessed needs of children are met within existing resources	

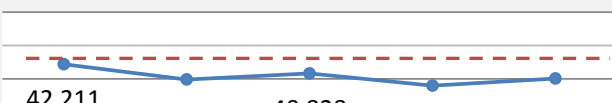
CHILDREN'S SERVICES PERFORMANCE MEASURES

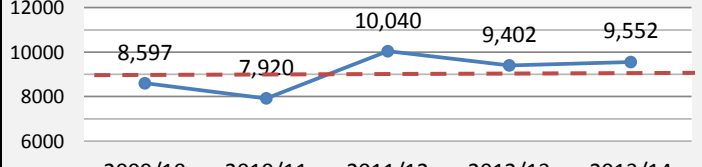
MEASURE - CR5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of Respite Nights - Windybrae		SG Respite Return (Yearly)	196 nights per year (2012/13) No target set - for monitoring purposes only	6 nights recorded (Apr - Jun)											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	New measure, large reduction in nights each quarter.	<table><thead><tr><th>Period</th><th>Nights</th></tr></thead><tbody><tr><td>Jun-12</td><td>80</td></tr><tr><td>Dec-12</td><td>9</td></tr><tr><td>Jun-13</td><td>27</td></tr><tr><td>Dec-13</td><td>0</td></tr><tr><td>Jun-14</td><td>6</td></tr></tbody></table>		Period	Nights	Jun-12	80	Dec-12	9	Jun-13	27	Dec-13	0	Jun-14	6
Period	Nights														
Jun-12	80														
Dec-12	9														
Jun-13	27														
Dec-13	0														
Jun-14	6														

MEASURE - CR6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION									
Number of Fostering Nights		Service Plan	No baseline set. No target set - for monitoring purposes only	New measure, 853 nights in fourth quarter.									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING									
	New measure	<table><caption>Fostering Nights Data</caption><thead><tr><th>Period</th><th>Nights</th></tr></thead><tbody><tr><td>Jun-13</td><td>1098</td></tr><tr><td>Sep-13</td><td>1060</td></tr><tr><td>Dec-13</td><td>999</td></tr><tr><td>Mar-14</td><td>853</td></tr></tbody></table>		Period	Nights	Jun-13	1098	Sep-13	1060	Dec-13	999	Mar-14	853
Period	Nights												
Jun-13	1098												
Sep-13	1060												
Dec-13	999												
Mar-14	853												

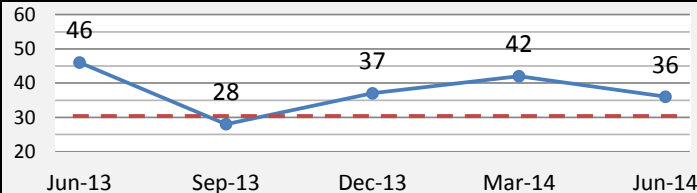
Library and Information Service

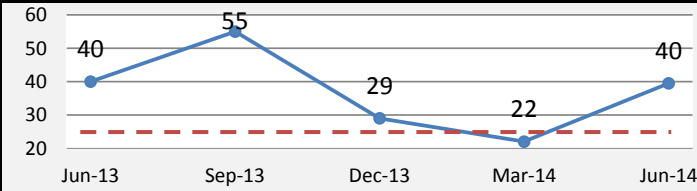
Responsible Officer: Karen Fraser

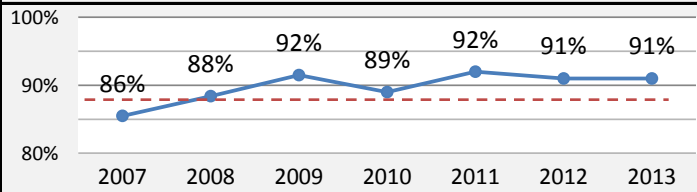
MEASURE - LB1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION												
Number of items issued quarterly		CIPFA Annual Return	188,339 issues (2011/12) Target - 175,000 issues per year (43,750 per quarter)	40,070 issues (Apr - Jun 14) TARGET NOT MET												
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING												
	Fall is in common with national trend though issue figures still among highest in Scotland	 <table><thead><tr><th>Period</th><th>Issues</th></tr></thead><tbody><tr><td>Jun-13</td><td>42,211</td></tr><tr><td>Sep-13</td><td>39,929</td></tr><tr><td>Dec-13</td><td>40,828</td></tr><tr><td>Mar-14</td><td>39,007</td></tr><tr><td>Jun-14</td><td>40,070</td></tr></tbody></table>		Period	Issues	Jun-13	42,211	Sep-13	39,929	Dec-13	40,828	Mar-14	39,007	Jun-14	40,070	A membership drive is underway as is targetted service promotion
		Period	Issues													
Jun-13	42,211															
Sep-13	39,929															
Dec-13	40,828															
Mar-14	39,007															
Jun-14	40,070															

MEASURE - LB2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of visits to libraries (per annum)		Audit Scotland Performance Indicators	8,597 visits per 1,000 population (2009/10) TARGET - 9,000 visits per 1,000 population	9,552 visits per 1,000 population (2013/14) TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Visitor numbers remain very healthy.	 <table><caption>Visits to Libraries Data</caption><thead><tr><th>Year</th><th>Visits per 1,000 population</th></tr></thead><tbody><tr><td>2009/10</td><td>8,597</td></tr><tr><td>2010/11</td><td>7,920</td></tr><tr><td>2011/12</td><td>10,040</td></tr><tr><td>2012/13</td><td>9,402</td></tr><tr><td>2013/14</td><td>9,552</td></tr></tbody></table>		Year	Visits per 1,000 population	2009/10	8,597	2010/11	7,920	2011/12	10,040	2012/13	9,402	2013/14	9,552
Year	Visits per 1,000 population														
2009/10	8,597														
2010/11	7,920														
2011/12	10,040														
2012/13	9,402														
2013/14	9,552														

CHILDREN'S SERVICES PERFORMANCE MEASURES

MEASURE - LB3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of events held		Service Plan	Target - 120 events per year (30 per quarter)	36 events in Apr - Jun 14. TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	On line to meet annual target with variety of regular and one-off events.	 <table><caption>Performance Data for Measure LB3</caption><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Jun-13</td><td>46</td></tr><tr><td>Sep-13</td><td>28</td></tr><tr><td>Dec-13</td><td>37</td></tr><tr><td>Mar-14</td><td>42</td></tr><tr><td>Jun-14</td><td>36</td></tr></tbody></table>		Period	Value	Jun-13	46	Sep-13	28	Dec-13	37	Mar-14	42	Jun-14	36
Period	Value														
Jun-13	46														
Sep-13	28														
Dec-13	37														
Mar-14	42														
Jun-14	36														

MEASURE - LB4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Outreach : Number of hours delivered		Service Plan	Target - 100 hours per year (25 per quarter)	40 hours outreach in Apr - Jun 14. TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Busy programme continues.	 <table><caption>Performance Data for Measure LB4</caption><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Jun-13</td><td>40</td></tr><tr><td>Sep-13</td><td>55</td></tr><tr><td>Dec-13</td><td>29</td></tr><tr><td>Mar-14</td><td>22</td></tr><tr><td>Jun-14</td><td>40</td></tr></tbody></table>		Period	Value	Jun-13	40	Sep-13	55	Dec-13	29	Mar-14	22	Jun-14	40
Period	Value														
Jun-13	40														
Sep-13	55														
Dec-13	29														
Mar-14	22														
Jun-14	40														

MEASURE - LB5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
Customer satisfaction rates from in-house survey		Service Plan	86% (2007) Target - 88%	91% (2013) TARGET MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	Satisfaction rate remains at 91 % despite cut in opening hours.	 <table><caption>Performance Data for Measure LB5</caption><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2007</td><td>86%</td></tr><tr><td>2008</td><td>88%</td></tr><tr><td>2009</td><td>92%</td></tr><tr><td>2010</td><td>89%</td></tr><tr><td>2011</td><td>92%</td></tr><tr><td>2012</td><td>91%</td></tr><tr><td>2013</td><td>91%</td></tr></tbody></table>		Year	Value	2007	86%	2008	88%	2009	92%	2010	89%	2011	92%	2012	91%	2013	91%
Year	Value																		
2007	86%																		
2008	88%																		
2009	92%																		
2010	89%																		
2011	92%																		
2012	91%																		
2013	91%																		

CHILDREN'S SERVICES PERFORMANCE MEASURES

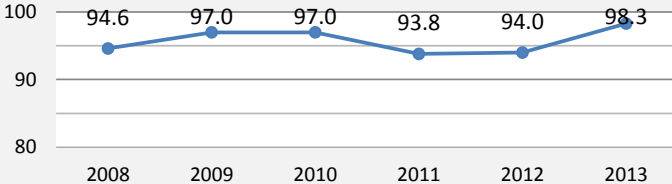
Sport & Leisure			Responsible Officer: Neil Watt												
MEASURE - SL1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
All play areas inspected at least 4 times a year.		Service Plan	No baseline TARGET - 90%	New measure. 96% inspected in first quarter. TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Target being met, inspections being completed routinely.	<table><caption>Measure SL1 Performance Data</caption><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Jun 13</td><td>95.8%</td></tr><tr><td>Sep 13</td><td>98.6%</td></tr><tr><td>Dec 13</td><td>95.8%</td></tr><tr><td>Mar 14</td><td>97.2%</td></tr><tr><td>Jun 14</td><td>95.8%</td></tr></tbody></table>		Date	Percentage	Jun 13	95.8%	Sep 13	98.6%	Dec 13	95.8%	Mar 14	97.2%	Jun 14	95.8%
Date	Percentage														
Jun 13	95.8%														
Sep 13	98.6%														
Dec 13	95.8%														
Mar 14	97.2%														
Jun 14	95.8%														
MEASURE - SL2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Islesburgh Hostel - bed nights		Service Plan	4,065 nights per annum (2010/11) TARGET - 4,300 nights	6,773 nights (2013/14) TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Hostel bed nights continue to be higher than target. Considerable increase in 2013/14 due to hostel opening in the off-season.	<table><caption>Measure SL2 Performance Data</caption><thead><tr><th>Year</th><th>Bed Nights</th></tr></thead><tbody><tr><td>2010/11</td><td>4,065</td></tr><tr><td>2011/12</td><td>4,688</td></tr><tr><td>2012/13</td><td>4,695</td></tr><tr><td>2013/14</td><td>6,773</td></tr></tbody></table>		Year	Bed Nights	2010/11	4,065	2011/12	4,688	2012/13	4,695	2013/14	6,773	Options to increase usage of the hostel are being pursued.	
Year	Bed Nights														
2010/11	4,065														
2011/12	4,688														
2012/13	4,695														
2013/14	6,773														
MEASURE - SL3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Islesburgh Hostel - Overall customer satisfaction rate		Quarterly (based on cumulative data)	96% satisfied (2010/11) TARGET 90%	94% (2013/14) TARGET MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Highest satisfaction rate in Scotland and winner of Best Hostel award for two years.	<table><caption>Measure SL3 Performance Data</caption><thead><tr><th>Year</th><th>Satisfaction Rate</th></tr></thead><tbody><tr><td>2010/11</td><td>96%</td></tr><tr><td>2011/12</td><td>97%</td></tr><tr><td>2012/13</td><td>95%</td></tr><tr><td>2013/14</td><td>94%</td></tr></tbody></table>		Year	Satisfaction Rate	2010/11	96%	2011/12	97%	2012/13	95%	2013/14	94%	To continue providing the high quality services within existing budgets.	
Year	Satisfaction Rate														
2010/11	96%														
2011/12	97%														
2012/13	95%														
2013/14	94%														
MEASURE - SL4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Number of attendances per 1,000 population for all pools		Audit Scotland Performance Indicators (Annual)	11,768 (2010/11) TARGET 10,500 per year	10,341 (2012/13) TARGET NOT MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Slight decrease but attendance levels still among the highest in Scotland, per population.	<table><caption>Measure SL4 Performance Data</caption><thead><tr><th>Year</th><th>Attendances per 1,000</th></tr></thead><tbody><tr><td>2009/10</td><td>11,210</td></tr><tr><td>2010/11</td><td>11,768</td></tr><tr><td>2011/12</td><td>10,783</td></tr><tr><td>2012/13</td><td>10,029</td></tr></tbody></table>		Year	Attendances per 1,000	2009/10	11,210	2010/11	11,768	2011/12	10,783	2012/13	10,029	Existing levels of use will be difficult to maintain due to increased charges and financial pressures on families.	
Year	Attendances per 1,000														
2009/10	11,210														
2010/11	11,768														
2011/12	10,783														
2012/13	10,029														

