

**Education & Families Committee****23 February 2015****Management Accounts for Education & Families Committee:
2014/15 – Projected Outturn at Quarter 3****F-007-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 the Committee 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 third 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 £1.079m on revenue, and an overspend of £1.245m on capital.

2. Decision Required

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

- review the Management Accounts showing the projected outturn position at Quarter 3.

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

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- 3.2 The projected revenue outturn position for Education & Families Committee is an underspend of £1.079m (2.6%) which means the services in this committee area are collectively on course to spend less than their Council approved budget.

Capital – Overall Forecast: Will exceed annual budget.

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- 3.3 The projected capital outturn position for Education and Families Committee is an overspend of £1.245m (83.7%) which means the services in this committee area are collectively on course to spend more than their 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 £1.079m on revenue and an overspend of £1.245m 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	Annual Budget 2014/15 £000	Projected Outturn 2014/15 £000	Budget v Proj. Outturn Variance (Adv)/ Pos £000
Director of Children's Services	2,212	2,217	(5)
Children & Families	1,055	1,021	34
Children's Resources	3,758	3,426	332
Quality Improvement/Schools	32,485	31,859	626
Library	964	950	14
Community Planning and Development	304	289	15
Train Shetland	419	356	63
Total Controllable Costs	41,197	40,118	1,079

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

1.1 - Directorate – projected outturn overspend £5k (0.2%)**A**

The projected overspend of (£5k) is due to payment in lieu of notice costs to employees leaving the service (£13k), transport costs in relation to on-island placements (£30k from Jul-2013 to Mar-2015) and external consultants appointed to carry out a review of the Children's Social Work elements of this department (£22k). This is offset by a saving in Service Level Agreement payments £15k due to budget provision being made to part fund the CAMHS service, however this has not been required, and savings in operating costs across the service £43k.

1.2 – Children & Families - projected outturn underspend £34k (3.2%)**G**

The projected underspend of £34k is due to £17k income receivable from NHS Shetland and Police Scotland in respect of their contribution towards the Adult/Child Protection service which was not budgeted for and difficulties recruiting to vacancies within the service, which have now been resolved £32k. This is partially offset by the need to use agency staff to cover vacancies in the Family Support Team at the beginning of this financial year, and other minor variances across the service.

1.3 – Children's Resources - projected outturn underspend £332k (8.8%)**G**

The projected underspend of £332k is mainly due to Team Leader, Depute Team Leader and Social Care Worker vacancies within Children's Residential and Family Centre services while delivery of the services were reviewed, and a reduction in use of Night Staff from that budgeted for within Short Breaks £164k.

Operating costs across the service are anticipated to be £75k under budget due to a reduced number of clients in residential, throughcare and aftercare services than that budgeted for, a reduction in mileage payments to staff due to a greater use of Council vehicles and a change in distribution of clients, and Legal Fees in relation to Adoptions not being required at the level budgeted.

Fostering and Clothing Allowance payments are anticipated to be £43k under budget, while Child Care Strategy Grants are expected to be £22k under due to reduced uptake.

The amount spent on training is expected to be £19k less than budget and income receivable from Hjalmland Housing Association for the provision of relief staff within the 'Hub' (supported accommodation for young people leaving care) which has not been budgeted for amounts to £5k.

1. 4 – Quality Improvement/Schools - projected outturn underspend £626k (1.9%)

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The projected underspend of £626k is mainly due to savings achieved in relation to school closures £138k, and savings identified within the catering, cleaning and ASN services £345k, underspends have been identified on Building Maintenance £111k and Energy Costs £74k. It is anticipated that the budget for school house maintenance will be £41k underspent as the work is not being carried out to the timescale initially planned, and it is therefore likely to slip into next financial year. These savings are partially offset by an anticipated overspend in the pre-school service due to an increase in entitlement from 475 hours to 600 hours from August 2014 (£90k).

1. 5 – Library - projected outturn underspend £14k (1.5%)

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The projected underspend of £14k is due to a shortage of relief staffing £10k, a saving on funds carried forward for ICT equipment £3k and external funding being sourced for the large print directory project £2k.

1. 6 – Community Planning & Development - projected outturn underspend £15k (4.8%)

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The position for Community Planning and Development's budget overall is a projected underspend of £316k. Services provided in relation to this Committee relate to Community Development – Adult Learning and Community Work, and Evening Classes. The projected underspend on this Committee of £15k is due to a reduction in the level of mileage claimed due to reduced staff numbers and effective planning of locality working £9k, and other minor efficiencies across the service.

1.7 – Train Shetland - projected outturn underspend £63k (15%)

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This service is projecting an underspend of £63k due to the post of Short Course Manager remaining vacant and the Vocational Training Manager undertaking these duties in the meantime, a reduction in the use of Short Course External Consultants, and two of the seven Construction Scheme Modern Apprentices leaving their posts early.

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	1,488	2,733	(1,245)
Total Costs	1,488	2,733	(1,245)

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

1.1– Quality Improvement/Schools – projected outturn overspend £1.245m (83.7%)



Most of this relates to the new Anderson High School project which is projected to be £1.242m over budget due to timing as a result of Scottish Futures Trust guidance with regard to the payment of fees which was not factored into the budgets when they were set. This new arrangement is reflected in the proposed 5 year Asset Investment Plan 2015-2020.

Also included are the final payment for Happyhansel School which it is anticipated will be on budget at £18k, and a retention payment which was not budgeted for in relation to works carried out at Bells Brae School £3k.



Education and Families Committee
Social Services Committee

23 February 2015
23 February 2015

Children's Services Performance Report
9 Month / 3rd Quarter 2014/15

CS-07-15-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 3 of 2014/15, the 9 months up to the end of December 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.	Feb 2015	<p>Arrangements to allow for statutory increased hours of early learning and childcare were in place for the start of the new school year in August 2014. We are now progressing arrangements for the increased statutory requirement for entitled 2 yr olds from August 2015.</p> <p>The ante-natal early intervention course continues to identify vulnerable parents. The increase of parenting capacity assessment continues with numbers increased in the past 6 months.</p> <p>The GIRFEC processes continue to be embedded across all agencies. Training has been delivered and a quality assurance /self evaluation audit has taken place and a plan is in place for these audits to continue.</p> <p>The GIRFEC outcomes framework is being embedded and this will enable progress to be monitored. This outcomes framework allows specific outcomes to be identified in a plan. Progress towards these outcomes is then reviewed regularly using an agreed scale.</p> <p>Information on the new roles within GIRFEC for the Named Person and Lead Professional in Shetland continues to be delivered to all families where they have a midwife, health visitor or attend school.</p> <p>The GIRFEC web page is 'live' with information for parents and practitioners. Link to web page: www.shetland.gov.uk/children_and_families/GIRFEC.asp</p>	G

			<p>Services in Shetland have identified the outcomes that they support which has enabled us to publish a useful 'directory' for those involved in supporting children and young people using the Child's Plan.</p> <p>In the light of the recent judicial review on the role of the Named Person, we can now move forward with our communication plan in regard to the role of the named person.</p>	
MN	Implemented a new strategy for looked after children. (LAC Strategy).	March 2015	This action has been achieved with the Looked After Strategy being approved at Education and Families Committee on 1 October 2014. The action plan continues and is monitored by the Looked After Children Strategy Group.	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	Work is underway to ensure Planning conditions are met. These have to be met before construction can commence. Work packages are being scrutinised for the cost plan.	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	Project will be completed in 2016	The six work streams instigated as part of the Shetland Learning Partnership are all active with detailed work plans in place for each one. High School and College timetables are being aligned to allow some pupils to access a College based course as a subject choice from Summer 2015 with a degree of independent learning built in to accommodate additional work based opportunities. A working group is considering the best technology and subject matter for the on-line learning pilot and teacher professional development will reflect those choices. Adult learning opportunities will be increased from next year with additional Highers offered as night classes.	G

	campus.			
HB	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.	June 2015	Plans are well advanced to offer some S5 pupils a two year college based course as a subject choice from Summer 2015. These courses, engineering and care, will blend academic, vocational and business with each pupil able to access work place opportunities to complement their college learning.	G
AE	Undertake a number of statutory consultations under the auspices of the Schools Reconfiguration Project.	Project will be completed in 2016	<p>An Amended Strategy for Secondary Education was approved by Shetland Islands Council at its meeting on 2 July 2014. Statutory consultations commenced on 19 September 2014, on proposals to discontinue secondary education, or Secondary 4 education only, at Mid Yell Junior High School and Whalsay School. The statutory consultation period for these proposals ended on 12 December 2014.</p> <p>A report will go to Education and Families Committee on 20 January 2015, for recommendation to Shetland Islands Council on 18 February 2015, asking that we do not progress the statutory consultations on Mid Yell Junior High School Secondary Department and Whalsay School Secondary Department further, and we postpone all statutory consultations on proposals in secondary until 2017, when the Director of Children's Services would come forward with a revised timeline.</p> <p>On 5 November 2014 Shetland Islands Council decided not to close North Roe Primary School and Urafirth Primary School and Nursery Class. At the same meeting Shetland Islands Council also decided to remove the planned statutory</p>	R

			consultations on the proposed closure of Burravoe Primary School and Sandness Primary School from the programme of Blueprint for Education consultations.	
MB	Undertake a review of Sport and Leisure Services.	March 2015	Initial finding discussed at Policy Forum and external value for money study being undertaken.	G

3.2 Progress against **Change Programme** projects led by Children's Services. There is only one project remaining on the Change Programme which is 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	<p>Provision for additional support needs continues to be closely monitored and audited in order to make best provision within the resources available and meet our statutory duties.</p> <p>All schools are now using only GIRFEC documentation, as from 1 November 2014, to record additional needs.</p> <p>Information about Equality duties, according to the Equality Act 2010, has now been delivered to senior teaching staff across Shetland and will be cascaded to all staff in schools, with a planned assessment of impact date for this of April 2015. It was agreed in the ASN Action Plan to deliver this information to school management staff.</p> <p>An ASN Outreach group for schools is meeting regularly in order to co-ordinate best provision to meet needs. The establishment of a group to consider referrals to ASN staff within the Schools Service was an agreed action in the ASN Action Plan. It is currently supporting the development of Additional Support Needs Quality Assurance documentation for schools, which is another agreed action in the ASN Action Plan. It also works at an operational level.</p>	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 continues to be monitored monthly and reports continue to be provided to the Quality Assurance Sub Committee and quarterly to Child Protection Committee.	G
2.1	HL/MN	Children's Social Work Policies and Processes update will be completed.	Summer 2014	Complete. The procedures are now in use.	G
2.1	HB	Ongoing work to ensure positive National Inspections.	March 2015	Joint Inspection of Children's Services planned for January – March 2015 underway. Self-evaluation document submitted.	A
2.2	MN	Review Children's Residential Service.	Summer 2014	Review completed September 2014. CELCIS are supporting the implementation of the Development Plan.	G
2.2	MN	Embed the 'staying put' approach in our practice with looked after and accommodated young people.	March 2015	Development Plan in place to ensure accommodated young people are supported in their placements beyond 18.	G
2.3	CH	Continue to actively contribute to the Early Years Collaborative.	Report March 2015	<p>The authority is meeting the new statutory requirement, and is able to meet the entitlement of every child who is entitled to receive 600 hours Early learning and Childcare.</p> <p>We will work with Children's resources to ensure that the authority meets the increased entitlement for 2 yr olds from August 2016.</p> <p>Early Intervention is being supported through the GIRFEC process in admissions to pre-school provisions.</p>	G

2.3	RS	Develop and implement a plan to deliver two other languages to children.	Implemented from August 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 being taken forward via a working group.</p> <p>In order to meet the target, the P1 pupils who begin school in session 2015-16 will experience their L2 language from the start of the session. That will continue each year until they begin their L3 language in 2020 (at the latest).</p> <p>To support this, authority-wide training in a suitable resource package will take place in February, May and September 2015 and will continue annually thereafter until at least 2020. This will support the teaching of French as an L2 and develop teachers' skills in the teaching of primary languages in general.</p> <p>In addition, a number of other areas are being worked on under the umbrella of this initiative, including an authority-wide project in the teaching of Chinese and a review of the teaching of Shetland dialect in schools.</p> <p>Action so far:</p> <ul style="list-style-type: none"> • The plan has now been developed in the form of a Strategy document which has been shared with the Scottish Government and other national bodies. • Training has been organised in the use of a nationally-recognised resource package as 	G
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				<p>described above.</p> <ul style="list-style-type: none"> The working group is planning how to take forward the remaining actions in the Strategy document. 	
2.3	ST	Free school meals for Primary 1 to Primary 3 pupils.	January 2015	Government commitment has been met.	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	Drop in help sessions continue to attract positive feedback. E-talking books were launched in December and promoted to customers and interested groups such as teachers. A 'Training in new technologies' course has been piloted and will soon be offered to all staff, to increase confidence when helping customers.	G
2.8	KF	Shetland Library will target hard to reach families through outreach and partnership work, while continuing to lead delivery of the Bookbug programme.	March 2016	Strong partnership and outreach continues, e.g. Library gifting of books to every P1 child in November, part of a national initiative to encourage family literacy. Partnership Bookbug sessions with the Museum and Archives are proving very popular and attracting new families to sign up.	G
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>Legacy Plans have been incorporated into the ongoing work of services and have included the successful delivery of the Queen's Baton Relay – held in Shetland on 1 July 2014, with every schools participating.</p> <p>Three Shetlanders successfully competed in the Commonwealth Games for Scotland, which has had a very positive impact on the community and young people.</p> <p>A number of volunteers participated in the</p>	G

				<p>Commonwealth Games, including the BP Young Leaders, led by Youth Services and two young people who participated in the opening ceremony.</p> <p>Commonwealth Games themed summer activities and Schools Sports events delivered over the year.</p>	
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 of the Shetland Sporting Partnership Strategic Group due to be held in March 2015. All actions are progressing.	G
2.9	NW	Complete the refurbishment of the Fraser Park Multi-Court and Phase 2 of the Sandwick Central Play Area.	December 2014	Phase 2 of the works at Sandwick Central Play Area should be complete by March 2015. However, because of weather constraints the works at Fraser Park will not be completed until June 2015 i.e. painting of surface and walls.	A
2.9	NW	Increase the number of school children and young people who participate in at least one day of outdoor activities.	March 2015	This action is on schedule. Up until December 2014 there were 1286 children taking part in outdoor activities, this is an increase of 130 children from the previous year.	G
9.1	CH	Support Staff Review. Determine structures and formulae around deployment of clerical staff.	July 2015	Ending of Devolved School Management Officers post agreed with effect from 18th April 2015. Meetings ongoing with individual staff and Head Teachers to discuss changes to provision. Plans to action changes to clerical assistant staffing for 17 th August 2015.	G
10.1	HB	Deliver services within the revised budget of £40,484,000 thereby saving	March 2015	Budget on target. Projected under spend for 2014/15 across whole department.	G

		£833,000 in 2014/15.			
10.1	ST	Review of Catering and Cleaning: £200,000	August 2015	The Catering and Cleaning review is underway. The pilot of the authority wide menus is complete and as a result, we are going to take the opportunity to review our requirements for a cashless catering system.	G

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

Service	Key Actions	RAG Rating	Number
Overarching Directorate Plan	25	Green	21
		Amber	3
		Red	1

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 second 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 - Where reviews have the potential to impact on staff within Children's Services, we will ensure that appropriate consultation and communication takes place with trades unions and employees in line with agreed Council policies and procedures.

4.10 Assets And Property – NONE

5.0 Conclusions

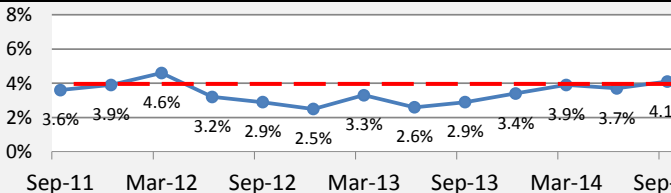
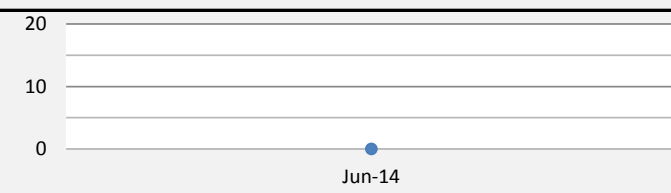
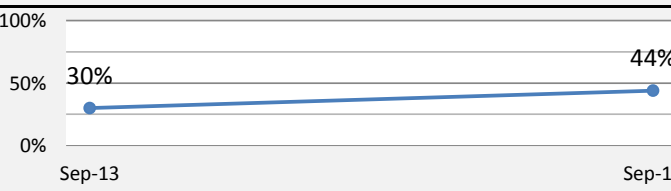
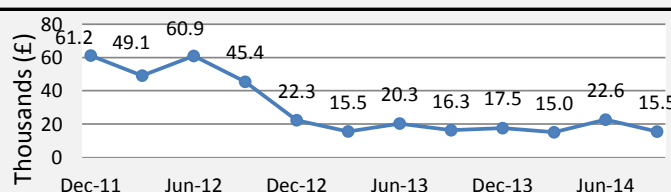
5.1 Children's Services are mainly on target to meet the key actions from their Directorate Plan by the end of March 2015; others extend slightly beyond that. Progress towards the Corporate Plan priority, '*The best possible start for every child*' demonstrates the nine month position as being similarly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

For further information please contact:
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Report Finalised: 11 February 2015

Appendices

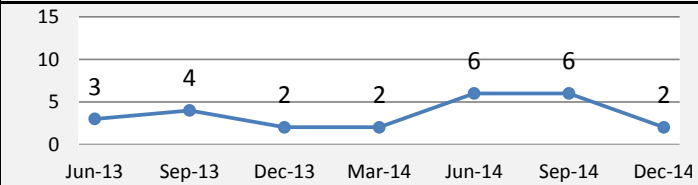
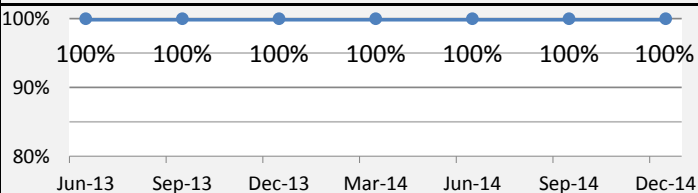
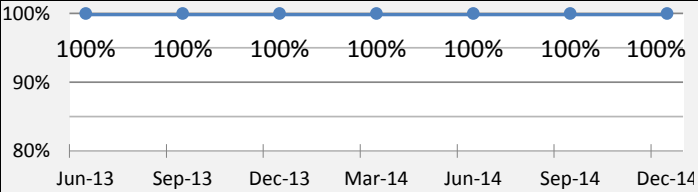
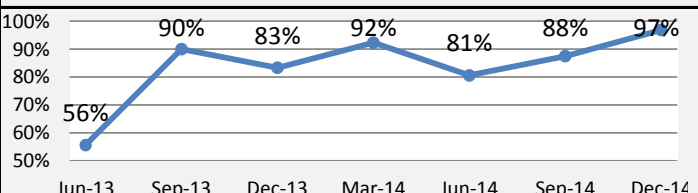
Appendix 1 – Children's Services key performance indicators and measures
Appendix 2 - Risks being managed by Children's Services

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%	4.1% (Sep 2014) TARGET NOT MET Update: 3.2% in Nov 2014
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Figures improving, average for year 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, 44% of reviews recorded as complete in Sep 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.
MEASURE - CS4		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.	£15,458 (Oct - Dec 14)
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 - 90%		95% of reviews done within timescales in third quarter. TARGET MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE			IMPROVEMENT PLANNING															
	Reviews that have missed target are due to personal circumstances. Target amended to reflect this.	<table><thead><tr><th>Period</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>91%</td></tr><tr><td>Sep-13</td><td>90%</td></tr><tr><td>Dec-13</td><td>95%</td></tr><tr><td>Mar-14</td><td>94%</td></tr><tr><td>Jun-14</td><td>95%</td></tr><tr><td>Sep-14</td><td>88%</td></tr><tr><td>Dec-14</td><td>95%</td></tr></tbody></table>			Period	Performance (%)	Jun-13	91%	Sep-13	90%	Dec-13	95%	Mar-14	94%	Jun-14	95%	Sep-14	88%	Dec-14	95%
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MEASURE - CF2		REPORTING MECHANISM	BASELINE / TARGET		CURRENT POSITION															
Reports to the Reporter provided within timescale.		Service Plan (Quarterly)	No benchmark set TARGET - 90%		26 of 31 (81%) provided within timescale in quarter. TARGET NOT MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE			IMPROVEMENT PLANNING															
	New measure, target not being met.	<table><thead><tr><th>Period</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>94%</td></tr><tr><td>Sep-13</td><td>94%</td></tr><tr><td>Dec-13</td><td>79%</td></tr><tr><td>Mar-14</td><td>76%</td></tr><tr><td>Jun-14</td><td>73%</td></tr><tr><td>Sep-14</td><td>88%</td></tr><tr><td>Dec-14</td><td>81%</td></tr></tbody></table>			Period	Performance (%)	Jun-13	94%	Sep-13	94%	Dec-13	79%	Mar-14	76%	Jun-14	73%	Sep-14	88%	Dec-14	81%
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Dec-14	81%																			
MEASURE - CF3		REPORTING MECHANISM	BASELINE / TARGET		CURRENT POSITION															
All Looked After Children have an Individual Education Plan		Service Plan (Quarterly)	No baseline TARGET - 90%		19 of 24 (79%) with IEP recorded. TARGET NOT MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE			IMPROVEMENT PLANNING															
	Target not met in third quarter.	<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><tr><td>Sep-14</td><td>86%</td></tr><tr><td>Dec-14</td><td>79%</td></tr></tbody></table>			Period	Performance (%)	Jun-13	87%	Sep-13	100%	Dec-13	100%	Mar-14	100%	Jun-14	93%	Sep-14	86%	Dec-14	79%
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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		77 children involved in CP investigations during quarter.															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE			IMPROVEMENT PLANNING															
	New measure, first year of reporting. More rigorous procedures have meant increase in numbers. September figures not yet available.	<table><thead><tr><th>Period</th><th>Performance (%)</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><tr><td>Sep-14</td><td>87</td></tr><tr><td>Dec-14</td><td>77</td></tr></tbody></table>			Period	Performance (%)	Jun-13	20	Sep-13	19	Dec-13	23	Mar-14	29	Jun-14	72	Sep-14	87	Dec-14	77
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CHILDREN'S SERVICES PERFORMANCE MEASURES

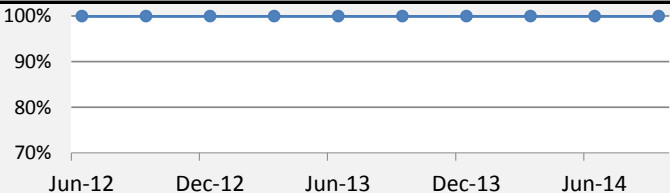
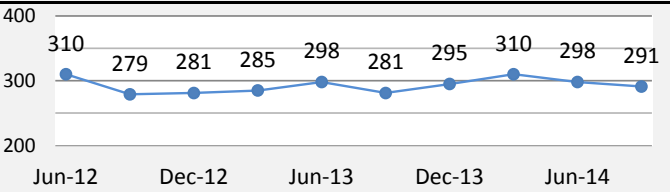
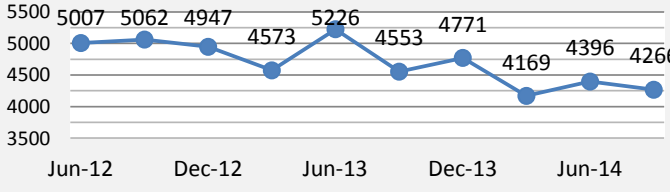
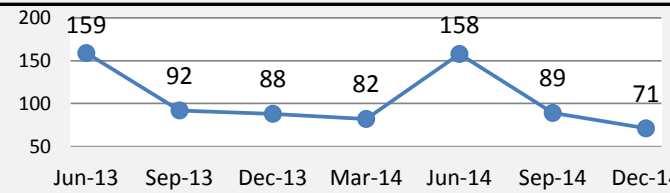
MEASURE - CF5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Number of Child Protection investigations progressed to initial Case Conference.		Service Plan (Quarterly)	No baseline set. No target set - for monitoring purposes only	2 investigations progressed to initial Case Conference during quarter.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, first year of reporting.			Continue to monitor number of investigations.
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 (Oct - Dec 14) TARGET BEING MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	100% target consistently being met.			To maintain 100% target within existing resources
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%	100% of reviews held within timescales. TARGET MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Timescales being met consistently. September figures not yet available.			To continue meeting target within existing resources.
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%	31 out of 32 monthly meetings held (97%). TARGET NOT MET.
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure. Target not met due to family circumstances.			Raise staff awareness of need for monthly core group meetings.

CHILDREN'S SERVICES PERFORMANCE MEASURES

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.	160 <div></div> 120 <div></div> 80 <div></div> Jun-14		New GIRFEC policy in early stages of implementation.

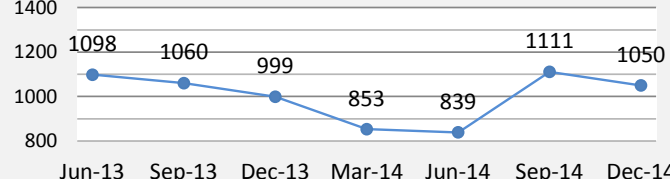
MEASURE - CF10		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION
Number of children with GIRFEC assessments		Service Plan	No baseline. No target set - for monitoring purposes only.	New measure, recording from April 2014
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	New measure, recording mechanisms being introduced.	160 <div></div> 120 <div></div> 80 <div></div> Jun-14		New GIRFEC policy in early stages of implementation.