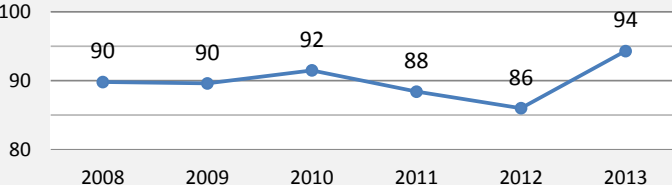
CHILDREN'S SERVICES PERFORMANCE MEASURES

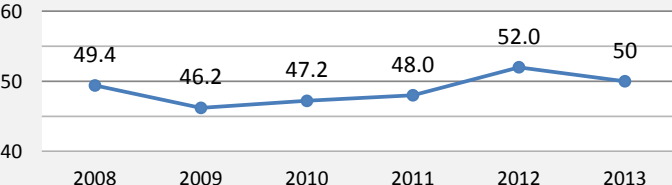
MEASURE - SL5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION									
Indoor facilities - total number of attendances per 1,000 population.		Audit Scotland Performance Indicators (Annual)	15,016 (2010/11) TARGET 14,900 per year	14,915 (2012/13) TARGET MET									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING									
	Slight decrease but attendance levels still the highest in Scotland, per population.	<table><thead><tr><th>Year</th><th>Attendance</th></tr></thead><tbody><tr><td>2009/10</td><td>14,537</td></tr><tr><td>2010/11</td><td>15,016</td></tr><tr><td>2011/12</td><td>14,950</td></tr><tr><td>2012/13</td><td>14,915</td></tr></tbody></table>		Year	Attendance	2009/10	14,537	2010/11	15,016	2011/12	14,950	2012/13	14,915
Year	Attendance												
2009/10	14,537												
2010/11	15,016												
2011/12	14,950												
2012/13	14,915												

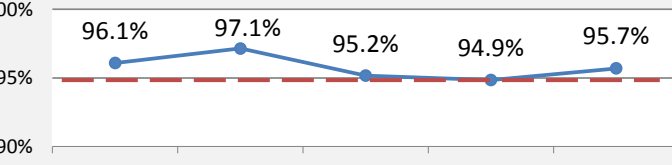
MEASURE - SL6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																									
Room bookings in Islesburgh - % of rooms in use.		Service Plan	61% (2011/12) TARGET - 60%	58% during 2013/14. TARGET NOT MET																									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																									
	New measure. Peak in usage due to Folk Festival, annual dip during summer months.	<table><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>Apr-13</td><td>52%</td></tr><tr><td>May-13</td><td>68%</td></tr><tr><td>Jun-13</td><td>53%</td></tr><tr><td>Jul-13</td><td>34%</td></tr><tr><td>Aug-13</td><td>42%</td></tr><tr><td>Sep-13</td><td>55%</td></tr><tr><td>Oct-13</td><td>65%</td></tr><tr><td>Nov-13</td><td>65%</td></tr><tr><td>Dec-13</td><td>54%</td></tr><tr><td>Jan-14</td><td>69%</td></tr><tr><td>Feb-14</td><td>72%</td></tr><tr><td>Mar-14</td><td>72%</td></tr></tbody></table>		Month	Percentage	Apr-13	52%	May-13	68%	Jun-13	53%	Jul-13	34%	Aug-13	42%	Sep-13	55%	Oct-13	65%	Nov-13	65%	Dec-13	54%	Jan-14	69%	Feb-14	72%	Mar-14	72%
Month	Percentage																												
Apr-13	52%																												
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Feb-14	72%																												
Mar-14	72%																												

Education : Quality Improvement**Responsible Officer: Audrey Edwards**

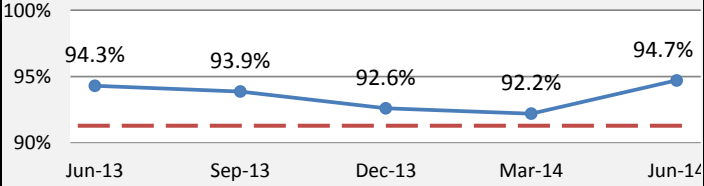
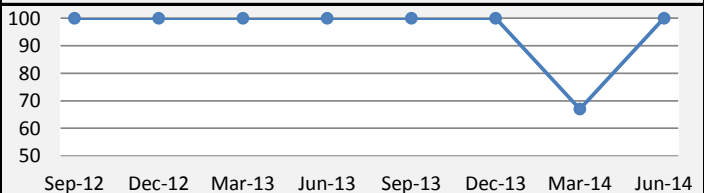
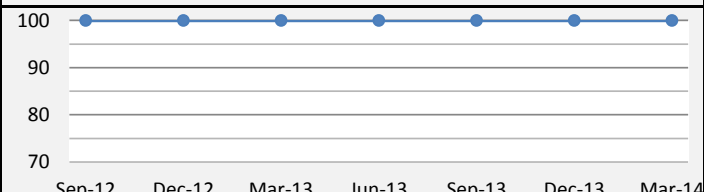
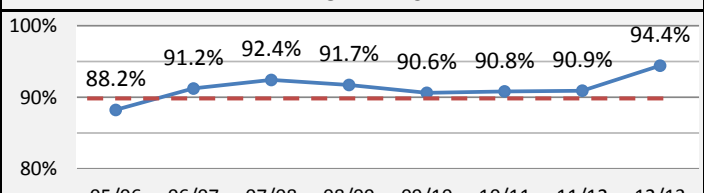
MEASURE - SQ1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION													
Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 3 or higher at end of S4.		SQA reports to government (Annual)	Baseline - 94.6% (August 2008) Target - to be above national average.	98.3% of pupils (August 2013) National average - 94.6% TARGET MET													
PROGRESS / PLANNING	PROGRESS	PERFORMANCE															
	Slight decline over last two years but consistently above national average.	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2008</td><td>94.6</td></tr><tr><td>2009</td><td>97.0</td></tr><tr><td>2010</td><td>97.0</td></tr><tr><td>2011</td><td>93.8</td></tr><tr><td>2012</td><td>94.0</td></tr><tr><td>2013</td><td>98.3</td></tr></tbody></table>		Year	Value	2008	94.6	2009	97.0	2010	97.0	2011	93.8	2012	94.0	2013	98.3
Year	Value																
2008	94.6																
2009	97.0																
2010	97.0																
2011	93.8																
2012	94.0																
2013	98.3																

MEASURE - SQ2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION													
Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 4 or higher at end of S4.		SQA reports to government (Annual)	Baseline - 89.8% (August 2008) Target - to be above national average.	94.3% of pupils (August 2013) National average - 82.1% TARGET MET													
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING													
	Slight decline over last two years but consistently above national average.	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2008</td><td>90</td></tr><tr><td>2009</td><td>90</td></tr><tr><td>2010</td><td>92</td></tr><tr><td>2011</td><td>88</td></tr><tr><td>2012</td><td>86</td></tr><tr><td>2013</td><td>94</td></tr></tbody></table>		Year	Value	2008	90	2009	90	2010	92	2011	88	2012	86	2013	94
Year	Value																
2008	90																
2009	90																
2010	92																
2011	88																
2012	86																
2013	94																

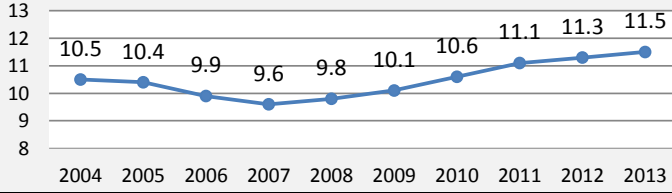
MEASURE - SQ3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION													
Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 5 or higher at end of S4.		SQA reports to government (Annual)	Baseline - 49.4% (August 2008) Target - to be above national average.	50% of pupils (August 2013) National average - 39.4% TARGET MET													
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING													
	Consistent improvement over the last three years and well above national average.	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2008</td><td>49.4</td></tr><tr><td>2009</td><td>46.2</td></tr><tr><td>2010</td><td>47.2</td></tr><tr><td>2011</td><td>48.0</td></tr><tr><td>2012</td><td>52.0</td></tr><tr><td>2013</td><td>50</td></tr></tbody></table>		Year	Value	2008	49.4	2009	46.2	2010	47.2	2011	48.0	2012	52.0	2013	50
Year	Value																
2008	49.4																
2009	46.2																
2010	47.2																
2011	48.0																
2012	52.0																
2013	50																

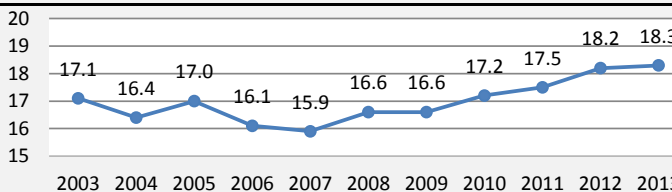
MEASURE - SQ4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION											
Attendance rates - primary school pupils		Attendance & Absence (SG), Service Plan	Baseline - 95.2% (2010/11) Target - above national average (94.9%)	95.7% attendance (Apr - Jun 14) TARGET MET National average - 94.9% (2012/13)											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Consistently higher than national average.	 <table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Jun-13</td><td>96.1%</td></tr><tr><td>Sep-13</td><td>97.1%</td></tr><tr><td>Dec-13</td><td>95.2%</td></tr><tr><td>Mar-14</td><td>94.9%</td></tr><tr><td>Jun-14</td><td>95.7%</td></tr></tbody></table>		Date	Value	Jun-13	96.1%	Sep-13	97.1%	Dec-13	95.2%	Mar-14	94.9%	Jun-14	95.7%
Date	Value														
Jun-13	96.1%														
Sep-13	97.1%														
Dec-13	95.2%														
Mar-14	94.9%														
Jun-14	95.7%														