CHILDREN'S SERVICES PERFORMANCE MEASURES

Children's Resources		Responsible Officer: Martha Nicolson	
MEASURE - CR1		REPORTING MECHANISM	CURRENT POSITION
Annual Inspection reports		Service Plan	TARGET - 100% inspection reports graded at 'Satisfactory' or better in all four categories. TARGET MET
PROGRESS / PLANNING	PROGRESS	PERFORMANCE	
	Consistently meeting all Care Inspectorate inspection standards.	 <p>100% 90% 80% 70%</p> <p>Jun-12 Dec-12 Jun-13 Dec-13 Jun-14</p>	IMPROVEMENT PLANNING Maintain existing standards within existing resources.
MEASURE - CR2		REPORTING MECHANISM	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
PROGRESS / PLANNING	PROGRESS	PERFORMANCE	
	Slight increase in number of nights provided last year. Numbers not available for Oct - Dec 14 yet.	 <p>400 300 200</p> <p>310 279 281 285 298 281 295 310 298 291</p> <p>Jun-12 Dec-12 Jun-13 Dec-13 Jun-14</p>	IMPROVEMENT PLANNING Continue to ensure the assessed needs of children are met within existing resources
MEASURE - CR3		REPORTING MECHANISM	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
PROGRESS / PLANNING	PROGRESS	PERFORMANCE	
	Increase in number of hours provided. Updated figures available next quarter. Numbers not available for Oct - Dec 14 yet.	 <p>5500 5000 4500 4000 3500</p> <p>5007 5062 4947 4573 5226 4553 4771 4169 4396 4266</p> <p>Jun-12 Dec-12 Jun-13 Dec-13 Jun-14</p>	IMPROVEMENT PLANNING Continue to ensure the assessed needs of children are met within existing resources
MEASURE - CR4		REPORTING MECHANISM	CURRENT POSITION
Number of occupancy nights - Grodians		Service Plan	No baseline set. No target set - for monitoring purposes only
PROGRESS / PLANNING	PROGRESS	PERFORMANCE	
	New measure	 <p>200 150 100 50</p> <p>159 92 88 82 158 89 71</p> <p>Jun-13 Sep-13 Dec-13 Mar-14 Jun-14 Sep-14 Dec-14</p>	IMPROVEMENT PLANNING Continue to ensure the assessed needs of children are met within existing resources

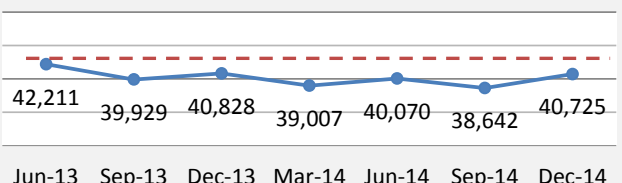
CHILDREN'S SERVICES PERFORMANCE MEASURES

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 (Oct - Dec)													
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>7</td></tr><tr><td>Dec-14</td><td>6</td></tr></tbody></table>		Period	Nights	Jun-12	80	Dec-12	9	Jun-13	27	Dec-13	0	Jun-14	7	Dec-14	6
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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, 1050 nights in 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><tr><td>Jun-14</td><td>839</td></tr><tr><td>Sep-14</td><td>1111</td></tr><tr><td>Dec-14</td><td>1050</td></tr></tbody></table>		Period	Nights	Jun-13	1098	Sep-13	1060	Dec-13	999	Mar-14	853	Jun-14	839	Sep-14	1111	Dec-14	1050
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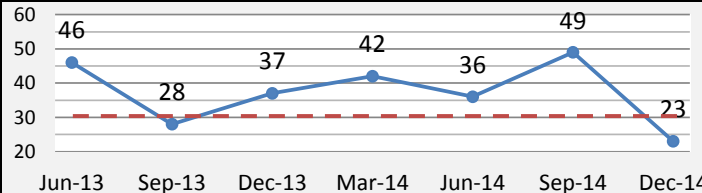
Library and Information Service

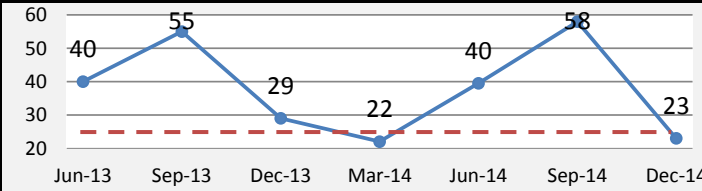
Responsible Officer: Karen Fraser

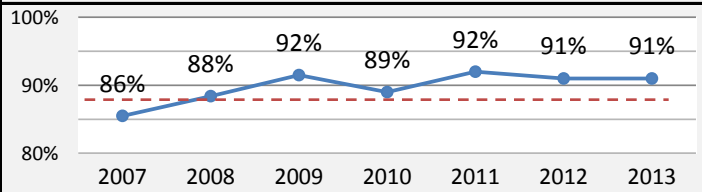
MEASURE - LB1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
Number of items issued quarterly		CIPFA Annual Return	188,339 issues (2011/12) Target - 175,000 issues per year (43,750 per quarter)	40,725 issues (Oct - Dec 14) TARGET NOT MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	Issue figure has improved from previous quarters. Decreasing issues a common factor across all libraries, but still second 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><tr><td>Sep-14</td><td>38,642</td></tr><tr><td>Dec-14</td><td>40,725</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	Sep-14	38,642	Dec-14	40,725
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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
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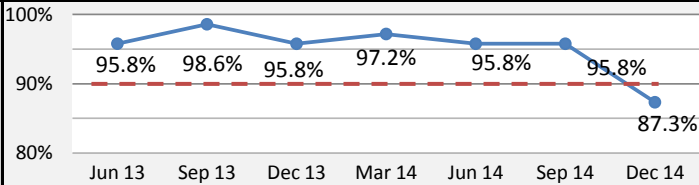
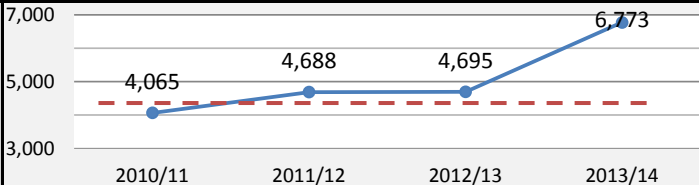
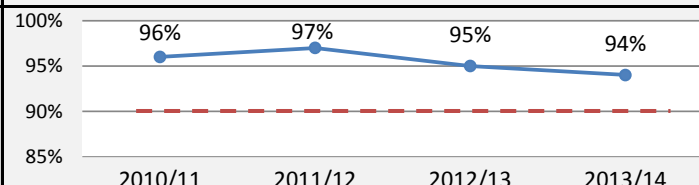
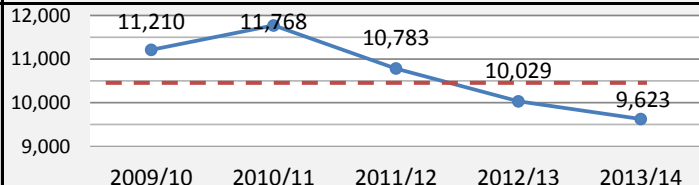
CHILDREN'S SERVICES PERFORMANCE MEASURES

MEASURE - LB3		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
Number of events held		Service Plan	Target - 120 events per year (30 per quarter)	23 events in Oct - Dec 14. TARGET BEING MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	On line to meet annual target with variety of regular and one-off events.	 <table><caption>Events Held by Quarter</caption><thead><tr><th>Quarter</th><th>Events Held</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><tr><td>Sep-14</td><td>49</td></tr><tr><td>Dec-14</td><td>23</td></tr></tbody></table>		Quarter	Events Held	Jun-13	46	Sep-13	28	Dec-13	37	Mar-14	42	Jun-14	36	Sep-14	49	Dec-14	23
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MEASURE - LB4		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
Outreach : Number of hours delivered		Service Plan	Target - 100 hours per year (25 per quarter)	23 hours outreach in Oct - Dec 14. TARGET BEING MET															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	Meeting annual outreach target with 3 months still to go – strong programme of outreach this year bolstered by special projects such as 24 islands/24 hours	 <table><caption>Outreach Hours by Quarter</caption><thead><tr><th>Quarter</th><th>Hours Delivered</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><tr><td>Sep-14</td><td>58</td></tr><tr><td>Dec-14</td><td>23</td></tr></tbody></table>		Quarter	Hours Delivered	Jun-13	40	Sep-13	55	Dec-13	29	Mar-14	22	Jun-14	40	Sep-14	58	Dec-14	23
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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 remained at 91 % despite cut in opening hours. National reports show similar figure of 90%, the 6th highest in Scotland.	 <table><caption>Customer Satisfaction Rates by Year</caption><thead><tr><th>Year</th><th>Satisfaction Rate (%)</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	Satisfaction Rate (%)	2007	86%	2008	88%	2009	92%	2010	89%	2011	92%	2012	91%	2013	91%
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CHILDREN'S SERVICES PERFORMANCE MEASURES

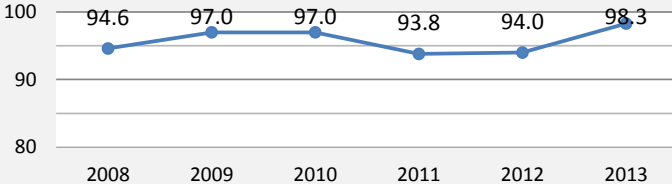
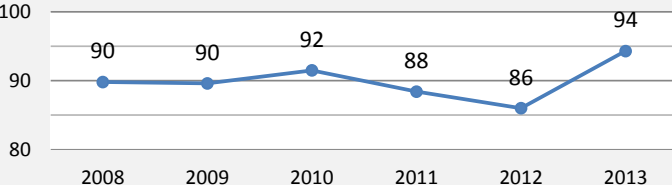
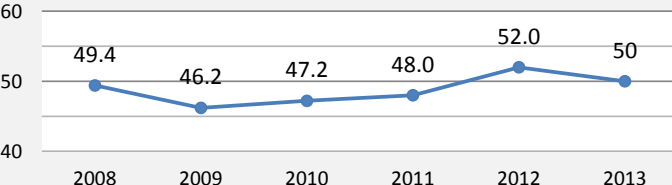
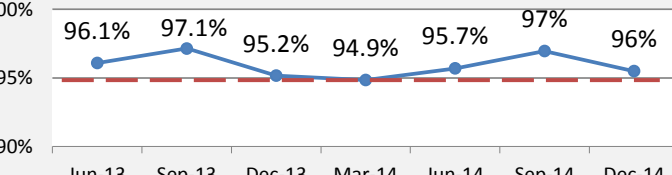
Sport & Leisure			Responsible Officer: Neil Watt																
MEASURE - SL1		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
All play areas inspected at least 4 times a year.		Service Plan	No baseline TARGET - 90%	New measure. 87% inspected in quarter 3. Target being met for year (93%)															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	Target being met, inspections being completed routinely.	 <table><caption>Measure SL1 Performance Data</caption><thead><tr><th>Period</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><tr><td>Sep 14</td><td>95.8%</td></tr><tr><td>Dec 14</td><td>87.3%</td></tr></tbody></table>		Period	Percentage	Jun 13	95.8%	Sep 13	98.6%	Dec 13	95.8%	Mar 14	97.2%	Jun 14	95.8%	Sep 14	95.8%	Dec 14	87.3%
Period	Percentage																		
Jun 13	95.8%																		
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Dec 13	95.8%																		
Mar 14	97.2%																		
Jun 14	95.8%																		
Sep 14	95.8%																		
Dec 14	87.3%																		
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	9,623 (2013/14) 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><tr><td>2013/14</td><td>9,623</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	2013/14	9,623	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																		
2013/14	9,623																		

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	12,814 (2013/14) TARGET NOT MET											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING											
	Slight decrease but attendance levels still the highest in Scotland, per population.	<table><caption>Indoor facilities - total number of attendances per 1,000 population</caption><thead><tr><th>Fiscal Year</th><th>Attendances per 1,000 population</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><tr><td>2013/14</td><td>12,814</td></tr></tbody></table>		Fiscal Year	Attendances per 1,000 population	2009/10	14,537	2010/11	15,016	2011/12	14,950	2012/13	14,915	2013/14	12,814
Fiscal Year	Attendances per 1,000 population														
2009/10	14,537														
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2012/13	14,915														
2013/14	12,814														

MEASURE - SL6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																																											
Room bookings in Islesburgh - % of rooms in use.		Service Plan	61% (2011/12) TARGET - 60%	54% (Apr - Dec 14) TARGET NOT MET																																											
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																																											
	Peak in usage due to Folk Festival, annual dip during summer months	<table><caption>Room bookings in Islesburgh - % of rooms in use</caption><thead><tr><th>Month</th><th>% of rooms in use</th></tr></thead><tbody><tr><td>Apr-13</td><td>55%</td></tr><tr><td>May-13</td><td>70%</td></tr><tr><td>Jun-13</td><td>55%</td></tr><tr><td>Jul-13</td><td>35%</td></tr><tr><td>Aug-13</td><td>45%</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>55%</td></tr><tr><td>Jan-14</td><td>70%</td></tr><tr><td>Feb-14</td><td>75%</td></tr><tr><td>Mar-14</td><td>75%</td></tr><tr><td>Apr-14</td><td>55%</td></tr><tr><td>May-14</td><td>70%</td></tr><tr><td>Jun-14</td><td>55%</td></tr><tr><td>Jul-14</td><td>35%</td></tr><tr><td>Aug-14</td><td>40%</td></tr><tr><td>Sep-14</td><td>60%</td></tr><tr><td>Oct-14</td><td>65%</td></tr><tr><td>Nov-14</td><td>70%</td></tr><tr><td>Dec-14</td><td>50%</td></tr></tbody></table>		Month	% of rooms in use	Apr-13	55%	May-13	70%	Jun-13	55%	Jul-13	35%	Aug-13	45%	Sep-13	55%	Oct-13	65%	Nov-13	65%	Dec-13	55%	Jan-14	70%	Feb-14	75%	Mar-14	75%	Apr-14	55%	May-14	70%	Jun-14	55%	Jul-14	35%	Aug-14	40%	Sep-14	60%	Oct-14	65%	Nov-14	70%	Dec-14	50%
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Dec-14	50%																																														

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		IMPROVEMENT PLANNING
	Slight decline over last two years but consistently above national average.			Careful attention will be given to the implementation of the new National Qualifications in order to maintain these standards.
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.			Careful attention will be given to the implementation of the new National Qualifications in order to maintain and improve on these standards.
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.			Careful attention will be given to the implementation of the new National Qualifications in order to maintain these standards.
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%)	95.5% attendance (Oct - Dec 14) TARGET MET National average - 94.9% (2012/13)
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING
	Consistently higher than national average.			To be monitored quarterly to maintain high levels.

CHILDREN'S SERVICES PERFORMANCE MEASURES

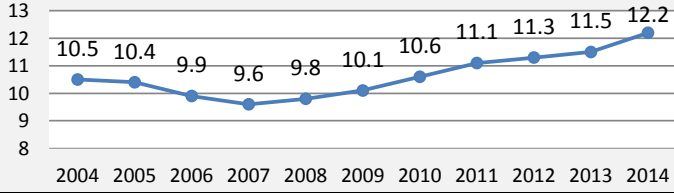
MEASURE - SQ5		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
Attendance rates - secondary school pupils		Attendance & Absence (SG), Service Plan	Baseline - 93% (2010/11) Target - above national average (91.9%)	92.7% attendance (Oct - Dec 14). TARGET MET National average - 91.9% (2012/13)															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	Consistently higher than national average and improvement on recent years.	<table><thead><tr><th>Date</th><th>Attendance Rate (%)</th></tr></thead><tbody><tr><td>Jun-13</td><td>94.3%</td></tr><tr><td>Sep-13</td><td>93.9%</td></tr><tr><td>Dec-13</td><td>92.6%</td></tr><tr><td>Mar-14</td><td>92.2%</td></tr><tr><td>Jun-14</td><td>94.7%</td></tr><tr><td>Sep-14</td><td>94%</td></tr><tr><td>Dec-14</td><td>93%</td></tr></tbody></table>		Date	Attendance Rate (%)	Jun-13	94.3%	Sep-13	93.9%	Dec-13	92.6%	Mar-14	92.2%	Jun-14	94.7%	Sep-14	94%	Dec-14	93%
Date	Attendance Rate (%)																		
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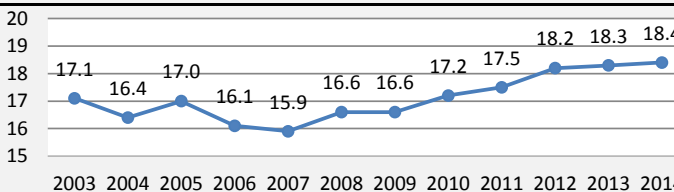
MEASURE - SQ6		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																					
Positive inspection reports for pre-school settings		Service Plan	Baseline - 100% (2011/12) Target - 100% of all inspections are graded 'satisfactory' or better in the 3 main categories.	100% during 2014/15 TARGET MET																					
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																					
		<table><thead><tr><th>Date</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>Sep-12</td><td>100</td></tr><tr><td>Dec-12</td><td>100</td></tr><tr><td>Mar-13</td><td>100</td></tr><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>65</td></tr><tr><td>Jun-14</td><td>100</td></tr><tr><td>Sep-14</td><td>100</td></tr><tr><td>Dec-14</td><td>100</td></tr></tbody></table>		Date	Percentage (%)	Sep-12	100	Dec-12	100	Mar-13	100	Jun-13	100	Sep-13	100	Dec-13	100	Mar-14	65	Jun-14	100	Sep-14	100	Dec-14	100
Date	Percentage (%)																								
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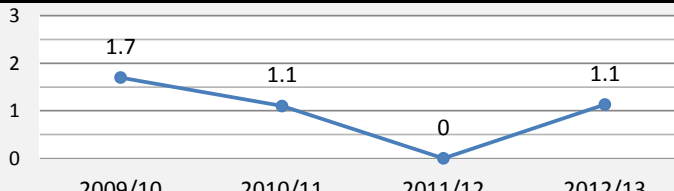
MEASURE - SQ7		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION															
Positive inspection reports for schools		Service Plan	Baseline - 100% (2011/12) Target - 100% of all inspections are graded 'satisfactory' or better in the 3 main categories.	100% during 2013/14 TARGET MET No inspections done in 14/15 as yet.															
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING															
	Consistently meeting all Care Inspectorate inspection standards.	<table><thead><tr><th>Date</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>Sep-12</td><td>100</td></tr><tr><td>Dec-12</td><td>100</td></tr><tr><td>Mar-13</td><td>100</td></tr><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></tbody></table>		Date	Percentage (%)	Sep-12	100	Dec-12	100	Mar-13	100	Jun-13	100	Sep-13	100	Dec-13	100	Mar-14	100
Date	Percentage (%)																		
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Dec-12	100																		
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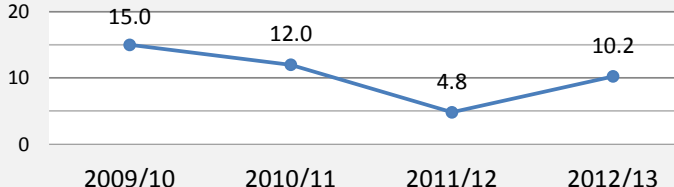
MEASURE - SQ8		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION																			
Positive destinations for school leavers		SG School Leavers (Annual), Service Plan	Baseline - 88.2% (2006) Target - to be above national average	93.4% (2013/14) National average 92.3% (2013/14) TARGET MET																			
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																			
	Consistently above national average.	<table><thead><tr><th>Date</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>05/06</td><td>88.2%</td></tr><tr><td>06/07</td><td>91.2%</td></tr><tr><td>07/08</td><td>92.4%</td></tr><tr><td>08/09</td><td>91.7%</td></tr><tr><td>09/10</td><td>90.6%</td></tr><tr><td>10/11</td><td>90.8%</td></tr><tr><td>11/12</td><td>90.9%</td></tr><tr><td>12/13</td><td>94.4%</td></tr><tr><td>13/14</td><td>93.4%</td></tr></tbody></table>		Date	Percentage (%)	05/06	88.2%	06/07	91.2%	07/08	92.4%	08/09	91.7%	09/10	90.6%	10/11	90.8%	11/12	90.9%	12/13	94.4%	13/14	93.4%
Date	Percentage (%)																						
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06/07	91.2%																						
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08/09	91.7%																						
09/10	90.6%																						
10/11	90.8%																						
11/12	90.9%																						
12/13	94.4%																						
13/14	93.4%																						

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.	12.2 (2014) National average - 16.7																							
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																							
	Increases in recent years but still well below national average. National standards are being met.	 <table><caption>Primary School teacher/pupil ratio (2004-2014)</caption><thead><tr><th>Year</th><th>Ratio</th></tr></thead><tbody><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><tr><td>2014</td><td>12.2</td></tr></tbody></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	2014	12.2
Year	Ratio																										
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2014	12.2																										

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	18.4 pupils per class (2014) National average - 23.3 (2014)																									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING																									
	Increases in recent years but still well below national average.	 <table><caption>Average Primary class size (2003-2014)</caption><thead><tr><th>Year</th><th>Size</th></tr></thead><tbody><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><tr><td>2014</td><td>18.4</td></tr></tbody></table>		Year	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	2014	18.4
Year	Size																												
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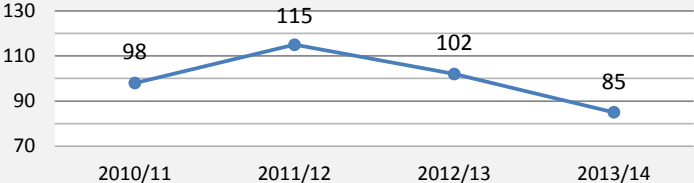
MEASURE - SQ11		REPORTING MECHANISM	BASELINE / TARGET	CURRENT POSITION									
Exclusion rates - Primary pupils		Attendance & Absence (SG Annual), Service Plan	Baseline - 1.7 pupil per 1,000 (2009/10) Target - lower than the national average	1.1 pupils per 1,000(2012/13) National average is 6 pupils per 1,000 TARGET MET									
PROGRESS / PLANNING	PROGRESS	PERFORMANCE		IMPROVEMENT PLANNING									
	Consistently well below national average. New figures available in next report.	 <table><caption>Exclusion rates - Primary pupils (2009/10-2012/13)</caption><thead><tr><th>Year</th><th>Rate</th></tr></thead><tbody><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></tbody></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. New figures available in next report.	 <table><caption>Exclusion rates - Secondary pupils (2009/10-2012/13)</caption><thead><tr><th>Year</th><th>Rate</th></tr></thead><tbody><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></tbody></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>Number of Pupils</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	Number of Pupils	2010/11	459	2011/12	414	2012/13	386	2013/14	298	Review to be undertaken on Free School Meals & Clothing Grants.									
Year	Number of Pupils																						
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>Number of Pupils</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	Number of Pupils	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	Number of Pupils																						
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

23 February 2015
 23 February 2015
 23 February 2015
 23 February 2015
 26 February 2015

Development Services Directorate Performance Report 9 Month / 3rd Quarter 2014/15

Report No: DV-07-15-F

Director of Development Services

Development Services Department

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 December 2014	RAG	Target	Committee
The best possible start for every child	A report setting out the draft business model for tertiary education in Shetland was the subject of extensive consultation and presented to the Council and NAFC boards in December. A more detailed aggregated external business model is being prepared for the April/May cycle, along with the arguments for and against externalisation.	A	September 2016	C&F/ SCB/ NAFC Board/ SIC

Priority	Progress at end December 2014	RAG	Target	Committee
	Discussion with UHI regarding possible merger opportunities is progressing in parallel.			
The transport services we need most	New public and school bus contracts in place. Continuing monitoring of new contracts and services. Some minor amendments being made where possible with no cost implications (e.g. additional service from Shetland College to Viking Bus Station).	G	New Contracts Implemented August 2014	E&T
	ASN & Social Care Transport review complete. Implementation Plan developed. Reporting to Committees planned for 2 nd cycle of 2015	G	On target for March 2015	C&F SS E&T
	Ferry fares review complete. Initially anticipated that the Review would be report to Environment and Transport Committee on 21 January 2015. However, issues within review require a Members Seminar initially and report postponed to 22 April 2015. No impact on revenue budgets.	A	April 2015	E&T
	Reported to Environment and Transport Committee on 21 January 2015. All issues placed within on-going projects to develop service levels and funding arrangements with Scottish Government.	G	2015	E&T Dev
	Stage 1 of the Shetland Transport Strategy Refresh nearing completion with plan to conduct consultation during February/ early March. Depending on issues that come out of the consultation the final production of the refreshed Strategy may slip into April 2015.	A	Target of March 2015	E&T
	Developed a programme of changes to our long-term internal transport systems that meet our individual and business needs with a realistic funding programme. Transport Planning continues to work with Infrastructure and Finance Services to support this project.	G	On target for September 2014	E&T
	Develop proposal for external ferry provision. Current North Isles contracts end in 2018. Workshop programmed for 23/ 24 February 2015. Output will be a report on the issues that must be addressed in the next contract. This project is still behind where we would prefer to be but timescale is determined by Transport Scotland resources not SIC.	G	Agreement on principles with Scottish Government Q4	E&T

Priority	Progress at end December 2014	RAG	Target	Committee
Healthy economy	<p>Scottish Chamber of Commerce has presented benefits to Shetland business audience. Steering Group of local businesses has been set up. 16 projects supported under the Economic Development Grant Scheme; 3 projects supported under the Business Start Up Grant Scheme. Sectoral development strategies currently being drafted for arts and culture, oil and gas, fisheries and tourism in partnership with local industry.</p> <p>Support provided to 102 clients through Business Gateway. Provision of core funding support to NAFC Marine Centre, COPE Ltd., SSMO and SSQC to deliver on key development objectives.</p>	A	March 2015	Dev
	<p>BT/HIE project to connect 76% of premises now progressing into its second phase which will cover a large part of central Shetland.</p> <p>Working group established to achieve best coverage solutions for Shetland, involving BT, HIE, CBS, and SIC.</p> <p>Business case and business plan for Shetland Telecom to be presented to Committee on 22 April</p>	A	June 2015	Dev/ P&R
	<p>Preparatory work to transfer Shetland Development Trust assets into Council has commenced. A report on actual transfers will be presented to a future Development Committee with external advice sought as required.</p>	G	On target for March 2015	Dev

Strong communities	<p>Revised Digital Shetland strategy adopted by Council. Resilient link nearing completion. Increase in sales on Shetland Telecom network. BT/HIE project to connect 76% of premises now progressing into its second phase which will cover a large part of central Shetland.</p> <p>Working group established to achieve best coverage solutions for Shetland, involving BT, HIE, CBS, and SIC.</p> <p>Business case and business plan for Shetland Telecom to be presented to Committee on 22 April.</p>	G	June 2015	Dev/P&R
	<p>Strategic Housing Investment Plan (SHIP) submitted to Scottish Govt in November 2014. Scottish Govt response expected in February 2015.</p> <p>Currently 67 completions achieved in 2014/15 with a further 38 on site.</p> <p>Increased interest in developer led building in evidence throughout Shetland.</p>	G	On target for March 2015	SS
	<p>Develop a community benefit policy to cover all industry sectors and including developer contribution. A key outcome is to provide affordable housing. Draft Community Benefit Policy presented to P&R committee on 9 February 2015 and will now be presented to the Shetland Partnership Board for consultation.</p>	A	March 2015	Dev
	<p>Encourage growth in commercial activity through development of unused or underutilised local assets. The Economic Development Service has engaged in strategic meetings and community/business enquiries relating to disposal and future use of unused or potentially vacant school premises, including the current AHS site</p> <p>The service is currently involved in detailed strategic planning regarding premises for a textile business development hub</p>	G	March 2015	Dev
	<p>Fully implement the findings of the Community Planning & Development Service Review. New structure now in place. Regular all staff, team and individual meetings have been established following the restructure. All staff have been involved in service</p>	G	March 2015	SS E&T P&R

	planning, and the all staff meeting agenda has been updated in response to staff feedback. Cross service project work is also taking place, with better links between teams being developed.			
	Strengthening Community Involvement Project. No formal project arrangements in place yet, however background research and conversations with stakeholders in relation to this general area are ongoing. This project interlinks with a number of other projects such as the Health & Social Care Integration localities work and national initiatives such as the Commission on Strengthening Local Democracy. Care must be taken with the timing to ensure emerging national policy direction is taken into account and to avoid any duplication with other workstreams. Project plan being drafted, with a number of key work streams.	A	March 2015	P&R
	Community Transport Taskforce established. Feasibility study into Skerries Community Ferry undertaken by HIE. Officers now working with Skerries Community on further detail. Grant aid provided to Voluntary Action Shetland to support development of Community Transport capability and further engagement taking place with Bressay Development Association.	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. SIC & NHS budget setting timetables are being aligned this year.	G	March 2015	P&R
	SOA updated for 2014/15, and approved by key partners. Regular performance reporting has been implemented within the Partnership and to the Policy & Resources Committee.	G	March 2015	P&R
Vulnerable and disadvantaged people	Work with partners as welfare reform is implemented and support households through the changes. Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales	A	March 2015	SS

	Work with partners to deliver the Fairer Shetland framework to tackle poverty disadvantage and exclusion. Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales	A	March 2015	SS
	Fuel Poverty sub-group continues to meet. Useful meeting held with MP and MSP. Information fed in to OIOF statements. Exploring options for energy adviser post with CAB.	G	March 2015	SS
	Undertake LIFE audit, and agree whether or not to proceed with this family centred approach. Project Co-ordinator in place, delivering on tasks.	G	March 2015	SS
	Develop action plan, drawing together strands across the CPP. Project Co-ordinator in place, delivering on tasks.	G		P&R
	Seek external funding to undertake a pilot project and develop and deliver on a Digital Inclusion Project Recruitment underway, through Citizen's Online	G	March 2015	P&R
Priority	Progress at end December 2014	RAG	Target	Committee
Dealing with challenges effectively	Building Budgets community engagement events took place in July / Aug 2014 and the information provided was used to inform the budget setting process for 2015/16 budgets. The development of this process for the 2016/17 budget setting has commenced and will hopefully achieve buy in from NHS and SCT.	G	June 2015	P&R
	Contribution to the key themes of the Smith Commission and the Our islands Our Future agenda	G	March 2015	P&R
Living within our means	Development Directorate is within budget at Q3 and Q4 out turn prediction.	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 2014/15.