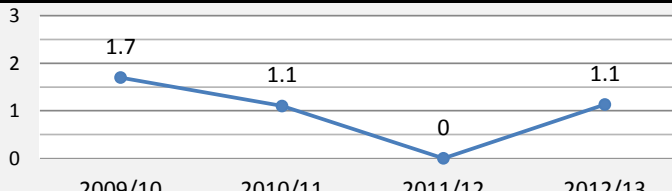
CHILDREN'S SERVICES PERFORMANCE MEASURES

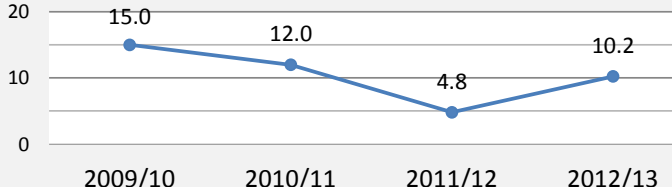
MEASURE - SQ5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Attendance rates - secondary school pupils		Attendance & Absence (SG), Service Plan	Baseline - 93% (2010/11) Target - above national average (91.9%)	94.7% attendance (Apr - Jun 14). TARGET MET National average - 91.9% (2012/13)
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Consistently higher than national average and improvement on recent years.			To be monitored quarterly to maintain high levels.
MEASURE - SQ6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Positive inspection reports for pre-school settings		Service Plan	Baseline - 100% (2011/12) Target - 100% of all inspections are graded 'satisfactory' or better in the 3 main categories.	100% during 2014/15 TARGET MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
				Maintain existing standards within existing resources.
MEASURE - SQ7		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Positive inspection reports for schools		Service Plan	Baseline - 100% (2011/12) Target - 100% of all inspections are graded 'satisfactory' or better in the 3 main categories.	100% during 2013/14 TARGET MET No inspections done in 14/15 as yet.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Consistently meeting all Care Inspectorate inspection standards.			Maintain existing standards within existing resources.
MEASURE - SQ8		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Positive destinations for school leavers		SG School Leavers (Annual), Service Plan	Baseline - 88.2% (2006) Target - to be above national average	94.4% (2012/13) National average 91.4% (2012/13) TARGET MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Consistently above national average.			Development of the Senior Phase of Curriculum for Excellence will, through the S3 profile, and improved partnership working, secure positive performance into the future.

CHILDREN'S SERVICES PERFORMANCE MEASURES

MEASURE - SQ9		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																					
Primary School teacher/pupil ratio		Teacher Census (SG) Annual	Baseline - 9.9 pupils per teacher (2006) No target - for monitoring purposes only.	11.5 (2013) National average - 16.5																					
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																					
	Increases in recent years but still well below national average.	 <table><tr><th>Year</th><th>Ratio</th></tr><tr><td>2004</td><td>10.5</td></tr><tr><td>2005</td><td>10.4</td></tr><tr><td>2006</td><td>9.9</td></tr><tr><td>2007</td><td>9.6</td></tr><tr><td>2008</td><td>9.8</td></tr><tr><td>2009</td><td>10.1</td></tr><tr><td>2010</td><td>10.6</td></tr><tr><td>2011</td><td>11.1</td></tr><tr><td>2012</td><td>11.3</td></tr><tr><td>2013</td><td>11.5</td></tr></table>		Year	Ratio	2004	10.5	2005	10.4	2006	9.9	2007	9.6	2008	9.8	2009	10.1	2010	10.6	2011	11.1	2012	11.3	2013	11.5
Year	Ratio																								
2004	10.5																								
2005	10.4																								
2006	9.9																								
2007	9.6																								
2008	9.8																								
2009	10.1																								
2010	10.6																								
2011	11.1																								
2012	11.3																								
2013	11.5																								

MEASURE - SQ10		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																							
Average Primary class size		Pupil Census (SG) Annual	Baseline 17.1 pupils per class (2003) No target - for monitoring purposes only.	18.3 pupils per class (2013) National average - 23.2 (2013)																							
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																							
	Increases in recent years but still well below national average.	 <table><tr><th>Year</th><th>Class Size</th></tr><tr><td>2003</td><td>17.1</td></tr><tr><td>2004</td><td>16.4</td></tr><tr><td>2005</td><td>17.0</td></tr><tr><td>2006</td><td>16.1</td></tr><tr><td>2007</td><td>15.9</td></tr><tr><td>2008</td><td>16.6</td></tr><tr><td>2009</td><td>16.6</td></tr><tr><td>2010</td><td>17.2</td></tr><tr><td>2011</td><td>17.5</td></tr><tr><td>2012</td><td>18.2</td></tr><tr><td>2013</td><td>18.3</td></tr></table>		Year	Class Size	2003	17.1	2004	16.4	2005	17.0	2006	16.1	2007	15.9	2008	16.6	2009	16.6	2010	17.2	2011	17.5	2012	18.2	2013	18.3
Year	Class Size																										
2003	17.1																										
2004	16.4																										
2005	17.0																										
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2007	15.9																										
2008	16.6																										
2009	16.6																										
2010	17.2																										
2011	17.5																										
2012	18.2																										
2013	18.3																										

MEASURE - SQ11		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION									
Exclusion rates - Primary pupils		Attendance & Absence (SG Annual), Service Plan	Baseline - 1.7 pupil per 1,000 (2009/10) Target - lower than the national average	1.1 pupils per 1,000(2012/13) National average is 6 pupils per 1,000 TARGET MET									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING									
	Consistently well below national average.	 <table><tr><th>Year</th><th>Rate</th></tr><tr><td>2009/10</td><td>1.7</td></tr><tr><td>2010/11</td><td>1.1</td></tr><tr><td>2011/12</td><td>0</td></tr><tr><td>2012/13</td><td>1.1</td></tr></table>		Year	Rate	2009/10	1.7	2010/11	1.1	2011/12	0	2012/13	1.1
Year	Rate												
2009/10	1.7												
2010/11	1.1												
2011/12	0												
2012/13	1.1												

MEASURE - SQ12		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION									
Exclusion rates - Secondary pupils		Attendance & Absence (SG Annual), Service Plan	Baseline - 12 pupils per 1,000 (2010/11) Target - lower than the national average	10.2 pupils per 1,000 (2012/13) National average is 40 pupils per 1,000 TARGET MET									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING									
	Consistently well below national average.	 <table><tr><th>Year</th><th>Rate</th></tr><tr><td>2009/10</td><td>15.0</td></tr><tr><td>2010/11</td><td>12.0</td></tr><tr><td>2011/12</td><td>4.8</td></tr><tr><td>2012/13</td><td>10.2</td></tr></table>		Year	Rate	2009/10	15.0	2010/11	12.0	2011/12	4.8	2012/13	10.2
Year	Rate												
2009/10	15.0												
2010/11	12.0												
2011/12	4.8												
2012/13	10.2												

CHILDREN'S SERVICES PERFORMANCE MEASURES

Schools		Responsible Officer: Shona Thompson																					
MEASURE - SC1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																			
Free School Meals - % of Primary Pupils registered for Free School Meals		Summary Statistics for Schools, Service Plan (Annual)	Benchmark - 8.3 pupils per 1,000 (2005/06 national average) No target - for monitoring purposes only.	7.0 pupils per 1,000 (2014) National average is 20.6 pupils per 1,000																			
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																			
	Rate remains steady despite increase in take-up nationally. Currently lowest rate of take-up in Scotland.	<table><tr><th>Year</th><th>Rate (pupils per 1,000)</th></tr><tr><td>2006</td><td>8.3</td></tr><tr><td>2007</td><td>9.0</td></tr><tr><td>2008</td><td>7.4</td></tr><tr><td>2009</td><td>6.2</td></tr><tr><td>2010</td><td>8.4</td></tr><tr><td>2011</td><td>8.4</td></tr><tr><td>2012</td><td>8.3</td></tr><tr><td>2013</td><td>8.7</td></tr><tr><td>2014</td><td>7.0</td></tr></table>		Year	Rate (pupils per 1,000)	2006	8.3	2007	9.0	2008	7.4	2009	6.2	2010	8.4	2011	8.4	2012	8.3	2013	8.7	2014	7.0
Year	Rate (pupils per 1,000)																						
2006	8.3																						
2007	9.0																						
2008	7.4																						
2009	6.2																						
2010	8.4																						
2011	8.4																						
2012	8.3																						
2013	8.7																						
2014	7.0																						
MEASURE - SC2		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																			
Free School Meals - % of Secondary Pupils registered for Free School Meals		Summary Statistics for Schools, Service Plan (Annual)	Benchmark - 5.7 pupils per 1,000 (2005/06 national average) No target - for monitoring purposes only.	4.8 pupils per 1,000 (2014) National average is 15.5 pupils per 1,000																			
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																			
	Rate remains steady despite increase in take-up nationally. Currently lowest rate of take-up in Scotland.	<table><tr><th>Year</th><th>Rate (pupils per 1,000)</th></tr><tr><td>2006</td><td>5.7</td></tr><tr><td>2007</td><td>6.1</td></tr><tr><td>2008</td><td>5.6</td></tr><tr><td>2009</td><td>5.2</td></tr><tr><td>2010</td><td>5.5</td></tr><tr><td>2011</td><td>5.3</td></tr><tr><td>2012</td><td>5.3</td></tr><tr><td>2013</td><td>5.7</td></tr><tr><td>2014</td><td>4.8</td></tr></table>		Year	Rate (pupils per 1,000)	2006	5.7	2007	6.1	2008	5.6	2009	5.2	2010	5.5	2011	5.3	2012	5.3	2013	5.7	2014	4.8
Year	Rate (pupils per 1,000)																						
2006	5.7																						
2007	6.1																						
2008	5.6																						
2009	5.2																						
2010	5.5																						
2011	5.3																						
2012	5.3																						
2013	5.7																						
2014	4.8																						
MEASURE - SC3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																			
Clothing Grants		Service Plan	Baseline - 459 pupils (2010/11) No target set - for monitoring purposes	298 pupils received grants (2013/14)																			
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																			
	Decrease in applications each year.	<table><tr><th>Year</th><th>Applications</th></tr><tr><td>2010/11</td><td>459</td></tr><tr><td>2011/12</td><td>414</td></tr><tr><td>2012/13</td><td>386</td></tr><tr><td>2013/14</td><td>298</td></tr></table>		Year	Applications	2010/11	459	2011/12	414	2012/13	386	2013/14	298	Review to be undertaken on Free School Meals & Clothing Grants.									
Year	Applications																						
2010/11	459																						
2011/12	414																						
2012/13	386																						
2013/14	298																						
MEASURE - SC4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																			
Education Maintenance Allowance (EMA's)		Service Plan	Baseline - 120 pupils (2010/11) No target set - for monitoring purposes	92 pupils (2013/14)																			
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																			
	Decrease in 13/14 from previous years.	<table><tr><th>Year</th><th>Applications</th></tr><tr><td>2010/11</td><td>120</td></tr><tr><td>2011/12</td><td>147</td></tr><tr><td>2012/13</td><td>142</td></tr><tr><td>2013/14</td><td>92</td></tr></table>		Year	Applications	2010/11	120	2011/12	147	2012/13	142	2013/14	92	New electronic EMA forms will be available soon for 14/15. All applications will be processed timeously.									
Year	Applications																						
2010/11	120																						
2011/12	147																						
2012/13	142																						
2013/14	92																						