For further information please contact:

Neil Grant, Director of Development Services
01595 744968, nrj.grant@shetland.gov.uk
16 February 2015

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	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end December 14	RAG	Target Outcome	Delivery Target
1			Supporting adults to be independent					
1.2	1	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	3 conversions completed. One conversion currently on site and due for completion in March 2015. Additional conversion work done to enable shared accommodation for dementia clients. Evaluation being undertaken on the outcomes from projects carried out. Service redesign for Housing Support going through January committee cycle.	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					

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end December 14	RAG	Target Outcome	Delivery Target
2.9	2	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.	A report setting out the draft business model for tertiary education in Shetland was the subject of extensive consultation and presented to the Council and NAFC boards in December. A more detailed aggregated external business model is being prepared for the April/May cycle, along with the arguments for and against externalisation. Discussion with UHI regarding possible merger opportunities is progressing in parallel.	G	Detailed business model and implementation plan for single governance model for Tertiary Education Research and Training agreed with stakeholders.	September 2016
3			The transport services we need most					
3.1	3	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 for school and public bus transport to more efficiently link together services, and to achieve this within the medium term financial plan budgets.	Continuing monitoring of new contracts and services. Some minor amendments being made where possible with no cost implications (e.g. additional service from Shetland College to Viking Bus Station).	G	Best value public and school bus service contracts in place	August 2014

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end December 14	RAG	Target Outcome	Delivery Target
3.1	4	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.	Implementation Plan developed. Reporting to Committees planned for 2 nd cycle of 2015	G	Best value ASN and Social Care Transport	March 2015
3.1	5	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.	Review complete. Initially anticipated that the Review would be report to Environment and Transport Committee on 21 January 2015. However, issues within review require Member Seminar initially and report postponed to 22 April 2015. No impact on revenue budgets.	A	Increase usage of smart cards, chip and pin facilities and online booking facilities	April 2014, & Nov 2014, & April 2015
3.1	6	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 businesses.	Reported to Environment and Transport Committee on 21 January 2015. All issues placed within on-going projects to develop service levels and funding arrangements with Scottish Government.	G	Impacts reported to members	March 2015

Development Services Directorate Plan 2014/15

CP Ref	Dev Ref	Dir /Svs	Priority / by the end of this plan we will have.....	Proposed Action	Progress at end December 14	RAG	Target Outcome	Delivery Target
3.1 – 3.4	7	ZetTrans		Refresh Shetland Transport Strategy	Stage 1 of the Refresh nearing completion with plan to conduct consultation during February/ early March. Depending on issues that come out of the consultation the final production of the refreshed Strategy may slip into April 2015.	A	Refreshed strategy in place	March 2015
3.3 & 3.4	8	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.	Transport Planning continues to work with Infrastructure and Finance Services to support this project.	G	Infrastructure Investment Plan Completed	April 2015
3.4	9	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	Workshop programmed for 23/24 February 2015. Output will be a report on the issues that must be addressed in the next contract. This project is still behind where we would prefer to be but timescale is determined by Transport Scotland resources not SIC.	A	Agreed position with Transport Scotland on requirements of external ferry provision	June 2015

Development Services Directorate Plan 2014/15

4			Healthy economy					
4.1	10	Directorate	A wider business base and a closer partnership with both traditional and emerging sectors.	Improve and develop engagement with local industry.	<p>Scottish Chamber of Commerce has presented benefits to Shetland business audience. Steering Group of local businesses has been set up.</p> <p>16 projects supported under the Economic Development Grant Scheme; 3 projects supported under the Business Start Up Grant Scheme</p> <p>Sectoral development strategies currently being drafted for arts and culture, oil and gas, fisheries and tourism in partnership with local industry</p> <p>Support provided to 102 clients through Business Gateway</p> <p>Provision of core funding support to NAFC Marine Centre, COPE Ltd., SSMO and SSQC to deliver on key development objectives</p>	A	<p>Chamber of Commerce or equivalent in operation.</p> <p>8 projects supported under the Economic Development Grant Scheme</p> <p>Strategy documents finalised</p> <p>Support 100 clients through the Business Gateway</p>	<p>March 2015</p> <p>2015</p> <p>2015</p> <p>2015</p>

Development Services Directorate Plan 2014/15

4.2	11	Economic Development	High-speed broadband available to 84% of the Shetland population.	CHANGE PROJECT Work with partners and communities to deliver high speed broadband.	Digital Shetland strategy adopted by Council. Resilient link nearing completion. Increase in sales on Shetland Telecom network. BT/HIE project to connect 76% of premises now progressing into its second phase which will cover a large part of central Shetland. Working group established to achieve best coverage solutions for Shetland, involving BT, HIE, CBS, and SIC. Business case and business plan for Shetland Telecom to be presented to Committee on 22 April	A	100% of Shetland properties connected for High-speed broadband	June 2015
4.4	12	Economic Development	More high skill and well paid jobs across Shetland	Research and communicate supply chain information relating to larger scale developments in Shetland.	Work on business register suspended due to State Aid issues	G	Business register maintained	April 2015
4.6	13	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 and being used to evidence the Review of Tertiary Education.	G	Devise a system for businesses to register needs for specific skills.	September 2015 (change from Sep 2014)

Development Services Directorate Plan 2014/15

4.1	14	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	Preparatory work to transfer Shetland Development Trust assets into Council has commenced. A report on actual transfers will be presented to a future Development Committee with external advice sought as required.	G	Complete new commercial lending mechanism within the Council	March 2015
5			Strong communities					
5.1	15	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.	G	Digital Shetland strategy and action plan in place	September 2014
5.2	16	Housing	Found ways to help increase supply of affordable housing.	Deliver on the Local Housing Strategy through joint working with Planning and Hjaltsland Housing Association and other partners	SHIP submitted to Scottish Govt in November 2014. Scottish Govt response expected in February 2015. Currently 67 completions achieved in 2014/15 with a further 38 on site. Increased interest in developer led building in evidence throughout Shetland.	G	Robust housing development programme approved by Scottish Govt. Range of incentives and initiatives to complement social rented option.	March 2015
5.1	17	Planning		Develop a community benefit policy to cover all industry sectors and including developer contribution. A key outcome is to provide affordable housing.	New report on Community Benefit to Policy & Resources, SIC and community Planning meeting.	A	Community Benefit Policy agreed with Community Planning Partners	March 2015

Development Services Directorate Plan 2014/15

5.1	18	Economic Development		Encourage growth in commercial activity through development of unused or underutilised local assets	<p>Economic Development Service has engaged in strategic meetings and community/business enquiries relating to disposal and future use of unused or potentially vacant school premises, including the current AHS site</p> <p>The service is currently involved in detailed strategic planning regarding premises for a textile business development hub</p>	G	<p>Engage with investigations in potential commercial or community uses for vacant properties within the schools estate.</p> <p>Identification of suitable site and successful development of textile hub</p>	<p>March 2015</p> <p>2015</p>
5.1	19	CP&D	Stronger, more resilient communities	<p>CHANGE PROJECT</p> <p>Fully implement the findings of the Community Planning & Development Service Review, recognising that 2014/15 will be a transitional year for community funding.</p>	<p>Regular all staff, team and individual meetings have been established following the restructure. All staff have been involved in service planning, and the all staff meeting agenda has been updated in response to staff feedback. Cross service project work is also taking place, with better links between teams being developed.</p>	G	<p>Workforce development and delivery of an efficient and effective service</p>	<p>March 2015</p>

Development Services Directorate Plan 2014/15

5.1	20	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	No formal project arrangements in place yet, however background research and conversations with stakeholders in relation to this general area are ongoing. This project interlinks with a number of other projects such as the Health & Social Care Integration localities work and national initiatives such as the Commission on Strengthening Local Democracy. Care must be taken with the timing to ensure emerging national policy direction is taken into account and to avoid any duplication with other workstreams. Project plan being drafted, with a number of key work streams.	A	Increased participative democracy and community involvement in Community Planning	March 2015
5.1	21	Transport		Support communities to develop the transport solutions that meet their needs	Community Transport Taskforce established. Feasibility study into Skerries Community Ferry undertaken by HIE. Officers now working with Skerries Community on further detail. Grant aid provided to Voluntary Action Shetland to support development of Community Transport capability and further engagement taking place with Bressay Development Association.	G	Sustainable community transport capabilities in Shetland.	Pilot project underway by 31 March 2015 with first CT services in place by August 2015

Development Services Directorate Plan 2014/15

6			Working with partners					
6.1	22	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. SIC & NHS budget setting timetables are being aligned this year.	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	23	CP&D	Participated in the Improvement Service project	Participate in the Improvement Service work around improving the impact of Third Sector Interfaces on Community Planning	Shetland not selected as an area for the pilot – no further action as this stage, other than monitoring progress re pilot and considering findings	G	Effective partnership working at a strategic level	March 2015
6.3	24	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. A Shetland Partnership business plan for 2014-2016 is being developed. Along with a guide on agenda mgmt and how / when to consult with the Partnership, which aims to raise awareness and increase participation in community planning by senior managers.	G	Effective partnership working at a strategic level	March 2015

Development Services Directorate Plan 2014/15

6.4	25	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	The Improvement Service hope to carry out an initial visit to Shetland in March 2015 to start a self assessment process, and to build capacity of staff involved to roll out the process across the partnership	G	Demonstrate continuous improvement	March 2015
6.5	26	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. Regular performance reporting has been implemented within the Partnership.	G	Demonstrate commitment to deliver a high quality SOA which reflects local priorities and needs	March 2015
6.6	27		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, with progress reported to the Shetland Partnership through their performance management framework.	A	Best value service delivery	March 2015
7			Vulnerable and disadvantaged people					
7.1	28	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.	Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales.	A	Stronger, more resilient communities	March 2015
7.1	29	CP&D	Delivered on the Fairer Shetland action plan	Work with partners to deliver the Fairer Shetland framework to tackle poverty disadvantage and exclusion.	Due to staff changes, there appears to be some slippage on this project, which is of concern because of the tight timescales.	A	Stronger, more resilient communities	March 2015

Development Services Directorate Plan 2014/15

7.1	30	Housing		Combat fuel poverty by continuing to deliver on the Local Housing Strategy theme.	Fuel Poverty sub-group continues to meet. Useful meeting held with MP and MSP. Information fed in to OIOF statements. Exploring options for energy adviser post with CAB.	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	31		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.	Report to Council seeking delegated Authority for local allocation, to Director of Development Services. Allocation now known, but no deadlines, as yet for the Council to apply.	A	Strategic Employability Pipeline, and funding to deliver.	March 2015
7.3	32		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 Co-ordinator in place, delivering on tasks.	G	LIFE audit	October 2014
7.4	33		Provided opportunities to develop positive community connections, to make sure people feel more a part of their community and take part in a wider range of activities; and	Develop action plan, drawing together strands across the CPP.	Project Co-ordinator in place, delivering on tasks.	G	Deliverable action plan.	
7.5	34		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.	Recruitment underway, through Citizen's Online	G	Project delivered, subject to external funding.	March 2015

Development Services Directorate Plan 2014/15

9			Dealing with challenges effectively					
9.1	35	Finance/CP&D	Dealt with pressures, issues and problems within existing budgets	Investigate participatory budgeting and associated community engagement.	<p>Building Budget community engagement events took place in July/August 2014 and the information provided was used to inform the budget setting process for 2015/16 budgets.</p> <p>The development of this process for the 2016/17 budget setting has commenced and will hopefully achieve buy in from NHS and SCT.</p>	G	Present proposal paper to Members.	July 2015
9.4	36		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.	Contribution to the key themes of the Smith Commission and the Our islands Our Future agenda	G	Achieve meaningful and achievable commitments for the islands from Scottish and UK governments	April 2015

Development Services Directorate Plan 2014/15

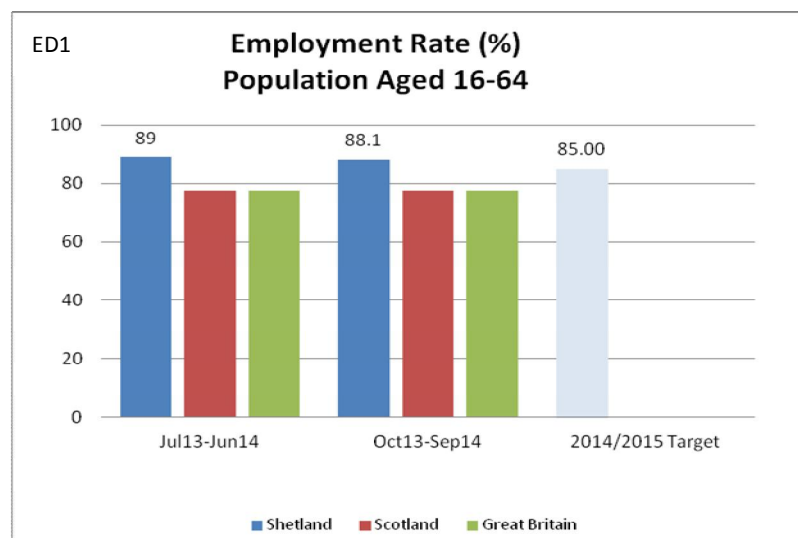
10			Living within our means					
10.1	37		Stuck to the Medium Term Financial Plan and be financially strong.	<p>Deliver services within the revised budget of £13.065m thereby saving £1.839 in 2014-15.</p> <p>This will be delivered by:</p> <ul style="list-style-type: none"> • CP&D implement review, £486k • 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>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; 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 2014/2015.</p> <p>The directorate was within budget for Q3, assisted by increased income from Shetland Telecoms.</p>	G	Balanced budget.	March 2015

Development Services Directorate Plan 2014/15

Change Programme Major Projects

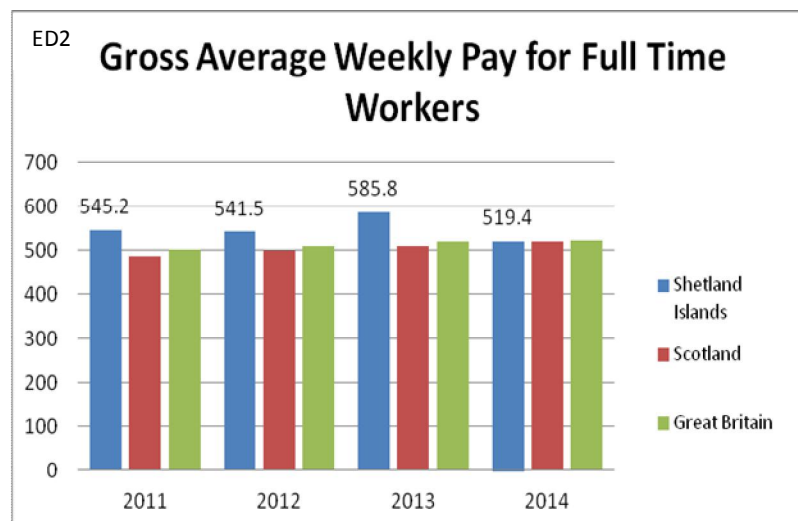
Change Ref	Item	Start	End
1	Bus Network Redesign (School & Public transport)	2012	March 2015
2	ASN & Social care transport review	June 2014	March 2015
3	Proposals for our external ferry provision beyond the current contract which ends in 2018	June 2014	Stage 1 March 2015
4	Increase usage of smart cards,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

Service Area – Economic Development



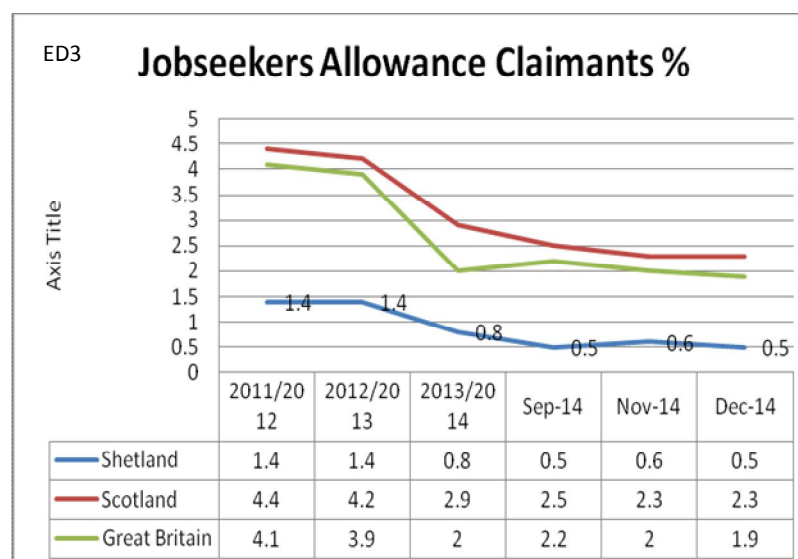
Trend Comment: Shetland's employment rate continues to be significantly higher than the Scottish or UK average, and has been relatively stable, with only minor fluctuations in the measured rate since Jan 2013, which reflects the high degree of private sector activity in the local economy.

Source: Office for National Statistics
Information Gathered: Annually



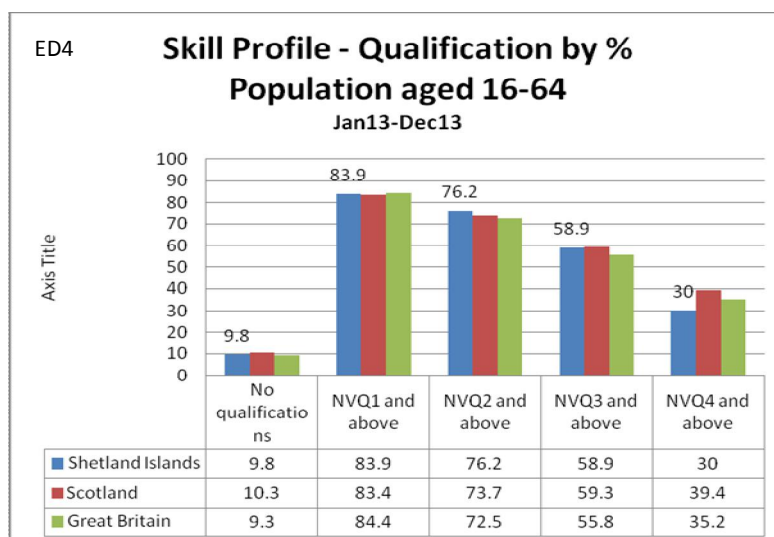
Trend Comment: The latest figures show a significant decline in gross average pay. It is possible that the apparent regression in these figures is due to inflated figures from 2013 due to sharp increases in demand in certain areas of the private sector. It is also possible that the survey has picked up an unrepresentative sample of workers' earnings.

Source: Office for National Statistics
Information Gathered: Annually



Trend Comment: The claimant count remains very low and has been stable at this level for the last 12 months (at or around 0.5%). This reflects the current strong performance of the private sector, and suggests that previous fluctuations in the JSA count caused by seasonal or temporary employment are not currently being experienced.

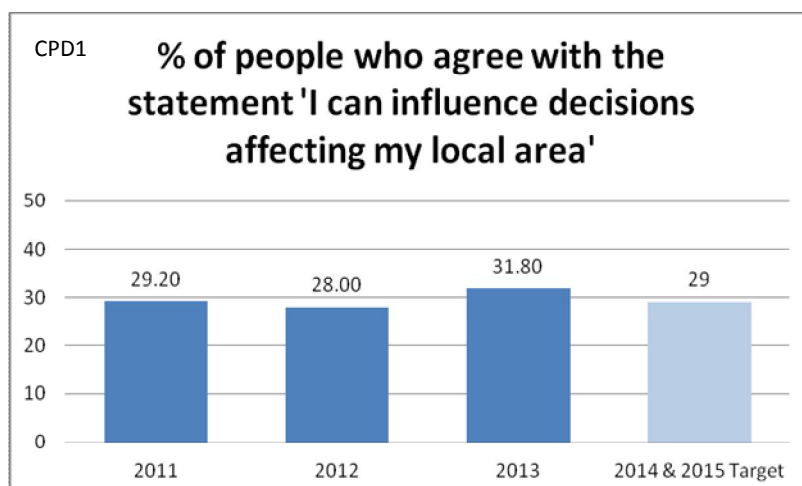
Source: Office for National Statistics
Information Gathered: Monthly



Trent Comment: The local skills profile continues to show a degree of attainment at NVQ1 level which is higher than the Scottish average (83.9% in Shetland against 83.4% nationally), but which is significantly lower at NVQ4 level (30.0% in Shetland against 39.4% nationally). It can be inferred from these figures that Shetland continues to have high educational attainment (also reflected in a lower percentage of those with no qualifications) but the structure of the local economy provides limited opportunities for graduates to return or relocate.

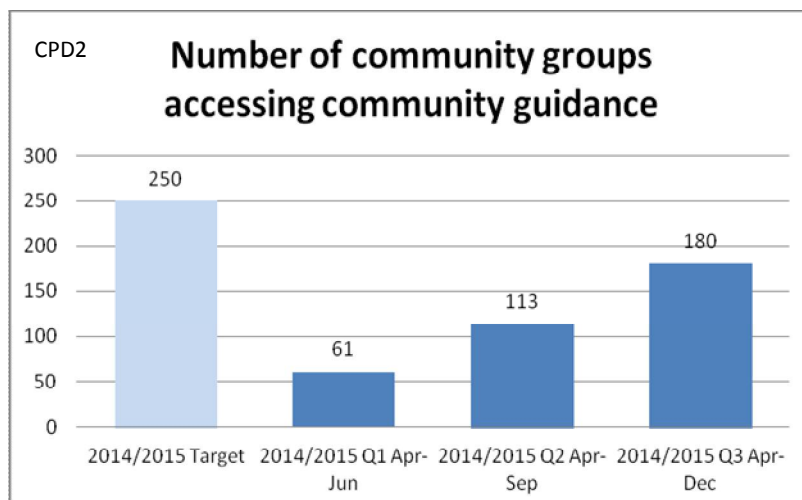
Source: Office for National Statistics
Information Gathered: Annually

Service Area – Community Planning & Development



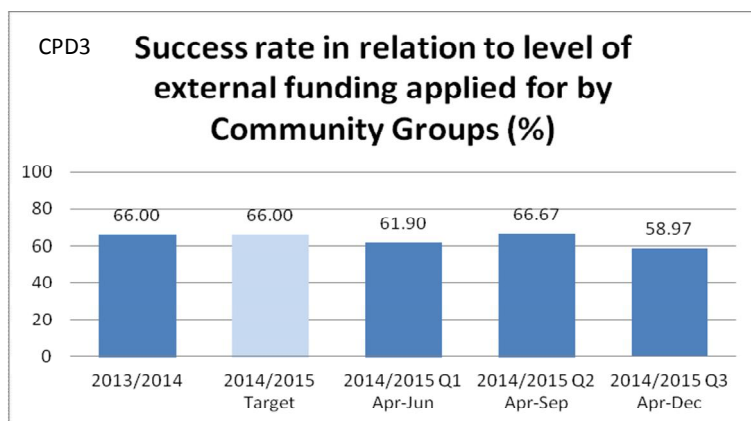
Trend Comment: Slightly above target showing a positive improvement in trend. We are above the national average of 22%.

Source: Scottish Household Survey
Information Gathered: Annual



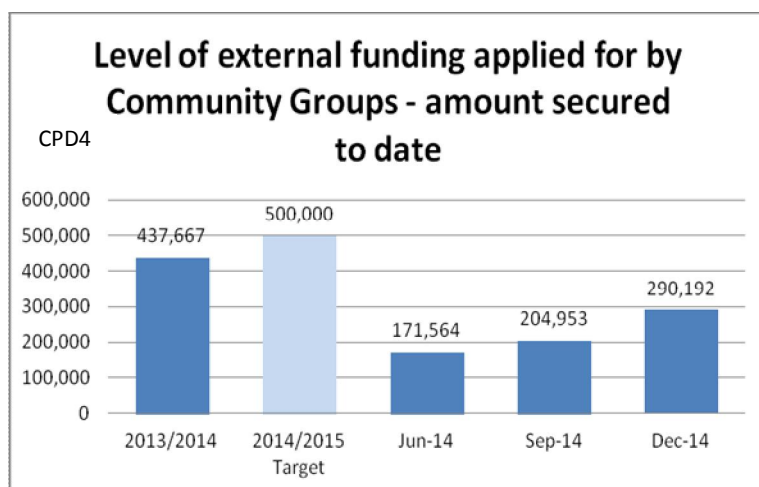
Trend Comment: New indicator, baseline to be determined. First and one off contacts with CP&D being counted to determine service level provision as part of the implementation of the CP&D review.

Source: Community Planning & Development
Information Gathered: Quarterly



Trend Comment: Slightly under target at the nine month stage. There are four applications submitted, but awaiting a decision by external funders.

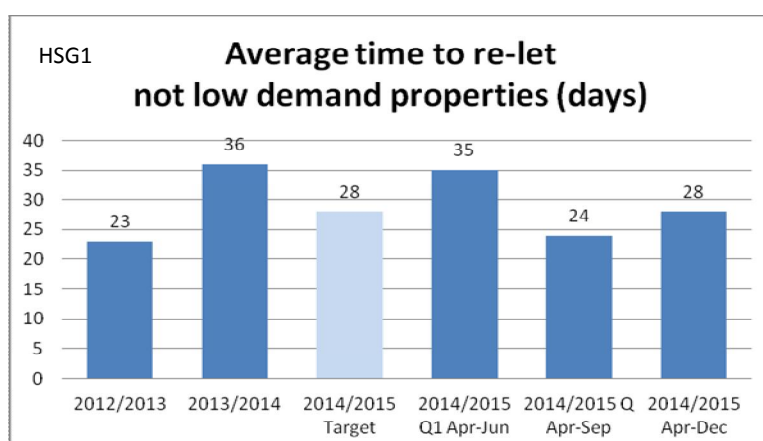
Source: Community Planning & Development
Information Gathered: Quarterly



Trend Comment: Under target at nine month stage, with four applications, totalling about £155k, awaiting decisions by external funders.