CHILDREN'S SERVICES PERFORMANCE MEASURES

MEASURE - SC5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION									
Bursaries		Service Plan	Baseline - 98 pupils (2010/11) No target set - for monitoring purposes	85 pupils (2013/14)									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING									
	Decrease in 13/14 from previous years.	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2010/11</td><td>98</td></tr><tr><td>2011/12</td><td>115</td></tr><tr><td>2012/13</td><td>102</td></tr><tr><td>2013/14</td><td>85</td></tr></tbody></table>		Year	Value	2010/11	98	2011/12	115	2012/13	102	2013/14	85
Year	Value												
2010/11	98												
2011/12	115												
2012/13	102												
2013/14	85												

MEASURE - SC6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION					
Activity Agreements - number of over 16's who have signed an Activity Agreement		Service Plan	40 signed agreements (2012/13) No target - for monitoring purposes only.	23 signed agreements (2013/14)					
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING					
	Increased interest in Activity Agreements, with a number of new referrals in the pipeline. Promoting Activity Agreements in Schools and other service providers.	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2012/13</td><td>40</td></tr><tr><td>2013/14</td><td>23</td></tr></tbody></table>		Year	Value	2012/13	40	2013/14	23
Year	Value								
2012/13	40								
2013/14	23								

DIRECTORATE RISKS

The key directorate risks are detailed below. Each Change Project has detailed specific risk registers as does each service within the Directorate.

Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Impact	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate	Lead Officer
2. Best Possible Start for Every Child									
Accidents/ injury – pupils/ clients/ other	Injury or harm to a child	Rare (1)	Major (4) Death of an individual, litigation / fine £250k to £1 million. National, public or press interest.	Medium (4)	Policies and Procedures followed by all staff.	Rare (1)	Significant (3) major injury to an individual. Legislation / fine £100k to £500k. Local, public and press interest.	Low (3)	Director of Children's Services
8. A Properly Led and Well-Managed Council									
Accidents / Injury to staff	Injury or harm to staff in the course of their employment	Likely (4)	Significant (3) major injury to an individual, Litigation / fine £100k to £500k, Local, public press interest.	High (12)	Health and Safety Procedures followed by all staff.	Possible (3)	Significant (3) major injury to an individual, Litigation / fine £100k to £500k, Local public / press interest.	Medium (9)	Director of Children's Services

Breach of statutory legislation	Statutory objectives not met	Possible(3)	Significant (3). Financial loss or increased cost of working £100k to £500k, Local, public or press interest.	Medium (9)	Policies and Procedures followed by all Council staff, Statutory legislation adhered to by all staff	Rare (1)	Significant (3). Financial loss or increased cost of working £100k to £500k, Local, public or press interest.	Low (3)	Director of Children's Services
Failure to meet statutory deadlines, late delivery	Failure to meet legislative timescales and provide information	Unlikely (2)	Significant (3) Financial loss or increased cost of working £100k to £500k, Local, public or press interest	Medium (9)	Timescales adhered to for all statutory deadlines	Rare (1)	Significant (3). Financial loss or increased cost of working £100k to £500k, Local public or press interest.	Low (3)	Director of Children's Services
Breach of staff procedures/ guidelines. Inadequate assessment of customer needs, Breach of	Breach or other professional failing or lapse.	Unlikely (2)	Major (4) major injury to several people, Litigation / fine £250k to £1m, national press/ public interest	Medium (8)	Progress meetings frequently. Ensure all staff are aware of Procedures and Guidelines.	Rare (2)	Major (4) Major injury to several people, Litigation / fine £250k to £1m. National press / public	Medium (4)	Director of Children's Services

confidentiality, policy, procedures and professional standards.							interest.		
9. Dealing with Challenges Effectively									
Loss of key staff, Staff number / skills shortage	Children's Services has a number of individual specialist posts	Likely (4)	Significant (3) Impact on a local community	High (12)	Regular meetings and contact with staff	Possible (3)	Significant (3) Impact on a local community	Medium (9)	Director of Children's Services
Poor communications	Failure to share information. Misperception by media.	Possible (3)	Major (4) national press or public interest.	High (12)	Communications Strategy followed by all staff.	Possible (3)	Significant (3) Local public or press interest.	Medium (9)	Director of Children's Services.
10. Living Within Our Means									
Economic / Financial – other. Budget control failure	Failure to make the required savings.	Possible (3)	Significant (3) Financial loss or increased cost of working £100k to £500k, Local public or press interest.	Medium (9)	Ensure all projects are progressed within timescales. Follow statutory consultation procedures.	Unlikely (2)	Significant (3) Financial loss or increased cost of working £100k to £500k, Local public or press interest.	Medium (6)	Director of Children's Services.

Likelihood measures

Rating	Descriptor	Description
5	Almost certain	I would not be at all surprised if this happened within the next few months
4	Unlikely	I would be mildly surprised if this occurred, but cannot entirely rule out the possibility.
3	Possible	I think this could maybe occur at some point, but not necessarily in the immediate future.
2	Likely	I think this could occur sometime in the coming year or so.
1	Rare	I would be very surprised to see this happen, but cannot entirely rule out the possibility.

Almost Certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5
	Insignificant	Minor	Significant	Major	Catastrophic



Education and Families Committee
 Social Services Committee
 Development Committee
 Environment and Transport Committee
 Shetland College Board

18 August 2014
 18 August 2014
 18 August 2014
 18 August 2014
 21 August 2014

Development Services Directorate Performance Report 3 Month / 1st Quarter 2014/15

Report No: DV036-F

Director of Development Services

1.0 Summary

- 1.1 This report summarises the activity and performance of the Development Services Directorate for the reporting period above.

2.0 Decisions Required

- 2.1 The Committee should discuss the contents of this report as appropriate to their remit and make any relevant comments on progress against priorities to inform further activity within the remainder of this year, and the planning process for next and future years.

3.0 Detail

- 3.1 Highlights of progress against Council priorities from the Council's Corporate Plan by the Development Services Directorate are set out in the table below. Further detail on Actions, Indicators and Risks are contained in appendices to this report.

Priority	Progress at end June 2014	RAG	Target	Committee
Supporting adults to be independent	Housing Support Service re-design North Isles Pilot progressing. 2 conversions complete, 1 on site and further project identified. Information gathering in hand for service re-design and draft timetable being agreed with HR.	G	On target for March 2015	SS

Priority	Progress at end June 2014	RAG	Target	Committee
The best possible start for every child	Refreshed project plan issued and new project team in place for Tertiary review. Now to develop the Business Model and Implementation plan for a single governance and delivery model in Q3 of this financial year.	A	New target of November 2014 set for decision making	C&F/ SCB
The transport services we need most	Tendering complete, contracts awarded for new school and public bus services. Monitoring processes under development to be ready for contract start date of 18 August 2014.	G	On target for August 2014	E&T
	Consultant appointed to undertake review for new arrangements for additional support needs, and community care bus transport. Initial workshop completed. Current contracts extended to enable review to be completed.	G	On target for March 2015	C&F SS E&T
	Kick off meeting of ZetTrans held to refresh Shetland Transport Strategy Initial meeting with Community Planning Service held to develop approach to engaging members of Shetland Partnership.	A	Target of March 2015	E&T
	Developed a programme of changes to our long-term internal transport systems including a realistic funding programme. Information on all infrastructure maintenance and replacement costs has been provided to Finance and the long term investment plan should be reported to Council in the next Cycle.	G	On target for September 2014	E&T
	Develop proposal for external ferry provision. Current contracts end in 2018. Consultant undertaking option development.	G	On track to discuss with Scottish Government Sept 2014	E&T
Healthy economy	Scottish Chamber of Commerce has presented benefits to Shetland business audience to improve and develop engagement with local industry. Steering Group of local businesses has been set up.	A	March 2015	Dev
	Revised Digital Shetland strategy adopted by Council. Reliant link nearing completion. Increase in sales on Shetland Telecomm network. Output from BDUK project awaited before any extension of local network considered.	A	September 2014	Dev
	Decision taken to transfer Shetland Development Trust assets into Council. PID being prepared to conclude this exercise.	G	On target for March 2015	Dev

Priority	Progress at end June 2014	RAG	Target	Committee
Strong communities	Good joint working in place with Housing, Planning and HHA. Good dialogue with Scottish Government on funding proposals and options to find ways to help increase supply of affordable housing Strategic Housing Investment Plan due for submission in October 2014. Currently 62 new build units on-site and further 12 in pipeline.	G	On target for March 2015	SS
	Research ongoing community benefit policy to cover all industry sectors and including developer contribution – first report to Development Committee October	A	March 2015	Dev
	Fully implement the findings of the Community Planning & Development Service Review. New structure now in place with regular all staff, team and individual meetings taking place.	G	March 2015	SS E&T P&R
	Strengthening Community Involvement Project Start of project delayed due to high priority work in relation to budget consultation	A	March 2015	P&R
	Taskforce established to develop framework and toolkit to support the development of community transport. Support secured from Social Value Scotland to build skills and capacity within taskforce and pilot study areas.	G	Pilot project by 31 March 2015 with first CT services in place by August 2015	E&T SS
Working with partners	Shetland Partnership Resources Group established, with agreed terms of reference and action plan developed	G	March 2015	P&R
	Single Outcome Agreement updated for 2014/15, and approved by key partners	G	March 2015	P&R
Vulnerable and disadvantaged people	Work with partners as welfare reform is implemented and support households through the changes. External funding achieved to deliver support or ICT skills and access in remote areas.	G	March 2015	SS
	Fuel Poverty working group (sub-group of Fairer Shetland Partnership) has been reinstated and is co-ordinating work streams around fuel poverty.	G	March 2015	SS
	Undertake LIFE audit, and agree whether or not to proceed with this family centred approach. Project Board and Team established, data sharing in progress.	G	October 2014	SS

Priority	Progress at end June 2014	RAG	Target	Committee
Dealing with challenges effectively	Building Budgets community engagement events planned for July / Aug 2014	G	October 2014	P&R
	Scottish Government Prospectus delivered and negotiation with UK Government re Concordat in progress. Action plan to be developed to achieve real benefits and outcomes from the commitments.	G	September 2014	P&R
Living within our means	<p>The delivery of services within the reduced budget requires some of the change projects to be delivered, specifically, CP&D implementation of review actions; School and Public Bus network contracts; ASN and Social Care Transport review; and Housing support service review. These projects are progressing on schedule as detailed above.</p> <p>There are also budget risks associated with the Shetland College, and particularly WSUMs income which are being closely monitored.</p> <p>The directorate was within budget for Q1</p>	G	March 2015	P&R/All

3.2 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

4.0 Implications

Strategic

4.1 Delivery on Corporate Priorities – The Council's Corporate Priorities are set out in "Our Corporate Plan". This report reviews progress against these.