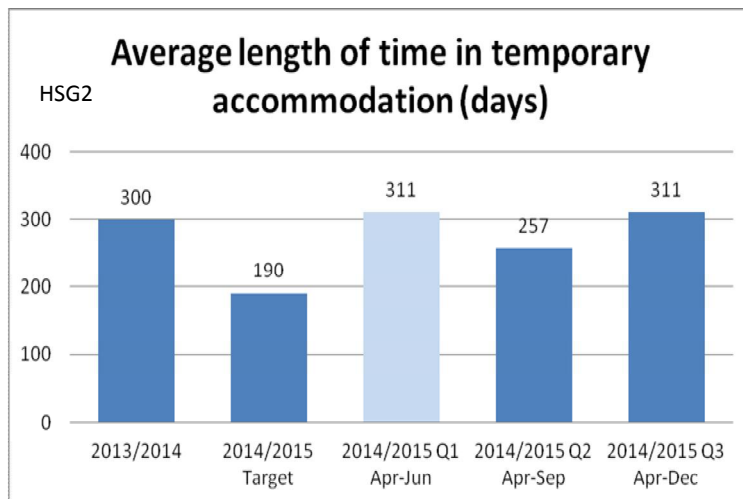
Source: Community Planning & Development
Information Gathered: Quarterly

Service Area – Housing Service



Trend Comment: Housing void policy review, together with continuing demand, has led to some improvement in time taken to re-let properties, meeting target set.

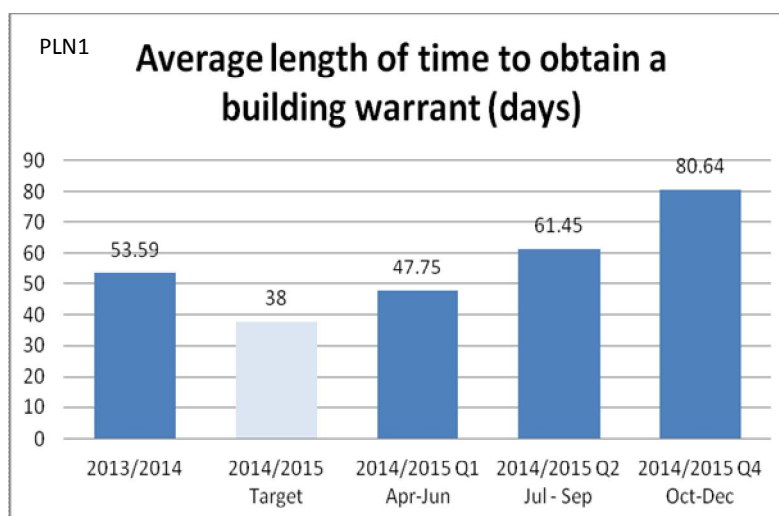
Source: Housing Service
Information Gathered: Quarterly



Trend Comment: Still well above target due to pressure on housing stock/supply.

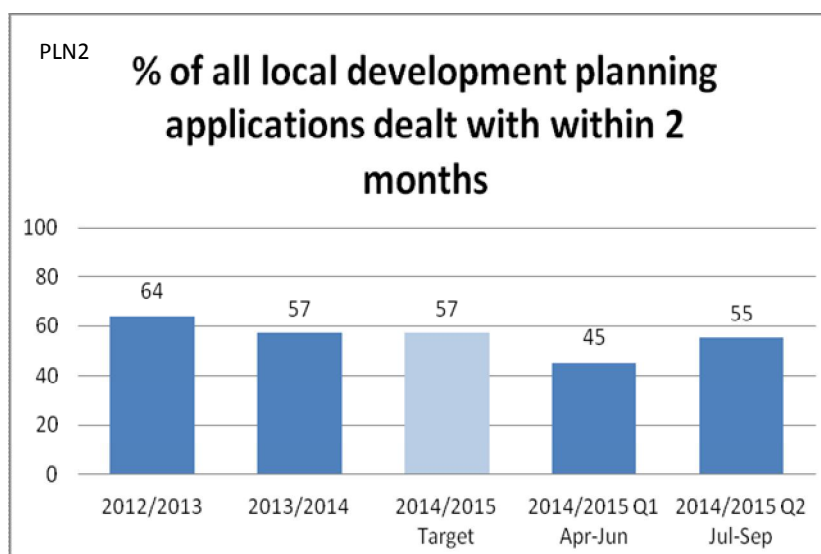
Source: Housing Service
Information Gathered: Quarterly

Service Area – Planning



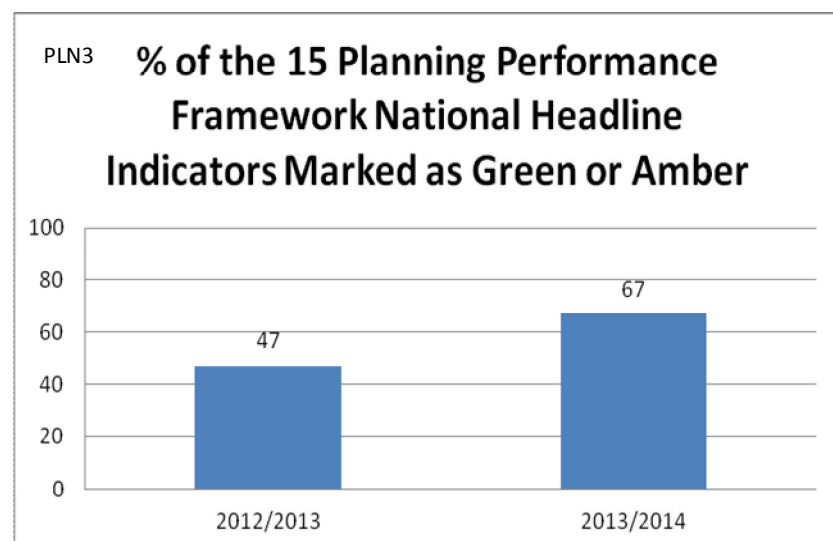
Trend Comment: Ongoing staffing issues in service and business support- now looking to target a monitoring officer to fulfil requirement for site inspections

Source: Planning Service
Information Gathered: Quarterly



Trend Comment: Standstill as anticipated due to the scale of developments. Trying to switch existing resources in to development management team

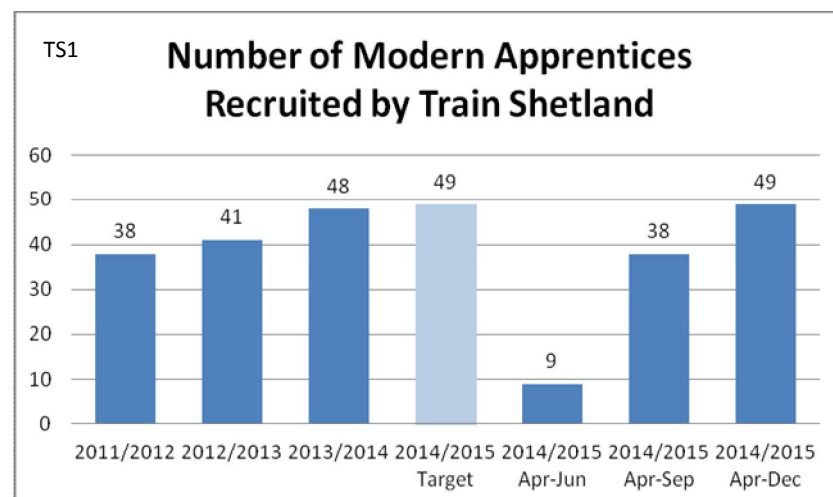
Source: Planning Service
Information Gathered: Quarterly



Trend Comment: Further detail included in separate report.

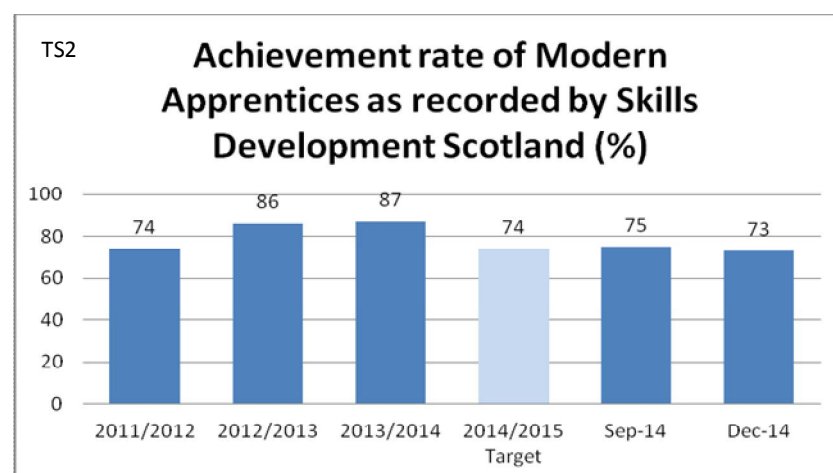
Source: Planning Service
Information Gathered: Annually

Service Area – Train Shetland



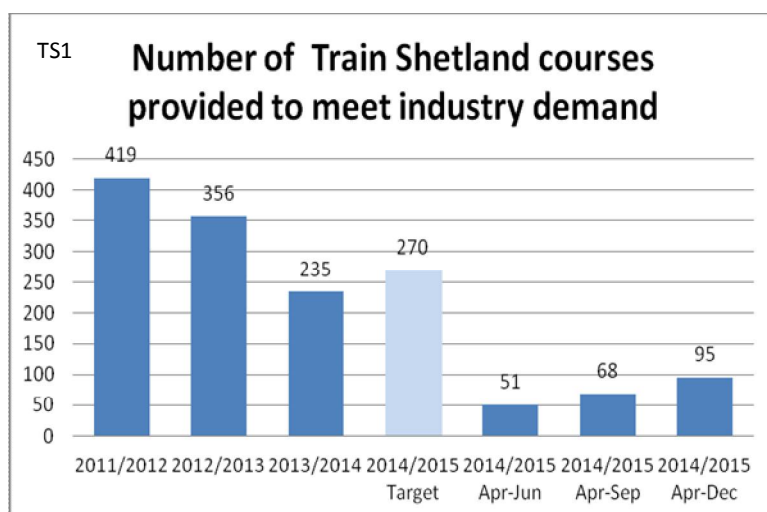
Trend Comment: Already hit the 2014/2015 target. A further 5 apprentices recruited & contract increase approved by Skills Development Scotland to 54.

Source: Train Shetland
Information Gathered: Quarterly



Trend Comment: The overall achievement rate is 73% but this can be broken down further by age groups as follows: 16-19 = 69%, 20-24yrs = 100%, 25+ = 75%.

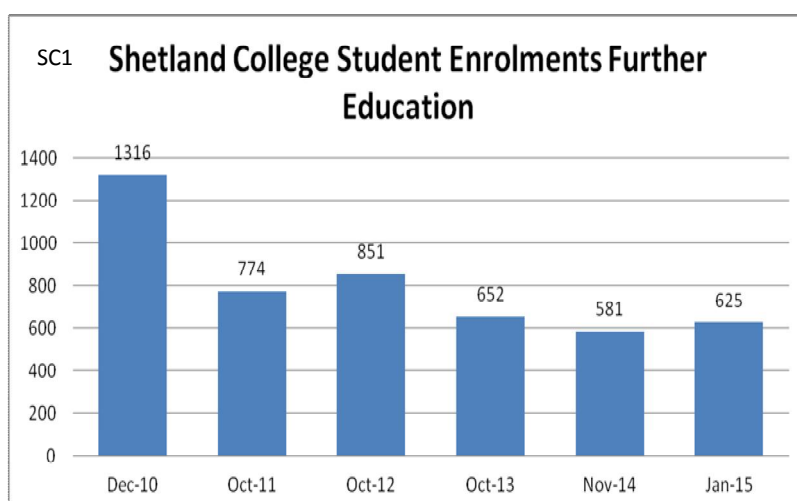
Source: Train Shetland
Information Gathered: Quarterly



Trend Comment: Another 59 courses are scheduled for Jan-Mar so an estimated 159 courses would be run for 2014/2015. Target was set with expectation that SIC training plan would impact from Q1 but delays were experienced. Staff shortages, including maternity leave of trainer, had significant impact. The post of Business Development & Training Manager for Shetland College and Train Shetland is being recruited.

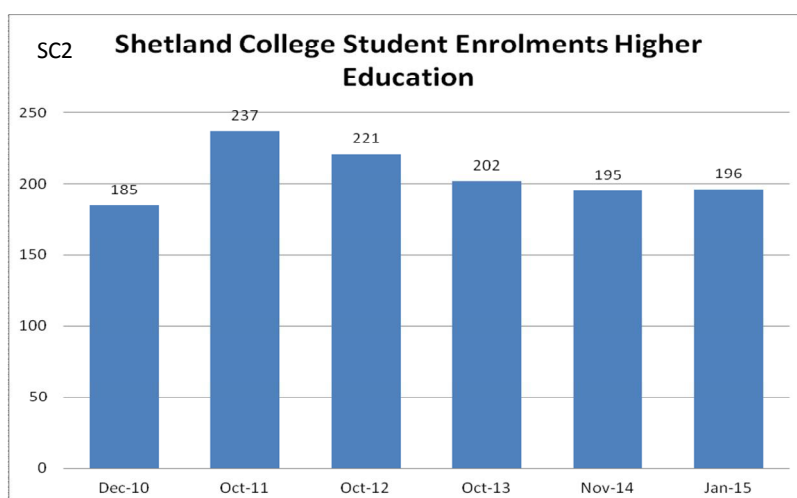
Source: Train Shetland
Information Gathered: Quarterly

Service Area – Shetland College

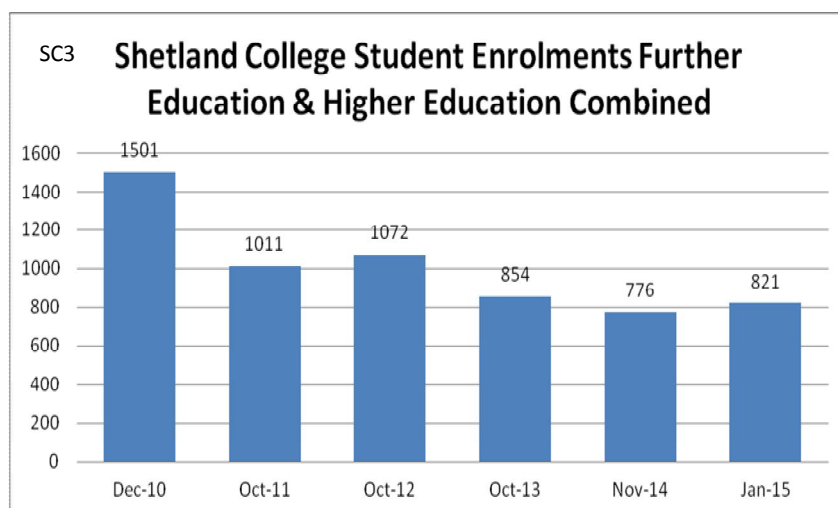



Trend Comment: Figures are shown as head counts for full-time and part-time further education students. Figures continue to show a downward trend due to high levels of employment locally, and reduced numbers of part-time students, particularly from Council employees.