4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.

4.3 Policy and/or Delegated Authority –

The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –

- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”

4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council’s improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.

4.6 Environmental – NONE

Resources

4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.

4.8 Legal – NONE

4.9 Human Resources - NONE

4.10 Assets And Property – NONE

5.0 Conclusions

5.1 This report demonstrates good progress against the priorities identified in the Council’s Corporate Plan and the Development Services Directorate Plan 2013/14.

For further information please contact:

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List of Appendices

Appendix 1 – Action Plan
Appendix 2 – Performance Indicators
Appendix 3 – Risk Management

Links to Background Documents

[Development Directorate Plan](#)
[Our Corporate Plan – 2014 Update](#)

Development Services Directorate Plan 2014/15

Action Plan

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
1		Supporting adults to be independent					
1.2	Housing	Increased services that help people to live longer independently in their own homes, and provided extra-care housing options to provide supported homely settings;	CHANGE PROJECT Addressed through Housing Support Service re-design, initially through multi-agency pilot in North Isles	North Isles Pilot progressing. 2 conversions complete, 1 on site and further project identified. Information gathering in hand for service re-design and draft timetable being agreed with HR.	G	Redesigned housing support service integrated into locality model of service with Care and NHS	March 2015
2		The best possible start for every child					
2.9	Directorate	Developed educational opportunities by establishing a partnership between secondary education and further and higher education and developing a Shetland Learning Campus.	CHANGE PROJECT Create an ambitious partnership between Shetland High schools and the Further and Higher Education sector in Shetland, and align the implementation of this partnership with the current proposals for Tertiary Education, Research and Training.	Refreshed project plan issued and new project team in place. The project team are working to deliver the Business Model and Implementation plan for a single governance and delivery model Q3 of this financial year.	A	Detailed business model and implementation plan for single governance model for Tertiary Education Research and Training agreed with stakeholders.	November 2014
3		The transport services we need most					
3.1	Transport	Implemented transport	CHANGE PROJECT	Tendering complete, contracts	G	Best value public	August

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
	Planning & ZetTrans	arrangements that meet people's current needs and which we can afford to maintain in the long term;	Put in place new arrangements for school and public bus transport to more efficiently link together services, and to achieve this within the medium term financial plan budgets.	awarded. Monitoring processes under development to be ready for contract start date of 18 August 2014.		and school bus service contracts in place	2014
3.1	Transport Planning & ZetTrans	Implemented transport arrangements that meet people's current needs and which we can afford to maintain in the long term;	CHANGE PROJECT Put in place new arrangements additional support needs, and community care bus transport to more efficiently link together services, and to achieve this within the medium term financial plan budgets.	Consultant appointed to undertake review. Initial workshop completed. Current contracts extended to enable review to be completed.	G	Best value ASN and Social Care Transport	March 2015
3.1	Transport Planning & ZetTrans	Implemented transport arrangements that meet people's current needs and which we can afford to maintain in the long term;	Work with Infrastructure Directorate to implement the ferry fares review.	First round of user surveys carried out on 4 main routes with initial findings summarised. Consultant approached to prepare proposal and fee estimate to undertake option development and appraisal.	G	Impacts reported to members.	April 2014 & Nov 2014
3.1	Transport Planning & ZetTrans	Implemented transport arrangements that meet people's current needs and which we can afford to maintain in the long term;	CHANGE PROJECT Complete the 6 months and 12 months assessments of the Ferry Review to establish the impacts of the changes for individuals, communities, and	Process started in July 2014 so nothing to report at end June 2014	G	Increase usage of smart cards, chip and pin facilities and online booking facilities	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
			businesses.				
3.1 – 3.4	ZetTrans		Refresh Shetland Transport Strategy	Kick off meeting of ZetTrans held. Initial meeting with Community Planning Service held to develop approach to engaging members of Shetland Partnership.	A	Refreshed strategy in place	March 2015
3.3 & 3.4	Transport Planning	Developed a programme of changes to our long-term internal transport systems that meet our individual and business needs with a realistic funding programme;	Work with Infrastructure and Corporate Services to establish the Council's current investment in our Transport Infrastructure and the future investment required to maintain transport services in a 50 year infrastructure.	Information on all infrastructure maintenance and replacement costs has been provided to Finance and the long term investment plan should be reported to Council in the next Cycle.	G	Infrastructure Investment Plan Completed	September 2014
3.4	Transport Planning	Developed a programme of changes to our long-term external transport systems that meet our economic growth needs with a realistic funding programme.	CHANGE PROJECT Develop proposal for external ferry provision. Current contracts end in 2018	Consultant undertaking option development. On track to be in a position to discuss with Scottish Government Sept 2014	G	Proposal can be discussed with Scottish Government	September 2014
4		Healthy economy					
4.1	Directorate	A wider business base and a closer partnership with both traditional and emerging sectors.	Improve and develop engagement with local industry.	Scottish Chamber of Commerce has presented benefits to Shetland business audience. Steering Group of local businesses has been set up.	A	Chamber of Commerce or equivalent in operation.	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
4.2	Economic Development	High-speed broadband available to 84% of the Shetland population.	CHANGE PROJECT Work with partners and communities to deliver high speed broadband.	Revised Digital Shetland strategy adopted by Council. Relient link nearing completion. Increase in sales on Shetland Telecom network. Output from BDUK project awaited before any extension of local network considered.	A	Digital Shetland strategy and action plan in place	September 2014
4.4	Economic Development	More high skill and well paid jobs across Shetland	Research and communicate supply chain information relating to larger scale developments in Shetland.	Business register to be completed in late 2014.	G	Business register maintained and communicated to parties engaged in industrial developments	December 2014
4.6	Economic Development	Developing a resident labour force suitably skilled and qualified to take up those jobs	Assess the capacity in Shetland to provide the workforce training & skills development required by Shetland industry	Draft skills requirement model completed – 30 June 2014	A	Devise a system for businesses to register needs for specific skills.	September 2014
4.1	Economic Development	A wider business base, and a closer partnership with both traditional and emerging sectors	CHANGE PROJECT Complete new commercial lending mechanism within the Council	Decision taken to transfer Shetland Development Trust assets into Council. PID being prepared to conclude this exercise.	G	Complete new commercial lending mechanism within the Council	March 2015
5		Strong communities					
5.1	Economic Development	More resilient and long-lasting communities and community enterprises across Shetland	Work with partners and communities to deliver high speed broadband.	Revised Digital Shetland strategy adopted by Council. Relient link nearing completion. Increase in sales on Shetland Telecom network. Output from BDUK project awaited before any extension of local network	G	Digital Shetland strategy and action plan in place	September 2014

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
				considered.			
5.2	Housing	Found ways to help increase supply of affordable housing.	Deliver on the Local Housing Strategy through joint working with Planning and Hjalmland Housing Association and other partners	Good joint working in place with Housing, Planning and HHA. Good dialogue with Scottish Government on funding proposals and options. Strategic Housing Investment Plan due for submission in October 2014. Currently 62 new build units on-site and further 12 in pipeline.	G	Robust housing development programme approved by Scottish Govt. Range of incentives and initiatives to complement social rented option.	March 2015
5.1	Planning		Develop a community benefit policy to cover all industry sectors and including developer contribution. A key outcome is to provide affordable housing.	Research ongoing – first report to Development Committee October 2014.	A	Community Benefit Policy agreed with Community Planning Partners	March 2015
5.1	Economic Development		Encourage growth in commercial activity through development of unused or underutilised local assets	So far the Council has been successful in the disposal of these assets without much Economic Development involvement. Service will engage with Knab project as required.	G	Engage with investigations in potential commercial or community uses for vacant properties within the schools estate.	March 2015
5.1	CP&D	Stronger, more resilient communities	CHANGE PROJECT Fully implement the findings of the Community Planning & Development Service Review, recognising that 2014/15 will be a transitional	Regular all staff, team and individual meetings have been established following the restructure	G	Workforce development and delivery of an efficient and effective service	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
			year for community funding.				
5.1	CP&D	Established a network of local area forums across Shetland linked directly to the Shetland Partnership	CHANGE PROJECT Develop and implement the Strengthening Community Involvement Project	Start of project delayed due to high priority work in relation to budget consultation	A	Increased participative democracy and community involvement in Community Planning	March 2015
5.1	Transport		Support communities to develop the transport solutions that meet their needs	Community Transport event held in February 2014. Taskforce established to develop framework and toolkit to support the development of community transport. Support secured from Social Value Scotland to build skills and capacity within taskforce and pilot study areas.	G	Sustainable community transport capabilities in Shetland.	Pilot project underway by 31 March 2015 with first CT services in place by August 2015
6		Working with partners					
6.1	CP&D	Aligned budget setting timetables across SIC, NHS and SCT	Support the Shetland Partnership Resources Group to implement the Agreement on joint working and resourcing	Shetland Partnership Resources Group established, with agreed terms of reference and action plan developed	G	Develop a shared understanding of the financial, physical and human resources available across the Shetland Partnership and the best way to use these together	March 2015
6.2	CP&D	Participated in the	Participate in the	Shetland not selected as an	G	Effective	March

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
		Improvement Service project	Improvement Service work around improving the impact of Third Sector Interfaces on Community Planning	area for the pilot – no further action as this stage, other than monitoring progress re pilot and considering findings		partnership working at a strategic level	2015
6.3	CP&D	An effective Shetland Partnership	Support and effective Shetland Partnership, and build capacity to meet the challenges set through the National Review of Community Planning and any other new areas of accountability	Board, Performance Group and Resources Group all directly supported by CP&D. Work ongoing to develop a link officer role with other strategic partnerships within community planning. Work has also started in relation to monitoring shift towards prevention	G	Effective partnership working at a strategic level	March 2015
6.4	CP&D	Developed an improvement plan	Work with the Improvement Service to carry out a self assessment of the Performance Group and develop a Shetland Partnership Improvement Plan	Due to start in Oct / Nov 2014	A	Demonstrate continuous improvement	March 2015
6.5	CP&D	An updated SOA, an effective performance monitoring framework and an annual report to the Scottish Govt and Shetland community	Make sure that key partnership plans such as the Shetland Single Outcome Agreement are complete and approved, and that they deal with the issues highlighted	SOA updated for 2014/15, and approved by key partners	G	Demonstrate commitment to deliver a high quality SOA which reflects local priorities and needs	March 2015
6.6		Made sure that we are making the best choices between public-, private- and voluntary-sector partners providing services;	Review and analyse obstacles to better partnerships and transfers of responsibilities.	This is now an action belonging to the Shetland Partnership Resources Group	A	Best value service delivery	March 2015
7		Vulnerable and disadvantaged					

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
		people					
7.1	CP&D	Concentrated our resources and services on the people who need them most and protected these people from the worst effects of change.	Work with partners as welfare reform is implemented and support households through the changes.	External funding achieved to deliver support or ICT skills and access in remote areas.	G	Stronger, more resilient communities	March 2015
7.1	CP&D	Delivered on the Fairer Shetland action plan	Work with partners to deliver the Fairer Shetland framework to tackle poverty disadvantage and exclusion.	Progress in areas including more effective employability support and community transport framework.	G	Stronger, more resilient communities	March 2015
7.1	Housing		Combat fuel poverty by continuing to deliver on the Local Housing Strategy theme.	Fuel Poverty working group (sub-group of Fairer Shetland Partnership) has been reinstated and is co-ordinating workstreams around fuel poverty.	G	Range of measures to address fuel poverty issues and an increased awareness of the issues locally. Political lobbying of island specific issues.	
7.2		Provided the right support, at the right time, to help each person find long-term employment opportunities;	Draw down EU funding to support the provision of employability services in Shetland.	Inter-agency meetings held to progress application so it is ready for submission once the fund becomes available.	A	Strategic Employability Pipeline, and funding to deliver.	March 2015
7.3		Worked with people who need our help to improve their chances in life;	Undertake LIFE audit, and agree whether or not to proceed with this family centred approach.	Project Board and Team established, datasharing in progress.	G	LIFE audit	October 2014
7.4		Provided opportunities to develop positive community connections, to make sure	Develop action plan, drawing together strands across the CPP.	Evaluation of pilots complete, launch event planned for autumn.	G	Deliverable action plan.	

Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
		people feel more a part of their community and take part in a wider range of activities; and					
7.5		Identified and dealt with new forms of inequality such as not having access to the internet and online services, sometimes called digital exclusion.	Seek external funding to undertake a pilot project and develop and deliver on a Digital Inclusion Project.	External funding achieved (see above). Additional funding, to support additional sectors of community, in pipeline.	G	Project delivered, subject to external funding.	March 2015
9		Dealing with challenges effectively					
9.1	Finance/CP&D	Dealt with pressures, issues and problems within existing budgets	Investigate participatory budgeting and associated community engagement.	Building Budgets community engagement events planned for July / Aug 2014	*	Proposal paper presented to members.	October 2014
9.4		Secured the best for Shetland in any constitutional change following the referendum.	Provide support to members with the Our Islands Our Future campaign to ensure information and analysis is available to support the case for greater local decision making.	Scottish Government Prospectus delivered and negotiation with UK Government re Concordat in progress. Action plan to be developed to achieve real benefits and outcomes from the commitments.	G	Achieve meaningful and achievable commitments for the islands from Scottish and UK governments	September 2014
10		Living within our means					
10.1		Stuck to the Medium Term Financial Plan and be financially strong.	Deliver services within the revised budget of £13.065m thereby saving £1.839 in 2014-15. This will be delivered by:	The delivery of services within the reduced budget requires some of the change projects to be delivered, specifically, CP&D implementation of review actions; School and	G	Balanced budget.	March 2015

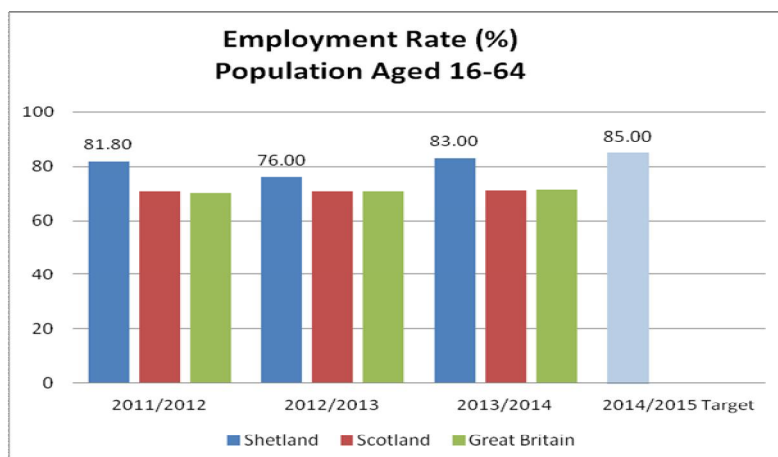
Development Services Directorate Plan 2014/15

CP Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end June 2014	RAG	Target Outcome	Delivery Target
			<ul style="list-style-type: none"> CP&D implement review, £486k Economic Development, reduction in development grants, £408k. Review and retendering of School, public transport and review of ASN and social care transport, £738k Housing support service review, including charges and removal of furnished tenancy project, £207k Train Shetland, £41k 	<p>Public Bus network contracts; ASN and Social Care Transport review; and Housing support service review.</p> <p>These projects are progressing on schedule as detailed above.</p> <p>There are also budget risks associated with the Shetland College, and particularly WSUMs income which are being closely monitored.</p> <p>ASN and Social Care Transport contracts have been extended until Summer 2015 so no savings will be made in 2014/15</p> <p>The directorate was within budget for Q1</p>			

Development Services Directorate Plan 2014/15

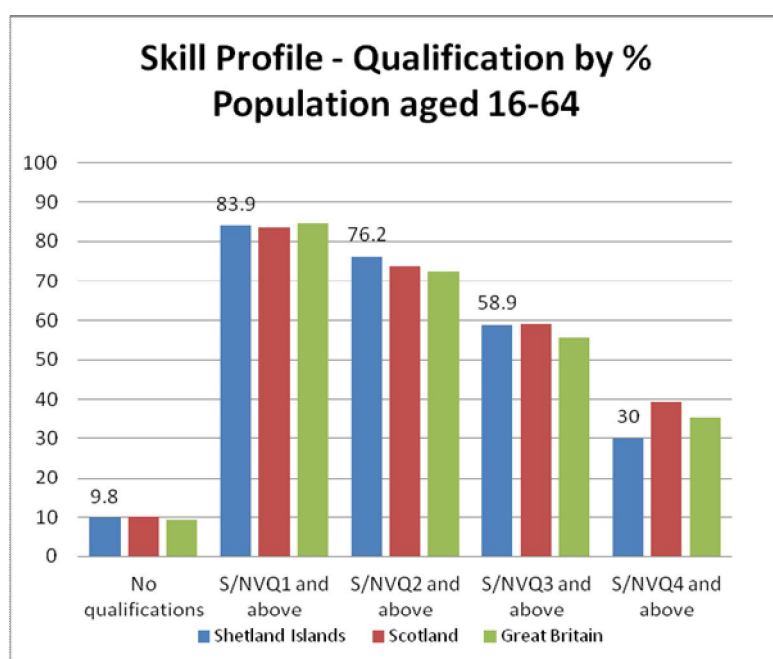
Change Programme Major Projects

Item	Start	End
Bus Network Redesign (School & Public transport)	2012	March 2015
ASN & Social care transport review	June 2014	October 2014
Proposals for our external ferry provision beyond the current contract which ends in 2018	June 2014	Stage 1 March 2015
Increase usage of smart cards, chip and pin facilities and online booking facilities for internal ferry travel	September 2014	31 March 2015
Digital Shetland Strategy Project and action plan to deliver high speed broadband	April 2014	April 2015
A better lending system for commercial development projects	July 2014	March 2015
Shetland Tertiary Education, Research and Training Project	June 2013	September 2016
Review of Community Grants	April 2014	March 2015
Strengthening Community Involvement	August 2014	TBC
Redesign of Housing Support Service	May 2013	March 2015



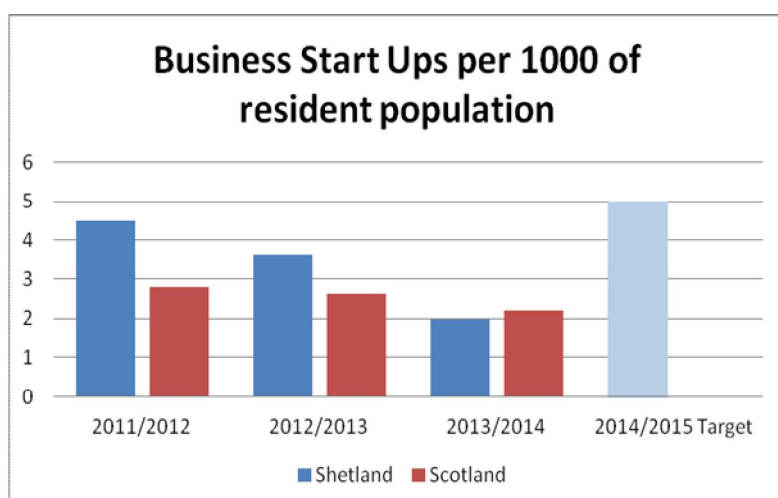
Trend Comment: Slight rise.

Source: Office for National Statistics
Information Gathered: Quarterly



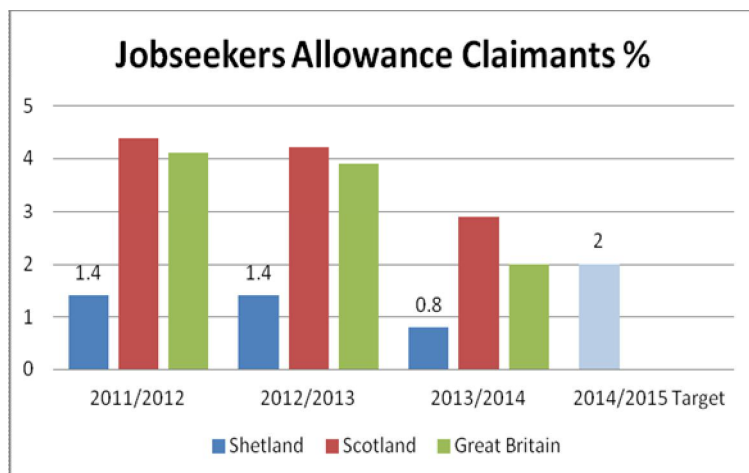
Comment: Very high employment opportunities, higher percentage of school leavers going directly into employment.

Source: Office for National Statistics
Information Gathered: Annual



Trend Comment: Reduction in business start up probably affected by very high employment opportunities.

Source: Scottish Committee of Clearing Bankers
Information Gathered: Quarterly



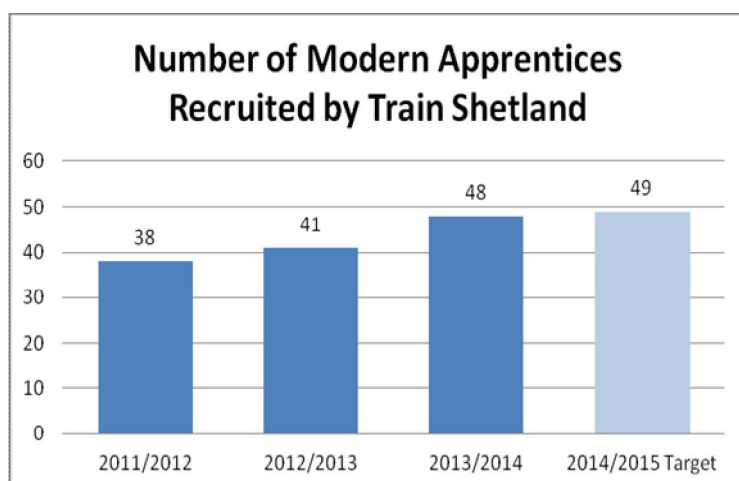
Trend Comment: Further reduction in unemployment levels. Local businesses are struggling to recruit, and retain staff.