Source: Shetland College
Information Gathered: Quarterly



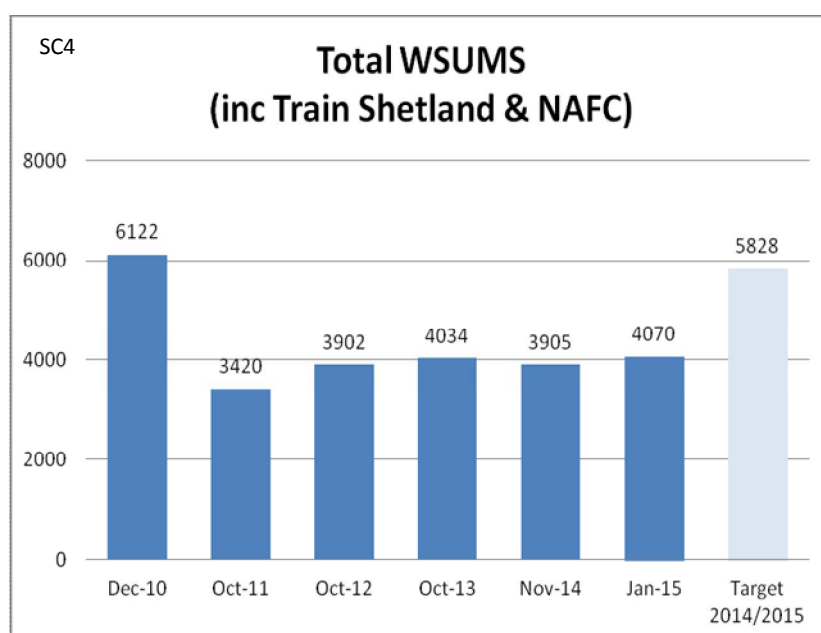
Trend Comment: Figures are shown as head counts for full-time and part-time higher education students. Full-time higher education student numbers continue to increase but part-time student numbers continue to show a downward trend due to high levels of employment locally, and reduced numbers of part-time students, particularly Council employees.




 Trend Comment: Figures are shown as combined head counts for full-time and part-time further and higher education students. Only full-time higher education student numbers continue to increase, and the downward trends in full-time and part-time further education, and also in part-time higher education student numbers continue due to high levels of employment locally, and reduced of students, particularly Council employees.

Source: Shetland College

Information Gathered: Quarterly

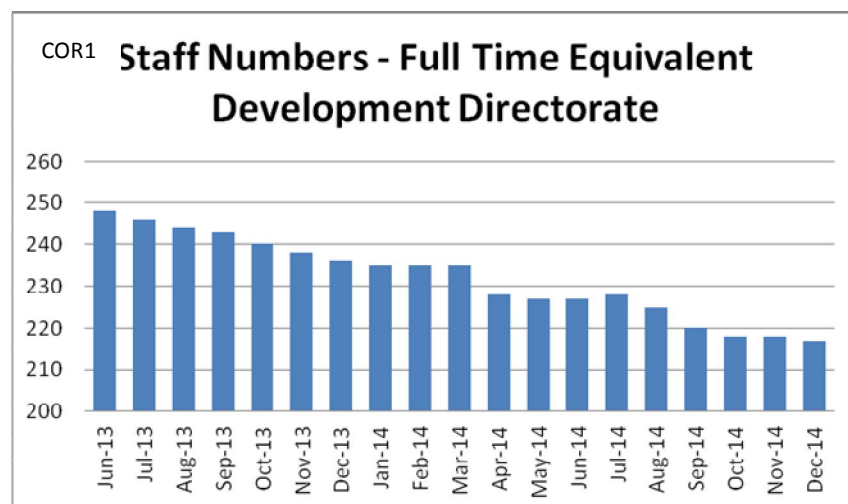


 Trend Comment: WSUMs (Weighted Student Units of Measurement) is the funding term used by the Scottish Funding Council for further education. The funding carries different weightings for individual subject areas. For every notional 40 hours of study, a further education student generates a WSUM which translates into funding. The overall funding allocation for Shetland in AY 2014/15 is 5,828 WSUMs (540 allocated specifically to NAFC and 5,288 to Shetland College). As in AY 2013/14, the challenge for Shetland College is to enrol sufficient student numbers to generate sufficient WSUMs activity to meet the target of 5,288.

Source: Shetland College

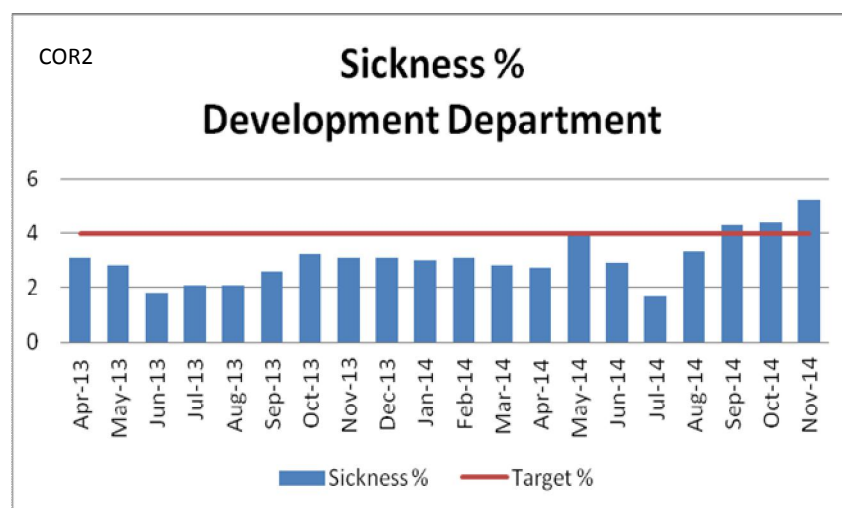
Information Gathered: Quarterly

Development Dept - Corporate Indicators



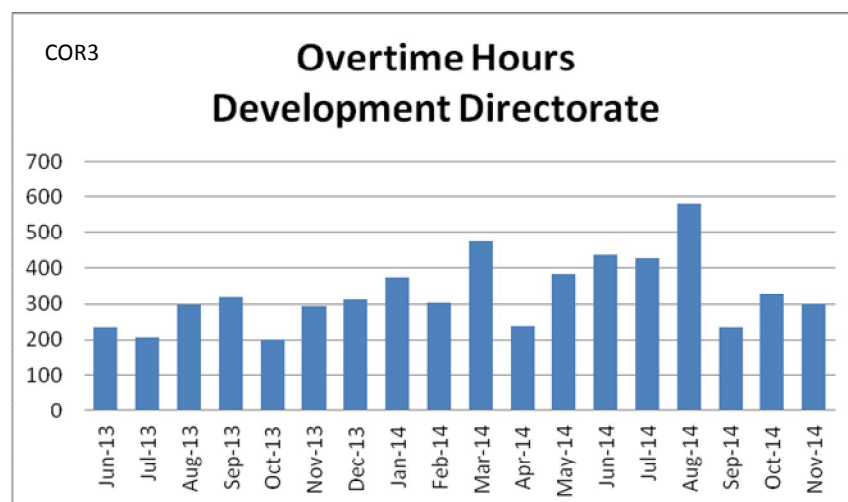
Trend Comment: The staffing number continues to decrease. As at December 2014, these figures include 19.5 FTE staff on Temporary Contracts.

Source: SIC
Information Gathered: Monthly



Trend Comment: Over target due to a small number of long term sickness which has now been resolved.

Source: SIC
Information Gathered: Monthly



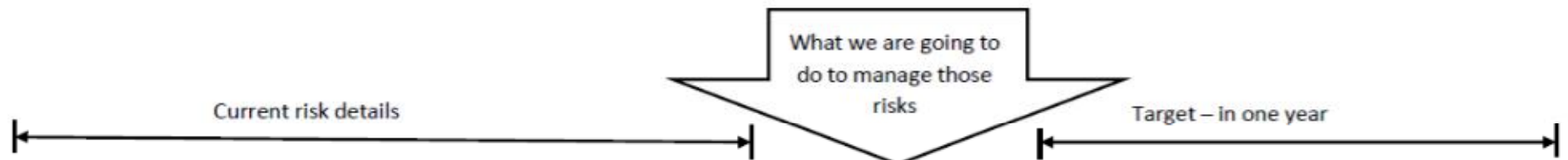
Trend Comment: Resource issues that we have been working to resolve.

Source: SIC
Information Gathered: Monthly

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, which will help to identify staff concerns.	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, Review of internal and External ferry provision, A better lending system for commercial development projects, Digital Shetland Strategy & projects, Tertiary Education Review,, Review of Community Grants and community Development, Participatory budgeting, Strengthening Community Involvement in democratic process, Redesign of Housing Support Service,	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. Progress on project plans is monitored at directorate level and reported to committee as part of performance reporting.	Unlikely (2)	Significant (3)	Medium (6)

	Deliver on 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)

February 2015

**Education and Families Committee****23 February 2015**

Education and Families Committee Business Programme – 2015/16	
GL-03-15-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 for the financial year to 31 March 2016 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 financial year to 31 March 2016 and RESOLVES 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 2015/16 at its meeting on 17 December 2014 (Min Ref: 108/14).
- 3.2 It was agreed that the Business Programme 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 may be 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, and if required according to the circumstances, the time, date, venue and location of any meeting may be changed, or special meetings added.

3.4 If approved, the Business Programme for 2015/16 will be presented by Committee Services to the Council and each Committee, on a quarterly basis, for discussion and approval, particularly in relation to the remaining projects and reports which are listed at the end of the business programme page for each Committee, as still to be scheduled.

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 – The 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 2015/16 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:

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13 February 2015

List of Appendices

Appendix 1 – Education and Families Committee Meeting Dates and Business Programme 2015/16

Background documents:

Report GL-20-F: SIC Business Programme and Diary of Meetings 2015/16

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4382>



**Education and Families Committee - Meeting Dates and Business Programme 2015/16
as at Monday, 16 February 2015**

Education and Families Committee			
		<i>D= Delegated R=Referred</i>	
Quarter 1 1 April 2015 to 30 June 2015	Date of Meeting	Business	
	<i>Ordinary</i> 27 April 2015 10 a.m.	New Anderson High School: Progress Report	R
		Social Work Review	D
		Consultancy	D
	<i>PPMF</i> 25 May 2015 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 2015/16	D
	<i>Ordinary</i> 16 June 2015 10 a.m.	Pre-School Provision – Cost Analysis	D
		Increased Entitlement to Pre-School Education for Two Year Olds	D
Quarter 2 1 July 2015 to 30 September 2015	Date of Meeting	Business	
	<i>PPMF</i> 17 August 2015 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 2015/16	D



Education and Families Committee - Meeting Dates and Business Programme 2015/16 as at Monday, 16 February 2015

Education and Families Committee - continued			
			<i>D= Delegated R=Referred</i>
Quarter 3 1 October 2015 to 31 December 2015	Date of Meeting	Business	
	<i>Ordinary</i> 30 September 2015 10 a.m.	Child Protection Committee Annual Report	D
		Shetland Learning Partnership – Annual Report	D
		School Comparison Project: Update	D
	<i>PPMF</i> 16 November 2015 10 a.m.	Children's Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate – Performance Overview – Quarter 2	D
		Committee Business Programme 2015/16	D
	<i>Budget</i> 23 November 2015 10 a.m.	Children's Services Directorate Plan 2016-17	D
		Development Services – Directorate Plan 2016-17	D
		Management Accounts – Quarter 2	D
		2016-17 Budget and Charging Proposals	R P&R 25 Nov SIC 2 Dec
Quarter 4 1 January 2016 to 31 March 2016	Date of Meeting	Business	
	<i>Ordinary</i> 19 January 2016 10 a.m.	TBC	
	<i>PPMF</i> 29 February 2016 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 2016/17	D

Planned Committee business still to be scheduled - as at Monday, 16 February 2015

- Anderson High School
- Review of Sport and Leisure
- School Meals Project Board - on-line payments / ordering system
- Shetland Tertiary Education Research and Training Project

tbc = to be confirmed

PPMF = Planning and Performance Management Framework meetings – no other business to be added

Budget = Budget setting meetings – other items can be added if time permits

Ordinary = Ordinary meetings – other items can be added

Special = Special meetings arranged for particular item(s) – other items can be added if time permits



**Education and Families Committee - Meeting Dates and Business Programme 2015/16
as at Monday, 16 February 2015**

END OF BUSINESS PROGRAMME as at Monday, 16 February 2015