Source: Office for National Statistics
Information Gathered: Annual



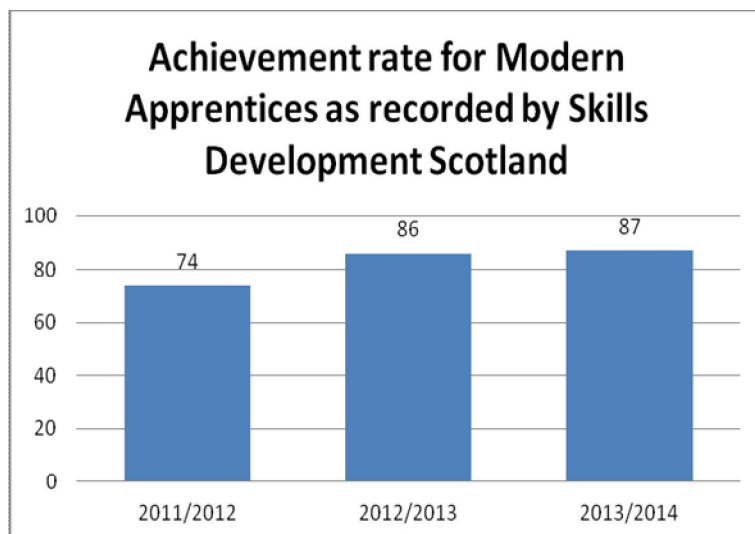
Trend Comment: Oil & Gas project opportunities & salaries are driving up average weekly wage.

Source: Office for National Statistics
Information Gathered: Annual



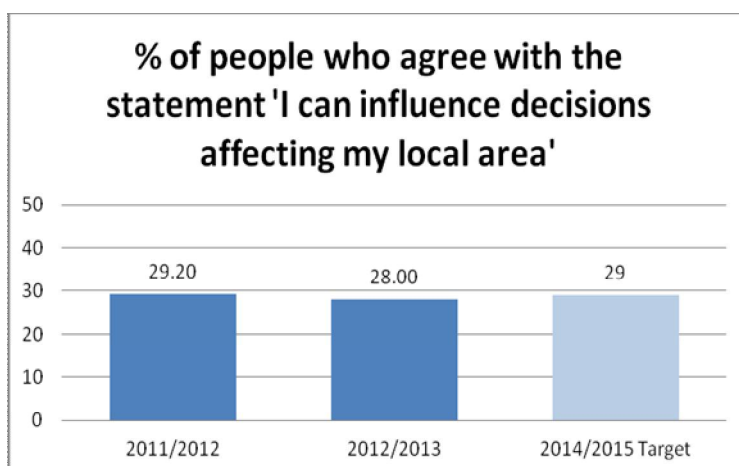
Trend Comment: These numbers represent only a fraction of the shetland resident people entering apprenticeships each year, being approximately 120

Source: Train Shetland
Information Gathered: Quarterly



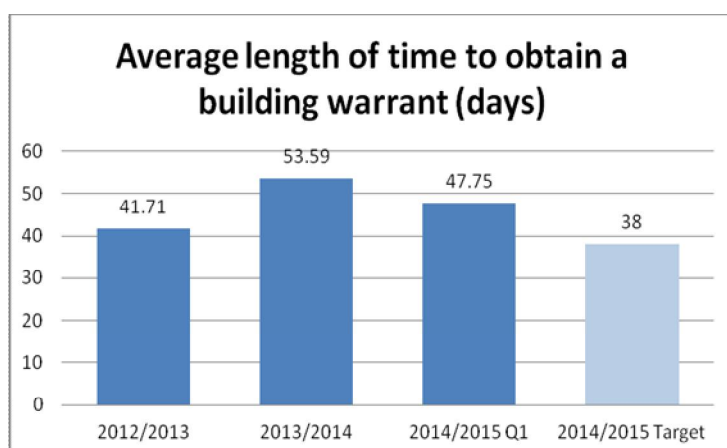
Trend Comment: Overall rate continues at a high level, above national average of 75%.

Source: Skills Development Scotland
Information Gathered: Quarterly



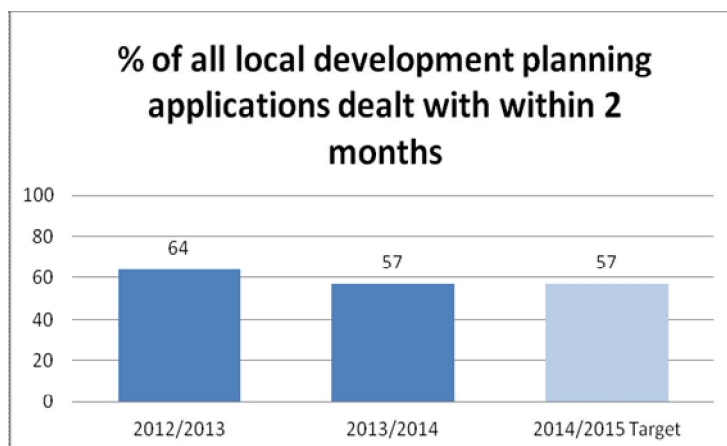
Trend Comment: Slight downward trend possibly due to the financial challenges faced by the public sector. Work is ongoing to increase participation in local democracy, e.g. the Building Budgets meetings, and the Community Development Fund. Data for 2013/2014 to be available September 2014.

Source: Scottish Household Survey
Information Gathered: Annual



Trend Comment: Building standards now fully staffed. LEAN type process being implemented and predicting an improved performance.

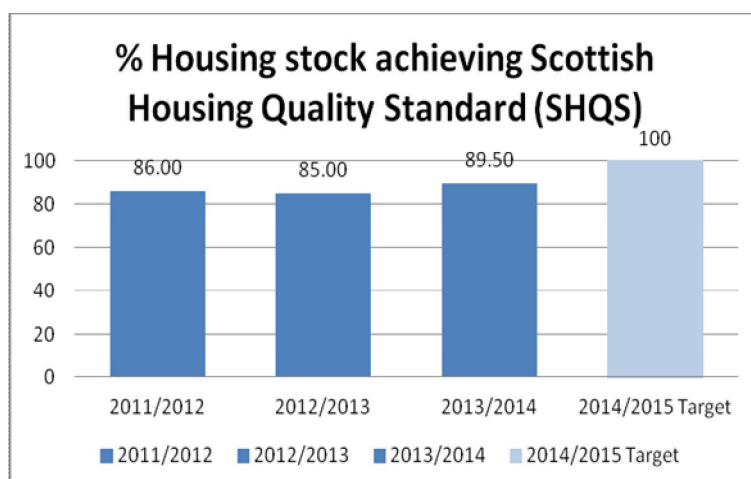
Source: Planning Service
Information Gathered: Quarterly



Trend Comment: Significant large developments imminent when added to increase in application numbers indicates that a standstill is the best we can aim for with current resources.

Source: Planning Service

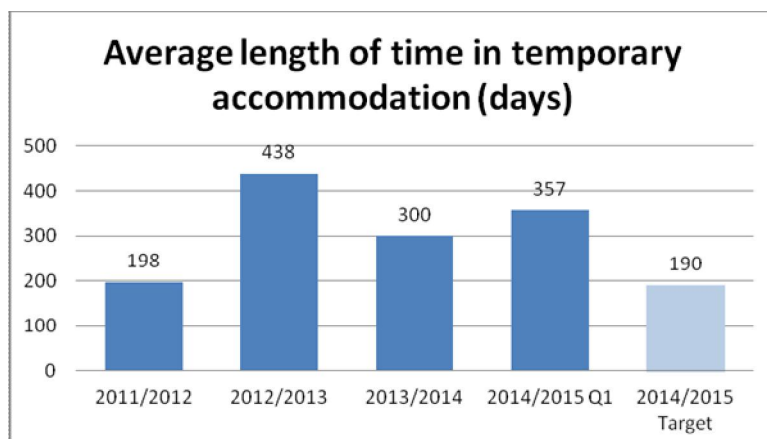
Information Gathered: Quarterly



Trend Comment: Plan in place to achieve 100% by April 2015 deadline.

Source: Housing Service

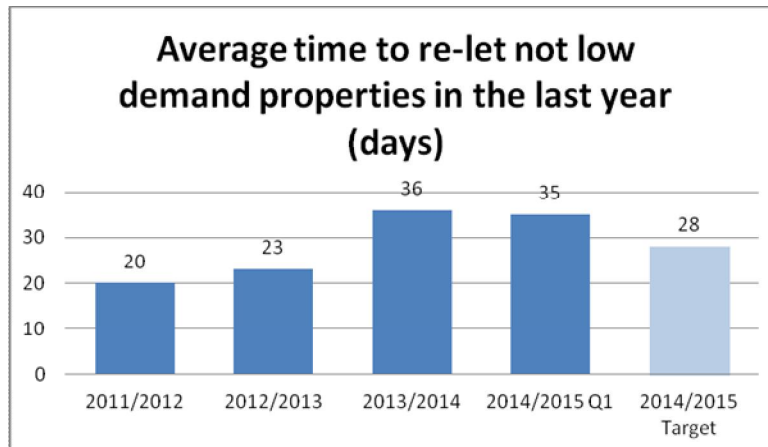
Information Gathered: Annual



Trend Comment: Reflects pressure on housing stock.

Source: Housing Service

Information Gathered: Quarterly



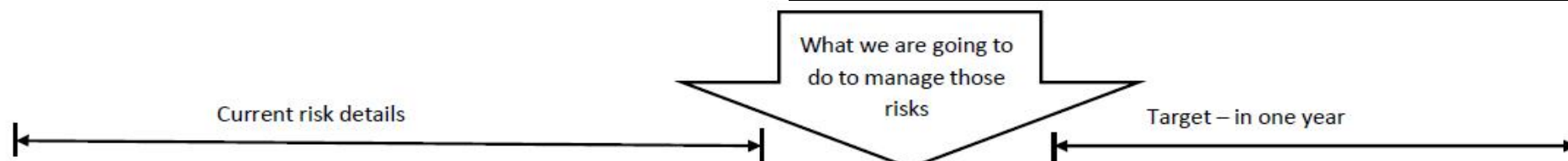
Trend Comment: Void policy being reviewed.

Source: Housing Service
Information Gathered: Quarterly

Development Services Directorate Plan 2014/2015 – Risk Register

Rating	Descriptor	Description
5	Almost Certain	I would not be at all surprised if this happened within the next few months
4	Likely	I think this could occur sometime in the coming year or so
3	Possible	I think this could maybe occur at some point, but not necessarily in the immediate future
2	Unlikely	I would be mildly surprised if this occurred, but cannot entirely rule out the possibility
1	Rare	I would be very surprised to see this happen, but cannot entirely rule out the possibility

Risk Matrix					
Almost Certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5
	Insignificant	Minor	Significant	Major	Catastrophic



Lead Officer: Director of Development

6 Working with Partners								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Lack of 'buy in' to community planning	Lack of buy in from council or community partners, impacts on effectiveness of partnership and adversely	Likely (4)	Significant (3) Impact on a local community	High (12)	Updated 2014/2015 SOA adopted to take account of progress on actions, emerging	Possible (3)	Significant (3) Impact on a local community	Medium (9)

	on Council reputation		, local public or press interest		issues and new targets. The Partnership is supported by six active thematic partnership groups, and a Shetland Partnership resources group was established in March 2014. The National Review of Community Planning is also helping to provide focus and priority to community planning from the Council and it's community partners.			
8 A properly led and well-managed council								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Loss of key staff	Staff morale is impacted by uncertainties where service reviews are outstanding. Low morale may impact on service performance and loss of key staff.	Likely (4)	Significant (3) impact on a local community	High (12)	Most service reviews are now complete, and the directorate is close to achieving the savings set out in the MTFP. Corporate wide staff survey planned to be carried out this year.	Possible (3)	Significant (3) Impact on a local community	Medium (9)

Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Breach of legislation	Data protection, human rights, employment practice, health & safety.	Likely (4)	Significant (3) major injury to an individual litigation/ fine £50K to £250K, local press or public interest	High (12)	Adhere to standing orders, train staff on standing orders, ongoing staff training on employment practices, health and safety, ensure risk assessments are current, communicated and complied with.	Unlikely (2)	Minor (2) Minor injury or discomfort, embarrassment contained within the service	Low (4)
Strategic priorities wrong, mis-directed resources	Development Directorate is managing a number of significant projects of strategic importance: Bus Network Redesign, ASN & Social Care Transport review, Transport Infrastructure 50 year Investment Plan, A better lending system for commercial development projects, Digital Shetland Strategy & projects, STERT, Review of Community Grants and community Development, Participatory budgeting, Strengthening Community Involvement in democratic process, Redesign of Housing Support Service, Deliver on	Possible (3)	Major (4) Financial loss increased cost of working £500K to £1M	High (12)	Project plans are being progressed for all projects which are on the change programme	Unlikely (2)	Significant (3)	Medium (6)

	the Local Housing Strategy							
Accidents/Injuries – staff/clients/students/others	Serious health and safety incident involving staff, public or clients	Unlikely (2)	Significant (3) major injury to an individual	Medium (6)	Review of risk assessments across Development Service, Safety Forum meets regularly.	Rare (1)	Minor (2) Minor injury or discomfort	Low (2)
9 Dealing with challenges effectively								
Risk	Details	Residual Likelihood	Residual Impact	Residual Risk Rating and Current Risk Profile	Current and Planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate
Capacity issues	The service may struggle to maintain services within financial constraints, and reduced staffing resources.	Likely (4)	Significant (3) Impact on a local community	High (12)	Change projects require a significant amount of resource in the short term, which is being managed	Possible (3)	Significant (3) Impact on a local community	Medium (9)
Poor communications	Failure to share information, mis-perception by media	Unlikely (2)	Catastrophic (5) officer/member forced to resign	High (10)	Adhere to Corporate Policy, use Communications Section	Rare (1)	Significant (3) Local public or press interest	Low (3)
Complex governance arrangements	The Development Directorate has complex governance arrangement which can impact on decision making	Likely (4)	Major (4) Impact on several communities	High (16)	Mid term governance review implemented, requires time to bed in.	Possible (3)	Significant (3) impact on a local community	Medium (9)

July 2014

**Education and Families Committee****18 August 2014**

Committee Business Programme – 2014/15	
GL-13-14-E&F-F	
Team Leader – Administration	Governance and Law Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to inform the Committee of the planned business to be presented to Committee over the remaining quarters of the current financial year to 31 March 2015 and discuss with Officers any changes or additions required to that programme.

2.0 Decision Required

- 2.1 That the Education and Families Committee considers its business planned for the remaining quarters of the current financial year to 31 March 2015 and RESOLVE to approve any changes or additions to the Business programme.

3.0 Detail

- 3.1 The Council approved the Council's Meeting Dates and Business Programme 2014/15 at its meeting on 26 March 2014, (Min. Ref. 21/14).
- 3.2 It was agreed that the Business Programme for 2014/15 would be presented by Committee Services to the Council and each Committee, on a quarterly basis, for discussion and approval.
- 3.3 The manner in which meetings have been scheduled is described below:
- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within 2 weeks of the meeting, the meeting will be cancelled;
 - Special meetings have been called on specific dates for some items – other agenda items can be added, if time permits;
 - PPMF = Planning and Performance Management Framework meetings have been called for all Committees and Council once per

quarter. These meetings are time restricted, with a specific focus on PPMF only, and therefore no other business will be permitted on those agendas;

- Budget = Budget setting meetings – other agenda items can be added, if time permits, or if required as part of the budget setting process; and
- In consultation with the Chair and relevant Members and Officers, the time, date, venue and location of any meeting may be changed, or special meetings added.

3.4 There is a proposal being presented to the Policy and Resources Committee on 20 August 2014, to change the way Audit Scotland reports are handled. This will ensure that Service Committees have the opportunity to consider the report and agree an action plan (where appropriate). The Audit Committee will then have the opportunity at a later date to “review action on External Audit recommendations”. These reports will be added to the Business Programme as they become available.

3.5 In relation to the planned business for the year ahead, the lead strategic Director reporting to this Committee has the following comments or observations to make.

Director of Children’s Services:

The issue of having meetings during the summer holiday period has been discussed again this year. There is a recognition that this committee deals with reports which are not always about education and therefore there should be the ability to discuss these reports within the school holidays. This will be discussed further with the teaching unions. There are a number of reports which are a direct result of the new legislation, the Children and Young People’s (Scotland) Act 2014.

4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities – The recommendation in this report is consistent with the following corporate priorities:

Our Corporate Plan 2013-17

- To be able to provide high quality and cost effective services to people in Shetland, our organisation has to be run properly.
- Fully align the timetables, time spans and approaches for financial planning relating to the medium term yearly budgeting with Council, directorate and service planning.

4.2 Community /Stakeholder Issues – The Business Plan provides the community and other stakeholders with important information, along with the Council’s Corporate and Directorate Plans, as to the planned business for the coming year.

4.3 Policy And/Or Delegated Authority – Maintaining a Business Programme ensures the effectiveness of the Council’s planning and performance

management framework. The Business Programme supports each Committees role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations, in monitoring and reviewing achievements of key outcomes within its functional areas, whilst ensuring best value in the use of resources is met to achieve these outcomes within a performance culture of continuous improvement and customer focus.

4.4 Risk Management – The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard and aligning the Council's Business Programme with the objectives and actions contained in its corporate plans could mitigate against those risks.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial – There are no direct financial implications in this report, but indirect costs may be avoided by optimising Member and officer time.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5.0 Conclusions

5.1 The presentation of the Business Programme 2014/15 on a quarterly basis provides a focussed approach to the business of the Committee, and allows senior Officers an opportunity to update the Committee on changes and/or additions required to the Business Programme in a planned and measured way.

For further information please contact:

Anne Cogle

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11 August 2014

List of Appendices

Appendix 1 – Education and Families Committee Meeting Dates and Business Programme 2014/15

Background documents:

Report GL-02-F - Presented to Council on 26 March 2014: Titled "Meeting Dates and Business Programme 2014/15"

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4317>



**Shetland Islands Council - Meeting Dates and Business Programme 2014/15
as at Monday, 11 August 2014**

Education and Families Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2014 to 30 June 2014	Date of Meeting	Business	
	<i>Ordinary</i> 28 April 2014 10 a.m.	<i>Meeting cancelled – no business</i>	
	<i>PPMF</i> 26 May 2014 10 a.m.	Management Accounts – Quarter 4	D
		Children’s Services Directorate – Performance Overview – Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Children’s Services Directorate Plan – Integrated and Formatted Final Edit	D
		Development Directorate Plan – Integrated and Formatted Final Edit	D
		Committee Business Programme 2014/15	D
	<i>Ordinary</i> 9 June 2014 10 a.m.	Strategy for Secondary Education – Sandwich JHS	R SIC 9 June
		New Anderson High School - Client Advisor	D
		Anderson High School Consultancy Services	D
Quarter 2 1 July 2014 to 30 September 2014	Date of Meeting	Business	
	<i>Special</i> 1 July 2014	Application for Financial Assistance – Open Peer Education	D
		Children’s Services – Savings Made to Date and Further Savings Required Under the Medium-Term Financial Plan	D
		Secondary Education Cost per Pupil in Shetland	D
		Strategy for Secondary Education in Shetland – Amendment	R
	<i>PPMF</i> 18 August 2014 10 a.m.	Management Accounts – Quarter 1	D
		Children’s Services Directorate – Performance Overview – Quarter 1	D
		Development Services Directorate – Performance Overview – Quarter 1	D
		Committee Business Programme 2014/15	D



**Shetland Islands Council - Meeting Dates and Business Programme 2014/15
as at Monday, 11 August 2014**

Education and Families Committee - continued

D= Delegated R=Referred

Quarter 2 1 July 2014 to 30 September 2014 continued	Date of Meeting	Business	
Special 21 August 2014 10 a.m.		Corporate Parenting Progress Report	D
		Shetland Islands Council Social Work Services Policy	R SIC 5 Nov
		Request to Vary Extended Hours of Provision: Bells Brae Nursery	D
		Music Instruction Fees to Parents/Carers	R SIC 23 Sept
		Strategy for Secondary Education in Shetland – Preliminary Requirements	D?
Quarter 3 1 October 2014 to 31 December 2014	Date of Meeting	Business	
	Ordinary 1 October 2014 10 a.m.	Shetland Child Protection Committee – Annual Report and Business Plan	D
		Looked After Children Strategy	D
		Chief Social Work Officer – Annual Report	D
	Special 4 November 2014 10 a.m.	Blueprint for Education – Northmavine	R SIC 5 Nov
	PPMF 17 November 2014 10 a.m.	Management Accounts – Quarter 2	D
		Children's Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate – Performance Overview – Quarter 2	D
		Committee Business Programme 2014/15	D
	Budget 26 November 2014 10 a.m.	Children's Services Directorate Plan 2015-16	D
		Development Services – Directorate Plan 2015-16	D
		2015-16 Budget and Charging Proposals	R Ex 8 Dec



**Shetland Islands Council - Meeting Dates and Business Programme 2014/15
as at Monday, 11 August 2014**

Education and Families Committee - continued			
<i>D= Delegated R=Referred</i>			
Quarter 4 1 January 2015 to 31 March 2015	Date of Meeting	Business	
	<i>Ordinary</i> 20 January 2015 10 a.m.	Shetland Tertiary Education Research and Training Project	R
	<i>Special</i> 9 February 2015 2 p.m.	Strategy for Secondary Education – Baltasound	R SIC 11 Feb
		Strategy for Secondary Education – Mid Yell	
		Strategy for Secondary Education – Whalsay	
	<i>PPMF</i> 23 February 2015 10 a.m.	Management Accounts – Quarter 3	D
		Children's Services Directorate - Performance Overview Quarter 3	D
		Development Services Directorate - Performance Overview Quarter 3	D
		Committee Business Programme 2015/16	D

Planned Committee business still to be scheduled - as at Monday, 11 August 2014

- Catering and Cleaning Rationalisation
- Anderson High School
- Shetland Learning Partnership – Annual Report
- Governance Review – Shetland College Board

Education and Families Committee - END